

CLARK-FULTON

TARGET AREA PLAN

October 2019



CONTENTS

4 INTRODUCTION

6 NEIGHBORHOOD HISTORY

8 PUBLIC ENGAGEMENT EFFORTS

12 NEIGHBORHOOD PRIORITIES

<i>Housing</i>	12
<i>Infrastructure</i>	14
<i>Economic and Community Development</i>	14
<i>Health and Safety</i>	16
<i>Transit</i>	17

18 DEVELOPMENT OPPORTUNITIES

<i>Defining the market</i>	18
<i>Housing Demand Projection</i>	21

26 IMPLEMENTATION STRATEGIES

<i>Housing Strategies</i>	28
<i>Housing Strategies - Continued</i>	29
<i>Community and Economic Development</i>	29
<i>Infrastructure</i>	30
<i>Health and Safety</i>	31
<i>Transit</i>	32



A Colorful mural on Clark Avenue depicting possible re-use options of a vacant storefront

INTRODUCTION

To celebrate the 50th anniversary of the Fair Housing Act In 2018, the Ohio Housing Finance Agency (OHFA) launched a new initiative to create mixed-income, diverse and accessible communities in Ohio's largest cities. Named in honor of the 50th anniversary of the Fair Housing Act, the Fair Housing Act 50 Building Opportunity Fund (FHAct50) is designed to build mixed-income communities from the ground-up. Each affordable housing unit created must be matched by a market-rate housing unit produced at the same time and within the same neighborhood.

FHAct50 empowers Cincinnati, Cleveland and Columbus to allocate housing tax credits in a single neighborhood (the target area) where market trends indicate that affordable housing is most at-risk. Participating cities collaborated with their citizens to select one neighborhood that is ripe for market-rate housing investments and broader economic growth. OHFA supported the cities in this process by providing a planning consultant to help facilitate a dialogue with their residents and craft a plan that meets their objectives.

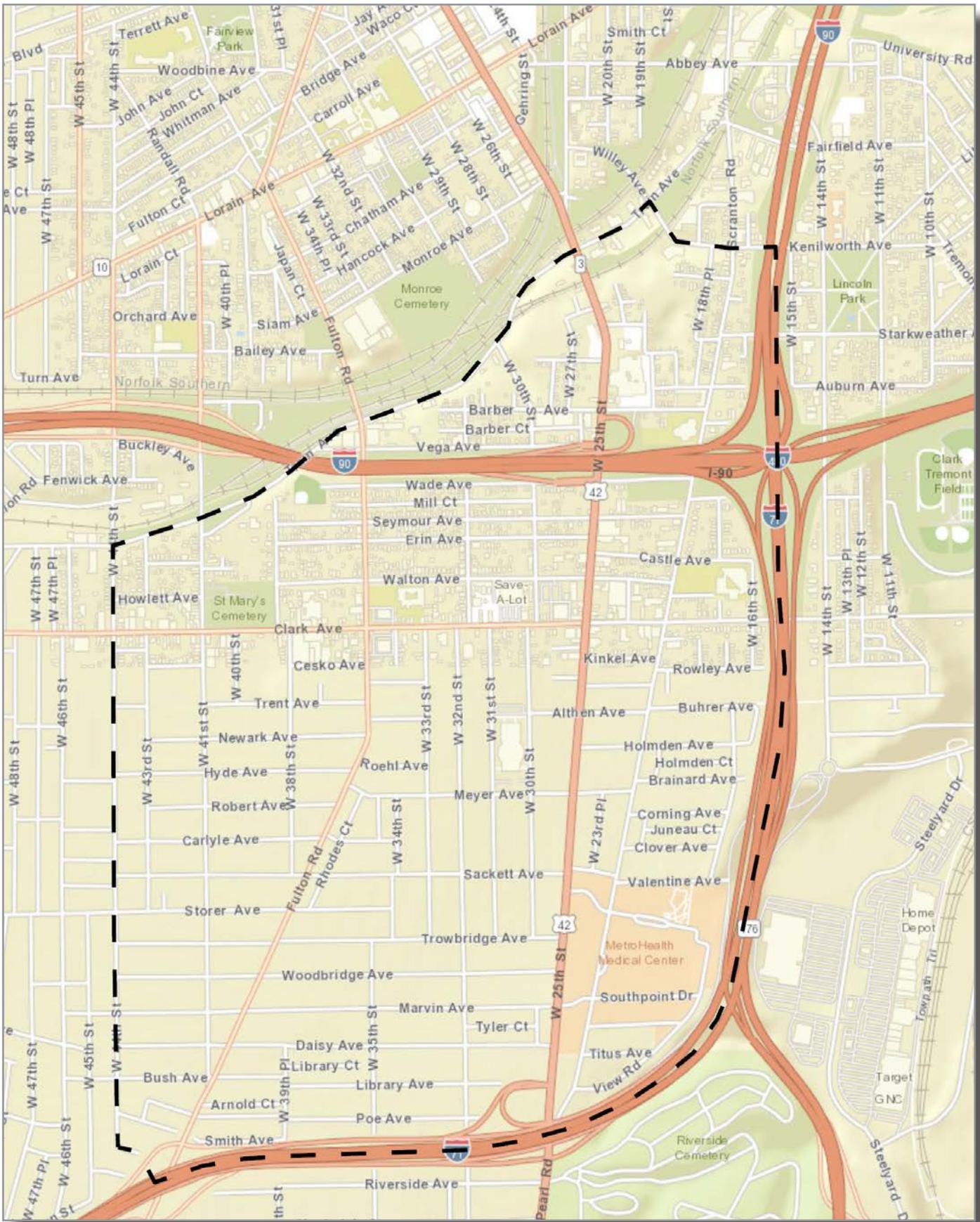
OHFA's intent is that cities and residents work together to create a plan for this target area that strategizes long-term development goals, such as improving schools or expanding job opportunities. The city will then recruit community partners to help execute this plan. After laying this groundwork, the city is authorized to competitively and transparently select affordable housing developments that support the plan to receive tax credits. This local competition replaces OHFA's traditional competitive requirements and allows investments to be more tailored and responsive to local needs than ever before.

The City of Cleveland formally expressed interest to OHFA in participating in the FHAct50 Building Opportunity Fund in September 2018. The City had to select a target investment area for FHAct50 Building Opportunity Fund tax credits, within which the tax credits may support one or multiple projects. In the fall of 2018, the City of Cleveland initiated an RFP process to select the target FHAct50 neighborhood. In December 2018, four neighborhoods applied for the designation. Based on the RFP criteria and the guidelines of the FHAct50 program, the City selected the Clark-Fulton neighborhood as the target area in January 2019.

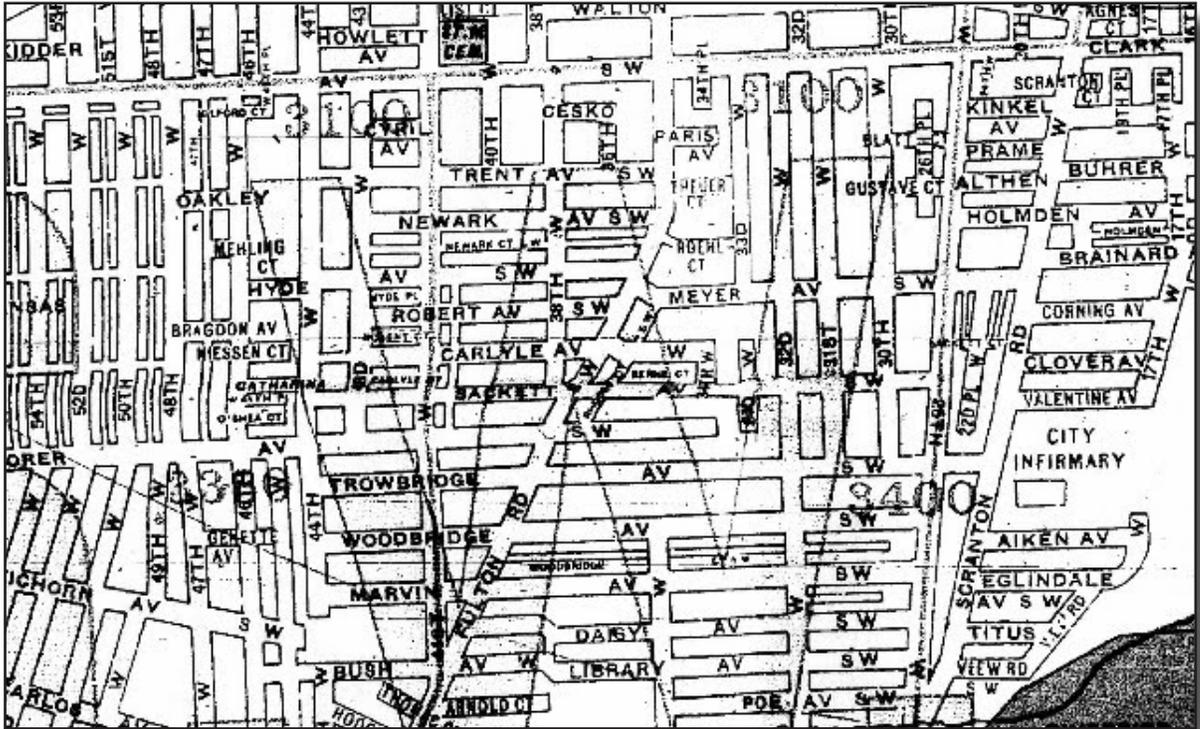
The Clark-Fulton Target Area Plan is specifically designed to address the housing and community development needs of the neighborhood within the framework of FHAct50, and is the culmination of prior planning efforts and the recent Clark-Fulton FHAct50 community engagement efforts.

