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# ***Seven Proposals for Buckeye***

*Buckeye-Shaker, Cleveland, Ohio  
Fall 2013*

*Physical Planning Workshop  
Taubman College of Architecture & Urban Planning  
University of Michigan*

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## 2

### Seven Proposals

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# **TRANSITIONING to the Future**

Imagine a Buckeye that builds on its past toward a 21st century vision. Imagine a Buckeye where people are the priority. A Buckeye that uses connectivity, identity, and nurturing to furnish healthier people and a healthier community.

For 75 years, Shaker Square has served as a node facilitating travel through Shaker Boulevard. Now, an opportunity to redevelop the RTA station at the intersection of 116th Street and Shaker Boulevard presents a chance to utilize another station as an anchor

for transit-oriented development at the heart of the Buckeye Neighborhood.

Building on this node, streetscape improvements will provide greater incentives for using the existing transit system, interchanging across a range of transportation modes. An improved public realm will regain the sense of safety and bring the residents back to the streets.

By leveraging the appropriate partnerships, now is the chance

to execute a phased approach to activate underutilized and vacant spaces to create destinations along the corridors. The symbiotic relationship between such initiatives and the RTA redevelopment will strategically address the community's concerns regarding safety, population loss, and public services. By providing greater accessibility, green infrastructure, and economic opportunity, now is the chance for transitioning to the future.

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# Overview

	Objectives	Actors	SHORT TERM ACTIONS	MEDIUM TERM ACTIONS	LONG TERM ACTIONS
Connectivity	Increase modal choices for residents	<ul style="list-style-type: none"> <li>Great Cleveland Regional Transit Authority</li> <li>Northeast Ohio Area Coordinating Agency</li> <li>City of Cleveland</li> <li>Ohio DOT</li> <li>Federal Transit Administration</li> <li>Cleveland Foundation</li> </ul>	<ul style="list-style-type: none"> <li>Transit Station Feasibility Report</li> <li>Improve Transit Signage</li> <li>Improve transit Routes</li> </ul>	<ul style="list-style-type: none"> <li>Station's Site Plan</li> <li>Building Permit</li> <li>Construction</li> <li>Widen Sidewalks and Add Bike Lanes</li> <li>Establish Bike Sharing Programs</li> </ul>	<ul style="list-style-type: none"> <li>Programming and Technology Improvement</li> <li>Establish retail around station</li> </ul>
	Improve the condition of streets				
Identity	Develop an identifiable image of the corridor through the use of streetscape elements	<ul style="list-style-type: none"> <li>Rice Branch of Cleveland Public Library</li> <li>Boys and Girls Club of Cleveland</li> <li>Harvey Rice School</li> <li>City of Cleveland</li> <li>Earth Day Coalition</li> <li>North Union Farmer's Market</li> </ul>	<ul style="list-style-type: none"> <li>Design Crosswalks</li> <li>Local Street Vendors</li> <li>Increase Vibrant Colors and Public Art</li> <li>Splash Park</li> <li>Rain Garden</li> <li>Retention Pond</li> <li>Basketball Court</li> </ul>	<ul style="list-style-type: none"> <li>Continue to increase public art</li> <li>Programming: Music, Physical Education, Cooking Education</li> </ul>	<ul style="list-style-type: none"> <li>Continue to increase public art</li> <li>Programming: Music, Physical Education, Cooking Education</li> </ul>
Vitality	Foster the reoccupation of vacant or underutilized properties	<ul style="list-style-type: none"> <li>Land Studio</li> <li>Cleveland Urban Design Collaborative</li> <li>Cleveland Department of Public Health</li> </ul>	<ul style="list-style-type: none"> <li>Public Lighting</li> <li>Street Trees</li> <li>Bus Shelters at All Transit Stops</li> <li>Assist small business entrepreneur through Cleveland Sustainable Street Food Cart Program</li> <li>Vendor Markets</li> </ul>	<ul style="list-style-type: none"> <li>Rehabilitate Storefronts</li> <li>Pocket Parks</li> <li>Continue assist small business</li> <li>Vendor Markets continue</li> </ul>	<ul style="list-style-type: none"> <li>Rehabilitate Storefronts</li> <li>Pocket Parks</li> <li>Continue to assist small businesses</li> </ul>
	Develop flexible programs for entrepreneurs				

## Introduction

### Challenges of Corridor

Our team members hold a strong interest in transportation design. Using precedent studies as inspiration, we have researched various options for engaging and revitalizing the Buckeye community. After studying issues facing the Buckeye community, we believe that transportation-oriented design is the best method for catalyzing this positive change.

While there is existing transit infrastructure in the Buckeye Neighborhood, the redevelopment of the 116th/Shaker RTA station has the potential to lend itself to additional design interventions that permeate throughout the Corridor.

Our proposal focuses on the redevelopment of this station as the driving force behind transforming the Buckeye Neighborhood. We intend to employ a series of additional social and economic measures to sustain the proposed changes. By using this integrated approach, we will be able to capitalize on existing conditions and address current challenges.

We were able to identify current challenges in the Buckeye Corridor by:

- 1) Attending the Buckeye-Shaker-Woodhill community workshop on October 26, 2013. During this meeting, residents expressed their frustrations and visions for the corridor.
  - 2) Assessing the corridor first-hand through a site visit on October 25-27, 2013. Conditions were documented using photography.
- 1) Studying the Buckeye-Shaker Neighborhood in relation to the City of Cleveland. This preliminary research was a collective effort by the UP 518 Workshop.



### Problems identified during the Buckeye-Shaker-Woodhill community workshop:

#### Lack of Safety

Although the neighborhood has recently implemented a surveillance program, there is still a perceived issue regarding safety, especially after dark.



#### Loss of Population

The foreclosure crisis of the past decade has resulted in several vacant buildings and lots along the corridor. Residents are particularly concerned about the ability to retain and attract a younger population.



#### Lack of Public Services

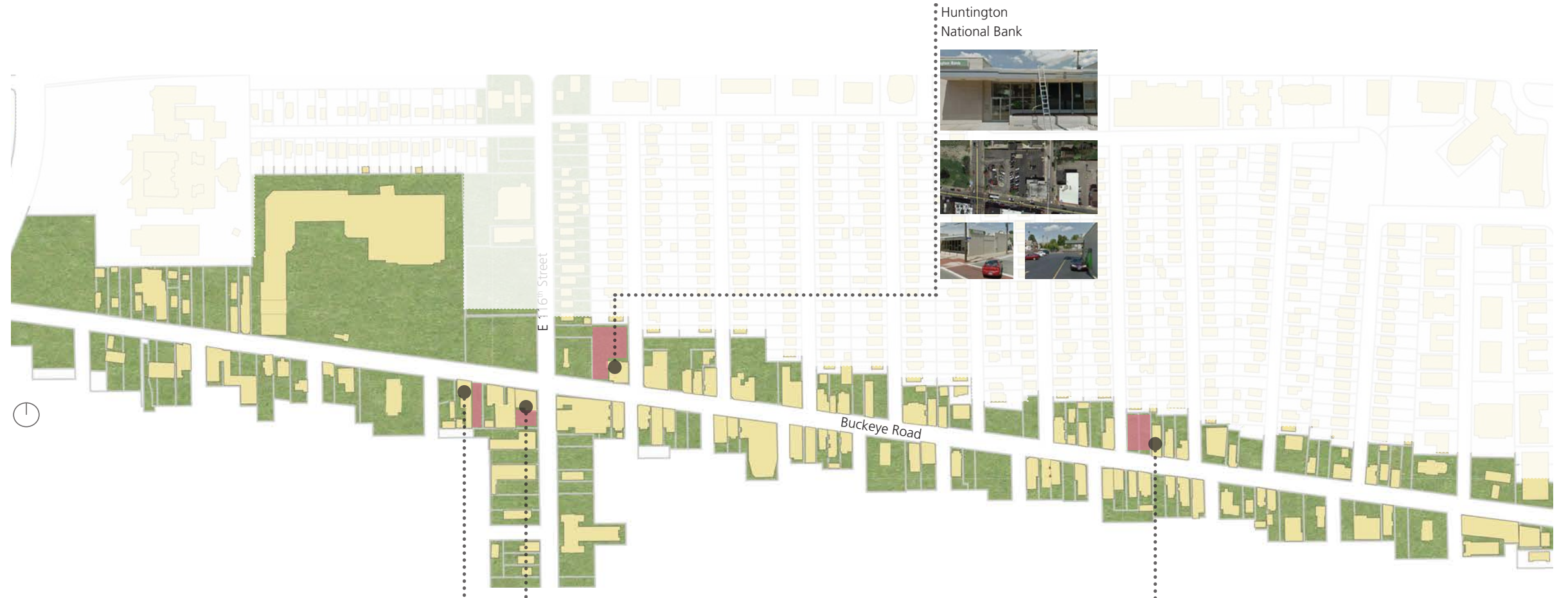
Recent development projects have increased community services in the neighborhood. However, the need for greater connectivity to these assets and the need for programs that will benefit the local economy still exist.



## Site Visit Analysis

### Street Life of Corridor

Despite having entrances that face the street, many stores on Buckeye Road place a sign that says "enter from the rear door" on their front. Most of these stores have their own parking lots or share a parking lot with other stores. Since the design of the corridor favors cars, customers will drive their cars directly into the parking lot and enter from the rear door. This removes the experience of "shopping" and the presence of pedestrians from life on the sidewalk. Buckeye Corridor's auto-dependence may be one source of its blight and unsafe atmosphere.



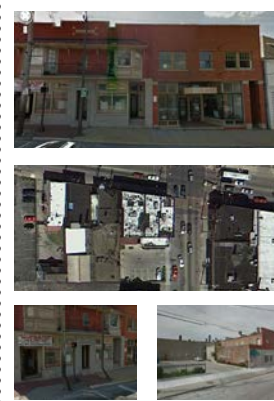
Huntington National Bank



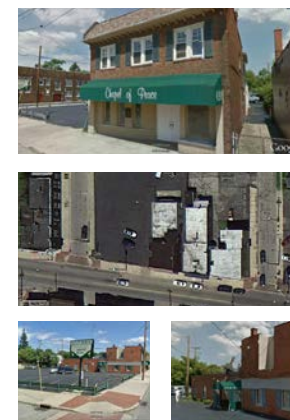
Law Firms



Commercials (non-retails)



Wanton Home Chapel & Funeral Homes



Parking Lot

Door Facing the Street (Closed)

Surroundings (Top View)

Side View

Rear Entrance

Current Condition Reference: Google Earth  
All Icons are from The Noun Project  
<http://thenounproject.com/>

# Corridor Analysis

## Existing Assets

By increasing connectivity, transit-oriented design will link people in the Buckeye Corridor to several existing community assets. In particular, the station will be close to three important amenities: Saint Luke's Manor, Harvey Rice Library, and Harvey Rice School. This proximity lends the station to becoming a true node in the neighborhood.



Cleveland Clinic Hospital



St. Luke's Manor



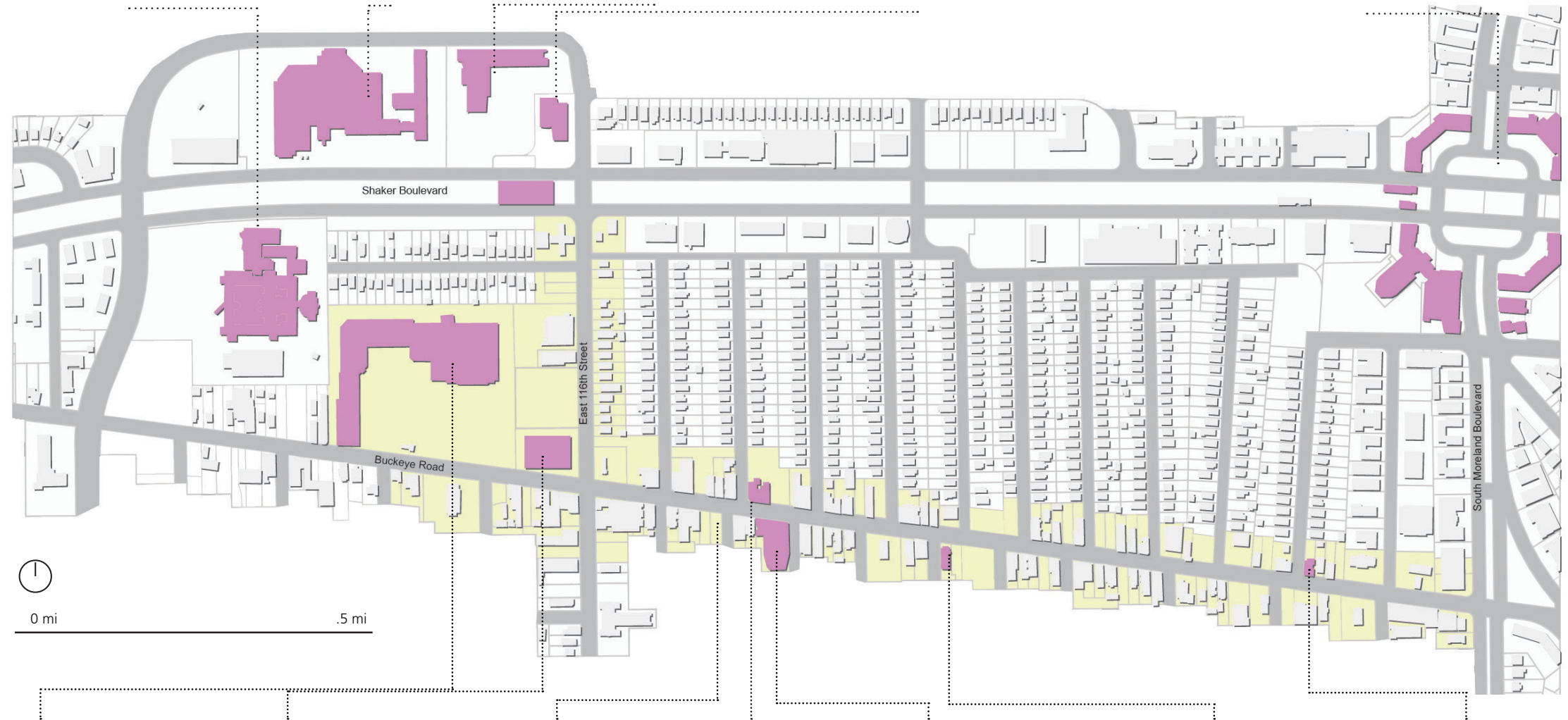
Harvey Rice Library



Harvey Rice School



Shaker Square



0 mi

.5 mi

### Saint Luke's manor:

- Independent living for senior citizens 55years and older
- Intergenerational School
- Boys and Girls Club
- gymnasium
- office space

**Users: senior residents, office workers, children**

### Harvey Rice School

- Kindergarten to 8th grade
- Follows wraparound school model: academics, enrichment, and social support
- Smart technology in every classroom

**Users: children, teachers, parents**

### Harvey Rice Library

- Free tutoring
- Puppet Theater
- Summer lunch program
- Knitting Group
- GED instruction

**Users: children, teenagers, adults, seniors**



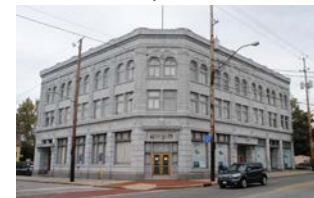
Giant Eagle Grocery



Emerald Alliance Housing



118th & Buckeye Art Park



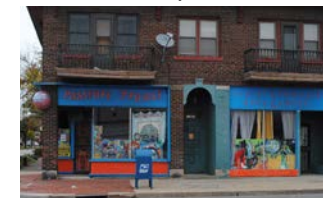
Beech Brook



Moreland Theater



Head Start

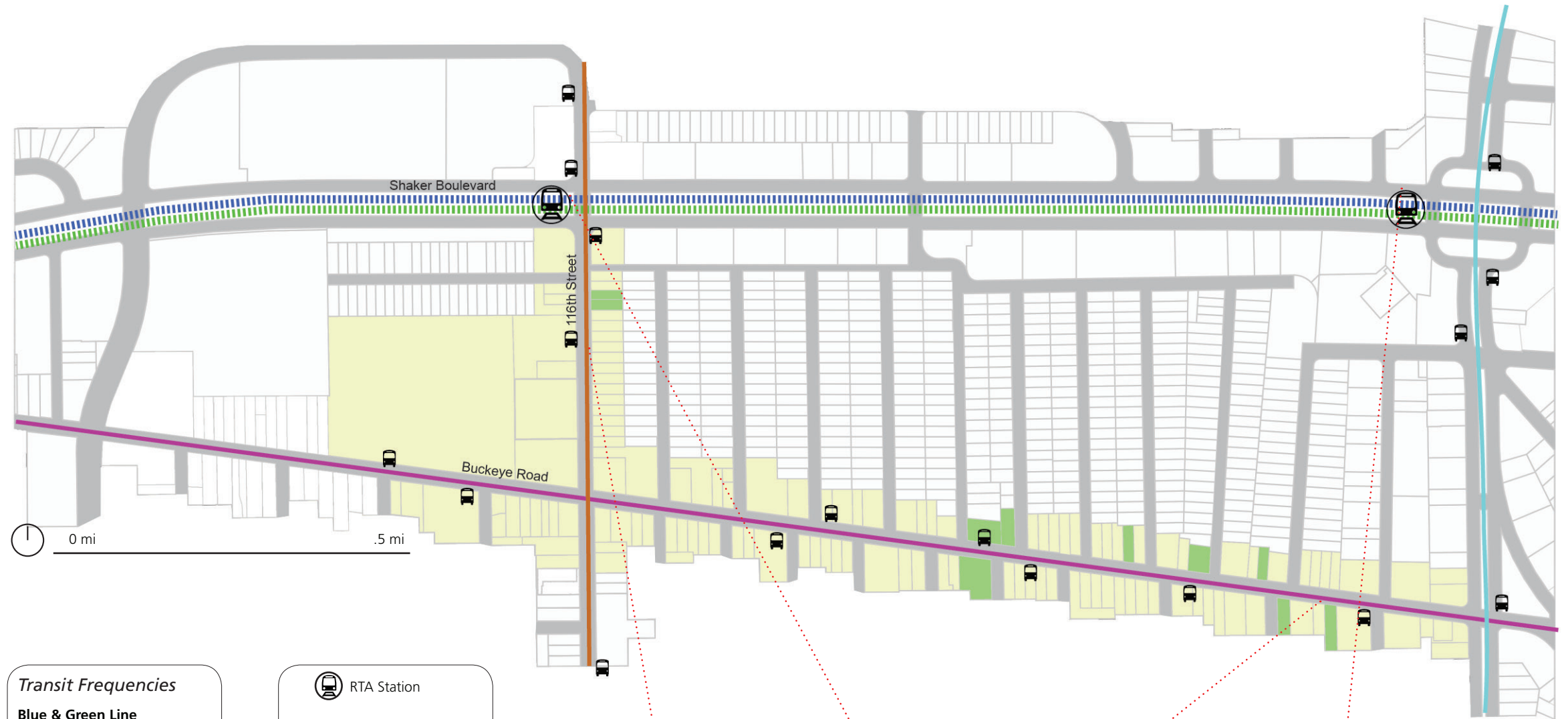


Passport Project

## Corridor Analysis

### Opportunity for Connectivity

While there are existing transit routes in the neighborhood, the current condition of the streetscape and the amount of space devoted to parking favors cars. Currently, there is no formal bicycle infrastructure, such as bike lanes. In addition, there is an insufficient amount of crosswalks for pedestrians. Enhancing the corridor with elements that will accommodate these alternative modes of transportation will encourage people to utilize public transit, too. Through transit-oriented design, existing rail and bus infrastructure and vacant lots can be capitalized on to provide greater connectivity and more community assets.



**Transit Frequencies**

**Blue & Green Line**

Weekdays:

- 5-6:30am every 15 min
- 6:30 – 9am every 5 min
- 9am-4:30pm every 15 min
- 4:30 – 7pm every 5 min
- 7pm-12:30am every 15 min

Weekends

- 5am -12:30am every 15 min

**#58 Line**

Weekdays:

- 6:30am -7pm every 45 min

Weekdays & weekends:

- 6:30am -7pm every 45 min

- RTA Station
- Green Rail Line
- Blue Rail Line
- Bus Stop
- #11 Bus Route
- #58 Bus Route
- #48/48a Bus Route
- Vacant Lot



116th Station



116th Street



Buckeye Road



Shaker Square Station



## Inspiration

### Precedent Studies

Prior to developing our proposal strategy, we studied relevant precedent studies that carry lessons which can be applied to the Buckeye Corridor. These three cases inspired us with ideas regarding streetscape design, community parks, and street vendor markets. While the size and scale of the studies differ from Buckeye Corridor, there are similarities in social, economic, or regulatory framework.

Yerba Buena Street Life Plan



Location: San Francisco, CA

The Yerba Buena Street Life Plan creates a vision and road map for a next generation of public space in the Yerba Buena district, based on community input and a long-term needs assessment. It is a plan that contains 36 small projects, which will be used by the Yerba Buena Community Benefit District over the next 10 years to direct both long-term, large-scale projects and short-term, site-specific projects.

Lessons: The 36 projects cover the whole field of "street life." Some of them have already been started and used successfully, such as the park mobiles. These streetscape projects are creative, easy to implement, and can have a strong impact on the community.

Francisville: Living the Dream



Location: Philadelphia, PA

The Francisville Playground is one of the focal points of the Francisville community. For years it has been the place where the children have come to run and play. This proposal is in an attempt to provide the community with a park that can accommodate more recreational uses and comfortably fit more people. The design object is to design a park that could appeal to everyone in the community. The park contains many amenities such as the community center and services building which will provide classes from cooking and home care to job training. These places will provide after-school programs for children and will help to create a safer neighborhood.

Lessons: The people in the public meeting spoke of a need for new youth programs to give neighborhood children recreational alternatives. The community also expressed a need for more after-school training in the hope that they could attract more young people. This type of park can be effectively developed using vacant lots.

San Francisco Cart Project



Location: San Francisco, CA

The San Francisco Cart Project was established throughout the Bay Area in 2009 to facilitate bringing interested food entrepreneurs to the local market. The project aims to streamline and add transparency to the complex regulatory process of starting a mobile food business. By providing informational resources, such as "Instructional," which encompasses business modeling and legal requirements, SF Cart Project hopes to improve prospects for this amenity in urban settings throughout the Bay Area.

Lessons: Street food vending has the potential to activate marginal spaces in urban settings and contribute to local economies. The SF Cart Project partnered with Off The Grid, an event management company that organizes, promotes, and manages mobile food markets. The projects embraces social media as a method of free, instant marketing for regular markets and special events that combine music, art, people, and food.

# Proposal Strategy

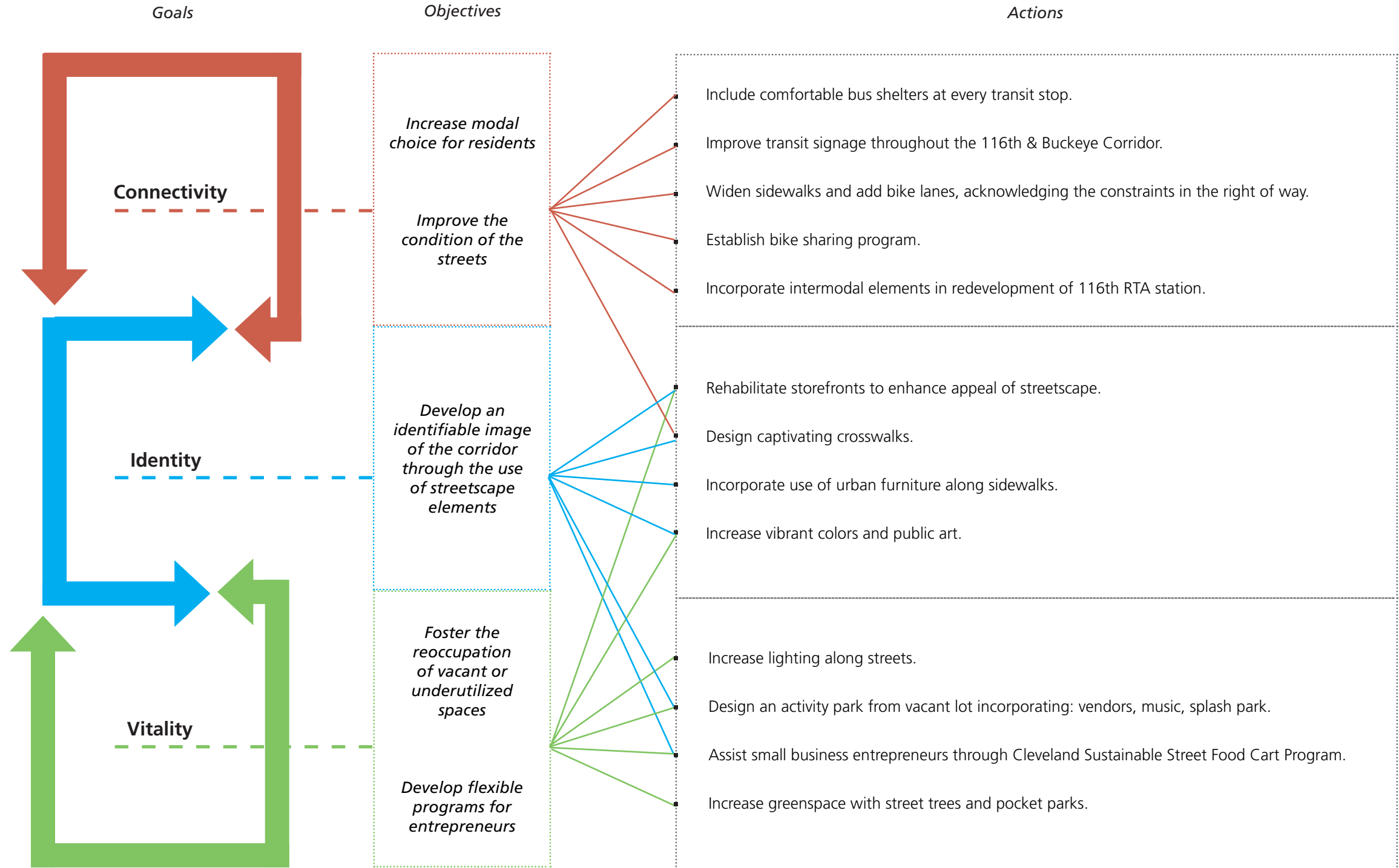
## Overarching Goals & Actions

Using transit-oriented design as the driver, our overall strategy contains integrated elements that will transform the community.

1) Our goal of increasing connectivity will increase residents' and visitors' ability and desire to move along the streets using different modes of transportation. People will have greater access to jobs, entertainment, and public resources.

2) Our goal of fostering a unique identity for the corridor will increase its sense of place. Visitors will be able to distinguish Buckeye Corridor from other corridors in the neighborhood and residents will be proud to live there.

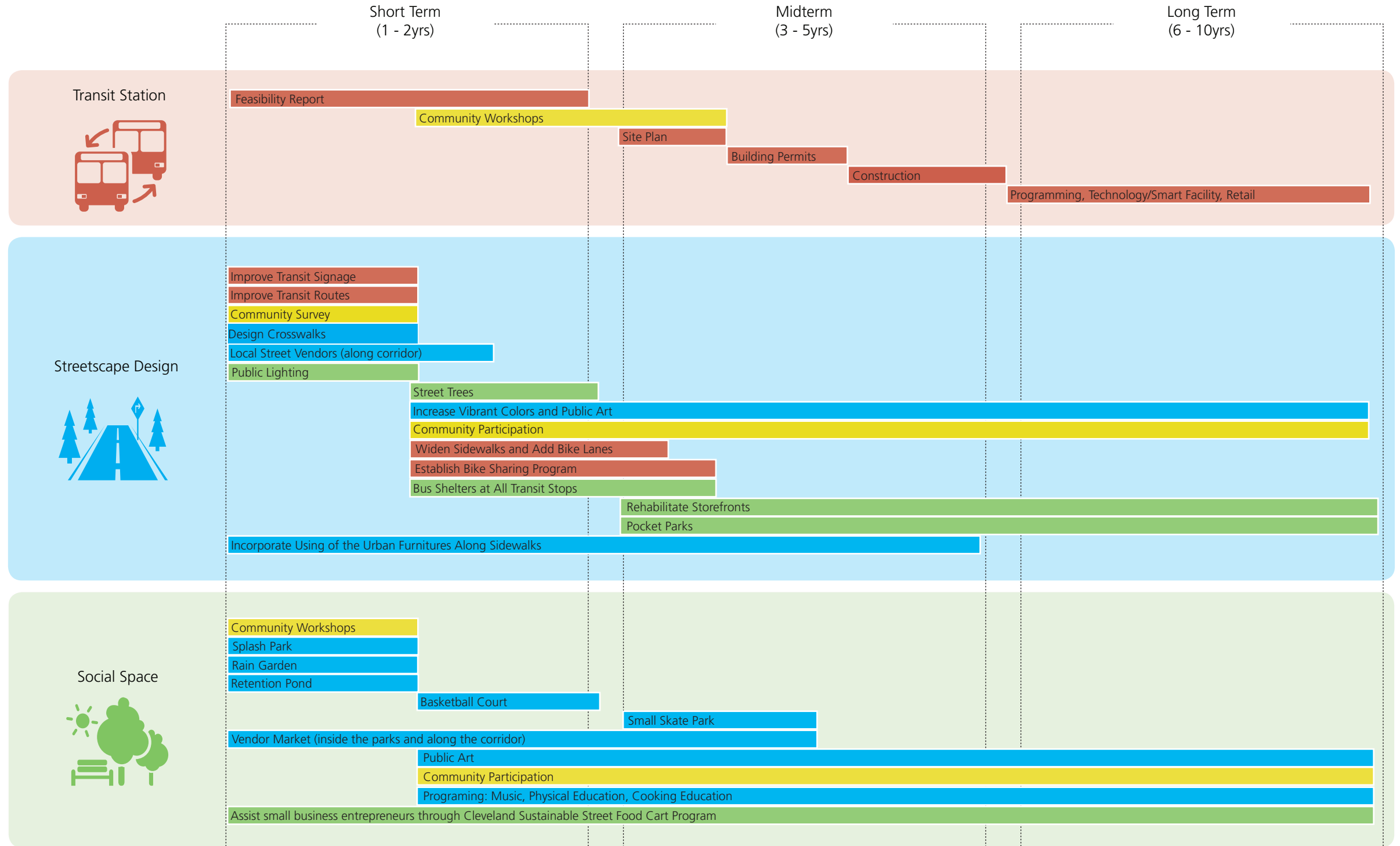
3) Our goal of boosting vitality will create a safe, comfortable, and healthy corridor. Improving economic and social opportunities in the corridor will encourage an active presence of people along the streets.



# Implementation

## Phasing


In order to successfully implement the proposal, it is necessary to phase objectives based on priority and feasibility.






- Three Goals:
- Connectivity
  - Identity
  - Vitality
  - Community Outreach Related

# Implementation

## Funding and Partnerships

In order to implement our proposal, it is necessary to identify appropriate funding mechanisms and partnerships. The following list represents non-all-inclusive potential sources. All efforts will be guided under the direction of the Buckeye Shaker Square Development Corporation. 

The BSSDC will play an active role in fostering relationships with this list of partners to ensure that these financial mechanisms are viable. In addition, by scheduling meetings, providing community space, overseeing operations, and applying for alternative sources of funding, the BSSDC can further serve as a community resource.

- Three Goals:
-  Connectivity
  -  Identity
  -  Vitality

### Components

Transit Station

Streetscape Design

Social Space

### Mechanisms

**Transportation for Livable Communities Initiative**

*Provides monetary assistance to communities for integrated transportation and land use planning*

*\$1 million available in total awards per application cycle*



- Greater Cleveland Regional Transit Authority
- Northeast Ohio Area Coordinating Agency
- City of Cleveland
- Saint Luke's Foundation
- Ohio DOT
- Federal Transit Administration
- Cleveland Foundation
- Neighborhood Progress, Inc
- Rice Branch of Cleveland Public Library
- Boys and Girls Club of Cleveland
- Harvey Rice School

**Storefront Renovation Program**

*Assists neighborhood retail districts in becoming attractive places to shop by helping fund the rehabilitation of building exterior storefronts.*

L | A | N | D



- LAND Studio
- Cleveland Urban Design Collaborative
- Greater Cleveland Regional Transit Authority
- Ohio DOT
- Northeast Ohio Area Coordinating Agency
- City of Cleveland

**Sustainable Street Food Cart Program**

*Provides monetary and permit assistance to local entrepreneurs interested in owning and operating street food carts.*

*\$400,000 available in total awards per application cycle*

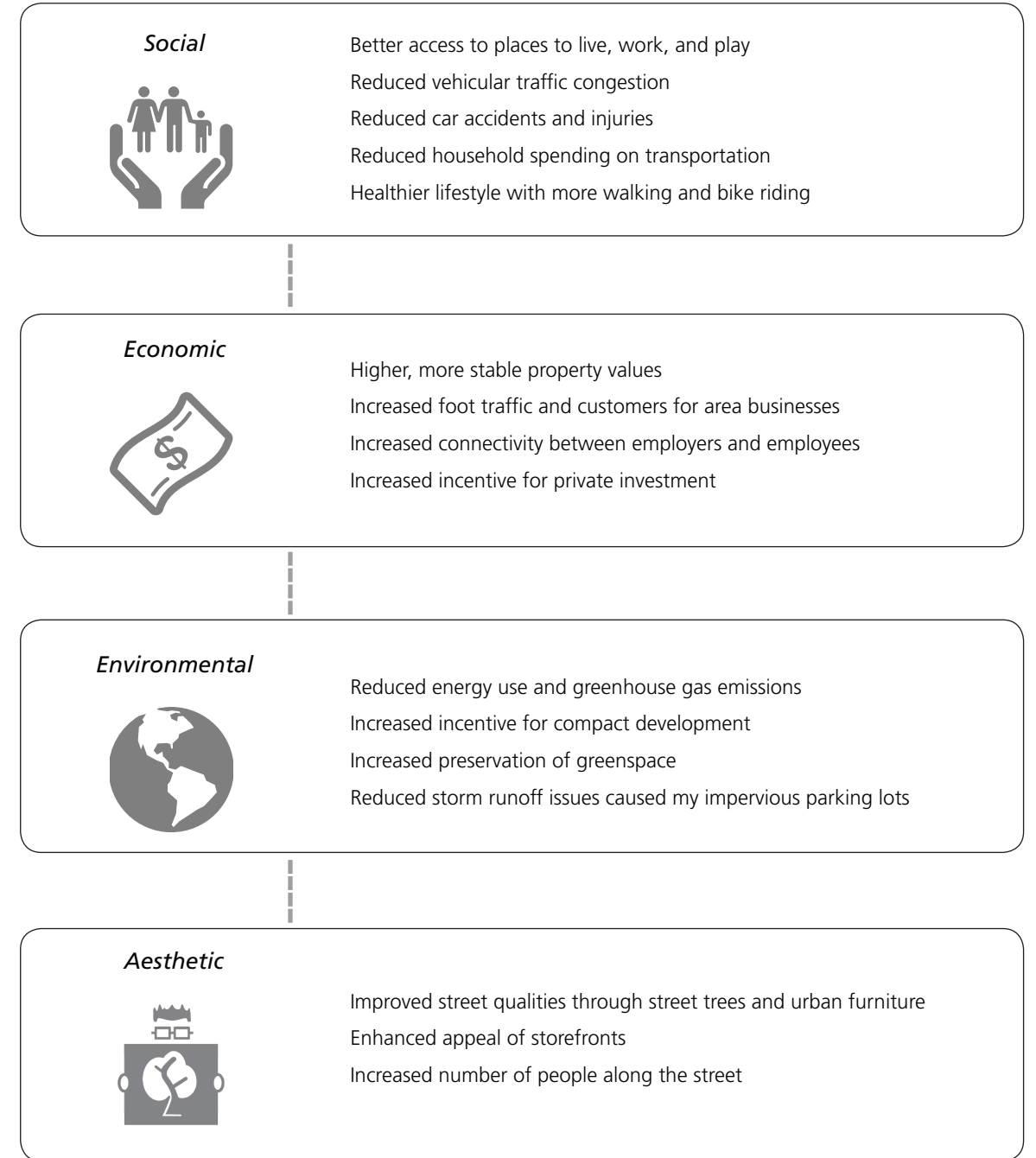
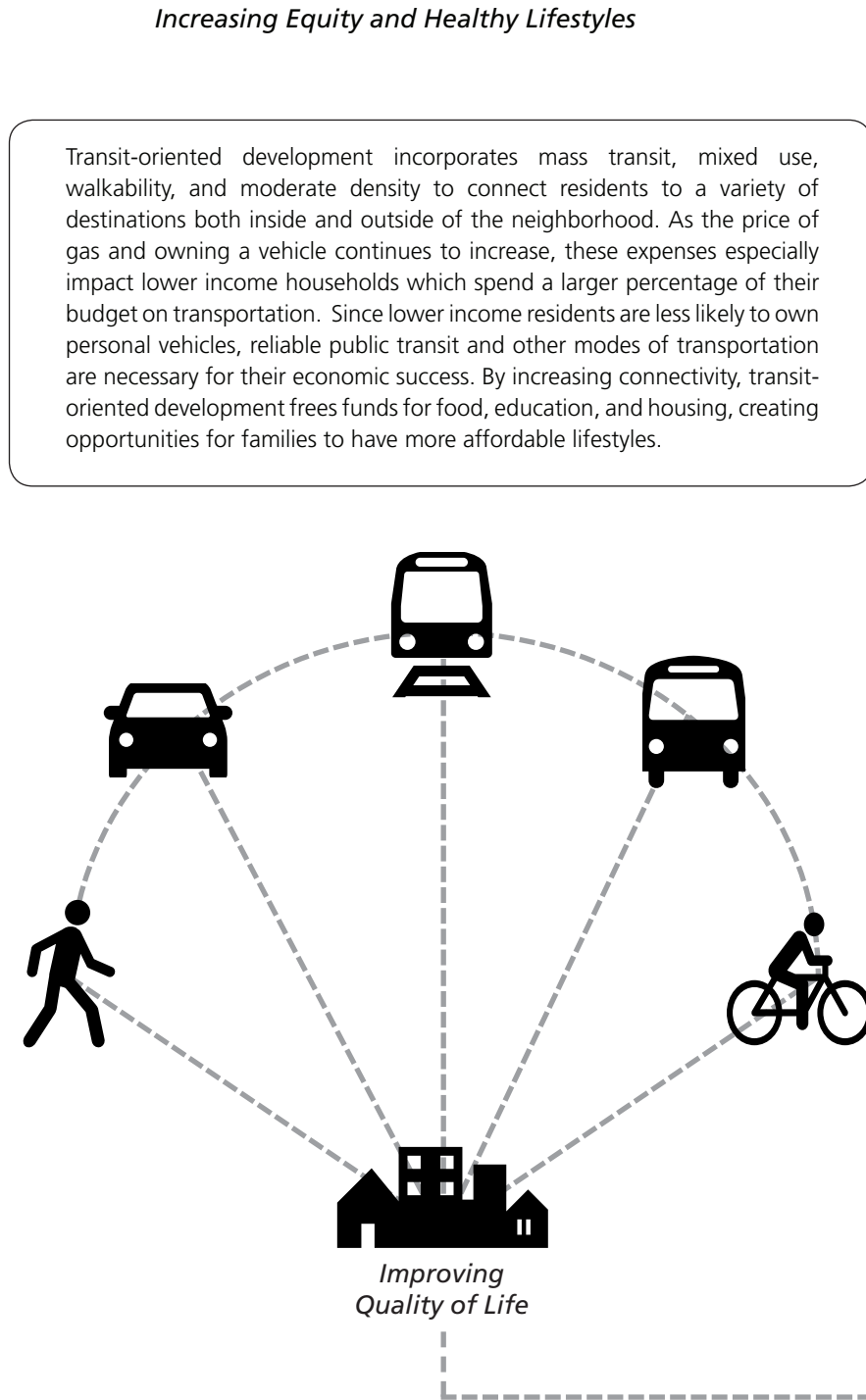


- Cuyahoga County Land Reutilization Corporation
- LAND Studio
- City of Cleveland
- Cleveland Department of Public Health
- Earth Day Coalition
- Cleveland Botanical Gardens
- North Union Farmer's Market
- The Intergeneration School
- Boys and Girls Club of Cleveland

## Benefits of TOD

### Metrics for Proposal Assessment

Our proposal defines “transit-oriented development” as a method of promoting equal opportunities for a range of transportation modes. In addition, it serves as a driver for the transformation of the built environment. Currently, the condition of Buckeye Corridor favors cars. In our proposal, bicycle, car, bus, and train users, as well as pedestrians, are given equal consideration through the implementation of “complete streets” and intermodal interchanges. In addition, a central station serves as a node that promotes connectivity to local amenities. By attracting users inside and outside the neighborhood, the station encourages activity throughout the corridor, and paves the way for infill development in the long-term.



## Transit Station

### Context of the station

The current transit station at the corner of 116th Street and Shaker Boulevard serves at merely a rail stop for the Green Line and Blue Line. The greatest concern of residents here is security of the station and its surrounding area. The public specifically desires: better lighting of the station and its entrances; better ability to see to and from the station to the streets; better surveillance and patrolling of the station by security personnel; and a visually compelling station that would be an attractive and uplifting symbol for the neighborhood.



#### 1. St. Luke's Hospital Building Reuse

St. Luke's Hospital Building was renovated to be elderly housing. It will provide 140 affordable elderly housing units and 30,000 square feet of community facilities. Elderly residents will benefit from nearby transit, particular if accessibility and safety concerns are addressed in the redesign of the station.

#### 2. Cooperative Learning Campus

The City of Cleveland and Cleveland School District have jointly developed the new Harvey Rice School the Rice Branch of Cleveland Public Library. These two public institutions will direct additional pedestrian traffic to the station and the bus stop. Therefore, it is important to design wider sidewalks and safer crosswalks for the students.

### Existing Condition of The Station

The existing station does not provide ideal sight lines from the street to the platform and there is no visible RTA logo as well. It has very limited areas to wait and sit, at the street level. Wider sidewalks, better lighting, adequate street signal timings, and crosswalk markings at the street level will all be necessary to improve transit access .



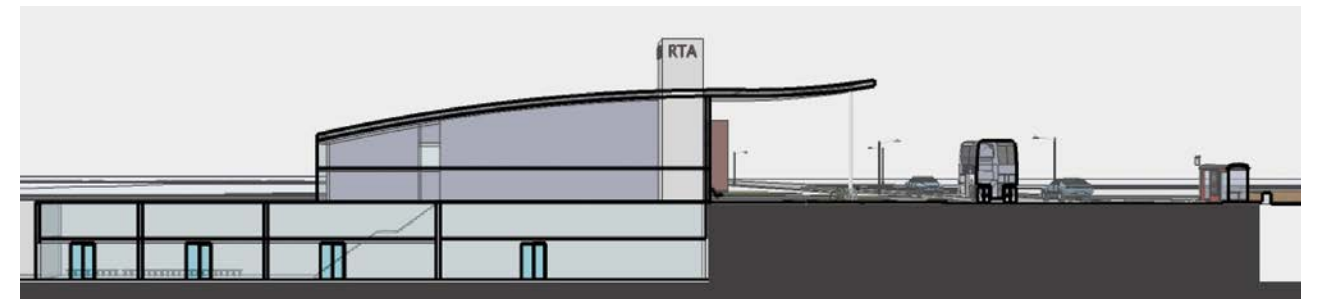
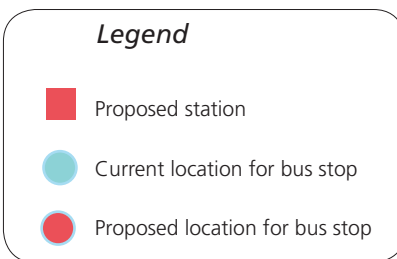
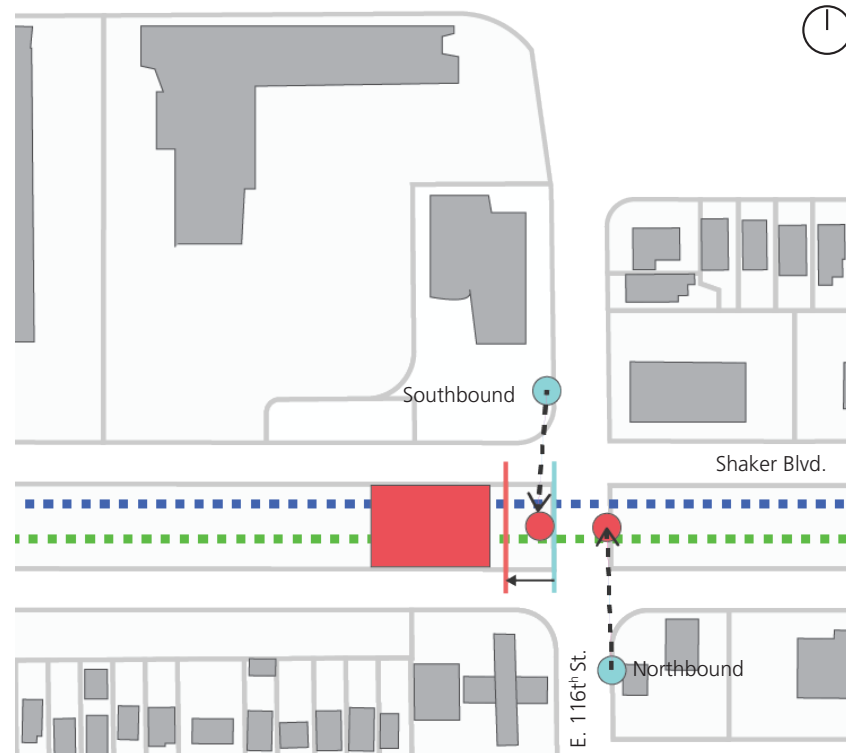
The existing roof structures provide adequate weather protection over the stairways, but on the track level there is insufficient shelter. In addition, the waiting platform sits under the E.116 Street bridge, creating areas that are not visible from either the bridge or the stairs. The landscape along the Shaker Boulevard also obscures the view to the streets on both sides. This lack of visibility provides an unsafe feeling, which discourages use of the station.



## Transit Station

### Bus Stops and Station Location

E. 116th Street is a busy bus route connecting the neighborhood to University Circle. The current bus stop Northbound is located on the east side of 116th Street just south of Shaker Blvd. Alternatively, the Southbound bus stop is located in front of the branch library on E. 116 Street. To promote the station as a multi-modal transportation, we propose relocating these two stops to the E. 116th Street Station bridge. Since the station needs to provide more seating areas for passengers, we also propose extending the bridge to the west, for a larger setback which makes the bus stop and a small plaza possible.



## Transit Station

### Programming

The station will be integrated with the three nearby amenities. Programs are designed based on the possible needs of student and senior citizens. Outside the station, our proposal aims to connect and guide people to Buckeye Road by creating continuous sidewalks and bike lanes. To make this station a safe place, we propose installing security cameras around and inside the station. By using translucent material for the exterior, people inside can keep an eye on the street, which increases the sense of safety. To increase the identity of the station, we also propose widening the existing bridge of 116th Street and making the space large enough for a small plaza with programming.



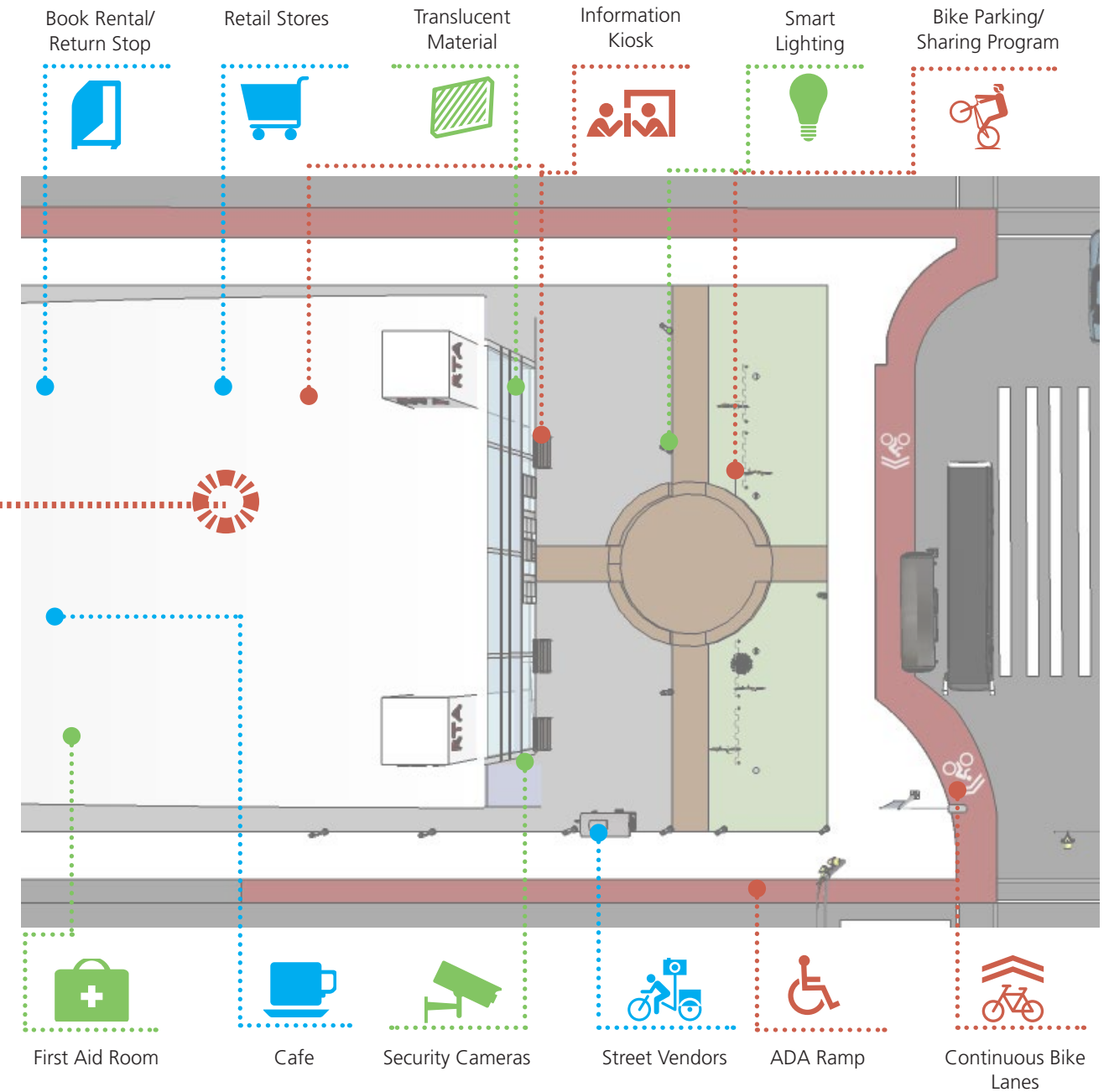
St. Luke's Manor



Harvey Rice School



Harvey Rice Library





## Transit Station

### Envision

After applying all the programs above, the station would be a bustling and safe place, day and night. The changes we propose would place pedestrians, cyclists, and transit passengers as priority over cars. People are cycling, walking, or transferring between modes of public transit. The widened sidewalks, narrower lanes, and crosswalks inform drivers to reduce their speeds. At night, sidewalk lighting brightens the streets. The translucent material of the station makes the interior also a light source to the outside.

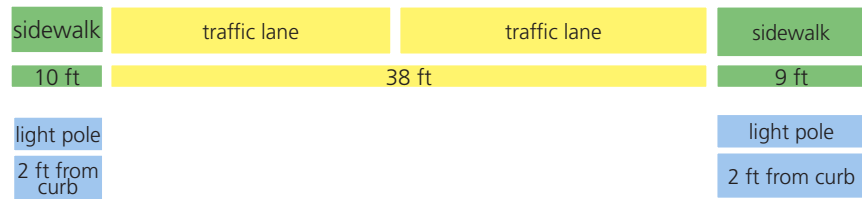


# Streetscape Design

## Streetscape Improvement of 116<sup>th</sup> Street

The streetscape improvement of 116<sup>th</sup> street serves the crucial role of drawing people from the RTA station to Buckeye Road. Therefore, the design will focus on facilitating the transfer between different modes of transportation. In addition, it will provide aesthetic considerations that will improve the overall atmosphere of the street, which is critical for 116<sup>th</sup> to successfully welcome people into the corridor. At the same time, maintaining the privacy of residential homes will be accomplished by adding more street furniture and infrastructure.

Current Street Section of Proposed Streetscape



Data Source: Google Earth  
 Picture Source: Bing Map, Google Earth  
 Icon Source: the Noun Project  
 Reference: Mayor's Complete Streets Advisory Committee, *Boston Complete Streets Design Guidelines*, 2013

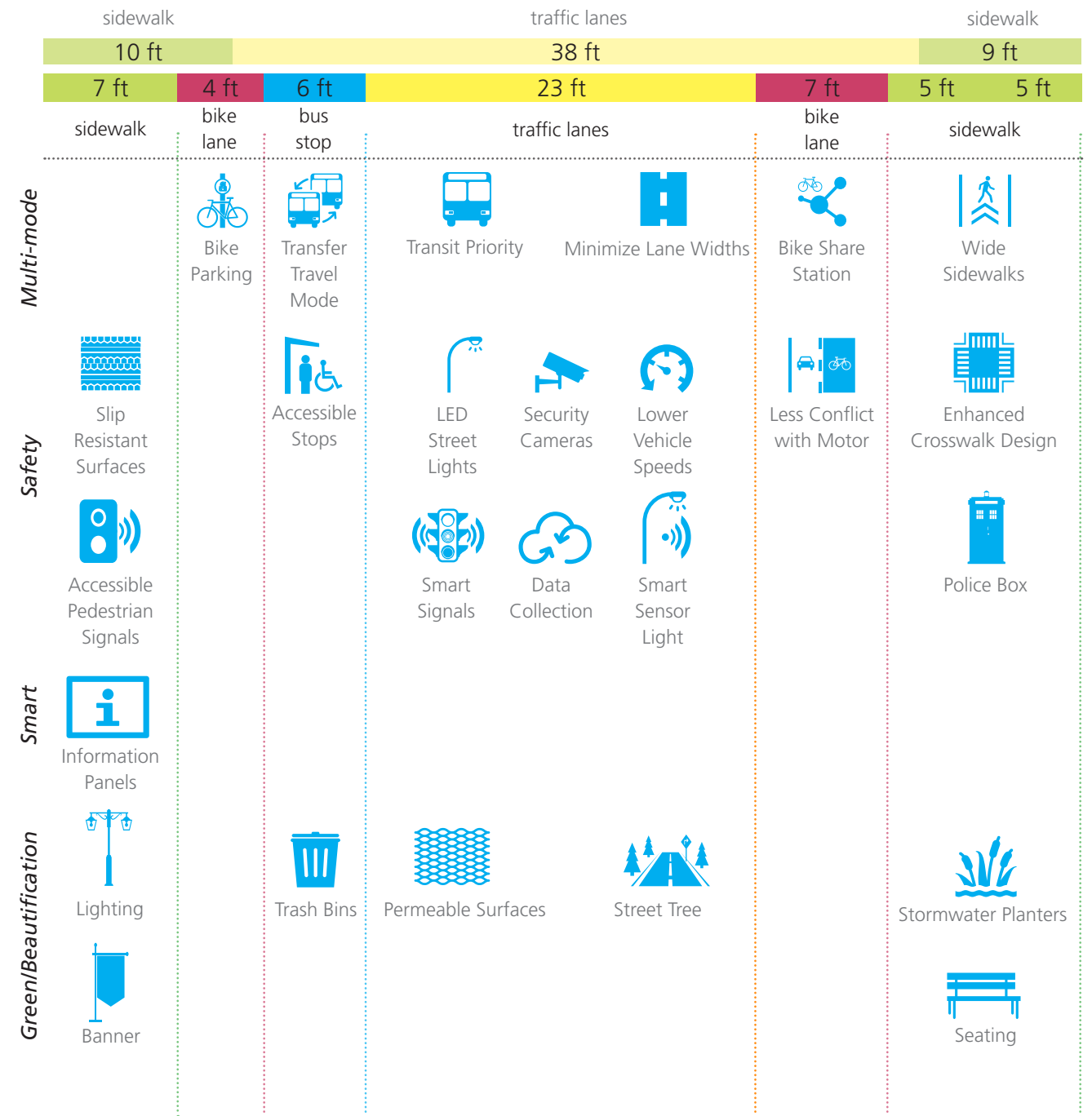


Top View of Proposed Streetscape



Front View of Proposed Streetscape

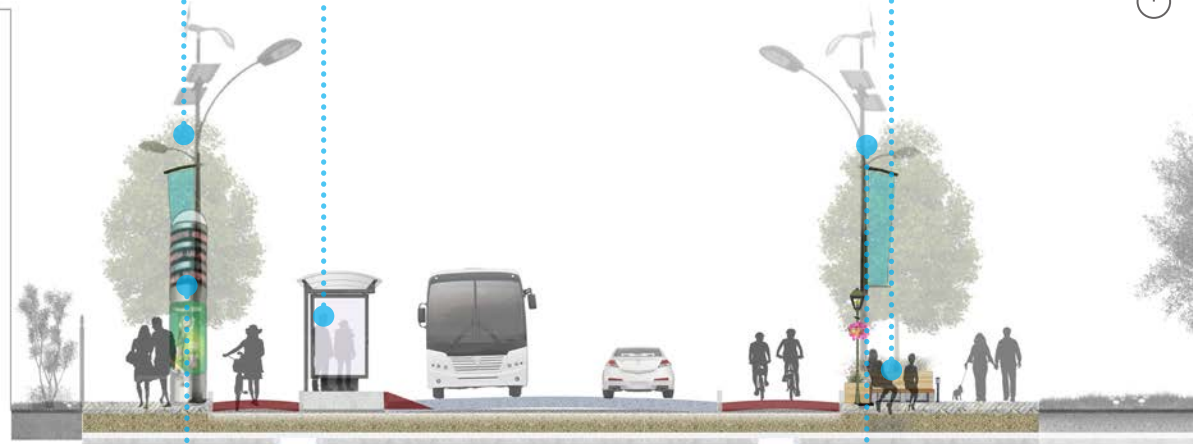
Possible Improvement



**Banner:**  
A place to improve the identity of this community; A place for also advertising community events.

**Bus Shelter:**  
Relatively enclosed design for winter days; Provide ramp for wheelchair; The electric panel provides real-time traffic information.

**Mobile Plants with Seating:**  
create small public spaces and a resting area for riders and walkers.



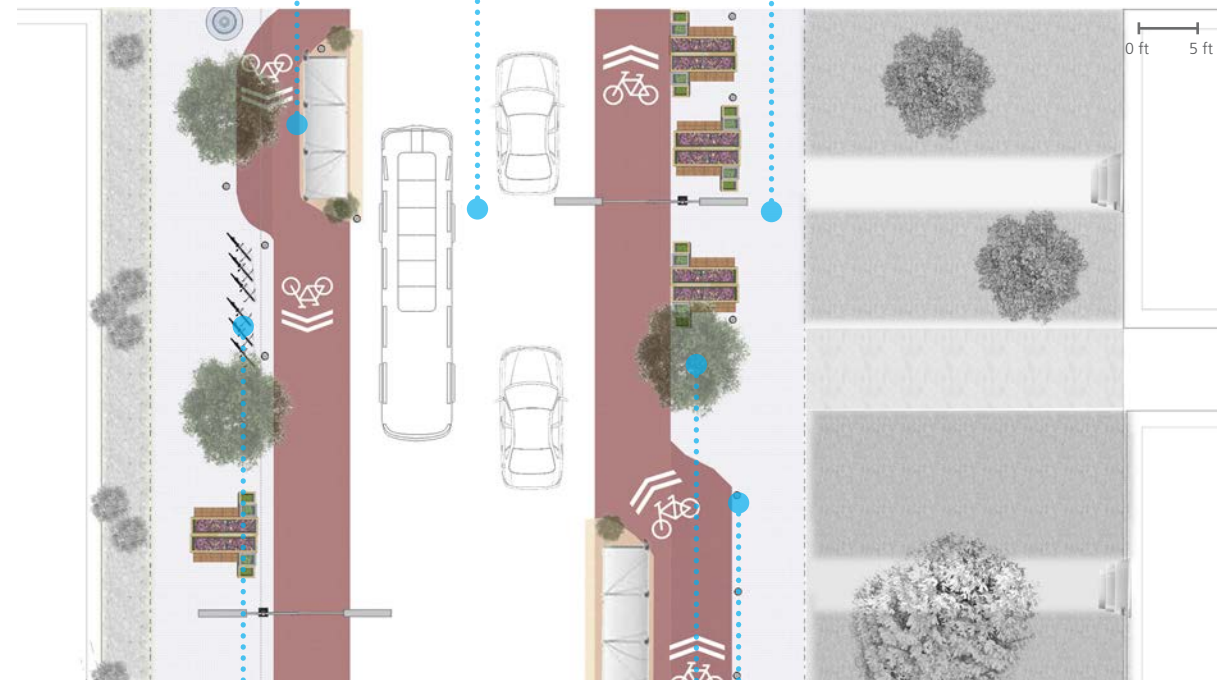
**Smart Light Pole:**  
Integrated elements/functions in order to reduce clutter in the public space; Long range visible dot matrix message board with the road sight; Screen with info on events, queues, traffic, etc.; Integrated function as trash collection

**LED Street Light:**  
Use LED technology to save energy and improve efficiency; Integrated elements/functions in order to reduce clutter in the public space; Combined with sensors, electronic eye, routers, etc.

**When there is a bus stop,**  
the bike lane will narrow down to 4 ft and curve into the sidewalks about 3 ft and use the 6 ft as an island for the bus shelter.

**Minimize Lane Widths:**  
Narrow down to 2 lanes to provide more spaces for other traffic modes and slow down the speed of private cars.

**Permeable surface**  
allows the movement of stormwater through the surface. This kind of pavement could reduce the runoff.



**Bike Parking and Bike Sharing Station:**  
Provide bike parking and sharing areas close to the bus stops.

**Street Trees:**  
Plant appropriate trees along the traffic road. Reduces traffic speeds; create more pleasant walking environments, reduces hard drainage infrastructure. Provides a lawn for a splash and spray zone, storage of snow, etc.

**Street Lights for Pedestrians:**  
Provide different street lights for pedestrian area to supply the main street light. Provide a safe walking experience during night. Also adds beautification.

# Streetscape Design

## Streetscape Improvement of Buckeye Road

Buckeye Road directly provides residents throughout the corridor with all their commercial amenities. Street-life should be vibrant and active in order to promote economically and socially viable retail space. However, since the current street design favors cars, this creates an uninviting experience for pedestrians. People usually choose to drive and use store parking lots instead of walk or ride bicycles. Therefore, the streetscape improvements will focus on attracting more people to walk or do other activities on the street, by balancing the space for cars, bikes, public transit, and pedestrians.



Data Source: Google Earth  
 Picture Source: Bing Map, Google Earth  
 Icon Source: the Noun Project  
 Parklet Design Reference: Manuel Carmona, Jonathan Hradecky, <http://designappliance.com/2012/a-nod-to-t>

Current Street Section of Proposed Streetscape



sidewalk	parking lane	traffic lane	traffic lane	parking lane	sidewalk
10.5 ft	7 ft	24 ft		7 ft	10.5 ft
light pole or trash bin 3 ft from curb					light pole or trash bin 3 ft from curb



Top View of Proposed Streetscape



Front View of Proposed Streetscape

Possible Improvement

	sidewalk	parking lane	traffic lanes	parking lane	sidewalk
	10.5 ft	7 ft	24 ft	7 ft	10.5 ft
	12 ft	7 ft	21 ft	7 ft	12 ft
	mixed-use sidewalk	mobile garden parking lane	traffic lanes	bus stops parking lane	mixed-use sidewalk
<b>Multi-mode</b>		Bike Parking	Transit Priority Minimize Lane Widths	Transfer Travel Mode	Bike Share Station Wide Sidewalks
<b>Safety</b>	Slip Resistant Surfaces	Less Conflict with Motor	LED Street Lights Security Cameras Lower Vehicle Speeds	Accessible Stops	Enhanced Crosswalk Design Police Box
<b>Smart</b>	Accessible Pedestrian Signals	Smart Parking Meter	Smart Signals Data Collection Smart Sensor Light		
<b>Green/Beautification</b>	Lighting Banner	Trash Bins	Permeable Surfaces Street Tree		Well Designed Storefront Seating

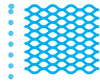
**Banner:**  
A place to improve the identity of this community; A place for advertising community events.



**Mobile Garden/ Parklets:**  
create small public spaces and a resting area for riders and walkers.



**Bus Shelter:**  
Two entrances designed for winter days; Provide ramp for wheelchair; The electric panel provides real-time traffic information.



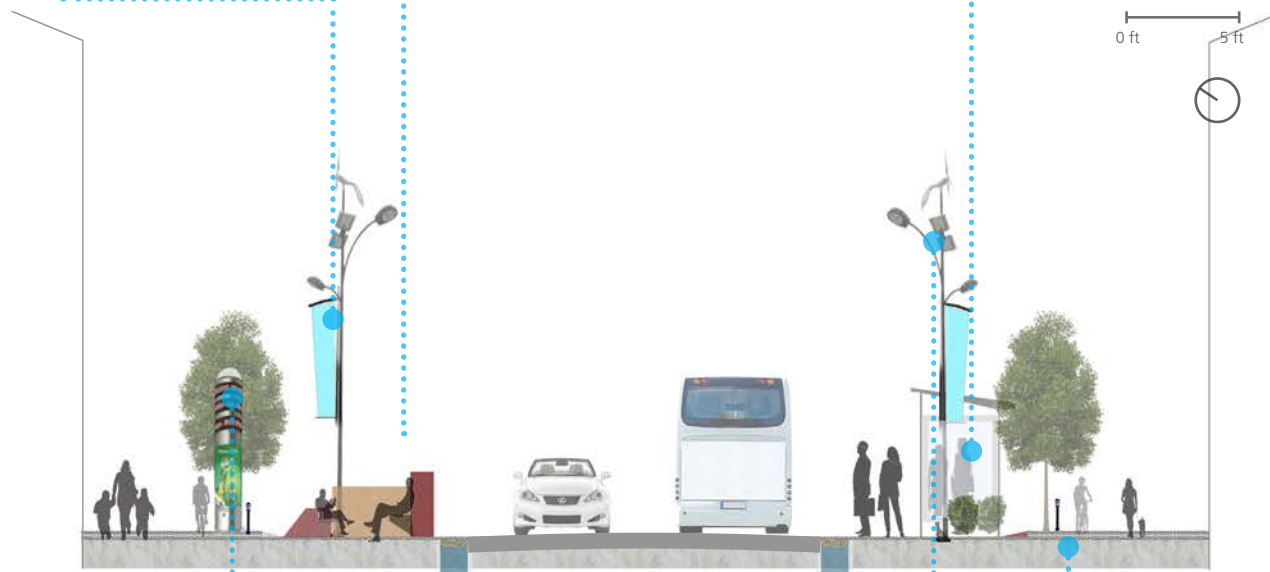
**Permeable surface**  
allows the movement of stormwater through the surface. This kind of pavement could reduce the runoff.



**Minimize Lane Widths:**  
Narrow down to 2 lanes to provide more spaces for other traffic modes and slow down the speed of cars.



