



2024 LEE HARVARD Community Master Plan

Prepared By: APD Urban Planning + Management LLC



Cleveland
Neighborhood
Progress



ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

Plan Background

The Harvard Community Services Center (HCSC) in partnership with The City of Cleveland Department of Planning, Department of Community Development, Cleveland City Council , Cleveland Neighborhood Progress (CNP), and LISC Cleveland commissioned a community master plan to guide future development in the Lee Harvard neighborhood. The study area focuses on the Lee Road corridor from Invermere Avenue to Miles Avenue, Harvard Avenue from East 142nd Street to Cleveland city limits, and Miles Avenue from East 131st to Cleveland city limits. The primary goal for the community master plan is to contextualize community development and improvement preferences from Lee Harvard residents, property owners, and business owners.

Vision Statement

“The vision for the Lee Harvard Community Master Plan is to create a vibrant, welcoming, and safe walkable environment for residents of all generations with attractive commercial corridors that enhance the community’s unique character and foster economic growth.”

Guiding Principles

Enhanced Walkability and Safety

Vibrant Commercial Corridors

Community Engagement and Inclusivity

Preservation and Sustainability

Attractiveness and Growth

6.

Population

Lee Harvard is a predominantly Black neighborhood with Black residents representing 89% of the population. As of 2021 the population of Lee Harvard is 41, 242. Since 2011, the population has decreased by 7%. The median age is 44, which is slightly older than the median residents age in the City of Cleveland. This is also evident in the number of senior residents in Lee Harvard with 22% of the population being 65 years of age or older. The poverty rate is 24% and is just under that of the City of Cleveland with 31%.

Housing & Income

The average household size in Lee Harvard is two persons with a median household income of \$37, 626 which is higher than the City of Cleveland. Lee Harvard also has a strong homeowner presence with 57% of the households occupied by property owners and 47% of the residents renting. Property values for homeowners are lower in Lee Harvard than the City of Cleveland with a median property value of \$70, 388. However, the average rental rate as of 2021, is \$846 which is \$72 higher than the city average. As shown in “Figure 3: Lee Harvard income distribution” 36% of the population earns less than \$25,000 annually. This directly correlates to 49% of the residents in Lee Harvard being cost burdened, or paying more than 30% of their monthly income on housing cost.

Education & Employment

In Lee Harvard the number of residents who have a high school diploma has been increasing since 2011. In 2021 72% of residents graduated from high school, 14% attained a Bachelor’s degree, and 5% have graduate or professional degrees. Unemployment rates have fallen from 10% in 2011 to 8% in 2021 which is reflective of the increase in the educational attainment.

Catalytic Sites

Catalytic sites are sites that are publicly-owned that could be transformative for the Lee Harvard neighborhood if redeveloped. Below are the three catalytic sites and community development preferences identified as part of the master plan.

Former John F. Kennedy High School



Redevelopment Scenario

Mixed-use 24-hour environment with a central green space, walkable tree-lined blocks, connections to surrounding context, ground floor in-line retail and a mix of apartments and townhomes. Continuation of E. 173rd Street through the site with neighborhood bike lanes.

Site Yields: 187 multifamily units, 50 townhomes, 34,000 sf commercial space, 1.25 acre central green space, 10,000 sf institutional space. Fire Station #6 remains in place.

8.

Former Gracemount Elementary



Redevelopment Scenario

Infill development respects the surrounding established residential context, while introducing comparatively scaled single family, duplex, and townhomes. Green space creates an amenity that recalls the history of the site.

Site Yields: 6 duplex units in 3 buildings, 8 townhomes, and 6 detached single family homes. All dwelling units have detached garages and parking for 2 cars/unit.

Cleveland Land Bank Property Along Miles Avenue



Redevelopment Scenario

A development that includes commercial space at the street level would be in line with the character of Miles Avenue. By combining residential units on the upper levels, the mixed use development could cater to the need for diverse housing options and better access for people with different income levels. Additionally, the parking area would be accessed from E. 167th Street to avoid curb cuts along Miles Avenue.

Site Yields: 26,000 sf commercial space, 18 apartment units

Implementation Strategies

The following section contains recommendations that should be considered as the Lee Harvard neighborhood enters into the implementation stages of this project. Implementation recommendations are organized by short term (1-4 years) and long term (5-10+ years) strategies and into two divisions, housing and economic development.