The housing developments that are the result of FHAct50 funds will help address the impediments to fair housing choice outlined in the Northeast Ohio Sustainable Communities Consortium: Impediments to Fair Housing Choice study. In particular, the TAP encourages developers to site projects along transit corridors to improve accessibility to places of employment. Additionally, the housing created through the FHAct50 program will provide new housing opportunities in a neighborhood that has historically seen significant disinvestment in housing opportunities.

Clark-Fulton Target Area Plan Boundary



NEIGHBORHOOD HISTORY



Early map of the Clark-Fulton neighborhood depicting the City Infirmary, now MetroHealth

Today, the Clark-Fulton neighborhood has one of the city's most diverse ethnic populations, including a large and growing Latinx segment and an increasing number of African-Americans, along with a significant number of Central and Eastern European immigrant descendants. The Clark-Fulton area became part of the City of Cleveland when parts of Brooklyn and Newburgh Townships were annexed in the late 1800's.

German immigrants were the first to settle in the Clark-Fulton area. They arrived during the mid-1800's and were followed by Czechs, Italians, Slovaks and Poles. These immigrants were attracted to the area to work in the nearby industries in the Flats, the railroads, as well as the breweries that developed along Train Avenue.

The Scranton Road portion of the neighborhood holds MetroHealth Medical Center, which was established at its present location in 1889 as the City Hospital. MetroHealth continues to grow and is an active community partner.

This neighborhood also contains the Jones Home. This home for children is on land donated in the late 1800's by Carlos and Anna Jones. Marvin and Daisy Avenues were named after Carlos Jones' children.

The Aragon Ballroom, once a very popular big band dance hall, is also located in this neighborhood as well as Ceska Sin Sokol hall at 4314 Clark Avenue. This was a meeting hall for the Czech community and the birthplace of the Northeast Ohio College of Gymnastics.

The Clark-Fulton area changed dramatically during the 1960's and 1970's by the construction of I-71 and I-90/490. Schools in this neighborhood are Lincoln-West High School at 3202 West 30th Street and Thomas Jefferson Elementary School/ Newcomer's Academy at 3145 West 46th Street. The main shopping area is at Clark Avenue and West 25th Street.



St. Procop Roman Catholic Church



City Hospital, early 1840's



MetroHealth today

PUBLIC ENGAGEMENT EFFORTS



Engaged residents and stakeholders discussing the neighborhood plan

After the Clark-Fulton Neighborhood was selected by the City of Cleveland as their FHAct50 designee, an assessment of recent planning efforts was undertaken to identify those priorities that continue to remain relevant, and to identify any potential gaps within the adopted plans in policy areas such as housing, education, or economic and community development.

There have been numerous planning and engagement efforts over the past decade within the Clark-Fulton neighborhood. The prior plans and policy documents that were reviewed during this process for context and continued relevance included:

- Pearl Road / West 25th Street Transportation Corridor Plan (2009)
- HUD NSP2 Application (2011)
- West 25th Corridor Initiative (2012)

- West 25th Transit Development Strategy (2012)
- Clark Avenue Corridor Plan (2015)
- International Village: The Dream Neighborhood (2017 Update)
- Train Avenue Greenway Plan
- LaVilla Hispana 2017-2022 Action Plan

Most of the planning efforts focused on infrastructure, transit and corridor plans led by the City of Cleveland or the Northeast Ohio Areawide Coordinating Agency.

In addition to those planning efforts, there have been two significant grassroots plans developed: LaVilla Hispana and Metro West's long range action plans. Both are local efforts aimed at developing neighborhood capacity and creating a welcoming environment for the Latinx and immigrant community.

The planning process was then shaped to attempt to fill those gaps and re-engage with residents to determine their needs and priorities.

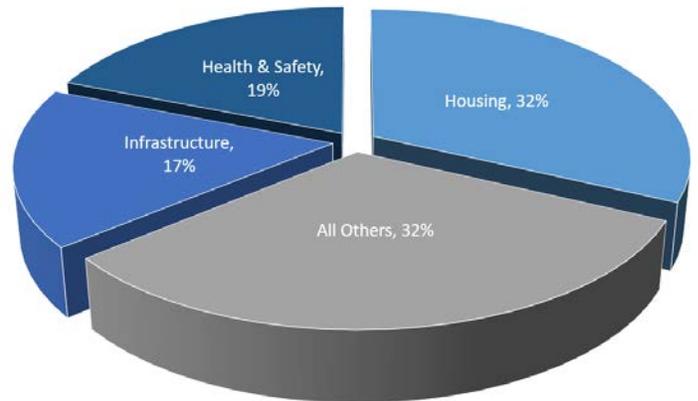
In an effort to develop the Target Area Plan, a series of efforts were launched in May 2019 to engage local residents, business owners and stakeholders concerning their current priorities. Those efforts included creating a project website (www.clark-fulton.com) that allows residents and stakeholders to learn more about the current planning effort, remain informed and provide feedback as the updated neighborhood plan was developed.

A priority needs survey was created in both English and Spanish to help further understand residents wants and desires, as well as those efforts that should be undertaken within the neighborhood. The surveys were available on the website as well as paper-based. Overall, 27 surveys were completed.

On May 8, 2019 a community meeting was held at the City Life Community Center within the neighborhood to kick-off the TAP planning process. The meeting was well attended by a cross section of the community, including residents, business owners and institutional stakeholders. Over 50 stakeholders attended the kick-off meeting and attendance was bolstered by MetroWest's weekend outreach and canvassing efforts.

Prior to the public engagement meeting, the project team synthesized the prior plans and policy guides into eight common themes:

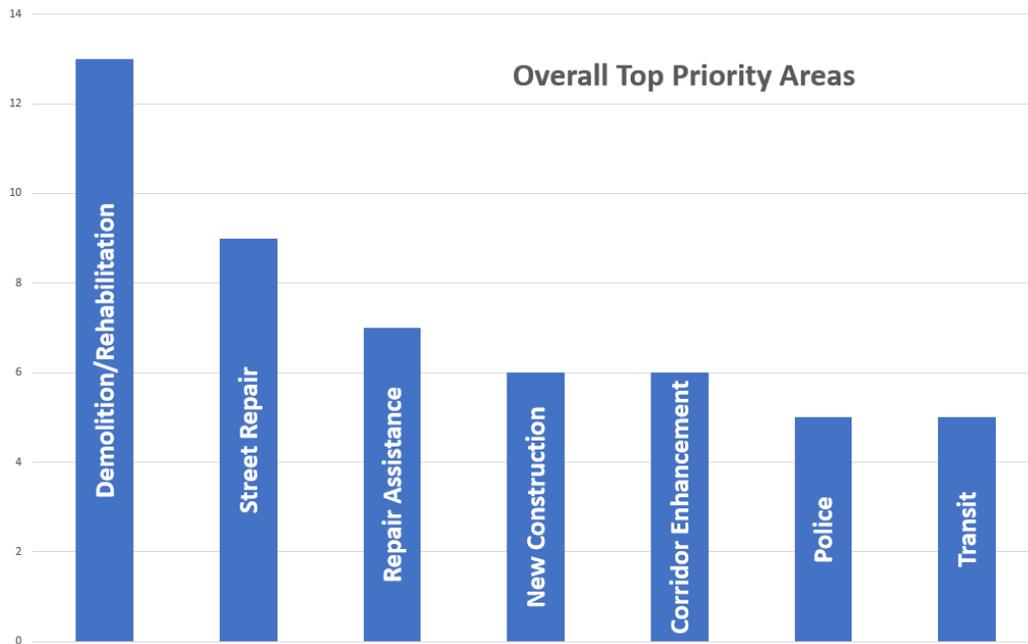
- Community Engagement
- Culture
- Economic Development
- Education
- Health & Safety
- Housing
- Infrastructure
- Transportation



The team then devised a matrix, categorizing each of the existing goals and objectives into one of these eight themes. Participants at the public meeting were then asked to mark which of these existing goals and objectives remained relevant and pertinent to carry forward.