**Plants as buffer**  
to separate the parking area from areas of other use.



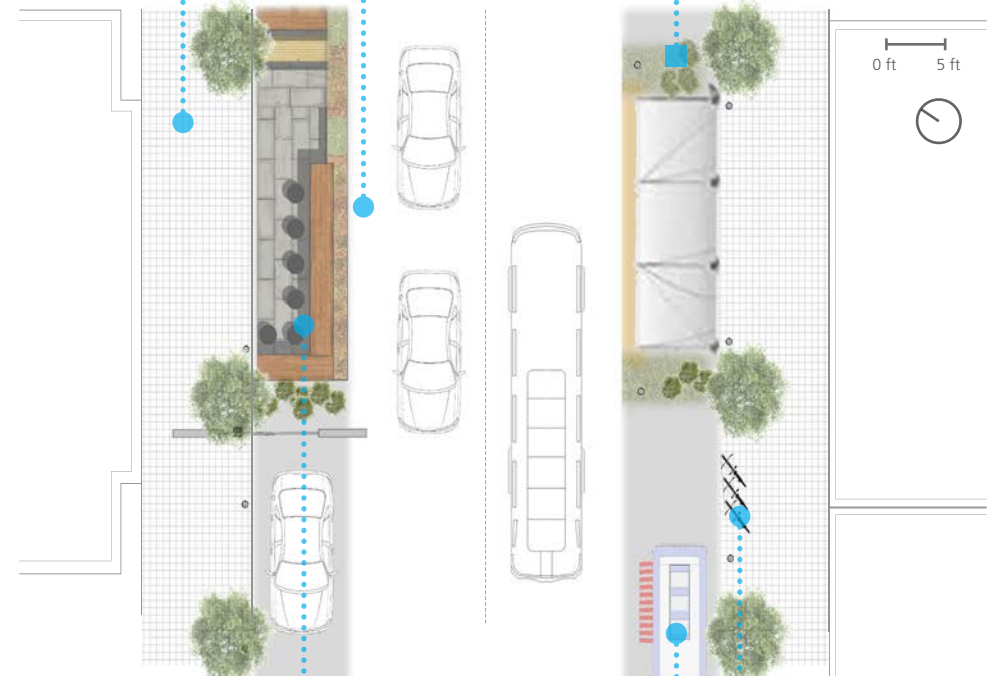
**Smart Light Pole:**  
Integrated elements/ functions in order to reduce clutter in the public space; Long range visible dot matrix message board with the road sight; Screen with info on events, queues, traffic, etc.; Integrated function as trash collection



**LED Street Light:**  
Use LED technology to save energy and improve efficiency; Integrated elements/ functions in order to reduce clutter in the public space; Combined with sensors, electronic eye, routers, etc.



**Mixed-use Sidewalk:**  
Since there are less riders on this street, in the commercial area, we design the sidewalk for both pedestrians and cyclists. In order to accommodate future biking need, this sidewalk has extra space that can be used later for bike lane implementation.



**Parklet:**  
Mobile Garden and Parklets on the curb parking lane will create public spaces and attract people to stay on the street and at the same time constrain the amount of cars.



**Food Truck on Parking Lane:**  
The parking area will be also provided for local food trucks. Areas close to the bus station will bring the trucks more customers, and also provide convenience to the bus riders who need food.



**Bike Parking and Bike Sharing Station:**  
Provide bike parking and sharing areas close to the bus stops.

# Streetscape Design

## Storefront Renovation


Storefronts play an important role in revitalizing the Buckeye Corridor. Enhancements to deteriorating storefronts will improve the overall aesthetics, identity, and economic viability of the local businesses. Different elements of storefront design help communicate a business's unique character in the corridor. Cleveland's Storefront Renovation Program can financially assist local businesses that wish to invest in their exterior image.

Objectives	Key Components
Work with the architecture of the larger building	Architectural Detail Storefront Door Street Furniture Display Window Awning Frieze/Sign Band
Simply and clearly market the name of the business and the type of services offered	Frieze/Sign Band Sign Lighting
Allow potential customers visibility into the store's well-stocked and orderly aisles	Storefront Door Display Window
Contribute to a distinctive pedestrian and customer experience	Sign Lighting Street Furniture Display Window Americans with Disabilities Act (ADA)
Uniquely enhance the overall business district's integrity and identity.	Architectural Detail Frieze/Sign Band Sign Lighting Street Furniture

Source: Government of the District of Columbia Office of Planning, A Guide to Storefront Design in the District of Columbia, Sept 2002


### Visions

11799 Buckeye Road




Current Storefront


11881 Buckeye Road





Buckeye Road/East 119th Street



Proposed Storefront







**Storefront Components:**  
Various urban furniture and plants to provide a comfortable shopping experience to customers and add identity

**Meet ADA requirements:**  
Provide access to all groups of people

**Architectural Details:**  
Colors and texture consistent with the whole commercial area and the original style

**Doors and Windows:**  
Larger and well-defined window size and door style increase the interaction between the street and the stores

**Sign Lighting:** Provide appropriate lighting (for decoration or lighting itself) could increase the identity of the store and help to increase the safety on the street during night

**Frieze/Sign Band:** Maintain and restore historic signs; Explore bold and vibrant colors as a method of distinguishing a sign while relating the sign to the storefront design and business type or product. Maintain high standards in legibility and character

**Awnings:** Helps to define the extent of an individual store and to establish better business identity; Also provide a shelter for pedestrians

# Social Space

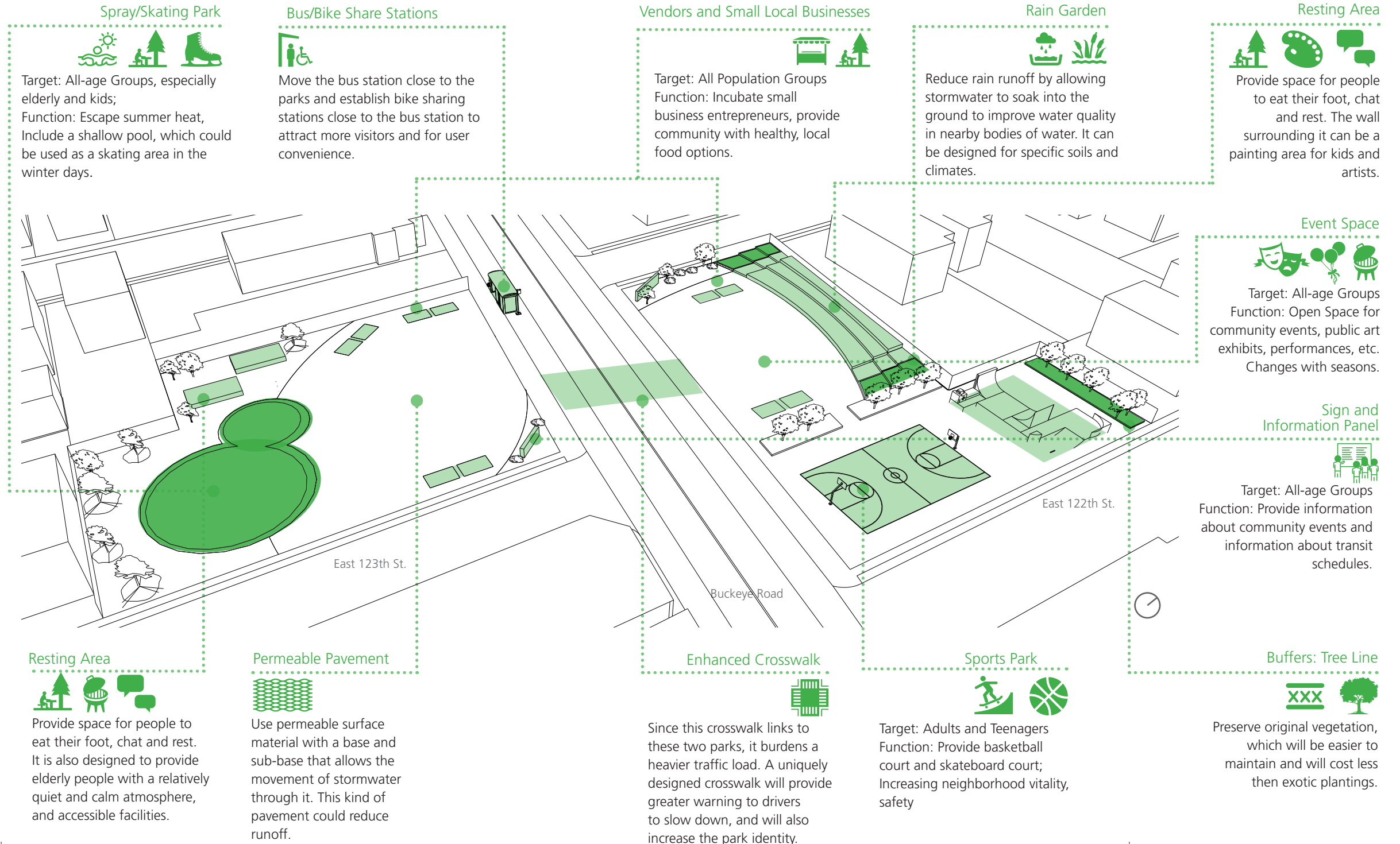
## Mixed Use Park

Vacant lots represent opportunity for becoming future assets to the community. We propose combining a spray park, basketball court, rain garden, and food vendors in two large vacant lots opposite of each other on Buckeye Road. Through a community park, these lots which are currently owned by the Buckeye Shaker Square Development Corporation can become a destination along the center of the eastern part of the corridor.

We set our priority model park on the public owned parcels in the middle of the Buckeye Rd. It is a mixed use park, which focuses more on increasing activities and vitalities in this community and attracting people coming to the centre of this commercial corridor.



Currenet Condition Reference: Google Earth  
All Icons are from The Noun Project  
[http:// http://thenounproject.com/](http://http://thenounproject.com/)



## Social Space

### Mixed Use Park

Various program elements in the mixed use park can bring together different user groups and ages. The goal of these programs is to provide public space for relaxation, eating, enjoying art, physical activity, and enjoying art or music.



Program: Food Vendors /Local Small Business Markets



Program: Resting Area



Program: Splash Park



Program: Sports Park





## Social Space

### Street Food Vendors

Owning a food cart is a more financially viable alternative to starting a restaurant. Despite inherent challenges in owning any business, starting a food truck can be seen as a transitional step toward eventually establishing a brick-and-mortar restaurant. While food vendors can operate individually along the corridor on the street, we propose that they also congregate in market form. In this manner, they can activate vacant lots and parks by attracting a larger crowd. These markets can become destinations along the corridor. The presence of food trucks in Buckeye Shaker will not only help stimulate the local economy, but it also has the potential to provide other community benefits.

#### Advantages

-  Incubate Small Businesses
-  Combine with educational programs for different ages
-  Provide local, healthy food options
-  Activate streets and underutilized space
-  Build community identity and spur investment
-  Promote local artists
-  Organize markets at specified locations
-  Embrace social media & tech to build customer loyalty



Food Cart on Buckeye Road

#### Current Need

The presence of food places is an integral component of a commercial corridor. Buckeye Corridor not only provides an inadequate amount of restaurants, but 85% of them are fast-food chains.



#### Restaurants in the Corridor

- Subway
- McDonald's
- Popeyes Chicken & Biscuits
- Rallys Hamburgers
- Muncheez
- Wendy's

#### Potential Vendor Markets

- 116th/Shaker RTA station
- Buckeye Plaza Parking Lot
- Mixed Use Park

## Social Space

### Street Food Vendors

The Sustainable Street Food Program in Cleveland is an existing mechanism that financially assists small business entrepreneurs who wish to own and operate a food truck. Under the program, vendors must meet local sourcing and healthy food requirements. In addition, Cleveland Public Art offers grants for carts to be decorated by local artists. Further programming can include partnering with the Harvey Rice School, Intergeneration School, or Boys & Girls Club to provide cooking education and business mentorship in exchange for further subsidization.



#### Sustainable Street Food Program

##### Quick Facts:

- Launched in 2010
- Streamlines permitting process and fees
- Minimizes barriers to entry
- Allows food to be prepared and cooked on site

##### Funding:

- \$5000 maximum loan from Department of Economic Development
- \$2500 maximum grant from Cleveland Public Art for local artists to design exterior of cart

##### Requirements for Eligibility:

- Must complete application
- Must submit business plan
- Must have equity of 10% of total cart cost
- Must provide a personal or corporate guarantee
- Food must be obtained locally
- Food must meet minimum "healthy food" criteria

##### Logistical Requirements:

- Minimum of 100ft distance from restaurants in commercial zoned district
- Minimum of 10ft distance between other vendors or crosswalks
- If located on sidewalk, it must be at least 10ft wide
- Permissible hours of operation: 6am - 3am



#### Promote Local Artists & Create Brand Identity

Unlike restaurants, food carts do not have the advantage of storefronts and signage to be able to attract customers. In conjunction with the Sustainable Street Food Program, Cleveland Public Art awards grants to selected entrepreneurs to have the exterior of their food carts designed by local artists. By making the food carts into mobile pieces of art, this partnership simultaneously promotes local artists and creates a brand identity for each cart.



#### Organize Markets at Specified Locations

Current Example in Cleveland: "Walnuts Wednesdays"

When: Every Wednesday from 11am-1:30pm

Where: Walnut Ave. and East 12th Street; The NineTwelve District

The Food: More than 15 food trucks lined-up surrounding Perk Plaza to serve delicious and unique lunches

The Entertainment: Live music from local bands presented by 87.7 Cleveland's Sound



#### Combine with Educational Programs for Children, Teens, and Adults

Entrepreneurs can partner with the Harvey Rice School, Intergeneration School, Boys & Girls Club and Global Cleveland to provide cooking education and business mentorship in exchange for further subsidization of business costs.

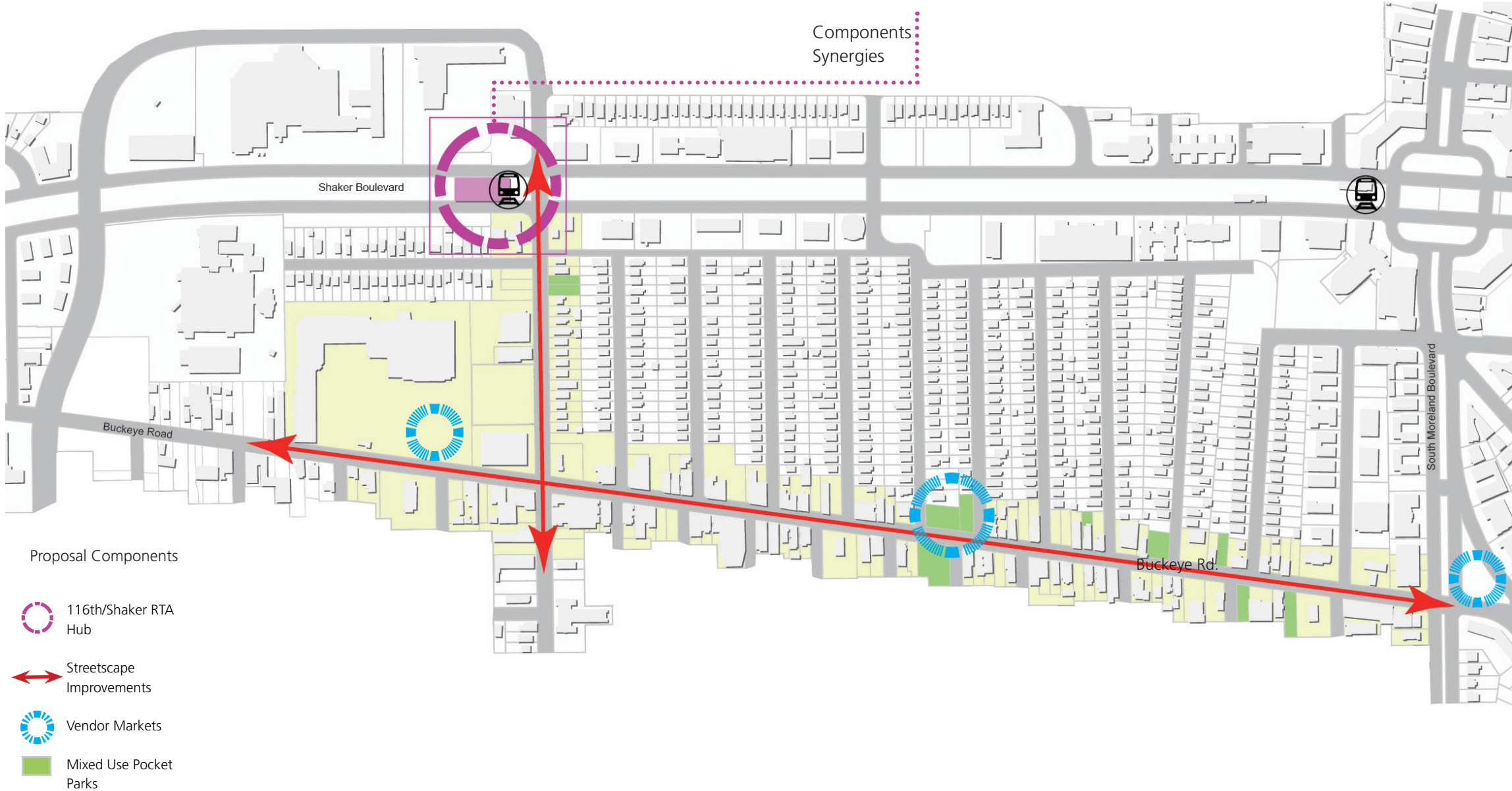
# Conclusion

Transitioning to the Future... by promoting

## Relationship of Components

Our proposal uses its different components to create a dynamic relationship of movement and nodes along Buckeye Corridor. It is these synergies that make our three goals of connectivity, identity, and vitality a success.

Connectivity Identity Vitality



## Appendix

### Recommendations

Our proposal, “Transitioning to the Future,” is a preliminary framework for redeveloping the Buckeye Corridor. In order to successfully build upon this framework, this section offers recommendations and explanations of several issues that will be instrumental to the client and the community.



Develop a branding strategy for Buckeye Corridor. More specifically, the 116th RTA station must serve as a “gateway” that communicates the individual identity of the corridor. In addition, several elements of the streetscape design must continue to express this identity and remind people that they are in a unique place. Signage on light poles, trash bins, bus shelters, etc. can be used as places to display a “logo” for the area.



Address perceptions toward a lack of activity and safety on the street by working with business owners to place more emphasis on engaging with the street, rather than their parking lots. To entice people to be present along the street and enter their stores, business owners should recondition storefronts to be vivid and attractive, with proper lighting and window design.



Offer more housing options, especially multi-family housing, in the area surrounding the 116th RTA station. In order for the station to truly flourish as a hub in the neighborhood, it is necessary to attract a greater presence of residents with housing that caters to their needs.



Capitalize on existing funding frameworks, such as the Sustainable Street Food Cart Program and the Storefront Renovation Program, to strengthen efficiency and feasibility of the proposal.



Increase cooperation with local artists to use public art to improve the identity and vitality in this area. Public art should be incorporated at the RTA station, in the parks, along the sidewalks, and even in business storefronts.



Establish a pocket park system that will focus on increasing activity in the community. While the smaller parks will serve unique functions, the larger parks that are designated as “priority,” will combine uses. Adding buffers, such as tree lines and rain gardens, will be critical to address incompatible adjacent uses.



Consider “spaces” for future development - not only physical spaces such as parking lots and sidewalks, but also businesses. And for the future development, more analysis of the ridership and its trend needs to be done.



Provide smaller immediate-to-short-term improvements that can be implemented within three months. These improvements can include enhancing: transit signage, crosswalks, public lighting, “logos” on trash bins, banners on light poles, beautifying greenspace in the priority parks, etc.

# Fish Fry and Fancy Free

Our proposal focuses on Buckeye Road between E. 116th St and Moreland Ave. By moving forward a small number of key projects we hope to inspire broader private development and a more active public street life in the neighborhood. These projects include renovating and reprogramming the Moreland Theater and streetscaping the surrounding area. Our proposed investments are within a walkable

distance of community assets like the local RTA station and Harvey Rice Library and School. Our intention is to strengthen the existing fabric of the neighborhood core while expanding its vitality outward.

We imagine the Moreland Theater as an all-ages neighborhood space for learning, recreation, and interaction. As a community center, the theater building will serve as an

anchor for development to spread eastward along Buckeye Road. Streetscape elements, lighting and color interventions will enhance this effect by reshaping perceptions of the corridor while making use of available space. By implementing a manageable number of quickly achievable projects we plan to build community cohesion and pride while enhancing neighborhood public life and economic potential.

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## Project Overview

### Project Matrix: Fish Fry and Fancy Free

Our project investigates the possible symbiosis of performance, education, green technology, safety, and food for the promotion of economic vitality. We do this by focusing on three concepts: the Moreland Theater as community hub, the street as a lively and active place, and the community as a diverse and crucial resource.

### Components

#### Moreland Theater



#### Community Building



#### Street Activation



### Goals

Reimagine / reactivate the Moreland Theater

Meet community needs and lay groundwork for economic development

Encourage street life and improve experience of Buckeye Road

### Actors

BSSDC

BSSDC  
Cleveland Metro. School District  
Cleveland Public Library  
St. Luke's Foundation  
Passport Project  
Religious Institutions  
Cleveland Botanical Gardens  
Case Western Reserve University  
Cleveland Institute of Art  
Cleveland City Dance

BSSDC  
Religious Institutions  
Buckeye Rd. Business Community  
RTA  
LAND studio  
CUDC

### Near-Term Actions

Improve facade and surroundings

Use Moreland as community meeting space as soon as possible

Leverage Moreland as an ideal around which the community can rally and imagine a better Buckeye corridor

Develop a community asset

Identify opportunities and partnerships for community learning, neighborhood skill swaps and community-led classes

Establish and locate programming wherever space is available:  
BSSDC, Harvey Rice Library, vacant storefronts

Install low-cost lighting interventions and apply paint to building facades and walls, especially on vacant properties and lots

Create spaces that attract activity without structured programming: basketball courts, skate parks, and community garden plots

Host community walk-throughs

### Long-Term Actions

Extensively renovate the Moreland. Celebrate performance spaces but redevelop for community learning and collaboration

House established neighborhood programming in the Moreland Theater; the space should be active throughout the day

Develop a regional asset.

Extensively renovate streetscape within focus area. Install curbless streets, narrow lanes, and add sculptural bus stops

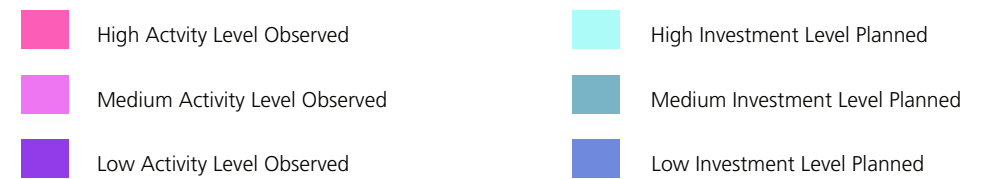
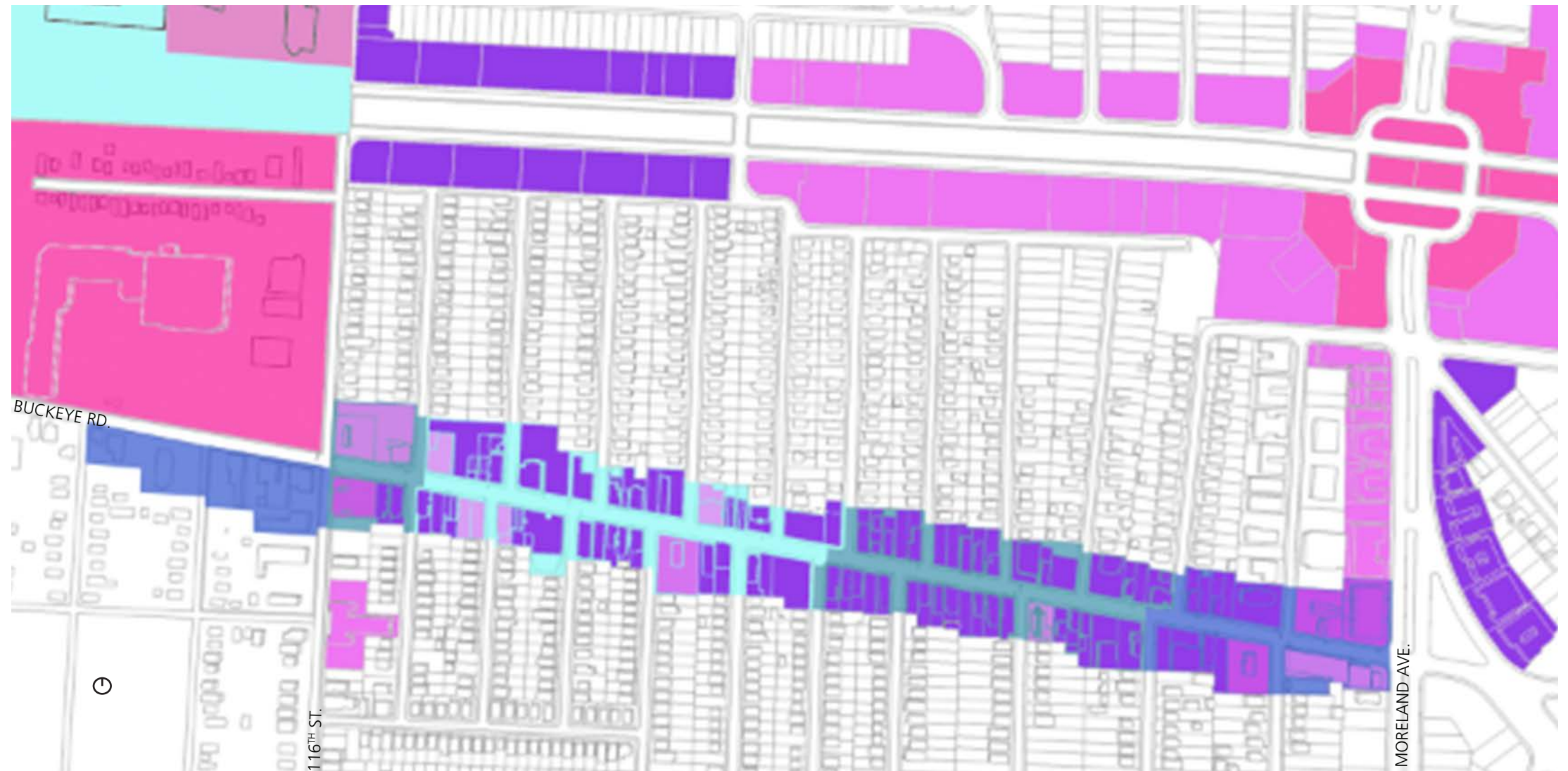
Renovated Moreland theater will serve as activity 'anchor'

New infill development spurred by vitality of Buckeye Road

## Project Overview

### *Intervention Positioning: Aligning Activity and Coming Investments*

Our project is focused on Buckeye Road between 116th Street and Moreland Ave. We observed particularly low activity along this section during our site visit. In our proposal, existing activity and proposed investments from the surrounding area inform our suggested interventions.



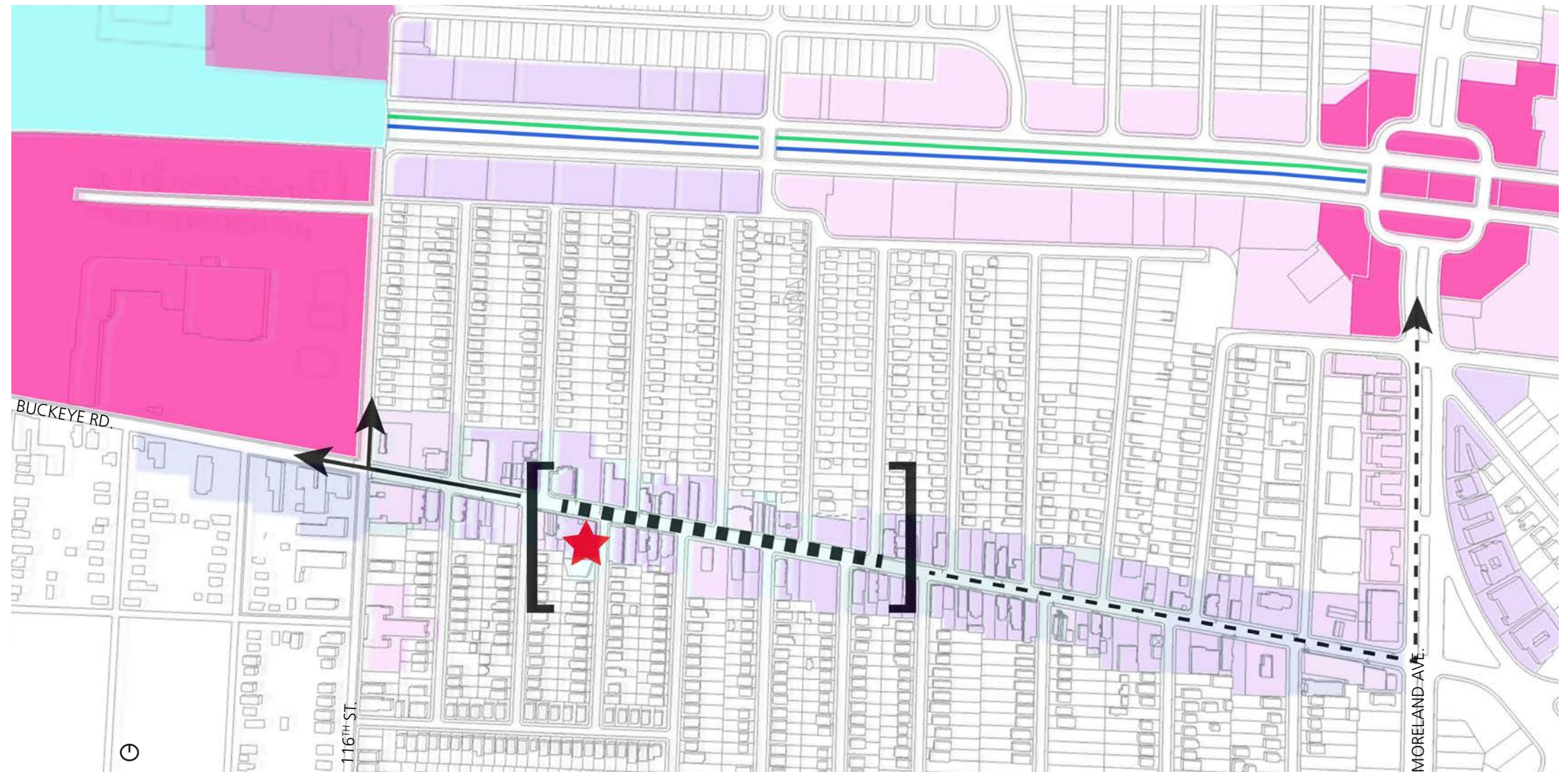
## Project Concept

### Focusing Resources

Our approach prioritizes projects that will have big effects on perceptions of the Buckeye Road corridor despite limited resources. It is centered around the reactivation of the Moreland Theater because that property is already owned by Buckeye Shaker Square Development Corporation.

Close to our focus area is a hub of neighborhood resources and activity that includes the Harvey Rice School and Library, 116th St. RTA station, and St. Luke's Hospital redevelopment. Our proposal intends to link the Moreland Theater area with this existing activity hub to create a broader walkable core of street life. Over a longer period, we intend to establish a more direct connection with Shaker Square by expanding vitality along Buckeye Road towards Moreland Avenue.

Our proposed projects can be quickly realized in some form with minimal funding or strategic partnerships. Our area of focus is limited to concentrate project impacts on pedestrian activity and neighborhood interaction. The primary area of focus is between 118th Street and 124th Street, but we propose limited interventions all the way between 116th Street and Moreland Avenue.



- |   |                              |   |                               |
|---|------------------------------|---|-------------------------------|
|  | High Activity Level Observed |  | High Investment Level Planned |
|  | Focus Area                   |  | Moreland Theater              |
|  | Primary Connection           |  | Secondary Connection          |



# Interventions, Programming, & Streetscape

## Near & Long-term Visions

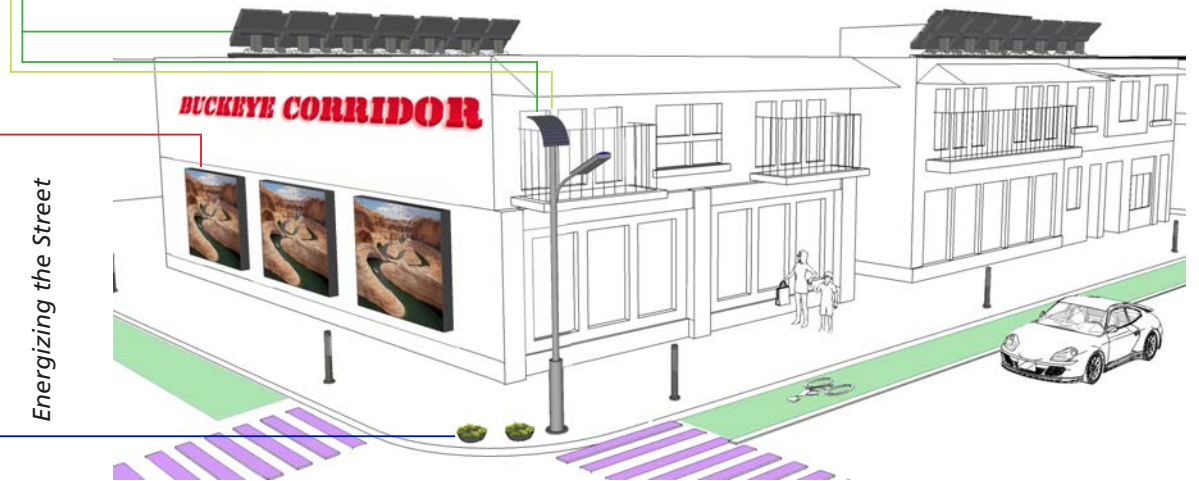
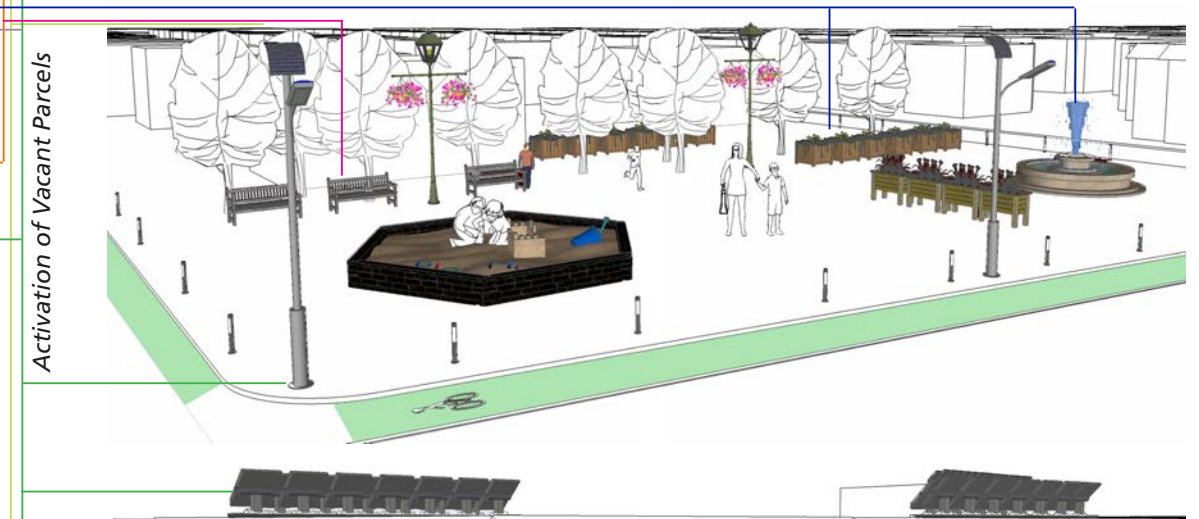
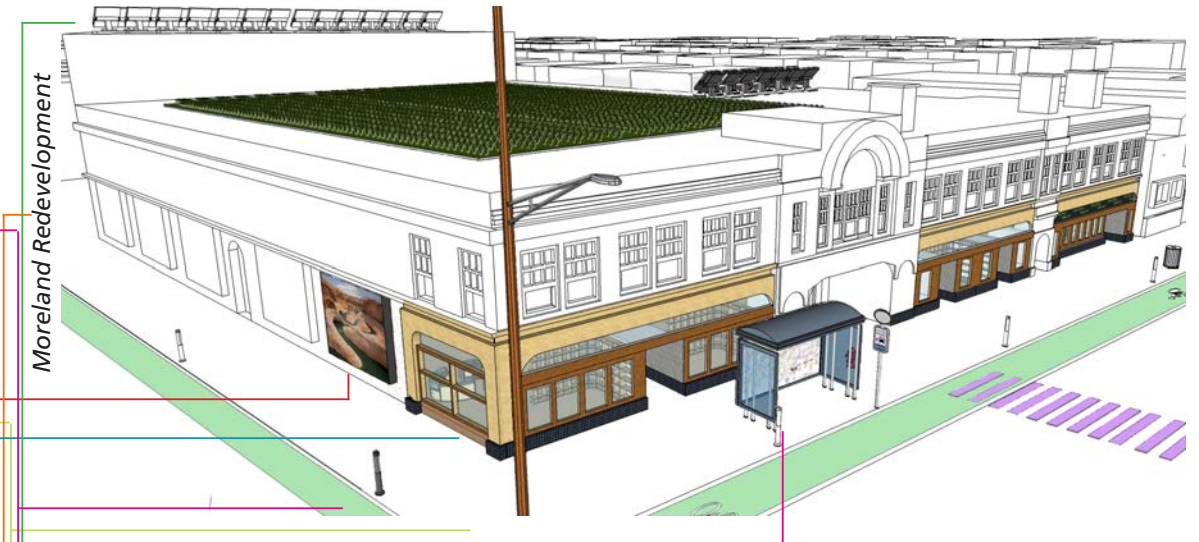
Along Buckeye Road, near and long-term recommendations are based on a desire to build momentum for the corridor's renewal, as well as to meet everyday needs. These include safety and opportunities for public engagement. Proposed interventions (below) are spread between E. 118th St and E. 124th St, but prioritized around the Moreland Theater. Vacant lots and buildings are considered prime intervention opportunities.

### Near-Term Vision: Interventions & Flexible Programming

- Urban Furniture
- Corridor Beautification
- Public Art
- Street Lighting

### Long-Term Vision: Established Programming & Streetscape

- Corridor Redevelopment
- Reactionary Infill
- Moreland Theater Renovation
- Re-energize Buckeye Road

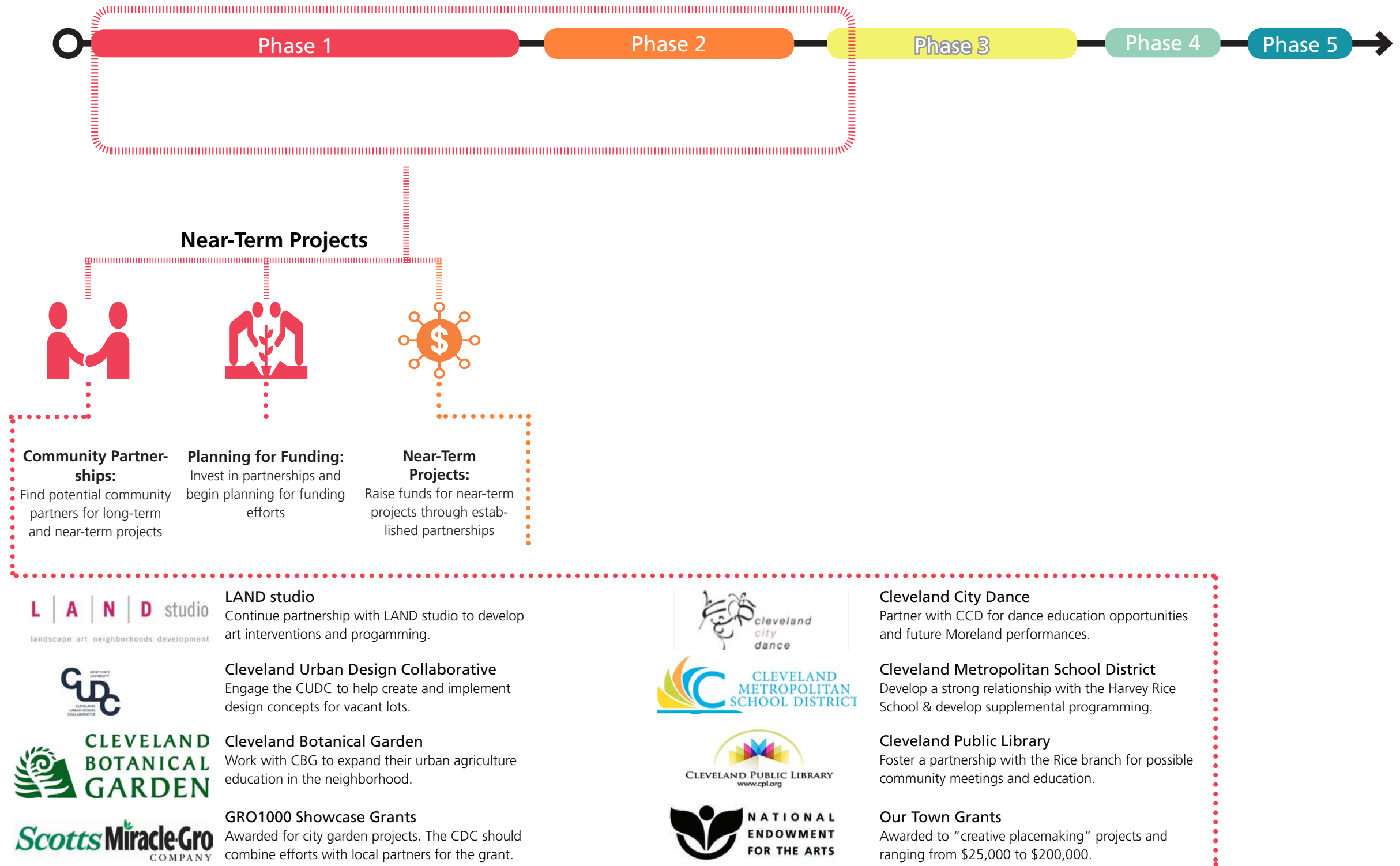


## Strategic Planning

### Partnership and Fiscal Planning for Near and Long-Term Projects

The redevelopment of Buckeye Road can be broken into two macro-stages and five micro-phases. The project can grow incrementally and sustain its growth towards future projects not yet conceived of. The first macro-stage is focused on near-term projects and takes place over phases 1, 2 and 3. It is focused on community planning, development of partnerships and raising funds for projects.

In the near-term, the CDC should focus on building relationships with neighborhood-based partners. In developing these relationships, the CDC should build off of existing efforts by the partners and look for grant opportunities.

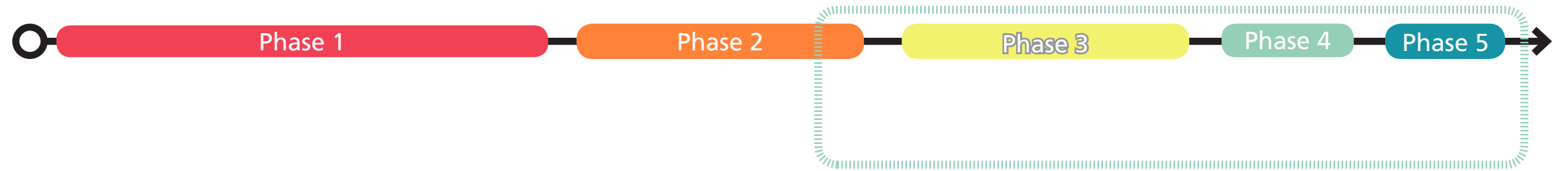


## Strategic Planning

### Partnership and Fiscal Planning for Long Term Projects

The second macro-stage is geared towards building off of the partnerships and plans developed during the first stage. Additionally, the partners should work together to strengthen grant applications. Such grants can be used to finance longer-term improvements and plans.

In the long-term the CDC should transition from a quarterback to a manager position. The CDC will be able to devote more of their energy to collaborating with partners at the municipal level to apply for state and federal grants.



### Long-Term Projects



#### Community Partnerships:

Find additional community partners for long-term projects



#### Long-Term Projects:

Invest in partnerships and begin planning for funding efforts



#### Long-Term Projects:

Raise funds for long-term projects through established partnerships



#### Reinvest in Community:

Leverage funding successes for future planning efforts and reinvest in community



#### U.S. Department of Housing and Urban Development

Work with partners on grant opportunities such as the Sustainable Cities grants of 2010-2011.



#### State of Ohio Department of Transportation

Align with partners on grant applications for non-motorized transportation improvements and transportation safety education.



#### Cleveland Regional Transportation Authority

Leverage redevelopment of the 116th Street Station with reinvestment along Buckeye Road.

## Strategic Planning

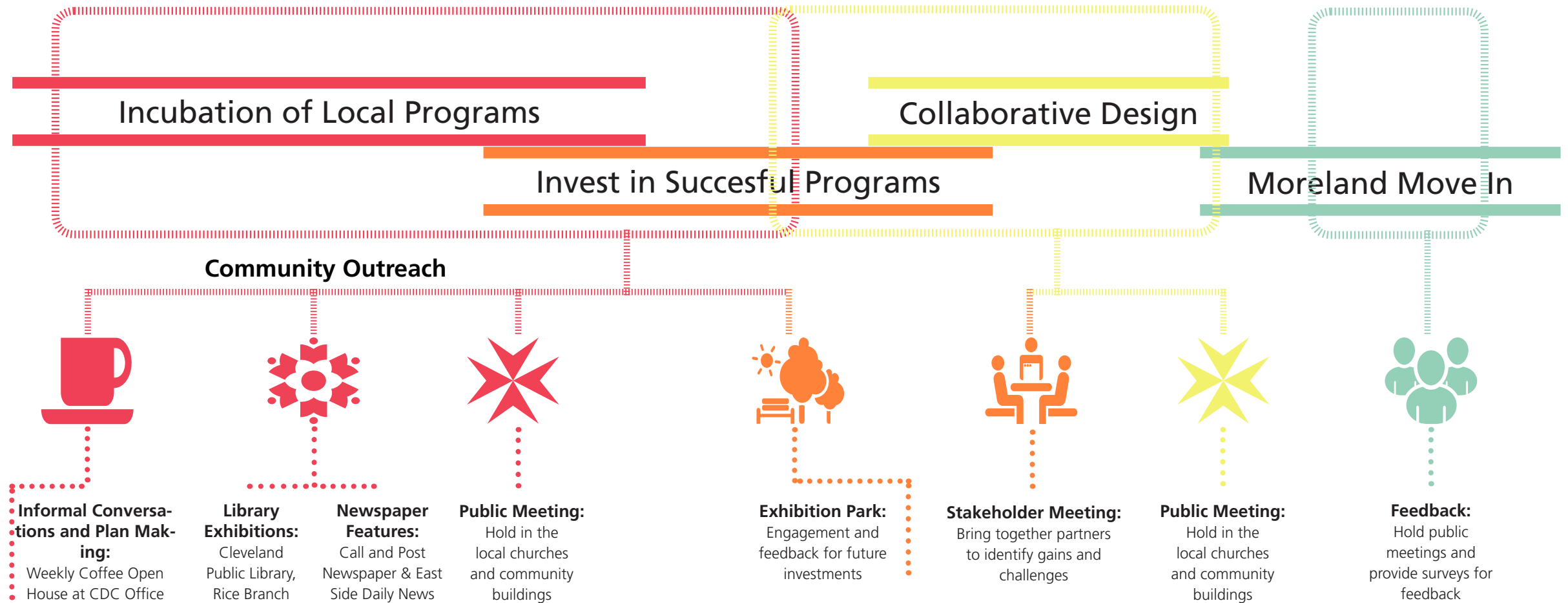
### Community Planning

The programming phasing works to integrate community input in meaningful ways. By providing outreach and communication throughout the planning and development process, the activation of the street and renovation of Moreland Theater will have greater community ownership.

The initial community outreach addresses the importance of providing community education and input early on. This will be achieved through informal coffee hours, library exhibitions, newspaper features, public meetings, and installation of an exhibition park.

The second programming phase focuses on review and adjustments. During this phase stakeholders and community members can review and provide essential input on how the reinvestment of Buckeye Road can better serve their needs.

The final programming phase is based on reflection. During this phase the reinvestment will be reviewed by the community.



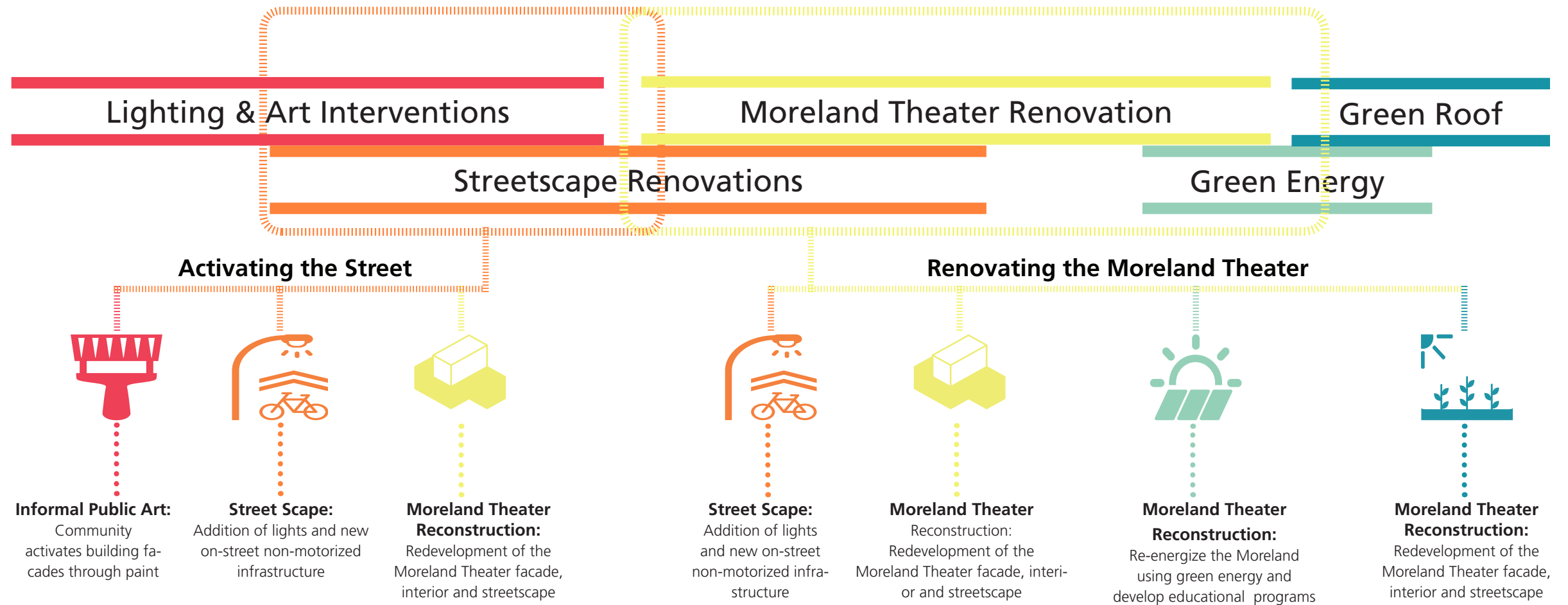
## Strategic Planning

### Physical Infrastructure

The infrastructure phasing is focused on the goals of street activation and Moreland renovation.

Addressing the safety and economic needs of community members through street activation will lead to future development on Buckeye Road. By bringing people to the street and thereby increasing the safety of the street, the redevelopment of the Moreland Theater can anchor a district of renewal on Buckeye Road.

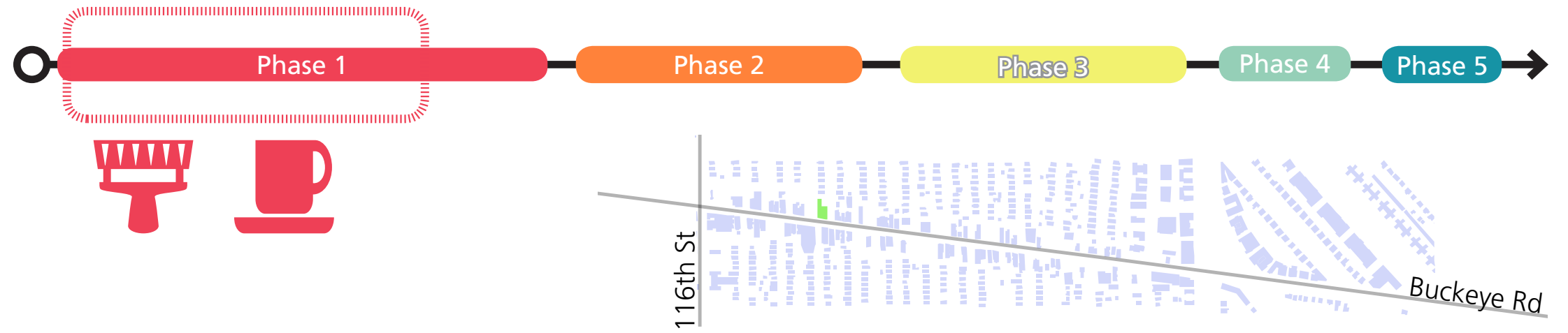
Renovating the Moreland Theater reinvests in the Buckeye Road corridor and the Buckeye-Shaker neighborhood. With the right partners and plans, the Moreland Theater can serve as an educational and cultural resource to the community.



## Filling in Gaps

### *Improving Perceptions of Buckeye Road*

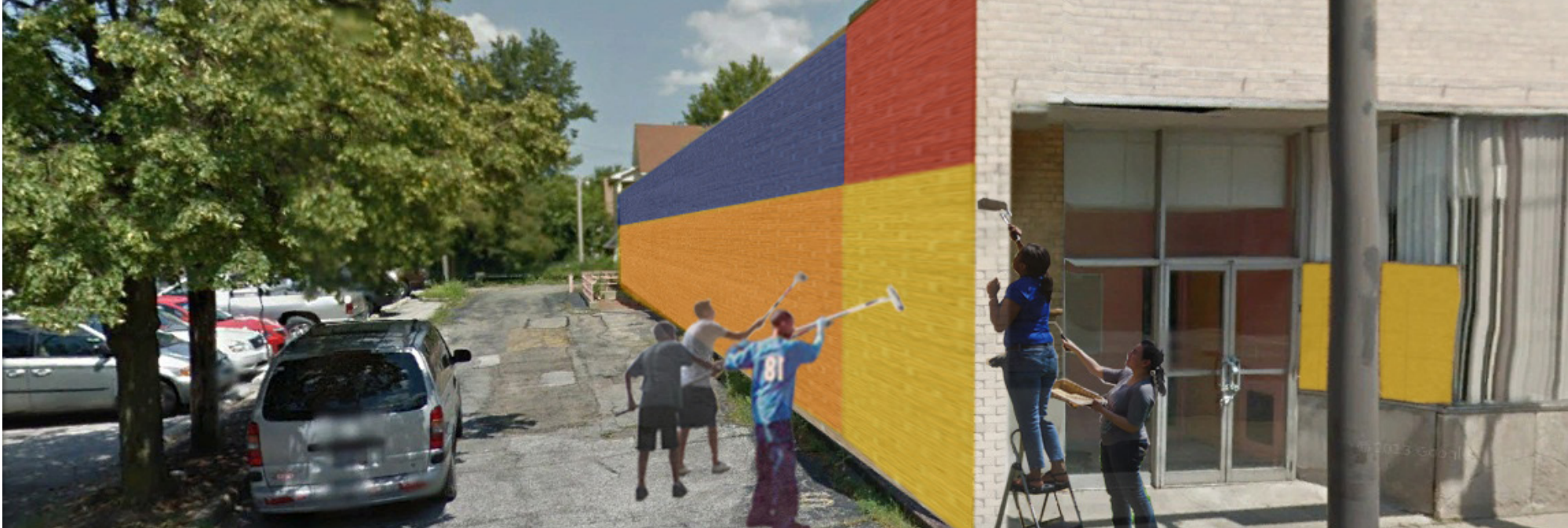
Near-term interventions like adding color to walls and building facades adds visual interest to the Buckeye Road corridor. Light and art installations can be placed in vacant and occupied storefront windows. These will highlight the potential of the corridor while making it more beautiful.



**Filling in Gaps**

*Revitalization Through Art*

Interventions do not need to be complicated or expensive. Simple additions of color and light will improve the experience of Buckeye Road and provide an outlet for community participation. For more ambitious projects the community can partner with students from the Cleveland Institute of Art.



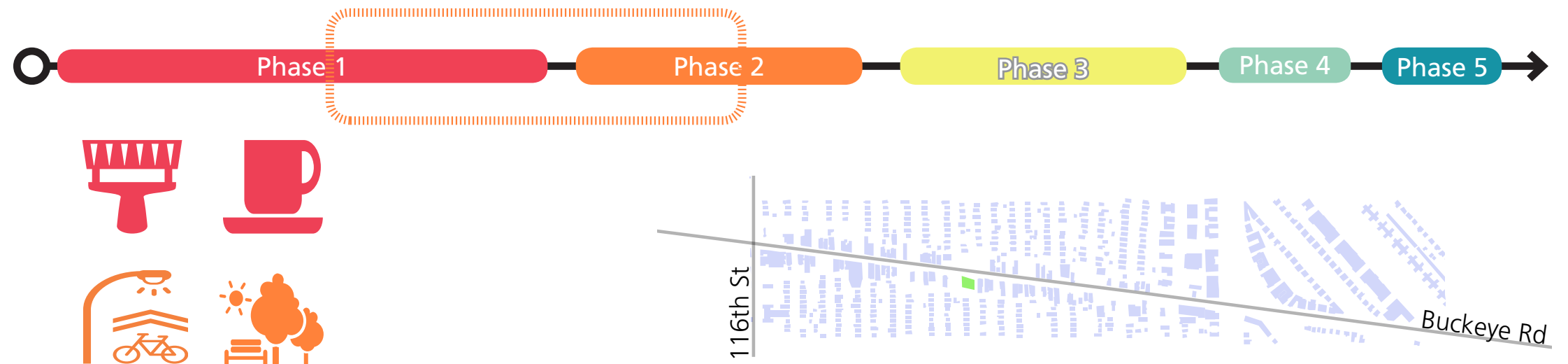
Day and Night images of the proposed interventions through public art



## Filling in Gaps

### Unstructured Programming

Vacant lots can foster public activity by inviting informal uses. Basketball hoops, community gardens, or informal skate parks can be installed with minimal investment.



Original image: Google





# Filling in Gaps

## Acknowledging Potential

Recreational activity can help redefine Buckeye Road. Sculptural elements like building outlines can acknowledge the street's past while inspiring the community about the future potential for infill development.



Day and Night images of the proposed interventions in the park

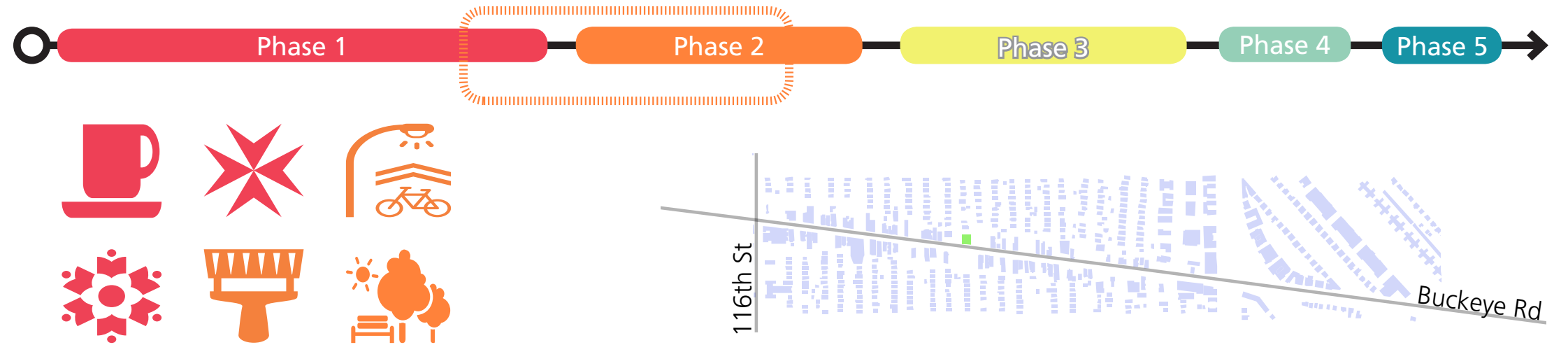


## Exhibition Park

### Engagement and Feedback for Future Investment

Currently at the corner of East 122nd Street and Buckeye Road is an abandoned lot with a scattering of cracked asphalt and resilient grass. The site could be one of pride, though, as it marks the beginning of a "Model Block" on East 122nd Street. Our proposed Exhibition Park celebrates the success of East 122nd Street and takes advantage of the available landscape.

The goal of Exhibition Park is to provide an accessible space for neighbors to learn about and provide feedback on proposed improvements to Buckeye Road. By providing such a space, residents who may not already know about bioretention, green roofs, or solar powered lights can learn about them. This firsthand knowledge can then be used by the neighbors in conversations and public meetings to provide recommendations to the CDC on what they want for the Buckeye Corridor.



# Exhibition Park

## Bringing Light and Life to Buckeye Road

In addition to providing hands-on learning opportunities about future investments, the second goal of Exhibition Park is to bring light and life to Buckeye Road with near-term investments.

During the public meeting attended by the research team, many residents shared the need for safer streets. Adding light and public life to the street can improve safety. Exhibition Park achieves these two functions by providing simple play structures, such as a sandbox, and educational items to draw people to the space. The park glows at night with solar powered orbs and cylinders.



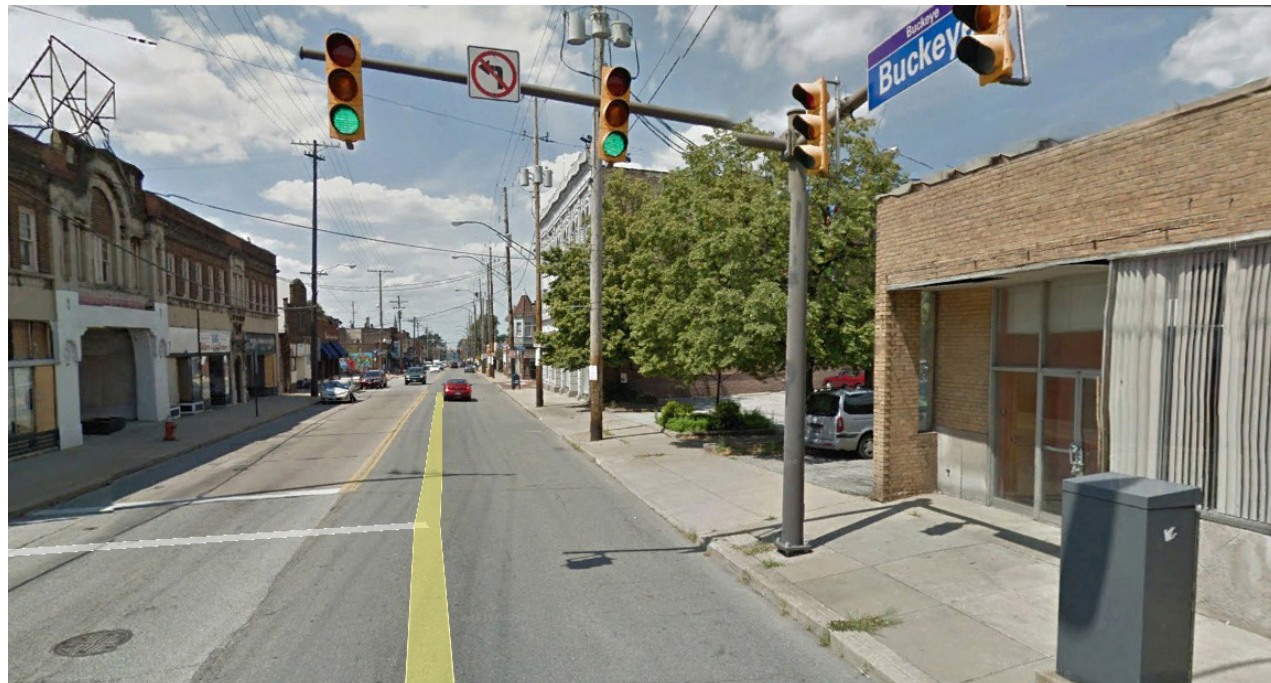
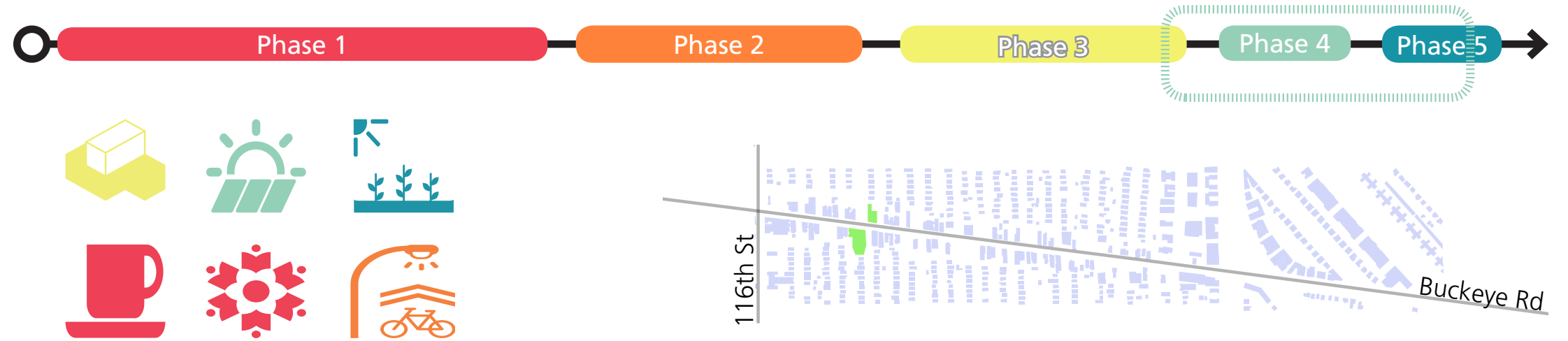
Day and Night images of the proposed interventions in the park



## Creating an Anchor

### Capitalizing on the Moreland Theater Asset

Community programming at the Moreland will create more street level activity, make productive use of an existing community asset, and may spur economic development in the surrounding area. Enhanced lighting and future streetscape improvements can help define the area.



Original image: Google



- Renovation and  
Redevelopment
- Curbless Street
- Bioretention
- Bike Lane
- Lighting  
Bollards
- Widened  
sidewalk

## Creating an Anchor

### *A nucleus of activity on Buckeye Road*

A rehabbed and reimagined Moreland Theater should serve as a hub of activity around which residents and visitors can plan an afternoon or evening. From this established anchor, activity and development can spread outward.