Housing recommendations are designed to address the needs of legacy residents and promote additional housing opportunities to increase affordability and owner-occupied homes in Lee Harvard. Economic development recommendations provide strategies to increase the economic potential, vitality, and safety of the commercial corridors within the study area. Each recommendation is related to one or more of the Lee Harvard Master Plan guiding principles.

Housing Strategies

- Homeowner Rehab
- Down Payment Assistance Program
- Property Tax Assistance Program
- New Housing Development
- Homeowner Education
- Rental Registration
- Residential Sidewalk Improvement/Replacement
- Neighborhood green space

Economic Development Strategies

- Increase Economic Potential
- Code Enforcement
- Employer Partnerships
- Commercial Corridor Revitalization
- Neighborhood Branding and Identity

Lee Road Strategies

- Improve Traffic & Pedestrian Safety
- Enhance Transit Waiting Environments
- Create Green Commercial District

INTRODUCTION

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- Plan Background
- Lee Harvard Study Area
- Previous Plans & Studies

PLAN BACKGROUND

Cleveland
Neighborhood
Progress



HCSC
HARVARD COMMUNITY SERVICES CENTER

LISC
CLEVELAND



The Harvard Community Services Center (HCSC) in partnership with The City of Cleveland Department of Planning, Department of Community Development, Cleveland City Council, Cleveland Neighborhood Progress (CNP), and LISC Cleveland commissioned a community master plan to guide future development in the Lee Harvard neighborhood. The study area focuses on the Lee Road corridor from Invermere Avenue to Miles Avenue, Harvard Avenue from East 142nd Street to Cleveland city limits, and Miles Avenue from East 131st to Cleveland city limits. The primary goal for the community master plan is to contextualize community development and improvement preferences from Lee Harvard residents, property owners, and business owners.

Lee Harvard has come to a critical moment in its history. There are several development and public improvement opportunities that need guidance in order to grow and enhance the health and wealth of the community. Mayor Bibb has a vision and priority to strengthen the southeast side of the City, and the Mayor's Office of Capital Projects is currently designing roadway improvements along Lee Road in concert with the construction timeline for the Shaker Heights portion of the corridor. Additionally, there are several large, underutilized sites that are ripe for development. Beyond these imminent projects, it is essential to leverage both new investments and the community's legacy to support existing residents and businesses and renew the identity of the neighborhood.

14.

LEE HARVARD HISTORY

Lee Harvard was originally a township known as the village of Miles Heights. In 1932, the village was annexed into the City of Cleveland after resident approval. Initially planned for mainly native born white upper-class residents, the Village of Miles Heights was an integrated community with an integrated police force and village council, with a third of its residents being black. Prior to integration of the neighborhood, many of its residents were “ethnic” whites such as Czechs, Italians, Hungarians, Poles, and Jews looking to move to a suburban style neighborhood from ethnic enclaves/neighborhoods near the city center. Due to its high population of first and second generation southern and eastern European immigrants and low instances of restrictive covenants, Lee Harvard was originally redlined as yellow, meaning that it was a declining area.

Access to housing opportunities for Black families in Lee Harvard was very restricted due to banks unwillingness to lend to black households throughout the 1940s. The neighborhood was first integrated by Wendell and Genevieve Stewart in 1953, a black middle-class couple looking for more residential space in light of overcrowded living conditions. Wendell worked as a mortician at the largest Black funeral home at the time and served as a deacon, NAACP member, and a Cedar Branch YMCA board member; meanwhile Genevieve was a retail supervisor and radio program host. Wendell and Genevieve Stewart’s house was located at 15508 Talford. The couple was met with harsh opposition to move in from white residents, with many hosting and attending nightly meetings and vandalizing the Stewart’s home in an effort to drive them out of the neighborhood.

To further exacerbate racial tensions, Realtors engaged in various blockbusting techniques to turn the neighborhood over from a white to black majority, often acquiring properties for low rates and then selling them to black buyers at marked up rates. During the 1960s and 1970s, Lee Harvard became 75% black as white residents, aggressively encouraged by Realtors moved out of the area. As this change occurred, over time Lee Harvard became known as the neighborhood where middle class black families could access quality housing. As a result, the community built political social capital and organized with the establishment of the Lee Harvard Community Association, street clubs, job unions, and community-led policing. Today, Lee Harvard remains a proud black neighborhood where the homeownership rate is high and the community continues to be civically engaged. The primary challenges include traffic safety concerns, transfer of generational wealth through property ownership, aging population, and access to quality retail and greenspace.