In total, the team received 95 comments from approximately 50 individuals in attendance, the majority of which were neighborhood residents (70%) with the remainder representing businesses and institutions in the community (30%). The project team found that participants were much more interested in putting forth new broadly-focused priority items than addressing more specific priorities adopted in the past via the existing planning efforts to date. Comments received were again deposited into the appropriate theme, but within each theme were further subdivided into over 25 more specific sub-categories to tease out specific priorities.

By an overwhelming margin, the theme of most concern amongst attendees was Housing, constituting 30 total responses or 32% of all responses. Attendees most often noted the need to address dilapidated homes within the neighborhood through rehabilitation or outright demolition. Sponsoring financial assistance for residential home repairs and promoting new construction were also popular suggestions.



Health & Safety and Infrastructure were the next most frequently cited themes, constituting 19% and 17% of all responses, respectively. Attendees demonstrated a strong desire to increase police presence in the area to combat illegal activity. Increasing access to health services and drug rehabilitation programs were also frequently mentioned. Overall, the vast majority of comments involving infrastructure reflected a need to re-invest in the neighborhoods streets, specifically road and sidewalk repairs and debris removal. Enhancing entryways to and corridors within the neighborhood through additional signage and improved lighting were prioritized as well.

The remaining themes – Community Engagement, Culture, Economic Development, Education, and Transportation – constituted 32% of all responses. Priority areas under these themes included improving the quality and frequency of public transportation options, promoting growth in the locally-owned business sector, and expanding educational opportunities for adults

through GED programs, vocational schools, and access to college courses.

Overall, the common theme amongst the responses was a general desire to ramp-up investments within the community. Respondents felt the area was not receiving the public goods and services necessary to create a thriving neighborhood. In some areas, this may be addition-by-subtraction through strategic demolition of derelict properties. In other cases, perhaps through public investments in roads, sidewalks, transit, community policing, and debris removal, adjacent owners may see value in investing in their property through self-financed or publicly-assisted rehabilitation, while individuals could invest in themselves and their community via education and entrepreneurship.



MetroHeath has always been significant neighborhood asset and stakeholder

NEIGHBORHOOD PRIORITIES



A well maintained home in the neighborhood

This section outlines the priorities discussed by residents through the kick-off meeting and surveys, as well as those priorities that were identified in past planning efforts and still remain relevant today.

Below is a summary of the priorities by topic area that are still relevant and important to the residents and stakeholders of the Clark-Fulton area.

Housing

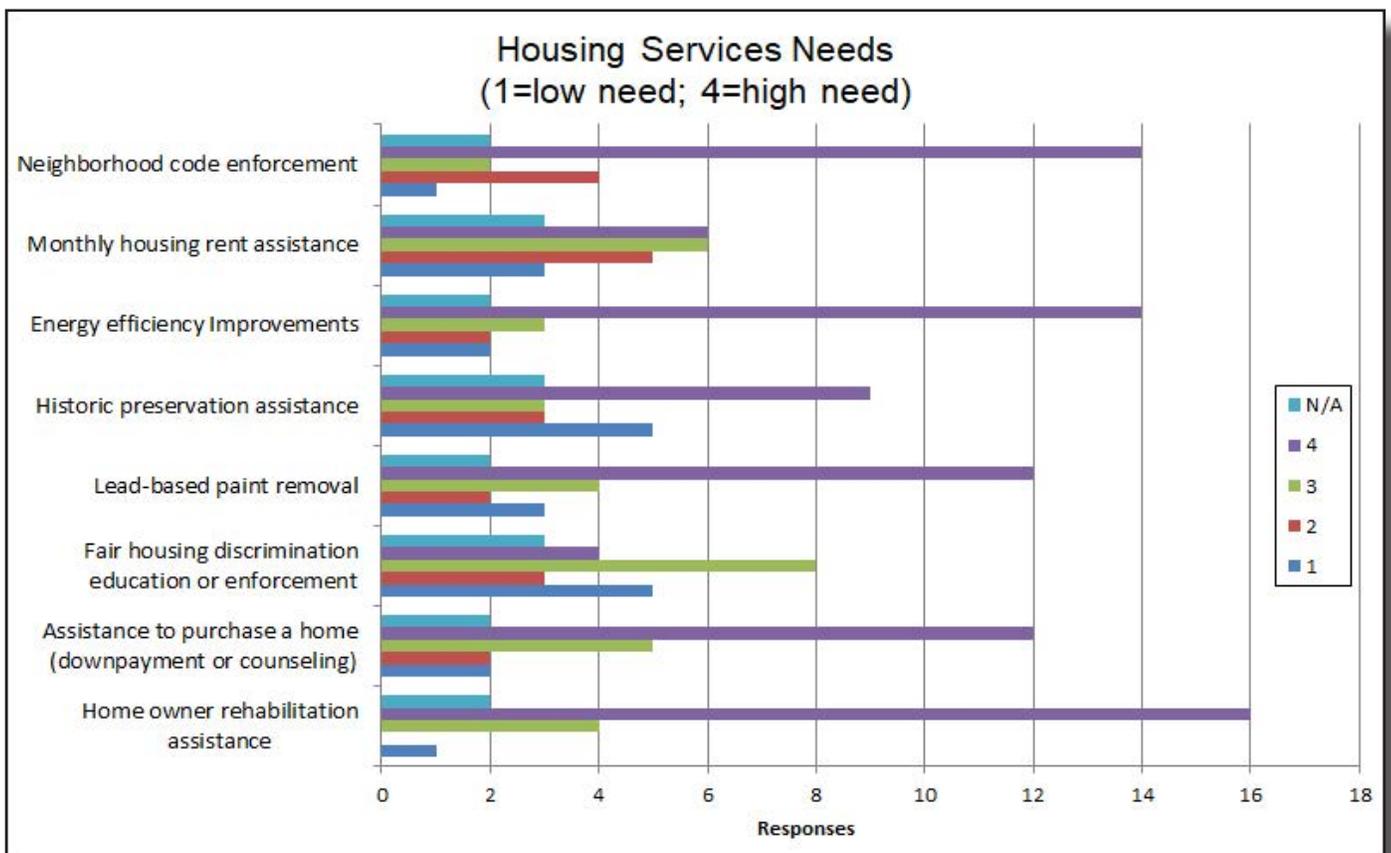
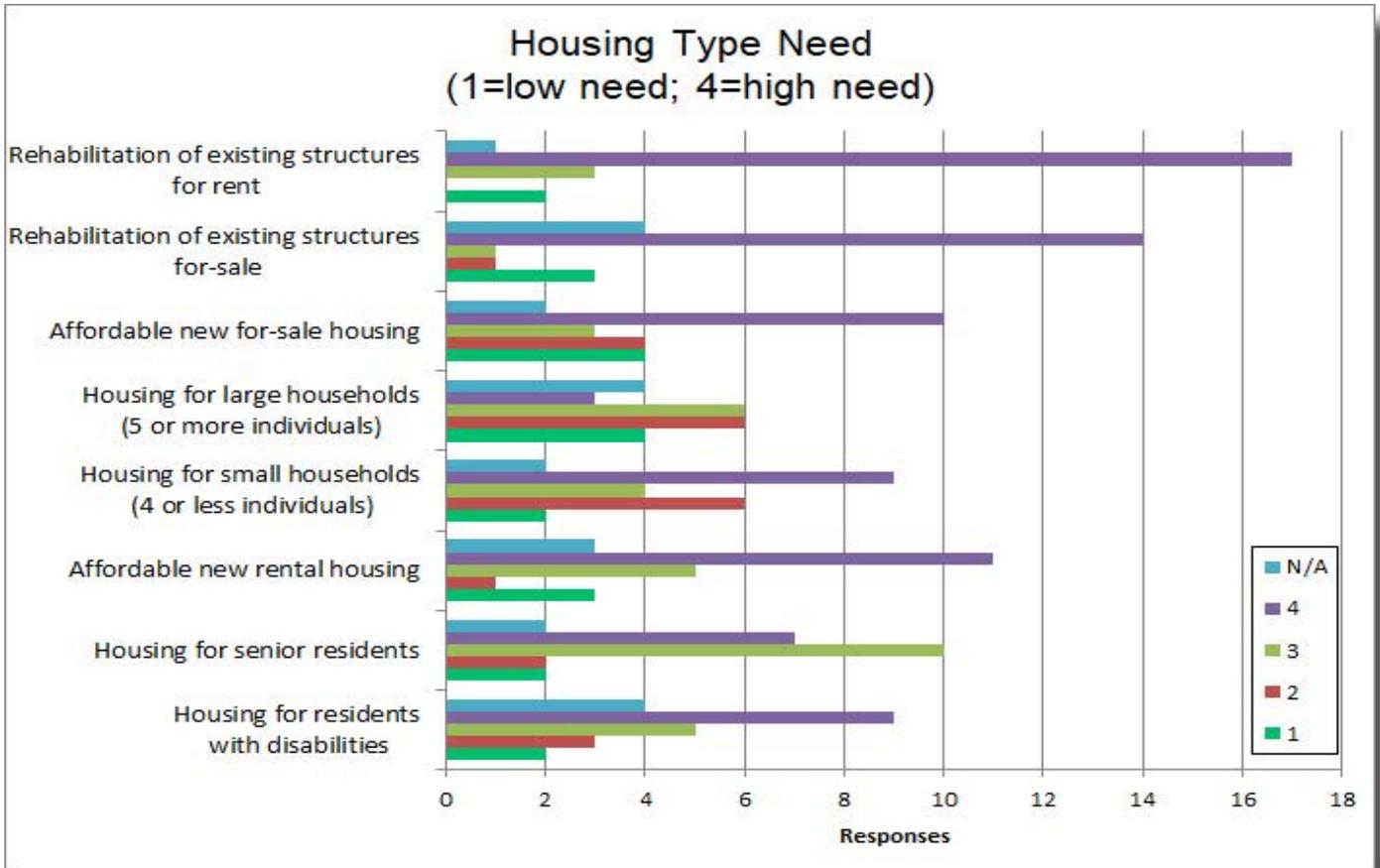
As described earlier, housing was the number one priority for neighborhood residents, those attending the public engagement kickoff meeting, and survey respondents. Residents felt the biggest priority was to address vacant structures either through rehabilitation or demolition. A number of those in attendance expressed concerns about the appearance and condition of the vacant structures, as well as the unintended results of vacancy, such as squatters living in the structures and the issues of crime and safety.