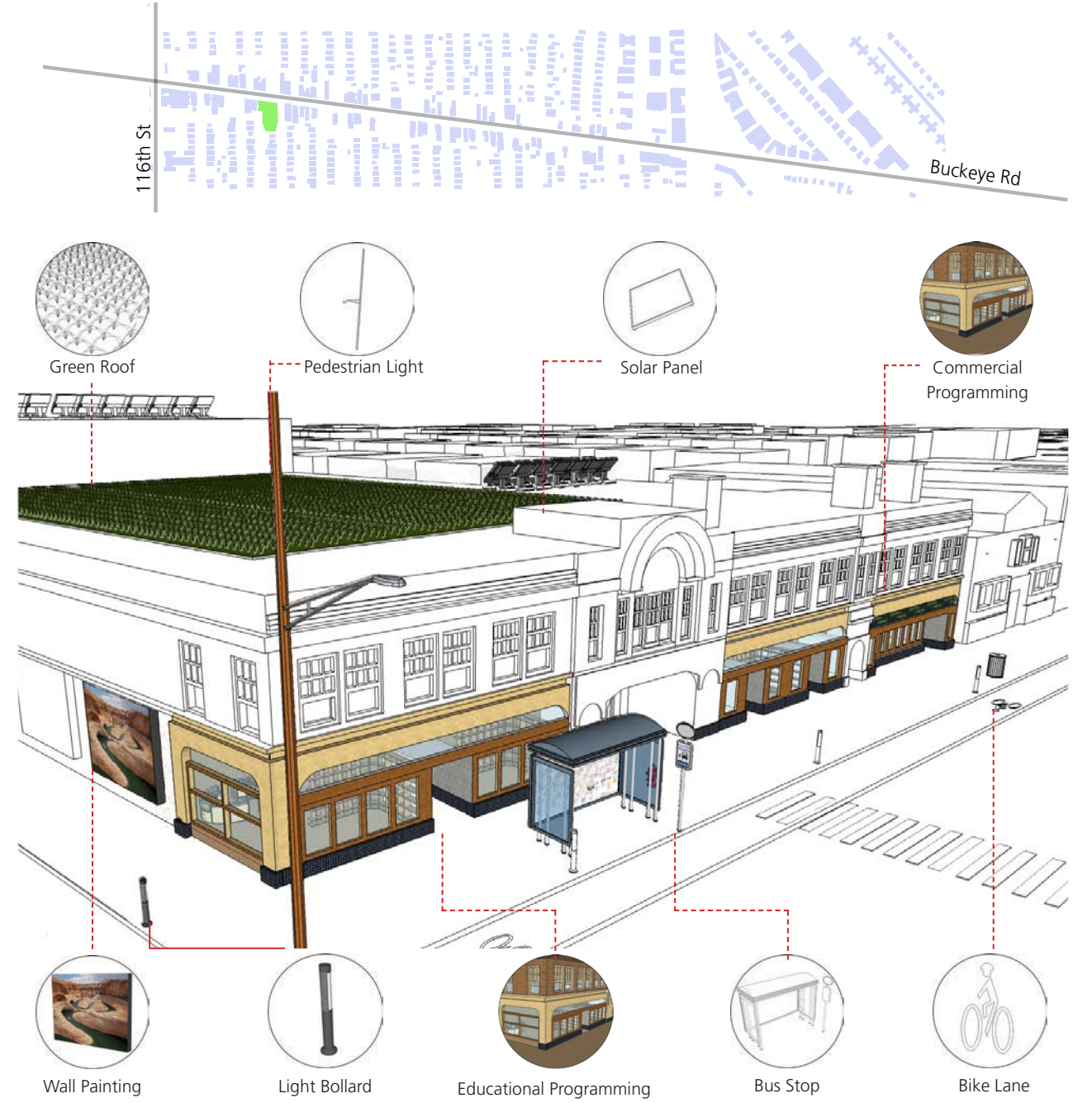
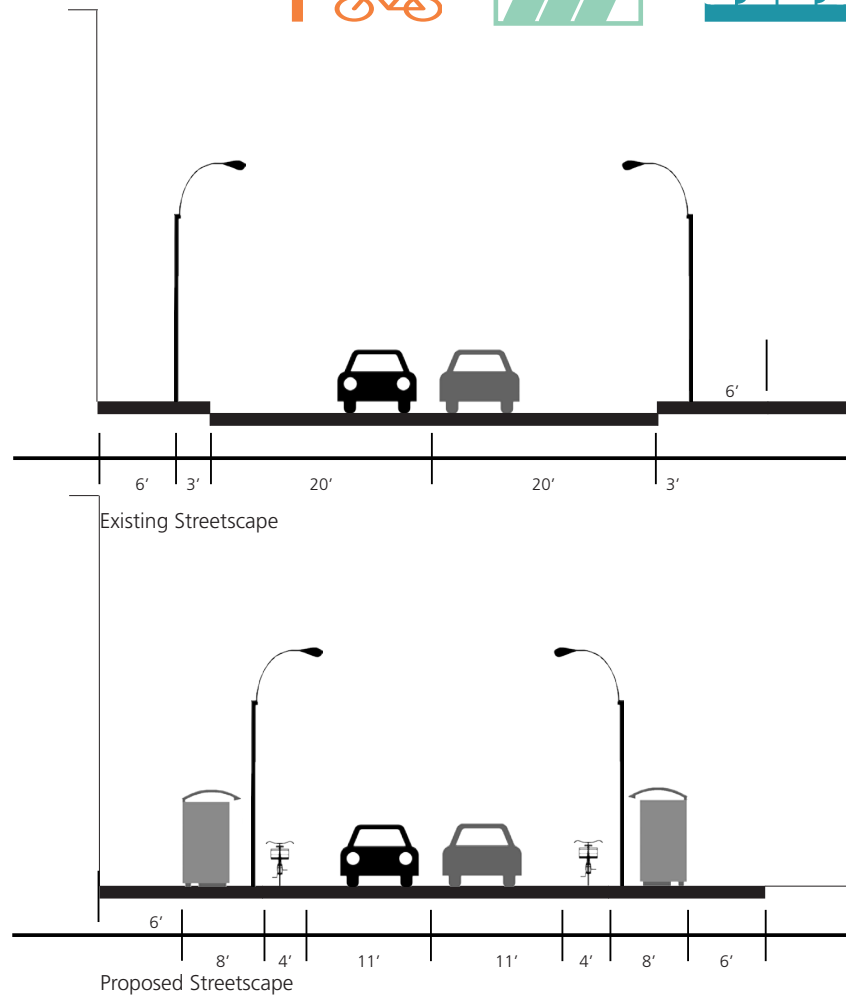
Day and Night images of the proposed anchor



# Renovating the Moreland Theater

Our proposal reimagines the Moreland Theater as a flexible community space for education, skills development, art, performance, and social gatherings. Renewable energy and sustainable features can be used as an educational resource. Classes can teach children the science and importance of building features like solar panels and green roofs.

The successful renovation and activation of the Moreland Theater can spur reinvestment in vacant storefronts nearby. The sense of a new district on Buckeye Road can be emphasized by extensive streetscaping including narrowed lanes, widened sidewalks, and introduction of bike lanes and bus shelters.

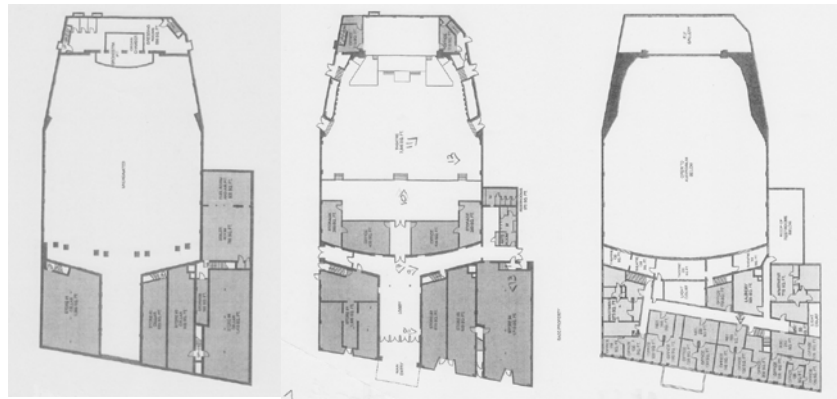


# Renovating the Moreland Theater

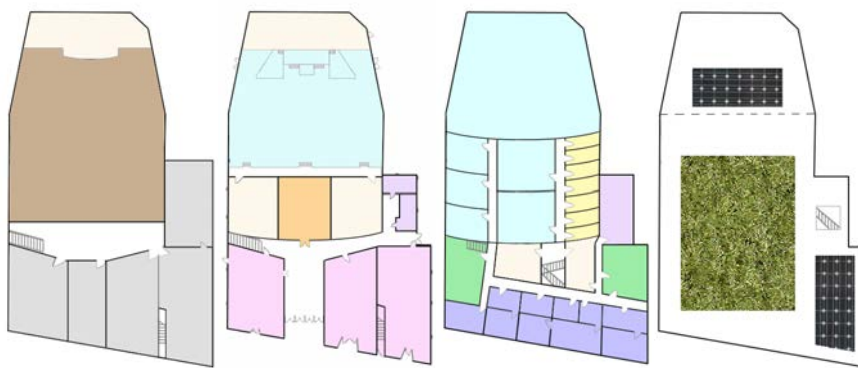
Our proposal renovates the theater into a place for community sharing and inter-generational communication and learning. Community meeting rooms, a community kitchen, aquaponic farming, art studios, an art gallery, and renewable energy features will be added to the building.



Existing Moreland Theater Condition



Existing Floor Plan



Proposed Floor Plan

**Legend**

- Aquaponic Farm
- Auditorium & Theater
- Community Meeting Room
- Stores
- Studios
- Community Kitchen
- Storage
- Art Gallery
- Restrooms
- Solar Panels
- Green Roof
- Offices

Existing Condition



Long-Term Condition (Daytime)



Long-Term Condition (Nighttime)



# Get on your Feet

## Preservation, Education, and Incubation of the Buckeye Corridor

*"Neighborhoods are the building blocks of a great urban area. They are the real places of daily life — places where people interact face to face, where transactions are made, and where a sense of identity and history is created."*

Sustainable Cleveland 2019

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## Executive Summary

This proposal advances a holistic approach to the revitalization of Buckeye Corridor and the surrounding community through: education, incubation, and preservation. We believe that now is the time to invest in social capital through targeted and layered programming specifically aimed at neighborhood awareness, youth education, business incubation, and economic development through preservation. Through a process of community engagement, networking, program alignment, and resource sharing, Get on Your Feet develops a framework for positive transformation and community empowerment, as well as physical rehabilitation of the buildings, vacant parcels, and physical infrastructure.

We recognize that as a CDC, Buckeye Area Development Corporation has limited manpower, operational capacity, capital resources, and times, that is why we believe that program coordination and building on existing initiatives and institutional knowledge is critical. In this proposal, the role of the CDC is to identify the Targets of Change - those in need of assistance or intervention - and facilitate the Agents of Change - those who can provide mentorship or help create a supportive environment for positive growth, socially, culturally, economically, and physically. Get on Your Feet is about self-empowerment. We envision the Targets of Change eventually transitioning into Agents of Change, who support and advance the these goals of education, incubation, and preservation.

As a result of the 2006 Buckeye-Larchmere Revitalization plan, the neighborhood has seen over \$100 million in investment related to the four focus areas: housing, economic development, safety and security, and neighborhood amenities. Some of the notable projects include the Buckeye Woodhill Rapid Transit Authority (RTA) Station, Harvey Rice Library Branch, Harvey Rice Elementary, Emerald Alliance Permanent Supportive Housing, Trumpeter pocket park on 118th Street and Buckeye Road, and the adaptive rehabilitation of St. Luke's Manor. These projects are important capital investments that address local needs for housing, development, and education, and create nodes for activity and exchange, and continued reinvestment.

Despite this large scale reinvestment in the area, there has been a long history of disinvestment and abandonment with regard to the existing residential and commercial fabric along Buckeye road. With the long term goal of rehabilitating the Moreland Theater as a community anchor for social and cultural programming, this proposal aims to create a scalable strategy for reimagining space and getting people back on their feet through education, mentorships, and partnerships. We want to support and empower the vulnerable groups, primarily children 0-5, at risk youth, women, and senior citizens; those who may need targeted programming to realize their potential; gain greater independence, self-esteem, and self-reliance, and ultimately feel

needed within the community. Get on Your Feet sees people, partnerships, and preservation as the catalyst for change.

In addition to specific precedent case studies, our proposal follows the work of Donovan Rypkema on Place Economics, the strategies of National Main Street Center - a subsidiary of the National Trust for Historic Preservation, and the resources available through the University of Kansas as part of their Community Tool Box. Through these mechanism of education, incubation, and preservation, we believe that program coordination and investment in social capital will lead to a transformation of the physical landscape. Starting with the anchor locations - Harvey Rice Library and Elementary School, Buckeye CDC, the Passport

Project, the old library as the new incubation hub, the Moreland Theater as the new social and cultural hub, and the Land Bank and BADC owned vacant parcels as the site of a new park and "Culture Shed." The plan also identifies potential properties for reinvestment as expansion sites for the new programming. Get on Your Feet is a long-term vision for corridor rehabilitation that operates through a four-phase approach - research, triage, development, and expansion - to build on existing programming, municipal frameworks, and the initiatives of Sustainable Cleveland 2019.

Goals	Mission	Stakeholders	0 - Research	1 - Triage	2 - Development	3 - Expansion
<b>EDUCATION</b>	<p>To cultivate a more inclusive neighborhood identity that blends the rich Hungarian history of the Buckeye-Shaker area with the culture, values, and priorities of the current residents and business owners who are largely African American.</p> <p>To provide a supportive environment for youth development through intergenerational engagement, a range of partnerships, and year-round programming.</p>	<p><i>Operations Agents</i></p> <p>Buckeye-Shaker Neighborhood Awareness Program: community leadership, model block residents</p> <p>Youth Development Group (BIDG): program leaders, Community Health representative, Cleveland Metropolitan School District teachers, tutors</p> <p>Business Incubation (Non-profit group, volunteer network)</p> <p>Mentorship Council (Network of professionals)</p>	<p>CDC to identify key individuals representing Buckeye area community programs, public institutions in Cleveland, successful public-private youth programs with potential for satellite locations, and funding partners.</p> <p>Create a calendar of events for existing and desired programming.</p>	<p>Implement a comprehensive neighborhood communications strategies (phone tree, survey, and internet resources)</p> <p>Establish a Neighborhood Watch Association and volunteer clean-up</p> <p>Publicize existing programs and events through publically available calendar. Establish a board of community representatives to manage and lead new programming .</p>	<p>Representatives apply to participate in 9 month Neighborhood Leadership Development Program (NLDP)</p> <p>Establish Buckeye TimeShare program.</p> <p>Launch new community and youth development initiatives including parenting classes, after-school tutoring, and youth entrepreneurship.</p>	<p>Evaluate partnerships and create strategic plans for various initiatives.</p>
<b>INCUBATION</b>	<p>To establish programs and facilities intended to educate residents in financial literacy and empower entrepreneurs with basic business skills and shared infrastructure. Also to repurpose vacant parcels and revitalize existing commercial buildings to support youth programming and economic development.</p>	<p>Passport Project: program leaders, artist and musicians</p> <p><i>Volunteer Agents</i></p> <p>Case Western Reserve, AmericaReads, AmeriCorps VISTA</p>	<p>Secure consulting partnerships.</p> <p>Begin small scale business development.</p> <p>Begin programming immediately.</p> <p>Establish Business Incubator.</p>	<p>Secure consulting partnerships.</p> <p>Begin small scale business development.</p> <p>Begin programming immediately.</p> <p>Establish Business Incubator.</p>	<p>Identify potential business owners and entrepreneurs.</p> <p>Match owners and entrepreneurs with consultants, and incubation business services.</p> <p>Clean and rehabilitate vacant properties.</p>	<p>Establish businesses in re-adapted buildings along the corridor.</p> <p>Establish Mentorship Board of incubator graduates.</p>
<b>PRESERVATION</b>	<p>To rehabilitate the Moreland Theater as a social and cultural anchor for the Buckeye community. Preserving its identity while infusing the theater with activity and new uses such as retail through coordination with educational programming and business incubation.</p>	<p><i>Managing Agent</i> Buckeye Area Development Corporation</p> <p><i>Operations Agent</i> Friends of the Moreland Theater</p> <p><i>Expansion Agents</i> Neighborhood Awareness Program and BIDG</p>	<p>Complete market feasibility assessment.</p> <p>Establish the Friends of the Moreland entity.</p> <p>Establish roles and responsibilities for the project stakeholders.</p>	<p>Secure grant.</p> <p>Create a Project Plan for the rehabilitation of the theater.</p> <p>Actively involve the community in the design process.</p> <p>Develop architectural design.</p>	<p>Rehabilitation of Moreland Theater with new uses.</p> <p>Utilize Ohio Main Street Program Four Point Approach (Operations, Design, Marketing, and Business Enhancement) to develop expansion plan and coordinate between Agents of Change.</p> <p>Adaptive reuse of old library branch building.</p>	<p>Expand preservation and rehabilitation projects along the corridor.</p>

## Strategy and Realization

### Proposal

The GOYF proposal addresses the physical, social, and economic challenges along Buckeye Corridor through education, incubation, and preservation. Each of themes follows a specific mission and identifies particular Targets of Change. These individuals, and in some cases the physical infrastructure, are important assets to the community that need some support and guidance in order to reach their full potential. We believe that business incubation and youth programming should be the rationale behind redevelopment. We see preservation as a tool for social engagement, economic revitalization, and community-based development. This proposal takes advantage of existing organizations, programs, and funding streams, in order to build on the current social capital and entrepreneurial spirit in a way that is strategic, meaningful, and easily replicated.




**Education**

### Mission

To cultivate a more inclusive neighborhood identity that blends the rich Hungarian history of the Buckeye-Shaker area with the culture, values, and priorities of the current residents and business owners who are largely African American.

To provide a supportive environment for youth development through intergenerational engagement, a range of partnerships, and year-round programming.

### Targets of Change


Children 0-5 years  
At risk youth  
Teenagers  
Young parents  
Community  
Residents 65 years and older



**Incubation**

To establish programs and facilities intended to educate residents in financial literacy and empower entrepreneurs with basic business skills and shared infrastructure. Also to repurpose vacant parcels and revitalize existing commercial buildings to support youth programming and economic development.

Business Owners  
Entrepreneurs  
Women  
Youth



**Preservation**

To rehabilitate the Moreland Theater as a social and cultural anchor for the Buckeye community. Preserving its identity while infusing the theater with activity and new uses such as retail through coordination with educational programming and business incubation.

Community at large  
Urban quality and image of the neighborhood

**Agents of Change**

**Addressing**

**Guiding Principles**

**Organizational Structure**

**Key Partners**

**Key Funding Sources**

Buckeye-Shaker  
Neighborhood  
Awareness Program



**Identity and  
Coordination**

*"A city known for safe neighborhoods that are family-friendly and senior-friendly, connecting all residents to the conveniences of urban living."*

**Neighborhood Advisory Council**  
Led by an appointed board of active residents.

**Neighborhood Watch**  
Led by concerned citizens, business owners, and religious community.

**Buckeye TimeBank**  
Led by a representative from the Advisory council, with the support of a committee.

**Buckeye Shaker Square Development Corporation**

**Greater University Circle Community Wealth Building Initiative**  
Walter Wright, Project Director

**Neighborhood Connections**  
Danielle Price, Program Coordinator

**Cuyahoga County Placematters**  
Sandra Chappell, Senior Program Officer, Saint Luke's Foundation

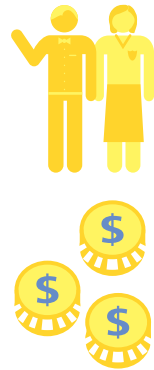
**Neighborhood Progress, Inc.**  
Joyce Rhyan, Directory of the Buckeye Transformation Initiative

**Vital Neighborhoods**  
Marka Fields

**The Cleveland Foundation - Community Responsive Grantmaking**  
Ciba Jones, Program Assistant

**Living Cities Integration Initiative**  
Allison Gold, Assistant Director of Knowledge & Impact

Buckeye  
Intergenerational  
Development Group



**Human Capital,  
Resources, and  
Resiliency**

*"Neighborhood schools can be redesigned and reprogrammed as neighborhood resource centers that promote interaction between students, parents, and the community."*

*"A community with connections to good jobs for all residents and connections to the education and training demanded by those jobs."*

*Addressing poverty, unemployment, discrimination, and inadequate education to create "communities of choice".*

**Youth Development Group**  
Led by existing Cleveland Metropolitan School District representative, existing program leaders, volunteer coordinator

**Business Incubator**  
Organized as a local branch of Launch House, a Cleveland based business accelerator, the incubator will primarily focus on developing business management and financial literacy among residents, as well as provide subsidized space and office infrastructure for those business it takes on.

**Mentorship Council**  
Established as a long term agent, this council will be comprised of business owners and managers that have graduated from the incubator.

**Passport Project**  
Chloe Hopson

**Bridgescape**  
Jennifer Morrison

**Youth Opportunities Unlimited**  
Dominic Murray, Program Manager

**Cleveland Metropolitan School District**  
Judith Lozada

**Knowledge Works**  
Greg Landsman, Executive Director, Strive Together

**Buckeye Merchants Associations**  
Reuben Hall

**Key Financial Education Center**  
Beverly Davis and Danielle Thomas

**Small Business Accounting Services**  
George Pimentel

**Economic and Community Development Institute**  
Marco Grgurevic-Pujana

**Basheer Jones Foundation**

**The Cleveland Foundation - Education and Institutional Learning**  
Debbie Slocum, Program Assistant

**George Gund Foundation**  
David Abbott

**The Murphy Family Foundation**  
Rita Carfagna

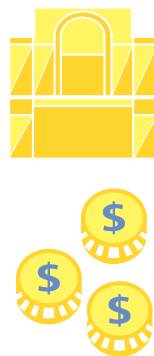
**The 1525 Foundation**  
Dorothy Yoder, Assistant Secretary

**The Cleveland Foundation - MyCom and Social Enterprise**  
Rennae Coe, Program Assistant

**Huntington Bank**  
Carrie Rosnfelt

**National City Bank Corporation Contributions Program**

Friends of the  
Moreland Theater



**Place Based  
Economics**

*"Seeks to build on the unique assets of Cleveland and each of its neighborhoods as the foundation for renewed growth and prosperity"*

*"Cleveland has the real thing - architecturally distinctive, walkable, mixed-use 'places' that grew organically from roots that tap deep into the lifeblood of the city"*

**Friends of Moreland**  
Led by executive board, volunteer coordinator, outreach and program interns.

**Historic Gateway Neighborhood Corporation**  
Thomas Starinsky

**Richard Fleischman & Partners Architects**

**Cleveland Restoration Society**  
Felicia Hall, Director of Administration

**Heritage Ohio**  
Jeff Siegler, Director of Revitalization

Storefront Renovation Program

**Federal Historic Rehabilitation Investment Tax Credit**

**Ohio Preservation Tax Credit**

**Certified Local Government Grant**

**American Express Partners in Preservation Grant Program**

**State of Ohio Representative District 9 (requested)**

Rep. Sandra Williams

**National Endowment for the Arts**

Source: Connecting Cleveland 2020 Citywide Plan

## Strategic Phasing

### Proposal

This proposal represents phase 0, in which the majority of resources and potential partnerships are highlighted. Phase 1 takes advantage of those partners and seeks to intervene immediately. The Buckeye Corridor is at a precipice, the triage phase is about determining degrees of urgency, assembling the right people, and creating a treatment plan. This phase will allow for greater success in the development stage as BIDG builds out the incubation hub and the Friends of Moreland sees the rehabilitation to fruition. Subsequent phases mature programming and physically occupy properties along the corridor.

### ***Buckeye-Shaker Neighborhood Awareness Program***

#### ***0 - Research***

CDC to identify key individuals representing Buckeye area community programs, public institutions in Cleveland, successful public-private youth programs with potential for satellite locations, and funding partners.

### ***Buckeye Intergenerational Development Group***

Identify potential partners at a variety of scales including business incubation, financial literacy, youth development.

Identify potential vacant properties and their owners, suitable for program expansion

### ***Friends of the Moreland Theater***

Complete market feasibility assessment.  
Establish a Friends of the Moreland.

#### ***1 - Triage***

Implement a comprehensive neighborhood communications strategies (phone tree, survey, and Internet resources)

Establish a Neighborhood Watch Association and volunteer clean-up  
Publicize existing programs and events through publically available calendar.

Establish a board of community representatives to manage and lead new programming

Secure consulting partnerships.

Begin small scale business development.

Begin programming immediately.

Establish Business Incubator.

Educate the community in the importance of preservation as a value creation and community creation strategy.

Secure grant.

#### ***2 - Development***

Launch new community and youth development initiatives including parenting classes, after-school tutoring, and youth entrepreneurship.

Identify potential business owners and entrepreneurs.

Match owners and entrepreneurs with consultants, and incubation business services.

Clean and rehabilitate vacant properties.

Utilize Ohio Main Street Program Four Point Approach (Operations, Design, Marketing, and Business Enhancement) to develop expansion plan and coordinate between Agents of Change.

Adaptive reuse of old library branch building.  
Rehabilitation of Moreland Theater with new uses.

#### ***3 - Expansion***

Evaluate partnerships and create strategic plans for various initiatives.

Establish businesses in re-adapted buildings along the corridor.

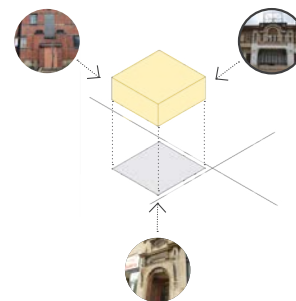
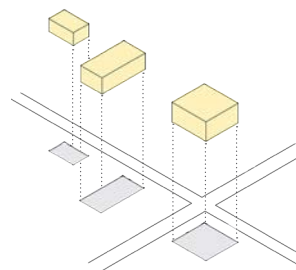
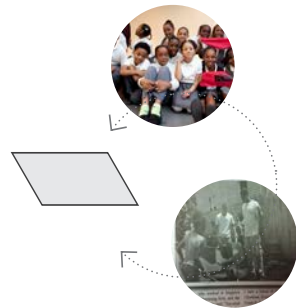
Establish Mentorship Board of incubator graduates.

Expand preservation strategies along the corridor.

# Urban Design Strategy

## Proposal

The GOYF proposal develops around three urban design strategies that will guide the spatial intervention in Buckeye Neighborhood. First, the educational component will spark activities in vacant properties or underutilized spaces opening them up for public use. This spark continues as the incubator expands and Targets of Change make small investments in their home, community, and business. Second, the business incubator will fill voids in the existing urban fabric, matching the demand for office and retail spaces with underutilized building stock. Finally, the rehabilitation of the Moreland Theater will serve as a social, economic and identity anchor for the community of Buckeye Neighborhood.



## Urban Design Strategy

**Spark**  
Education and community programs will activate underutilized spaces in the corridor, opening them up to public use.

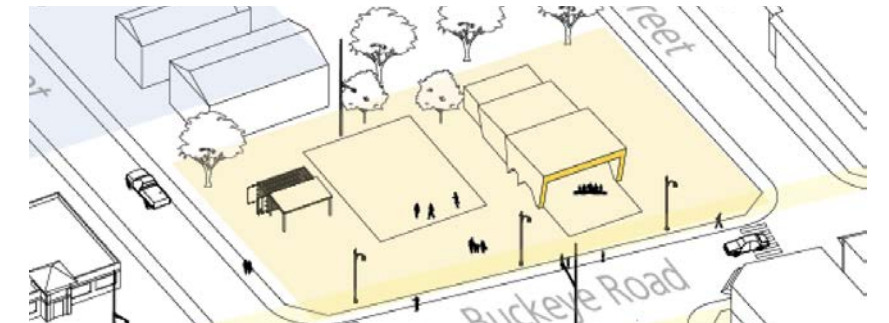
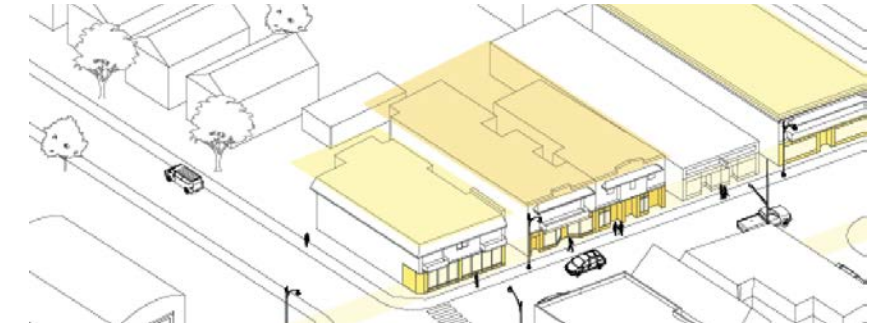
**Fill**  
Eliminate voids in the urban fabric. Repurposing will also bring new life to underutilized building stock in the neighborhood.

**Anchor**  
Re-introduce civic and public programs that serve as gathering places. Create a community anchor

## Current Conditions



## Intervention



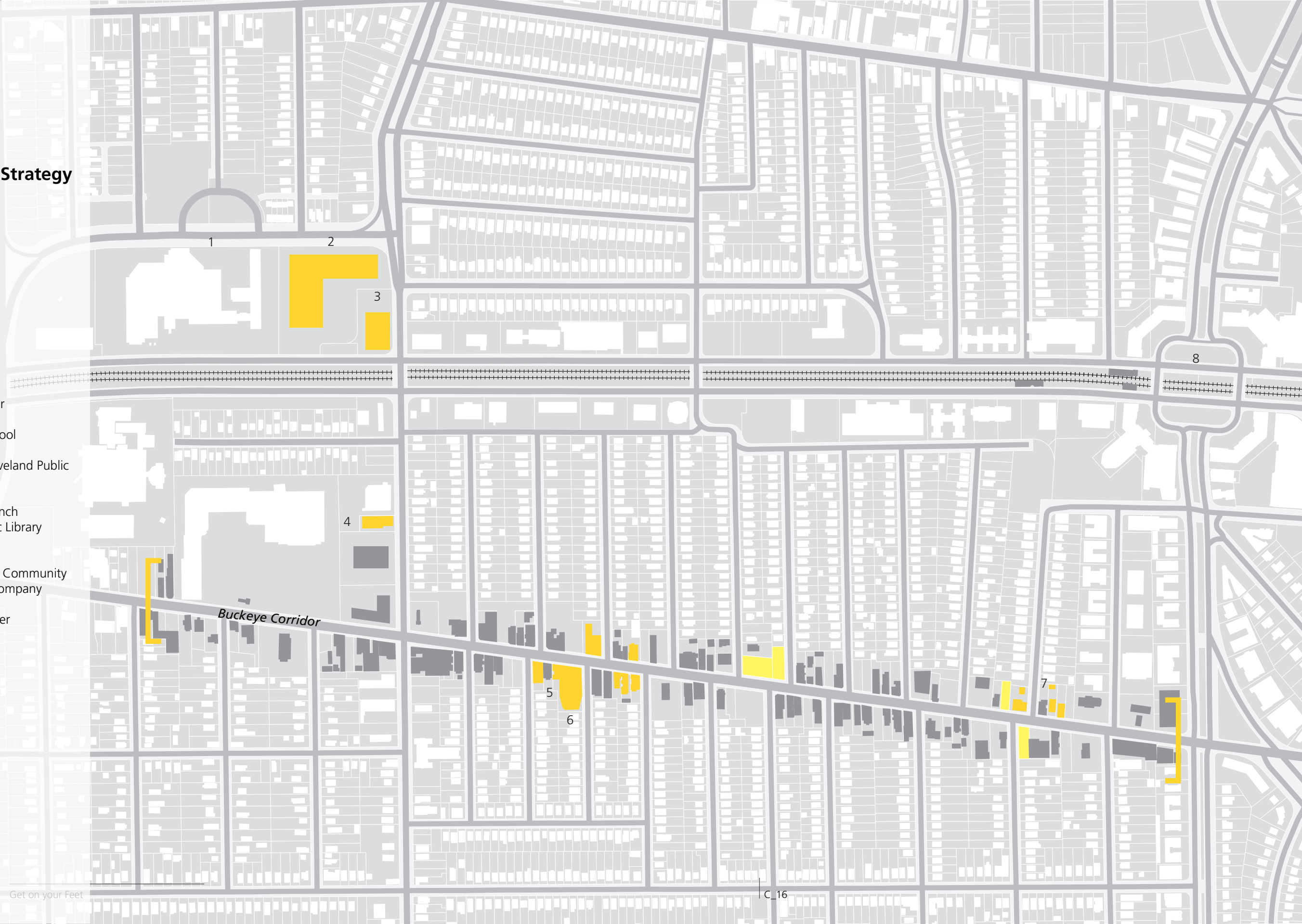
# Urban Design Strategy

## Site Plan

- Existing Sites
- Expansion Sites

### Key Locations

- 1 St. Luke's Manor
- 2 Harvey-Rice School
- 3 Rice Branch Cleveland Public Library
- 4 Former Rice Branch Cleveland Public Library Building
- 5 Buckeye-Shaker Community Development Company
- 6 Moreland Theater
- 7 Passport Project
- 8 Shaker Square





# Moreland Theater

## Visualization

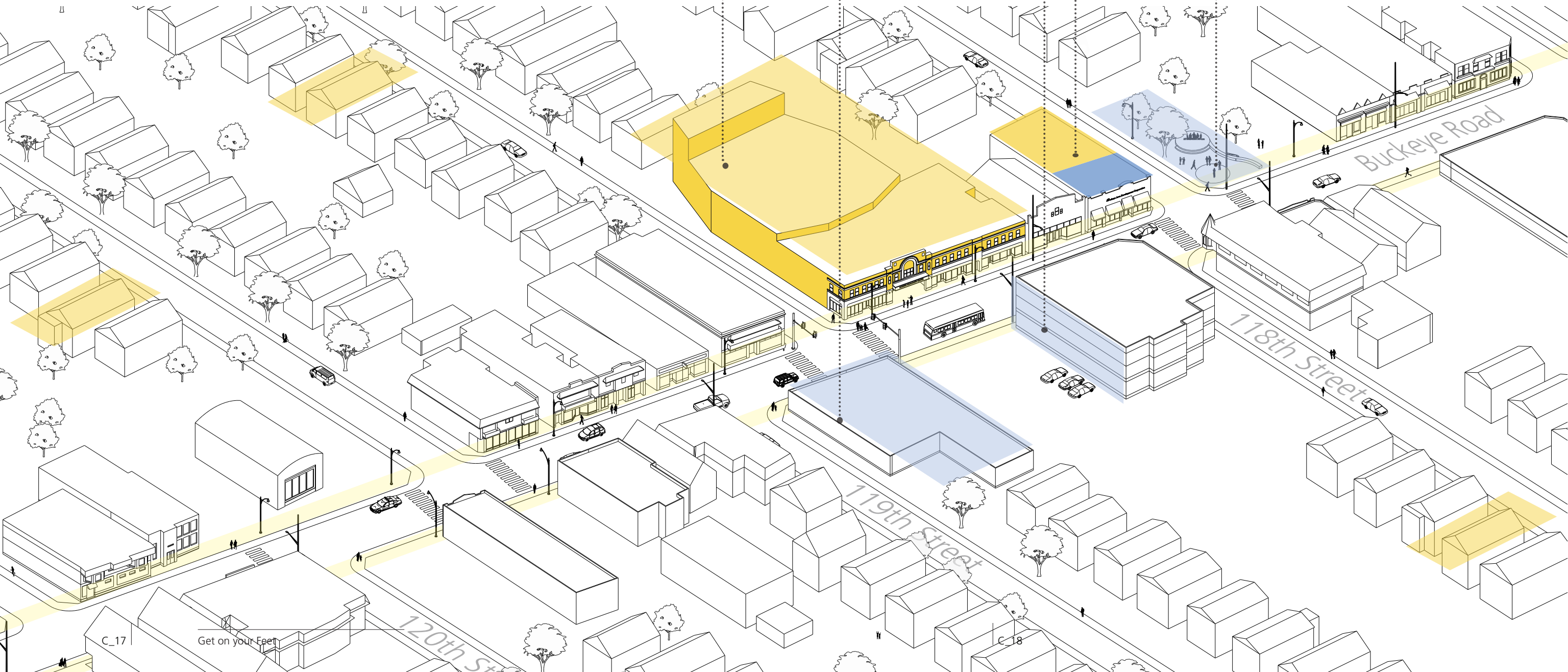
- Existing Amenities and Partners
- Key Partners
- Incubation Site
- Expansion Sites
- Corridor Activation

Moreland Theater  
 BSSDC  
 Development  
 Community center  
 After-school tutoring  
 Small business retail

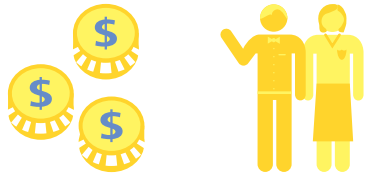
Buckeye Education Center  
 BIDG  
 Development  
 Community center  
 After-school tutoring  
 Small business retail

Public Art  
 CDC  
 BSSDC  
 Research  
 Community resources

Artpark







# Business Incubator

## Visualization

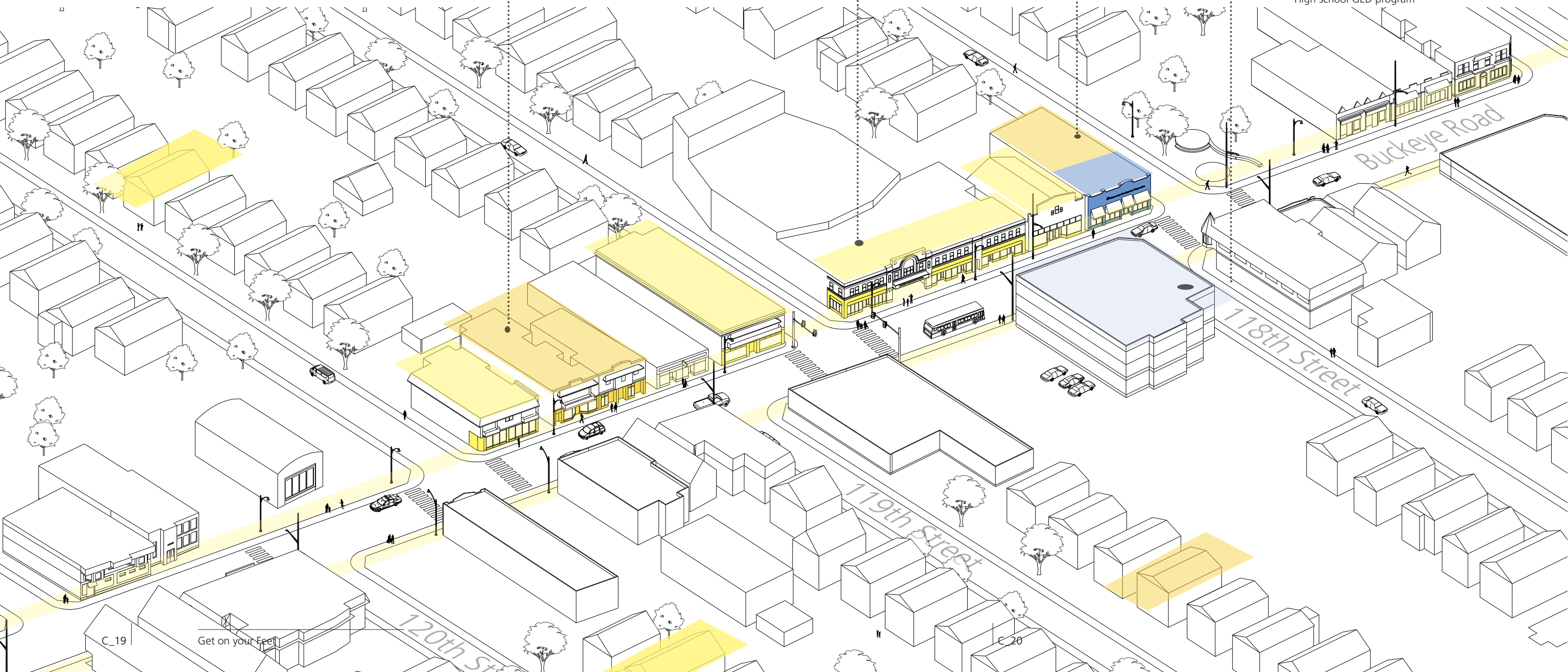
- Existing Amenities and Partners
- Key Partners
- Incubation Site
- Expansion Sites
- Corridor Activation

**11914 - 11920 Buckeye Road**  
 BIDG  
 Development  
 Business Incubation  
 Youth Opportunities Unlimited

**Moreland Theater**  
 BSSDC and Friends of Moreland  
 Development  
 Community center  
 After-school tutoring  
 Small business retail

**Community Development Corporation**  
 BSSDC  
 Research  
 Community resources

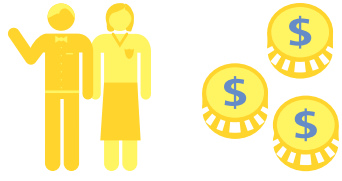
**George Voinovich Reclamation Academy**  
 Bridgescape  
 Research  
 High school GED program



C\_19

Get on your Feet

C\_20



# Passport Project

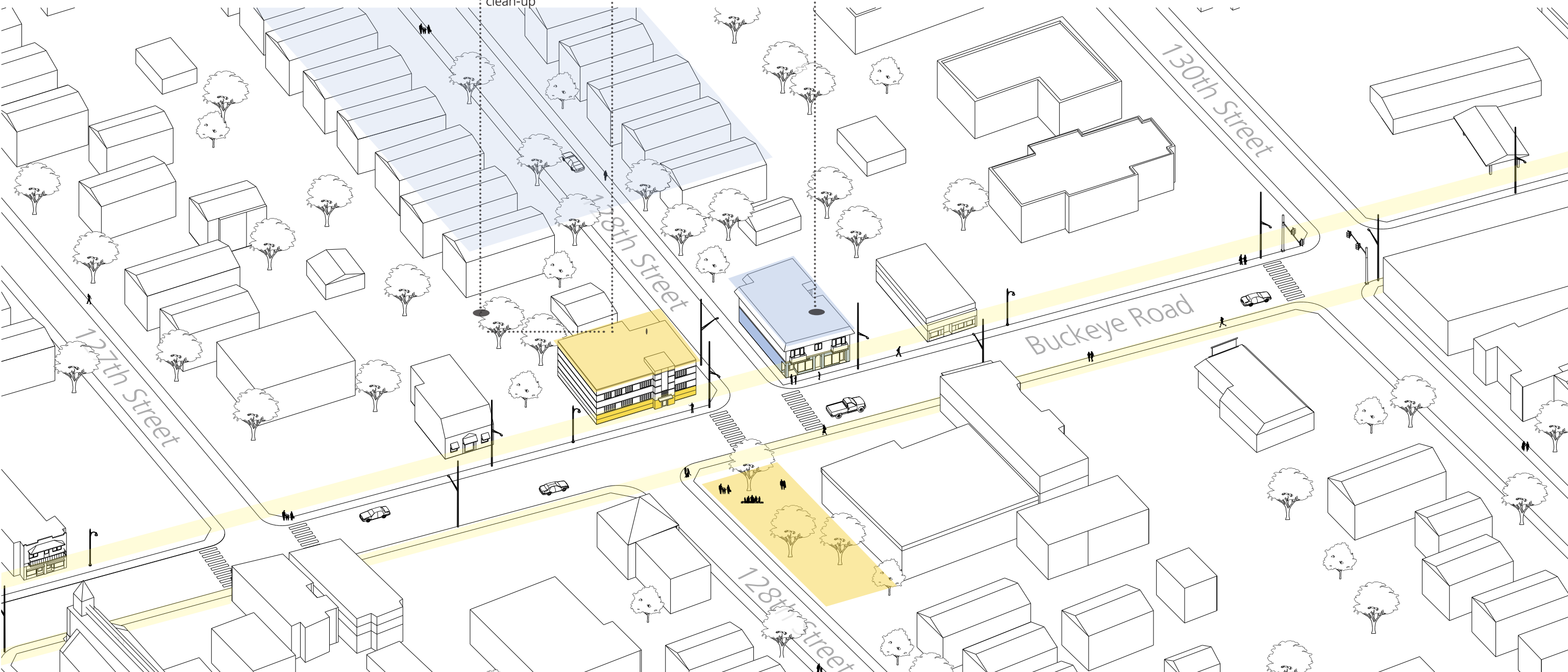
## Visualization

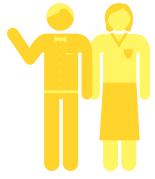
- Existing Amenities and Partners
- Key Partners
- Incubation Site
- Expansion Sites
- Corridor Activation

128th Model Block  
Buckeye  
Neighborhood  
Awareness  
Expansion  
Neighborhood Up!  
Neighborhood  
clean-up

12725 Buckeye  
BIDG  
Expansion  
Live-Work units

12801 Buckeye  
BIDG, Passport Project  
Triage  
Passport Project





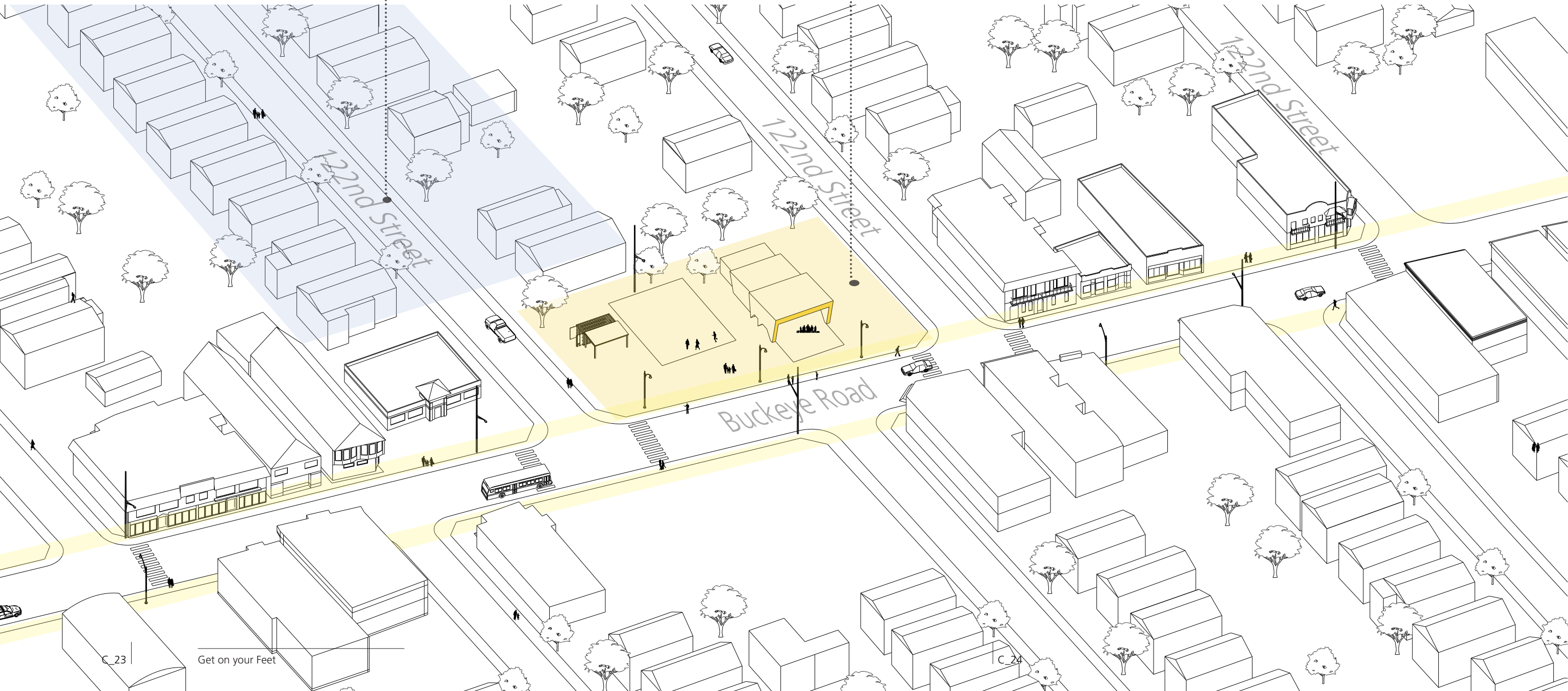
# Culture Shed

## Visualization

- 122nd Model Block
- Buckeye Neighborhood Awareness
- Expansion
- Neighborhood Up!
- Neighborhood clean-up

- Culture Shed
- Buckeye Neighborhood Awareness
- Expansion
- Neighborhood clean-up
- Grow Power

- Existing Amenities and Partners
- Land Bank / BSSDC Park
- Corridor Activation



## Assets & Challenges

### SWOT Analysis

GOYF recognizes the assets and challenges of Buckeye Corridor, and through restructuring some of the organization and combining programming, we believe the residents and business owners can overcome some of the existing threats to the neighborhood. GOYF recognizes the turnover in volunteers happens, so the focus must be placed on developing a organizational structure for Agents of Change that is clear and easily implemented, and developing partnerships that can serve as a foundation for programming, as well as valuable mentorship and resources.

### Strengths

Historic Moreland Theater and unique architectural character of the commercial buildings.

Recent development, including Harvey Rice Library Branch and Elementary School, and St. Luke's

Dedicated Community Development Corporation.

Proximity to Shaker-Square and Larchmere Boulevard, and the RTA's Blue and Green rapid transit lines.

Community Interest and engagement that has led to neighborhood opportunities and grants.

City Council Members are committed to community development

Urban neighborhood fabric and rich arts and cultural history.

Abundance of existing programs and funding sources that have similar interests.

### Opportunities

Enhancing existing youth programming and relationship (Passport Project, Bridgescape, FUNdamentals, and Head Start)

Reimagining the definition of retail corridor to create a neighborhood of choice that promotes local businesses.

Urban Design Strategies of "spark", "fill", and "anchor" will improve the aesthetics and sense of welcoming place in the corridor.

Flexible and independent strategies allow self-reliant agents to enhance roll-out, when partners and financing align.

### Weaknesses

Communication challenges based on residents access to technology and transportation.

Significant border condition due to metro tracks, north of Buckeye Corridor.

Addressing real and perceived crime and safety concerns

Continued disinvestment, business closure, and vacancy along the corridor and surrounding neighborhood.

Criminal behavior may continue to deter businesses and prevent meaningful youth engagement.

### Threats

Securing funding sources.

Operational capacity of the BSSDC.

Volunteer dedication to take leadership of programming.

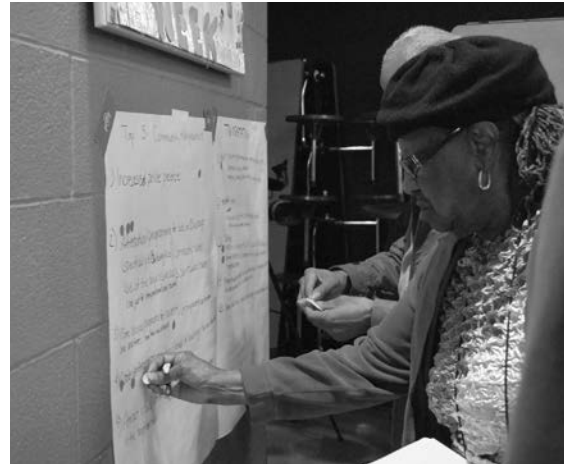
Protecting investments in store-frontages and re-adapted spaces.

## Assets & Challenges

### Community Meeting Notes\*

On Saturday, October 26, 2013, the Community Planning Advisory Committee for the Buckeye and Larchmere neighborhoods hosted the first of two public visioning workshops at Rice Harvey Elementary School. The meeting was attended by more than 100 residents and business owners eager to share their concerns as well as potential opportunities and community assets.

While physical issues of vacancy and dilapidation are clear from the street, community aspirations like job training and program awareness are not. These were made clear in the community meeting and were integrated into the Get On Your Feet program.



### Neighborhood & Community

### Economic Development

### Transportation & Infrastructure

#### Programming and Institutional Changes

#### Physical Improvements and Additions

Notification and community communication strategies, code enforcement and security, social programming, parenting classes, neighborhood education, after school programs

Community gardens, age appropriate playgrounds, rehab/demo, open/vacant land reuse, diverse housing opportunities

Review zoning, business incubation

identity/image, basic attributes (clean streets, lighting), small business center (job skills, finance education, incubation), commercial corridor revitalization, appropriate retail

Enforcement, collection service for abandoned houses/ transportation schedule revision

Neighborhood image, trash collection/clean up, signage, sidewalk improvements, lighting and security, accessibility/pedestrian safety, widening the road, on-street parking/road improvements, community centers, community facilities (eg. laundry, Internet)

\* These notes were collected from the first of two community meetings, and represent the distillation of our observations and impressions of that meeting. They are not the official objectives, but a summary community-voiced priorities that have informed our proposal.

## Assets & Challenges

### Targets of Change

The language of "Targets of Change" is something we adopted from the University of Kansas' Work Group for Community Health and Development. This participatory planning approach is about identifying the community issues or problems, the behaviors and conditions that contribute to these concerns, and the people who experience or contribute to the problem, or the Targets of Change. In Buckeye neighborhood, the primary Targets include youth, women, senior citizens, and under-resourced business owners. The community at large is also a Target who will benefit from a GOYF's targeted intervention, as fragmented community identity, corridor disinvestment, and neighborhood safety are issues that affect everyone. Community also includes the physical fabric, and the experience of place.



#### Community

Buckeye Corridor has a rich history and a unique character as part of Cleveland's oldest urban neighborhood, but over time the built environment and the residents that live here have faced many economic and social obstacles, with limited resources. In 2009, 4% of the neighborhood was living at or below the poverty rate and 3.2% of households were receiving public assistance income. Job opportunities are also somewhat limited when only 26.2% of the population 25 years and over have a college degree, and 19% of this group lacks even a high school diploma. In addition to adult training, there is a deep need for small scale capital investment, as well as projects that celebrate "the soul of Buckeye:" Blending the neighborhood's Hungarian heritage with the diverse ancestry and cultural traditions of its current African American community.



#### Youth

There is a wealth of programming dedicated to youth development in the Buckeye area from early childhood to young adult. The young people in the neighborhood are full of amazing potential to achieve wonderful things and contribute to society in positive and significant ways, but many will encounter hardships that prevent them from living up to their full potential. When money is tight, adults are overburdened with responsibilities, and the home cannot meet all the requirements of a supportive environment, children are forced to "grow up" very early in life. Harvey Rice Library, FUNdamentals, Passport Project, and Bridgescape offer important youth programming



#### Women

In low-income neighborhoods across the country, women often bear a disproportional share of the economic and family burden. In 2010, 58.6% of Buckeye-Shaker family households were female-headed households. Eight (8) years ago, 31.9% of Cleveland mothers did not have a high school diploma. Whether they are mothers, daughters, sisters, business women, volunteers, or all of the above, Buckeye women play an integral role in community development, but many of them could use some additional support and resources. In terms of financial education and business resources, there is a lot of research that details that women reinvest their income in the community, their children, and other people more than men, so in terms of community development women as economic decision makers is critical.



#### Senior Citizens

Today, aging-in-place is a common trend for people 65 years and over, which presents several opportunities and challenges for communities. Seniors can provide a valuable volunteer base, as well as time, mentorship, and compassion for younger generations. They often have more time to engage in community programs, but they are sometimes limited by mobility, technology, training, and general health. As of 2010, 14.7% of the Buckeye-Shaker neighborhood fit into this demographic category. Educational programming is as much about utilizing seniors as support staff, as providing them with new skills, opportunities to interact with others and share their stories, and giving them a constructive environment to share their concerns and work towards change.



#### Business Owners

The wealth of pride, dedication, and resiliency of the small business owners along Buckeye is evident. These are people who have set out to accomplish a life goal, or continue a family legacy, with limited resources, but a lot of love and creativity. Many of these individuals have strong ties to the neighborhood and some of these businesses have served this community for over 60 years. As Donovan Rypemka said at the 2009 Cleveland Storefront Renovation Program Awards, "small business owners are heroes of the American economy." The Buckeye Merchants Association is an important starting place for GOYF in identifying potential Targets that could benefit from the business incubator and expansion plan.

## Assets & Challenges

### City Council Members



6th Ward  
**Mamie Mitchell**

Councilwoman Mitchell's commitment to safety, security, and employment opportunities for Ward 6 residents makes her a powerful ally to Get On Your Feet. Her affiliations with St. Luke's Manor and other economic opportunity agencies are mutually supportive to our programming.



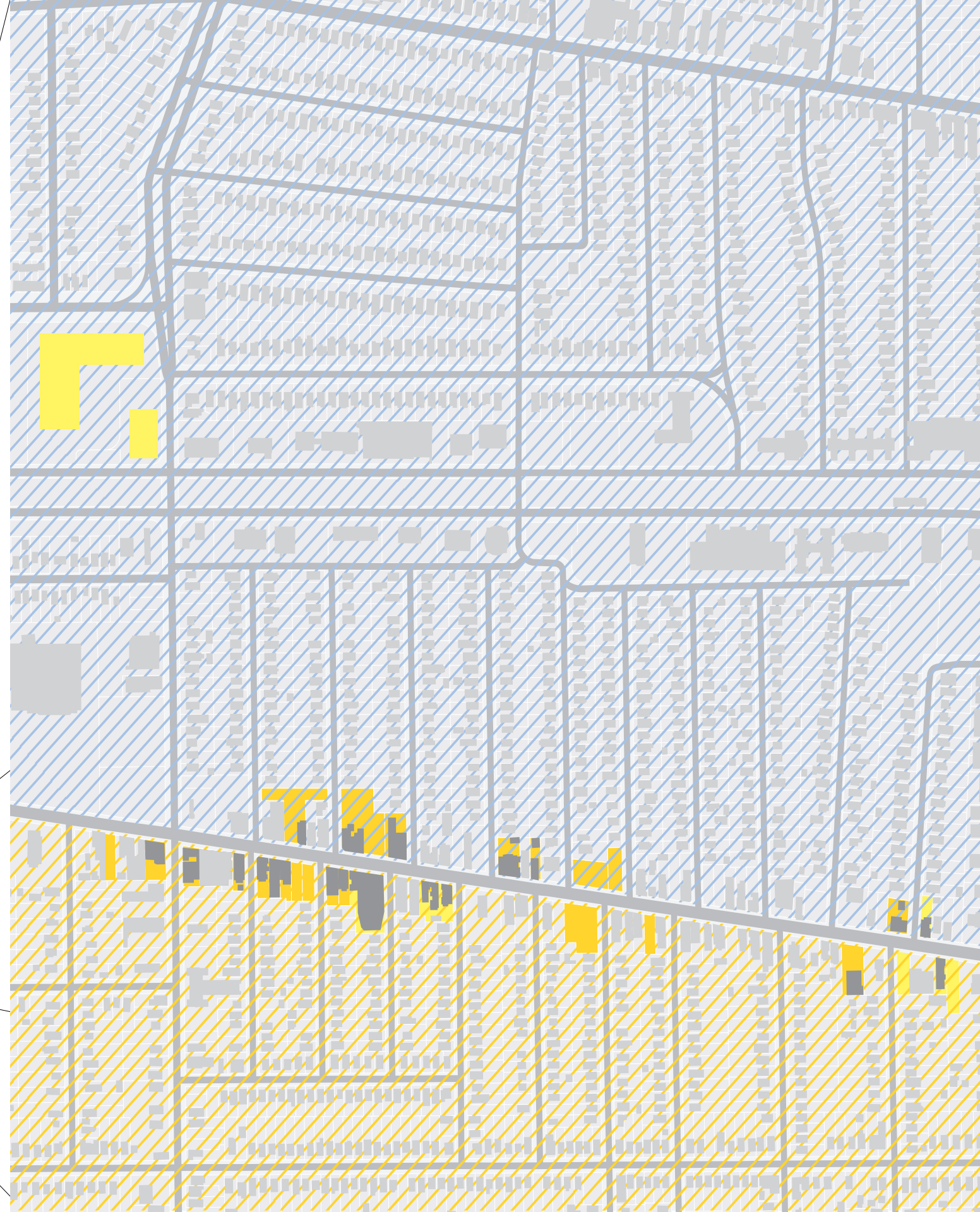
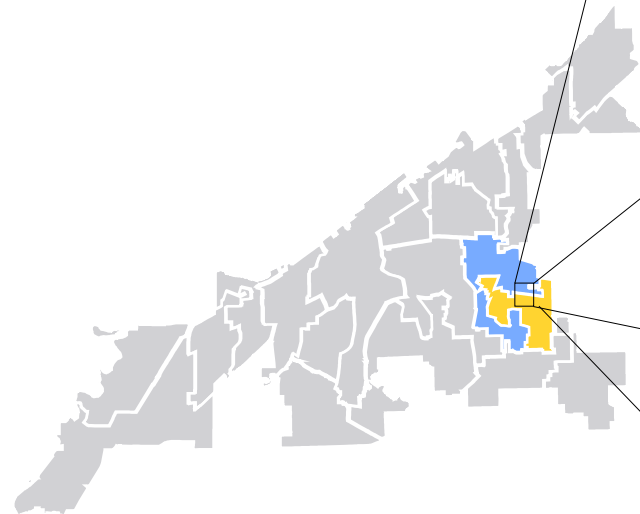
4th Ward  
**Kenneth Johnson**

Councilman Johnson's previous work in developing youth programming and recreation opportunities compliment efforts to engage youth and teenagers as productive residents, and crucial to the revitalization of the corridor. His previous work in encouraging and funneling investment is also critically important to attracting partners.

Buckeye Corridor acts as the boundary between two City Wards. The interests, priorities, and contributions of the representative council members of Ward 4 and Ward 6 fit neatly with the objectives of the Get On Your Feet programs - particularly the Buckeye Intergenerational Development Group. Commitments to economic opportunities and youth development are in line with the BIDG's goals to empower all Buckeye-Shaker community members.

### 2010 City Wards\*

\* Wards are set to change in 2014, with no expected to change to the Buckeye-Shaker area.



## Assets & Challenges

### Vacancy Conditions

Following the dispersal of the Hungarian community that had been so predominant, many of the neighborhood businesses closed. In the wake of social and racial changes, many previously immigrant run restaurants and shops closed, and remained vacant.





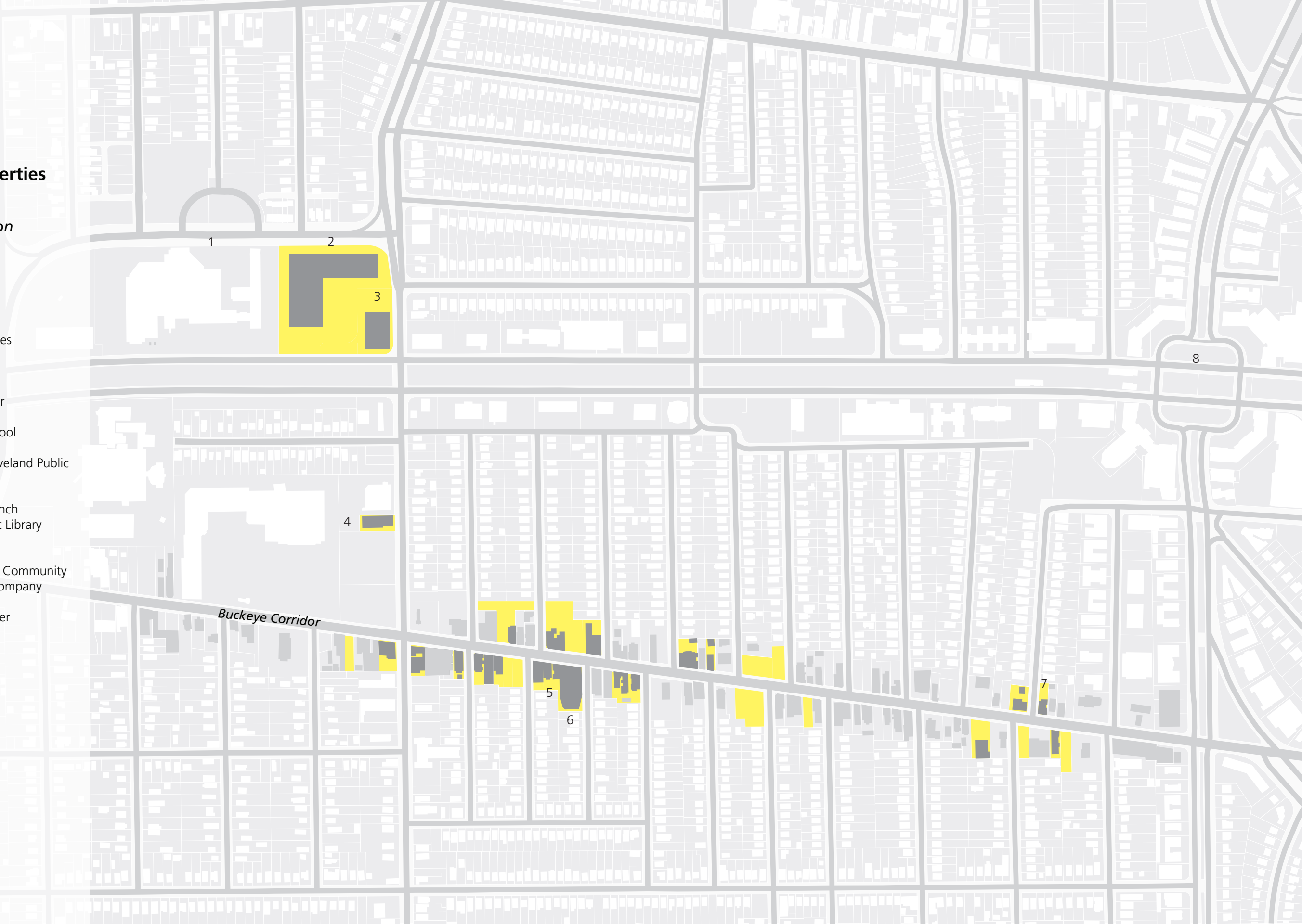
## Strategic Properties

### Physical Expansion

- Expansion Sites
- Existing Properties

### Key Locations

- 1 St. Luke's Manor
- 2 Harvey-Rice School
- 3 Rice Branch Cleveland Public Library
- 4 Former Rice Branch Cleveland Public Library Building
- 5 Buckeye-Shaker Community Development Company
- 6 Moreland Theater
- 7 Passport Project
- 8 Shaker Square



## Strategic Properties

### Potential Property List **12801 Buckeye Rd.**

**Priority** Phase 1

**Owner** Chloe Hopson

**Parcel Number** 129-17-031

**Current Use** Passport Project & Global Community Arts Center

**Zoning**

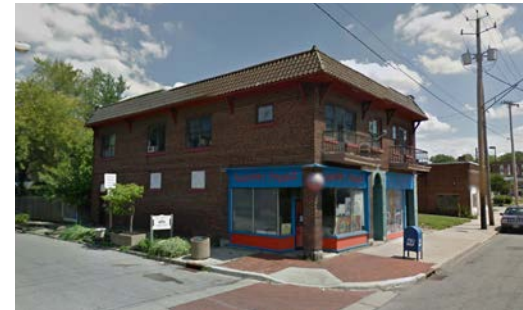
**Connecting Cleveland 2020  
Proposed Land Use**

**Square Footage (sq ft)** 9754

**Frontage (ft)** 38.48

**2005 Assessed Value (2013 Dollars)** \$32,200 (\$37,335)

**Proposed Use**



### **12727 Buckeye Rd.**

**Priority** Phase 2

**Owner** Milton Gray

**Parcel Number** 129-17-030

**Current Use** Live-Work

**Zoning**

**Connecting Cleveland 2020  
Proposed Land Use**

**Square Footage (sq ft)** 14,588

**Frontage (ft)** 76.58

**2005 Assessed Value (2013 Dollars)** \$43,440 (\$50,233)

**Proposed Use**



### **2819 E. 116th Street**

**Priority** Phase 2

**Owner**

**Parcel Number**

**Current Use** Vacant

**Zoning**

**Connecting Cleveland 2020  
Proposed Land Use**

**Square Footage (sq ft)**

**Frontage (ft)**

**2005 Assessed Value (2013 Dollars)**

**Proposed Use**



### **11819 Buckeye Rd.**

**Priority** Phase 2

**Owner** BADC

**Parcel Number** 129-19-032

**Current Use** Moreland Theater

**Zoning**

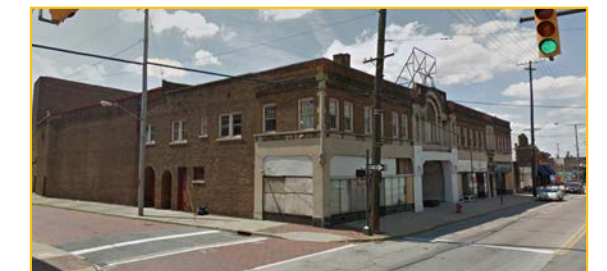
**Connecting Cleveland 2020  
Proposed Land Use**

**Square Footage (sq ft)** 8835

**Frontage (ft)** 78.57

**2005 Assessed Value (2013 Dollars)** \$94,290 (\$109,035)

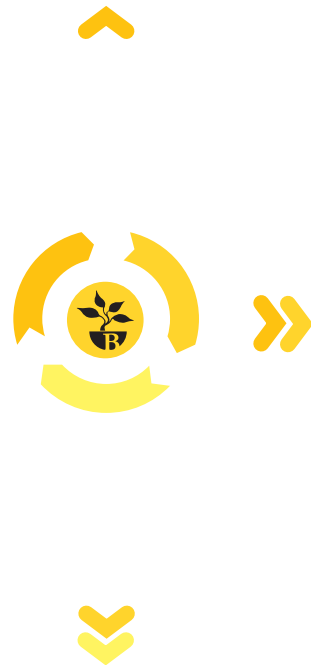
**Proposed Use**



## Get on Your Feet

### Agents of Change Summary

Similar to Targets of Change, this language has been adopted from KU's Community Toolbox resources. GOYF's Agents of Change are new entities that draw their membership and support from existing organizations. Relying on a range of community sectors that advance goals in education, incubation, and preservation the BSSDC and local residents may facilitate the formation of these four groups. The first group to form is the Buckeye-Shaker Neighborhood Awareness Program. The BSSDC, formerly the BADC, has provided a number of services to the community, the Awareness Program is designed to support coordination between different neighborhood groups.



### *Buckeye-Shaker Neighborhood Awareness Program*

**Neighbor Advisory Council**  
Led by an appointed board of active residents and community leaders This program is about creating better lines of communication within the community and to the city at large. Representatives will be able to promote success and advocate for transformation projects.

**Neighborhood Watch**  
Led by concerned citizens, business owners, and the religious community. Night walks are positive for community building.

**Buckeye TimeBank**  
Led by a representative from the Advisory council, with the support of a committee. Facilitates connection members and organizes annual Skillshare event.



### *Buckeye Intergenerational Development Group*

**Youth Development Program**  
Led by an appointed board of active residents and program representatives. There are a number of public and private organizations focused on education, physical activity, social development, and service, but the challenge is coordinating these efforts and providing better access to children and teens in need of specific types of programming. This program takes an intergenerational approach, with programs for youth, young parents, families, and senior citizens.