174th Street south of Tarkington



Source: Michael Schwartz Library, CSU

Lee Harvard Auxiliary Police



Source: Councilman Terrell Pruitt

Lee Harvard Community Association Meeting 1979



Source: Cleveland Press Collection, CSU

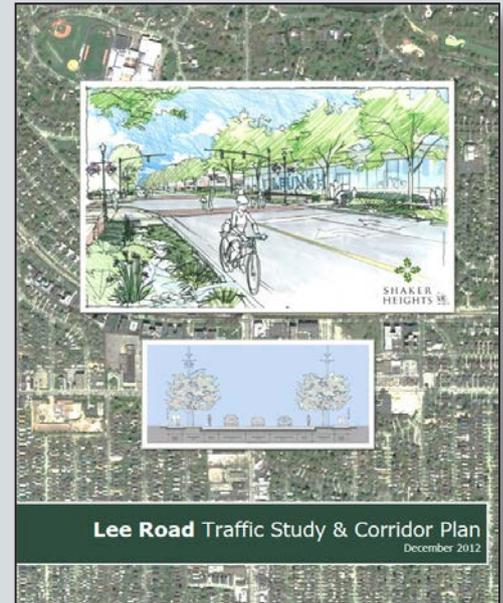
PREVIOUS PLANS & STUDIES

Below are the previous plans and studies that were reviewed to provide background context and an understanding of prior needs and goals of the neighborhood to inform the Lee Harvard Community Master Plan.

2012

Lee Road Traffic Study & Corridor Plan

- Improve access, safety, and comfort for all users
- Add bicycle infrastructure and connections
- Enhance streetscape according to a comprehensive plan
- Raise quality and character of commercial area
- Support existing businesses and future economic development
- Create city gateways
- Reduce environmental impacts



2014

Ward 1 Master Plan 2014 (Lee Harvard Summary)

- Enhance the street edges and create a seamless transition between Cleveland and neighboring Shaker Heights
- Create a clear and consistent identity for the neighborhood
- Improve retail access and visibility
- Make pedestrian and bicycle improvements
- Create and enhance playgrounds and greenspaces for existing residents, and to attract new residents
- Attract appropriate development to prime sites



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Below are the previous plans and studies that were reviewed to provide background context and understanding of prior needs and goals of the neighborhood to inform the Lee Harvard Community Master Plan.

2007

Connecting Cleveland 2020 (Lee Harvard Summary)

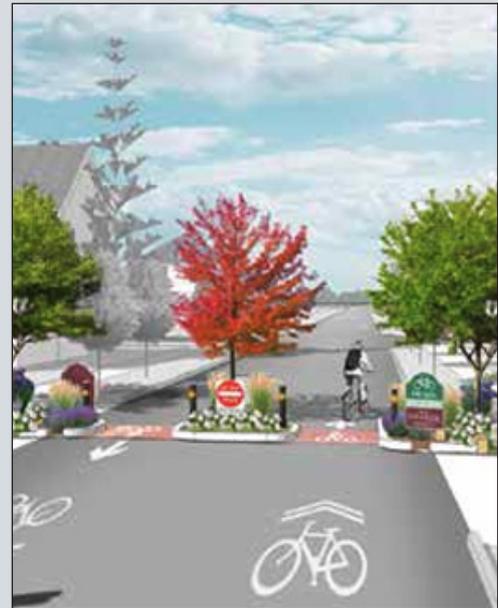
- Strengthen and maintain high quality housing, offering suburban style living within the City.
- Encourage mixed-use development on vacant land at the intersection of Lee Road and Miles Avenue
- Target code enforcement along Miles Avenue
- Upgrade storefronts along Lee Road
- Undertake streetscape improvements along Lee Road and Harvard Avenue to improve aesthetic appearance of the retail district



2012

East 173 Street. Bicycle Boulevard

- Maximize the potential for physical activity and health by creating a bicycle connection between key destinations in Shaker Heights and Cleveland
- Create a bike boulevard that re-establishes the historic neighborhood route along E.173rd Street used by residents before the street barrier was constructed.
- Design street improvements that fit in with the established character of both Shaker Heights and Cleveland