A number of suggestions were solicited, such as developing incentives to encourage the redevelopment of vacant structures and also assisting existing homeowners with repairs and energy efficiency upgrades. Aggressive code enforcement by the city was also recommended. Given the strength of the market and a growing need for affordable housing, developing additional affordable housing was a top priority of many residents. This new housing can be developed through the renovation of existing structures, or through new infill construction.

Creating opportunities for new residents was also a theme that emerged through the community engagement efforts and in past planning efforts. Specifically, providing opportunities for financial education and home ownership training. Financial literacy and home buyer training are seen as a way to improve the success for new residents who move into the neighborhood.

Based on community feedback, FHAct50 developments should prioritize the redevelopment or repositioning of vacant structures.

Priority Needs Survey Results



Infrastructure

Over the years there have been a number of corridor studies undertaken related to the major corridors within the Clark-Fulton area, such as West 25th Street and Clark Avenue. Most of those studies have recommended changing the corridors to improve accessibility and safety of non-motorized transportation such as bicycles and pedestrians. The studies have also recommended general aesthetic enhancements to the public realm such as improved gateways and transit stops, as well as an increase in public art and building murals.

Those themes were repeated during the most recent public engagement efforts. Stakeholders wanted to see a general improvement in the overall aesthetics of the corridors through public art and infrastructure upgrades. Recommendations also included streetscape

improvements to better connect the southern Tremont neighborhood to the Towpath, Steelyard Commons, etc. While those projects can be major undertakings and take years to implement, stakeholders also recommended more modest improvements such as regular street and alley resurfacing the neighborhood streets, along with street lighting upgrades within the neighborhood, including alleyways.

FHAct50 developers should include streetscape improvements as part of their development projects.

Economic and Community Development

The Clark-Fulton neighborhood has a vast number of community assets that can be leveraged for community and economic development purposes. Past and current planning efforts recognize this fact and many of the previous studies recommendations are still relevant today. During this planning effort residents and stakeholders discussed the importance of MetroHealth and their campus as a key anchor institution. The campus is a key economic driver that can and should be leveraged for wider positive community impacts and collaborative partnerships.

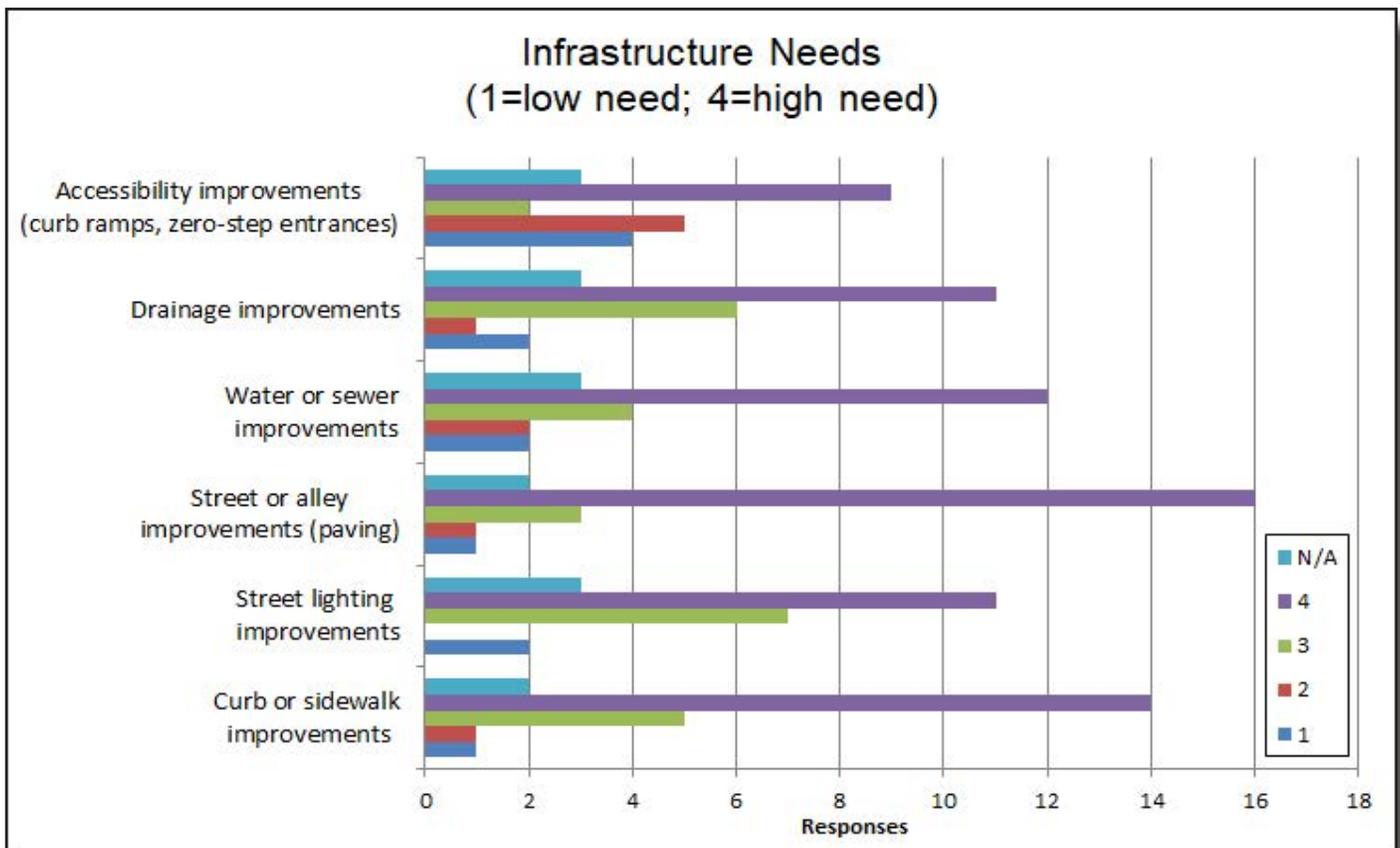
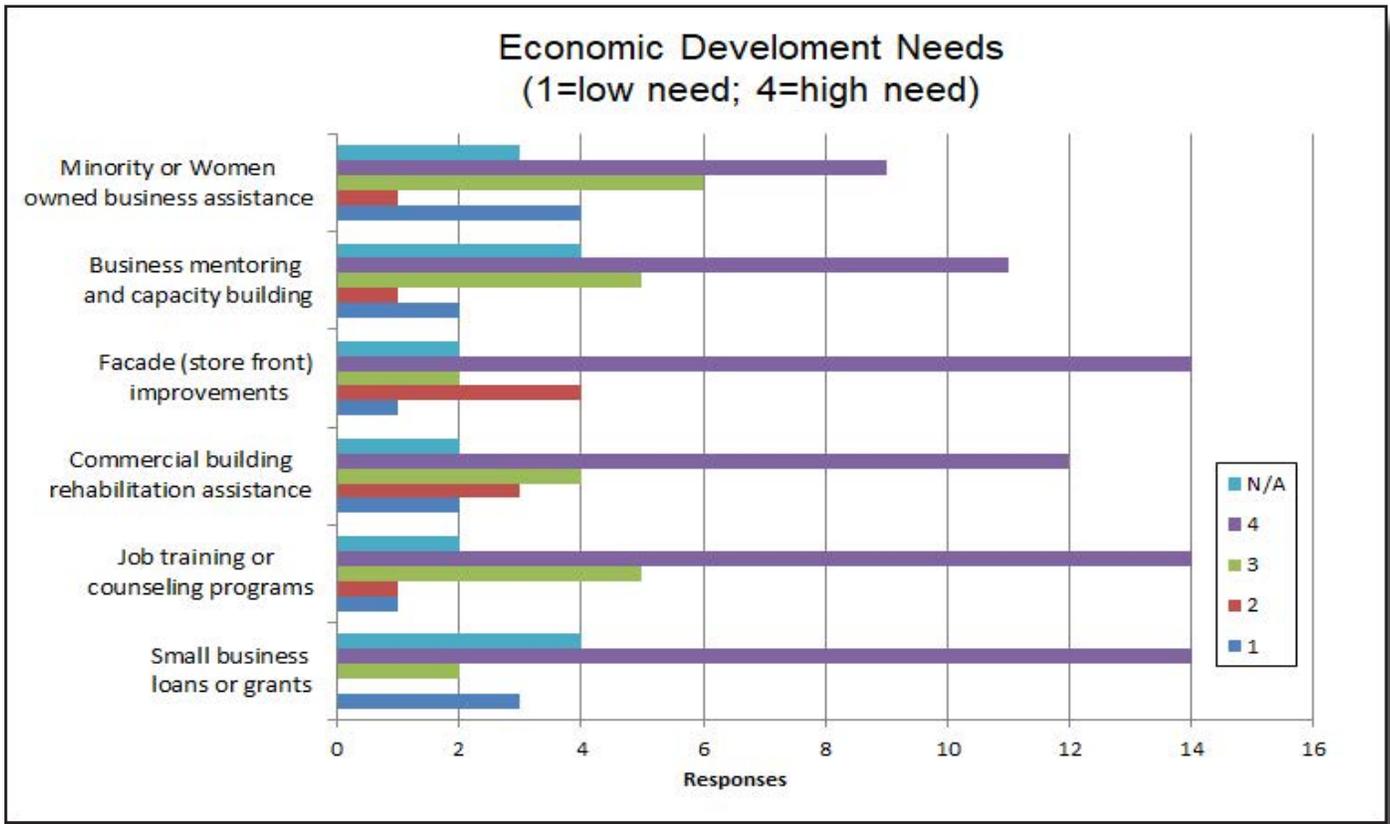
In addition to the hospital, other key elements that can be leveraged and are recognized by the various stakeholders are the neighborhood's proximity to downtown, mostly intact commercial corridors, and its Latinx heritage and concentration of immigrant populations.