**Business Incubator**  
Organized as a local branch of Launch House, a Cleveland based business accelerator, the incubator will primarily focus on developing business management and financial literacy among residents, as well as provide subsidized space and office infrastructure for those business it takes on. The incubator will help early start-up business find funding, as well as improve their business strategy to become competitive and viable corridor businesses.

**Mentorship Council**  
Established as a long term agent, this council will be comprised of business owners and managers that have graduated from the incubator. In this way, business owners remain engaged with the community and provide peer-feedback to other businesses.



### *Friends of the Moreland Theater*

**Friends of the Moreland Theater Board**  
Led by a Buckeye Shaker Square Development Corp. appointed chairman. The Board will be in charge of organizing and coordinating efforts to rehabilitate the Moreland Theater. They will also be in charge of the administration after the rehabilitation project is completed by establishing an sustainable economic framework that will secure the operation of the building.

**Buckeye Preservation Council**  
Will be in charge of advising and programming the rehabilitation of other properties in the neighborhood.

## **Buckeye-Shaker Neighborhood Awareness Program**

### *Agents of Change*

#### *Premise*

The Buckeye-Shaker Square Development Corporation is a very active CDC, advocating for and supporting small business owners, establishing partnerships, drawing investment, and listening to the requests and concerns of the community. The premise of creating the Neighborhood Awareness agency is to continue to improve these lines of communication between the Targets and the Agents of Change, and to tackle the real and perceived threat of crime along the corridor. GOYF is a holistic and self-reinforcing strategy, and it relies on the Neighborhood Awareness program to set a strong foundation for the realization of its three overarching goals.

#### *Mission*

To cultivate a more inclusive neighborhood identity that blends the rich Hungarian history of the Buckeye-Shaker area with the culture, values, and priorities of the current residents and business owners who are largely African American.

The main priorities of the ensuring safety through the Neighborhood Watch program, celebrating diversity through events and community building activities, and promoting people with the TimeBank and Skillshare programs.

#### *Reinforcing City Planning Commission Goals*

##### ***Safety by Design***

Have each neighborhood in the city conduct a neighborhood safety audit using planning, police, public services, and local residents to assess problems that contribute to crime on the front end.

##### ***Police Presence***

Develop “community policing” by working with all agencies and networking with block clubs to do problem solving and conflict resolution, and take a more proactive approach to utilizing volunteers to assist with community policing.

##### ***Educational Partnerships***

Encourage the active participation of the academic community, the church community, and the health & wellness community in the work of neighborhood revitalization. As critical components and examples of the way a community functions and develops, they have much to contribute to the education of tomorrow’s worker/citizens.

##### ***Personal Development***

Protect public investment in neighborhoods by creating programs that utilize existing educational and faith-based facilities to teach and foster community-building principles and strategies.

##### ***Personal Development***

Include residents in the planning process to insure that new or renovated facilities will be seen as addressing, and do in fact address, the community’s own sense of its identity and aspirations. The quality, design, and location of these facilities are just as important as the services they provide.

##### ***Opportunity and Equity***

Even the most seemingly blighted neighborhood still has assets, including the voluntary associations and organizations. Map and tap these assets.

##### ***Education***

Where possible, schedule neighborhood walks to coincide with community street festivals, art fairs, outdoor (or indoor) concerts and cultural events organized around historic anniversaries and figures important to a neighborhood and its identity.

## ➤ Buckeye-Shaker Neighborhood Awareness Program

*Agent of Change*

### Youth Programming and Neighborhood Safety



**Precedent** Community Alliance for Safety and Peace (CASP)

**Location** Hebron Heights District  
Salinas, California

- Lessons**
1. Build on existing community networks
  2. Engage youth in meaningful social and service activities
  3. Establish Neighborhood Watch and partner with law enforcement



Salinas, CA known as the “Salad Bowl of the World,” but it is also known for prevalent gang violence and high youth homicide rates. In 2009, the City of Salinas decided to take charge of this problem and create community partnerships to pro-actively deal with youth violence and overall neighborhood safety. These initiatives support larger goals of revitalization and neighborhood identity, as well as economic and educational opportunities for residents.

During the Buckeye-Shaker-Larchmere community meeting several residents shared safety concerns and many business owners warned us to get off the street by dark. While not to the level of crime and violence in Salinas, the Buckeye Corridor would benefit from similar preventative planning and programming.

When the homicide rate in Salinas stood at four times the national average in 2009, local leaders decided enough was enough. In January of that year, Salinas joined forces with the county, law enforcement, faith-based organizations and local businesses to take aim at the gang-related violence plaguing the small city.

In the spring of 2010, CASP hosted 23 “listening sessions” where they asked about 200 Salinas residents about needs and problems in their neighborhoods. CASP is made up of youth service organizations, county housing and health officials, local and state elected officials, criminal justice and law enforcement officials, educational leaders, business leaders, representatives of the faith community, and private funding organizations.

The Hebron Heights District was selected as the pilot program area for the CAPS Program. 2011 U.S. Department of Justice, through its Office of Community Oriented Policing Services, granted Salinas \$2.83 million to hire eight new officers. Two of them are already on the street in Hebron, often patrolling on foot, and it’s starting to pay off. Lopez and Lofton are known as the “CASP cops,” and they’re regularly walking the streets as part of an ambitious initiative developed by the Community Alliance for Safety and Peace.



## > Buckeye-Shaker Neighborhood Awareness Program

### Partners



### Buckeye Park and Public Art

The CDC works to plan, organize, and coordinate resources and activities that empower residents and business owners and work to promote culture, revitalization, and economic stabilization.



### The Soul of Buckeye

Annual summer celebration of art, music, and culture within the Buckeye community.



### 122th and 128th Street Club

Part of Cleveland's Model Block program, these street clubs are dedicated to improving the image of their street and building relationships with their neighbors.



### The BSS METRO

A newspaper of the neighborhood of Buckeye-Shaker Square, by the neighborhood of Buckeye-Shaker Square.



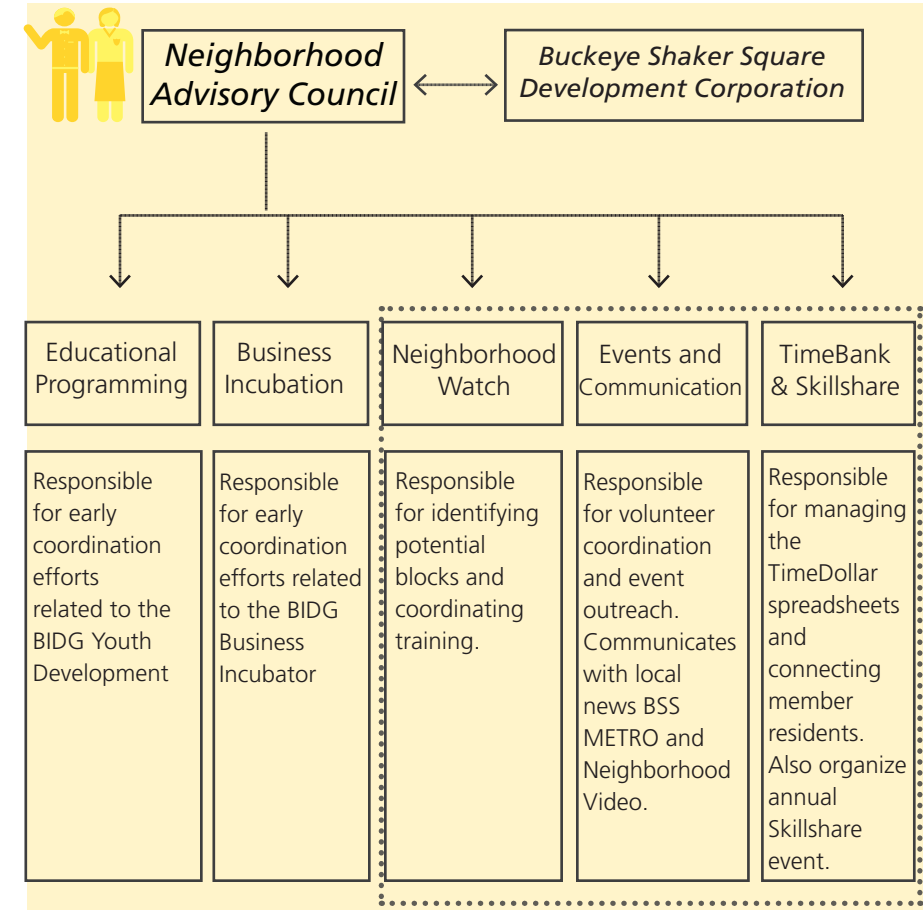
### Neighborhood Connections

A number of projects within the community have been funded by grants from NC. Including free music and dance classes at the Passport Project.

## > Buckeye-Shaker Neighborhood Awareness Program

### Neighborhood Advisory Council

The Neighborhood Awareness program creates a framework for residents and business owners to interact with the BSSDC in a productive and meaningful way. While public meetings are an important tool for long term visioning, mainly sharing information and addressing public comments, but they are often isolated events and do not address plan implementation. The Neighborhood Advisory Council provides consistency and community leadership. Representatives to the council should include active residents, business owners, and community leaders who are willing to take on the responsibility of advocating for Buckeye residents and maintain successful programs and events, but support CDC staff, coordinating volunteers, and sitting on one of five committees.



Ensuring safety



Celebrating diversity



Promoting people

## **Buckeye-Shaker Neighborhood Awareness Program**

### *Neighborhood Watch*

#### *Premise*

Newspapers, crime statistics, and public opinion reveal that safety is a major concern for residents and business owners along Buckeye Corridor. GOYF recognizes that Targets of Change include the individuals and/or institutional structures causing the problem, as well as the victims of the situation. While the BIDG, functions to redirect at-risk youth towards meaningful and productive community involvement, the Neighborhood Watch is focused on motivating, organizing, and mobilizing residents to actively take back the neighborhood from crime.

#### *Key Aspects of Neighborhood Watch*

1. Neighbors getting to know each other, and working collaboratively.
2. Citizens being trained to recognize and report suspicious and/or criminal activity.
3. Crime prevention techniques, such as home and business security audits, child watch, personal safety, senior citizen safety, Auxiliary Police, and community clean-up.

#### *Getting Started*

Bureau of Community Policing Community Relations Officer will assist the Neighborhood Watch committee in scheduling their first training session. It is the responsibility of the BSSDC and Neighborhood Awareness program to encourage participation by at least 50% of the households in a particular block or neighborhood.

#### *After the Training*

Neighborhood Watch signs are placed on the block recognizing them as an active participant in a community crime resistance program. These signs also serve notice to individuals entering the community that residents have been trained in watchfulness techniques and are alert to activities which may occur within the community.



#### *Other Programs offered by Bureau of Community Policing – Community Relations Unit*

##### *Senior Power Program*

Officers conduct a one-hour per week, four week program presented to senior citizens in cooperation with the Cleveland Division of Fire, Department of Aging, Emergency Medical Service and Cleveland Police Financial Crimes Unit.

##### *Safe & Smart*

The Safe & Smart program is a specific personal safety/crime prevention program. Citizens are informed that a criminal must have the desire, ability and opportunity to commit a crime. This program teaches basic crime prevention techniques that citizens can practice in order to protect themselves and their families.

##### *Gun Safety*

Officers present the “Eddie Eagle Gun Safety” video and teach elementary school age students about the danger of firearms.

##### *Citizen Police*

Academy Officers conduct a three-hour per week, eight week program presented to citizens of Cleveland, 18 years of age and older. Topics covered include legal issues, police officer training and preparedness, Internet crimes against children, crimes scene investigation and tours of the outdoor range and communication center and may include presentations by Canine, Narcotics and S.W.A.T units.

##### *Brown Bag Personal Safety Seminars*

Officers conduct a one-hour presentation directed to employees (on their lunch break) regarding personal and office safety.

## > Buckeye-Shaker Neighborhood Awareness Program

### Buckeye TimeBank

#### Premise

The Cleveland TimeBank is an initiative of the Stockyard, Clark-Fulton & Brooklyn Centre coordinated by AmeriCorps VISTA personnel. TimeBanking is a medium of exchange that operates on one hour "Time credits" and a community "bank" of skills that members can draw on. The concept was designed by Dr. Edgar Cahn in 1980, and has evolved into an international movement; promoting equality, inclusion, and care. Given the physical and social needs of the Buckeye, Shaker-Square, Larchmere, and Woodhill neighborhoods, GOYF proposes a similar TimeBanking service to residents in the BSSDC service area. Skills bank may include a variety of services including childcare, transportation, handyman services, tutoring, cooking, office assistance, yard work, companionship, and house cleaning.

#### Core Principles of TimeBanking

##### Asset

We all have something to give.

##### Redefining Work

Some work is beyond price.

##### Reciprocity

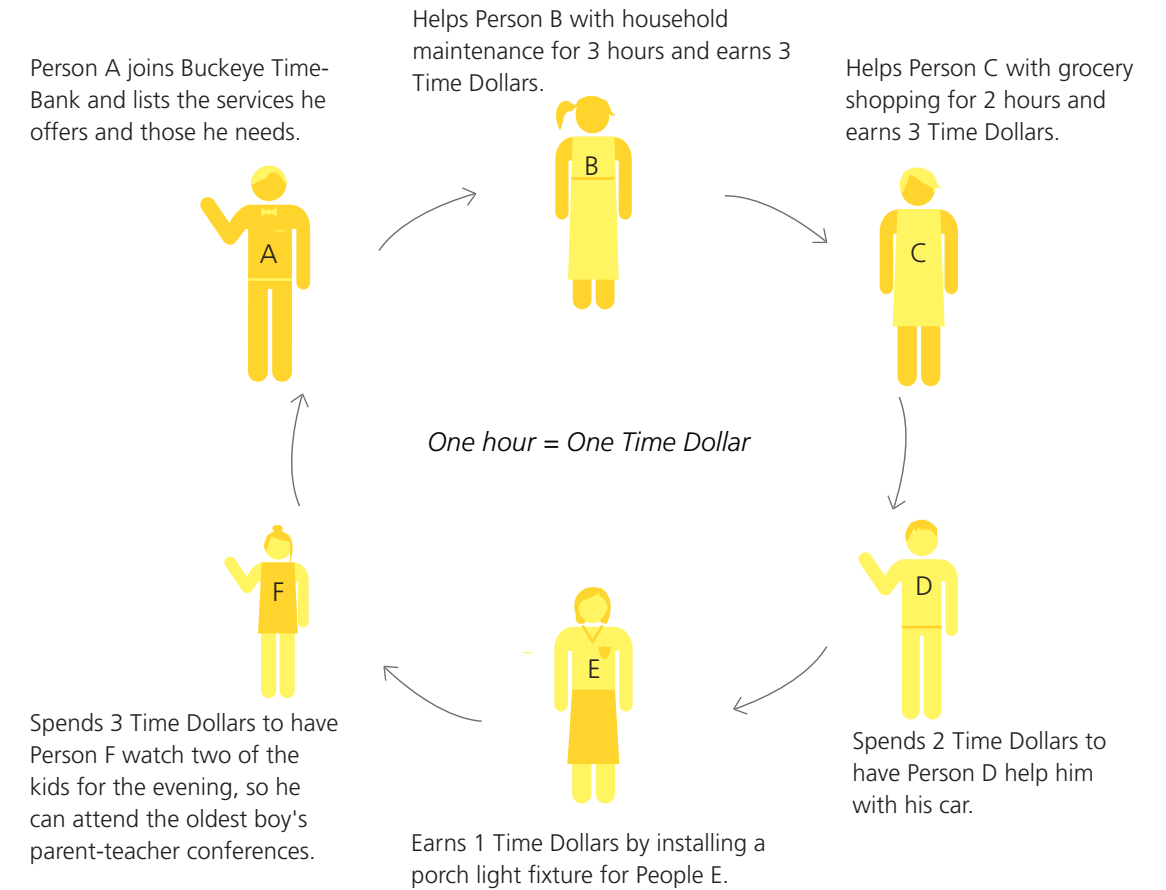
Helping works better as a two-way street.

##### Social Networks

We need each other.

##### Respect

Every human being matters.



In addition to community buy-in and ongoing support, one of the keys to a successful Neighbor-to-Neighbor Time Dollar Exchange is the Time Dollar coordinator, whose responsibilities are threefold:

1. To ascertain community residents' needs, both large and small;
2. To help residents uncover and discover their own untapped capacities and abilities to meet those needs; and
3. To set up exchanges in which residents earn Time Dollars by contributing to others and spend Time Dollars by securing resources to meet their own needs.

#### TimeDollar Coordinator

The Annie E. Casey Foundation. (2004). Building Community with Time Dollars: A Making Connections Peer Technical Assistance Match Between Des Moines, Iowa; Indianapolis, Indiana; San Antonio, Texas; El Paso, Texas; and Washington DC



# » Buckeye Intergenerational Development Group

*Sustainable Cleveland 2019*

GOYF is part of the larger movement in Cleveland; a movement towards self-empowerment, responsibility, and resiliency. Meeting these goals at the municipal level means starting with individuals and with neighborhoods.

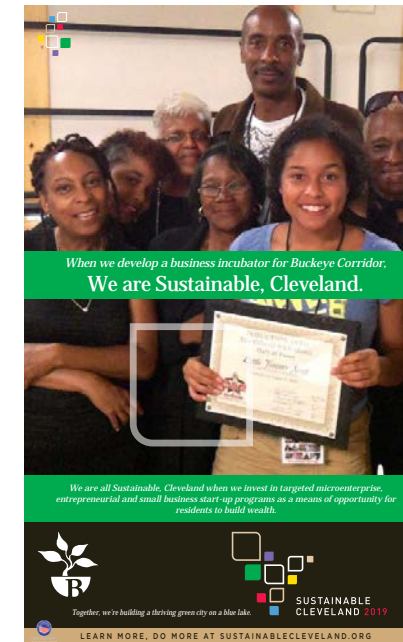
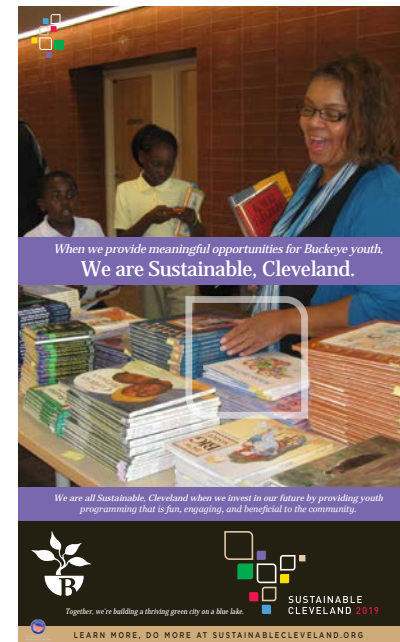
Therefore, the mission of the Sustainable Cleveland 2019 Vital Neighborhoods working group is to cultivate sustainable neighborhoods of choice where residents are engaged, empowered, enlightened, resilient and self-reliant. We think it important to set our proposal within this larger planning context.

**Focus on People**  
*Youth/Next Generation* Youth are our emerging next generation of sustainability.

**Sustainable Business Incubator**  
 Advancing an inclusive place that generates opportunities for innovation and entrepreneurship, where individuals and organizations are empowered through meaningful engagement, collaboration and education for sustainable living and enterprises.

**Green Dots**  
 Green Dots wants to help Cleveland residents 'connect the dots' to opportunities for education, training, and employment so that they can save money and make money in the new sustainable economy.

**SOMO**  
 Leveraging leaders at all levels in a city-wide well-being initiative helping Clevelanders learn how to think differently (flexibly, positively, expansively) using positive psychology, the science of success and happiness.



# Buckeye Intergenerational Development Group

## Youth Development

### Premise

Youth programming and support for young parents and overburdened families became an obvious concern during the community meeting discussion at the Harvey Rice School in October 2013. However, during the research phase of GOYF, we found a number of amazing organizations and programs serving local children ages 0 to 18. As a result, the purpose of the Youth Development component of the BIDG is to coordinate the efforts of these various groups in terms of resources, staff, time, and space. The Agency represents the interests and ideas of these various partners.

**Mission**  
To provide a supportive environment for youth development through intergenerational engagement, a range of partnerships, and year-round programming. While academic performance is high priority, these programs focus holistically on the mind, body, and soul. Programs that support creative expression, problem solving, and social-emotional functioning is equally as important as literacy and computation skills. The goal is to ensure all Buckeye youth grow into happy, healthy, and productive members of society, while making time to dance in the joys of childhood.

### Reinforcing City Planning Commission Goals

#### Educational Partnerships

Link corporations, small businesses, churches, hospitals and other agencies to City schools in a host of creative initiatives including mentoring, job shadowing, internships, and site visits to real work places to see first hand what is involved in doing certain jobs, holding a job and working as part of a team on a daily basis.

#### Education Options

Create neighborhood educational campuses to promote lifetime learning and provide educational opportunities for adult residents that bring together various educational and training resources in a single accessible location. Bringing classrooms to our communities is a critical piece of community and economic development.

#### Coordinated Neighborhood Services

Provide accessible, affordable, and high-quality childcare to families residing in the city who need it. Make childcare centers an integrated part of educational campuses and community centers at targeted locations, wherever feasible.

#### Personal Development

Work with neighborhood schools, libraries and other existing community facilities to provide residents with access to additional services and opportunities for growth of a type not currently available to them, such as guided discussions with practice on subjects like parenting or handling stress, help with job searches, resume preparation, mock job interviews with helpful critiques, or life coaching sessions by experienced individuals willing to volunteer their insights and know-how

#### Learning

Focus city resources to create year-round educational and workforce experiences in partnership with Cleveland Municipal School District as fundamental to long-term workforce competitiveness.

**Buckeye Intergenerational Development Group**

*Youth Development & Programming*



**Precedent** Dudley Street Neighborhood Initiative

**Location** Dudley Neighborhood. Roxbury, Massachusetts

- Lessons**
1. Youth Opportunities & Development
  2. Sustainable Economic Development
  3. Community Empowerment



DSNI Facebook page

Youth Opportunity and Development encompasses DSNI's work along the age continuum from 0-24 connecting young people to a supportive community with caring adults, enriching opportunities, and responsive systems. Programming follows the belief that if youth are offered a supportive and challenging leadership environment that values their engagement, perspective and growth then youth are empowered to invest and contribute to their own and their community's development.

**Youth Development Programs**

Overall- Achieve Connect Thrive (ACT), Framework and Plan, Learning Our Values in Education (LOVE) Campaign, DSNI committees

0-5 years old- Dudley Children Thrive (DCT), Word Build Campaign, Parent Leadership Pathway

K-12th grade- School Partnerships, Stronger Leaders Brighter Future Mentoring Program, Dudley Youth Council (DYC) and the Get Hype Campaign, DSNI Youth Organizers, GOTCHA, College Bound,

18-24 years old- Young Alumni Network

**Other Neighborhood Programs**

DSNI Sustainable & Economic Development Committee -- meets the fourth (4th) Thursday of every month, 6:00pm at DSNI to review local development projects to ensure that they meet the community's vision

Dudley Workforce Collaborative -- meets to ensure that resident, minority, female and minority/women owned business enterprise work hours are maximized on neighborhood construction projects

Neighborhood Safety and Beautification -- working with residents and neighborhood associations regarding safety and quality of life issues. This work includes support of neighborhood watch groups and neighborhood clean ups such as Boston Shines.

Upham's Corner ArtPlace Initiative -- meets the 4th Tuesday of every month to plan for arts and cultural programming in the neighborhood.

Dudley Real Food Hub -- is a partnership between DSNI, The Food Project and Alternatives for Community & Environment (ACE) Roxbury Environmental Empowerment Project (REEP) to promote access to locally-grown, healthy food and to educate residents about healthy food options in the neighborhood.

Dudley Neighbors Inc.-- is a subsidiary organization that promotes affordable housing and community control of development and land in the Dudley Neighborhood. It also promotes the community land trust model throughout Boston and the Commonwealth of Massachusetts.

Resident Development Institute (RDI) is a repository for community history, learning, and innovation. It captures community guidance into standards, and provides the data, information, tools, and processes for good community decision-making.

**Buckeye Intergenerational Development Group**

*Youth Development*

*Highlighting Existing Programs*

GOYF recognizes the people who are already making a difference in the Buckeye community; getting people on their feet by providing child care services, youth opportunities, high school training alternatives, small business support, and the necessary time, energy, and passion to move projects forward.



Tec Inc.

**Harvey Rice Branch Library**  
First established in 1927 in East 116th Street, the new building is the result of true community partnership, and provides a great amenity to Buckeye-Larchmere residents.



**Harvey Rice School**  
A pre k - 8th grade school within the Cleveland Metropolitan School District, part of the new Learning Campus along with the Rice Branch Library.



HUD

**The Intergenerational School**  
TIS educational model serves multigenerational communities of lifelong learners and engaged citizens to promote personal integrity, work ethic, diversity, and interpersonal skills.



Child Care Center

**FUNDamentals**  
Provides for the development of children through a multicultural and Christian approach to cognitive, cultural, physical, socio-emotional and creative education.



CEOGC

**Headstart**  
Head Start is a federal program that promotes the school readiness of children ages birth to 5 from low-income families by enhancing their cognitive, social and emotional development.



**Passport Project**  
Providing exciting educational experiences that build community through the arts, encourage respect for diversity and rejection of racism, and inspire a passion for learning.



Christopher Busta-Peck, Flickr

**Bridgescape**  
Provides students who have dropped out or are at-risk of dropping out of school, with a free alternative path to earn a high school diploma in an environment that fits their schedule, life circumstances and learning needs.



Y.O.U.

**Youth Opportunities Unlimited**  
On a mission to empower youth, ages 14-19 years old, who come from families at or below the poverty line, to succeed in education, in the workplace, and in life.



NFNS

**NFNS Neighborhood Leadership**  
Designed for urban students ages 12 through 18 and their parents. The objective is to reformulate the error program mindset of urban youth that steers them toward self-destruction.



Cleveland YMCA

**YMCA Greater Cleveland**  
The YMCA is a nonprofit organization whose mission is to put Christian principles into practice through programs that build healthy spirit, mind and body for all.

# Buckeye Intergenerational Development Group

## Youth Development

### Educational Calendar

A calendar of events, including times, days, locations, target group, and contact information should be made available to the community via the BSSDC website and facebook page, and circulated by the Harvey Rice Library, Rice school, and other partner organizations.

<i>Program/Event</i>	<i>Location</i>	<i>Day of Week</i>	<i>Season</i>	<i>Target</i>	<i>Partners</i>
Sistahs Helping Sistahs Parent Engagement Council	East End Neighborhood House		All	Women	East End Neighborhood House
Early Childhood Care	FUNdamentals Academy	Monday - Friday	All	Infant, Youth	FUNdamentals Academy
Neighborhood Leadership Youth Program	Moreland	37 Weeks	All	Teens	Network for Neighborhood Success
Parenting Classes	Moreland	Sundays	All	Mothers, Fathers	United Way, St. L
SOMO Macro Pods	Moreland	Event	All	Adult	SOMO Leadership Labs
Family Fun Night	Moreland	Fridays	All	All	Cleveland Public Library, Green Dots
L.I.F.E. Program	Moreland	Thursdays	All	Girls 8-15	YMCA Greater Cleveland
Synergy	Passport Project	1st , 3rd Wednesday	All	All	Passport Project
West African Drum and Dance	Passport Project	Tuesday	All	All	Passport Project, Neighborhood Connections
GED Classes	Rice Branch	Tuesday, Thursday	All	Adult	Cleveland Public Library
Knitting Group	Rice Branch	Mondays	All	Adults, Seniors	Cleveland Public Library
Digital Literacy Workshop	Rice Branch	3rd Sunday	All	Adult	The Plain Dealer, Northeast Ohio Media Group
Visitor Day	The Integenerational School	3rd week of month	All		The Intergenerational School
Alternative High School	Voinovich Reclamation Academy	Monday - Friday	All	Teens, Young Adults	Bridgescape
Grandparents Dinner	Moreland	Event	Fall	Children, Seniors	
Family Zumba	Moreland	Mondays	Fall	All	HEAL
After-School Tutoring	Moreland	Tuesday, Thursday Sept-May		Youth	America Reads
Buckeye Youth Outreach	BSSDC	Weekends	Spring, Summer	Youth, Teens	
HEAL garden club	Culture Shed	Wednesdays, Saturdays	Summer	All	HEAL, St. Luke's Foundation
Biz Camps	Incubator	Two weeks	Summer	Teens	Youth Opportunities Unlimited
Drawing Class	Passport Project	Tuesday	Summer	All	Passport Project
Tween Time	Rice Branch	Wednesday	Winter	Youth, Teens	Cleveland Public Library

## Business Incubator

### *Buckeye Intergenerational Development Group*

#### *Premise*

The October 26, 2013 community meeting brought up a number of crucial issues facing the neighborhood, many of which resonate with economic development. Increased vacancy, greater insecurity, and seemingly gendered spaces are products of lacking employment opportunities and increasing vacancy.

Operating as a vicious cycle, the incubator seeks to intervene where there is greatest opportunity and room for empowerment and change in the community. Without addressing security through policing, or vacancy through demolition, the incubator will fill and spark those spaces. Programs will encourage community's investment and commitment to maintaining the corridor busy and safe.

#### *Mission*

Aware of the specific challenges facing the Buckeye-Shaker community and its residents.

Encouraged by the existing commitment and desire within the community to reoccupy Buckeye Corridor.

... The BIDG Business Incubator...

Supports young adults and all members of the community through a series of financial literacy and business management courses.

Supports early startup businesses through mentorship services, shared infrastructure plans, as well as reduced rates for commercial spaces.

Recognizes the critical role of women in economic decision making roles for the development of a community.

#### *Reinforcing City Planning Commission Goals*

***Coordinated Neighborhood Services*** Encourage community development organizations to begin to look beyond their traditional scope (housing, retail, industrial, and green space development) to larger goals and considerations such as access to health care and job training, or the infusion of technology to facilitate personal development; refocus the mission of CDCs that aren't achieving their physical development objectives to allow more grassroots level interaction with residents and other agencies who deal with social development issues.

***Learning*** Integrate workforce development activities within the City's economic development practice, as workforce is one of several "factors of development" for business.

***Learning*** Invest in people for the long-term; align their skills and interests with long-term job prospects.  
***Opportunity and Equity*** Consider targeted micro-enterprise, entrepreneurial and small business start-up programs as a means of opportunity for residents to build wealth.

***Adaptive Re-Use*** Seek external resources to cover the extraordinary costs of redeveloping urban properties, recognize the increased revenue benefits to urban schools and local government. Seek ways to improve the value of properties and buildings through reuse.

***Quality of Life*** Work with small businesses (existing and potential) such as coffee shops, art galleries, dance studios, artists, etc., to help finance start-ups or expansion into new neighborhoods through the use of loan guarantees or micro-loans.

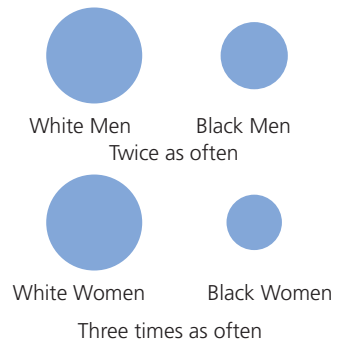
# Business Incubator

## Need for Incubation

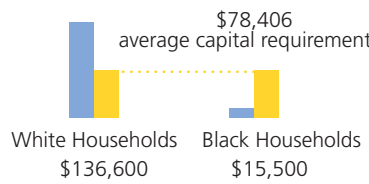
Capital requirements for business startups are generally similar across demographic groups, and likely vary due to spatial differences in land costs. While establishing an equal barrier to entry, statistics demonstrate that white-Americans are wealthier and therefore financially more capable of funding their own start up, as the plurality of start-ups are self funded. Income inequality results in significant wealth disparity, which places African-Americans at a disadvantage. Furthermore, income and wealth inequality also mean statistically lower credit scores for African-Americans, which raises interest rates on loans, or may even deny loans. This uneven playing field makes business incubators and support systems all the more prescient in this and similar communities.

## National Statistics

Ownership of Incorporated Businesses by Race and Gender



Household Wealth Compared to Average Start-Up Capital



### Start-Up Funding Sources

- 35% Personal Savings & Credit
- 11% Friends & Family
- 8% Angel Investors & Banks

Hipple, Steve. Bureau of Labor Statistics  
Entis, Lauren. Entrepreneur

## Challenges

- Differences in social networks, role model, occupational choice and education
- Loans require collateral, which is less guaranteed in African-American households
- Loans for start-up capital raising require a high level of credit-worthiness which many would be entrepreneurs do not have.

## Opportunities

Jumpstart Our Business Startups Act (JOBS) allows for equity crowdfunding, meaning tight-knit communities, like church groups, that are prevalent in African-American Communities may provide a funding resource.

## Minority Group Mentoring

- Importance of Role Models
- Recognizing multiplied effects of inequality in same-racial and/or same-sex couples.

Shane, Scott. "Closing the African-American Startup Gap". Entrepreneur.com.

Moran, Gwen. "New Mentoring Program Aims to Help Lesbian Entrepreneurs". Entrepreneur.com

## Incubation Business

"Business incubation is a business support process that accelerates the successful development of start-up and fledgling companies by providing entrepreneurs with an array of targeted resources and services [...]"

A business incubator's main goal is to produce successful firms that will leave the program financially viable and freestanding. These incubator graduates have the potential to **create jobs, revitalize neighborhoods,** commercialize new technologies, and strengthen local and national economies."

## Strategies

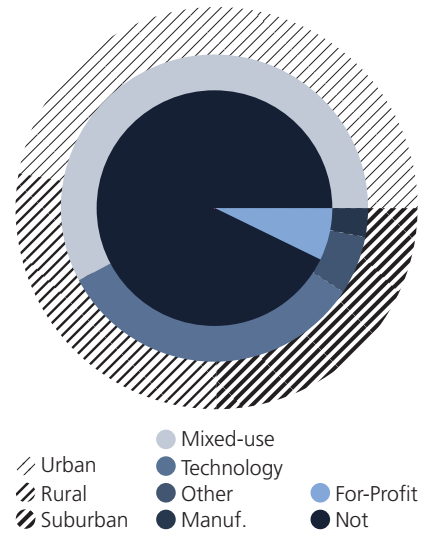
- Management guidance
- Technical assistance
- Consulting tailored to young growing companies

## Provision

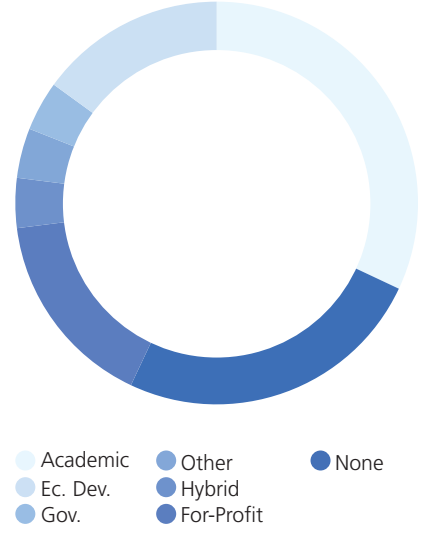
- Access to appropriate rental space and flexible leases
- Shared basic business services and equipment
- Technology support service
- Assistance in obtaining the financing

NBIA.org

## Types of Incubators



## Funding Sources



# Business Incubator

## Incubation Models

### Accelerators

- Investment based
- Equity, in exchange for mentorship and capital
- Return on investment required

### Incubators

- Mentorship based
- Fees or equity for services
- Long term relationship - 3 to 5 years

### Benefits and Detriments

- + Mentorship
- + Cheap Facilities
- + Network
- + Peer Review
- + Exposure (client and funding)
- “Low Hanging Fruit” businesses
- Similar corporate structure
- Location Requirements

+/- Tend to favor youth  
 +/- Added responsibilities

### Concentration

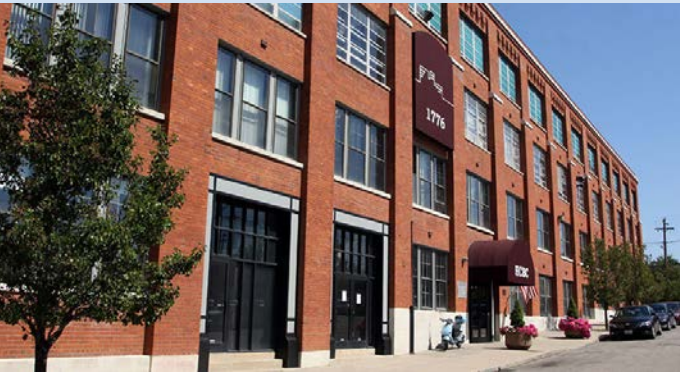
Funneling money from federal and state grants, incubators concentrate development and efforts in a local area due to spatial requirements and face-to-face benefits.

**Precedent** Hamilton County Development Company

**Location** Hamilton County, Ohio

- Lessons**
1. Shared resources and technical assistance
  2. Access to appropriate rental space and flexible leases
  3. CEO round-table

As a top rated Development Company, the HCDC is an advisory and facility centric model incubator. While also providing funding, and aiding firms to seek seed grants, its primary role is in mentoring entrepreneurs as they mature their businesses, while also providing shared resources, infrastructure, and space at subsidized rents. Business Incubators at the local level funnel resources into specific areas, and thus have the potential to create jobs and revitalize neighborhoods.



### Economic Development

- Including tax incentive information and applications
- Contract services
- Land development
- Available properties in the County and comprehensive demographics and data.

### Business Incubation

The HCDC offers a variety of services, including flexible subsidized open space, as well as mentoring,

### Business Loans

“Certified by the U.S. Small Business Administration, HCDC specializes in the SBA 504 loans, the Ohio Regional 166 loans and recently added the SBA-ILP loans to create financing that fits the needs of small businesses.

HCDC helps small businesses by lowering their monthly payments with a below market fixed-rate loan, longer repayment terms and less money down.”

### Access to Partners

- C-Cap
- Queen City Angels
- CincyTech
- the State of Ohio
- SBA, and others.

### Business coaching

- work one-on-one with our team of experts.

Access to **financing** through programs including Morning Mentoring.

**Affordable, flexible office rentals** that fits your need- from a shared workspace to lab rooms and dock access.

Special Loan Programs to help bridge the gap in conventional financing.

Assistance in applying for **Small Business Innovation Research (SBIR) awards**.

### Entrepreneurial Environment



# Business Incubator

## Organization

The Business Incubator functions as flexible, accessible, and collaborative hub for "plug-in" programming related to the full spectrum of economic needs. It provides for individuals and households looking to improve financial literacy. This includes responsible saving and spending practices, as well as on site workshops with Key Bank's Financial Education Center, and Geroge Pimentel's Small Business Accounting Services. Incubator services could become a branch of the Launch House Accelerator in downtown Cleveland.

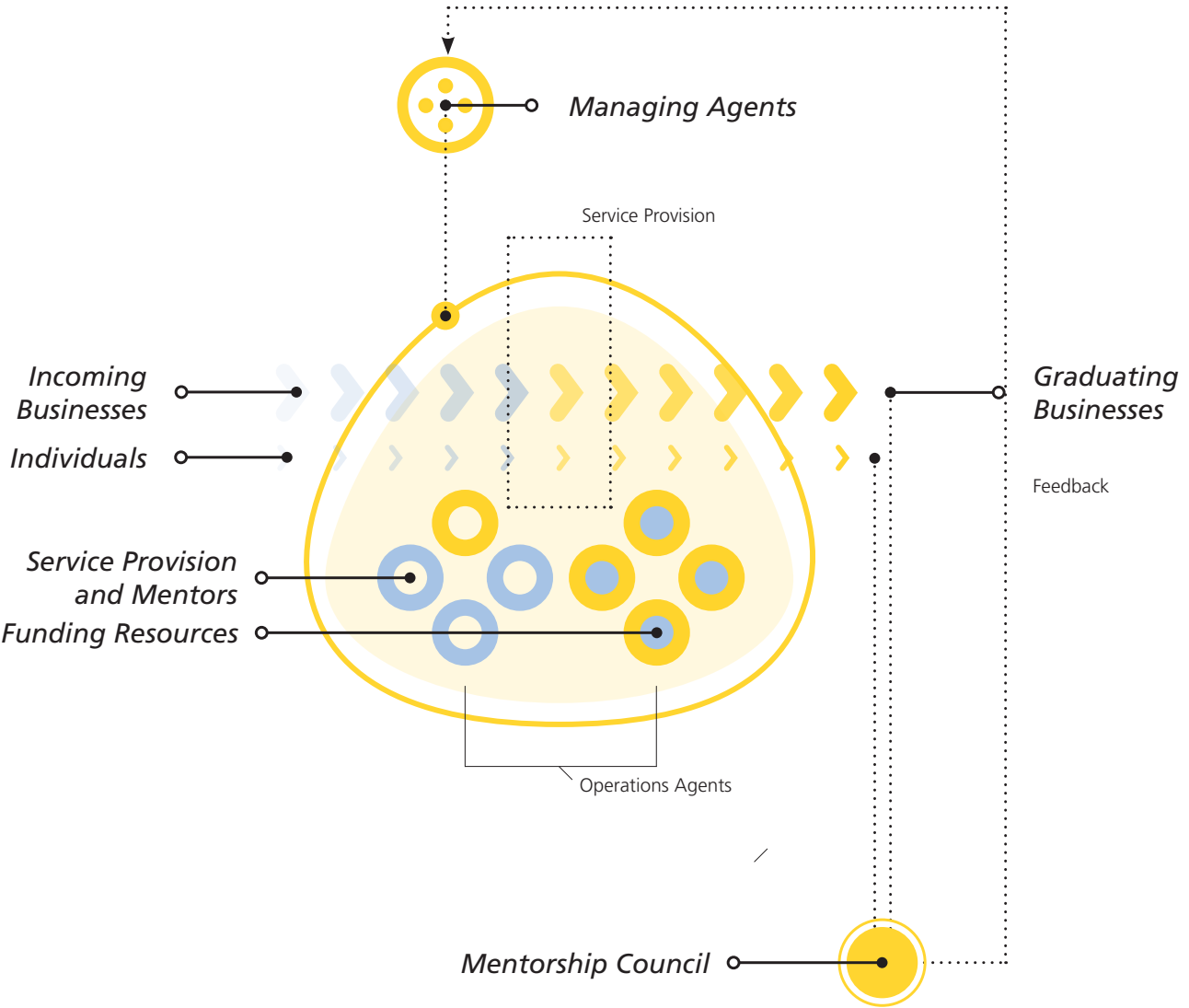
Special attention needs to be given to women in particular. Partnering with the Cleveland based Network for Neighborhood Success, the incubator would provide support for female business owners and encourage entrepreneurship. Coaching women to recognize the value in the work force. Critical to the development of the community, women tend to reinvest their income in their children and their community at greater rates than men.

As a component of the Incubator, the Mentorship Council would serve as a feedback mechanism for the managing agents and partners, to help improve the service provision as well as the incubator generally. Mentorship Council members would also engage with businesses in the incubators to improve community coaching.

## Buckeye Merchants Association

- Ayisha  
Ayisha's Place  
11702 Buckeye  
Opened in 2010
- Yolanda Luxe  
Luxe Hair Studio  
12011 Buckeye
- Ann Marie Olgetree  
Fundamentals Academy Early Childhood Center  
12500 Buckeye  
Opened in 2002
- Dave  
Taste of Soul Restaurant  
9718 Buckeye  
Opened in
- Eddy Bloom  
Bloom Brothers Supply  
Opened in 1948
- Eddy  
Orbans Fruits and Flowers  
11520 Buckeye  
Opened in 1930's
- Greedy and Dontaiz  
Greedy J's Store  
3101 E 116th Street
- Gwen Graffenreed  
122nd Model Block Street Club

## Business Incubator Operational concept



## Business Incubator

### Partnerships

Critical to the development of Buckeye corridor, is the immediate installation of programming to stymie vacancy and disinvestment as early as possible. Identifying and collaborating with partners, local and metropolitan, will allow the incubator and its programs to take advantage of existing infrastructure.

#### **Council for Economic Opportunities**

Dedicated to addressing and reducing poverty, CEOGC funnels a variety of federal, state, and local programs to Cleveland's at risk and poor families. Their dedication to economic self-sufficiency is central to GOYF's goals.

#### **Small Business Accounting Services**

Privately owned business, run by George Pimentel, works with small businesses to improve their operations. Mr. Pimentel also runs a series of financial business literacy courses out of Uptown's Business Association.

#### **The Cleveland Foundation**

One of the largest philanthropic organization in the city, the foundation's priorities align with GOYF, in so far as they are education, neighborhoods, human services, and economic development.

#### **Key Financial Education Center**

Key Bank's first financial education center, in Cleveland, is dedicated to increasing financial and banking literacy, providing free financial education to its customers. It also has non-profit branch "Neighborhood Progress, Inc."

#### **Economic and Community Development Institute**

Based in Columbus, the institute provides "foundational financial literacy training, innovative micro-enterprise development training and capitalization programs, business incubation services that provide clients access markets..." Many of which are critical services for communities like Buckeye-Shaker.

#### **Huntington Bank**

Funds Youth Opportunities Unlimited, and similar programs throughout the community, and supports small businesses. The local branch on Buckeye Rd. offers an opportunity to engage with Buckeye-Shaker residents as more than just a bank, but as a true partner.

### Reinforcing City Planning Commission Goals

#### **Educational Partnership**

Encourage the active participation of the academic community, the church community, and the health & wellness community in the work of neighborhood revitalization. As critical components and examples of the way a community functions and develops, they have much to contribute to the education of tomorrow's worker/citizens.

#### **Coordinated Neighborhood Services**

Fund and facilitate community organizing around key issues as part of the work of local CDCs. Local development corporations (CDCs) are a key link between the people in a neighborhood and the institutions, agencies and public officials that serve them.

# Friends of the Moreland Theater

## Agents of Change

### Premise

A Friends group is a traditional approach to historic preservation efforts. This non-profit entity is often responsible for the funding, redevelopment, and eventual operations of the building and its programming. Historic preservation is not about freezing a place at a specific moment in time, it is about preserving the magic of a place - the magic that comes from its unique architectural character, the historic events that happened there, and the people who experience them - while giving new life to a building that would otherwise go unutilized.

### Mission

Friends of the Moreland Theater will be the organization in charge of coordinating the rehabilitation project. They will also be the legal entity in charge of searching for funding and establishing the business plan for the theater after the rehabilitation is completed. Identifying and establishing partnerships with local stakeholders and organizations will complement the efforts to improve the visuals of Buckeye Neighborhood. In order to provide certain flexibility to the internal organizational chart presented in this project proposal where there is an ideal structure with several departments in charge of specific tasks, we recognize that in this initial stage, the BSSDC might have staff shortage challenges; therefore we propose combining some of the functions to be performed by less staff.

### Reinforcing City Planning Commission Goals

#### Personal Development

Facilitate the purchase, renovation and conversion of older, disused structures into neighborhood facilities such as recreation, cultural arts or family resource centers offering other opportunities and resources to help foster individual, family or community progress.

#### Education

Work with organizations like the Cleveland Restoration Society, Cleveland media, the Cleveland Visitors & Convention Bureau, CityProwl, and Cool Cleveland to organize neighborhood and historic architecture walks, and Lolly the Trolley motor tours, featuring open houses, knowledgeable speakers and docents drawn from Ursuline College, local architecture firms specializing in historic restoration, Cleveland State University, Cuyahoga Community College, and the Kent State University Northeast Ohio Design Collaborative.

#### Education

Collaborate with local entities, including neighborhood-based community development corporations (CDCs), to develop brochures highlighting the distinctive character of individual neighborhoods and their historic architecture, and bring material and ideas to in-flight magazines, out-of-town papers, and publications aimed at young, mobile, creative individuals and other sought-after housing markets.

#### Education

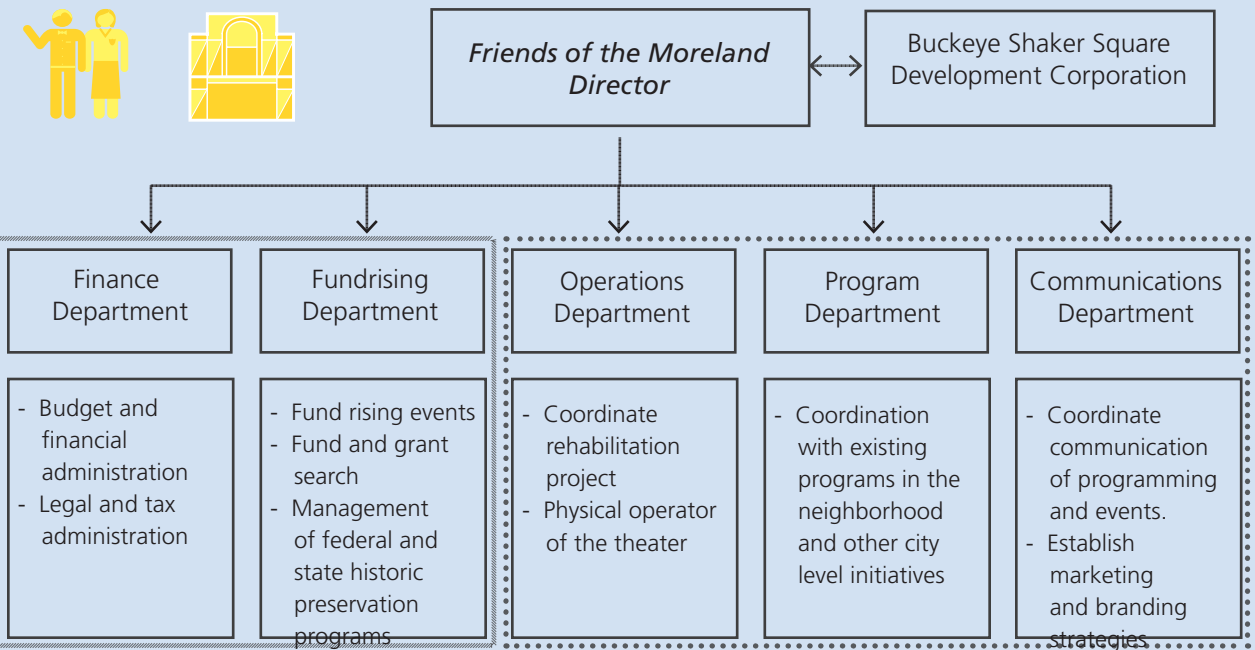
Pursue additional funding opportunities available through grants, the State Historic Preservation Office and the National Park Service.

## Friends of the Moreland Theater

### Agents of Change



### Internal organizational chart



## Friends of the Moreland Theater

### Private Funding

Source of funds	Targets and programs
<p>Gifts from individuals and corporate and business support</p> <p>Private funding is key to complement the major sources which are the public funds. Particularly important for rising private investment is developing the marketing and branding strategies of the rehabilitation project. Additionally, it is vital to rise awareness in the community to involve them in the fund rising phase.</p>	<ul style="list-style-type: none"> <li>Local Chamber of commerce</li> <li>Local non-profits</li> <li>Greater Hungarian Community</li> <li>Local businesses</li> <li>Volunteer and staff networks</li> <li>American Express Partners in Preservation Grant Program</li> <li>Cynthia Woods Mitchell Grant</li> </ul>
<p>In-kind donations</p> <p>Special Event Fundraising</p>	<ul style="list-style-type: none"> <li>Buy-a-brick business model</li> <li>Special movie nights</li> <li>Partnership with other local theaters</li> <li>Adopt a theater program</li> <li>Historic tours while the preservation project is undertaken</li> </ul>

### Public Funding

<p>Federal Grants and Credits</p> <p>Public financing will be the major source of funding for the project. The main challenges for obtaining the support from public entities will be: first, establishing the legal entity of Friends of the Moreland that will serve as the legal administrator of funds; second, the search and grant application process; finally, the feasibility study is vital to use the preliminary budget and architectural program to rise funds.</p>	<ul style="list-style-type: none"> <li>Department of Housing and Urban Development HUD</li> <li>US Environmental Protection Agency Brownfields Cleanup and Redevelopment Program</li> <li>US Department of Transportation</li> <li>Trust for Public Investment TPL</li> <li>Federal and State - Tax Credits</li> <li>National Endowment for the Arts (www.nea.gov)</li> </ul>
<p>State and Grants Credits</p>	<ul style="list-style-type: none"> <li>Ohio Art Association</li> <li>Ohio Historic Preservation Office</li> <li>Ohio Preservation Organization</li> <li>Bond bills</li> <li>General purpose Appropriations</li> <li>Parks and Recreations office</li> <li>State - Tax Credits</li> <li>Cleveland- tax financing vehicles</li> <li>City tax- based- equity investment</li> </ul>

# >> The Moreland Theater

## Project Development Proposal

- 1. Background and precedent analysis
- 2. Justification
- 3. Feasibility study analysis
- 4. Implementation model
- 4. Project Plan Schedule
  - Timeline
  - Activities
  - Actors

### Precedent case Theater Adaptive-Reuse



**Name** Loew's Pitkin Theater

**Location** Brooklyn, New York

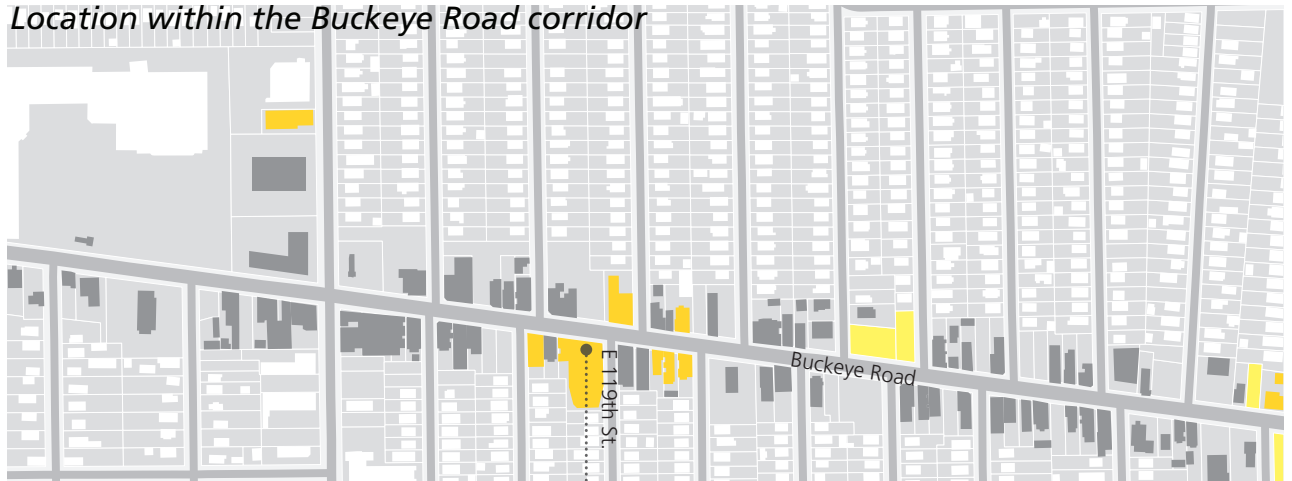
**Lessons**

1. Increased value of adjacent properties
2. Serve as a corridor anchor and host of new programs
3. Funding through private and community partnerships



Located in the Brownsville Neighborhood in Brooklyn, Loew's Pitkin theater restoration and re-adaptive use project provides the community 155,000 square feet of new space to house a charter school and retail areas. Completed in 2012, this project was a collaboration between a private developer and a Community Improvement District to promote new development and improve one of the city's poorest areas.

### Location within the Buckeye Road corridor



**Original uses:**  
 1296 seats movie/vaudeville theater.  
 4 retail space in the ground floor  
 5 Office suites in the upper floor  
 2 apartment units in the upper floor.

**Total area:** 35,553 sqf  
**Style:** Eclectic late 19th early 20th century revival.

**Structure:** Steel frame, brick and stone walls and ceramic tile roof.

**Architect:** Braverman & Havermaet Architects and Engineers.



# >> The Moreland Theater

## Justification

The Moreland Theater represents historical significance and cultural legacy to the Buckeye neighborhood and City of Cleveland. The Moreland was constructed in 1927 and served as a movie theater and performance space for the Buckeye neighborhood. Today, the Moreland is one of Cleveland's few surviving mixed-use theaters with a traditional theater and commercial building type.

The Moreland served a prominent role in the social and cultural life of the Hungarian community. Today, residents and neighbors of Buckeye still recall the theater's significance and value. Buckeye stakeholders desire a community anchor that encourages neighbors to gather for educational, recreation and entertainment programs.

## Old Uses/Significance

## New Uses

## Moreland Programming

### Social



Meeting place  
Social encounter  
Community entertainment center  
Hungarian community social life



Community center with flexible space for organizing events.  
Social anchor for the neighborhood.  
Host of different community participation programs (Awareness program and BIDG)



Community participation input should be embedded in the architectural design.  
Friends of the Moreland will be in charge of organizing the community participation, events inviting the design team to participate in them.

### Physical



Physical anchor for the Buckeye Neighborhood  
Common neighborhood theater typology



Rehabilitation of a physical landmark in Buckeye Road  
Generator of other building improvements along the corridor  
Improving of general urban visuals of the Buckeye Neighborhood



Apply the community input into the design proposal  
Help FM to negotiate with municipalities zoning and parking issues  
Incorporate sustainable building strategies into the rehabilitation project

### Economic



Mix-use building that offered retail, office and housing spaces added to the function as a theater



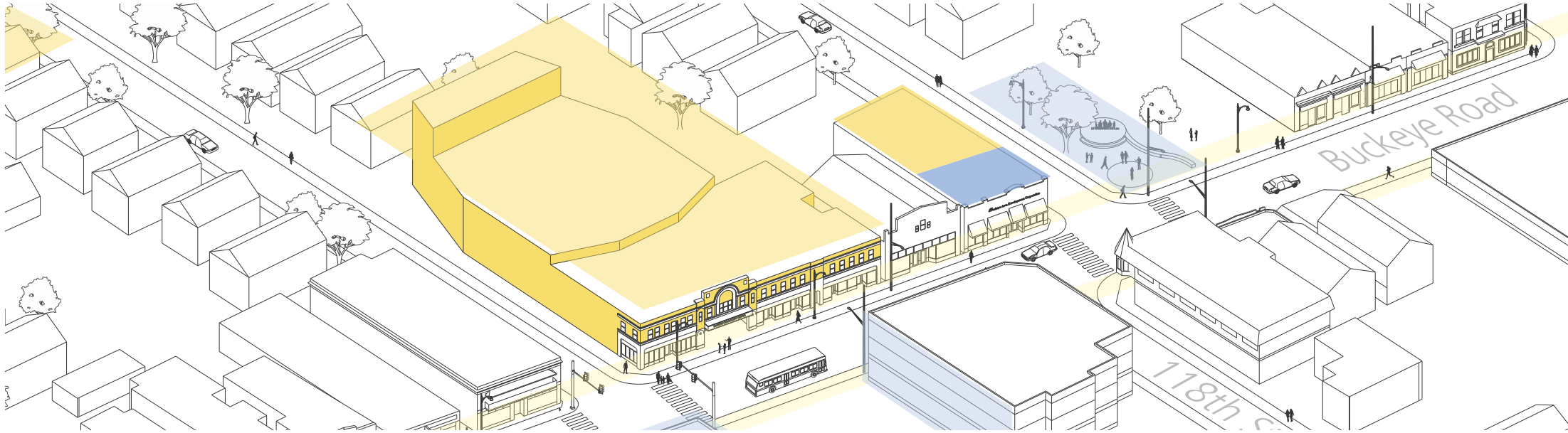
Renovated space for commercial and office uses  
Physical space for the incubation of start-up businesses



FM will coordinate with Incubation project and other businesses in Cleveland to secure the leasing of the retail and office spaces to provide an anchor for the economic sustainability of the theater

**The Moreland Theater**

*Feasibility study analysis*



**Westlake Feasibility Study: Contents**

- Relationship with client (Buckeye Area Development Corporation)
- Operating Analysis
  - Assumptions
  - Potential users
  - Venue survey
  - Preliminary budget
  - Technical requirements
- Buckeye Area demand
  - Demographics
  - Retail analysis
- Services Analysis
  - Banquet and cultural
- Design
  - Preliminary program
  - Proposed program
  - Parking analysis
- Cost Estimate

**National Trust for Historic Preservation Feasibility Study Guidelines**

- Credentials of consultants
- Full cost accounting and funding considerations
- Participation and community Planning
- Cultural and historic significance
- Site plan and building codes
- Scheduling
- Technical conditions and Structural assessment

**Comments**

- The study does not include the credentials of the consultants and their experience in other studies
- A cost estimate is provided, however it would be helpful to compare the costs with other theater renovations in the city. Also the funding and financial part needs more development to provide the CDC a good foundation to search funds
- No community participation strategy is included
- Historical significance is briefly mentioned but not enough to translate into Preservation Design RFP
- No project scheduling is provided
- The technical aspects are mentioned and briefly provided by the document. They refer to the previous study

# The Moreland Theater

## Implementation model

	<i>Project Management Decisions</i>
<i>What?</i>	<ul style="list-style-type: none"> <li>• Definition of the scope of the project.</li> <li>• What are the deliverables and expected outcomes?</li> <li>• Requirements of the project.</li> </ul>
<i>Why?</i>	<ul style="list-style-type: none"> <li>• Value proposition of the project.</li> <li>• Historical and community significance.</li> <li>• Alignment with community redevelopment and enhancing strategies.</li> </ul>
<i>Who?</i>	<ul style="list-style-type: none"> <li>• Define stakeholders in the project.</li> <li>• What is the division of responsibilities?</li> <li>• How are they going to communicate?</li> <li>• Establish a Community Participation Plan.</li> <li>• Partnerships with Community Groups.</li> </ul>
<i>When?</i>	<ul style="list-style-type: none"> <li>• Schedule of the project.</li> <li>• Alignment of objectives with project milestones.</li> </ul>
<i>How?</i>	<ul style="list-style-type: none"> <li>• Development of project plan.</li> <li>• Establish new management entity and its legal framework.</li> <li>• Identify restrictions of the project.</li> <li>• Establish financial management plan.</li> <li>• Identify resources available.</li> </ul>

	<i>Design Decisions</i>
	<ul style="list-style-type: none"> <li>• Define scope</li> <li>• Analysis of existing feasibility studies</li> <li>• Analysis of Cleveland and neighborhood data</li> </ul>
	<ul style="list-style-type: none"> <li>• Value proposition of the rehabilitation of the theater to preserve its neighborhood theater typology.</li> <li>• Historical and social significance.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop community participation strategies for historical preservation.</li> <li>• Identify historical associations restrictions (Ohio Historic Preservation)</li> </ul>
	<ul style="list-style-type: none"> <li>• Define project schedule</li> <li>• Calendar of deliverables</li> </ul>
	<ul style="list-style-type: none"> <li>• Define deliverables of the project</li> <li>• Develop project proposal</li> <li>• Review construction requirements and permits</li> </ul>

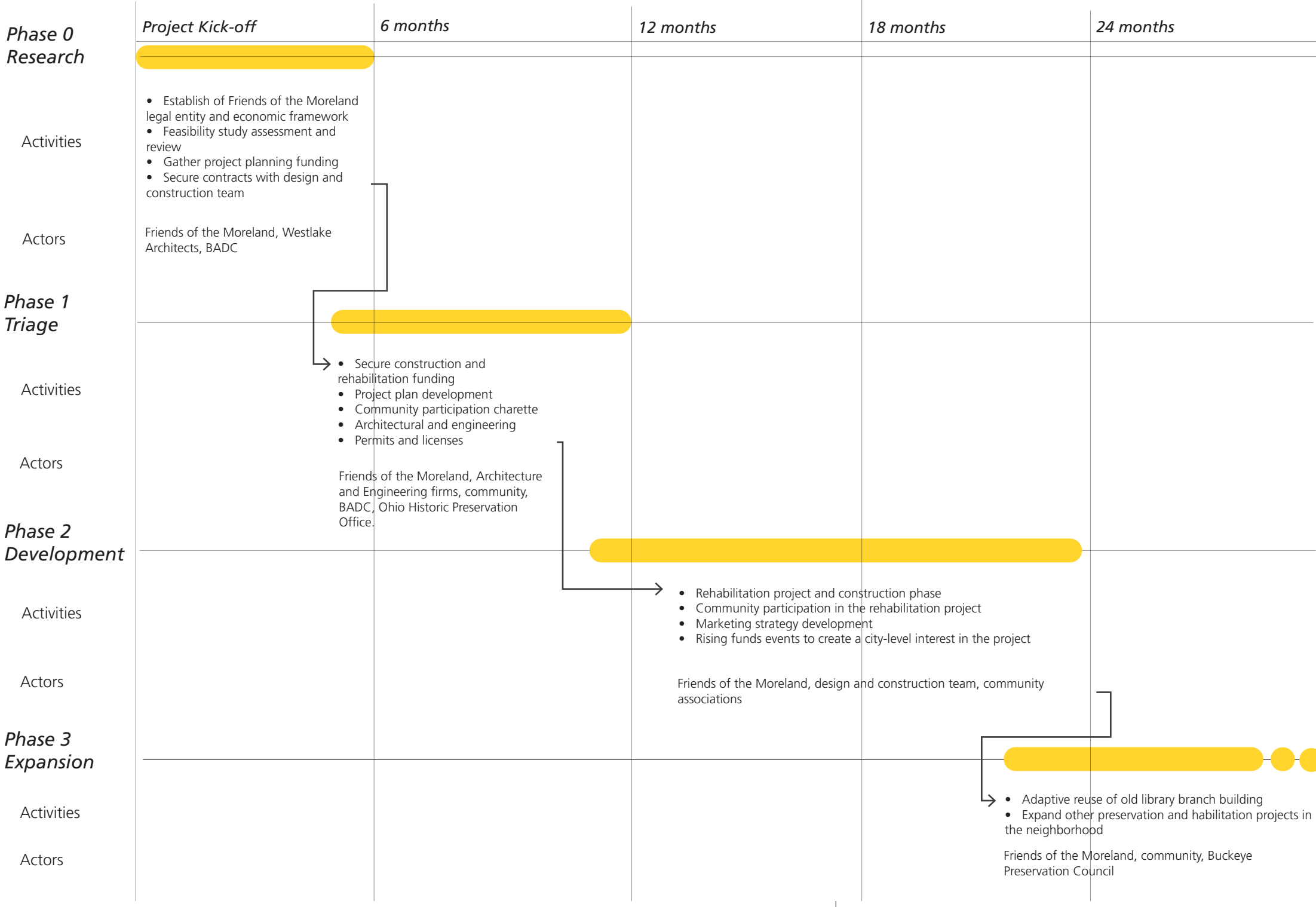
	<i>Preservation RFP</i>
	<ul style="list-style-type: none"> <li>• Project Assumptions</li> <li>• Conceptual design</li> <li>• Design precedents</li> <li>• Historical significance analysis</li> </ul>
	<ul style="list-style-type: none"> <li>• Community charette</li> <li>• Urban principles</li> <li>• Define social, environmental and economic strategies</li> </ul>
	<ul style="list-style-type: none"> <li>• Development of theater to be flexible for different uses (retail, office, cultural and theater)</li> </ul>
	<ul style="list-style-type: none"> <li>• Design Schedule</li> <li>• Construction schedule</li> </ul>
	<ul style="list-style-type: none"> <li>• Zoning restrictions</li> <li>• Design Development</li> <li>• Construction Documents</li> <li>• Specifications</li> <li>• Engineering specialties</li> </ul>



# >> The Moreland Theater

## Project schedule

The project schedule is a project management tool that helps visualize the critical activities required to complete a project. It also establishes the main actors that will develop specific tasks and the sequence of events that must be undertaken. This document should be created by the management team with Friends of the Moreland and other stakeholders in order to ensure that all activities are included and responsibilities defined.



## Appendix A

### Cuyahoga County - Demographic and Key Indicator Tables

Neighborhood snapshots of 2000 and 2010 Census demographic data, and estimates from the 2005-2009 American Community Survey compared with City and County level data. Compiled by Northeast Ohio Community and Neighborhood Data for Organizing (NEO CANDO). NEO CANDO is part of the Center on Urban Poverty and Community Development at Case Western Reserve University.

neocando.case.edu

### Case Western - Early Childhood Profile for the City of Cleveland

In partnership with Invest in Children, this information was prepared by the Center on Urban Poverty and Community Development, MSASS, Case Western Reserve University in August 2008.