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2022

Vision Zero Cleveland

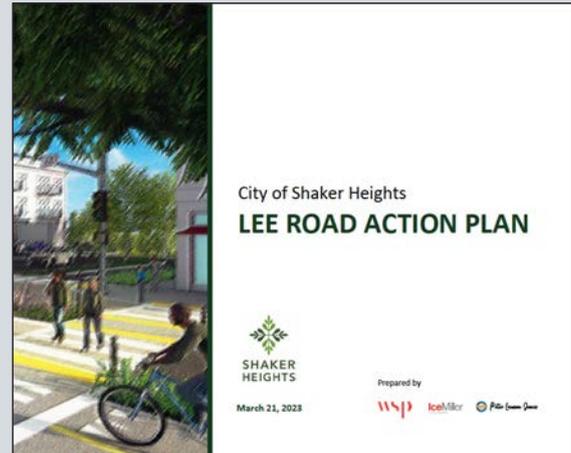
- Prevent crashes from having life altering impacts by slowing speeds on Cleveland streets
- Integrate safety into roadway projects.
- Increase community understanding of and participation in transportation project decisions.
- Increase knowledge, community support, and adoption of safe practices across all road users.



2023

City of Shaker Heights Lee Road Action Plan

- Creating opportunities for future economic development, including improving the business experience, creating jobs, and increasing the tax base
- Establishing positive perceptions about the commercial district
- Improving automobile travel, bicycle infrastructure, and pedestrian access, safety, and comfort Renovating the streetscape according to the comprehensive plan



CURRENT CONDITIONS

CONTENTS

- Neighborhood Profile
- Use & Area Districts
- Windshield Survey
- Market Analysis

NEIGHBORHOOD PROFILE

The neighborhood profile focuses on the current demographics of twenty(20) U.S. Census tracts that are located within a radius of half a mile of the commercial corridors of Lee Road, Harvard Avenue, and Miles Avenue. This specific area was chosen to understand the households that reside in close proximity to the Lee Harvard corridors. In March of 2024 4ward Planning completed a Market Study for the old John F. Kennedy and Gracemount school sites. Their study covered the Lee Harvard neighborhood specific boundary and a 15-minute drive-time contour that formed a primary market area (PMA). Both studies use ESRI, U.S. Census, and other sources of data to conduct analysis that will assist in developing and support strategic recommendations for catalytic developments and programs to stabilize and grow the community.

Figure 2: Lee Harvard - (20) U.S. Census tracts study area

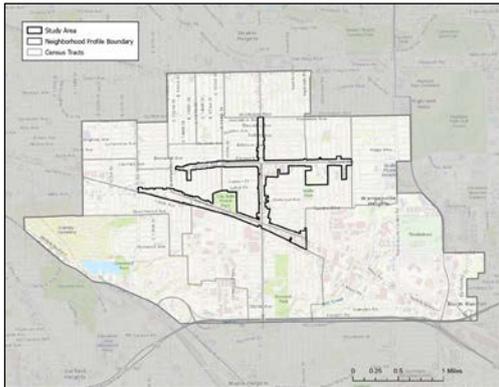


Table 1: Lee Harvard area population characteristics

Demographic Category	Lee Harvard	Cleveland
Population Characteristics (2021)		
Total Population (2011)	44,464	403,163
Total Population (2016)	42,524	389,165
Total Population (2021)	41,242	374,861
Median Age	44	36
Below 18 years of age	21%	22%
Above 65 years of age	22%	14%
Poverty Rate	24%	31%

Population

Lee Harvard is a predominantly Black neighborhood with Black residents representing 89% of the population. As of 2021 the population of Lee Harvard is 41, 242. Since 2011, the population has decreased by 7%. The median age is 44, which is slightly older than the median residents age in the City of Cleveland. This is also evident in the number of senior residents in Lee Harvard with 22% of the population being 65 years of age or older. The poverty rate is 24% and is just under that of the City of Cleveland with 31%.