The neighborhood's Latinx heritage sets this neighborhood apart from many of its contemporaries and past planning efforts have recognized that unique attribute. Examples of this include recommendations to develop the Centro Villa 25 (Public Market / Food Hall Concept) and to market this area as an "International" neighborhood.



Public infrastructure is a source of neighborhood pride

Priority Needs Survey Results





Neighborhood residents at the local cafe

Historically, immigrant populations are twice as likely to start new businesses than native born residents. Given the concentration of immigrant residents, the Clark-Fulton neighborhood can be positioned as an entrepreneurial hub of the City. Recognizing this fact, stakeholders recommended that ESL opportunities be expanded within the neighborhood and future developments encourage architecture and design that is sensitive to the Latinx history and culture within the neighborhood.

The Clark Avenue and West 25th Street corridors still contain a large number of smaller commercial buildings that are economically feasible to rehabilitate for mixed use purposes. This concentration, if leveraged, provides the opportunity to create a critical mass of retail and residential space that can become a retail destination. Stakeholders recognize this and a few of their economic development priorities included focusing on neighborhood retail development, land assembly for site control on Clark Avenue and linking neighborhood improvements into job opportunities for local residents.

FHAct50 developments should include first floor retail opportunities or space for business incubators.

Health and Safety

Neighborhood and resident health and safety are important to many stakeholders, but the priorities are secondary to housing development. Current stakeholders and residents indicated a desire to see a greater police presence in the neighborhood, and increased efforts to address illegal drug usage through treatment and counseling options within the neighborhood. Non-drug related health and safety priorities included improving lighting along streets and within alleyways, an increase in bilingual signage, and future projects designed to improve safety through CPTED (Crime Prevention Through Environmental Design) practices.

Stakeholders also recognize the need for improvement in the physical wellbeing of neighborhood residents. During the community engagement effort residents recommended



A bodega in the Clark-Fulton neighborhood

addressing the issues of food scarcity by creating more community gardens, or introducing new residents to the various existing community gardens in the neighborhood.

In addition, residents and stakeholders recommended stronger linkages and outreach efforts between the neighborhood and the services offered by MetroHealth. These sentiments echoed the findings reported by MetroHealth in their 2017 Community Health Needs Assessment. The needs assessment states:

“The Clark-Fulton neighborhood of Cleveland is home to a large share of the city’s Hispanic or Latino population, which comprise 48.1 percent of the total population of the neighborhood. Individuals living in Clark-Fulton are more likely to receive public assistance than the rest of Cleveland, including Social Security Income (29.6 percent), cash public assistance income (12.3 percent), and SNAP (49.0 percent).

Clark-Fulton has the highest teen birth rate among Cleveland’s neighborhoods. According to the 500 Cities data, smoking is more prevalent in the census tracts which comprise the Clark-Fulton Neighborhood.”

MetroHealth currently provides significant health care services for the Clark-Fulton neighborhood.

MetroHealth’s planned campus expansion and its desire to have a greater presence in the neighborhood provides significant opportunities to improve the health and wellbeing of Clark-Fulton residents through deliberate outreach efforts and participation in community development efforts such as workforce housing and being a key catalyst of positive change for the neighborhood.

Transit

Many of the past planning efforts within the community have focused on the West 25th, Clark and Fulton Avenue corridors and transit has been an element of these studies. The recommendations of each planning study have varied widely from simply improving the transit stop experience for riders through better shelter designs and amenities, to reducing the number of transit stops so the travel time is improved.

During the public engagement process of developing the Target Area Plan, stakeholders felt that improving the public transportation stops and increasing public transportation access along Clark, Storer and Fulton Avenues were key transit priorities.

FHAct50 developers should prioritize sites with transit access and include transit shelters upgrades in their project proposals.



Neighborhood murals are a source of pride and inspiration for residents

DEVELOPMENT OPPORTUNITIES



Renderings of a planned business expansion

The FHAct50 program is designed to develop or stabilize mixed income communities, and provide a catalyst for community development efforts within the Clark-Fulton neighborhood. The planning team undertook a housing market study to quantify the existing and projected housing market through 2023. The following section summarizes the housing market demand within the neighborhood for all income levels to quantify the size and type of projects that should be undertaken over the next three to five years. The projected housing demand, coupled with the expressed neighborhood priorities set the basis for the recommended implementation strategies outlined in the next chapter.

Defining the market

The basis for the housing demand analysis is the identification of a preliminary Primary Market Area (PMA). A housing PMA is the geographic area where most of the support for housing

originates, where the services used by residents of housing are concentrated and where households would likely consider housing choices. This is the standard methodology used to evaluate any potential residential real estate development.

Typically, PMAs account for approximately 60% to 80% of the support component for a housing development. Site specific market feasibility analyses determine PMAs to evaluate and quantify supply and demand characteristics of a given market. We have considered current demographic trends, employment opportunities, access, housing alternatives, community services, schools, etc., and previously conducted research to determine the market area for a site within the Clark-Fulton target neighborhood. A map of the Site PMA boundaries and the Clark-Fulton target neighborhood is illustrated on the next page. A portion of support will come from some other areas of the greater Cleveland area and Cuyahoga County.



Demographic Analysis

The Cleveland Site PMA experienced a decrease in both population and households between 2010 and 2018. This trend is expected to continue in households for the next five years. However, between 2018 and 2023, the Site PMA population is expected to decline only slightly. The table below reflects trends projected to 2023.