Partner agencies include Help Me Grow, Cleveland Department of Public Health, Cuyahoga County Community Mental Health Board, Cuyahoga County Board of Health, Employment & Family Services, and Starting Point.

neocando.case.edu

	Buckeye-Shaker				Cleveland City				Cuyahoga County			
	2000	2010 <sup>1</sup>	2000 (%)	2010 <sup>1</sup> (%)	2000	2010 <sup>1</sup>	2000 (%)	2010 <sup>1</sup> (%)	2000	2010 <sup>1</sup>	2000 (%)	2010 <sup>1</sup> (%)
Total population	16,063	12,470	100.0	100.0	478,403	396,830	100.0	100.0	1,393,978	1,280,122	100.0	100.0
Non-Hispanic White	2,420	1,602	15.1	12.9	185,641	132,706	38.8	33.4	918,577	785,977	65.9	61.4
Non-Hispanic Black	12,783	10,064	79.6	80.7	241,512	208,227	50.5	52.5	379,397	374,968	27.2	29.3
Non-Hispanic Asian & Pacific Islander	336	421	2.1	3.4	6,407	7,283	1.3	1.8	25,276	32,832	1.8	2.6
Non-Hispanic Other	320	205	2.0	1.6	10,115	9,081	2.1	2.3	23,650	25,075	1.7	2.0
Hispanic	204	178	1.3	1.4	34,728	39,533	7.3	10.0	47,078	61,270	3.4	4.8
Population <18 years	4,011	2,515	25.0	20.2	136,403	97,660	28.5	24.6	347,990	290,262	25.0	22.7
Population 65+ years	2,165	1,830	13.5	14.7	59,979	47,502	12.5	12.0	217,161	198,541	15.6	15.5
Total households	7,589	6,407	100.0	100.0	190,638	167,497	100.0	100.0	571,457	545,056	100.0	100.0
Family households with own children < 18	1,925	1,236	25.4	19.3	57,077	42,155	29.9	25.2	163,021	138,294	28.5	25.4
Family households with no own children < 18	1,912	1,647	25.2	25.7	54,921	47,671	28.8	28.5	191,594	181,702	33.5	33.3
Non-Family households	3,752	3,524	49.4	55.0	78,640	77,671	41.3	46.4	216,842	225,060	38.0	41.3
Family households with own children < 18	1,925	1,236	100.0	100.0	57,077	42,155	100.0	100.0	163,021	138,294	100.0	100.0
Married Couple headed	604	347	31.4	28.1	23,177	13,354	40.6	31.7	102,182	77,431	62.7	56.0
Male-headed	155	165	8.1	13.3	4,781	4,177	8.4	9.9	9,739	10,365	6.0	7.5
Female-headed	1,166	724	60.6	58.6	29,119	24,624	51.0	58.4	51,100	50,498	31.3	36.5

	Buckeye-Shaker			Cleveland City			Cuyahoga County		
	2000	2005-2009 <sup>5</sup>	MOE <sup>6</sup>	2000	2005-2009 <sup>5</sup>	MOE <sup>6</sup>	2000	2005-2009 <sup>5</sup>	MOE <sup>6</sup>
Poverty									
Poverty rate	26.8	26.7	+/-4.04	26.3	30.2	+/-0.93	13.1	16.45	+/-0.41
Economy									
Average household income (in 2009 dollars) <sup>1</sup>	44,491	39,330	+/-3550	45,122	37,647	+/-710	69,072	60,333	+/-587
% households with public assistance income <sup>2</sup>	7.2	3.2	+/-1.29	11.2	6.1	+/-0.53	5.3	3.4	+/-0.26
% age 16+ in civilian labor force and employed	89.4	86.3	+/-3.25	88.8	83.4	+/-0.72	93.8	90.0	+/-0.26
% households own their home	33.1	32.5	+/-2.88	48.5	47.8	+/-0.69	63.2	62.4	+/-0.31
% households with no car available	23.2	28.0	+/-3.80	24.6	23.3	+/-0.72	13.7	13.4	+/-0.32
Education									
% age 25+ without high school diploma	20.5	19.0	+/-4.18	31.0	24.5	+/-0.87	18.4	14.5	+/-0.41
% age 25+ have college degree	22.0	26.2	+/-3.74	11.4	13.7	+/-0.75	25.2	27.5	+/-0.39
Housing									
% households overcrowded <sup>3</sup>	3.0	0.6	+/-4.20	3.1	1.5	+/-0.98	1.8	1.1	+/-0.50
% households spending 30%+ on housing <sup>4</sup>	32.9	50.3	+/-19.62	31.7	45.1	+/-34.44	26.5	38.0	+/-23.45
Transportation to work (Workers age 16+)									
% by car, truck or van	77.2	75.5	+/-3.83	81.3	79.8	+/-0.65	87.9	87.2	+/-0.24
% by public transportation	17.5	15.8	+/-5.91	12.0	12.1	+/-1.24	6.3	6.2	+/-0.51
Travel Time to Work (Workers age 16+ who did not work at home)									
Average travel time to work (minutes)	29.7	23.8	+/-3.37	25.8	23.4	+/-0.72	24.4	23.4	+/-0.32
Population									
Population foreign born	6.3	7.2	+/-1.59	4.5	4.9	+/-0.39	6.4	6.8	+/-0.21

Sources: U.S. Census Bureau, Census 2000 and 2005-2009 American Community Survey. Data for the indicators in this table was provided by The Urban Institute, Washington, DC. Prepared by: Center on Urban Poverty and Community Development, MSASS, Case Western Reserve University

<sup>1</sup>The Census 2000 average household income is adjusted to 2009 dollars by using the CPI-U-RS adjustment factor published by the Bureau of Labor Statistics (BLS).

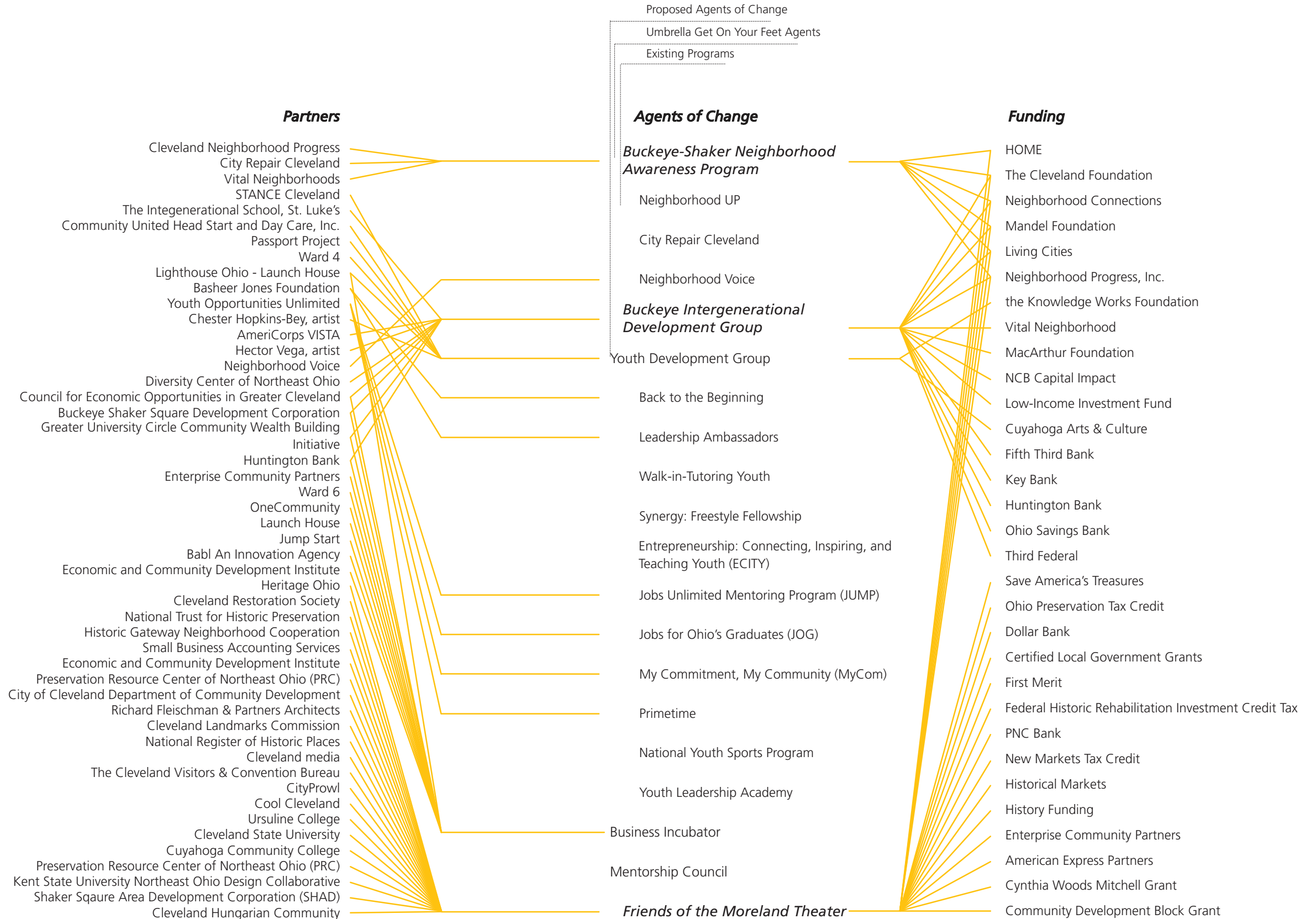
<sup>2</sup>Public assistance income includes general assistance and Temporary Assistance to Needy Families (TANF). Separate payments received for hospital or other medical care (vendor payments) are excluded. This does not include Supplemental Security Income (SSI).

<sup>3</sup>Occupied housing units with more than 1.0 occupant per room.

<sup>4</sup>Compare with caution - ACS used total occupied housing units and Census 2000 used specified occupied housing units. Specified owner-occupied units exclude mobile homes, houses with a business or medical office, houses on 10 or more acres, and housing units in multiunit buildings. Specified renter-occupied units exclude 1-family houses on ten or more acres.

# Appendix A

## Partnership Matrix



## Appendix B

### Expansion Properties

### Potential Property List

This list consists of the identified, non-critical, though still viable properties that Get On Your Feet seeks to activate through one of its programs. Physical recommendation include reimagining the properties as either a education centers, cleaned up commercial space, or as cultural spaces.

Information presented is gathered from the **Buckeye Road Business Improvement District - Property Owner Database** provided by Buckeye Shaker Square Development Corporation. This information is current as of 2010, and may require updating.

Priority	Address	Owner	Area
Phase 1	11914 Buckeye	Mattie Hemphill	7,350
Phase 1	11920 Buckeye	Mattie Hemphill	7,749
Phase 1	12801 Buckeye	Chloe Hopson	9,754
Phase 1	12802 Buckeye	Land Bank	6,005
Phase 1	12814 Buckeye	Helen Barclay	5,340
Phase 2	11819 Buckeye	BADC	8,835
Phase 2/3	12727 Buckeye	Milton Gray	14,558
Phase 2/3	11512 Buckeye	BADC	2,450
Phase 2/3	11526 Buckeye	BADC	14,621
Phase 2/3	11600 Buckeye	BADC	6,132
Phase 2/3	11622 Buckeye	BADC	10,490
Phase 2/3	11702 Buckeye	BADC	8,973
Phase 2/3	11708 Buckeye	BADC	795
Phase 2/3	11713 Buckeye	BADC	3,990
Phase 2/3	11714 Buckeye	BADC	2,884
Phase 2/3	11720 Buckeye	Land Bank	5,283
Phase 2/3	11801 Buckeye	BADC	16,655
Phase 2/3	11802 Buckeye	BADC	7,898
Phase 1	11910 Buckeye	Louise Hopkins-Bray	5,895
Phase 2/3	12001 Buckeye	Pearl Renshaw	13,957
Phase 2/3	12101 Buckeye	Steve & Victoria Arvai	4,658
Phase 2/3	12301 Buckeye	BADC	7,050
Phase 2/3	12406 Buckeye	BADC	2,624
Phase 2/3	12700 Buckeye	John & Grance Foxhall	6,965
Phase 2/3	12200 Buckeye	BADC	1,320
Phase 2/3	12201 Buckeye	BADC	1,802
Phase 2/3	11806 Buckeye	Brenda Jones	5,490

**11512 Buckeye Rd.**

*Priority* Phase 2  
*Owner* BADC  
*Parcel Number* 129-29-036  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 2450  
*Frontage (ft)* 40  
*2005 Assessed Value (2013 Dollars)* \$2,450 (\$2,833)  
*Proposed Use*



**11600 Buckeye Rd.**

*Priority* Phase 2  
*Owner* BADC  
*Parcel Number* 129-18-001  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 6132  
*Frontage (ft)* 60  
*2005 Assessed Value (2013 Dollars)* \$32,590 (\$37,686)  
*Proposed Use*



**11526 Buckeye Rd.**

*Priority* Phase 2  
*Owner* BADC  
*Parcel Number* 129-29-032  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 14,621  
*Frontage (ft)* 76  
*2005 Assessed Value (2013 Dollars)* \$55,410 (\$64,075)  
*Proposed Use*



**11622 Buckeye Rd.**

*Priority* Phase 2  
*Owner* BADC  
*Parcel Number* 129-18-005  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 10,490  
*Frontage (ft)* 44.46  
*2005 Assessed Value (2013 Dollars)* \$45,610 (\$52,742)  
*Proposed Use*



**11702 Buckeye Rd.**

Priority Phase 2

Owner BADC

Parcel Number 129-18-006

Current Use

Zoning

Connecting Cleveland 2020  
Proposed Land Use

Square Footage (sq ft) 8,973

Frontage (ft) 44.46

2005 Assessed Value (2013 Dollars) \$39,760 (\$45,977)

Proposed Use



**11713 Buckeye Road**

Priority Phase 2

Owner BADC

Parcel Number 129-14-025

Current Use

Zoning

Connecting Cleveland 2020  
Proposed Land Use

Square Footage (sq ft) 3990

Frontage (ft) 80

2005 Assessed Value (2013 Dollars) \$29,090 (\$33,639)

Proposed Use



**11708 Buckeye Road**

Priority Phase 2

Owner BADC

Parcel Number 129-18-008

Current Use

Zoning

Connecting Cleveland 2020  
Proposed Land Use

Square Footage (sq ft) 705

Frontage (ft) 40.41

2005 Assessed Value (2013 Dollars) \$18,350 (\$21,219)

Proposed Use



**11714 Buckeye Road**

Priority Phase 2

Owner BADC

Parcel Number 129-18-009

Current Use

Zoning

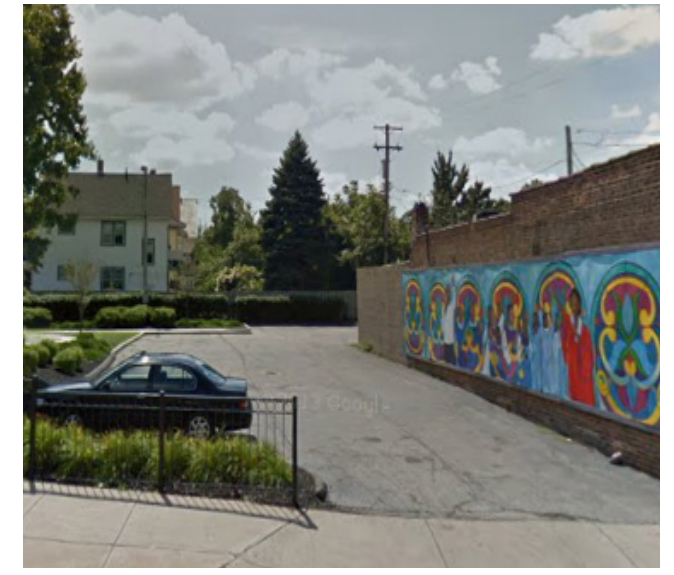
Connecting Cleveland 2020  
Proposed Land Use

Square Footage (sq ft) 2,884

Frontage (ft) 40.42

2005 Assessed Value (2013 Dollars) \$2,730 (\$3,156)

Proposed Use



### 11720 Buckeye Road

*Priority* Phase 2  
*Owner* Land Bank  
*Parcel Number* 129-18-010  
*Current Use* Trumpet Park  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 5,283  
*Frontage (ft)* 44.4  
*2005 Assessed Value (2013 Dollars)* \$0  
*Proposed Use*



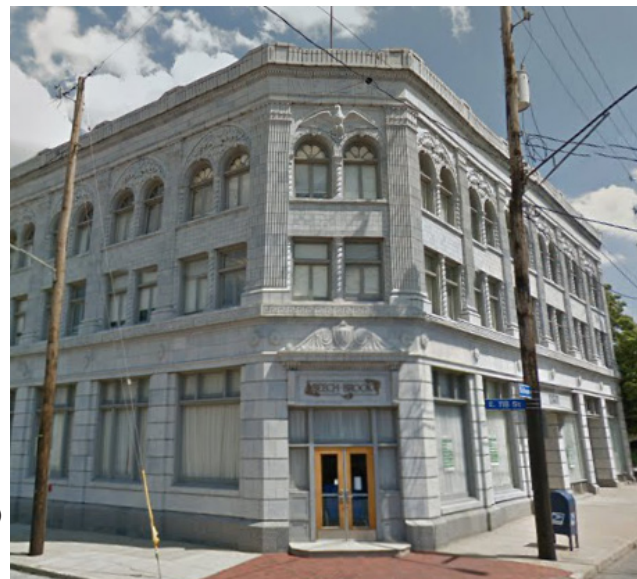
### 11802 Buckeye Road

*Priority* Phase 2  
*Owner* BADC  
*Parcel Number* 129-14-11  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 7898  
*Frontage (ft)* 44.46  
*2005 Assessed Value (2013 Dollars)* \$18,030 (\$20,849)  
*Proposed Use*



### 11801 Buckeye Road

*Priority* Phase 2  
*Owner* BADC  
*Parcel Number* 129-14-029  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 16,655  
*Frontage (ft)* 150  
*2005 Assessed Value (2013 Dollars)* \$44,070 (\$50,961)  
*Proposed Use*



### 11806 Buckeye Road

*Priority* Phase 2  
*Owner* Brenda Jones  
*Parcel Number* 129-18-012  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 5490  
*Frontage (ft)* 140.42  
*2005 Assessed Value (2013 Dollars)* \$10,510 (\$12,153)  
*Proposed Use*



**11910 Buckeye Rd.**

*Priority* Phase 1  
*Owner* Louise Hopkins-Bray  
*Parcel Number* 129-19-003  
*Current Use* 129-19-003  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)*  
*Frontage (ft)* 58985  
*2005 Assessed Value (2013 Dollars)* 40.41  
*Proposed Use* \$23,100 (\$26,712)



**11920 Buckeye Rd.**

*Priority* Phase 1  
*Owner* Mattie Hemphill  
*Parcel Number* 129-19-005  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)*  
*Frontage (ft)* 7749  
*2005 Assessed Value (2013 Dollars)* 40.97  
*Proposed Use* \$21,880 (\$25,301)



**11914 Buckeye Rd.**

*Priority* Phase 1  
*Owner* Mattie Hemphill  
*Parcel Number* 129-19-004  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 7350  
*Frontage (ft)* 40.42  
*2005 Assessed Value (2013 Dollars)* \$26,390 (\$30,517)  
*Proposed Use*



**12011 Buckeye Road**

*Priority* Phase 2  
*Owner* Pearl Renshaw  
*Parcel Number* 129-15-027  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 13,957  
*Frontage (ft)* 80  
*2005 Assessed Value (2013 Dollars)* \$18,770 (\$21,705)  
*Proposed Use*





### 12101 Buckeye Road

*Priority* Phase 2  
*Owner* Steve & Victoria Arvai  
*Parcel Number* 129-15-029  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 4658  
*Frontage (ft)* 38  
*2005 Assessed Value (2013 Dollars)* \$16,700 (\$19,311)  
*Proposed Use*



### 12201 Buckeye Road

*Priority* Phase 2  
*Owner* BADC  
*Parcel Number* 129-15-031  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 1,802  
*Frontage (ft)* 129.39  
*2005 Assessed Value (2013 Dollars)* \$29,340 (\$33,928)  
*Proposed Use*



### 12200 Buckeye Road

*Priority* Phase 2  
*Owner* BADC  
*Parcel Number* 129-19-011  
*Current Use*  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 1320  
*Frontage (ft)* 121.41  
*2005 Assessed Value (2013 Dollars)* \$31,500 (\$36,426)  
*Proposed Use*



### 12301 Buckeye Road

*Priority* Phase 2  
*Owner* BADC  
*Parcel Number* 129-15-135  
*Current Use* Park  
*Zoning*  
*Connecting Cleveland 2020 Proposed Land Use*  
*Square Footage (sq ft)* 7050  
*Frontage (ft)* 50  
*2005 Assessed Value (2013 Dollars)* \$14,530 (\$16,802)  
*Proposed Use*



**12406 Buckeye Road**

Priority Phase 2

Owner BADC

Parcel Number 129-20-004

Current Use

Zoning

Connecting Cleveland 2020  
Proposed Land Use

Square Footage (sq ft) 2624

Frontage (ft) 40.47

2005 Assessed Value (2013 Dollars) \$4,060 (\$4,694)

Proposed Use



**12814 Buckeye Rd.**

Priority Phase 1

Owner Helen Barclay

Parcel Number 129-21-011/012

Current Use Nail Salon

Zoning

Connecting Cleveland 2020  
Proposed Land Use

Square Footage (sq ft) 5340

Frontage (ft) 44.51

2005 Assessed Value (2013 Dollars) \$5460 + 28,850  
(\$6313 + \$33,361)

Proposed Use



**12700 Buckeye Road**

Priority Phase 2

Owner John and Grace  
Foxhall

Parcel Number 129-21-004

Current Use

Zoning

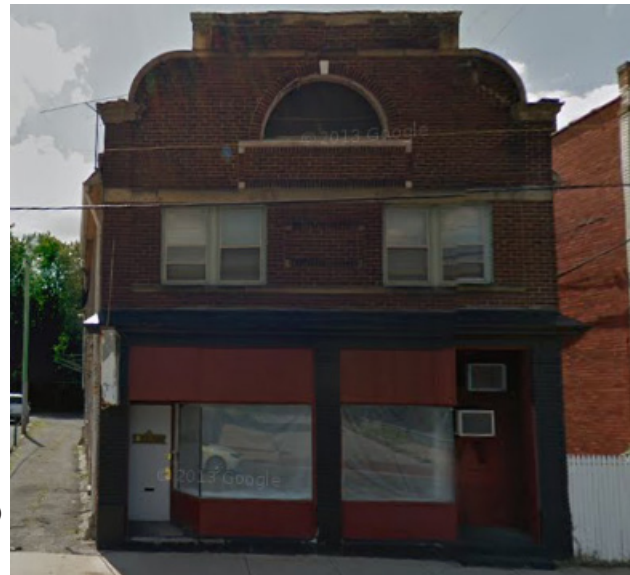
Connecting Cleveland 2020  
Proposed Land Use

Square Footage (sq ft) 6,965

Frontage (ft) 40.46

2005 Assessed Value (2013 Dollars) \$24,090 (\$27,857)

Proposed Use



# A Spine Along Buckeye

Buckeye Road, running through the center of the Buckeye-Shaker neighborhood, has the potential to act as the “spine” of the community. In the same way that a spine is the structural framework of the body and collects all of the nerves that radiate into different appendages, Buckeye Road can serve a similar purpose.

This can be done by working towards three interconnected goals: green infrastructure, urban agriculture, and community-oriented programming initiatives. These three goals include both physical and programmatic components. Physical components such as street improvements and vacancy remediation will activate civic space in the neighborhood, improve safety, and foster economic growth. While some of these physical design proposals will be along Buckeye Road, others will be scattered throughout the neighborhood. Programming

initiatives, act as the nerves that tie these disparate physical elements together. In other words, programming will both draw people to Buckeye so that they can participate in job trainings held in Moreland Theater office space, but will also bring them to new community gardens and pocket parks spread throughout the neighborhoods. Thus, physical design elements and programming work together to activate both Buckeye Road and the surrounding residential areas in recognition that the future vitality of Buckeye Road depends on the entirety of the Buckeye-Shaker neighborhood.

Our project stems from initiatives already occurring in Cleveland, specifically Project Clean Lake which is installing millions of dollars of green infrastructure throughout the city, the Eastside Greenway project that is providing hundreds of miles of green space for residents in the east side of

the city, and the urban agriculture movement which has inspired dozens of community gardens and farmers markets. Thus, the context of the greater metropolitan area has been taken into consideration to generate these proposals, ensuring that BADC will have plenty of potential partnerships and funding sources to make these ideas become reality.

Finally, these three goals work towards a larger three-pronged conception of sustainability: environmental sustainability, economic sustainability, and social sustainability. Each project element will work towards achieving at least one, if not all of these prongs. Such a diverse concept of sustainability will ensure that the neighborhood grows into a healthier, more vibrant, and more connected community that offers something for residents of all ages and socioeconomic positions.

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- 22 Green Infrastructure
- 24 Illustrative Plan
- 26 Implementation
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## Introduction

### Defining the Challenges Along Buckeye

Before developing our proposal, we first needed to learn about the Buckeye-Shaker neighborhood. We did this through a three-pronged approach, through:

- Research
- Site Visit
- Attending a Community Meeting

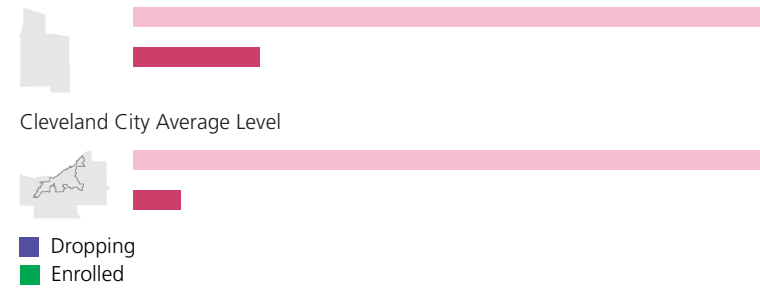
These three techniques allowed us to gain a nuanced and fine-grained understanding of Buckeye. Research provided us with data that allowed us to contextualize Buckeye within Cleveland. The site visit allowed us to see, touch, smell, and feel Buckeye Road, getting a sense of the street life and physical conditions of the space. Finally, the community meeting, held by BADC, enabled us to hear residents' concerns, hopes, fears and desires for their neighborhood.

1. <http://buckeyeshakersquaremetro.wordpress.com/2013/11/08/buckeye-shaker-square-development-corporation-invites-community-members-to-2nd-and-final-meeting-to-lend-their-voice-to-neighborhood-planning-process/>
2. <http://www.youtube.com/watch?v=RD5sUjtWQHs>

### RESEARCH: Social and Cultural Factors

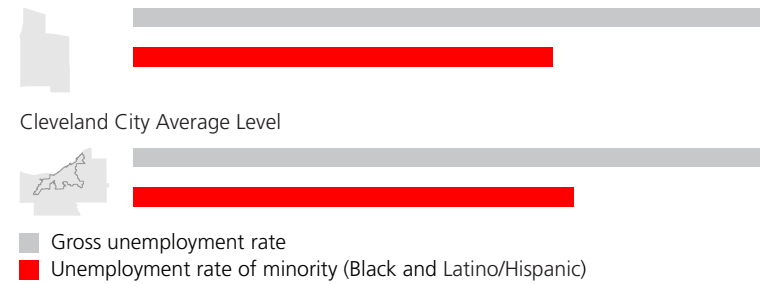
#### High School Dropping Proportion

Buckeye Shaker Neighborhood



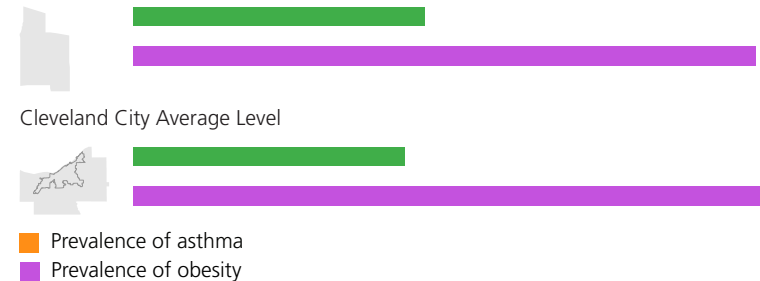
#### Unemployment rate of minority

Buckeye Shaker Neighborhood



#### Public Health Concerns

Buckeye Shaker Neighborhood



### SITE VISIT: Exploring Buckeye Road on Foot



### COMMUNITY MEETING: Listening to Residents



# Project Matrix

## Overarching Framework For Project Goals

This project matrix reveals the ways in which proposed goals and elements of this project will overlap and interact with one another in terms of potential partnerships, funding sources, and benefits, as well as through programming initiatives. The matrix is intended to emphasize that this project is not suggesting a buffet of many separate elements, but an interwoven collection of design and programmatic elements that will work with one another to create a stronger, healthier and happier Buckeye.

		Urban Agriculture & Parks		U.A. & Parks	Green Infrastructure & Streetscape Improvements				
		Community & Market Gardens	Farmers Market	Pocket Park & Neighborhood Connections	Green Roof	Bioswales & Rain Gardens	Streetscape Improvements	Recycling & Composting Centers	Other Vacancy Remediation
Potential Partners	Non-Profits & NGOs	<ul style="list-style-type: none"> <li>Cleveland - Cuyahoga County Food Policy Coalition</li> <li>Cleveland Botanical Garden</li> <li>Cleveland Food Bank</li> </ul>	<ul style="list-style-type: none"> <li>Cleveland - Cuyahoga County Food Policy Coalition</li> <li>Crown Point Ecology Center</li> <li>New Agrarian Center</li> <li>Cleveland Food Bank</li> </ul>	<ul style="list-style-type: none"> <li>LAND Studio</li> <li>Cleveland Public Art</li> <li>Neighborhood Progress, Inc.</li> <li>ParkWorks</li> </ul>	<ul style="list-style-type: none"> <li>Cleveland Botanical Garden</li> </ul>	<ul style="list-style-type: none"> <li>Cleveland Botanical Garden</li> <li>Green Triangle</li> </ul>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	<ul style="list-style-type: none"> <li>GreenCityBlueLake - The Cleveland Museum of Natural History</li> <li>Cleveland - Cuyahoga County Food Policy Coalition</li> </ul>	<ul style="list-style-type: none"> <li>Neighborhood Progress, Inc.</li> </ul>
	Governmental Agencies	<ul style="list-style-type: none"> <li>Cuyahoga Land Bank</li> <li>Cleveland City Planning Commission</li> <li>City of Cleveland - Division of Water</li> <li>City of Cleveland - Office of Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Cuyahoga Land Bank</li> <li>Cleveland City Planning Commission</li> <li>Cleveland Department of Public Health</li> </ul>	<ul style="list-style-type: none"> <li>Cuyahoga Land Bank</li> <li>Cleveland City Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>City of Cleveland - Office of Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Cleveland Public Works</li> <li>NEORS</li> <li>Ohio EPA &amp; US EPA</li> <li>Cuyahoga Soil and Water Conservation District</li> </ul>	<ul style="list-style-type: none"> <li>Cleveland Public Works</li> <li>Ohio DOT</li> <li>Cleveland City Planning Commission</li> </ul>	<ul style="list-style-type: none"> <li>City of Cleveland - Office of Sustainability</li> <li>Cuyahoga County Solid Waste District</li> </ul>	<ul style="list-style-type: none"> <li>Cuyahoga Land Bank</li> <li>Cleveland City Planning Commission</li> </ul>
	Educational Institutions	<ul style="list-style-type: none"> <li>Kent State University's Cleveland Urban Design Collaborative</li> <li>Ohio Agricultural Research and Development Center</li> </ul>	<ul style="list-style-type: none"> <li>Kent State University's Cleveland Urban Design Collaborative</li> <li>Ohio Agricultural Research and Development Center</li> <li>Cleveland State</li> </ul>	<ul style="list-style-type: none"> <li>Kent State University's Cleveland Urban Design Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>Kent State University's Cleveland Urban Design Collaborative</li> <li>Cleveland State</li> </ul>	<ul style="list-style-type: none"> <li>Kent State University's Cleveland Urban Design Collaborative</li> <li>Cleveland State</li> <li>Case Western Reserve</li> </ul>	<ul style="list-style-type: none"> <li>Kent State University's Cleveland Urban Design Collaborative</li> </ul>	<ul style="list-style-type: none"> <li>Kent State University's Cleveland Urban Design Collaborative</li> <li>Ohio Agricultural Research and Development Center</li> </ul>	<ul style="list-style-type: none"> <li>Kent State University's Cleveland Urban Design Collaborative</li> </ul>
Potential Funding	Foundational Grants	<ul style="list-style-type: none"> <li>Lorrie Otto Seeds for Education Fund</li> <li>National Gardening Association</li> <li>Seeds of Change</li> <li>Project for Public Spaces</li> </ul>	<ul style="list-style-type: none"> <li>Ford Foundation</li> <li>W.K. Kellogg Foundation</li> <li>Project for Public Spaces</li> </ul>	<ul style="list-style-type: none"> <li>Project for Public Spaces</li> <li>Cleveland Neighborhood Progress Reimagining Cleveland Grant</li> </ul>	<ul style="list-style-type: none"> <li>The Home Depot Foundation</li> </ul>	<ul style="list-style-type: none"> <li>Kent Smith Charitable Trust</li> <li>S K Wellman Foundation</li> </ul>	<ul style="list-style-type: none"> <li>Projects for Public Spaces</li> <li>Cleveland Carbon Fund</li> </ul>	<ul style="list-style-type: none"> <li>Cleveland Carbon Fund</li> <li>Enterprise Community Partners</li> </ul>	<ul style="list-style-type: none"> <li>Projects for Public Spaces</li> </ul>
	State & Local Grants	<ul style="list-style-type: none"> <li>Cleveland Urban Agricultural Incubator</li> <li>City of Cleveland Gardening for Greenbacks Program</li> </ul>	<ul style="list-style-type: none"> <li>Cleveland Urban Agricultural Incubator</li> <li>City of Cleveland Gardening for Greenbacks Program</li> </ul>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	<ul style="list-style-type: none"> <li>Cuyahoga County Dept. of Development</li> <li>ODNR-Division of Soil and Water Conservation</li> </ul>	<ul style="list-style-type: none"> <li>City of Cleveland Neighborhood Retail Assistance Program</li> </ul>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	<ul style="list-style-type: none"> <li>City of Cleveland Vacant Property Initiative Fund</li> </ul>
	Federal Grants	<ul style="list-style-type: none"> <li>Natural Resources Conservation Service's Environmental Quality Incentives Program through the USDA</li> </ul>	<ul style="list-style-type: none"> <li>USDA Farmers Market Promotion Program</li> </ul>	<ul style="list-style-type: none"> <li>NEA Our Town Program</li> </ul>	<ul style="list-style-type: none"> <li>DOE Weatherization and Intergovernmental Program</li> <li>HUD Community Development Block Grant Program</li> </ul>	<ul style="list-style-type: none"> <li>US EPA</li> </ul>	<ul style="list-style-type: none"> <li>US DOT TIGER Grants</li> <li>US DOT Job Access and Reverse Commute Program</li> </ul>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>	<ul style="list-style-type: none"> <li>EPA Care Grant</li> <li>NRC Service's Environmental Quality Incentives Program through the USDA</li> <li>NEA Our Town Program</li> </ul>
Benefits	Environmental	● ●	●	● ●	● ●	● ● ●	●	● ●	● ●
	Economic	● ●	● ●	●	●	● ●	● ● ●	●	●
	Community	● ● ●	● ● ●	● ● ●	● ● ●	● ●	● ●	● ●	●

[http://www.cudc.kent.edu/projects\\_research/research/reimagining\\_cleveland.html](http://www.cudc.kent.edu/projects_research/research/reimagining_cleveland.html)

## Case Studies

### Urban Agriculture Streetscape

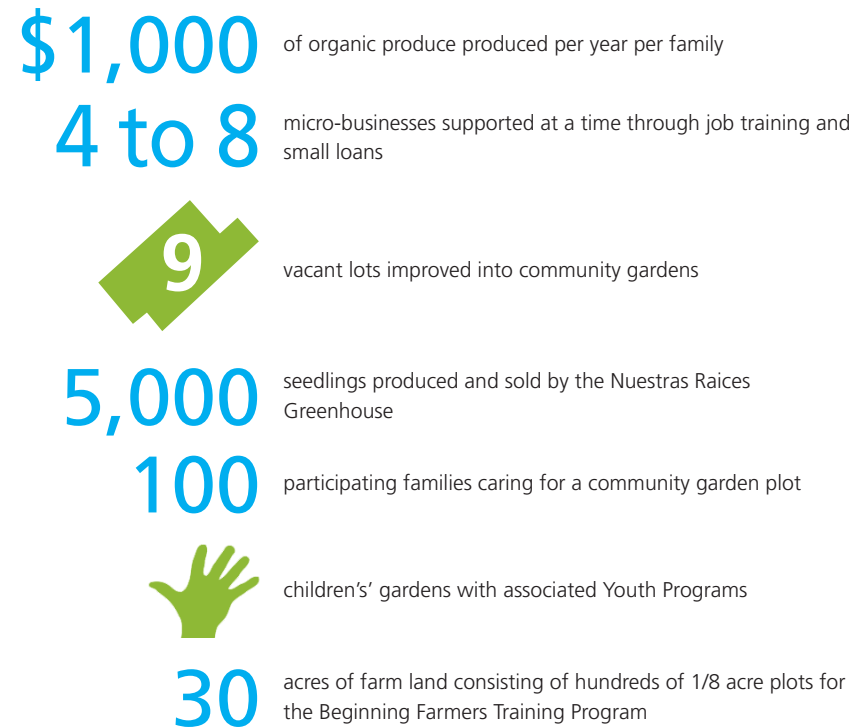
These two case studies offered inspiration in regard to what types of green infrastructure and programming could be applied to the Buckeye-Shaker neighborhood.



Nuestras Raices is a grassroots community organization in Holyoke, MA founded by a few community members who wanted to make a change in their community by transforming a vacant lot into a community garden. The name, which means "Our Roots" refers to the strong agricultural ties and history that the Puerto Rican community has in Holyoke. Nuestras Raices is made up of a network of 10 community gardens, a large community farm, a Youth Program, and an Environmental Justice training program, not to mention their continuous efforts of supporting economic development in Holyoke, one lot, and one person, at a time.



The City of Greensburg developed a downtown environment that not only provides a unique environment for residents and visitors, but that also provides creative features that capture and recycle stormwater. This project is a part of an overall sustainable environment that was planned for the downtown business district. All components from planting and irrigation to seating, signage and materials are highly sustainable.

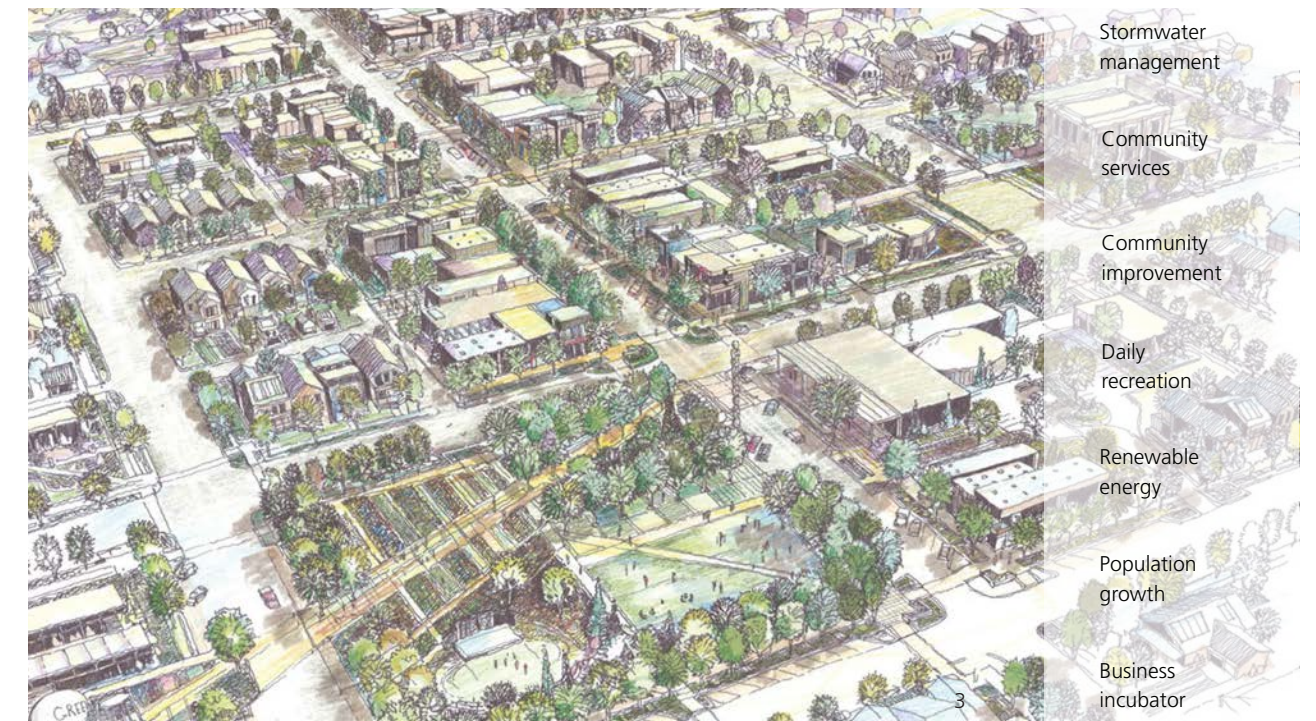


1. [http://blog.massive.com/elpueblolatino/2008/10/nuestras\\_races\\_para\\_el\\_bienest.html](http://blog.massive.com/elpueblolatino/2008/10/nuestras_races_para_el_bienest.html)

2. <http://transformkc.org/>

3. <http://www.asla.org/2011awards/480.html>

### Streetscape Benefits

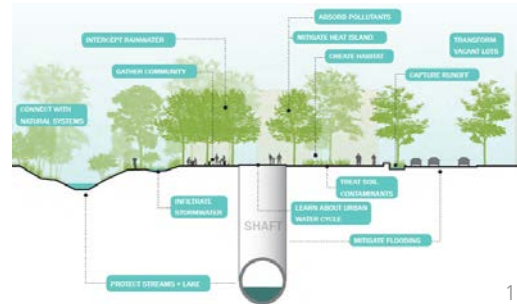


## Current Cleveland Initiatives

### Placing Plan Elements into the Larger Context of Cleveland

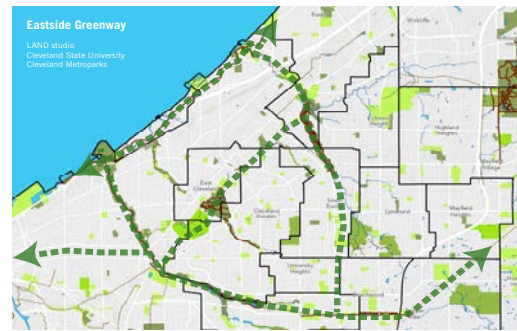
Cleveland is currently experiencing an insurgence of environmentally-oriented initiatives. These initiatives range from city-wide, large-scale green infrastructural projects to small-scale, community-oriented urban agriculture. We used the projects described here to inspire our project proposals and highlight that these proposals are a good fit for the Buckeye-Shaker neighborhood.

#### Green Over Gray Infrastructure



Cleveland is investing in millions into green infrastructure as part of their Project Clean Lake initiative. This will keep pollutants out of the lake, manage local storm water, and serve as recreation.

#### Eastside Greenway

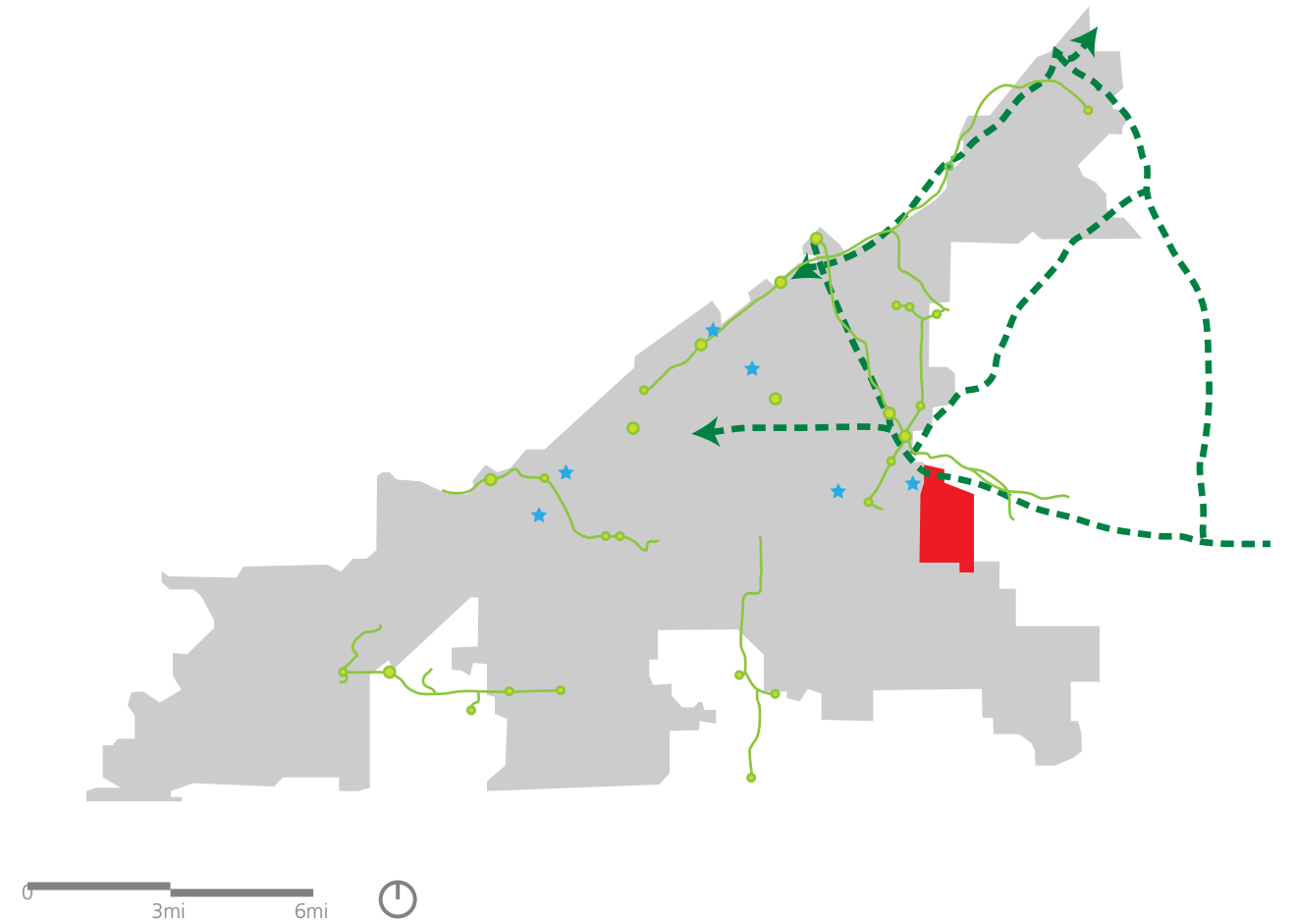


The City of Cleveland is partnering with surrounding municipalities and nonprofit agencies including LAND|Studio to design and build a greenway, through the east side of the city.

#### Community Gardens



Community organizations throughout the city are investing in urban agriculture. These initiatives include a vineyard in Hough, a vegetable garden in Ohio City and the Green Corps Learning Farm, just outside of the Buckeye-Shaker neighborhood.



- Cleveland
- Buckeye-Shaker
- Green Over Gray Infrastructure
- - - Eastside Greenway
- ★ Community Gardens

1. Green Over Gray Report, August 2013, prepared by OLIN for LAND studio in collaboration with NEORS, The Cleveland Foundation, Neighborhood Progress Inc.

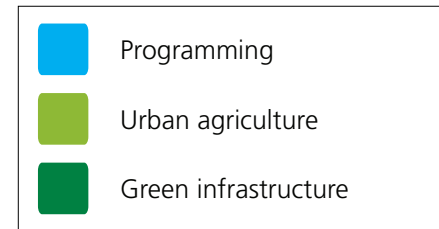
2. [http://www.cleveland.com/taste/index.ssf/2012/09/urban\\_farms\\_are\\_taking\\_root\\_in.html](http://www.cleveland.com/taste/index.ssf/2012/09/urban_farms_are_taking_root_in.html)

## Concept

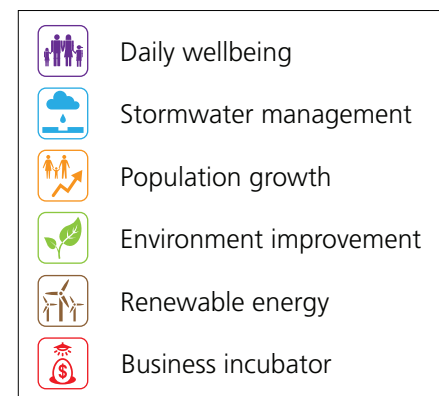
### *Buckeye Road As A Spine for the Neighborhood*

Currently, despite Buckeye Road's central location in the neighborhood and fact that many valuable resources indeed scattered around, the corridor is underutilized and underserves the community. The proposal for Buckeye Road hinges on transforming the corridor into a central "spine" that acts as a structural center for the neighborhood and simultaneously connects different "nerves," or programming and design elements. By designing green infrastructure, street scape improvements, urban gardens, and developing programming that addresses the needs of both adults and youth demographics, the corridor could act as a central "spine" that would improve both the sustainability and social health of the community. Additionally, the high number of vacancies in the neighborhood offer many potentials to construct urban agriculture, gardens, and other moments for community gathering and sustainability initiatives.

#### Goals



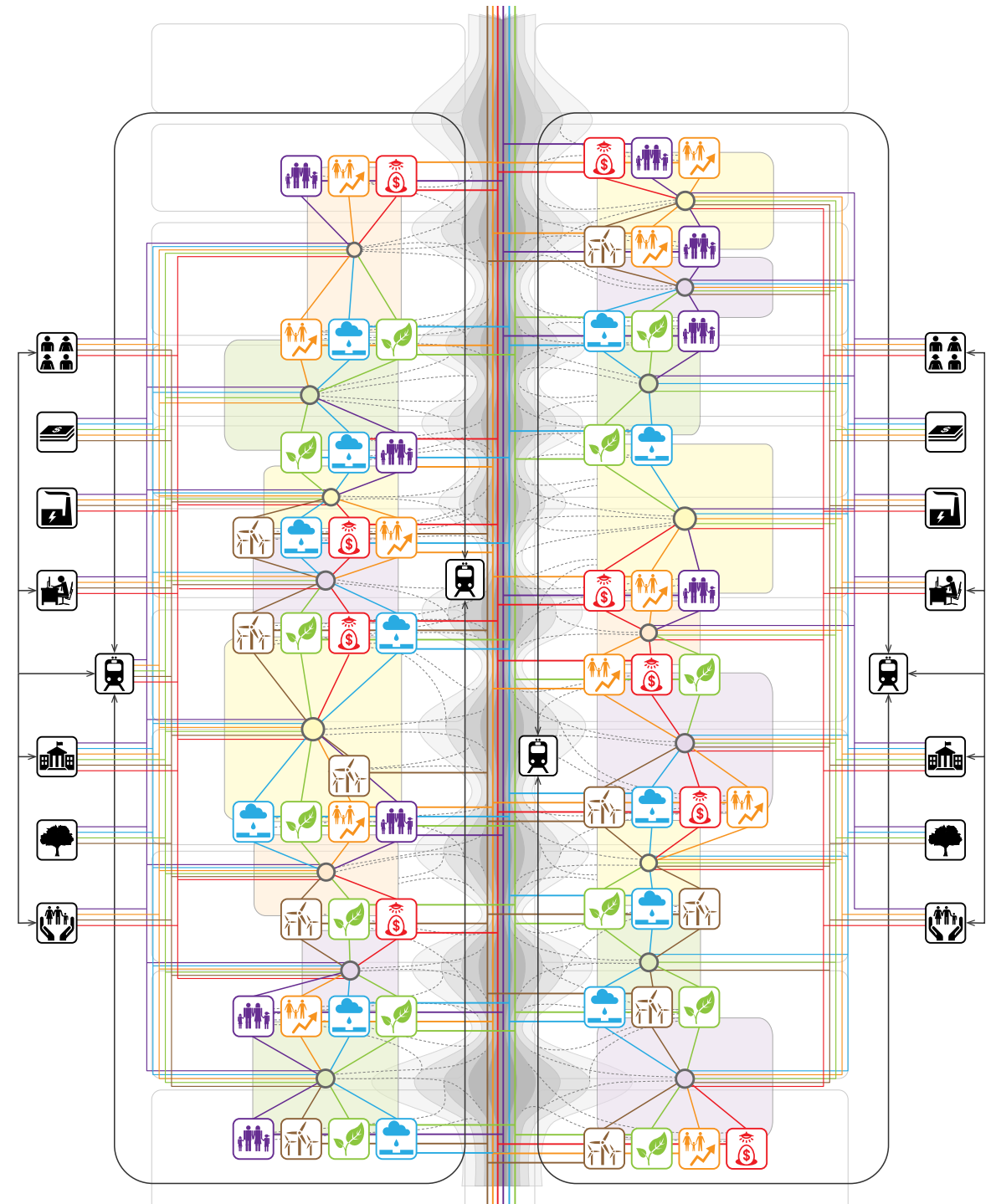
#### Components



#### Exterior Resources



Visualizing The Buckeye Road Spine And A Network Of Nerves





## Benefits

### Sustainability Community Oriented Development



#### Youth Programming

Youth programming can be specifically tied to urban agriculture or not, but these programs should target children and teens. Teen programs specifically should be focused on preparing them for future internships or jobs.



#### Job Training

Job training programs could be geared specifically towards green industry such as installing green roofs, but can also be more general such as how to start a business. They should all include resume building, interviewing techniques, and job searching tips.



#### Micro-loans

Tied to job training programs and/or urban agricultural efforts, these small loans should be given out to individuals with business ideas for the Buckeye-Shaker neighborhood, and should be accompanied by business mentorship, network connections, and resources.



#### Environmental Justice Education

After determining the most concerned environmental issue for community such as air pollution, garbage, or water quality, trainings and educational programs can be created that teach residents about potential hazards and how they can be safely addressed.



#### Local Food

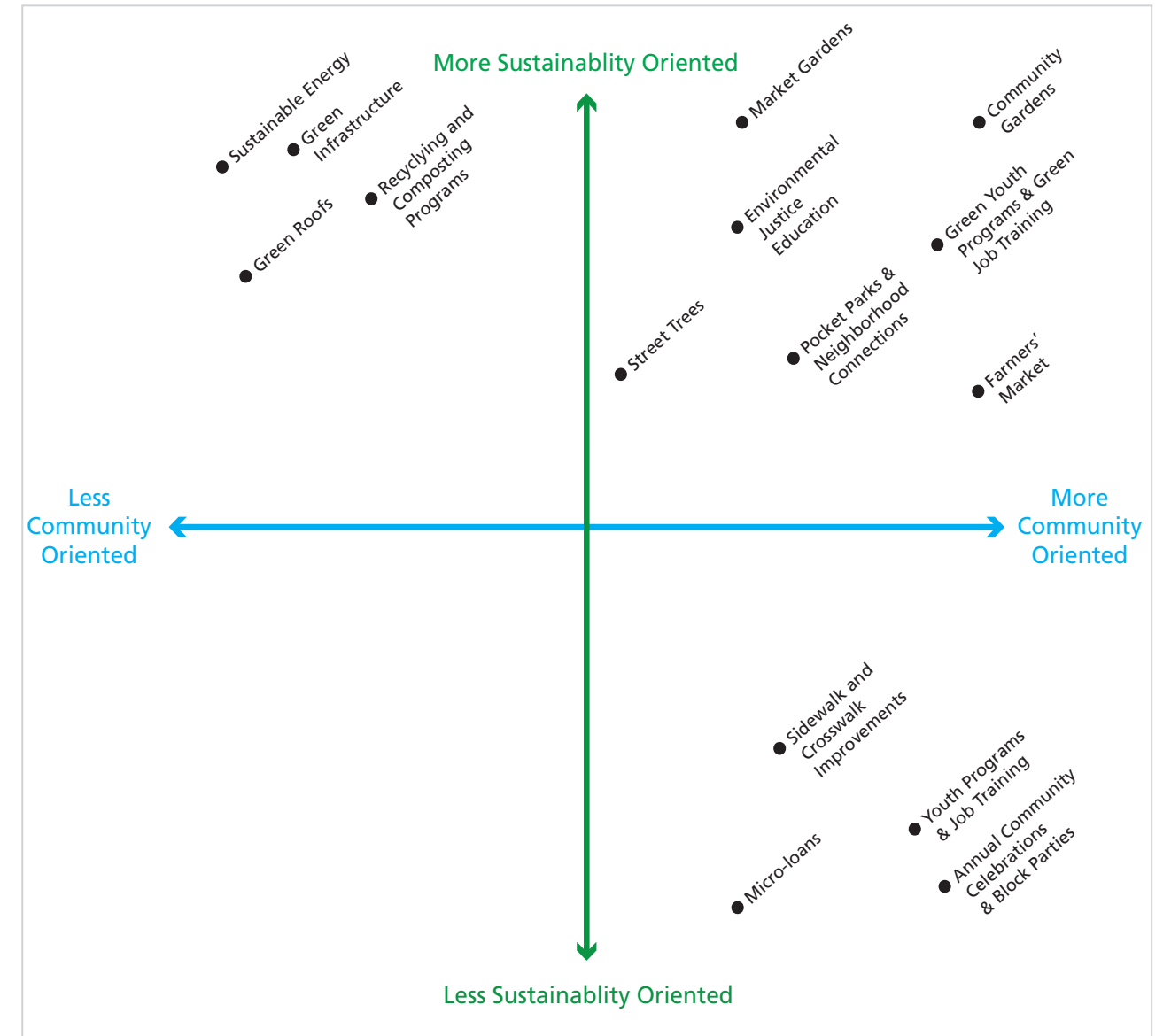
Currently, the Buckeye-Shaker neighborhood has little access to fresh, local food. Community and Market gardens, working in tandem with a weekly farmers' market will provide residents with a regular source of organic produce and will also be an economic driver.



#### Community Festivals and Block Parties

To strengthen community connectivity and celebrate new spaces such as community gardens, the neighborhood should hold semi-regular celebrations and parties. These celebrations should showcase community culture and food grown in new gardens.

### Sustainable Community: A Matrix of Proposed Programming and Physical Improvements



This matrix displays how all of the design and programming components proposed will work towards either improving environmental sustainability or fostering community, but that most elements will achieve both simultaneously. This matrix, although abstract, offers a potential method of prioritizing which initiatives BADC should implement first.

## Land Assessment

### Vacancy as Opportunity

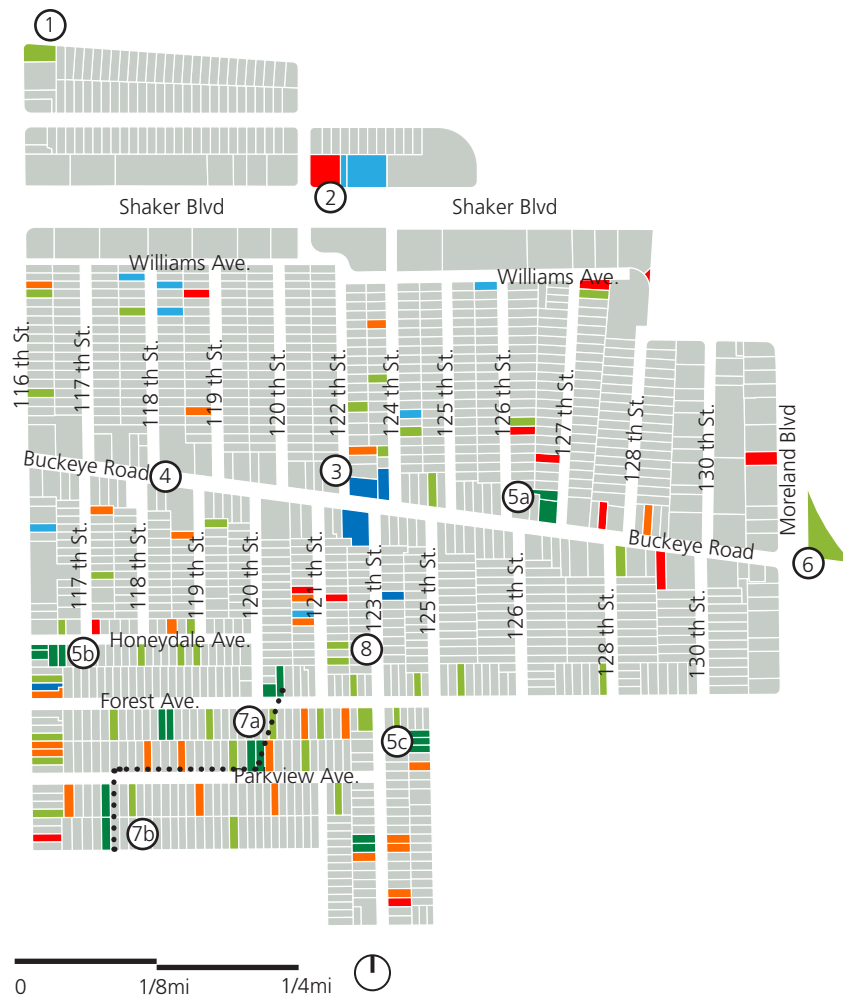
Instead of seeing vacancies as neighborhood blight, they can instead be viewed as opportunities for creative land uses such as community gardens, market gardens, farmers markets, pocket parks, and neighborhood connections.

Looking at the ownership, size, and environmental conditions of the lots, suggested uses have been provided, as well as a prioritization plan for construction.

### Buckeye Shaker Neighborhood



### Vacancy And Ownership



- Land Bank Properties
- Two or more adjacent land bank properties
- BADC-owned properties
- Church or non-profit properties
- Individually owned
- Owned by a trust, corporation or other



#### 1: Community Garden

This site, owned by the land bank, is a perfect location for a community garden. Across from the Harvey Rice Elementary School and Cleveland Public Library, it an excellent spot for the first community garden.



#### 2: Market Garden

Although this site is owned by the neighboring church and a private entity, if land rights can be acquired, it would be a good location for a market garden because of its large size. Being next to a church would also provide ample opportunities for community engagement.



#### 3: Farmers' Market

This prime location on Buckeye is owned by the BADC and so would be easy to acquire use rights. Likely, the land is too polluted to be used as a agricultural site, but would be excellent as a farmers' market, with stalls, seating, and public art.



#### 4: Green Roof on the Moreland Theater

Because the Moreland Theater has a large footprint, it would be an excellent location for a green roof. The site, owned by BADC, would also be a prime location for the future offices of the organization that runs these urban agriculture initiatives.



#### 5a, b, & c: Community Gardens

These sites could be used as community gardens. They could be started after the first community garden gained enough popularity. The one on Buckeye may need to be only raised beds because of contamination. The ones in the neighborhoods would activate community involvement, address vacancies, and improve access to local, organic food.



#### 6: Urban Park

This vacant lot owned by the land bank is currently an under utilized park. If connected to the Buckeye corridor through green infrastructure, and possibly community-oriented programming, it could better serve local residents.



#### 7a & b: Neighborhood Connections

This collection of adjacent lots, most of which are owned by the land bank, can be converted into parks that also act as pleasant, landscaped paths. These spaces can increase community cohesion and improve residential safety and aesthetics.



#### 8: Pocket Park

After a sufficient number of community gardens have been established, pocket parks can be designed on single vacant lots.

## ■ Programing

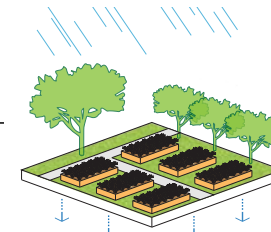
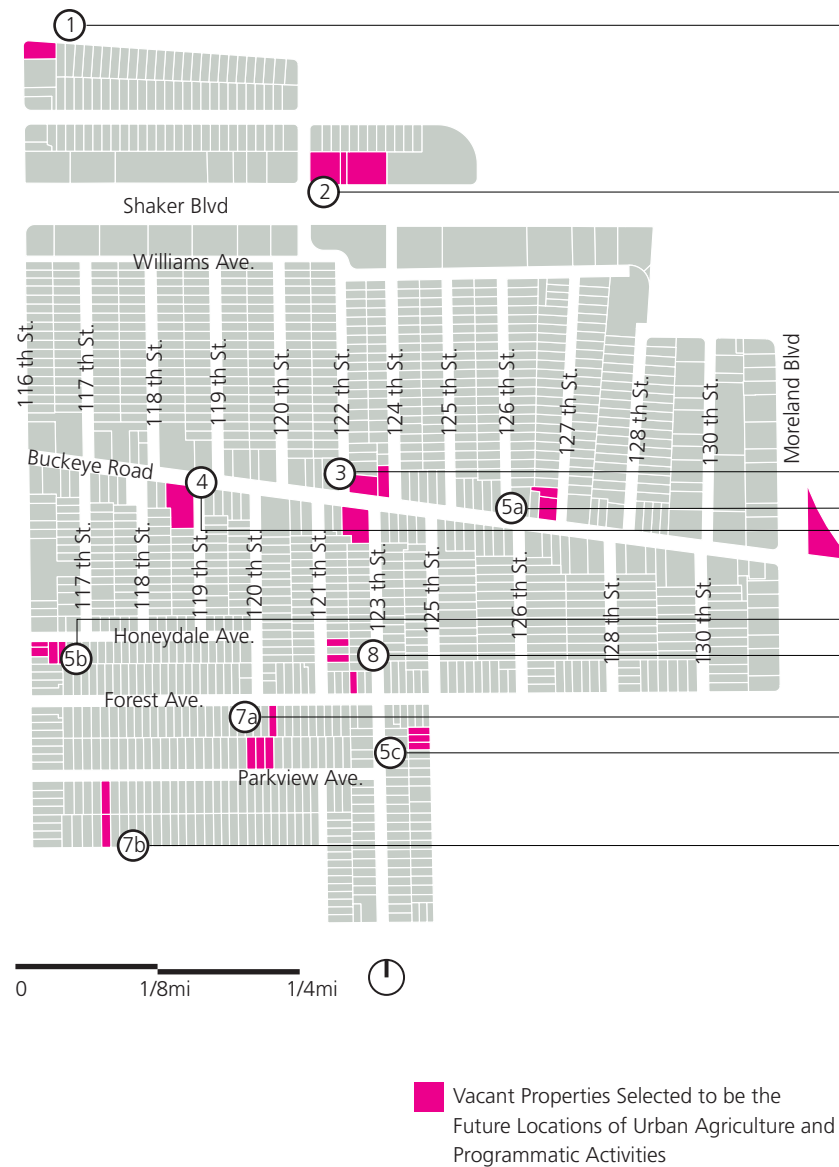
### Development Opportunities

Although the proposed physical design elements improved vacant lots, and streetscape refurbishments will improve the community in many ways, programming initiatives such as youth programming, job training, micro-loans, and environmental justice education will have the largest impact on the social fabric of Buckeye-Shaker. These initiatives that address social and environmental concerns will reach residents of all ages and have the potential to have resounding effects.

### Buckeye Shaker Neighborhood

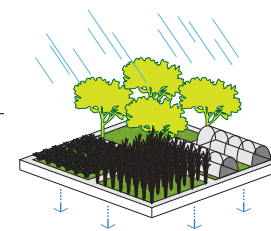


### Program Development Locations



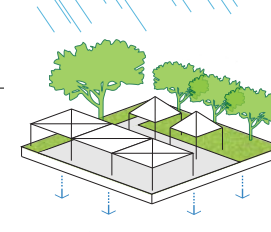
### Community Garden

- Small size
- Accessibility
- Self-sufficient
- Disturbed soil



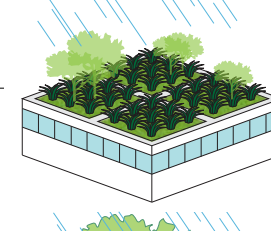
### Market Garden

- Large scale
- Profitable
- Education
- Job opportunity



### Farmers Market

- Large scale
- Public space
- Accessibility
- Events



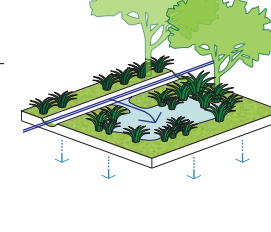
### Greenroof

- Green infrastructure
- Small size
- Architecture
- Control runoff



### Pocket Park

- Small size
- Accessibility
- Visibility
- Vegetation



### Neighborhood Connection

- Green infrastructure
- Eco-aesthetic
- Corridor
- Micro-habitat



### Youth Programming

- Open space
- Innovation
- Practice chance
- Communication



### Job Training

- Profitability
- Production
- Maintenance
- Employment



### Micro-loans

- Offices
- Development
- Production
- Training



### Environmental Justice Education

- Public space
- Environmental resources
- Policy



### Local Food

- Market
- Productive land
- Job opportunities
- Public space



### Community Festivals & Block Parties

- Streetscape
- Commercial prosperity
- Public space
- Environmental connection

## Urban Agriculture

### One Inspiration for Transforming Vacancy into a Farmers Market

This plan view drawing is one possible design for a farmers market on Buckeye Road. The space, which reaches across multiple lots and connects across Buckeye Road can be designed to contain multiple programmatic actives - not just a farmers market. The space should also activate the street and invite passers-by through street trees, bus stops, wide sidewalks, seating, and green space.