Housing & Income

The average household size in Lee Harvard is two persons with a median household income of \$37, 626 which is higher than the City of Cleveland. Lee Harvard also has a strong homeowner presence with 57% of the households

Figure 3: Lee Harvard income distribution

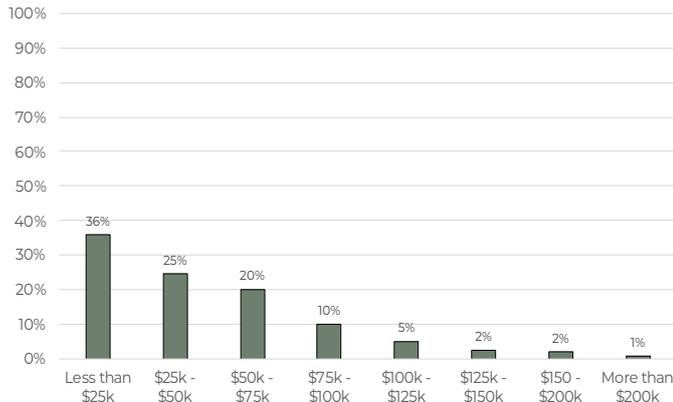


Table 2: Lee Harvard housing characteristics

Demographic Category	Lee Harvard	Cleveland
Housing Characteristics (2021)		
Median Household Income	\$37,626	\$33,678
Average Household Size	2	2
Homeownership Rate	57%	41%
Median Homeowner Property Value	\$70,388.89	\$87,000.00
Renter Rate	43%	59%
Average Rent	\$846.89	\$774.00

Source: Esri, U.S. Census, APD Urban Planning

occupied by property owners and 47% of the residents renting. Property values for homeowners are lower in Lee Harvard than the City of Cleveland with a median property value of \$70, 388. However, the average rental rate as of 2021, is \$846 which is \$72 higher than the city average. As shown in “Figure 3: Lee Harvard income distribution” 36% of the population earns less than \$25,000 annually. This directly correlates to 49% of the residents in Lee Harvard being cost burdened, or paying more than 30% of their monthly income on housing cost.

Education & Employment

In Lee Harvard the number of residents who attained a high school diploma has been increasing since 2011. In 2021 72% of residents graduated from high school, 14% have attained a Bachelor’s degree, and 5% have graduate or professional degrees. Unemployment rates have fallen from 10% in 2011 to 8% in 2021 which is reflective of the increase in the educational attainment.

Table 3: Lee Harvard Education Attainment

Demographic Category	Lee Harvard	Cleveland
Educational Attainment		
Bachelor’s Degree (2011)	10%	14%
Bachelor’s Degree (2016)	11%	16%
Bachelor’s Degree (2021)	14%	19%

Table 4: Lee Harvard Unemployment

Demographic Category	Lee Harvard	Cleveland
Unemployment		
Unemployment Rate (2011)	10%	19%
Unemployment Rate (2016)	11%	17%
Unemployment Rate (2021)	8%	12%

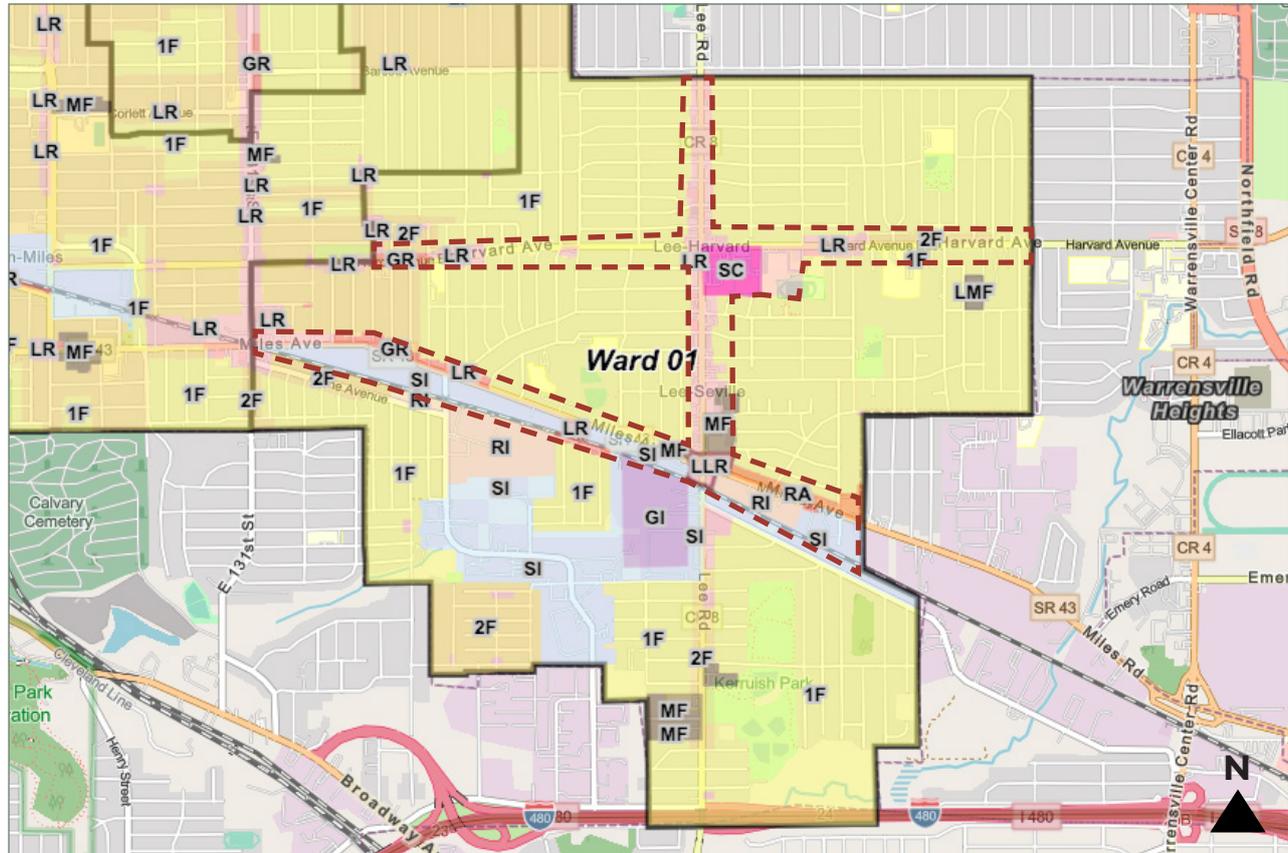
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USE AND AREA DISTRICTS