	Demographic Overview							
	PMA		Cuyahoga County		Cleveland MSA		Ohio	
	Pop.	H.H.	Pop.	H.H.	Pop.	H.H.	Pop.	H.H.
2000 Census	61,541	22,703	1,393,979	571,457	2,147,144	853,165	11,353,140	4,445,408
2010 Census	53,247	21,285	1,280,122	545,056	2,077,240	854,893	11,536,504	4,603,435
2018 Estimated	52,104	21,196	1,250,646	537,622	2,071,243	859,138	11,772,676	4,711,465
Change 2010-2018	(1,143)	(89)	(29,476)	(7,434)	(5,997)	4,245	236,172	108,030
Percent Change 2010-2018	-2.1%	0.4%	-2.3%	-1.4%	-0.3%	0.5%	2.0%	2.3%
2023 Projected	51,459	21,137	1,232,017	532,829	2,070,098	862,183	11,919,504	4,776,601
Change 2018-2023	(645)	(59)	(18,629)	(4,793)	(1,145)	3,045	146,828	65,136
Percent Change 2018-2023	-1.2%	-0.3%	-1.5%	-0.9%	-0.1%	0.4%	1.2%	1.4%

Source: VSI; ESRI; 2000, 2010 Census

H.H. - Households

Pop - Population

According to the 2010 Census, 21,285 households resided in the Cleveland Site PMA. By 2018, the number of households decreased 0.4% to 21,196. By 2023, it is projected that a total of 21,137 households will reside in the preliminary Cleveland Site PMA, a decrease of 0.3% from 2018. This 0.3% projected household decline is less than the 0.9% projected decline in Cuyahoga County, but compares unfavorably to the projected 0.4% increase in the Cleveland MSA and the 1.4% projected increase in the state of Ohio during the same time period.

Households by tenure are distributed as follows:

Tenure	2010 (Census)		2018 (Estimated)		2023 (Projected)	
	Number	Percent	Number	Percent	Number	Percent
Owner-Occupied	7,356	34.6%	6,153	29.0%	6,235	29.5%
Renter-Occupied	13,929	65.4%	15,044	71.0%	14,902	70.5%
Total	21,285	100.0%	21,197	100.0%	21,137	100.0%

Source: 2010 Census; ESRI; Urban Decision Group; VSI

Homeowner households accounted for 29.0% and renter households accounted for 71.0% of all occupied housing in 2018. The share of renter households is extremely high and the number of renters represents a broad base of potential support in the market for additional, modern rental housing options, as much of the housing stock is considered to be old.

The distribution of households by income and the median income by tenure within the Cleveland Site PMA are summarized as follows:

Household Income Range	2010 (Census)		2018 (Estimated)		2023 (Projected)	
	Households	Percent	Households	Percent	Households	Percent
Less than \$10,000	5,655	26.6%	3,923	18.5%	3,642	17.2%
\$10,000 to \$19,999	4,552	21.4%	3,952	18.6%	3,759	17.8%
\$20,000 to \$29,999	3,061	14.4%	3,006	14.2%	2,858	13.5%
\$30,000 to \$39,999	2,274	17.0%	2,475	11.7%	2,454	11.6%
\$40,000 to \$49,999	1,859	8.7%	1,789	8.4%	1,773	8.4%
\$50,000 to \$59,999	995	4.7%	1,361	6.4%	1,501	7.1%
\$60,000 to \$74,999	1,264	5.9%	1,577	7.4%	1,685	8.0%
\$75,000 to \$99,999	774	3.6%	1,279	6.0%	1,425	6.7%
\$100,000 to \$124,999	402	1.9%	783	3.7%	855	4.0%
\$125,000 to \$149,999	179	0.8%	393	1.9%	462	2.2%
\$150,000 to \$199,999	158	0.7%	308	1.5%	326	1.5%
\$200,000 +	112	0.5%	351	1.7%	397	1.9%
Total	21,285	100.0%	21,197	100.0%	21,137	100.0%
PMA Median Income	\$21,423		\$29,060		\$31,261	
PMA Median Owner Income	\$34,640		\$46,990		\$50,549	
PMA Median Renter Income	\$16,534		\$22,429		\$24,128	
Cuyahoga County Median Income	\$43,603		\$49,167		\$52,372	
Cleveland-Elyria-Mentor MSA Median Income	\$48,514		\$54,018		\$57,874	
Ohio State Median Income	\$47,358		\$53,378		\$57,982	
U.S. Median Income	\$47,185		\$56,123		\$60,996	

Source: 2010 Census; ESRI; Detailed Tenure Crosstab by Urban Decision Group; VSI

The median household income in the Site PMA in 2010 was \$21,423. By 2018, it increased by 35.7% to \$29,060. Projections indicate the median household income will be \$31,261 by 2023, an increase of 7.6% over 2018. While projections indicate an increase over the next five years, the median Site PMA renter income remains well below the median owner income. In addition, the Site PMA median household income is much lower than that of Cuyahoga County, the Cleveland MSA, the state of Ohio and the United States as a whole. This further indicates the potential need for affordable housing in the Site PMA.

Housing Demand Projection

To understand the rental environment within the Site PMA, we identified and surveyed by telephone 64 conventional housing projects containing a total of 4,635 units within the Site PMA. This survey was conducted to establish the overall strength of the rental market and to identify those properties most comparable to the subject site. These rentals have a combined occupancy rate of 97.7%, a high rate for rental housing. The following table summarizes the breakdown of conventional housing units surveyed within the Site PMA.

Project Type	Project Surveyed	Total Units	Vacant Units	Occupancy Rate	Under Construction
Market-rate	36	2,169	99	95.4%	157
Market-rate/Tax Credit	2	48	5	89.6%	0
Market-rate/Tax Credit/Government-Subsidized	3	230	0	100.0%	0
Tax Credit	10	246	2	99.2%	98
Tax Credit/Government-Subsidized	6	357	0	100.0%	0
Government-Subsidized	7	1,585	0	100.0%	0
Total	64	4,635	106	97.7%	255

Source: VSI Telephone survey

As the preceding table illustrates, most of the project types identified and surveyed are experiencing high overall occupancy rates. There is strong overall market demand for conventional apartment housing in the area, as evidenced by the aforementioned 97.7% occupancy rate among all units surveyed.

There are a number of projects currently under construction within the Site PMA. In addition to these projects, there are a number of planned and proposed projects that have yet to begin construction, but are currently planned for the market. These projects are summarized in the tables on the next page.

Under Construction Properties					
Map ID	Name	Location	Project Type	Total Units	Comments
7	Barber Avenue Apts.	2707 Barber Ave. Cleveland, OH 44113	Market-Rate	69	Unit mix & square footage estimated; Does not accept HCV
8	International Village	Scattered Sites Cleveland, OH 44102	Tax Credit	20	60% AMHI; 1st units opened February 2019
20	Zion Apt. Conversion	2716 W. 14th St. Cleveland, OH 44113	Market-Rate	25	
23	OC Townhouses	4005 Lorain Ave. Cleveland, OH 44113	Market-Rate	32	
28	Aspen Place	6016 Lorain Ave. Cleveland, OH 44102	Tax Credit	40	30%, 50% & 60% AMHI; Expected completion mid-2019
31	The Heyse Building Alterations	1702 W. 28th St. Cleveland, OH 44113	Market-Rate	31	Expected completion 3/2019; Unit mix & square footage estimated
45	Forest City Square Apts.	2513-2519 Detroit Ave. Cleveland, OH 44113	Tax Credit	38	20%, 30%, 50% & 60% AMHI; Adaptive reuse
Total				255	