### Design Elements

#### 1. Market Area



#### 2. Food Carts & Micro Businesses



#### 3. Green Space & Seating



#### 4. Accessible Bus Stops



1. [http://www.cleveland.com/sunpostherald/index.ssf/2011/12/cleveland\\_kamms\\_corners\\_farmer.html](http://www.cleveland.com/sunpostherald/index.ssf/2011/12/cleveland_kamms_corners_farmer.html)
2. <http://www.theguardian.com/travel/2011/mar/08/portland-oregon-food-budget-restaurants>
3. <http://www.riannakbenett.com/2012/12/28/urban-build-2/>
4. [http://blog.cleveland.com/metro/2009/08/rta\\_bus\\_driver\\_was\\_talking\\_on.html](http://blog.cleveland.com/metro/2009/08/rta_bus_driver_was_talking_on.html)

### Plan View: Concept of a Farmers Market on Buckeye Road



### Current Conditions



## How to Implement a Farmers Market

### A Guide to Phasing, Partnerships, Funding, and BADC Involvement

The implementation plan here provides step-by-step guidance as to how the Buckeye Area Development Corporation can go about developing a farmers market along Buckeye Road. BADC need not do this alone. Cleveland has a strong community of farmers markets, meaning that there are many potential partners and funding sources they can draw upon to make this proposal a reality.

#### ① Identify Parcel



We suggest these three vacant parcels along Buckeye Road that are owned by BADC should be transformed into the farmers market.

##### Potential Partners

- Cleveland City Planning Commission

##### BADC Responsibilities

- Work with City agencies to acquire proper permits, zoning allowances, etc.
- Identify partners & funding sources

#### ② Coordinate with Residents



Before building the farmers market, the BADC must first get the word out to the community. The BADC should seek out interested residents who want to sell produce, prepared food, or goods at the market, giving them first priority over any other sellers from outside the community. This will ensure that the market's primary goal is to serve Buckeye residents.

##### Potential Partners

- Cleveland-Cuyahoga County Food Policy Coalition

##### BADC Responsibilities

- Hold public meetings to determine what physical and programmatic elements the market should have
- Apply for funding
- Reach out to partners

#### ③ Design & Construct



This farmers market was designed and constructed by students in the Tulane School of Architecture's URBANbuild program as a way to revitalize a commercial corridor within New Orleans. We suggest that the BADC follow a similar path by partnering with Kent State University's Cleveland Urban Design Collaborative to design and help construct their farmers market.

##### Potential Partners

- Kent State University's Cleveland Urban Design Collaborative

##### Funding Sources

- Project for Public Spaces Market Network Program
- USDA Farmers Market Promotion Program

##### BADC Responsibilities

- Work with partners to plan, design and construct
- Develop marketing and outreach strategies
- Apply for funding
- Establish partnerships

#### ④ Partner with Other Markets



There are many farmers' markets on the east side of Cleveland, including the North Union Farmers Market in Shaker Square. During construction of the market, it is important that the Buckeye farmers market partner and coordinate with these other markets to prevent competition by being open on alternative days. That way, local vendors can come to both markets.

##### Potential Partners

- North Union Farmers Market
- Cleveland Clinic Market
- Gateway105 Farmers Market
- Coit Road Farmers Market
- Warszawa Farmers' Market

##### BADC Responsibilities

- Partner with other farmers markets
- Advertise market both inside the neighborhood and throughout Cleveland
- Apply for funding
- Develop 5-year plan for the farmers market

#### ⑤ Maintain & Grow Market



Over time, the BADC should grow and maintain the farmers market with partnerships and applying for funding. One thing the market can do is be a location for food carts on days the market is not running.

##### Potential Partners

- Cleveland - Cuyahoga County Food Policy Coalition
- Crown Point Ecology Center
- Cleveland Food Bank

##### Funding Sources

- USDA Farmers Market Promotion Program
- Ford Foundation Organization Grants
- W.W. Kellogg Foundation Community & Civic Grants
- Cleveland Urban Agricultural Incubator

##### BADC Responsibilities

- Diversify the market
- Gain new vendors
- Apply for funding
- Identify new partners

1. [http://www.cleveland.com/taste/index.ssf/2012/09/urban\\_farms\\_are\\_taking\\_root\\_in.html](http://www.cleveland.com/taste/index.ssf/2012/09/urban_farms_are_taking_root_in.html)  
 2. [http://www.riannakbennett.com/wp-content/uploads/2012/12/121208\\_Entry-onto-Site.jpg](http://www.riannakbennett.com/wp-content/uploads/2012/12/121208_Entry-onto-Site.jpg)  
 3. <http://www.northunionfarmersmarket.org/vendors/vendors.html>

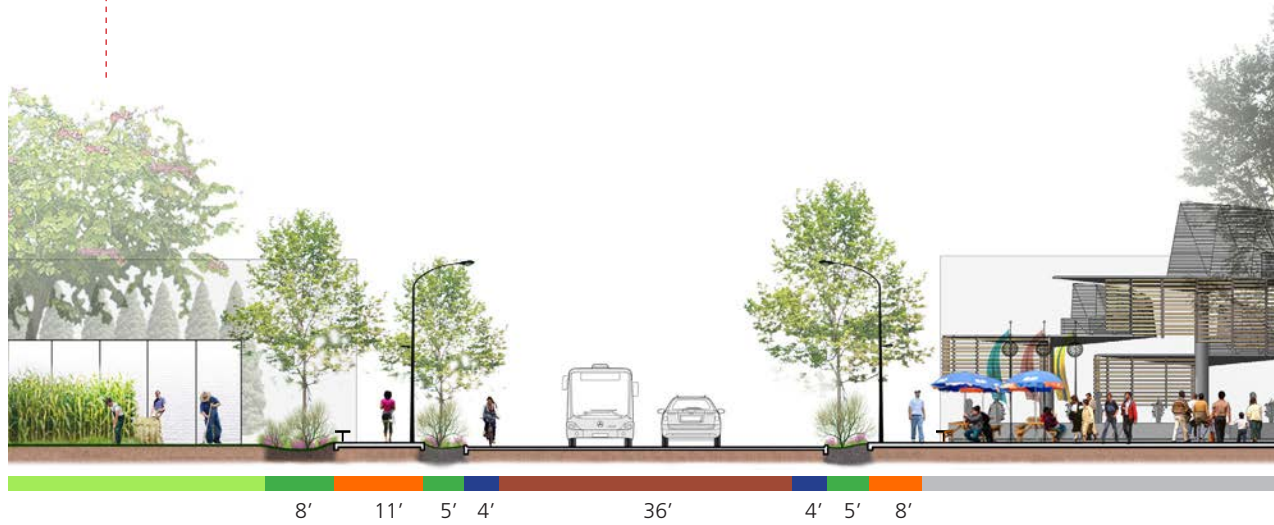
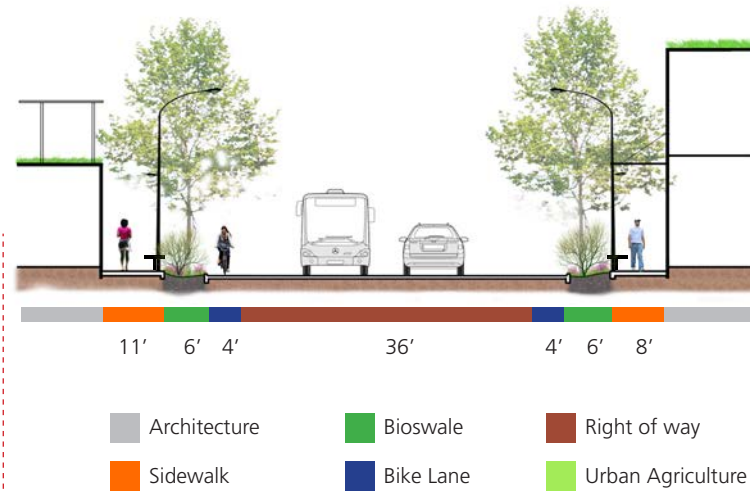
## Green Infrastructure

### Streetscape Improvement

These street section designs are a significant element of the streetscape improvement. They show the relationship between different components: right of way, bio-swales, sidewalks, urban furniture, as well as architecture and open spaces along street. The object image provides a preview of what Buckeye Road could look like after a series of streetscape improvements.



Street Section



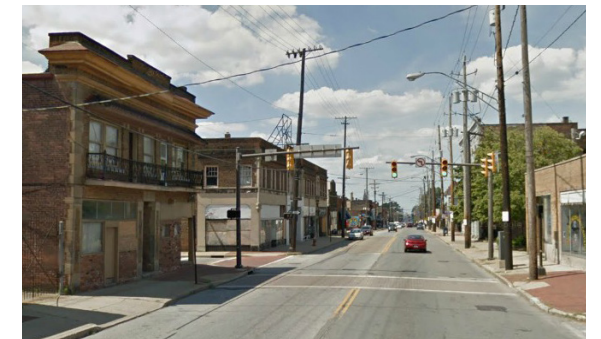
Street View



The improved streetscape will include improved right-of-way and sidewalks, new bike lanes with signage, tree alleys, rain gardens, bioswales as well as vegetated planters. Additionally, this project will incorporate new urban furniture, light poles and building facade enhancements. These integrated efforts will not only increase the visual effect and environmental functionality of the corridor, but it will also initiate a flourishing and friendly atmosphere to encourage prosperity of life and business of this neighborhood.



Existing Streetscape



# Illustrative Plan

## A Sequence Of Physical Design And Development

These illustrative plans reveal the four phases of implementation to develop our physical proposals. The addition of green infrastructure, green spaces, and urban agriculture will first be developed along Buckeye Road, and then will radiate into the neighborhood, activating surrounding residential areas.

### Buckeye Shaker Neighborhood



## Phases Of Physical Plan



### Phase 1

- Moreland Theater revitalization with green roof and offices for programming
- Farmer's market and plaza
- Tree alley along Buckeye Road between 118 th St. And 124 th St.



### Phase 2

- Community gardens and Market garden
- Green infrastructure along Buckeye road
- Tree alleys



### Phase 3

- Remaining pocket parks and green infrastructure in north of Buckeye Road on 118 th St., 119 th St., 122 th St. and 124 th St.



### Phase 4

- Neighborhood park connection, including chain of pocket parks, green infrastructure and desired hardscape

## Illustrative Plan: Ultimate Stage Of Green Improvement

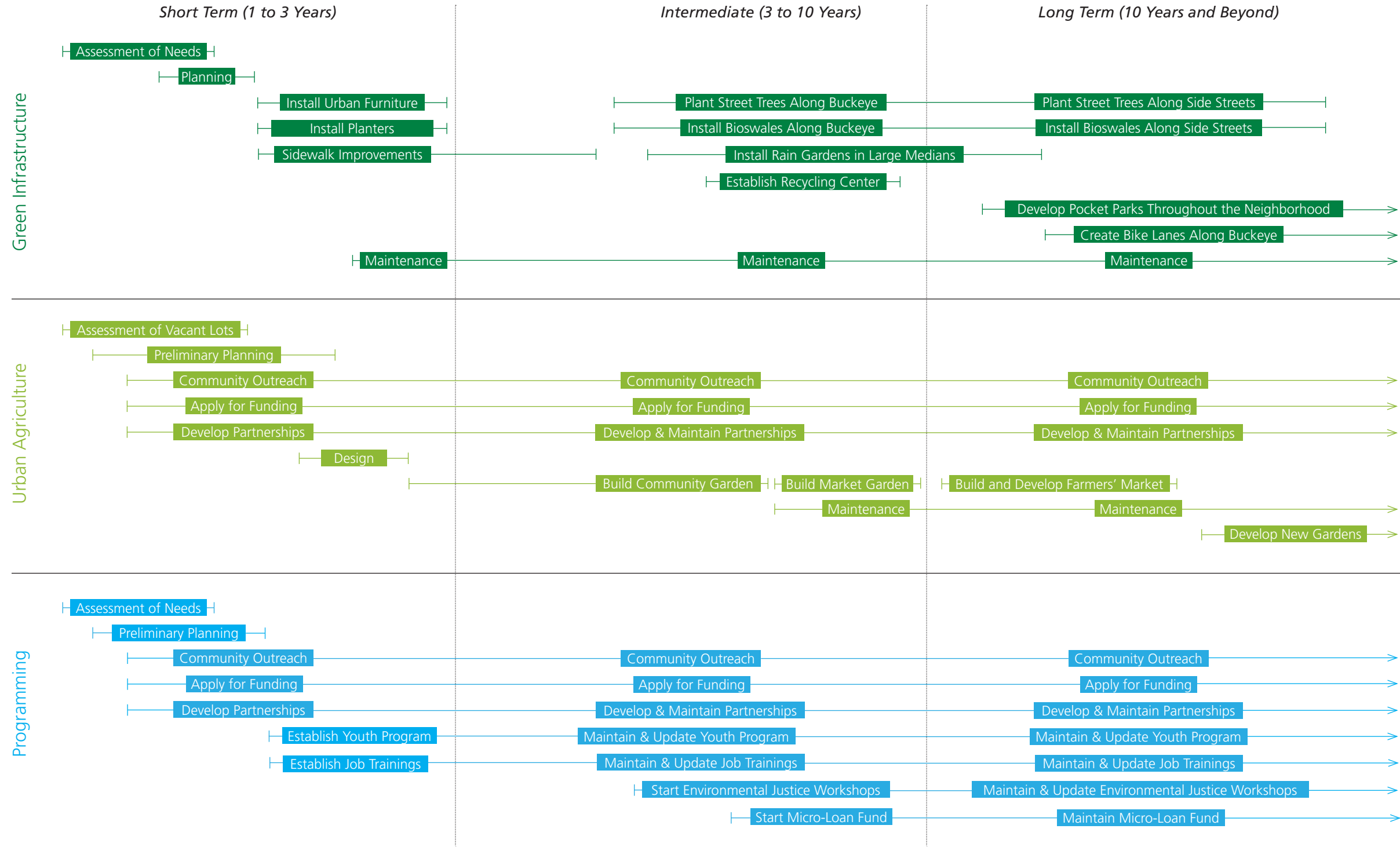


1. Farmer's market
2. Tiny business and plaza
3. Buckeye Road with tree alley
4. Moreland Theater with green roof
5. Community garden
6. Market garden
7. Pocket park
8. Green infrastructure

# implementation

## General Implementation Phasing

The main elements of our plan, green infrastructure, urban agriculture, and programmatic elements, should all be broken into short, medium, and long term goals. Completing easy and manageable project early will provide the community with visible changes early in the process and will prepare them to tackle larger, more complicated projects in the future. Projects will also build upon each other, so that early physical or programmatic projects will lay the groundwork for future projects.





## Partnerships And Funding Sources

### General Resources List

To ensure the long-lasting success of these initiatives, Buckeye-Shaker must partner with organizations, businesses, schools, and governmental agencies throughout the county. A sample of such potential partners are listed here.

Funding is also an essential element of this proposal. Finding appropriate funding sources will allow the community to first create, and then perpetually maintain any new projects or programming initiatives. A sample of just some of the funding sources the community could apply to are listed here.



### Non-Profit and NGO Partnerships

Cleveland-Cuyahoga County Food Policy Coalition  
 Cleveland Botanical Garden  
 Cleveland Food Bank  
 Earth Day Coalition  
 Entrepreneurs for Sustainability – Local Food Cleveland Network  
 GreenCityBlueLake Institute -- The Cleveland Museum of Natural History  
 LAND|Studio  
 Neighborhood Progress, Inc.  
 ParkWorks, Inc.  
 Rid-All Green Partnership

### Governmental Partnerships

City of Cleveland - Division of Water  
 City of Cleveland - Office of Sustainability  
 Cleveland City Council  
 Cleveland City Planning Commission  
 Cleveland Department of Economic Development  
 Cleveland Department of Public Health  
 Cleveland Department of Public Utilities  
 Cleveland Public Libraries  
 Cuyahoga County - Office of the Executive  
 Cuyahoga County Board of Health  
 Cuyahoga County Planning Commission  
 Cuyahoga County Solid Waste District  
 Cuyahoga Land Bank

### Business Partnerships

Bon Appétit Management Company  
 Building Healthy Communities/Garden Boyz  
 Central Roots  
 EcoVillage Produce  
 Forest City Enterprises  
 Health Impact Consulting  
 Great Lakes Brewing Co.  
 Wonder City Farms



### Foundational Grants

Neighborhood Connections Grants  
 Ford Foundation  
 America the Beautiful Fund  
 Captain Planet Foundation  
 Lindbergh Grants program  
 The Lorrie Otto Seeds for Education Fund  
 Mott Foundation  
 National Gardening Association  
 Profits for the Planet Program  
 Seeds of Change  
 Young Explorers Grant

### State & Local Grants

Cleveland Urban Agricultural Incubator Project  
 Ohio Environmental Education Fund  
 City of Cleveland Gardening for Greenbacks Program

### Federal Grants

Natural Resources Conservation Service's Environmental Quality Incentives Program through the United States Department of Agriculture  
 Natural Resources Conservation Service  
 EPA CARE Grant  
 National Endowment for the Arts Our Town Program  
 National Fish and Wildlife Foundation Conservation Education Grants

### Educational Partnerships

Cleveland State University  
 Case Western Reserve  
 Cuyahoga Community College  
 Kent State University's Cleveland Urban Design Collaborative  
 Ohio Agricultural Research and Development Center  
 Ohio State University Extension - Cuyahoga County

# Permeable Buckeye

We propose to anchor development of Buckeye corridor around its most notable icon/asset - the Moreland Theatre. The theatre can serve as a hub for cultural heritage, entertainment, and community programs. But it can do more than that, it can serve as a catalyst for development of the block and the whole corridor, leading to temporary changes and ultimately long-term changes.

In order to generate excitement and solicit community input regarding theatre programming and the overall reimagining of the corridor we propose some 'Lighter, quicker, cheaper' strategies, such as increasing public art and active use of vacant lots. In particular, we want interactive art that involves the community by contributing ideas for localized placemaking

design and programming ideas for the theatre and surrounding blocks. These ideas will be incorporated into the rehabilitation of the theatre and development of the corridor.

Rehabilitation and programming of the theatre is only the beginning. As rehabilitation is underway, planning will also be underway for 'external programming', which will center around public 'events' that will occur before, during, and after weekend theatre performances. The idea is for the theatre programming to feel permeable and connected to the street, the block, and ultimately the corridor.

This will excite the street and allow more space for pedestrian activities, exterior performances,

food carts/vendors, and merchants. We intend that, in addition to regular weekly programming, this weekend inside/outside programming will help residents and visitors see the potential in the Buckeye corridor, which will lead to increased commercial and residential occupancy.

Finally, we want to make this weekend experience a more permanent part of daily life along the Buckeye corridor by making the simulated sidewalk expansion permanent. This will allow new businesses to activate the sidewalk on their own by bringing sidewalk cafes, restaurant/bar seating, and merchandise out of their storefronts and onto the sidewalks, creating a corridor with vibrancy and vitality that will be loved by both visitors and the community.

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## Strategy

### *Cultural Anchor for Commercial Corridor Restoration*

The renovation serves as a catalyst for future development along Buckeye Rd. We see the restoration as an opportunity to establish a foundation rich in legacy and culture that still remains after the historic economic struggles.

The goals for this project are attainable through strategic temporal phasing and objectives. Each phase constantly activates the public realm by activating the space and informing the people of the development. Transparency of the behind the scenes action will further engage stakeholders to act beyond the nucleus of the theater.

The following work articulates the Moreland Theater area development strategy through relevant precedent study, diagrams and illustrations. It begins with similar success stories; identifying key points that are applicable to the Moreland Theater development strategy.

The strategy breaks down into short, mid and long term identifying each phase's input necessities and subsequent outputs from the intervention. This aims to demonstrate the reality of potential and to identify risk factors or challenges within the strategy.



### *Engage the community*

- Objectives**
1. Create neighborhood buy-in
  2. Establish organizational leadership

- Actors**
- » BSSDC
  - » Land Studio
  - » Buckeye community: neighborhood activists, artists and organizations

- Funding**
- » BSSDC resources/staff time

## Goal 1

### *Excite the built environment + public realm*

- Objectives**
1. Repurpose vacant lots
  2. Create highly visible programming activities

- Actors**
- » BSSDC
  - » Land Studio
  - » New Buckeye Business Alliance

- Funding**
- » Cuyahoga Arts Grant

## Goal 2

### *Encourage broader corridor development*

- Objectives**
1. Grow and sustain economic development
  2. Implement streetscape improvements and adopt complete streets

- Actors**
- » BSSDC
  - » Land Studio
  - » State Government

- Funding**
- » YMCA Green & Complete Streets Initiative
  - » State & Federal Funds
  - » Cleveland Community Block Grant
  - » TIFF District

## Goal 3

## Locational Context

Downtown Cleveland's positive revitalization is a model for post-industrial cities across the county. Collaboration between public and private sector industry leaders lead to a growing urban vibrancy and created a consistent vision across Cleveland that emphasizes the well being of communities and commercial corridors. Surrounding neighborhoods are leveraging downtown's successful resurgence. Ohio City attracts locals and visitors to its Public market and variety of dining experiences. East of downtown in the Buckeye-Shaker neighborhood districts like Larchmere and Shaker Square are becoming destination commercial districts for Cleveland and surrounding suburban residents.

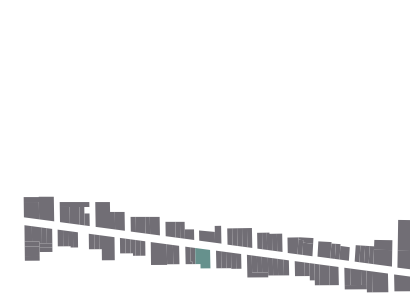
*Cleveland, Ohio*



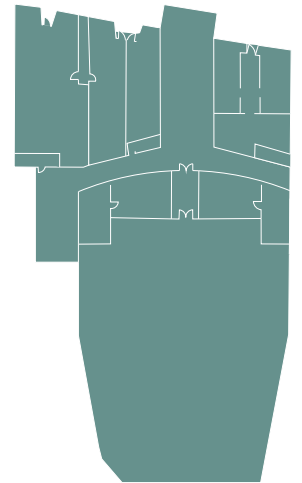
*Buckeye-Shaker Neighborhood*



*Buckeye Commercial Corridor*



*Moreland Theater*



The Buckeye Rd commercial corridor is situated on the southern end of the Buckeye-Shaker neighborhood and borders the prominent Shaker Heights neighborhood. Buckeye's history as a Hungarian ethnic enclave established the corridor as a commercial center. Later, failed integration efforts caused a long history of disinvestment that made a lasting effect on the economic prosperity and growth of the corridor.

Over the last 10 years, the neighborhood has received positive attention with public

transportation improvements, new schools and libraries and strategic planning from efforts with the Community Planning Advisory Committee. Still the corridor struggles to establish itself as a thriving commercial center. Perceived unsafe environment, absentee landlords and declining surrounding housing stock create an environment that is undesirable and unprepared for new development. By contrast, the vibrant and emotionally invested Buckeye neighborhood community envisions a different Buckeye corridor that can be an opportunity for a better future.

Entrepreneurial spirits desire space and training to foster their skills and talents. BSSDC wants to channel this energy to the overall sustainability of the corridor. Through the redevelopment and strategic programming of the Moreland Theater, the BSSDC hopes to create a central resource and community development center that provides the people of Buckeye with the tools and support needed to reinvest their time and talents to the corridor. Therefore, creating a vibrant economic district that receives similar praise as its neighboring districts and city central business district.

## Building Stock



## Precedent Studies

### Lessons

The following precedent examples were inspiration to our suggestions of the Moreland Theater redevelopment and Buckeye corridor. The precedent examples have similar contextual circumstances that are applicable to the Buckeye corridor. The lessons most applicable to Buckeye are listed accordingly.

### *The Alley Project*



**Location**  
Detroit, MI

The Alley Project (TAP) is an initiative of the non-profit Young Nation, a small, community-based youth group from southwest Detroit. (TAP) includes a gallery that contains a studio and space for youth and the community and a walking gallery along an alley that spans one city block with high-quality, multi-color murals with signage to honor and explain the history of the pieces and the alley on garages and other surfaces. In these spaces youth and community members can create, show, and see street art in a way that is legal, safe, and supports learning and relationships.

#### **Lessons**

1. Builds work on social capital as opposed to limited financial resources.
2. Allows an opportunity for safe creative outlets.
3. Provides eyes and security in a space often overlooked

### *Kensington Market*



**Location**  
Toronto

Home of various waves of immigrants and once slated for urban renewal, Kensington Market in Toronto has become a premier neighborhood. It's diversity and urban form make it an ideal example of great street life & a successful for businesses and residents.

#### **Lessons**

1. Mix of uses and provision of sidewalk space as auxiliary commercial space
2. Highly visible public art & branding
3. Pedestrian dominance due to narrow streets, wide sidewalks, and world class transit provision

### *Wealthy Theatre District*



**Location**  
Grand Rapids, MI

The Wealthy Theatre restoration represents many things for the City of Grand Rapids. It was one of the first developments that supported urban development, despite trends of sprawl to the suburbs and decline of downtowns. Subsequently, the Wealthy Theatre encouraged the restoration of over 25 properties within the neighborhood. This strengthened the neighborhood's connection to downtown Grand Rapids and helped tackle issues of suburban sprawl.

#### **Lessons**

1. Neighborhood and private economic organization initiated the motivation and leadership
2. Private foundation support and funding throughout phases
3. Branding and established unity within the neighborhood made development manageable.

## Engage the Community



### Create neighborhood buy in

Short term interventions become a road map for the community to use as strategy for middle to long term visioning and planning. The proposed chalkboard wall encourages the public to identify with the Moreland Theater space in a different light. The change in interaction with the space motivates a paradigm shift among the community. Ideally, the community begins to identify with the space positively. This creates a vested interest within the community that encourages stakeholders with leadership power to stay engaged with the project.

A medium and long term strategic plan translates the short-term interventions into a more mature vision and becomes a guiding framework for future development and investment. It also becomes a tool to attract additional partners that can carry out more permanent developments. Above all, it is a critical tool that helps establish a market for the intended use of the space which encourages the community to use the space indefinitely.

#### Inputs

- Simple interactive elements that attract pedestrians to look twice at the theater
  - Chalkboard wall
  - Display of conceptual rendering
- Careful and frequent maintenance
  - Eliminate profanities or tagging
  - Update the conceptual rendering information as it changes and moves along the timeline

#### Outputs

- Transform portion of Buckeye Rd into an exciting laboratory that citizens can start using right away and recognize change right way
- Familiarization of interacting in the urban space without specific programming for the interior spaces
- New interaction encourages new neighborhood and community partners
- Paradigm change of perceived safety

### Creating autonomy over new community space



#### Public art

Public art inspires others and the artist. Interactive street art project brings artists of Buckeye to celebrate through art, all good things in life, environmental awareness, peace, love and respect for the neighborhood's cultural values.



#### Share Moreland vision

Using the current facade as a canvas and message board to Buckeye keeps the community informed of progress. It helps promote civic spirit of the area knowing that the leaders are actively working towards improving the neighborhood.



#### Engage community ideas

Opportunity for the community and neighborhood to voice their opinions and develop a sense of autonomy over the future of Buckeye.

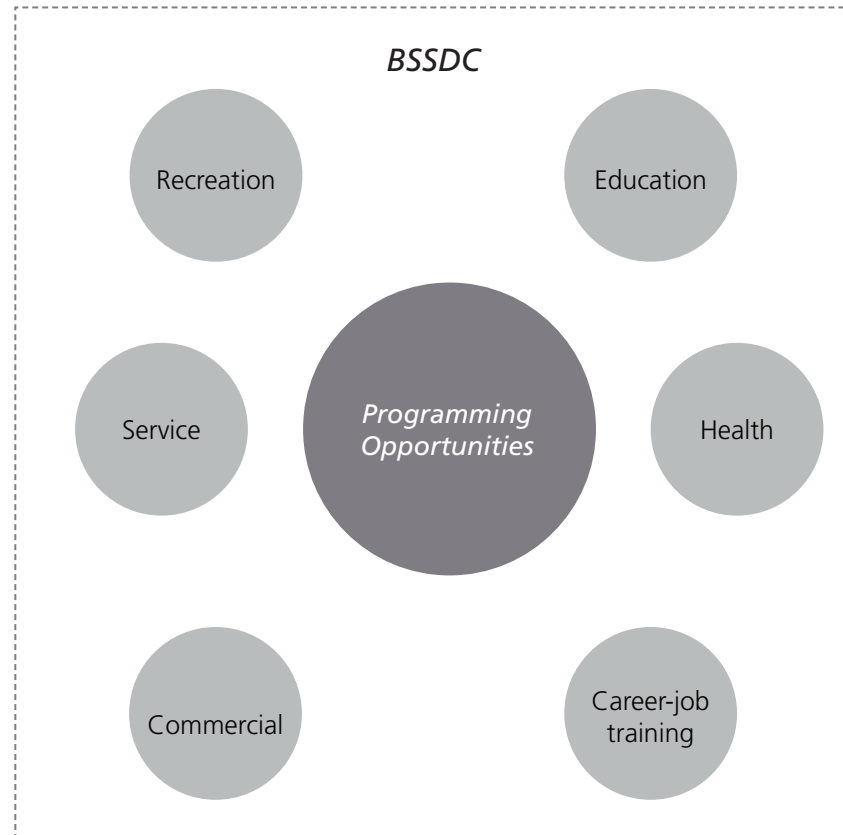
## Engage the Community



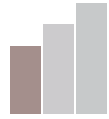
### Create neighborhood buy in

Once the Moreland Theater is open and established with tenants, the community will be eager to participate and be involved with various activities. Sharing a request for proposals with the Rice Elementary School, Library, area churches and other community organizations will take advantage of the available space.

Organizing an RFP process will give these groups the opportunity to use the Moreland Theater space and incorporate an engaging program that will contribute to the vibrancy of the built and public realms.



## Engage the Community

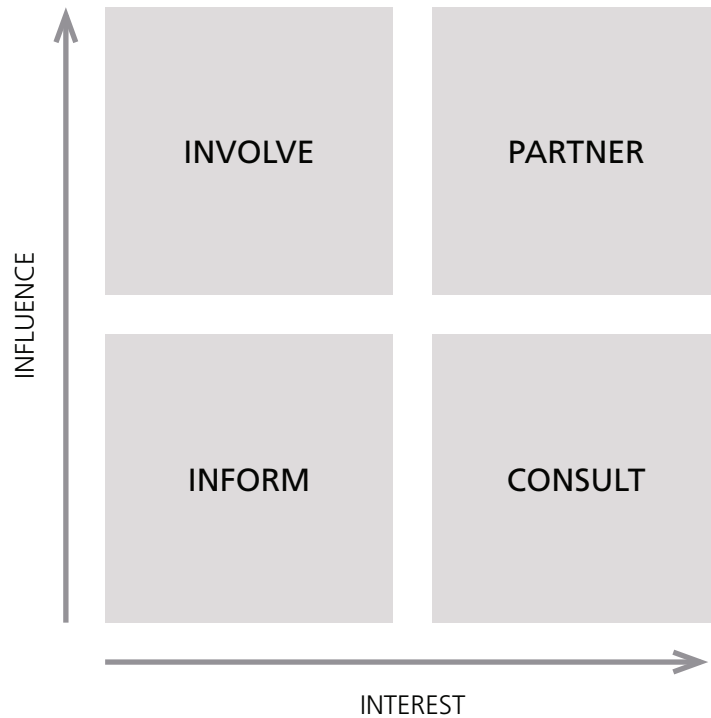


### Establish organizational leadership

Community members that attended the Fairhill Partners engagement meeting raised the issue of neighborhood organization transparency and effectiveness. There are over 14 different non-profit community, residential and development focused organizations within the Buckeye-Shaker neighborhood. A thorough analysis of all neighborhood organizations will identify the roles current groups play and where there is an opportunity for another group to form.

A stakeholder engagement analysis helps organize players that are potentially affected or that have a potential responsibility in an initiative. It defines their relationship with the lead organization and establishes a relative importance in delivering the initiative's objectives.

The diagram above illustrates the organization pattern of a stakeholder engagement analysis. It categorizes stakeholders on their relationship based on the stakeholder's influence and interest ratio. Each quadrant strategizes how to foster and develop a relationship with that particular stakeholder.



**INVOLVE:**  
These stakeholders have high power but are less interested. Keep this group satisfied with the targeted initiative but do not overwhelm them with updates and information.

**PARTNER:**  
This group has the highest influence and highest interest. These are the key players to partner with to execute the initiative.

**INFORM:**  
This group has the least amount of influence and interest; keep this group informed enough to be engaged.

**CONSULT:**  
These stakeholders are unique because they share detail about the initiative and are aware of other stakeholders' feelings regarding the initiative.

### Actions



### Partnerships



Creative public space installments and community interaction. Address creativity and branding of Buckeye Corridor

Cultural and educational programming management

Increase agriculture, healthy food supply and education

Economic leadership and stabilization

LAND Studio

The Passport Project

Shaker Square Farmers Market

Buckeye-Shaker Square Development Corporation

### Mid term actions

The stakeholder engagement analysis will help the BSSDC identify what actions and initiatives they will call upon outside partnerships. Engaging these partnerships will create leadership buy in and will be manageable for BSSDC to continue other initiatives once the theater is self sufficient.

### Long term actions

This action item will be an ongoing goal that all partners and stakeholders will be working towards indefinitely. It is a shared vision that will bring all entities to work and be motivated to continuous improve.

It becomes relevant when the leader comprehends the engagement levels of partnership and relationships related to the common vision for the Buckeye Rd commercial corridor.



## Excite the Built Environment + Public Realm

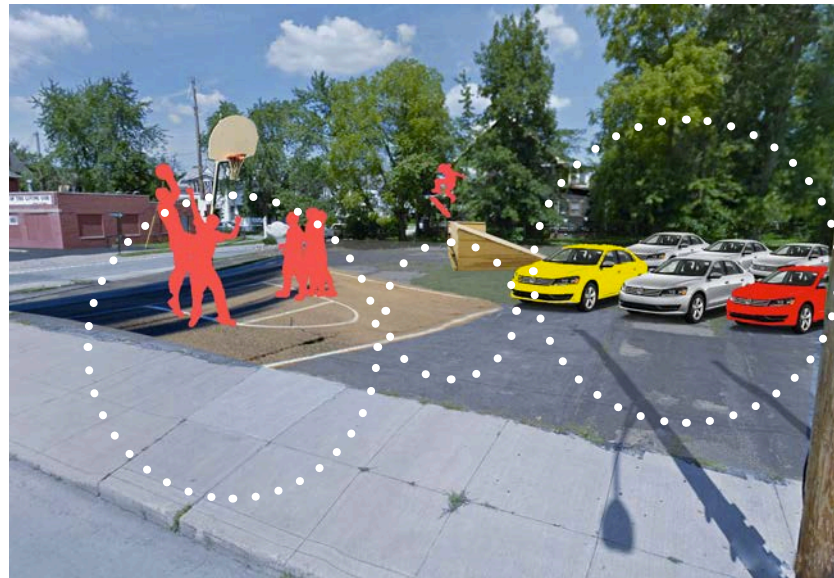
### Re-purpose Vacant Lots

Reactivation of the theatre requires solving the parking problem. According to BSCDC code requires that 267 parking spaces be provided for the theatre when it reopens (this number will vary somewhat given the final configuration of the theatre). Shared parking opportunities may be possible and should be explored, there is considerable excess parking capacity along the Buckeye corridor that could be utilized.

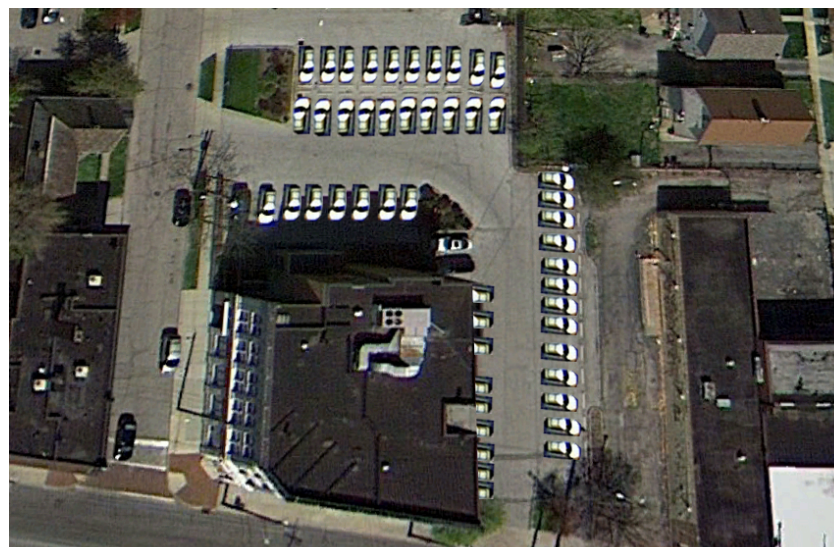
When new parking space for the theatre must be created, it should not be a static land use. Rather, it should be seen as space that can have multiple temporal functions. In the longer term, we propose to advocate for a policy shift to lessen parking requirements for areas with significant public transit options, and also to improve vacant lot programming and make permanent.

**Actors:** BSSDC + Land Studio

**Funding:** Cuyahoga Arts Grants



Parking lots can provide space for other uses when there are no theatre events



■ Moreland Theatre

■ Vacant Parcels, BSSDC Owned  
Area= 35,581 SqFt

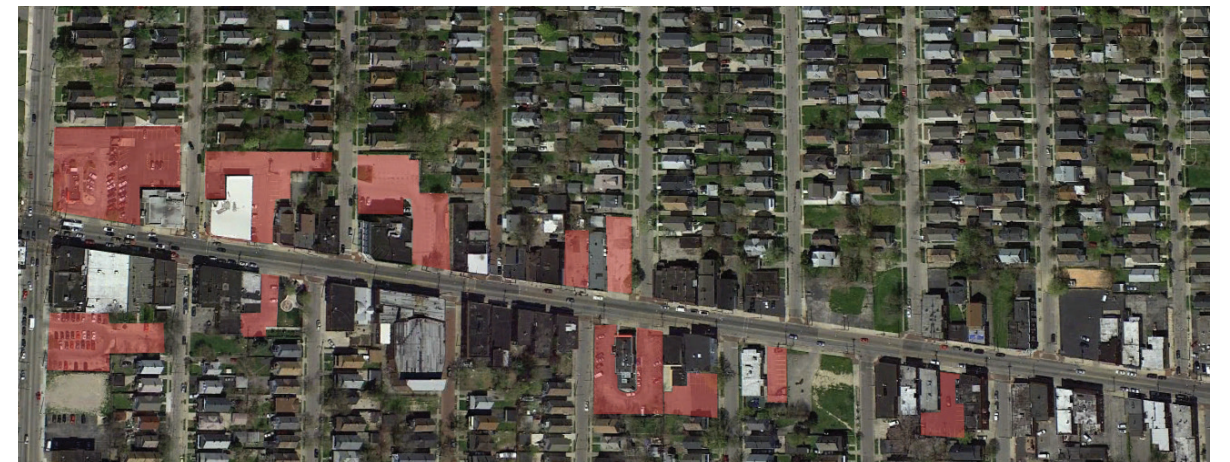
■ Vacant Parcels, Publicly Owned  
Area= 40,298 SqFt

>Average (Compact) Parking Space: 275 Sqft

>Total Minimum SqFt of Parking needed: 73,425 SqFt

> Parking Spaces needed: 267

>Available CDC & Public owned in 1/4 mi: 75,879SqFt



Opportunities for shared parking: Existing parking lots with excess capacity

## Excite the Built Environment + Public Realm

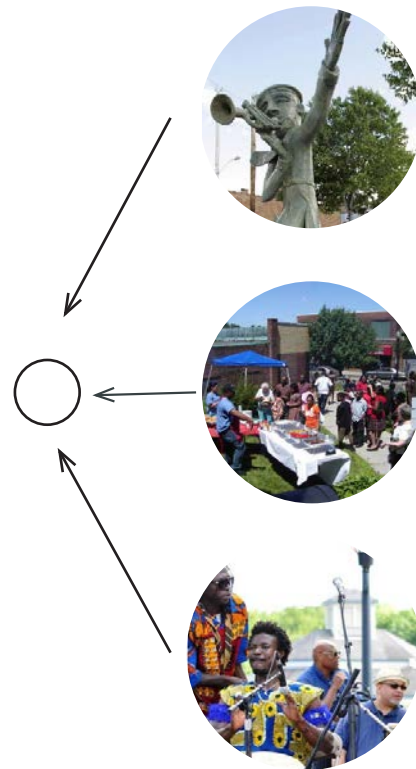
Create highly visible programing activities

Harness existing events/programs such as the Soul of Buckeye Jazz Festival, church gatherings, and events from the library, school, and Passport Project and facilitate consolidation into larger events that take place in a highly visible area such as Jazz Park.

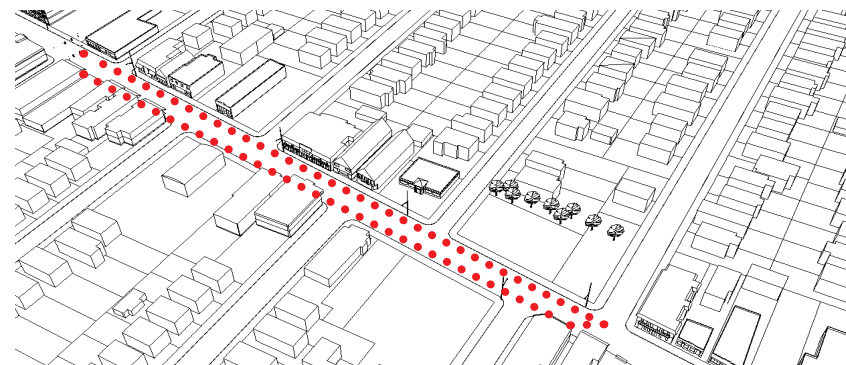
As theatre rehabilitation is underway, planning will also be underway for external programing, which will center around public 'events' that will occurring before, during, and after weekend theatre performances. The idea is for the theatre programing to feel porous and connected to the street, the block, and ultimately the corridor. In concept, these events would be a mix of a block party, a street market, and Open Streets events yet with more direct thematic connection to the performance in the theatre.



To further connect it with longer-term proposed corridor improvements, we propose to simulate sidewalk expansion by blocking of on-street parking areas using temporary installations of 'Parklets', planters, and paint. This will excite the space and allow much more space for pedestrian activities and interactions. We intend that, in addition to regular weekly programming, this weekend inside/outside programing will help residents and visitors see the potential in the Buckeye corridor, which will lead to increased commercial and residential occupancy.



Focus Area



**Actors:** BSSDC + Land Studio

**Funding:** Cuyahoga Arts Grants



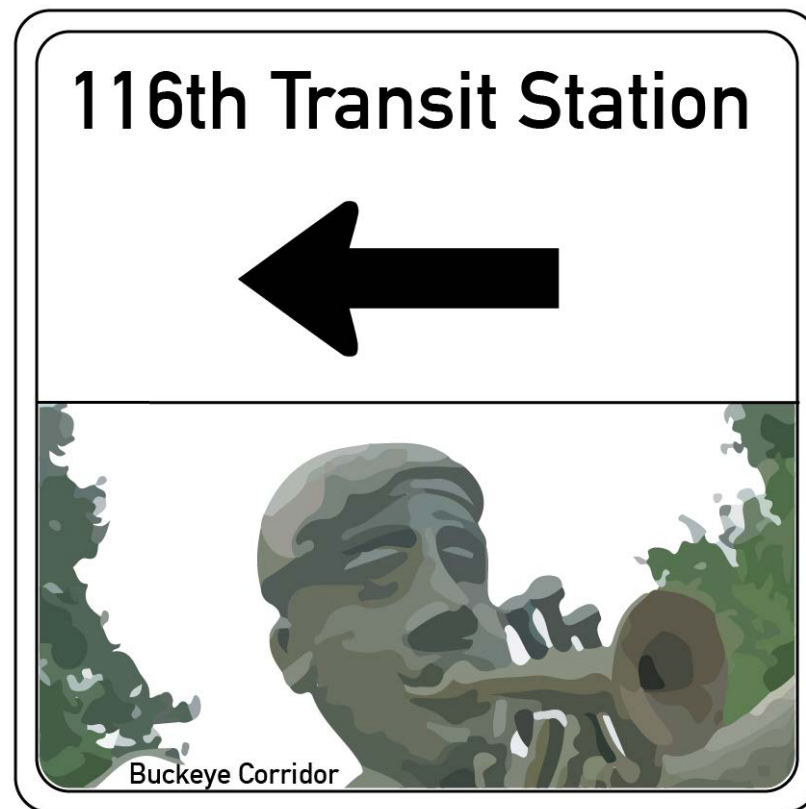
## Excite the Built Environment + Public Realm



*Create highly visible programming activities*

In the short term, Buckeye needs to begin the process of creating an identity. It could also benefit from wayfinding signage that help visitors navigate the area, particularly from the train station. These two needs can be addressed in tandem by creating branded wayfinding signage that uses some of Buckeye's already recognizable features such as the 'Jazz Man' statue.

In the longer term, create thematic connections between programming in the theatre and corridor-wide programming. Murals, streetlight banners, color patterns, or other techniques could be used to promote a holistic place-based district around the theatre.



**Actors:** BSCDC, Land Studio, & newly-created Buckeye Business Alliance

**Funding:** TIFF District + Cuyahoga Arts Grant



## Encourage broader corridor development

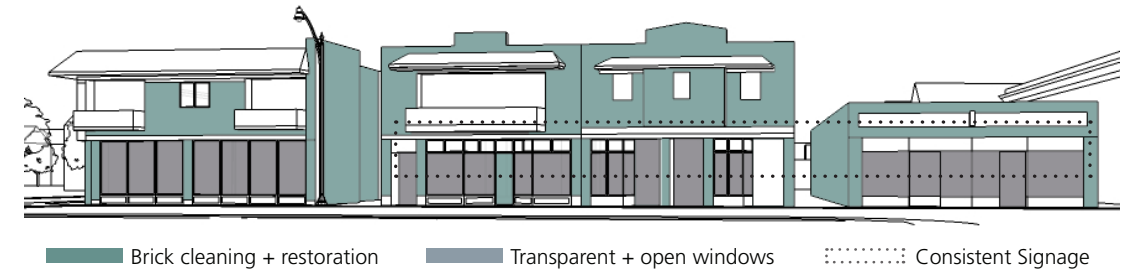
### Grow + sustain economic development



Buckeye Rd has a critical mass of historic buildings with unique architectural features. This detail adds character to the district and gives the area a unique identity. Updated facades and welcoming retail frontages will improve the perception of safety and vibrancy of the district.

Small grants or loans to active businesses and committed retailers in the area will begin to set a standard for the retail development. Furthermore, this will add to increasing the building values of the district.

Three general aspects should be considered in facade improvements: Brick/structure condition, signage and window transparency. As an economic development agency, establishing a standard for the qualifying retailers to participate will be important. Additionally, providing the avenues to seek contracting and architectural resources for the physical improvements.



### Guide for structuring urban form development and redevelopment

Rule	Provisions
Blocks and Alleys	<ul style="list-style-type: none"> <li>All lots shall front a street</li> <li>No block shall exceed 400 ft without a midblock alley, access easement, or pedestrian pathway</li> <li>Alleys are required to provide access to the rear of all lots. (Alley dedication is required on interior lots where an alley cannot be included with construction.)</li> </ul>
Buildings	<ul style="list-style-type: none"> <li>Building footprints over 30,000 SF require a use permit.</li> <li>All building facades along a street frontage shall include a primary entrance on the street</li> <li>Building facades on opposite sides of a street must follow the same building envelope standards</li> </ul>
Streetscape	<ul style="list-style-type: none"> <li>Street trees are required along both sides of all streets</li> <li>Streetlights are required along both sides of all streets, spaced 60 ft on center</li> <li>Sidewalks must include other materials other than poured concrete</li> </ul>
Parking	<ul style="list-style-type: none"> <li>Sites under 20,000 SF are exempt of parking requirements</li> <li>Residential development over 20,000 SF must provide 1.125 parking spaces/unit; one-eighth of a space/unit provided as shared parking</li> <li>Non-residential development over 20,000 SF must provide one shared parking space for every 1,000 SF of floor area</li> </ul>
Retail	<ul style="list-style-type: none"> <li>The ground floor of main street sites must be occupied by primary or secondary retail uses</li> <li>Windows shall not have obstructive screens or bars</li> </ul>
Public Improvements	<p>All new development and redevelopment shall install:</p> <ul style="list-style-type: none"> <li>Required sidewalks, curbs, gutters</li> <li>Underground utilities</li> <li>Street furniture (benches, bike racks, trash cans)</li> <li>Street trees and streetlights</li> <li>Public art</li> </ul>

## Encourage broader corridor development



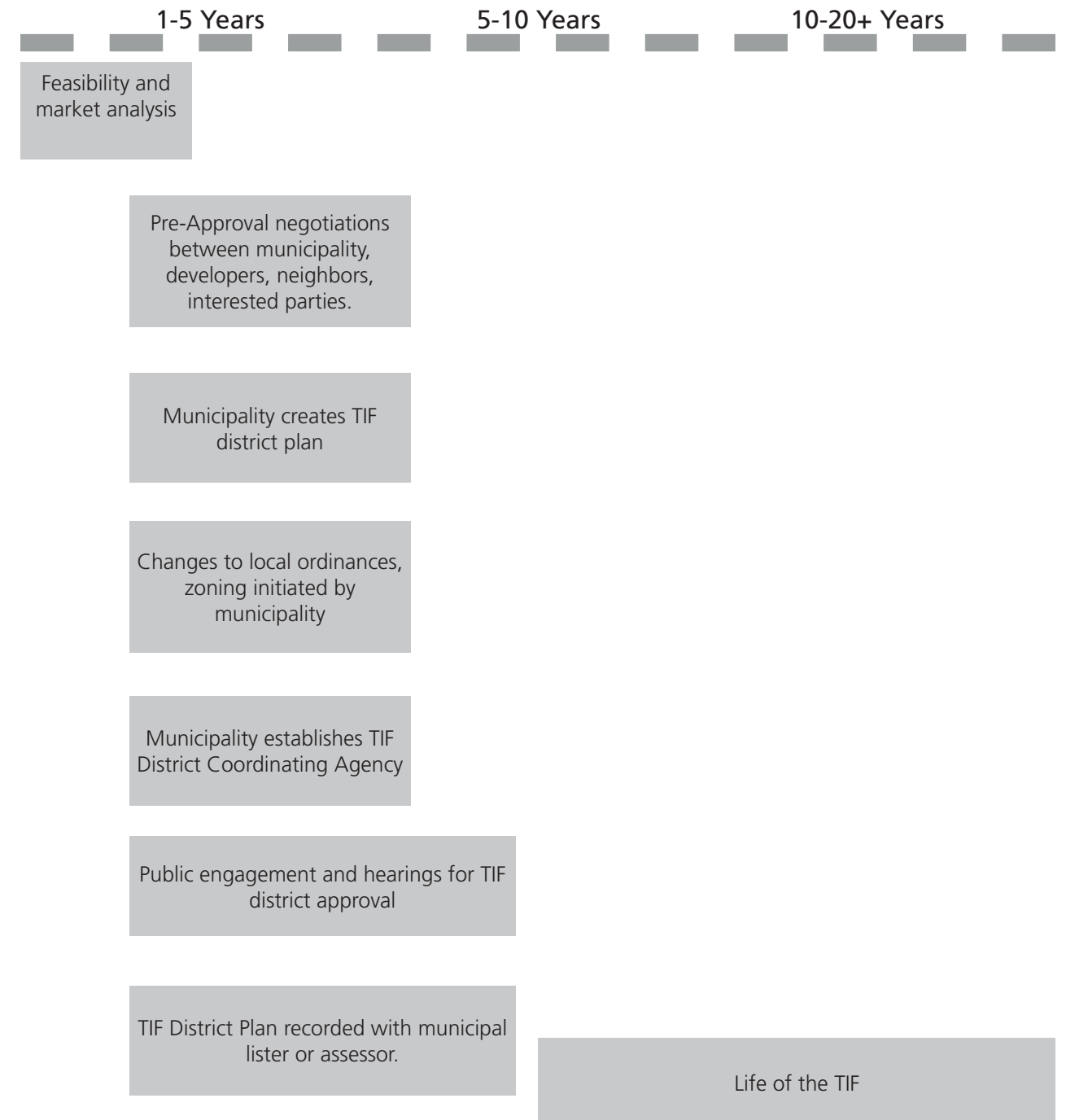
### *Grow + sustain economic development*

The physical condition of a place is an important factor of the economic sustainability. So far, this work has acknowledged the Moreland redevelopment through the lens of physical design and social involvement to leverage economic stability and prosperity. The Buckeye corridor is not part of a TIF district or other economic district designation that harvests revenues from district property taxes.

Eventually, once the Moreland Theater is established and is functioning at its new capacity, the Buckeye corridor will benefit from a TIF designation.

The diagram on the right illustrates a general timeline and procedure for developing a TIF district. Currently, the BSSDC is in the most important stage of this procedure. Developing a feasibility and market analysis will determine the district's economic timeline and subsequently its TIF timeline.

*Sample tax increment financing development and implementation schedule. Ideally can begin after Moreland Theater reopens.*



## Encourage broader corridor development

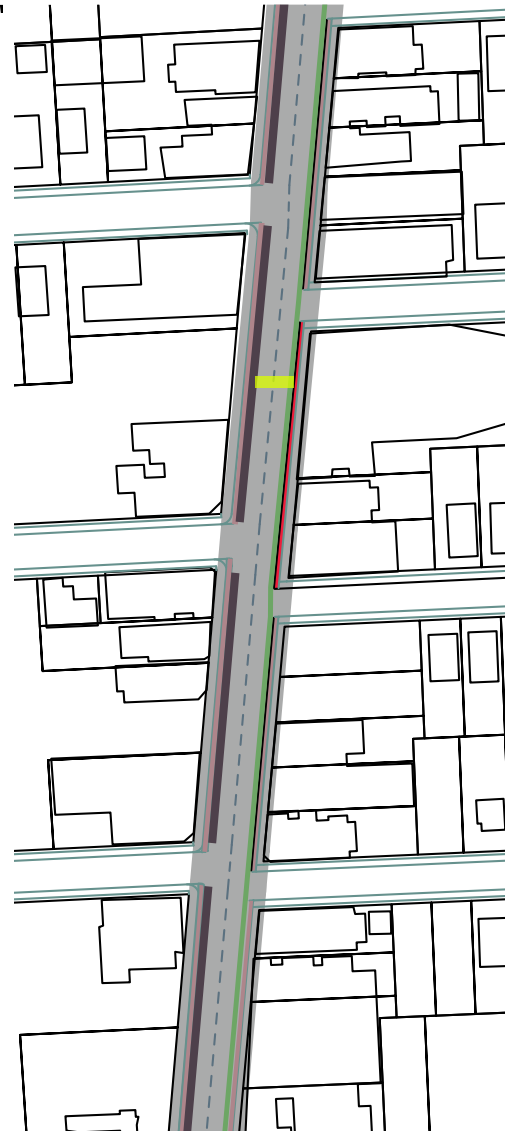
### Implement streetscape improvements

Finally, we want to make the weekend experience a more permanent part of daily life along the Buckeye corridor by making the simulated sidewalk expansion permanent and adding other upgrades like benches & permanent planters. (Also a bike lane will be added and parking will be returned to only the north side of the street).

This will allow new & existing businesses to activate the sidewalk on their own by bringing sidewalk cafes, restaurant/bar seating, and merchandise out of their storefronts and onto the sidewalks, creating a corridor with vibrancy and vitality that will be loved enduringly by both visitors and the community.

**Actors:** BSCDC, Land Studio, State Government

**Funding:** YMCA Green & Complete Streets Initiative. State & Federal Funds



- Proposed sidewalk improvements 4ft extension on each side
  - Proposed Bike Lane 5ft
  - On-street parking 7ft
  - Drive lanes 13.5ft each
- Existing Sidewalk: 6ft on south side, 7-8.5ft on north side

Streetscape improvements can be completed in phases. Benches, planters, and even trees could be donated and/or dedicated. A bike lane can be tested with only some paint.



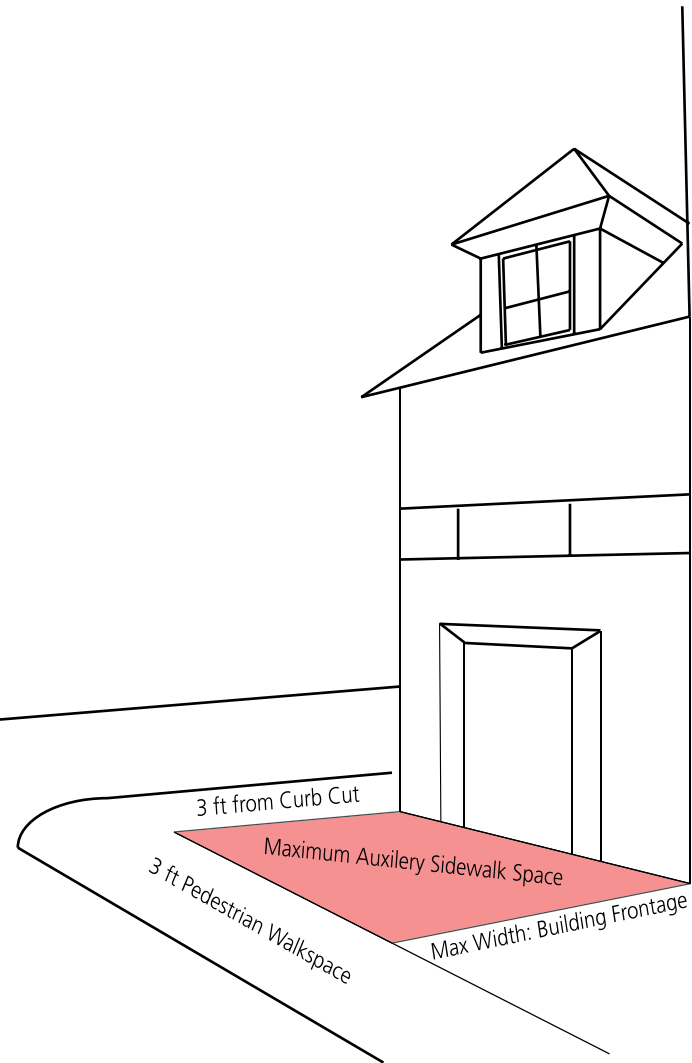
## Encourage broader corridor development



### Implement streetscape improvements

Auxiliary commercial space is instrumental in the vitality of Kensington Market, Toronto. Currently, Cleveland has a cumbersome and insufficient temporary permitting process to allow for commercial occupation of the sidewalk. Once sidewalk expansion is approved, the BSCDC should advocate for a zoning overlay district that allows for permanent commercial occupation of the sidewalk by corridor businesses. Not only will this excite the streets, but it will provide an additional reason for businesses to choose to locate along Buckeye.

Cleveland has already designated the Buckeye corridor for a Pedestrian Retail Overlay district, however this designation deals primarily with building uses, we propose that sidewalk space be considered additionally.



Changes in the municipal code regarding sidewalk usage could allow for more exciting corridor.



## Encourage broader corridor development

### Programming build out

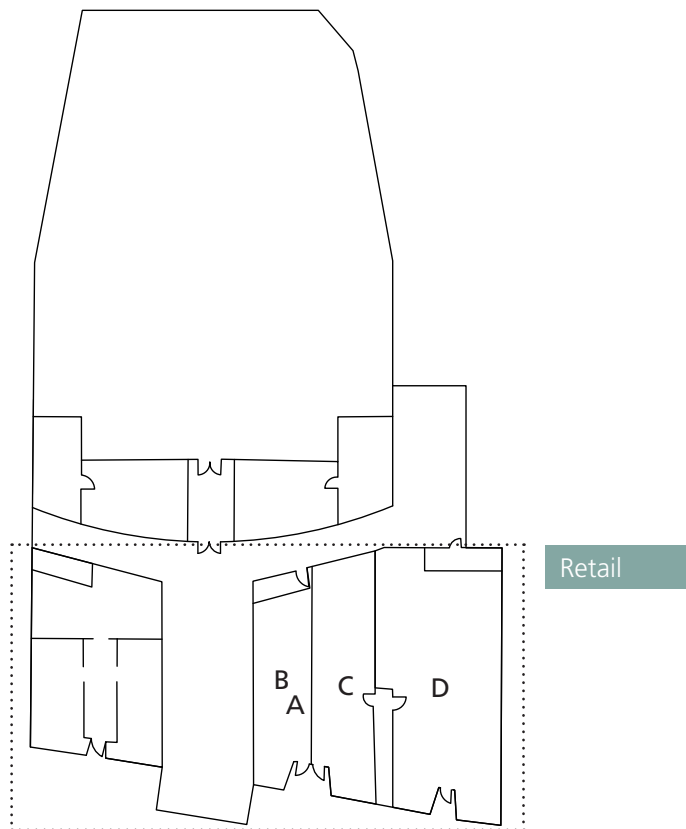


The Moreland feasibility study will determine the overall cost of rehabilitation and reconstruction for the theater to be occupied again. Currently, the BSSDC estimates building restoration will cost about \$10 million. BSSDC expressed interest in phasing the Moreland restoration to help cover the significant expense.

BSSDC suggested renovating the retail space first to prepare for new tenants. The Moreland has over 4,500 SF of traditional retail space with four store fronts opening to Buckeye Rd. Based on BSSDC's early estimate, the cost of restoration is \$281/SF. Estimating cost of rehab and build out for retail ready spaces will help secure tenants and programming that will ensure a the economic growth Buckeye desires.

This work suggests that BSSDC target specific tenants that are committed to the growth and stability of the Buckeye Corridor. Each tenant contributes to the design and build out of each unit. In exchange for a reduced lease rate, members of each tenant group raise funds for their

own tenant improvements. A \$75,000 grant from the Cleveland Community block grant can cover public shared spaces between tenants and facade improvements. The chart below monetizes the retail build out so BSSDC can target tenants that are able to support the build out for the redevelopment.



## Defining retail opportunities within the Moreland Theater

### Define the Retail Trade Gap

This tool must be within the context of a well-defined trade area. The Buckeye Rd corridor has nearby successful retail districts—Shaker Square, Larchmere, and downtown Cleveland—that can provide substantial consumer information to complete this retail analysis.

1. Measure the value of consumer expenditures made by local area residents
  - » Consumer data can be obtained from the U.S. Bureau of Labor Statistics' reports that provide per capita consumer demand.
2. Measure the total value of retail sales in the area
  - » Supply data can be derived from local retail sales tax data that is typically available through the city, county, or state tax assessor's office.
3. Subtract total retail sales (supply), from the total retail expenditures (demand)
  - » This determines the net balance of commercial trade or the trade gap within the local retail sector.
  - » A negative trade gap indicated a retail leakage, which is equal to the amount of money spent by local residents outside of the trade area.
  - » A positive trade gap indicates the amount of money that residents outside the community spent within the trade area.

Retail Category	Consumer Expenditure (demand)	Retail Sales (supply)	(Leakage)/Outside spending
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### Converting the Trade Gap into Development Capacity

1. Estimate the additional square footage of indoor retail sales space that the retail leakage could support by multiplying the total value of the retail leakage by the average sales per square foot for the corresponding retail product category.
2. The result of this calculation is a base estimate of sales floor space that must be adjusted to accommodate additional administrative or office space, as well as a healthy vacancy rate.

Retail Category	(Leakage)/Outside spending	Typical Sales/ SF	Supportable SF based off leakage
-----------------	----------------------------	-------------------	----------------------------------

### Trade Gap Outcomes

1. Compare the derived estimates of supportable square footage to the existing stock of retail real estate and the site requirements of potential retail recruitment targets.

*This table illustrates the available square footage of existing retail spaces in the Moreland. Furthermore, it shows estimated costs of restoration build-out that will be necessary for retail costs analysis.*

Space ID	SF	\$281/SF	Portion from grant	Tenant responsibility
Retail A	1,365	\$383,565	\$18,750	\$364,815
Retail B	610	\$171,410	\$18,750	\$152,660
Retail C	825	\$231,825	\$18,750	\$213,075
Retail D	1,710	\$480,510	\$18,750	\$461,760



# Buckeye Momentum

Buckeye road, as the most prominent commercial corridor in Buckeye Shaker neighborhood, is an essential component in revitalizing the neighborhood. Buckeye Momentum, therefore, is about building upon the existing assets along this corridor such as artisan markets, vacant lots, and vacant buildings.

Acknowledging the various concerns raised by the community,

we are specifying three strategies: food opportunities, artisan market, and transportation enhancement.

The two main goals to reflect upon for each strategy are safety improvement and economic development. By tying the three strategies and the two goals consistently throughout the project, we envision the beginning of the continuous prosperity of the neighborhood.

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# Existing Conditions

## Crime and Safety

Buckeye Road is constantly challenged by the frequent occurrence of crimes. During October and November 2013 alone, 7 cases of theft, 2 robbery incidents, and 2 assaults were reported.

During the community meetings, local residents, particularly women, expressed their need for more safety measures especially at night.



A. E. 128th and Buckeye Rd. (South)



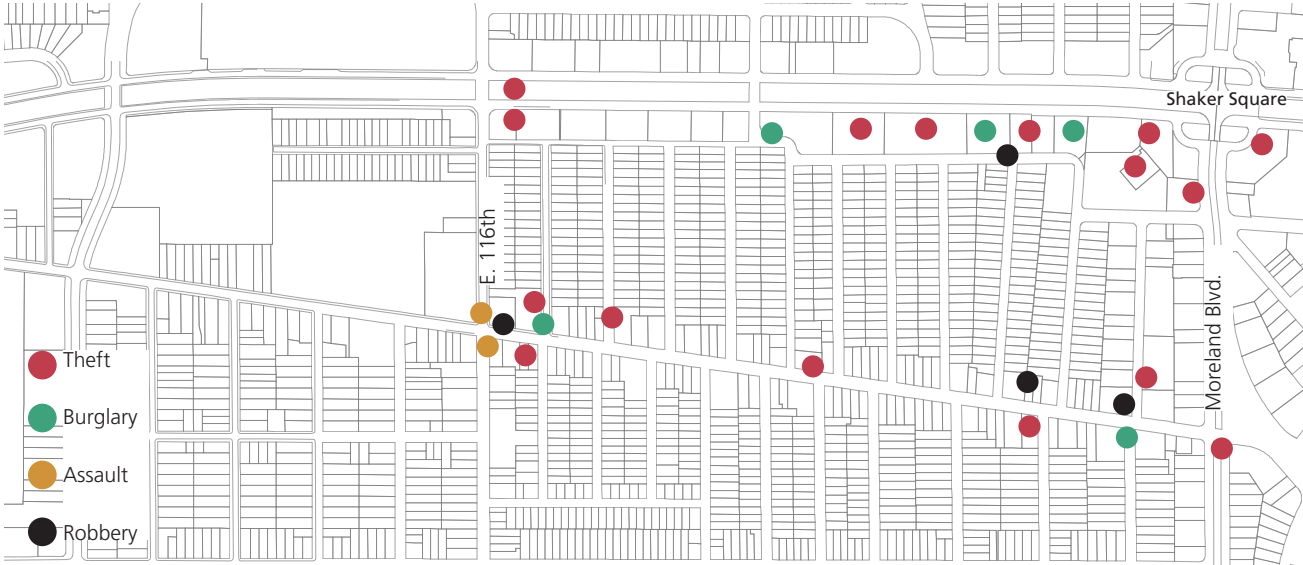
B. E. 120th and Buckeye Rd. (South)



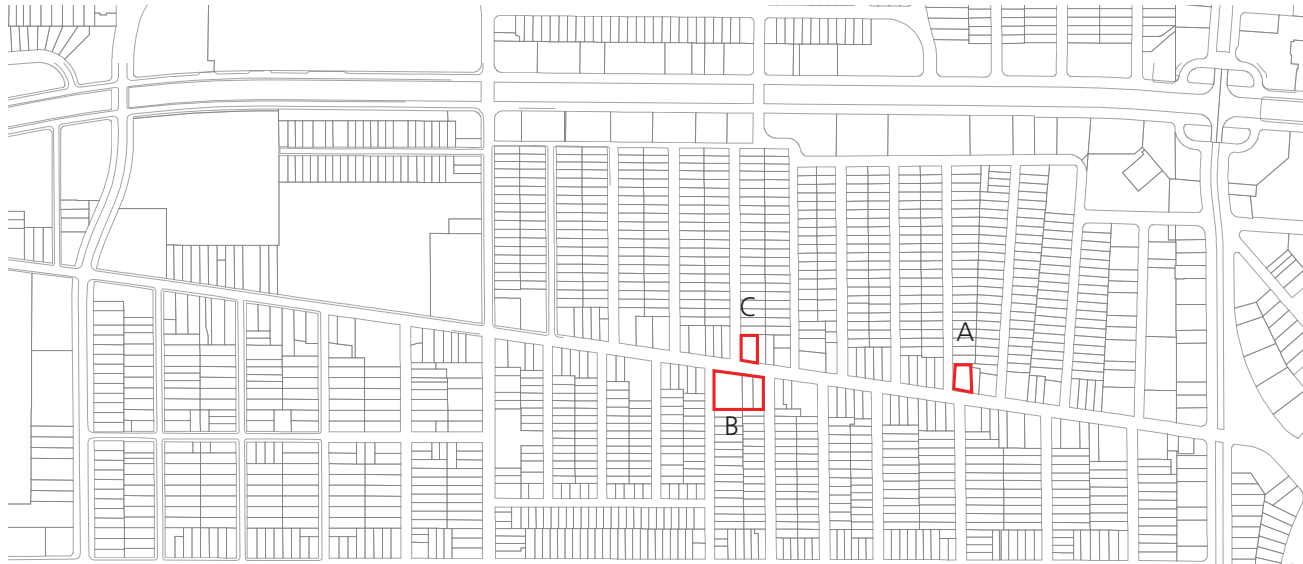
C. 120th and Buckeye Rd. (North)

## Vacancy and Deterioration of Existing Businesses

While some blocks along Buckeye Road seem lively, others often lack commercial uses and pedestrian activity. The existence of closed shops and vacant lots seem to break the continuity of the commercial facade, decreasing activity on the street, and making it less safe. More than 20 shops are closed and several lots are underutilized along Buckeye Road. At the same time, these properties provide an opportunity for projects that target community needs.