Figure 4 depicts the current use districts and zoning map of the neighborhood. Most of Lee Harvard is “1F One Family Residential,” which primarily uses single-family detached dwellings. All of Lee Road, part of Harvard Avenue, and Miles Avenue are zoned LR. This Local Retail Business District classification allows for the development of medium-density retail or encourages residential use either as a single-use or mixed-use development. Less restrictive use districts and zoning are located along Miles Avenue, including higher-density General Retail Business(GR), Residential-Industry(RI), Semi-Industry(SI), Limited Local Retail (LLR), Multi-Family(MF), and Townhouse(RA).

The Lee Road corridor and Harvard Avenue Corridor to the east contain Cleveland’s Urban Form Overlay District. This area has specific regulations that require any property in the district to comply with them. The regulations are intended to support walkable neighborhoods and mixed-use districts and encourage alternative transportation methods. By allowing dense mixed-use areas by-right, urban neighborhoods like Lee Harvard can grow in a healthy, inclusive, and sustainable manner. These development controls are put in place to ensure that new buildings contribute to the walkable form of the existing neighborhood and help transition from the more intense commercial uses on the major corridors to the smaller residential streets.

Figure 4: Lee Harvard Master Plan Study Area



Source: Esri, City of Cleveland, APD Urban Planning

WINDSHIELD SURVEY

A windshield survey is an on the ground parcel-level analysis that evaluates properties based on established criteria. The analysis was conducted by evaluating the exterior of 656 properties that face Lee Road, Harvard Avenue, and Miles Avenue. There were three categories of criteria used in the analysis - land use, condition, and tenure.

Land Use

- **Undeveloped** - No Use/ No Structure
- **Single Family Detached** - Single family dwelling no shared walls
- **Single Family Attached** - Single family dwelling with shared walls
- **Multiplex** - Multifamily dwelling with shared walls and 2-4 units
- **Multifamily** - Multifamily dwelling with 5+ units
- **Commercial** - Used for retail
- **Office** - Used for office
- **Mixed Use** - Used for living and working
- **Light Industry** - Consumer oriented use with little machinery
- **Heavy Industry** - Business oriented use with heavy machinery
- **Institutional** - Used for religion, government, or education
- **Recreation** - Used for public or private recreation
- **Parking** - Used to park vehicles
- **Utility** - Used for utility purposes