Source: VSI Telephone survey

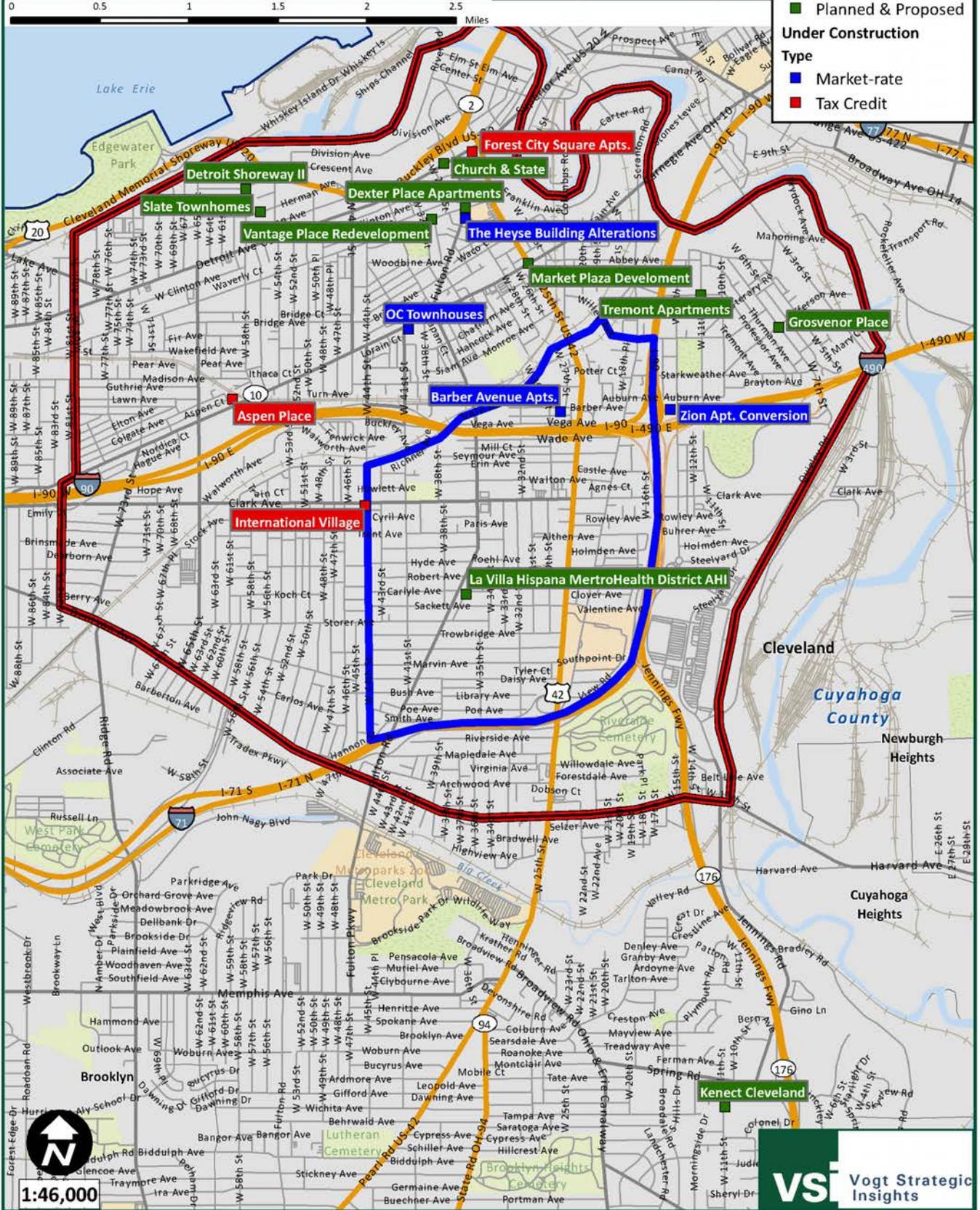
Planned & Proposed Properties			
Name	Location	Project Type	Total Units
La Villa Hispana MertoHealth District AHI	Clark-Fulton Neighborhood Cleveland, OH 44110	Tax Credit	30
Kenect Cleveland	West 11th St. Cleveland, OH 44113	Market-Rate	309
Market Plaza Development	Lorain Avenue and 25th Street Cleveland, OH 44113	Market-Rate	260
Tremont Apartments	West 11th St. and Fairfield Ave. Cleveland, OH 44113	Market-Rate	75
Grosvenor Place	2430 W. Seventh St. Cleveland, OH 44113	Market-Rate	21
Vantage Place Redevelopment	3105 Franklin Blvd. Cleveland, OH 44113	Market-Rate	45
Dexter Place Apartments	Franklin Blvd. and W. 28th St. Cleveland, OH 44113	Market-Rate	115
Church & State	2850 Detroit Ave. Cleveland, OH 44113	Market-Rate	161
Slate Townhomes	5605 Herman Ave. Cleveland, OH 44102	Market-Rate	19
Detroit Shoreway II	Breakwater Ave. and West 58th St. Cleveland, OH 44102	Market-Rate	323
Total			1,358

The map on the following page identifies the locations of the projects currently under construction and currently planned or proposed projects.

Cleveland, OH Planned, Proposed, and UC Property Locations

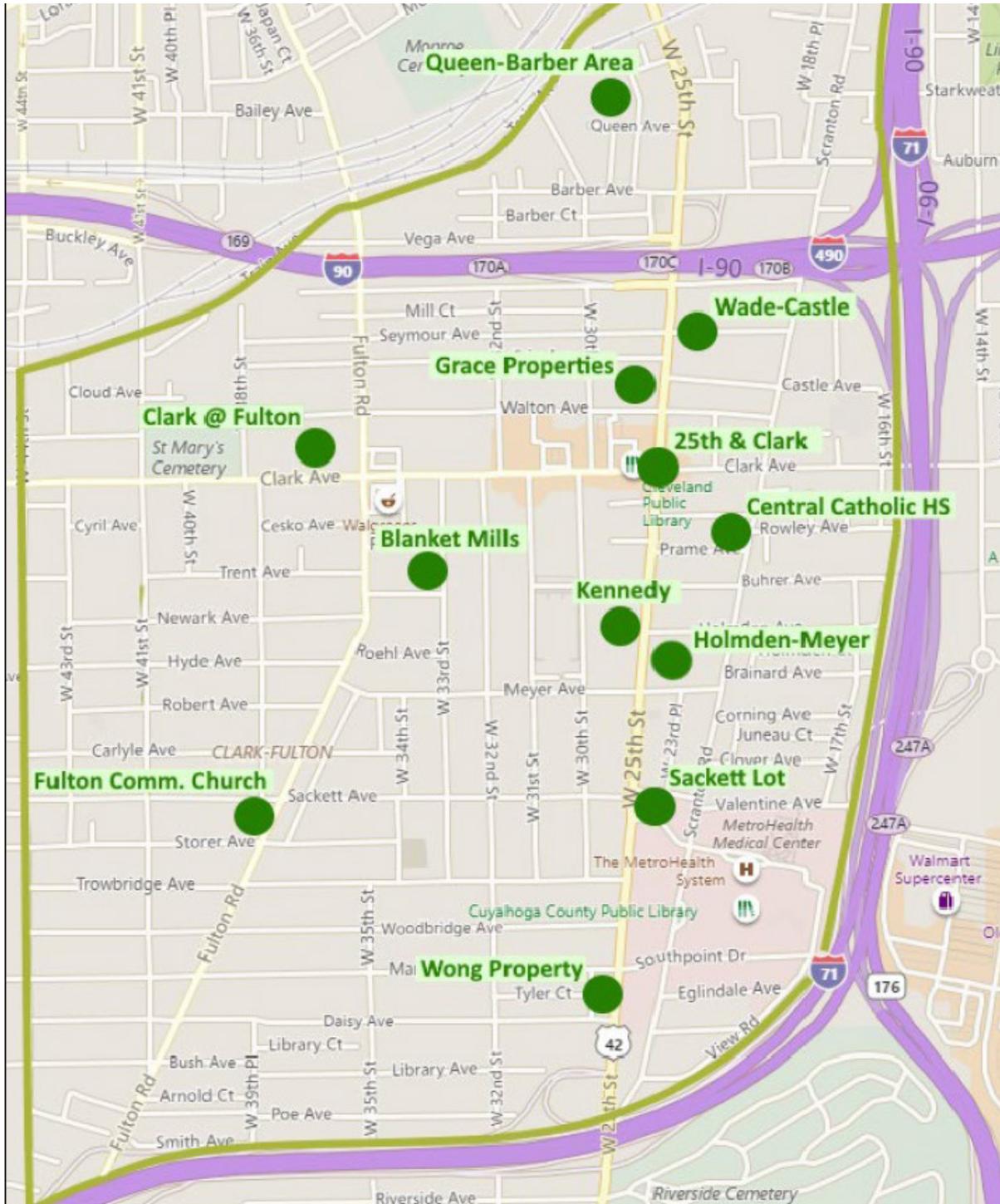
Legend

-  Site Area
-  PMA
-  Planned & Proposed
-  Under Construction
- Type**
-  Market-rate
-  Tax Credit



As illustrated in the map below, many of the available, potential sites are located along West 25th Street, primarily north of Interstate 71 and south of Interstate 90. Some additional potential site locations are located north and west of this corridor. However, most sites are near the West 25th Street corridor, which is a notable north/south thoroughfare in the neighborhood that provides convenient access to other larger Cleveland roadways. In addition, the MetroHealth System is currently undergoing a \$1 billion campus transformation that will include a new 11-story main hospital, new outpatient plaza and a 12-acre community park just north of Metrohealth Drive. This investment will improve the overall appeal of the surrounding neighborhood and the Clark-Fulton target area in particular.

Potential Development Sites



The market study examined the future demand for apartments and rental units based on the following project types:

- Affordable Tax Credit Apartment Units: 40% - 80% AMI (\$19,800 - \$61,120)
- Workforce Apartment Units: 80% - 120% AMI (\$39,600 - \$91,680)

Based on the housing market study, the market area should support the following project types:

- **Affordable Tax Credit (40% - 80% AMI) Apartments: Up to 370 units based on a 5% capture rate**
- **Workforce Apartment Units (80% - 120% AMI): Up to 200 units based on a 6% capture rate**

These units can be brought on line through either new construction or the renovation of existing vacant structures, however the developments must be high quality and have similar or better amenities than existing or competing developments.