Events reported in October and November 2013



# Existing Conditions

## Market Conditions

The Buckeye Road corridor is currently characterized by the existence of many closed and unused shops. It also exhibits many underutilized land lots such as the ones that are being used as parking lots.

Besides the several numbers of fast food restaurants, there are extremely limited amount of restaurants that serves the corridor with quality food.

Grocery shops supplying fresh food products are also limited.

The rising number of shop closures are due to the deteriorating economic and safety conditions, as in the case of Lucy's Sweet Surrender (see map for details).



Currently only one shop exists where fresh food options are available (as opposed to occasional/weekend markets)



This shop, Lucy's Sweet Surrender, was a traditional Hungarian bakery since 1957. It closed in 2010 due to an armed robbery that involved a tragic death of an individual. This traditional use can be given priority, whether to Lucy's Sweet Surrender (currently operating in Shaker Heights) or other potential investors.

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>Food</li> <li>● Cafe</li> <li>● Bar</li> <li>● Restaurant</li> <li>● Fast Food</li> <li>● Closed or Unused Shop</li> <li>● Institutional</li> </ul> | <ul style="list-style-type: none"> <li>Retail / Sale</li> <li>● Local Grocery / Pharmacy / Liquor</li> <li>● Variety Retail</li> <li>● Clothing</li> <li>● Flowers</li> <li>● Music Store / Art Center</li> <li>● Fragrances / Beauty Supplies</li> <li>● Other Retail</li> </ul> | <ul style="list-style-type: none"> <li>Services</li> <li>● Barber or Hair/Nail Salon</li> <li>● Banks / Real Estate</li> <li>● Entertainment</li> <li>● Tailoring</li> <li>● Child Development/Daycare</li> <li>● Legal Services</li> <li>● Auto Repair</li> <li>● Fortune Reading</li> <li>● Motel</li> </ul> |
|--|---|--|

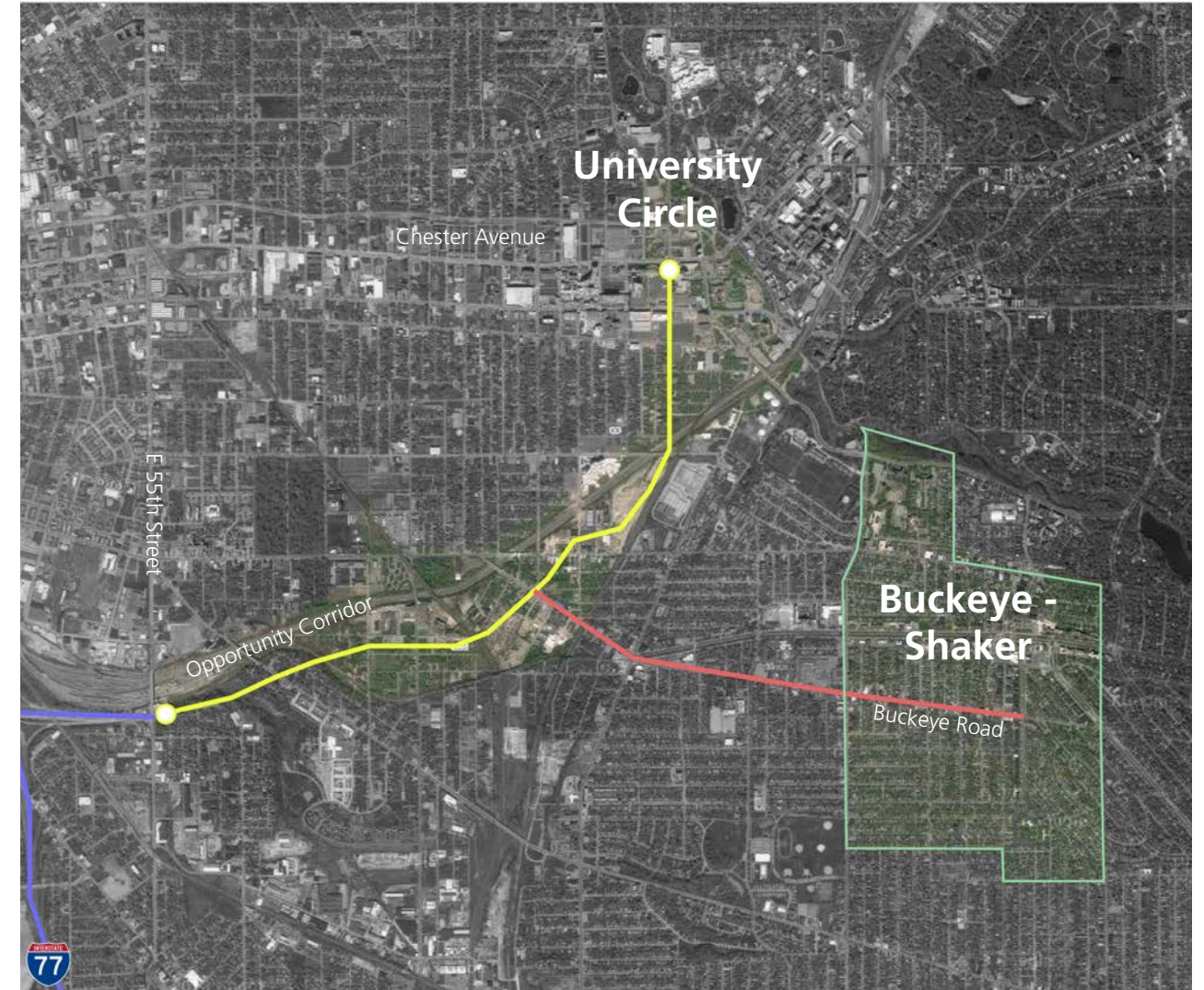
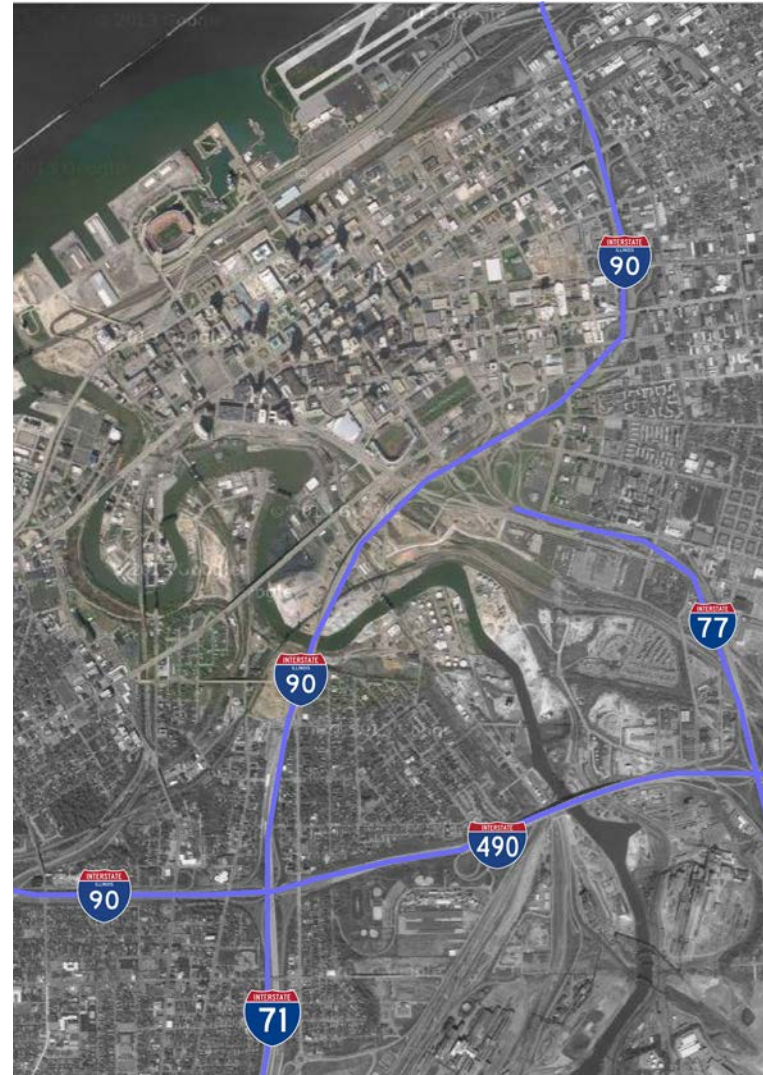
## Existing Conditions

### *Opportunity Corridor*

The Opportunity Corridor involves building of an urban boulevard between intersections I-490 & East 55th St. and East 105th St. & Chester Ave.

The purpose of this project is to improve the roadway network within the underserved and economically deprived area along this corridor. It also aims to provide improved connectivity between downtown and University Circle.

Incidentally, Buckeye Road is a major corridor that intersects with the Opportunity Corridor. It is an extremely critical opportunity for Buckeye Road to link itself to the larger Cleveland economic circulation in order to attract resources and people from the city and its suburbs.



## Buckeye Momentum

### Precedent Studies

These three precedents pertain to our project Buckeye Momentum in three major ways:

- The Place Making Principals provides the framework for making a vibrant street
- The Ohio City Market District provides the strategies to revitalize local businesses
- The Portland Mall Revitalization provides a model to a more pedestrian friendly street type that addresses safety, helps promote local business, and complement street stores' revitalization



### *Ohio City Market District, Cleveland*

The Ohio City Market District was redeveloped as a district capitalizing on businesses, and food culture and providing access to affordable and healthy local food.

The district was re-branded around the local existing businesses to attract additional businesses and residents.

The program provides incentives for storefront renovation, in the form of financial incentives (rebate and/or loan) combined with free City design assistance to applicants considering an exterior rehabilitation of a commercial structure.



### *Portland Mall Revitalization*

The highlight of the project is the streetscape that combines multiple types of transportation, pedestrian, biking, bus, light-rail, and car into a harmonic way that supports a vibrant downtown street life. Several features were identified from the Portland Mall Revitalization project. They range from public-private partnership, permeable surfaces, to streetscape design. The approaches of the project are comprehensive and create a synthetic and harmonious relationship between pedestrians and other transportation means, consolidate downtown streets' character, regain vibrant business activities.



### *Place Making Principles*

Rather than the buildings, it is the people who essentially activate the space. It is for this reason that the activities that takes place in public spaces attribute greatly to the place making. A careful consideration of the relationship between the space and the people is required in revitalizing a place socio-economically.

Providing certain programs such as restaurants, retails, and art institutes will not only boost the local economy, but also help establish the local characteristics and identity. By carefully fostering these specific uses will help ensure all aspects of the demographics will be engaged in the social fabric of the place simply by partaking the livelihood of the commercial district.

## Buckeye Momentum

### Introducing Proposal

In direct response to the issues and concerns raised in the community meeting, represented in the outer ring, the proposal incorporates three strategies:

1. Market Revitalization
2. Food Opportunities
3. Transit Enhancement

All three strategies specialize in engaging different aspects of the community concerns which we have established as targets. While each strategy does not cover all of the outlying elements, overlaps do occur where one or more strategies engage an element. For instance, Food Opportunities will have direct influence on "Lack of Safety" while simultaneously being covered by Market Revitalization.

Consequently this proposal aims to transform the negative aspects of the neighborhood into assets that can be taken as powerful tools to achieve economic development, improve safety, and revitalize the corridor.

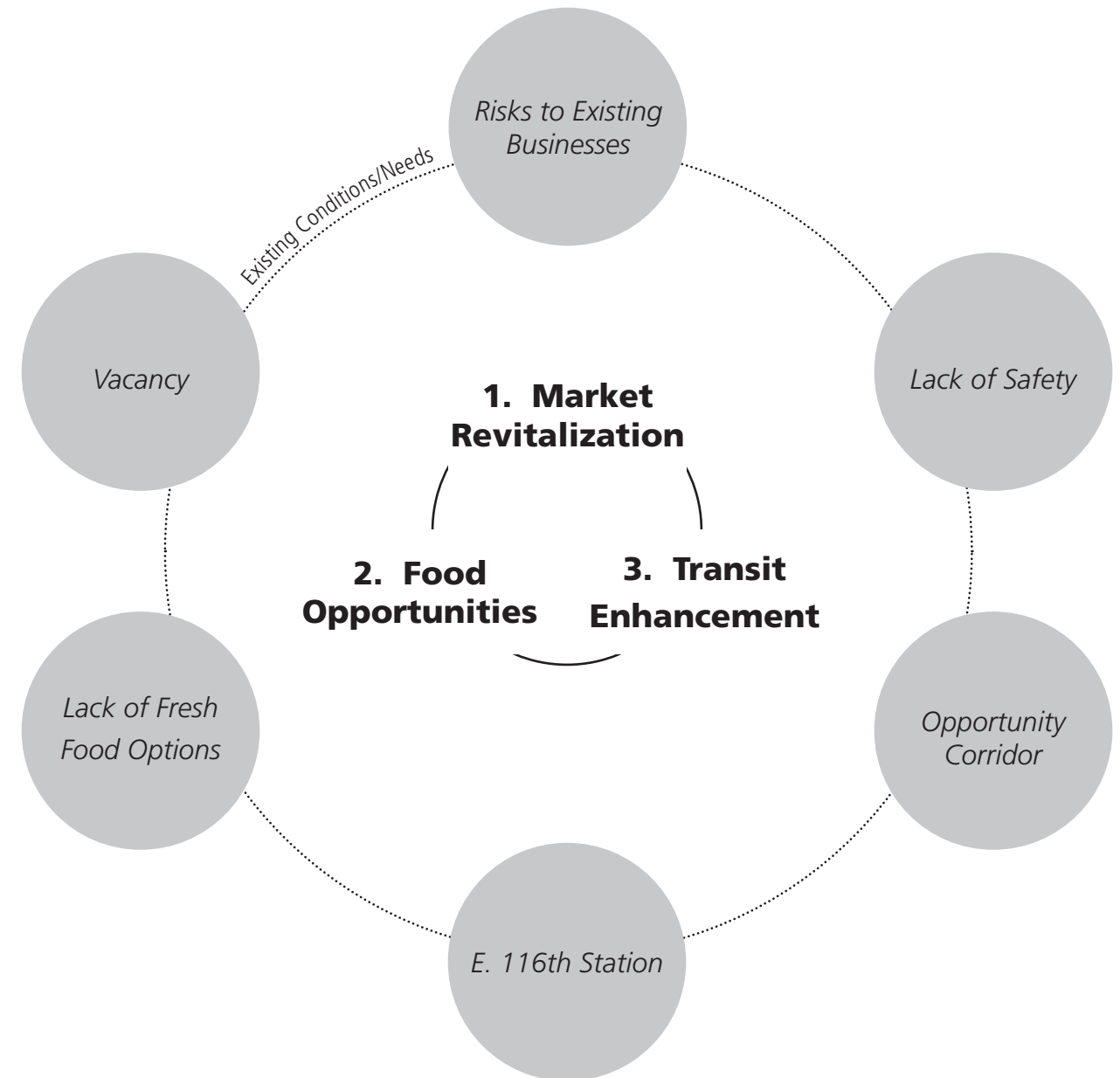
### Implications on Safety and Economic Development

#### Economic Development

- 1 Attracts visitors and business investors
- 2 Provides additional employment opportunities for the neighborhood.  
Attract people from the nearby neighborhoods to the corridor.
- 3 Help facilitate the mobility of the local residents and non-local residents throughout the city scale

#### Safety Improvements

- 1 The increased activity provides more eyes on the streets
- 2 Activities throughout the week days and weekends keep the corridor vibrant
- 3 Bright spaces, cameras, and emergency call button improves safety at night



# Buckeye Momentum

<i>Strategies</i>	<i>Strategy Components</i>	<i>Agents / Funds</i>	<i>Short-Term Actions</i>	<i>Long-Term Actions</i>
<b>1 Market Revitalization</b>	Retain existing businesses  Attract new businesses	CDC City of Cleveland Shop Owners  Funds: Cleveland's Store Front Renovation Program	Creation of a Business Improvement District (BID)  Encourage relevant local businesses to join the Neighborhood Retail Assistance Program provided by the City of Cleveland	Invite traditional businesses that left the neighborhood  Evaluate local retail needs  Encourage potential investment of deteriorated shops  Take the Business Improvement District further
<b>2 Food Opportunities</b>	Relocating Food Market  Constructing Ethnic Restaurants	City Fresh CDC Private Investors  Funds: Cleveland Foundation George Gund Foundation	Construct temporary structure  Raise revenue until profit	Rent  Sell  Rebuild
<b>3 Transit Enhancement</b>	Redesigning bus stops  Allocating new bus stops  Introducing bike lanes	RTA CDC Buckeye Area Retail Commercial Support Initiatives  Funds: Community Development Block Grants	Apply for Block Grants  Renew Existing Bus Stops  Construct new bus stops	Maintenance  Evaluation

## Market Revitalization

### Introduction

In order to respond to the difficulties faced by existing businesses, which forces some to leave the market, a strategy to retain these businesses is proposed.

Success in this initiative will help to preserve the identity of the corridor. It will also pave the way for the new businesses to come to the corridor in the long-term.

This strategy involves partnership between the stakeholders, CDC, and the city of Cleveland.



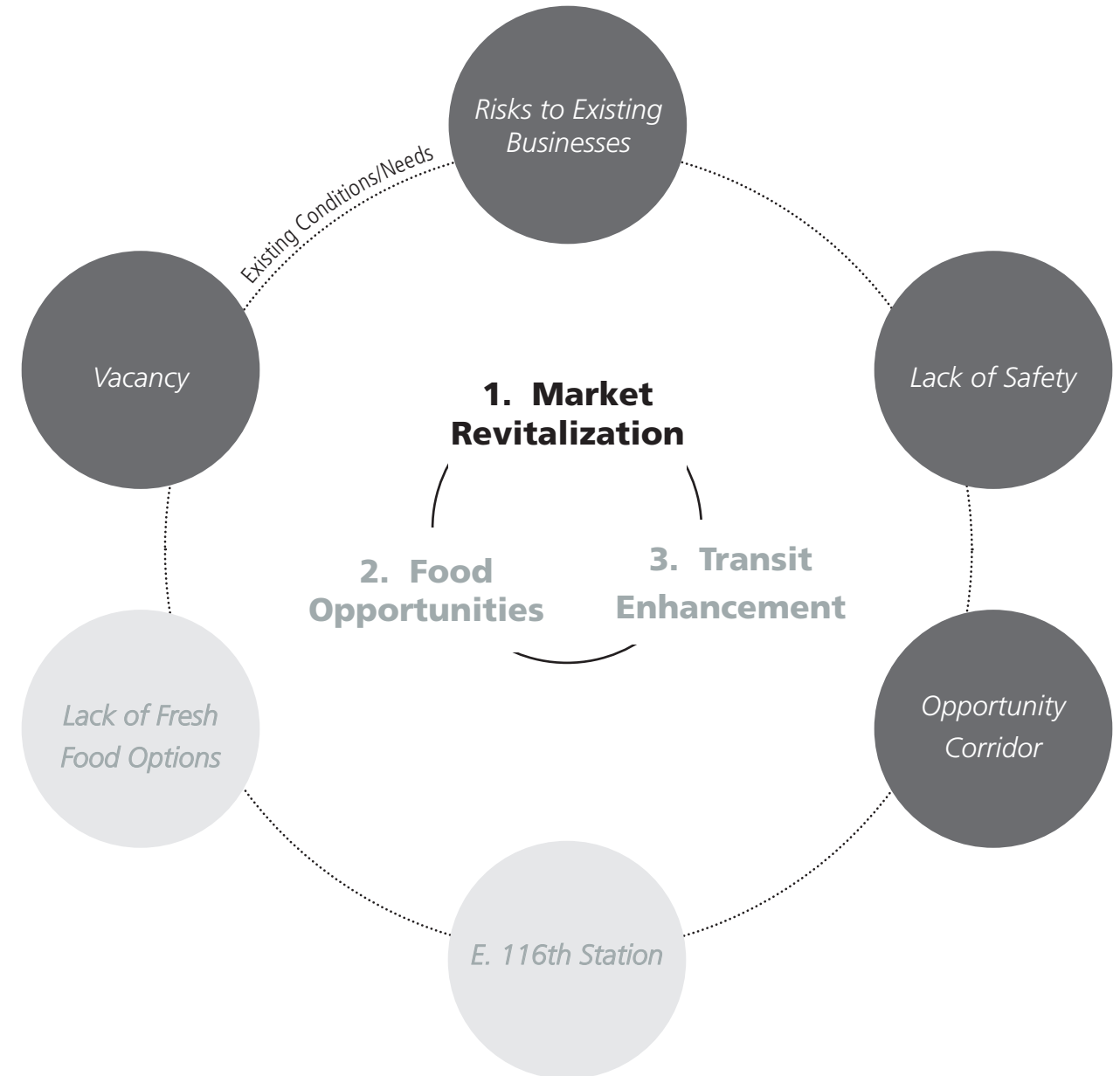
120th and Buckeye Rd.



117th and Buckeye Rd.



127th and Buckeye Rd.





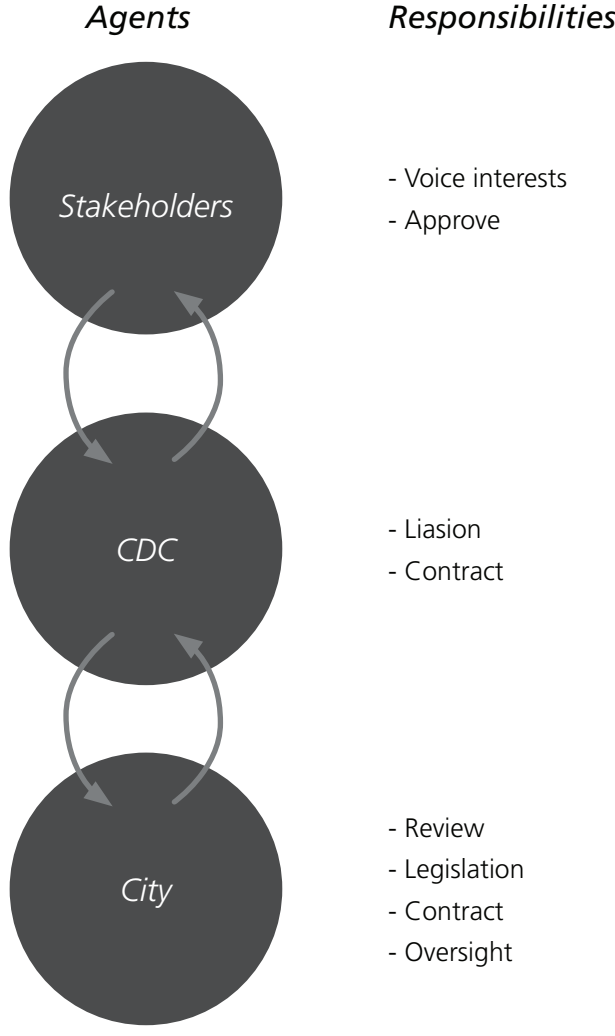
**Market Revitalization**

*Strategy 1:  
Retain and Support  
Existing Businesses*

*Timeframe:*  
Short-term

*Rationale:*  
If more shops foreclose, the problem of vacant shops will accentuate and efforts to bring new businesses would be partially wasted. Success at this stage would imply reduced likelihood of business foreclosures and therefore would pave the way to attracting new businesses in the following phase.

<b>1</b>	<p><b>Create a Business Improvement District (BID)</b></p>	<p>A BID is a mechanism that enables property owners and merchants to band together to use the City's assessment powers to assess themselves.</p> <p>Chapter 1710 of the State's Legislature allows the creation of a non-profit corporation that can levy assessments for planning and implementing improvements and services.</p> <p>At this stage, the levied assessments would be used to fund security services.</p>
<b>2</b>	<p><b>Encourage relevant local businesses to join the Neighborhood Retail Assistance Program provided by the City of Cleveland</b></p>	<p>Locally-owned small retail businesses are eligible to apply for the Neighborhood Retail Assistance Program for grant and loan assistance up to \$40,000. This program assists with the costs of exterior and interior improvements, exterior lighting and signage, and green enhancements. Applications for this grant need to be supported by the CDC's approval.</p>



**Market Revitalization**

*Strategy 2:  
Attract New Businesses to  
the Corridor*

*Timeframe:  
Long-term*

*Rationale:*  
There are currently more than 20 closed or unused shops on Buckeye Road. These vacant shops provide opportunities for economic development. Re-utilizing these shops would improve the economic activity on the road, fulfill local needs, and enhance pedestrians' experience through entertainment and improved safety.

**1**

*Invite traditional businesses that left the neighborhood to open elsewhere in Cleveland to come back to Buckeye Road*

In recent years, some traditional businesses foreclosed while others relocated within Cleveland for economic and safety reasons. An example is Lucy's Sweet Surrender, a traditional Hungarian bakery since 1957 that closed in early 2010 due to security issues.  
At this stage, bringing these businesses back would be a way of restoring cultural-historical assets that would reinforce the identity of the corridor.

**2**

*Evaluate local retail needs to highlight investment opportunities*

Assessing local retail needs provides a mechanism to prioritize the type of shops the neighborhood needs, while also signaling opportunities for potential investors. This would help attract new businesses to the corridor.  
To evaluate local retail needs, a market study of the corridor is needed. A market and real estate study had been conducted by First Avenues of Columbus. This information is readily available and can be utilized. Alternatively, a more updated study can be developed if needed.

**3**

*Encourage potential investment of deteriorated shops by raising awareness of the Storefront Renovation Program provided by the City of Cleveland*

This program offers technical, design and financial assistance to commercial property owners whose retail buildings are located in one of 27 designated traditionally commercial areas. Buckeye Road is one of the targeted areas under this program.  
Many of the currently closed shops on Buckeye Road would be eligible for this grant due to their deteriorated condition. This would lower the costs needed to get one of these stores back to business.  
The program provides assistance for exterior rehabilitation of commercial structures. It involves financial incentives (rebate or loan) combined with free City design assistance. Applicants can receive a rebate of 40% on applicable renovation costs under \$25,000.

**4**

*Take the Business Improvement District further*

At this stage it is possible to consider increments to tax assessment for the District. This shall be contingent on the success of the BID in the first phase.  
Use of assessments can be extended to fund:  
a. Public capital improvements that would help attract new businesses and visitors, like brick pavements.  
b. Marketing the corridor as a rising retail corridor.

## Market Revitalization

### Strategy 2: Attract New Businesses to the Corridor

Attracting new businesses would result in the utilization of currently unused shops which in turn brings life back to the street. By attracting more people on the corridor, increased foot traffic and more eyes on the street will increase pedestrian safety while boosting economic activities.

#### Economic Development

Revitalizing the urban market along the corridor attracts more businesses and residents, and provide job opportunities.

#### Safety

The creation of a lively market would increase street activity, hence increasing eyes on the street. This would make Buckeye Road a safer place for pedestrians.



photo sources:  
<http://www.flickr.com/photos/lukestempien/4395941461/>  
<http://www.flickr.com/photos/tarangel/3795068019/>  
<http://www.whyleaveastoria.com/profiles/blogs/brick-cafe-the-dinosaur-of>



Before

Closed shops in the block between E199th St and E120th St now compared to a situation where new businesses operate these shops.



After

## Food Opportunities

### Introduction: Transforming Vacancy

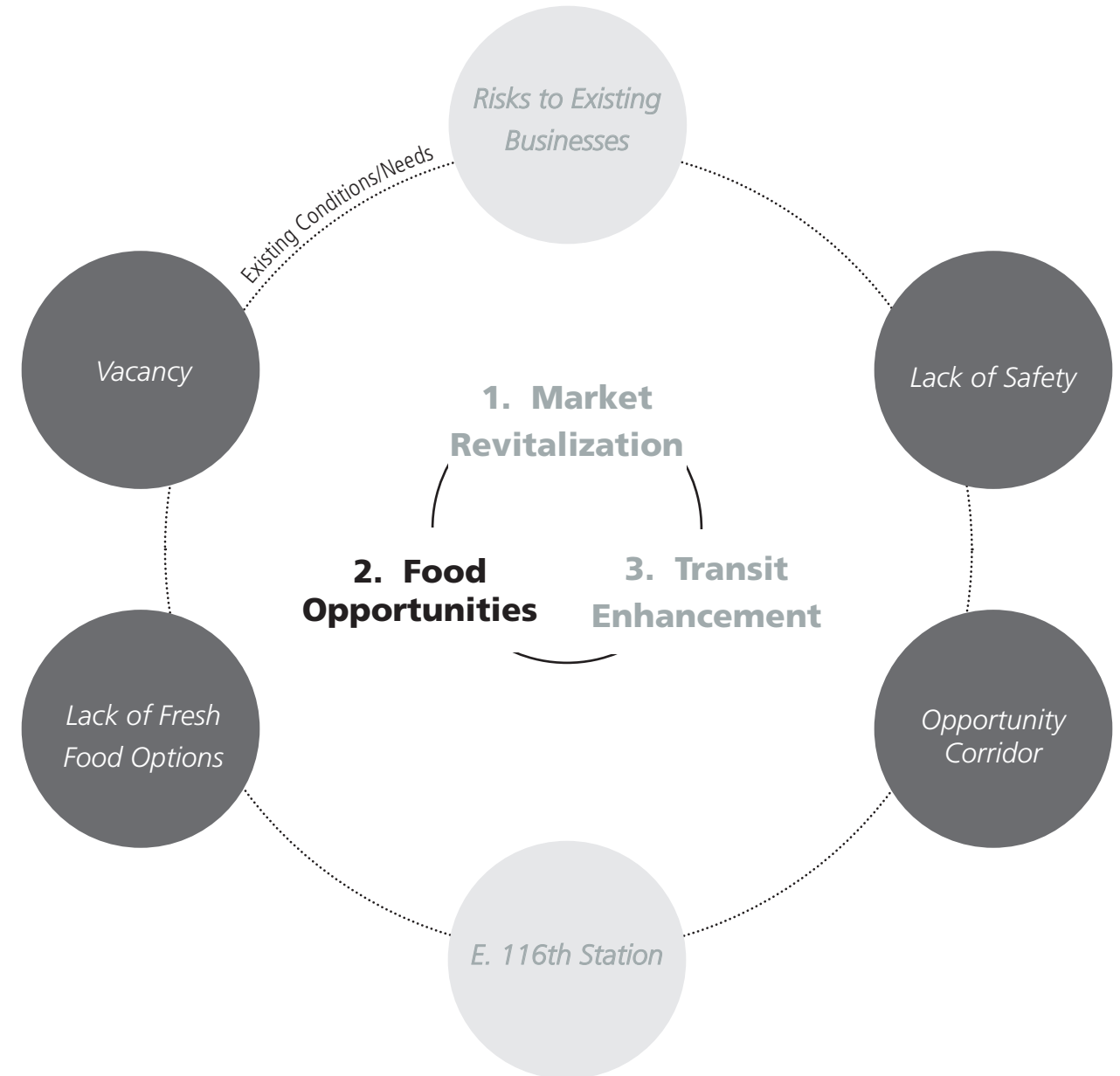
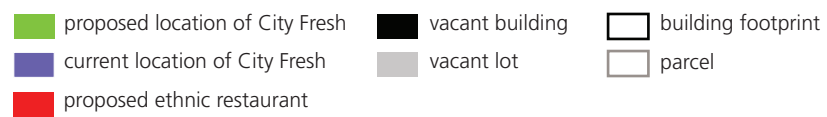
This strategy aims to transform negative elements that would otherwise have been a burden, such as vacant lots, into an asset through the construction of ethnic restaurants and a food market.

While addressing the food issue, this strategy also tackles safety issues and capitalizes in the development of the Opportunity Corridor that is currently under planning stages by the city.

There are many underutilized lots on the corridor that will be used to create public spaces. These areas are spacious enough to provide for the expansion of the existing artisan businesses.

The sustainable local food organization The New Agrarian Center will be relocated to the corridor in order to meet the demand for fresh organic food. The new location will also provide for the existing artisan restaurants and cafes that will make use of the fresh locally grown produce.

By having the market at the center of the corridor, it will also add to the new dynamics to the area with more vibrant atmosphere.



## Food Opportunities

### Strategy 1: Shipping Containers

Acknowledging the budget constrain for the CDC, the building project will incorporate shipping containers.

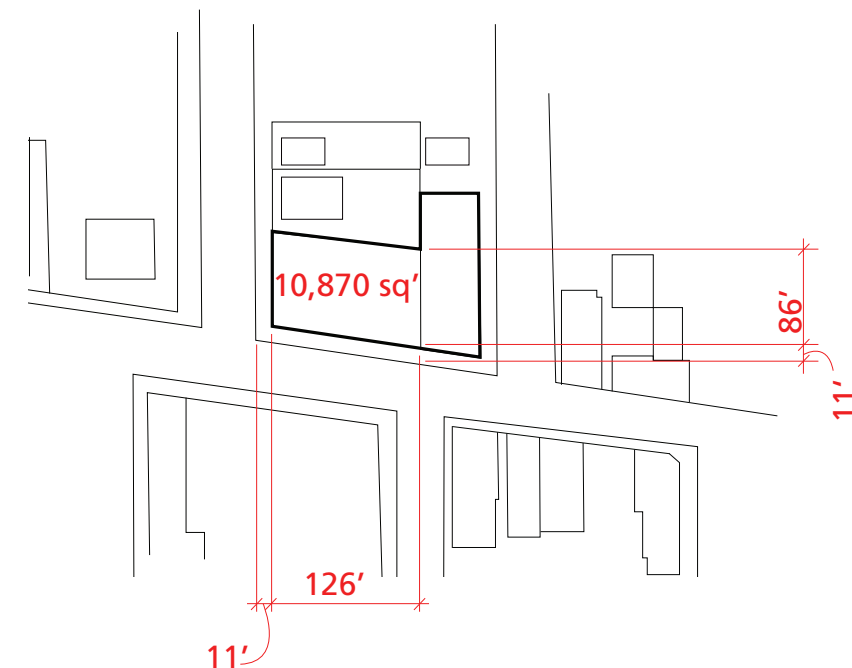
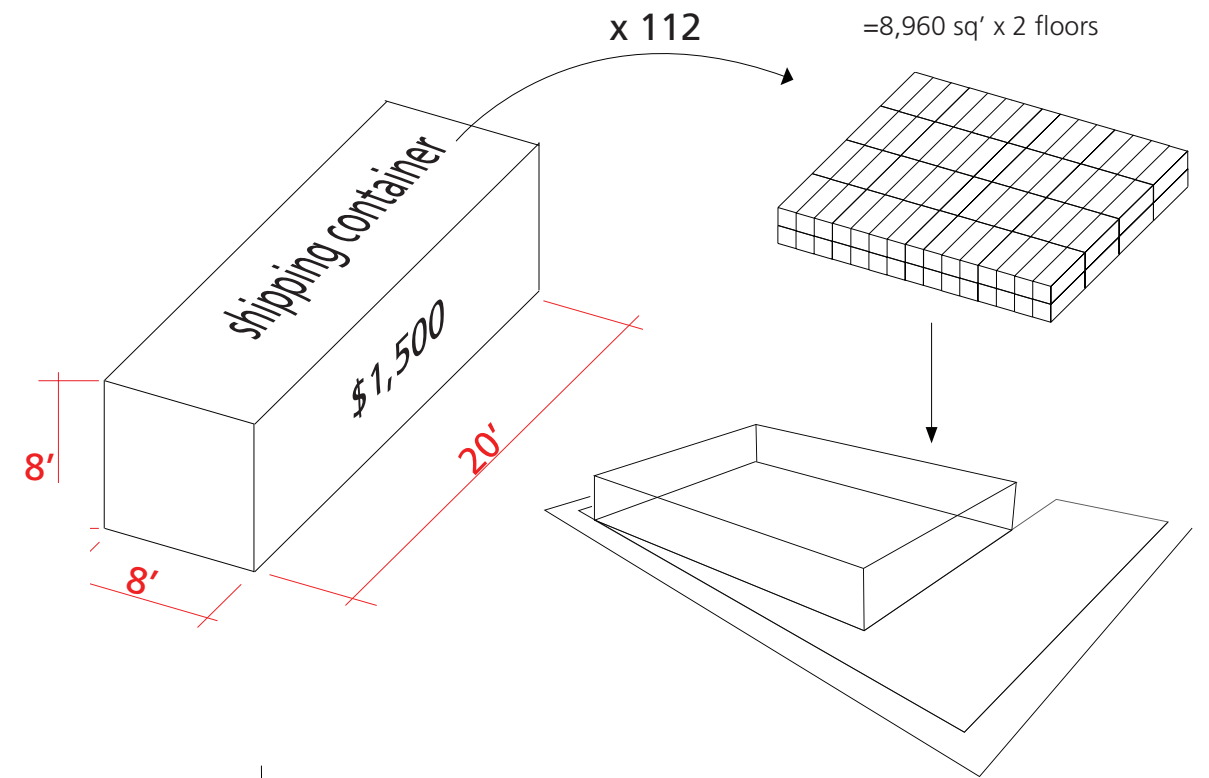
While paying homage to the industrial image of the city, the containers offer various advantages, particularly for the low budget, temporary, rapid-response strategy that we are proposing here. They are readily available, can be constructed fast, and low-cost.



<http://altbuildblog.blogspot.com/2010/08/more-on-shipping-container-building.html>



<http://altbuildblog.blogspot.com/2010/08/more-on-shipping-container-building.html>



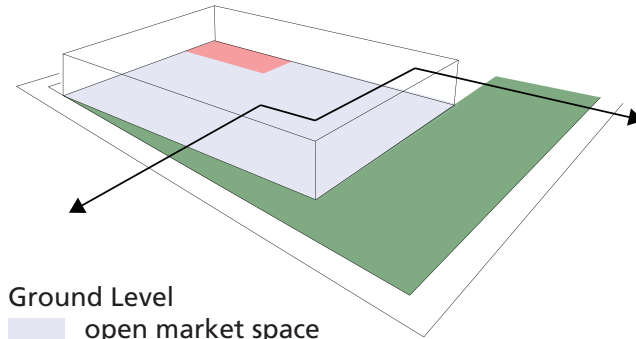
## Food Opportunities

### Strategy 1: Programs

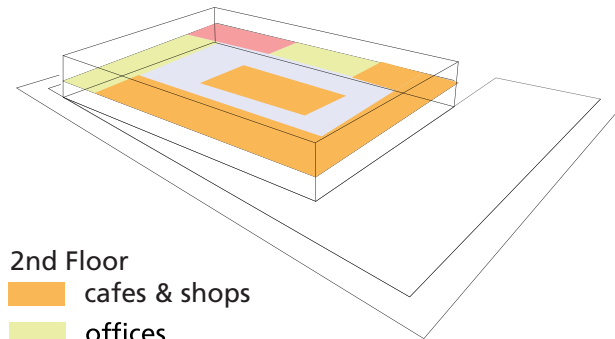
The market, operated by the CDC and City Fresh, will provide abundant variety of locally grown fresh produce.

It will also be the main hosting location for the farmers market on the weekends. Even more importantly, the market will be the generator for the community gardens as it will be the location where the produce will be sold once cropped from the gardens. Depending on the impact of its success in promoting the gardening culture along the corridor, more vacant lots will be transformed into community gardens.

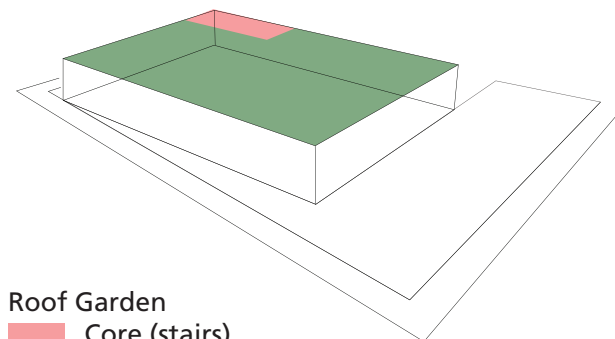
Furthermore, the market will provide locally grown produce to the local restaurants on the corridor.



**Ground Level**  
 open market space  
 greenscape  
 Core (bathrooms and stairs)



**2nd Floor**  
 cafes & shops  
 offices  
 Core (bathrooms and stairs)



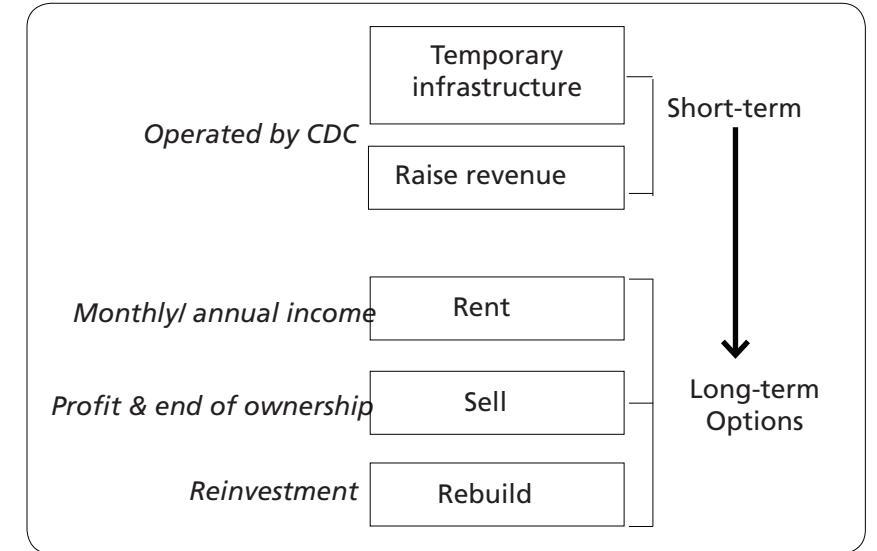
**Roof Garden**  
 Core (stairs)  
 greenscape

## Food Opportunities

### Strategy 1: City Fresh: Funding and Operation

The neighborhood food co-op group, City Fresh, is proposed to be moved to the center of the Buckeye corridor to help ignite the economic development by first responding to the high demand for fresh grocery option within the neighborhood.

### Construct City fresh market



### Partnership



### Grants

#### Cleveland Foundation

- Arts
- Economic development, and community revitalization
- Education
- Environment
- Human service

#### The George Gund Foundation

- Improve access to services and programs for vulnerable and under-served populations
- Strengthen nonprofit organizations
- Test new ideas and partnerships
- Support policy and advocacy

## Food Opportunities

### Strategy 2: Ethnic Restaurants

At the intersection of 123rd St. and Buckeye Road, there are two large vacant lots facing each other (south and north of Buckeye Road). The lot on the south side, as shown here in the rendering, will be used to accommodate ethnic restaurants.

These restaurants will provide variety to the food scene along the corridor. They also contribute to the economic revitalization process by stimulating the money flow.

The space between the two buildings will be used to exhibit farmers' market during weekends.

#### Economic Development

The restaurants provide additional employment opportunities for the neighborhood. They also attract people from nearby neighborhoods to access the corridor.

#### Safety

The vibrant atmosphere of the ethnic restaurant area will keep the corridor active throughout day and night.



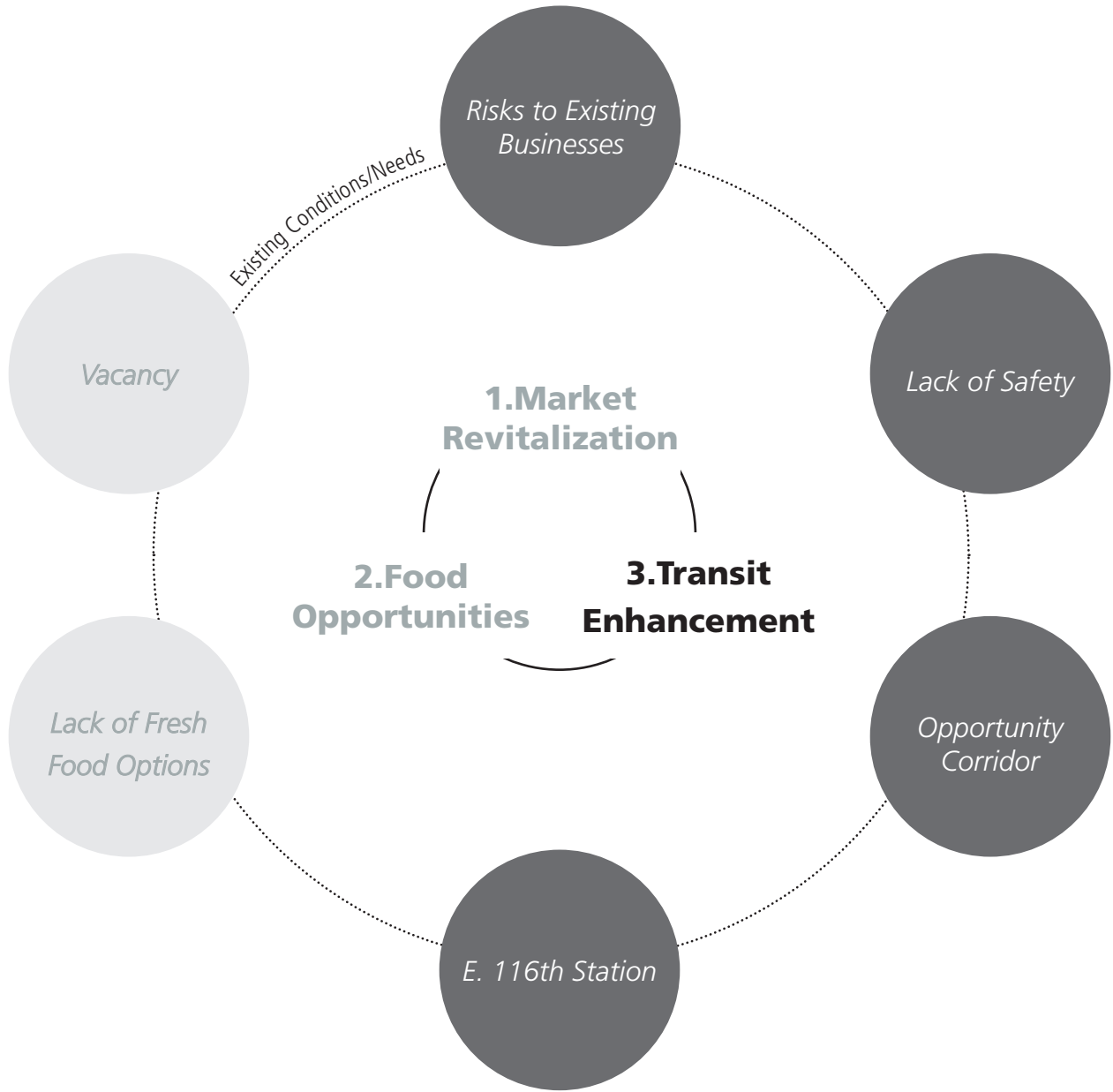
# Transit Enhancement

## Introduction

The Transit Enhancement strategy addresses the following issues: improving safety, revitalizing local economy, and connectivity to the Opportunity Corridor and E. 116th Station.

The connection to the Opportunity Corridor will allow increased flow of movement from the city center and its surrounding areas into the Buckeye corridor. This process of facilitating the circulation from the neighborhood scale to the greater region is crucial in raising revenues and resources.

The bus stop renovation proposal focuses on providing safety and preserving the complete view of the storefronts.



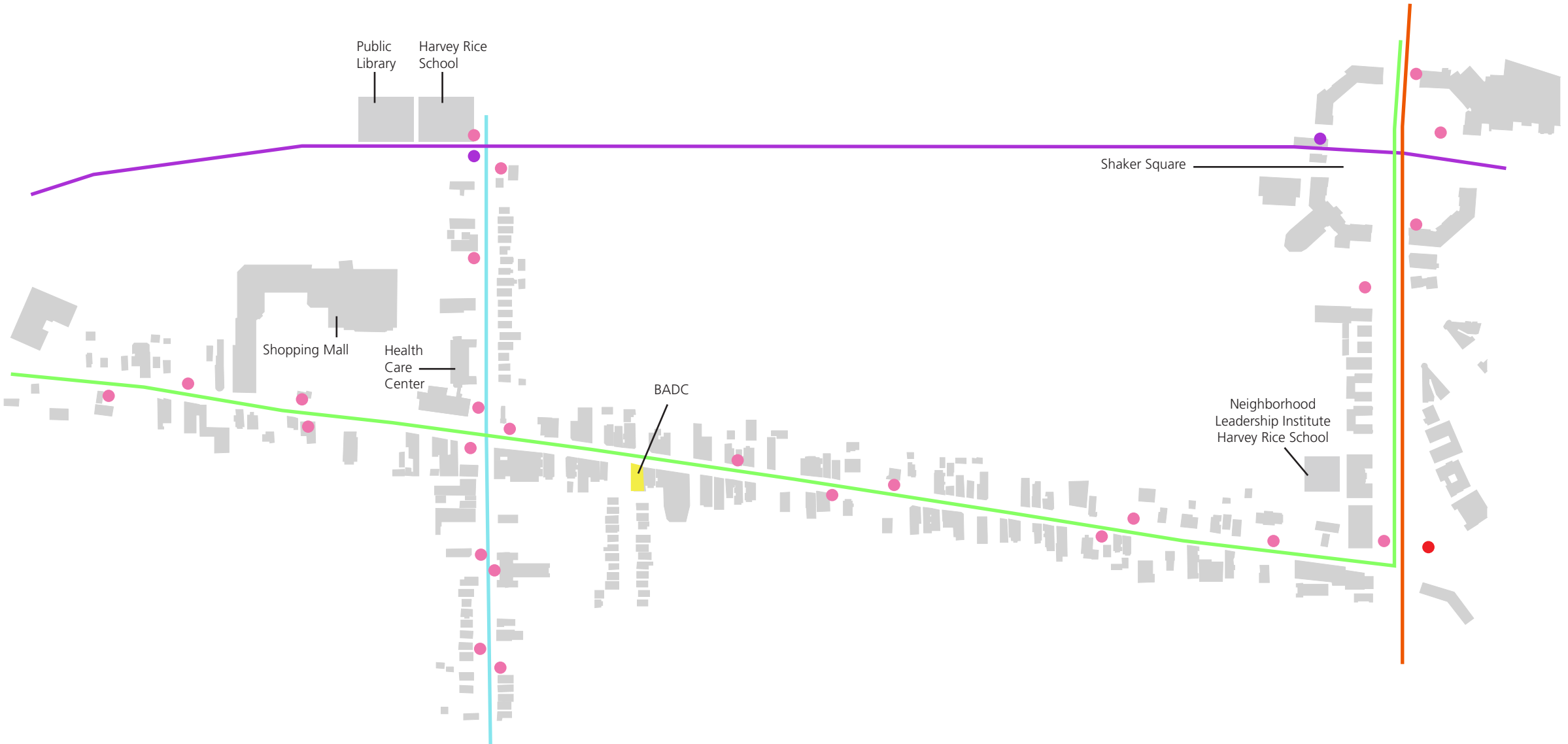


# Transit Enhancement

## Existing Bus Stops

The existing bus stops and transit stations are crucial to the residents' mobility. This inventory locates all of the bus stops on the Buckeye corridor and E. 116th Street.

Despite the sparse distribution of the bus stops, both streets lack the accessibility to both existing landmarks and the locations of our proposed Food Opportunities.



- Existing Bus Stop
- Transit Station
- Transit Railway
- Bus Line 11
- Bus Line 58
- Bus Line 48/48A

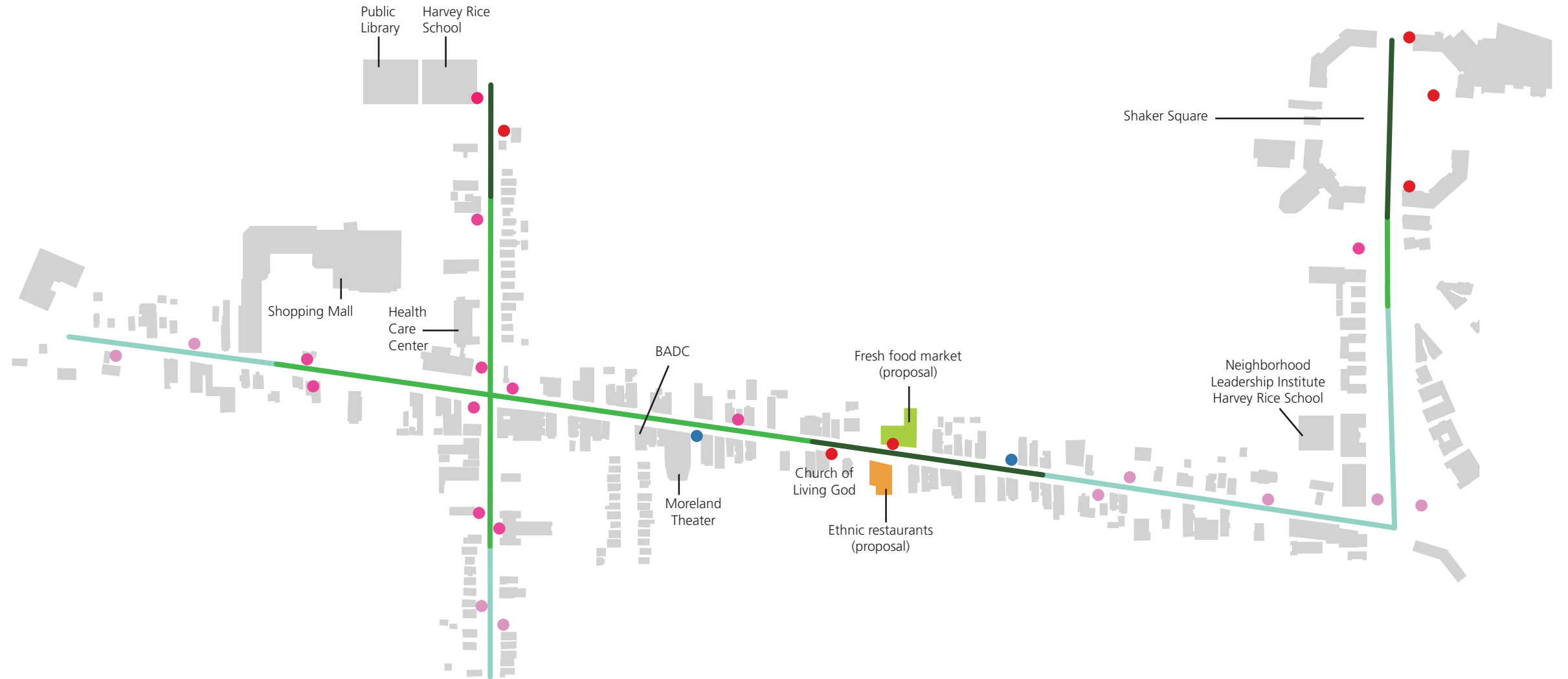
## Transit Enhancement

### Strategy 1: Bus Stop Renovation Periods

The implementation of bus stops, bike lanes, and street pavements will be consisted of the following logic: first renovate the important community nodes and then establish connectivities between them.

The proposed food market, the Shaker Square, and Harvey Rice school are among the first locations for the bus stop renovation.

The next phase of the renovation includes creating walkable and pedestrian friendly environment between the three nodes.



#### Bus Stop Renovation Period

- Proposed Bus Stop
- 1st Period Renovation
- 2nd Period Renovation
- 3rd Period Renovation

#### Street Renovation Period

- 1st Period Renovation
- 2nd Period Renovation
- 3rd Period Renovation

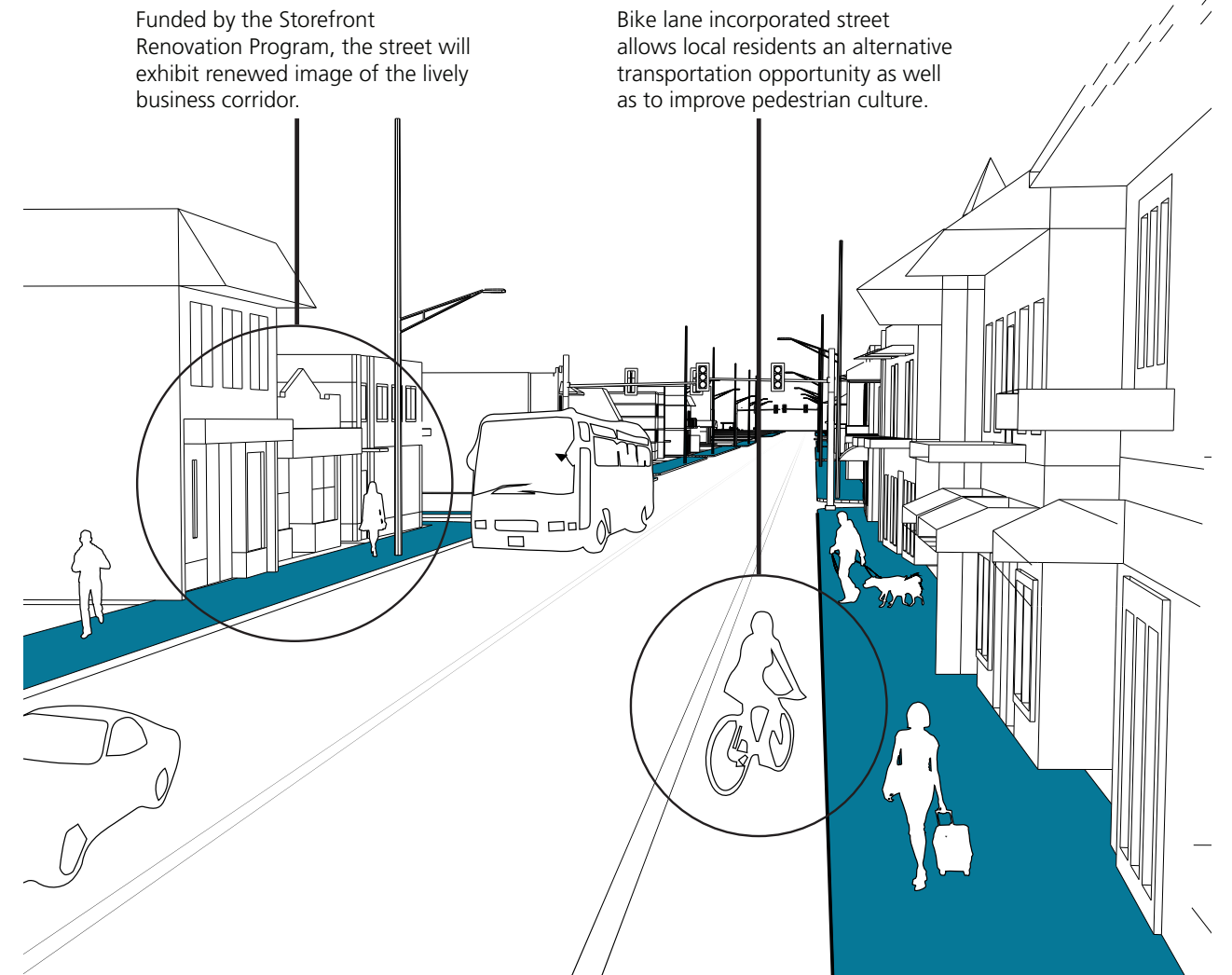
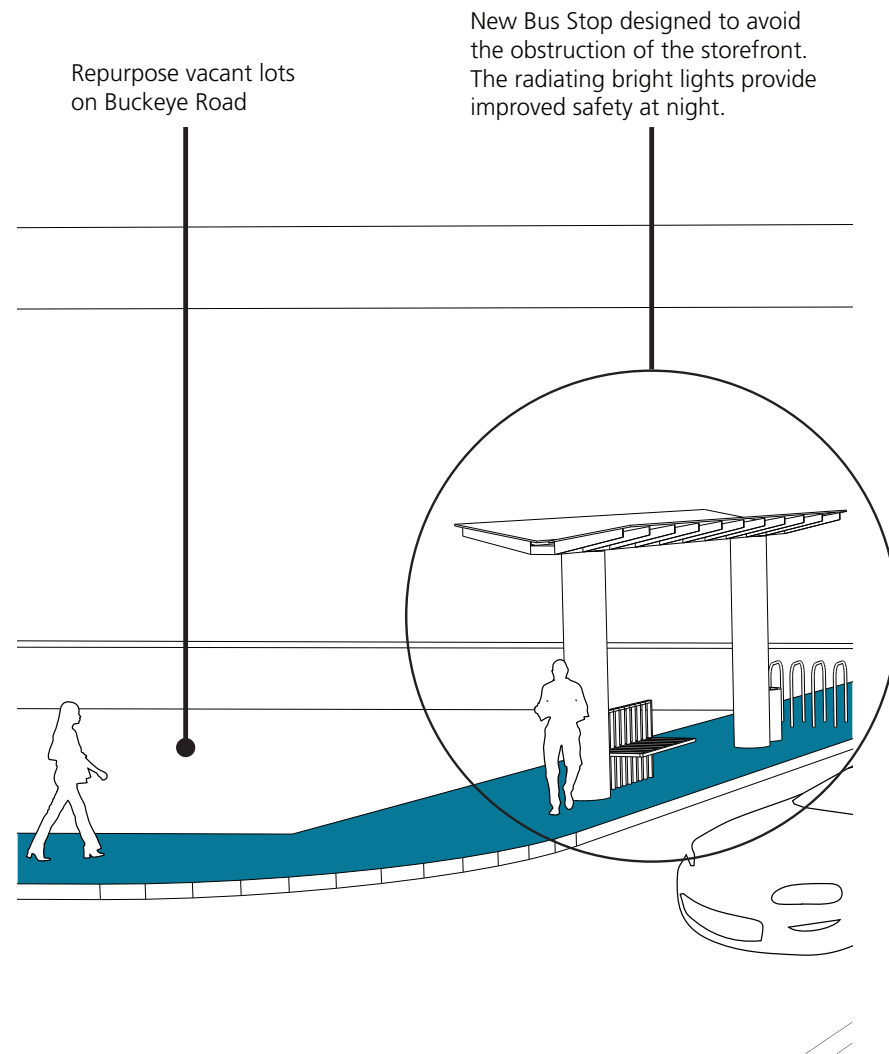
## Transit Enhancement

### Strategy 2: Neighborhood Residential Street Type

The primary role of Neighborhood Residential Streets is that it contributes to a high quality of life for residents of the neighborhood. Typically, there are no more than two traffic lanes (one in each direction) and are not intended for through-traffic.

The design of Residential Streets focuses on encouraging slow speeds. The emphasis is on pedestrian safety, space for children to play, and well-defined walking and bicycling paths to nearby markets, bus stops, transit stations, community centers, and libraries.

Neighborhood Residential is great for strip malls and food markets in the neighborhood.



## Transit Enhancement

### Strategy 3: New Bus Stop Design - Type 1

The redesigned bus stop provides improved safety for the area as well as the individuals who are standing in its proximity. It is designed to avoid obstruction of views for the pedestrians, this clear visibility attributes to the safety of the individual waiting for the bus at night.

The bus stop also incorporates a signage system that features an innovative technology to provide highly visible route information as well as the real-time bus arrival time table.

The kiosk consists of an emergency call button which is also paired with a surveillance camera to provide extra precaution.

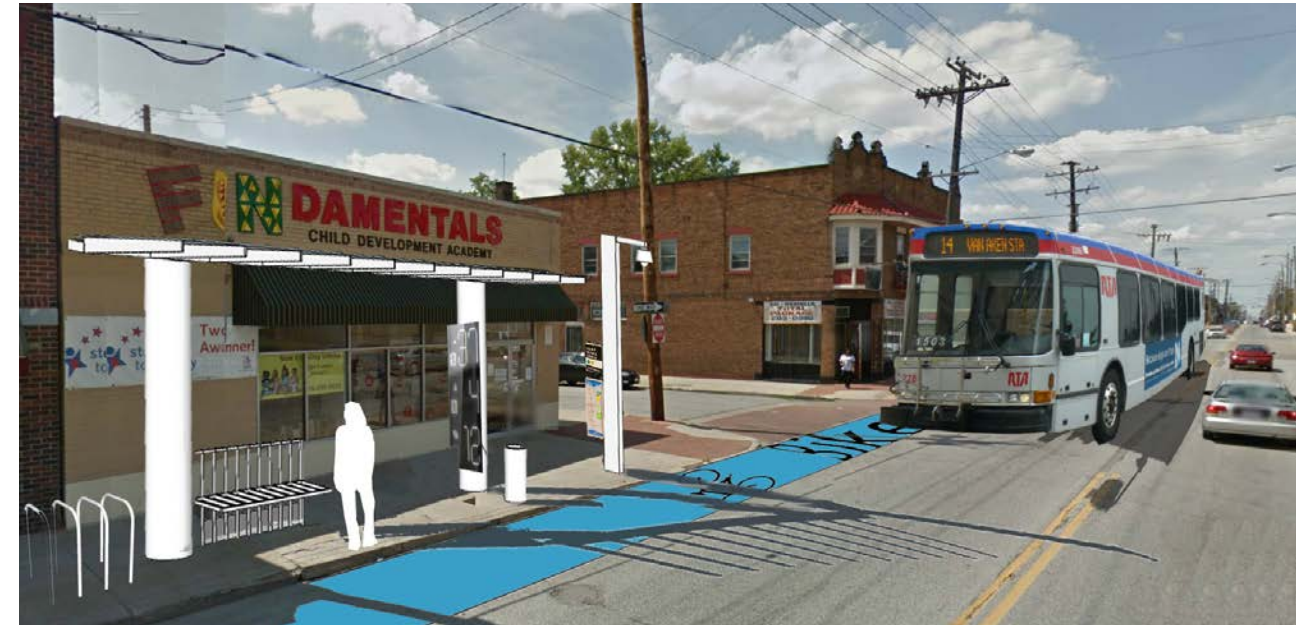
Combining bus stops, bike lanes, and sidewalks, Buckeye Road Corridor community will have a wide range of transit opportunities.



The **bike racks** are installed at the bus stops as bike lanes would be incorporated into Buckeye road. Cyclists can more easily transport around the area by biking, hauling their bikes on buses, or simply locking their bikes at a bike rack.



**The Kiosk**  
The bus new stop not only has a touch screen that provides bus time table, routes, and bus tracking system but also an emergency call button which directly alerts the local police department.