The market study also examined the future demand of for-sale homes, based on the follow project types:

- For-Sale Homes at Affordable Price-Points: 40% - 80% AMI (\$19,800 - \$61,120)
- For-Sale Homes at Workforce Price-Points: 80% - 120%AMI (\$39,600 - \$91,680)

The demand for Affordable for-sale homes are assumed to have price points between \$75,000 to \$200,000. The demand for Workforce for-sale homes are assumed to have price points between \$150,000 to \$325,000.00.

Based on the housing market study, the market area should support the following project types:

- **For-sale Affordable family homes (40% - 80% AMI): Up to 100 units over the next 5 years**
- **For-sale Workforce family homes (80%-120% AMI): Up to 90 units over the next 5 years**

The market study projections are basis for the new housing goals outlined in the implementation strategies in the next chapter.

IMPLEMENTATION STRATEGIES



This historic building is a key anchor along West 25th Street.

The following section outlines the various implementation strategies and community partners that are necessary to address the priority needs identified through the current planning process, and those identified during past planning efforts that are still relevant today. The implementation strategies are organized by topic area (housing, community and economic development, etc.) and include recommended action items, responsible organizations and time frames. The time frame is delineated as short (3 - 5 years,) medium (6 - 10years) and long (over 10 years).

High Impact Partnerships

The Clark-Fulton neighborhood is rich with community partners that can act as change agents within the community. The two high impact partners identified to help achieve the goals outlined by the community are MetroHealth and Metro West Community Development

Organization. Both have deep seeded roots in the neighborhood and both organizations have the capacity to fulfill their respective roles.

MetroHealth is a leading healthcare provider in Cleveland and has been in the Clark-Fulton neighborhood for over 100 years. MetroHealth recognizes the need for quality, affordable housing and is planning to assist in the construction of 250 apartment units in or around its main campus in the Clark-Fulton neighborhood.

In addition to new housing, MetroHealth is planning to open the Institute for H.O.P.E. (Health, Opportunity, Partnership and Empowerment) to remove obstacles to better health and better lives. The new institute will function as a neighborhood hub, bringing together programs and resources so people of all backgrounds will have access to education, better jobs, higher wages, healthier food, reliable transportation and adequate

housing. The Institute for H.O.P.E. will be a true neighborhood center with a community grocery store, a food pantry, educational classrooms and offices for community partners in the neighborhood.

Metro West Community Development Organization is nearly a decade old community development catalyst in the Clark-Fulton neighborhood. Metro West provides community development services, focusing on eight core areas that were identified by community residents and stakeholders. These core areas are: community involvement and safety, greenspace, economic development, capacity building, neighborhood marketing, economic empowerment, and comprehensive neighborhood planning.

Metro West assists residents through a myriad of programs centered around the eight core areas. Metro West offers assistance to established and start up businesses, to help them navigate the complexities of code compliance, funding, and general capacity building. In the area of housing, they are a resource for residents dealing with housing code violations, landlord / tenant disputes, and assisting residents with working through the various city planning processes.

Metro West also has a one and two-family housing rehabilitation program which is designed to provide residents with low-cost opportunities to purchase and renovate vacant homes. This program reduces the number of vacant and abandoned buildings, and helps strengthen and stabilize the neighborhood.

Neighborhood Involvement

To ensure the Clark-Fulton neighborhood is continually represented during the TAP implementation, the City and Metro West will develop a committee of community stakeholders, or empower an existing committee to provide feedback and be a single point of contact for community partners interested in the TAP.

FHAct50 Project Selection

The City of Cleveland will implement a competitive selection process to solicit eligible

FHAct50 developments. Scoring criteria will be based upon the following elements:

- 1) City and Neighborhood Goals
 - Adherence of site selection and design to City's stated Goals and Policies for encouraging Sustainability, Health, Equity, Walkability and Safety.
 - Extent to which the program supports the development of mixed-income communities by including both affordable and market-rate housing.
 - Evidence that the project aligns with goals for Clark-Fulton outlined by Metro West Community Development Organization.
 - Extent to which the project preserves or re-purposes vacant structures.
 - Evidence of community support for the project.
 - Extent to which sustainable, environmentally sensitive, energy efficiency or "green" principles are reflected in the proposal..
- 2) Demand & Financial Characteristics
 - Extent to which project leverages more investment relative to other projects under consideration.
 - Extent to which the project fills a demonstrated need for housing.
 - Relative to other projects, the project provides a large number of units or preserves the affordability of unites that would otherwise be lost.
 - Evidence of project long-term financial feasibility and cost reasonableness.
- 3) Site Location
 - Extent to which project is located in close proximity to employment, educational opportunities, and commercial amenities.
 - Evidence of site control.
 - Evidence of strategic and thoughtful consideration in choosing development site.
- 4) Other Criteria
 - Extent to which project represents a non-traditional tax credit proposal.
 - Evidence of strategically positioned and innovative project concept.

Housing Strategies

Outcomes	Actions	Responsible Organization	Time frame
Reduce the number of vacant and/or dilapidated structures	Continue targeted demolition of vacant structures to facilitate the creation of viable development sites	City of Cleveland County Landbank	Short
	Develop incentives for private investors or community development organizations to rehabilitate structures for affordable and market-rate housing	City of Cleveland Metro West	Short
Develop new affordable rental housing and homeownership opportunities	Construct up to 370 new rental housing units targeted to households earning less than 80% AMI	City of Cleveland Metro West Cleveland Housing Network	Medium / Long
	Promote mixed income communities by constructing up to 200 new rental housing units targeted to households earning between 80% - 120% AMI		
	Develop up to 100 new Affordable for-sale or lease-purchase homes		
Increase the quality of the existing housing stock within the neighborhood	Continue code enforcement and property survey efforts to stabilize the existing housing stock	City of Cleveland Metro West	Short
	Provide financial incentives, or market existing programs to homeowners for necessary exterior improvements and cure code violations	City of Cleveland	Short

Housing Strategies - Continued

Connect all relevant housing opportunities to local institutions and initiatives	Coordinate Metro Health Campus expansion with planned community infrastructure and housing developments	MetroHealth City of Cleveland Metro West	Long
	Coordinate new housing efforts with the Mayor's Neighborhood Transformation Initiative	City of Cleveland Metro West	Medium
	Develop Queen-Barber-Vega master plan to connect housing strategies with local needs and development goals	City of Cleveland Metro West	Medium

Community and Economic Development

Outcomes	Actions	Responsible Organization	Time frame
Reduce the number of vacant storefronts, particularly along the West 25th Street and Fulton Road.	Work with existing entrepreneurship partners to fill storefronts with neighborhood businesses	City of Cleveland Metro West Hispanic Business Center	Medium
Grow wealth within the neighborhood	<p>Link residents with existing job training programs</p> <p>Encourage entrepreneurship within the Latinx community</p> <p>Provide jobs or job training to local residents through redevelopment activities</p>	City of Cleveland Metro West	Medium

Infrastructure

Outcomes	Actions	Responsible Organization	Time frame
Improve the appearance of neighborhood gateways and major corridors	Add signage, banners, markers, etc.	Metro West City of Cleveland Destination Cleveland Cleveland Neighborhood Progress	Short
Identify cost-effective ways to cohesively brand the community	Create web based marketing, brochures, community guides.	Metro West	Short
Special Assessment District (SAD).	Convene a community conversation about creating a SAD to fund infrastructure improvements	Metro West City of Cleveland	Short



Public infrastructure improvements can improve the place-making experience of a neighborhood

Health and Safety

Outcomes	Actions	Responsible Organization	Time frame
Improve the crime rate within the neighborhood	Increase police presence within the neighborhood	City of Cleveland Metro West	Short
	Increase participation in Neighborhood Watch Program		Long
	Improve street and alleyway lighting		
Improve Community Health Indicators	Better link clinical and non-clinical assistance to neighborhood residents and community organizations	Public Health Metro West MetroHealth	Medium
Reduce food insecurity among residents	Link residents with available community gardens	Metro West	Short
	Link residents with all available resources such as SNAP	Metro West	Short



Improving the wellness of the community is a key priority of residents and stakeholders

Transit

Outcomes	Actions	Responsible Organization	Time frame
Work with RTA to enhance bus stops.	Add benches, shelters, litter/recycling receptacles where possible.	City of Cleveland Metro West RTA	Medium
Add Intelligent Transportation Systems (ITS)	Add signal prioritization, real time GPS, variable speed limits, etc.	City of Cleveland, Metro West RTA	Medium
Ensure coordination between land use and transit development projects	Coordinate FHAct50 and other development initiatives with RTA's forthcoming BRT land use planning effort.	City of Cleveland, Metro West MetroHealth RTA	Short



A quality public transit system improves economic opportunities for all residents