## Transit Enhancement

### Strategy 3: New Bus Stop Design - Type 2

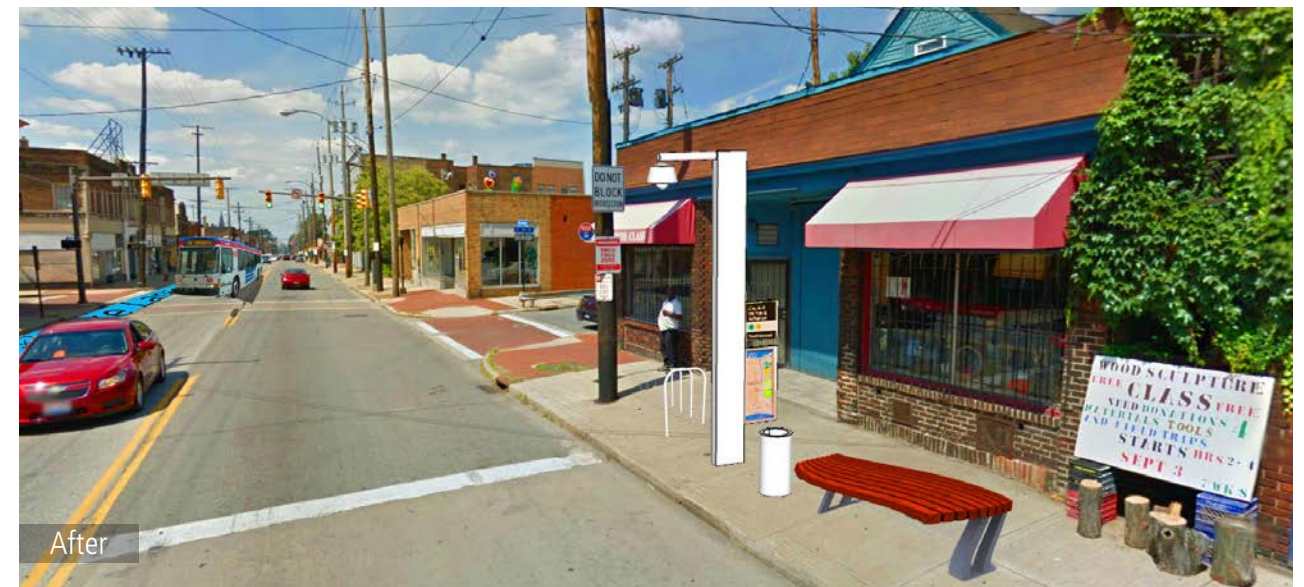
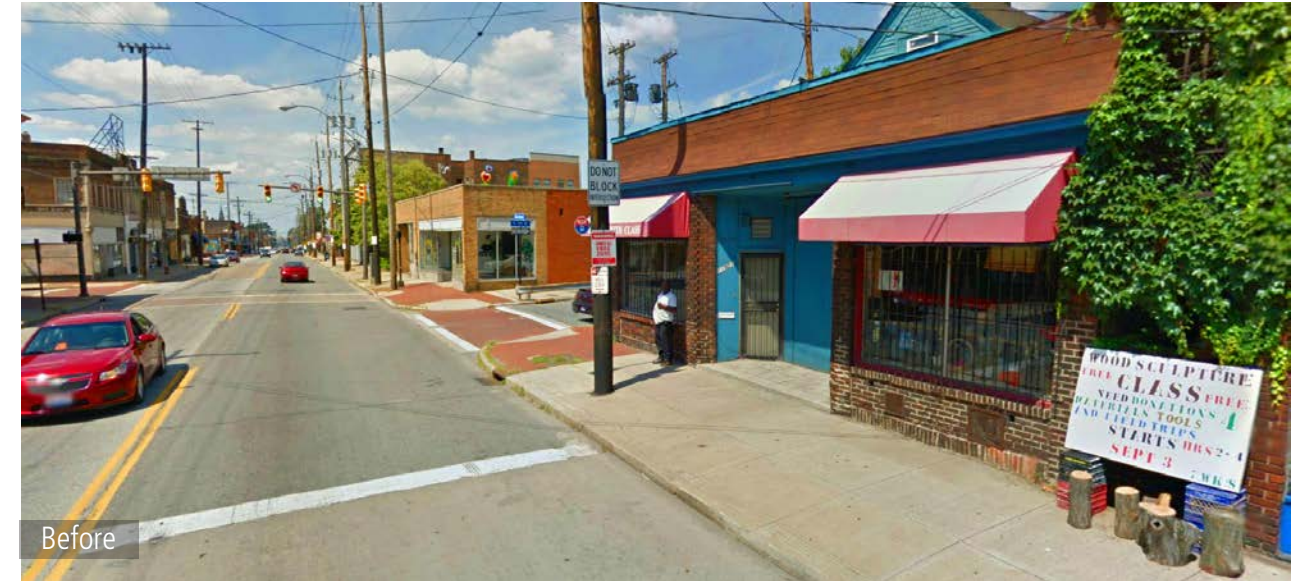
Due to the narrow sidewalks on some portion of the Buckeye road, a smaller type of bus stop is needed. This type is without the shelter so it will take comparatively less space from Type 1.

#### Economic Development

Buckeye Road's improved linkages to Cleveland's Opportunity Corridor project would attract more capital to the community.

#### Safety

The new bus stop design will provide night visibility and emergency call options, improving safety at night.



# Amplify! Buckeye



Amplify! Buckeye is a nonprofit hub for the music, arts, local agriculture, and neighborhood improvement that hopes to harness local creative capacity, develop it, and project it outwards into the community. By amplifying the neighborhood's existing talent, Amplify! will facilitate neighborhood self-actualization.

The project aims to address four main concerns: first, the perceived lack of safety in the Buckeye Corridor by night; second, the relative lack of positive environments for young people; and third, the troubled and cultural conditions of the Buckeye commercial corridor.

To address concerns about nighttime safety, Amplify! Buckeye will work to develop an active and positive night life for young people through shows, exhibitions, and other events that occur after dark. Young people, while seen as an asset by many Buckeye residents, are not currently well-accommodated. By developing the skills of neighborhood youth, Amplify! will build a vibrant "scene" around music, art, and agriculture.

Lastly, Amplify! Buckeye will result in significant cultural dividends for the community. By building community capacity and distilling existing cultural identity, Amplify!

will not only develop skills but will lead to a Buckeye-Shaker more viable as an investment across industries, cultural or otherwise.

This proposal is structured around the notion that by first amplifying existing talent, it becomes possible to "broadcast" it further and more strongly. This will ultimately activate neighborhood space in a way that a commercial corridor plan might leave off the table. The corridor, as part of the larger neighborhood, will benefit from the talents being rendered louder, stronger, and more efficacious by the activities occurring at Amplify! Buckeye.

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- 48 Next Steps

## Location and Access

### Central to the East Site

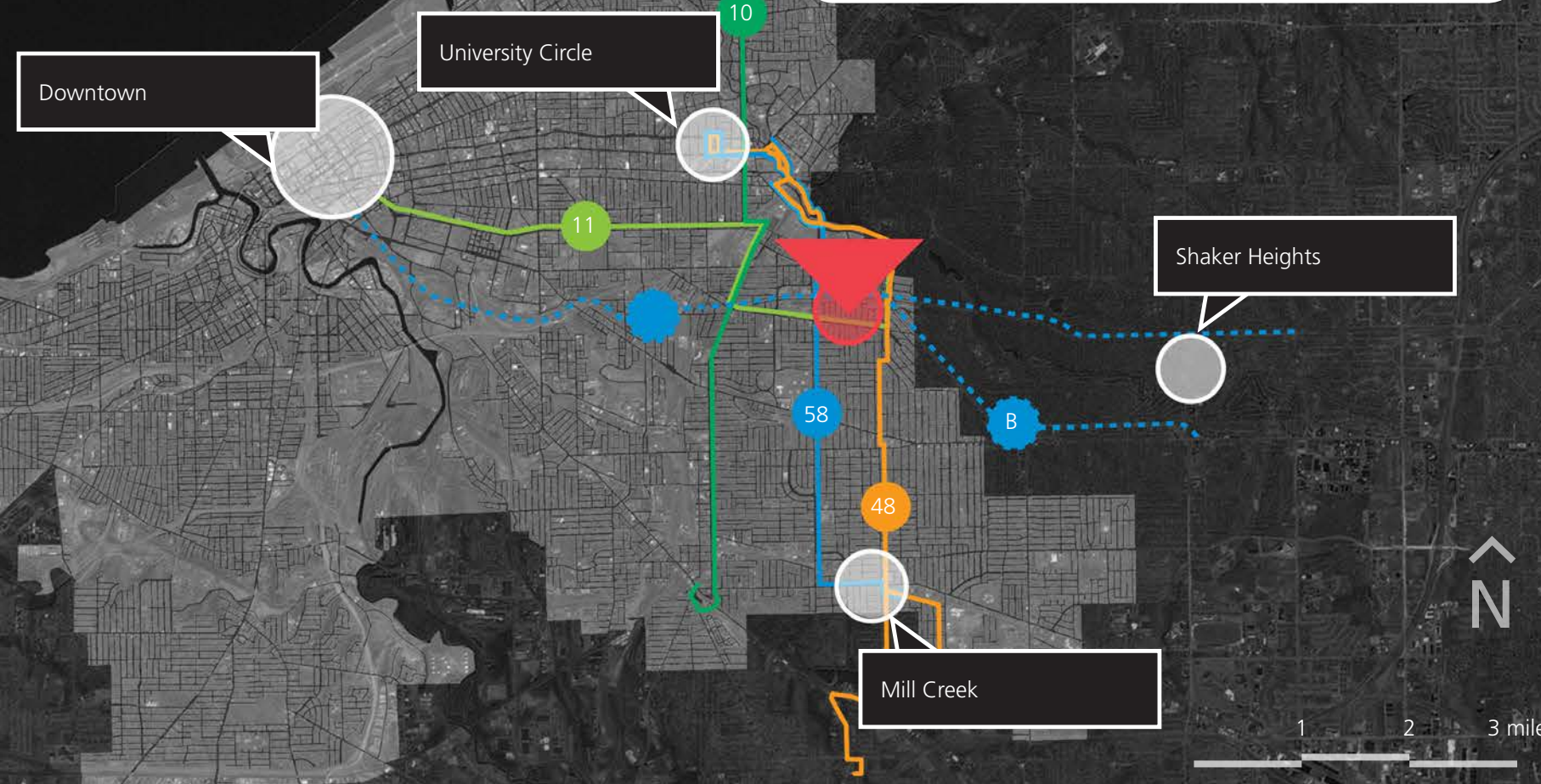
At the intersection of 118th and Buckeye Road, Amplify! Buckeye can take advantage of transit access throughout the east side and into downtown.

It also builds off its proximity to Shaker Heights, a community with a historical interest in the area; University Circle, a successful area urban and intellectually speaking; and Downtown, the central node to the rest of the city.

This allows us to conceive of the center as both a neighborhood cultural hub and an attractor of youth throughout East Cleveland.

**Legend**

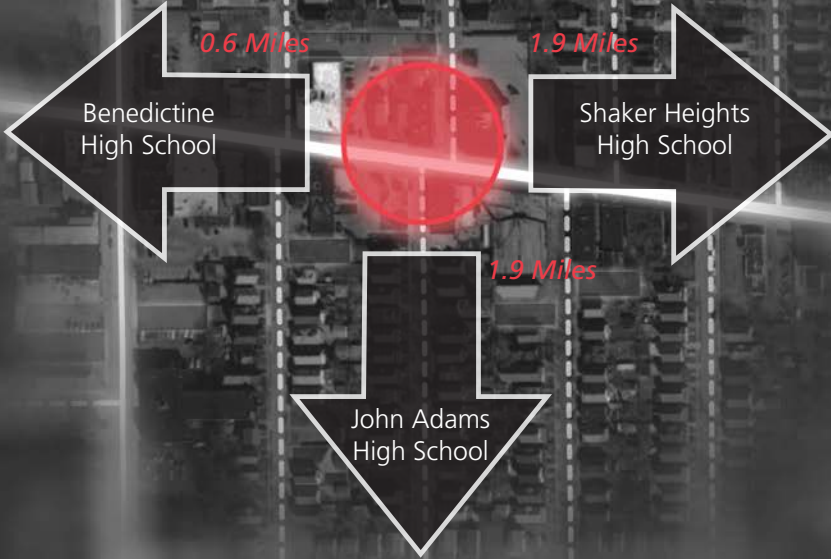
- Light Rail
- Bus Route
- Center



# Buckeye Center

## Strategically Located for Students and Facilities

Strategically located between three area high schools and immediately adjacent to several socially important institutions and buildings, Amplify! Buckeye is well-situated to provide programming for community youth and house that programming in appropriate spaces rich with neighborhood history.



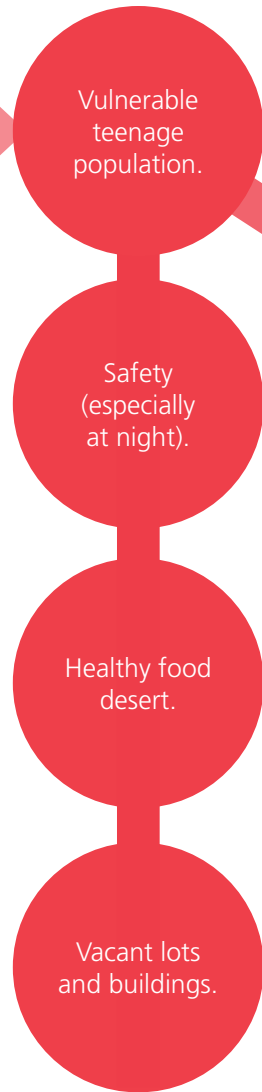


## Framing the Issues

### Coping with Challenges

After speaking with leadership of the Buckeye-Shaker Square Community Development Corporation, attending a community meeting in the neighborhood, observing the site, and conducting research, we have identified four significant issues that could be addressed by a cultural center on Buckeye Road Corridor: the vulnerable teenage population, street safety, the lack of healthy food options, and its numerous vacant parcels.

## Challenges



## Sources



## Actions



## Outcome



## Project Matrix

### Setting Goals and Planning for Success

By establishing clear objectives, planning future actions, and researching potential partnerships and funding sources, Amplify! Buckeye can take an approach to programming and planning that is both strategic and tactical.



#### Objectives

##### Amplify!

- Enhance artistic capacity.
- Develop agricultural skills.
- Create safe youth space.

#### Actions

- Attract artist/teachers
- Offer workshops
- Acquire equipment
- Develop relationships with farmers
- Partner with local schools
- Match programming with interests

#### Potential Partnerships

- City Repairs Cleveland
- Passport Project
- Cleveland Urban Design Collaborative
- Cleveland Arts and social Science Academy
- Harvey Rice Branch Library
- Cleveland City Dance
- Cleveland Botanical Garden
- City Fresh CSA
- Hershey Montessori School

#### Funding Sources

- Arts Partnership Grant (Ohio Arts Council)
- Open Arts Culture Grant (The Cleveland Foundation)
- Art Express Grant (Ohio Arts Council)
- ArtPlace America
- Cuyahoga Arts & Culture Grant
- Competitive Grants Program (Community Food Projects)
- Farmers Market Promotion Program
- O’Neill Foundation



##### Broadcast!

- Make art public
- Create network of urban farms.
- Make healthy food available.

- Hold regular shows
- Partner with future theater owners
- Acquire property
- Build basic food structures
- Partner with grocery stores
- Explore potential of local market



##### Activate!

- Develop arts “scene.”
- Enable neighborhood improvement.
- Tie together existing organizations.

- Publicize events
- Engage all residents in arts output
- Determine community needs
- Facilitate resident involvement
- Inventory existing organizations
- Capitalize on overlap.

## Precedents

### Case Studies in Success

We have selected six case studies that can serve as guides for the creation of arts, music, and agricultural programming targeted at youth. Each operates at a different scale with a slightly different emphasis, permitting the distillation of what we hope are scalable and widely applicable take-aways.

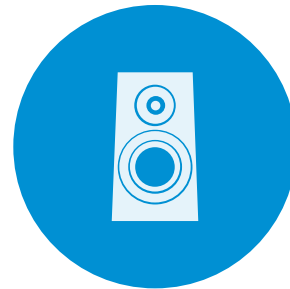


#### Bronx River Art Center (New York, NY)

- Providing art skills for under-served populations.
- After-school programming.
- Encourage activism for neighborhood revitalization



The Bronx River Arts center was founded in 1887 to provide the Bronx community with a professional art program.



#### Elementz (Cincinnati, OH)

- Teaching music and expression skills through hip-hop.
- Student leadership opportunities
- Generating personal project ownership.



Since then its mission has been to encourage the neighbors into engaging in creative activism in a way that they can impact the revitalization and the future of their neighborhood. It provides a "forum for community, artists and youth to transform creativity into vision"

Elementz is a teen center "for hip-hop and respect" based in the Over-the-Rhine neighborhood of Cincinnati. It encourages community expression through hip-hop and other 'urban art'. Elementz engages young adults in out-of-school programs that develop local talent, offer means of expression, teach neighborhood-building strategies, and develop creative skills in the community, all through art that reflects their experiences.



#### Greensgrow Farms (Philadelphia, PA)

- Teaching agriculture skills
- Creating a healthy food system through Community-Supported Agriculture programs
- Self- Sustaining network.



Founded in 1998, Greensgrow Farms of Philadelphia features a CSA, a retail nursery, and on-site farm stands. Greensgrow also offers cooking classes and food safety training. The farm operates as a non-profit, and relies primarily on sales to sustain its ~\$1.3 million annual budget.



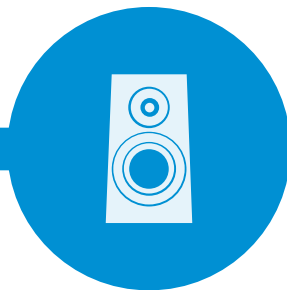


### Artist Village (Detroit, MI)

- Utilizes art to stabilize the Old Redford neighborhood in Detroit.
- Program of Motor City Blight Busters that beautifies through art and stabilizes through visual investment.



Artist Village, a program of Motor City Blight Busters, celebrates neighborhood identity through the installation of public visual art, including the murals by muralist Chazz Miller and volunteers that have come to vivify many of the neighborhood's blocks.



### Neutral Zone (Ann Arbor, MI)

- Offers student-driven opportunities in music production, business, and performance.
- For staff, draws heavily from talent at nearby University of Michigan.



Artist Village provides an excellent case study of how art can be a force for stabilization in a neighborhood otherwise on the brink.

The Neutral Zone is an Ann Arbor-based musical, visual, and literary arts center that encourages youth entrepreneurship, excellence, and creativity.



### Earthworks Urban Farm (Detroit, MI)

- Offers many food justice-related educational programs.
- Project of the Capuchin Soup Kitchen, has been instrumental in the creation of a burgeoning local agriculture economy in Detroit.



Earthworks is a farming operation as well as a food justice advocacy organization. While producing large volumes of produce, it also is active in advocating for equitable access to healthy foods throughout Detroit and developing local capacity to maintain a self-sufficient food system.

Playing host to a recording studio, a live music venue, and numerous workshop spaces, the Neutral Zone provides a compelling model for how music workshop programming can be done successfully with advanced-age youth.



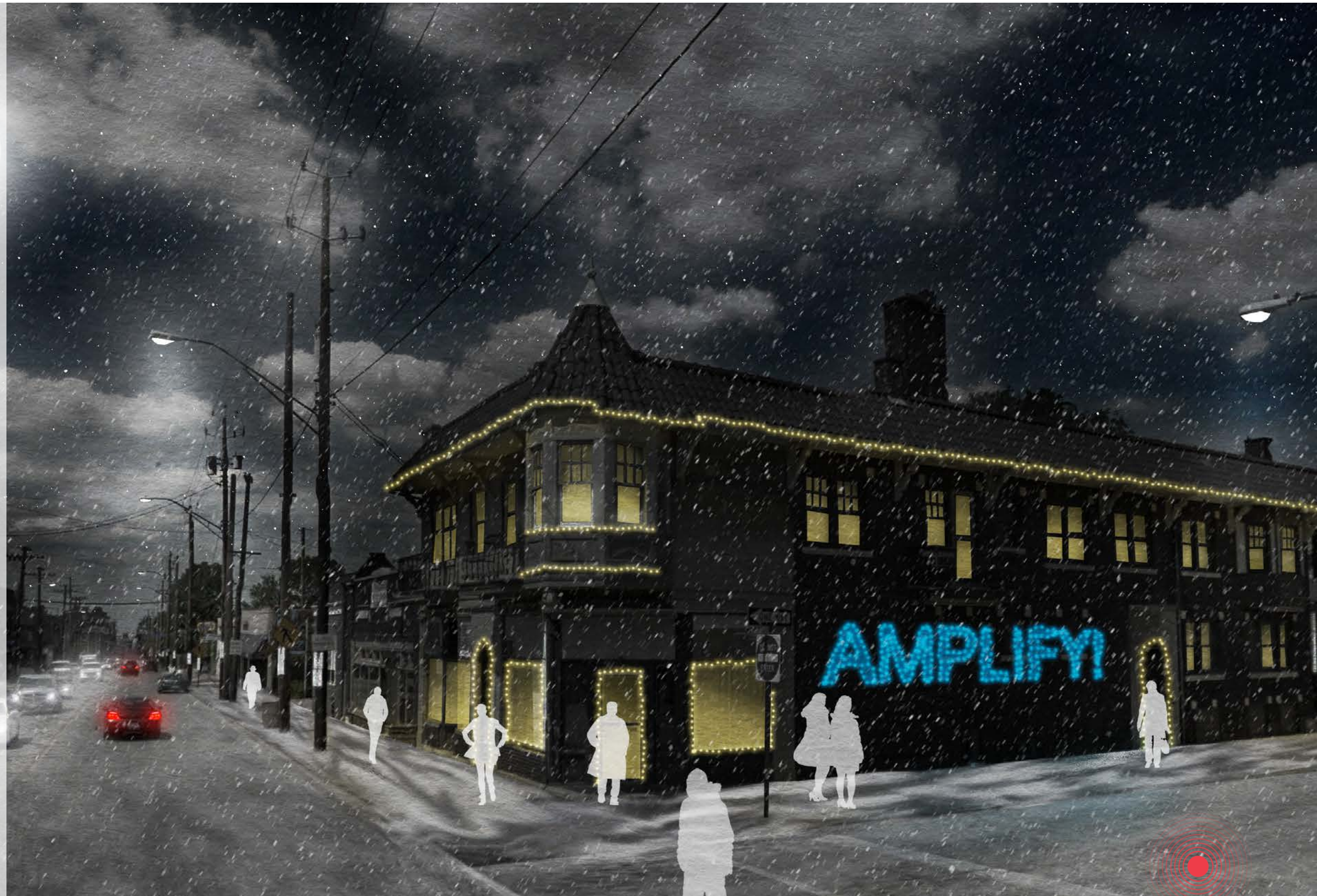
## Buckeye Center

### *Local Culture Placed at the Center*

Amplify Buckeye seeks to AMPLIFY local talent through after-school programs and workshops, BROADCASTING it into the community and harnessing the ensuing creative energy to ACTIVATE the corridor and surrounding neighborhoods.

Music, art, and local food all come together in the Buckeye Center. Art exhibitions, musical performances, and catered meals are combined and recombined as needed, ensuring a varied and dynamic environment for young people (after school or at night). interconnected.

The Buckeye Center is the physical node where they all get tied together. Located on 118th and Buckeye Rd it serves as also as an activity generator near the Moreland Theater in the heart of the corridor.





## Art Programming

Art programming will provide the opportunity for participants to improve their artistic skills in a studio environment.

Amplify! will partner with existing organizations to ensure an adequate supply of teachers, secure additional organizational capacity where needed, and (most importantly) learn from their experiences.






## Art Programming

Public art is an existing strength of the community, providing the basis for further development of the neighborhood as a creative, culturally rich community.

For this to occur, Amplify!'s arts programming must strengthen the capacity of community members to disseminate their work and encourage active intervention in the neighborhood.



**Legend**

-  Amplify! Buckeye
-  Potential Art Site
-  Potential Partnership

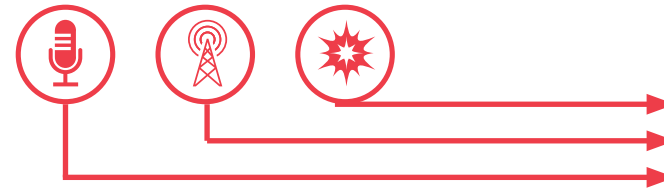




# Art Programming

## Prospective Partnerships

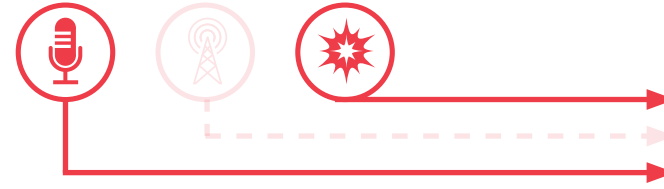
*City Repairs Cleveland*



Organization whose mission is to “educate and inspire people to creatively transform the places where they live.” Could offer organizational and volunteer support.



*Passport Project*



Provides exciting education experiences that build community through the arts and could provide Amplify! with organizational, staff, and academic support.



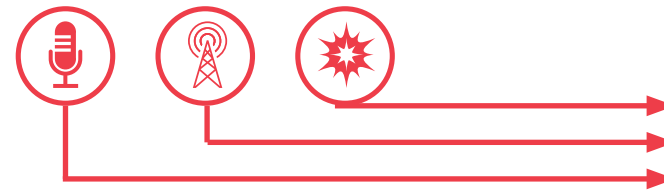
*Cleveland Urban Design Collaborative*



Urban design office under the auspices of Kent State University that could offer inroads to collaboration with architecture and planning graduate students.



*Cleveland Arts and Social Science Academy*



The Cleveland Arts Academy offers a school academic program fully focused on the arts. This partnership can provide active teachers as well as organizational capacity.



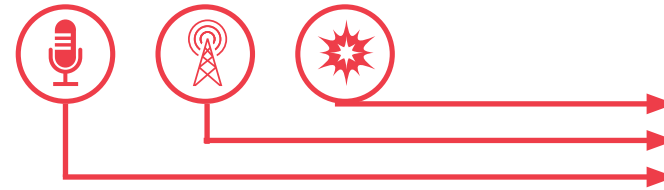
*Harvey Rice Branch Library*



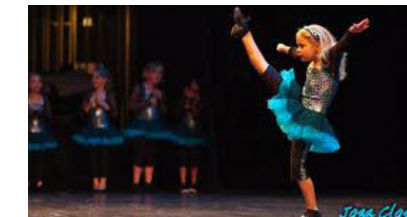
Could provide programming assistance, media resources and an opportunity to exhibit Amplify! students' work.



*Cleveland City Dance*



Cleveland City Dance offers Ballet, Jazz, Tap, Graham-based and Hawkin-based Modern, Hip-Hop and more. This partnership can provide our project with organizational capacity, teacher assistance and exchange programs.



## Art Programming

### Prospective Partnerships

	Ohio Arts Council Arts Partnership Grant	The Cleveland Foundation Open Arts and Culture Grant	Ohio Arts Council Art Express Grant	ArtPlace America	
Relevance	Enhances the skills and knowledge necessary to engage the arts. Supports increased access to arts education in schools and communities.		It has served in the past for purposes similar to ours	Allows artists to work in communities at little cost to the host organization.	Creative place making, vibrancy and diversity
Use	Workshop organization, administration, and materials.		Workshop organization, administration, and materials.	Offsets the majority of an artists' fees.	Neighborhood intervention for public art
Eligibility	Grant supports community organizations that offer arts programming.		Grant supports the activities of not-for-profit arts and education community organizations.	Grant supports community organizations that offer arts programming.	Grant supports the activities of not-for-profit arts organizations.
Amount	\$20,000		Open A budget must be presented with specific funding needs.	Grants will be awarded for \$250 (one day), \$500 (two days) and \$750 (three days) The sponsoring organization is responsible for remaining fees.	Open. A budget must presented with specific funding needs.
Calendar	Application Deadline: March 1 Grant Period: July 1 - June 30 Final report: 30 days after end of program.		Application deadline: Open Decision will be reached in under ten weeks.	Application deadline: 6 weeks in advance Payment to artist: Last day of visit Payment to grantee: 3-6 weeks after visit	Deadline for letter of Inquiry: December 13 Application deadline: March 2014

Short Term

Mid Term

Long Term



## Music Programming

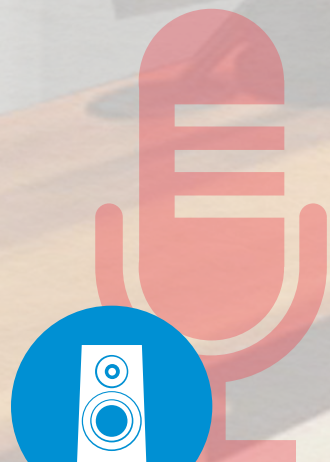
### *Amplifying*

The modern production of music has two distinct but mutually reinforcing dimensions: performance and recording. With fairly little investment, both of these creative activities can be provided, giving participants at Amplify! Buckeye a holistic experience of the modern songwriting and production process.

As such, there will be two aspects of Amplify! Buckeye's musical programming: 1) regular shows and 2) recording techniques. This dual approach to music-making will breed creative success in young people throughout Buckeye.



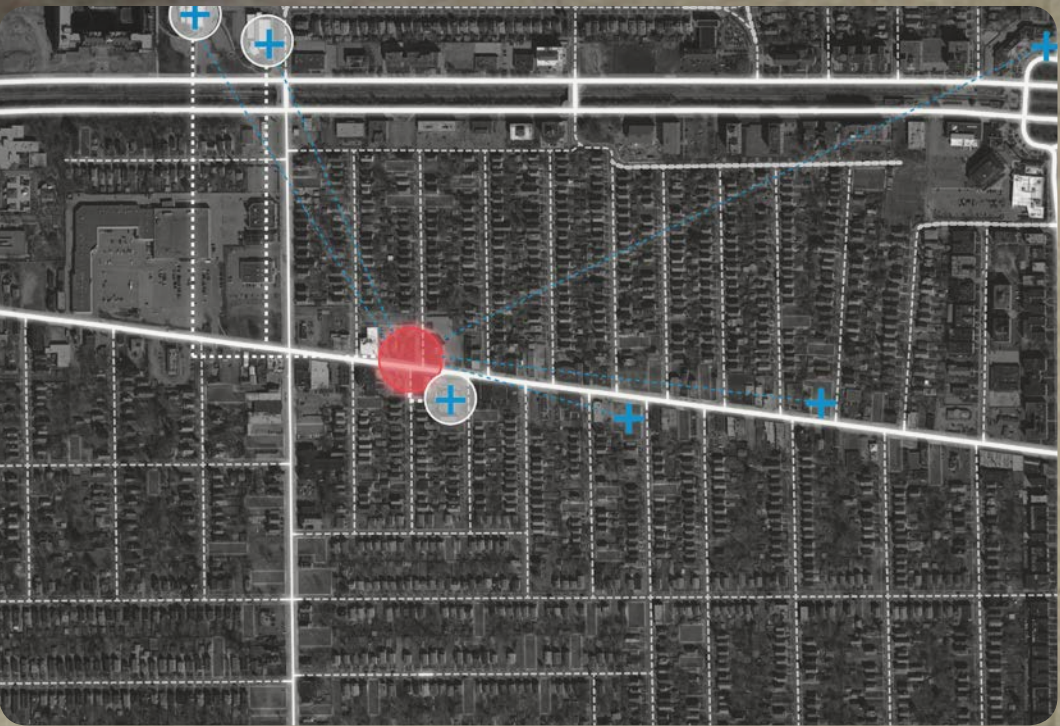
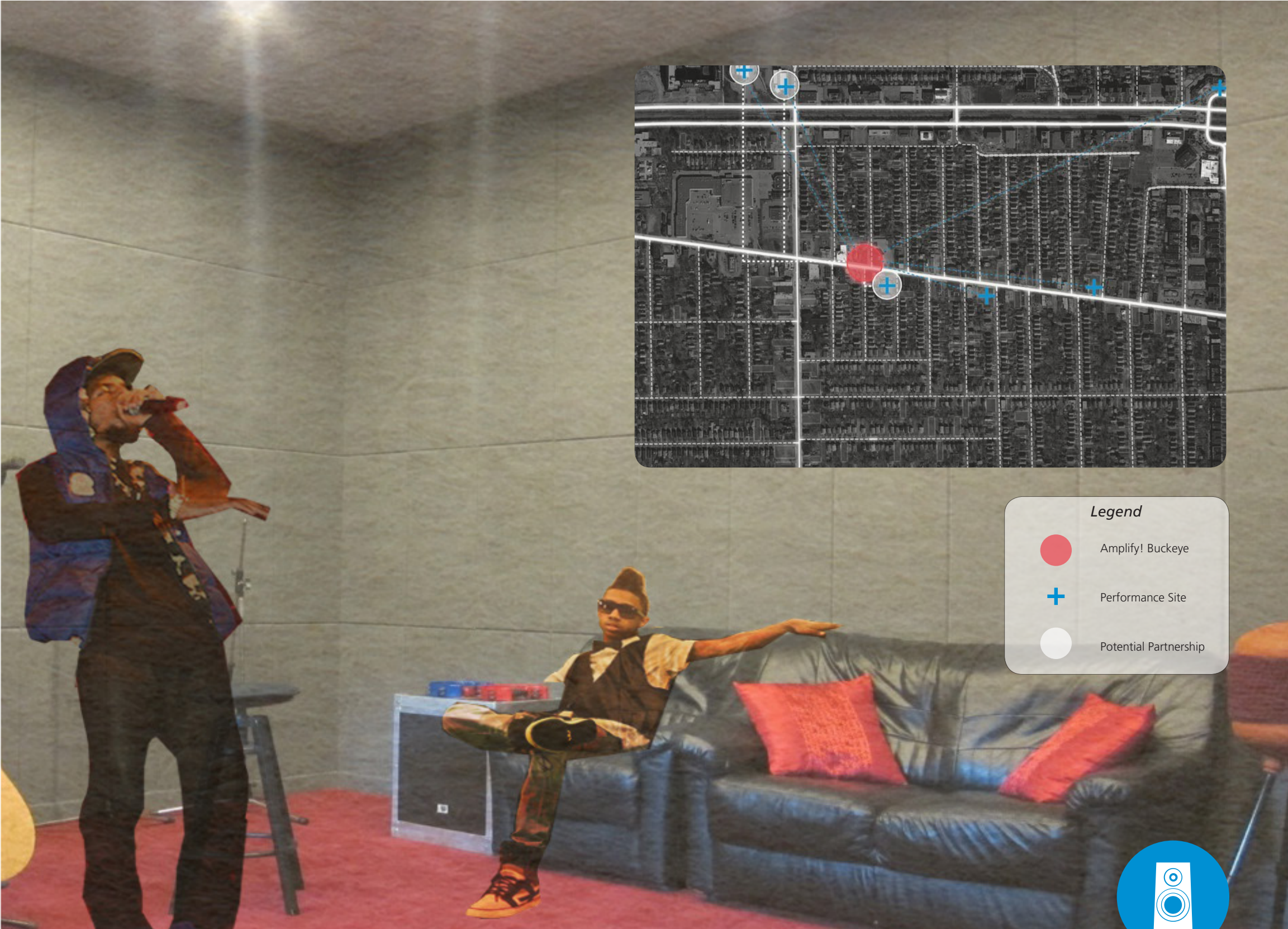
# Amplify!



# Music Programming

## Broadcast

It is essential that in providing for the creative education of participants that they be given the opportunity to take what is produced and performed and broadcast it into the community - this will be done by actively seeking opportunities for performance and other manners of musical outreach.



**Legend**

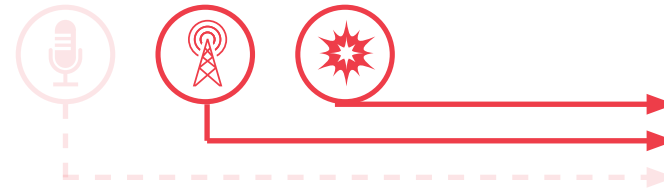
-  Amplify! Buckeye
-  Performance Site
-  Potential Partnership



# Music Programming

## Potential Partners

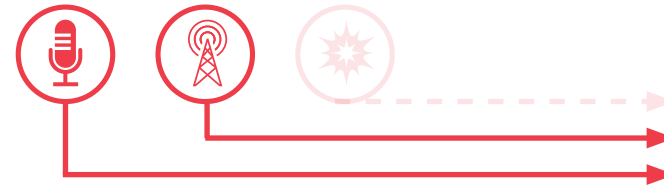
*Cleveland Institute of Music*



The Cleveland Institute of music is a conservatory of music that is oriented primarily toward classical performance. Concerts performed by ensembles are mostly free of charge, and places emphasis on outreach.



*Elementz, Cincinnati*



As an Ohio-based nonprofit arts center that offers many of the same music programs that Amplify! hopes to offer, Elementz could contribute valuable administrative, operational, and programmatic expertise.



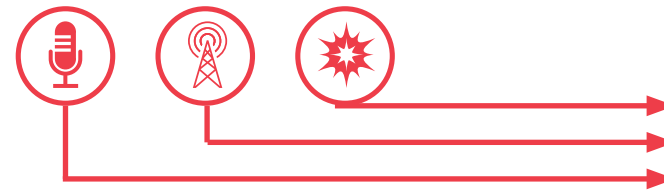
*Ohio Dance*



A "statewide organization that inclusively supports the diverse and vibrant practice of dance," Ohio dance offers educational and programmatic support for dance programs throughout Ohio.



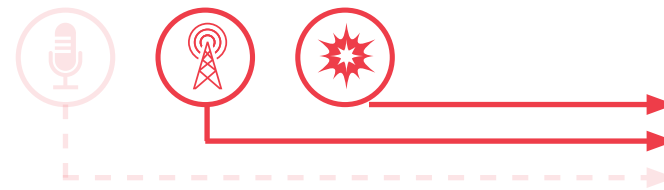
*Rock and Roll Hall of Fame*



Cleveland's Rock and Roll hall of fame is a nationally renowned institution with many resources at its disposal; the HoF could conceivably offer access to top talent and master classes in music career management.



*Cleveland Scene*



The Cleveland Scene is a Northeast Ohio alternative weekly that should provide a relatively available platform for Amplify! events and artists.



Earlier this year, fake track lists for the anti-funk of Kanye West's new album Yeezus circulated on the internet. One of the listed artists was a relatively unknown Cleveland singer whose name was included in the credits for the album's lead single, "Heaven."  
by Jeff Niesel | 12/18/2013  
MUSIC LEAD



# Music Programming

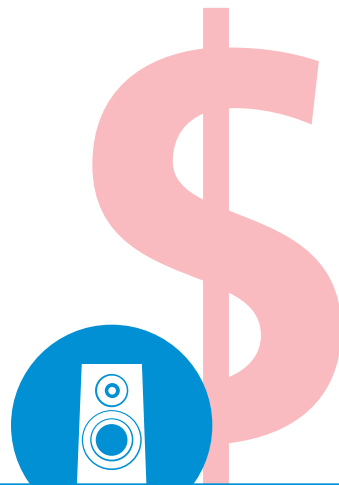
## Funding Sources

	Sparkplug Foundation	Cuyahoga Arts and Culture General Operating Support Grant	Fender Foundation Grant	The Cleveland Foundation
Relevance	Awards go to community organizations that support music, education, and community organizing.	It has served in the past for purposes similar to ours	Awards go to community music groups that have been functioning for at least a year.	Nonprofits that improve access for underserved populations, test new ideas, and support advocacy.
Use	Must be used for materials and programs that make organization more sustainable. Cannot be used for operating expenses.	Unrestricted support for operations.	Provides equipment and instruments for use by program participants (generally, though not exclusively, guitars).	Two-year mostly unrestricted support.
Eligibility	Grant gives preference to start-up and new organizations with small budgets - perfect source of seed money.	Organizations must "create, produce, present, or provide arts or cultural services", and have a history of doing such with a strong organizational capacity.	Community 501(c)3 that offers non-exclusive music training to participants.	Must be a nonprofit dedicated to having significant, widespread impact.
Amount	Up to a \$10,000 one-time grant.	Two years of unrestricted core support.	\$500 - \$5000.	Open.  A budget must presented with specific funding needs.
Calendar	January 2014.	June 2014.	Rolling application.	Deadline for letter of Inquiry: December 13  Application deadline: March 2014

Short Term

Mid Term

Long Term



# Urban Farming

## Reclaiming Vacancy

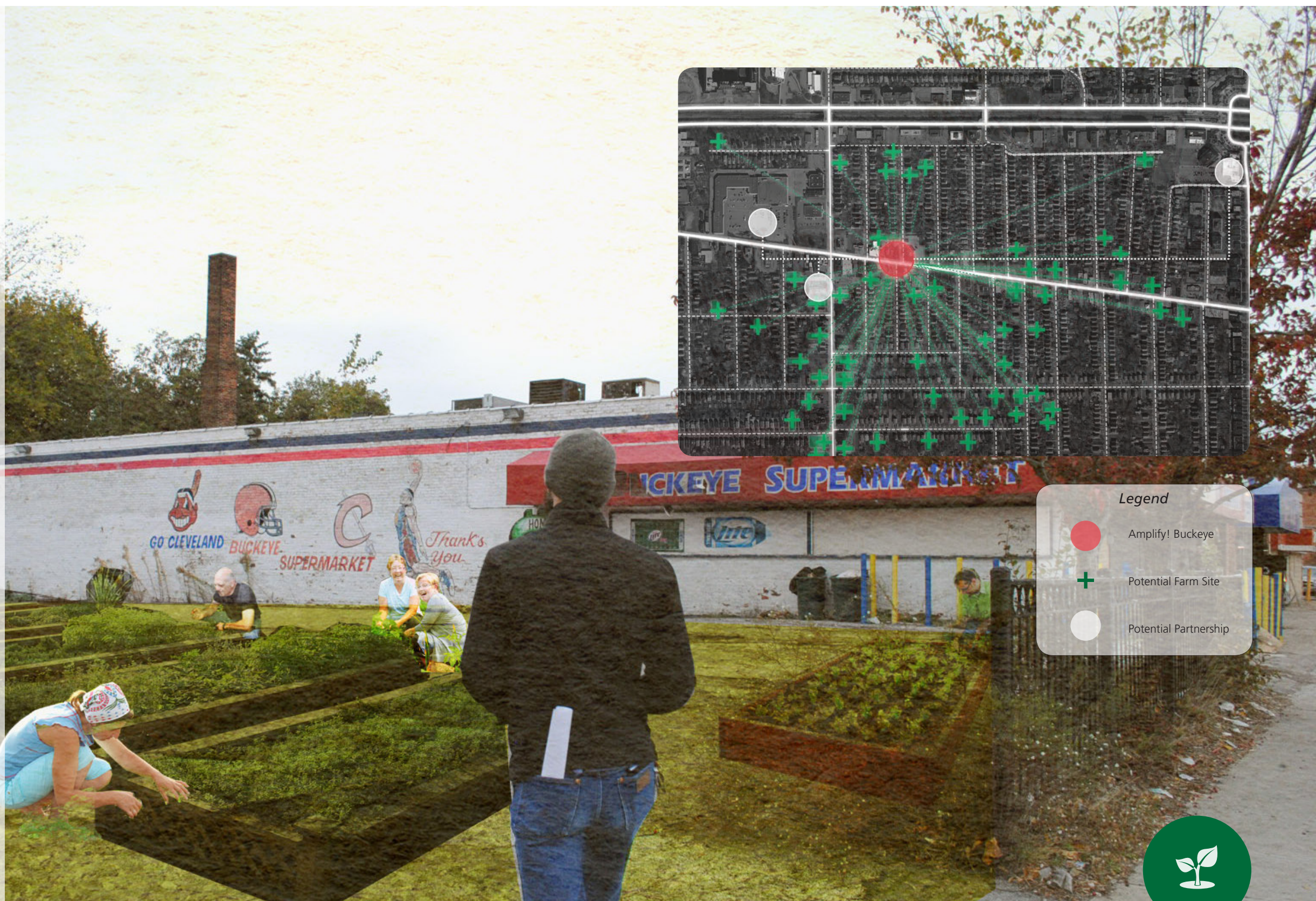
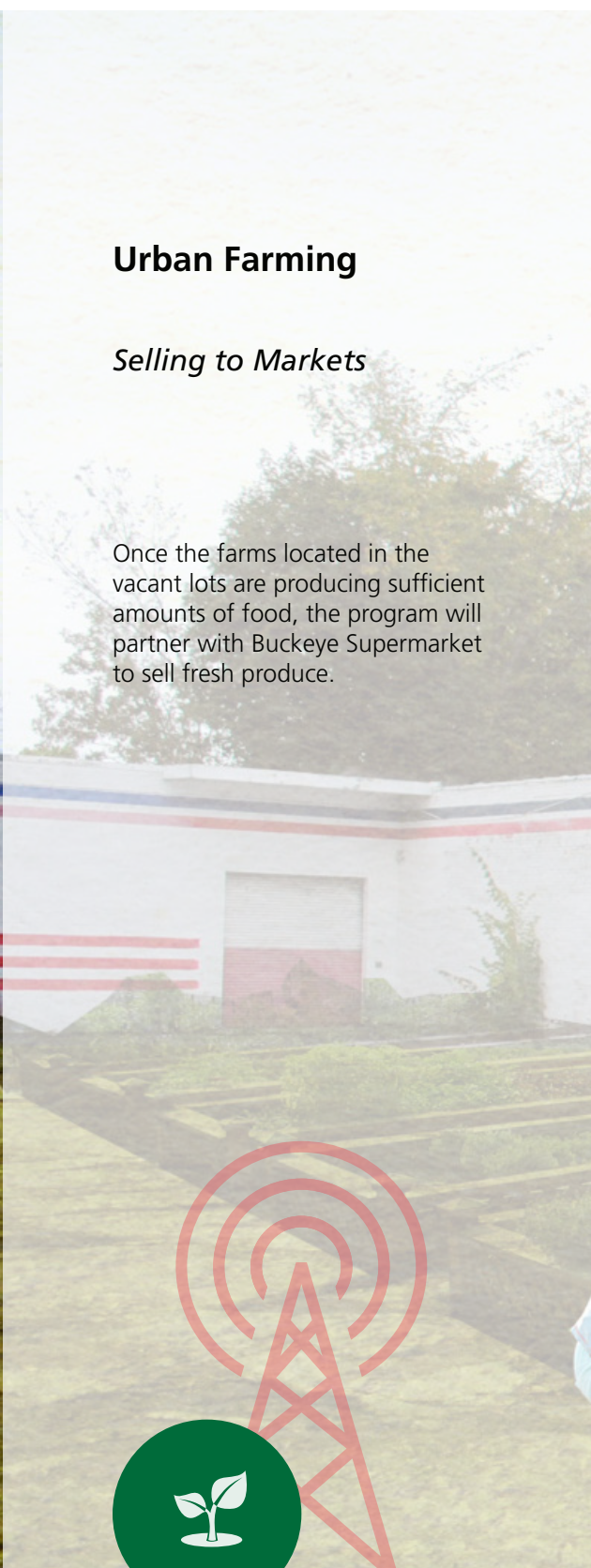
The Urban Farming program will partner with groups such as Green Corp from the Botanical Gardens as well as City Fresh CSA to help start the network of farms and mentor students so they can begin to invest in the community and take personal ownership of their urban agriculture projects within the neighborhood.



## Urban Farming

### Selling to Markets

Once the farms located in the vacant lots are producing sufficient amounts of food, the program will partner with Buckeye Supermarket to sell fresh produce.



**Legend**

-  Amplify! Buckeye
-  Potential Farm Site
-  Potential Partnership

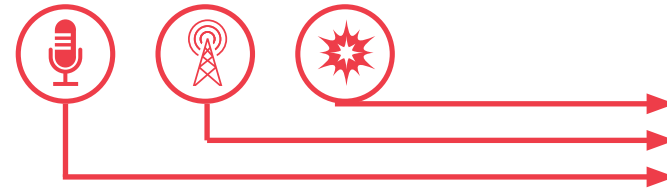




# Urban Agriculture

## Prospective Partnerships

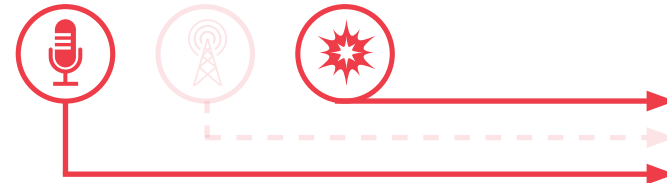
Cleveland Botanical Garden



Through the Green Corps work-study program, students from Cleveland's disadvantaged neighborhoods develop life skills through place-based learning in agricultural business.



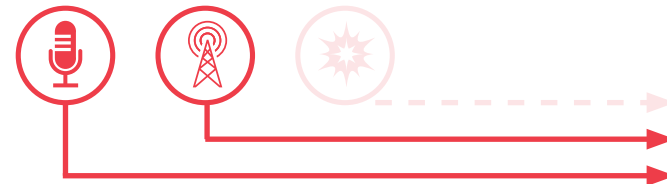
City Fresh CSA



City Fresh is the only Community Supported Agriculture (CSA) program in Northeast Ohio with a limited-income share. They use the WIC Income Guidelines to determine eligibility and accept the Ohio Direction Card.



Hershey Montessori School



Students age 12-15 are able to stay at the school. The Huntsburg Campus has a working farm, residential house, program barns, bio-shelter and classroom buildings on 97 acres of predominantly wooded land.



# Urban Agriculture

## Prospective Partnerships

	<i>Cuyahoga Arts &amp; Culture Grant</i>	<i>Community Food Projects Competitive Grants Program</i>	<i>Farmers Market Promotion Program</i>	<i>O'Neill Foundation</i>
<b>Relevance</b>	The grant is available for groups working to provide cultural services to the community.		It has served in the past for purposes similar to ours	Allows artists to work in communities at little cost to the host organization.  Creative place making, vibrancy and diversity
<b>Use</b>	Unrestricted; anything.		Workshop organization, administration, and materials.	Offsets the majority of an artists' fees.  Neighborhood intervention for public art
<b>Eligibility</b>	Cuyahoga County-based nonprofit organizations that provide cultural services for the public; a history of vibrant artistic or cultural programming; strong organizational capacity.		Grant supports the activities of not-for-profit arts and education community organizations.	Grant supports community organizations that offer arts programming.  Grant supports the activities of not-for-profit arts organizations.
<b>Amount</b>	Two years of unrestricted, core support		Open  A budget must be presented with specific funding needs.	Grants will be awarded for \$250 (one day), \$500 (two days) and \$750 (three days)  The sponsoring organization is responsible for remaining fees.  Open.  A budget must presented with specific funding needs.
<b>Calendar</b>	Application Deadline: June 2014  Grant Period: 2015-2016		Application deadline: Open  Decision will be reached in under ten weeks.	Application deadline: 6 weeks in advance  Payment to artist: Last day of visit  Payment to grantee: 3-6 weeks after visit  Deadline for letter of Inquiry: December 13  Application deadline: March 2014

Short Term

Mid Term

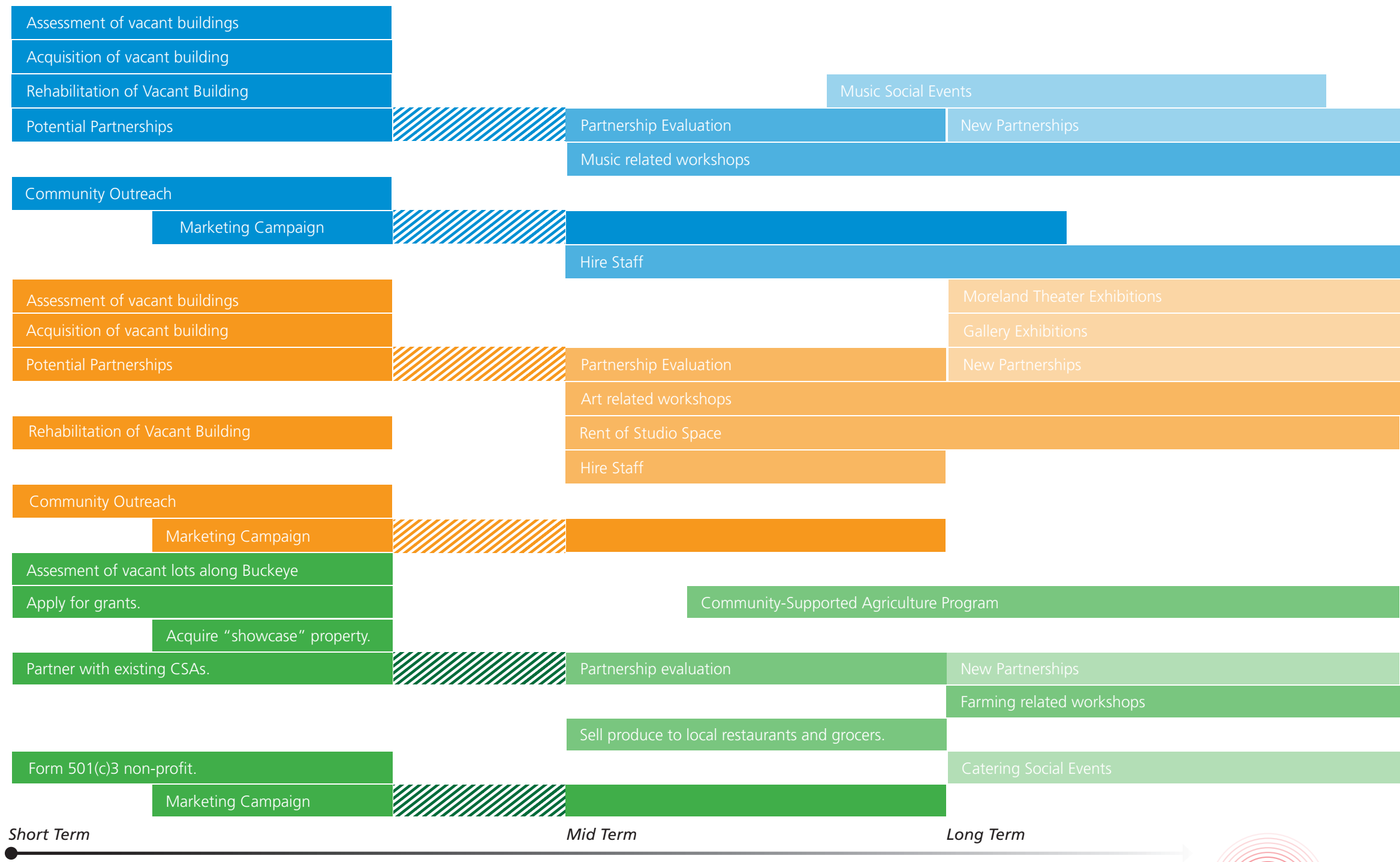
Long Term



## Implementation

### Amplify! Over Time

Amplify! Buckeye is envisioned around the Buckeye Center as a physical space that serves as connectors of all the programs. For this the immediate acquisition, rehabilitation and activation of the center is necessary. In the short term the main goal is to make the center happen; In the mid term the goal is to start the educational process; and in the long term the goal is to disseminate it and find ways of neighborhood and community intervention through the center's organization.



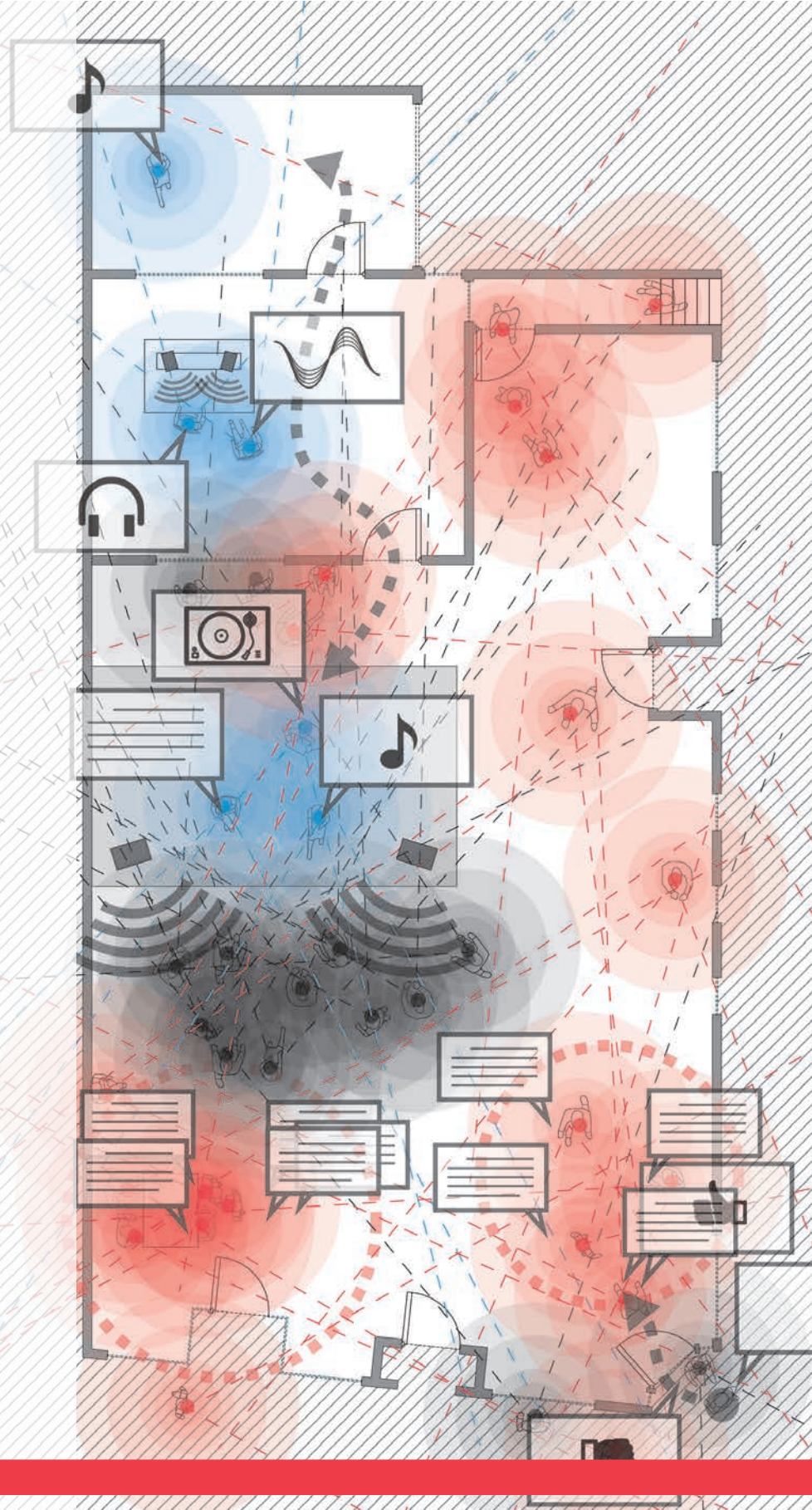
## Do Make a Scene

### *Spatial Advice for Scene-Making*

It is not enough to simply provide a space for artistic activities for occur - there are conditions that allow for the free flow of social and cultural information that forms the basis of an active scene.

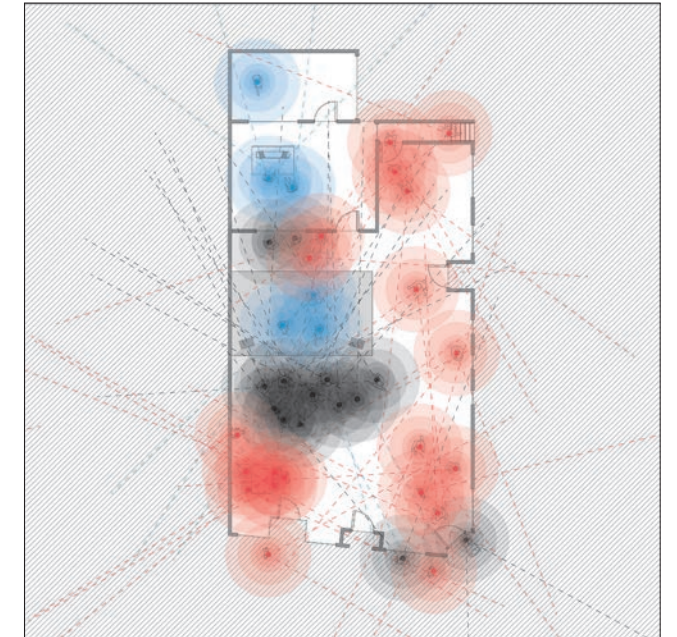
David Byrne, in his 2012 book *How Music Works*,<sup>1</sup> gives ten recommendations for providing spaces for scenes, four of which are represented here.

Byrne, David. 2012. "How to Make a Scene." In *How Music Works*, 251-267. San Francisco: McSweeney's Publishing.



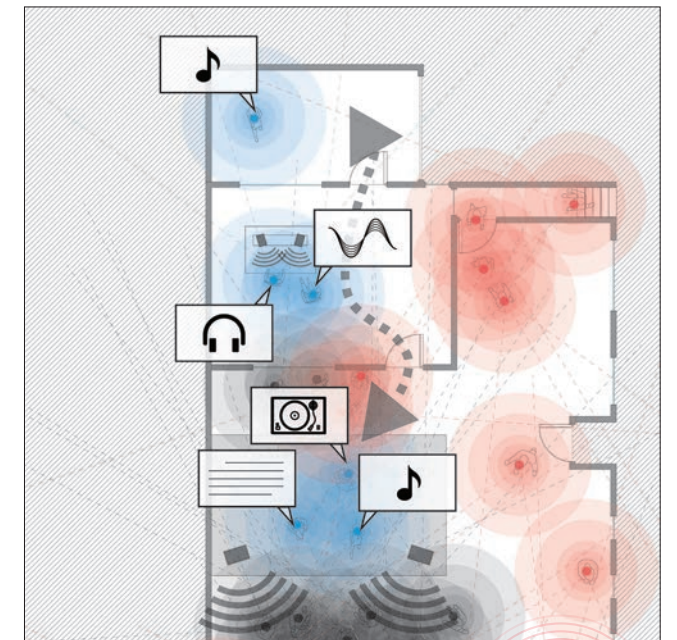
### *Encourage Social Transparency*

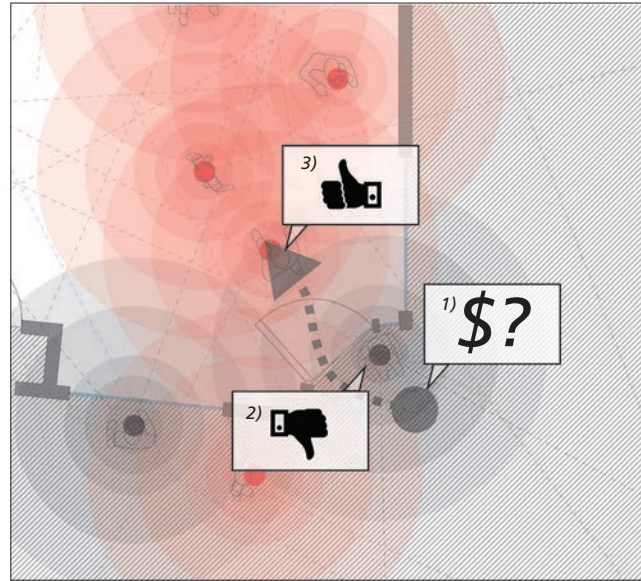
This guideline suggests that spaces be assembled in such a way that there is plenty of inadvertent social mixing. Green rooms for musicians, walled-off back rooms, excessively invasive walls, and poor circulation can all contribute to the lack of knowledge circulation essential to the creative economy.



### *Musicians should play (primarily) their own music.*

While emulation, in the case of music, cover songs, are in some sense essential to creative identity formation, creative processes should ultimately be encouraged. This creates the sense that something new is always occurring, a ferment that drives further creation and cultural vibrancy.





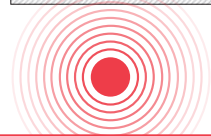
***Musicians should get in free, even when they are not playing.***

Particularly with the variety of economic circumstances that are experienced by Buckeye-Shaker, participation in the scene should not be linked to the possession of disposable income. While all venues must raise money, Amplify! Buckeye is in a unique position in that it will be seeking large quantities of grant funding, removing, potentially, some of its reliance on door fees.



***It should be possible to do other things while the musician is playing.***

While rapt attention is the preferred condition of a musician's audience from their perspective, the permission of other activities while they play creates a constant flow of social activity that is not reliant on the fan base of the band. A venue dependent on a large fan-base is one prone to periodic downturns.



**Next Steps**



**Find a strategically sound space.**

Though this proposal has advocated 11721 Buckeye, it's conceivable that an equally strategic property with fewer ownership issues might be found. It's important that the site be affordable and immediately adjacent the corridor.



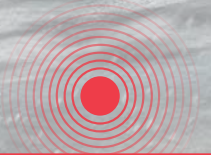
**Partner with educational institutions.**

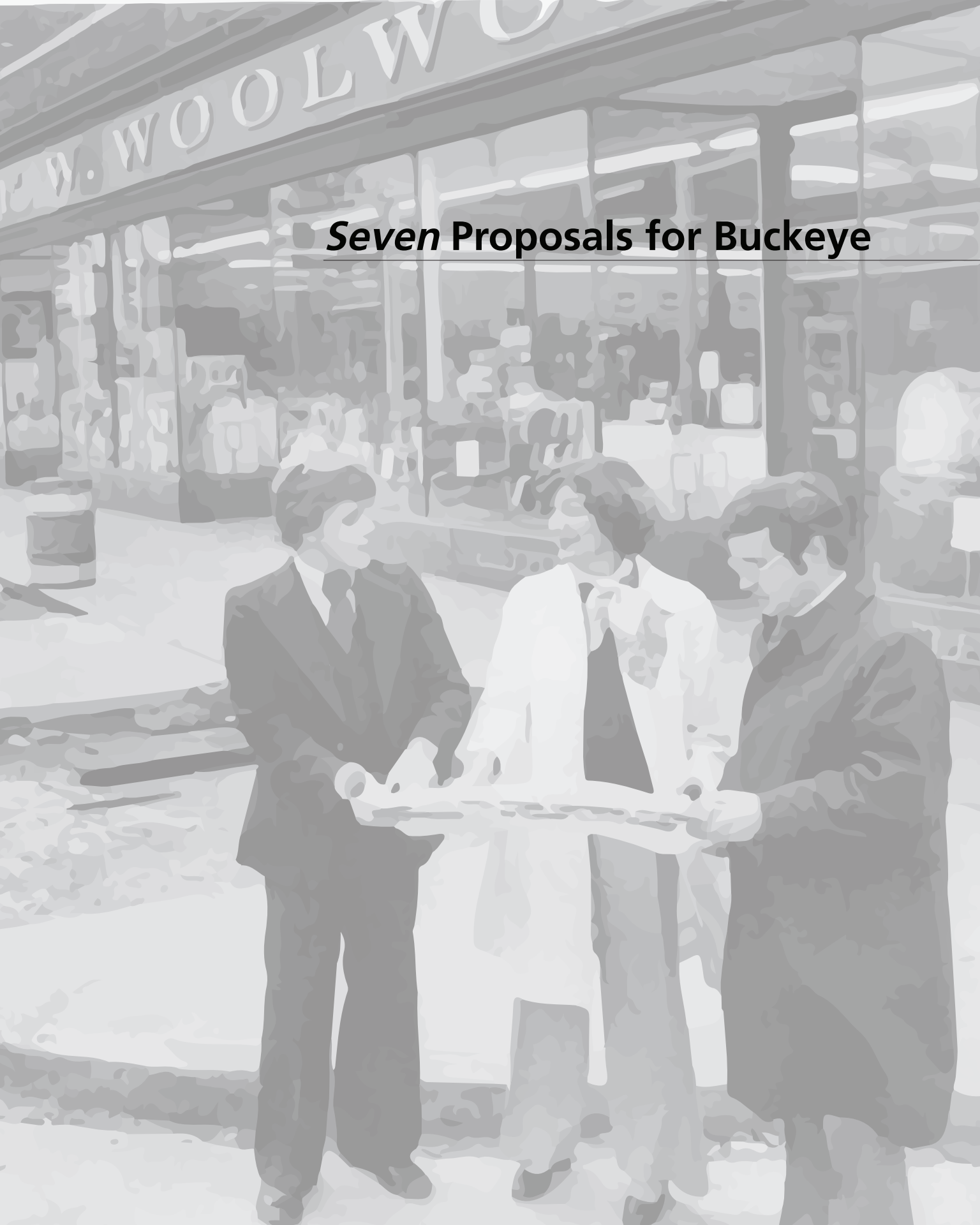
By reaching out to local high schools, recruiting of participants can begin and, perhaps equally importantly, transportation between schools and the center can be worked out.



**Identify sources of staff.**

Make inquiries at regional universities about the possibility of creating an internship program for students in the arts who would be charged with developing and leading workshops over the course of a summer; also, seek grants that allow such positions to be funded.





**Seven Proposals for Buckeye**