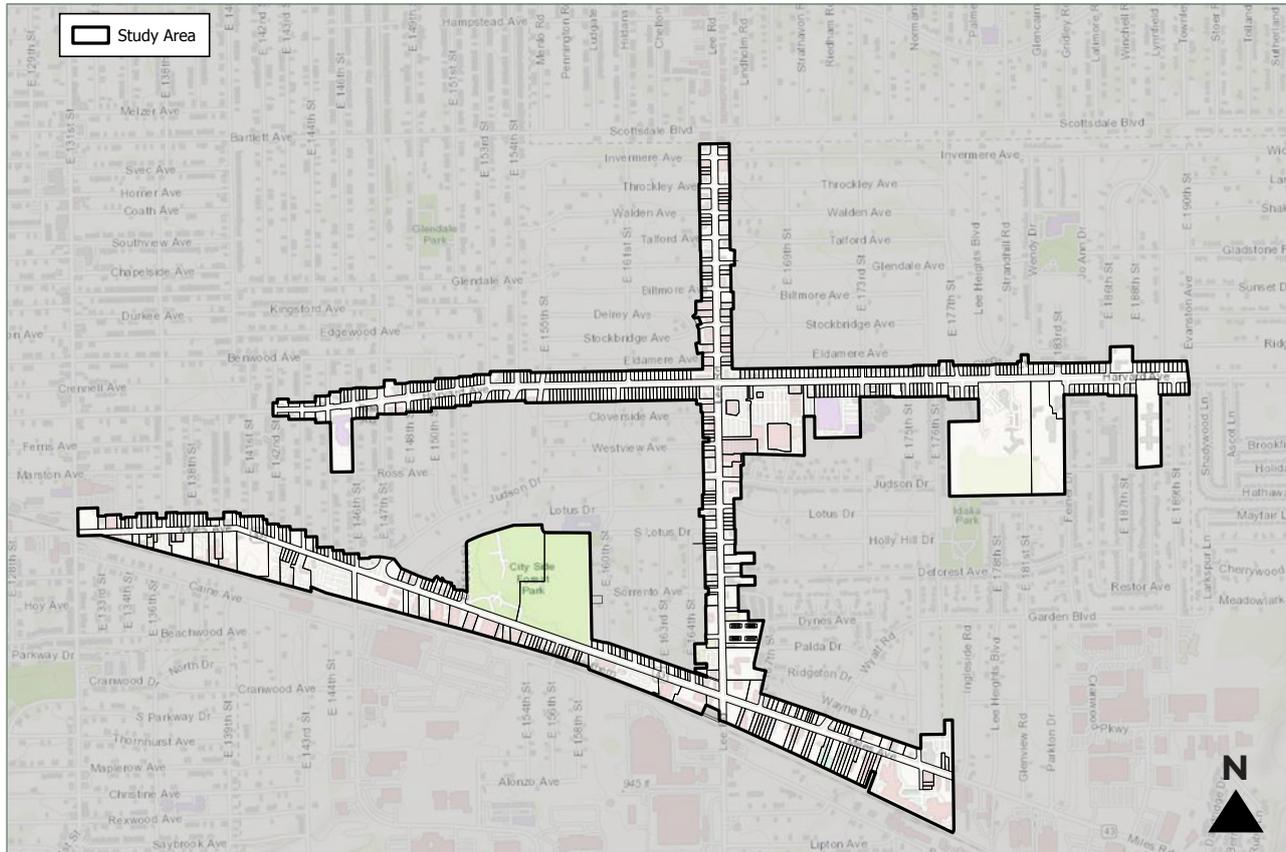
Condition

- **Undeveloped** - Vacant lot not in use
- **Dilapidated** - Extensive rehab or demolition
- **Deteriorated** - Major repairs (roof, siding, etc.)
- **Poor** - Deferred maintenance, >\$1000 for repairs
- **Fair** - Minor repairs, < \$1000 for repairs
- **Good** - Sound condition
- **Under Construction** - New structure in progress
- **Rehabilitation** - Rehab of existing structure
- **Underdeveloped** - Parking or recreation

Tenure

- **Vacant Lot** - Vacant lot not in use
- **Occupied Lot** - Parking or recreation
- **Vacant Building** - Building not in use
- **Occupied Building** - Building in use

Figure 5: Lee Harvard Master Plan Study Area



Source: Esri, APD Urban Planning

LAND USE

Land use describes the type of activities that take place at a particular property as identified by the windshield survey. Within the study area, 35% of all properties are single family homes, located along Harvard Avenue which is primarily residential in character.

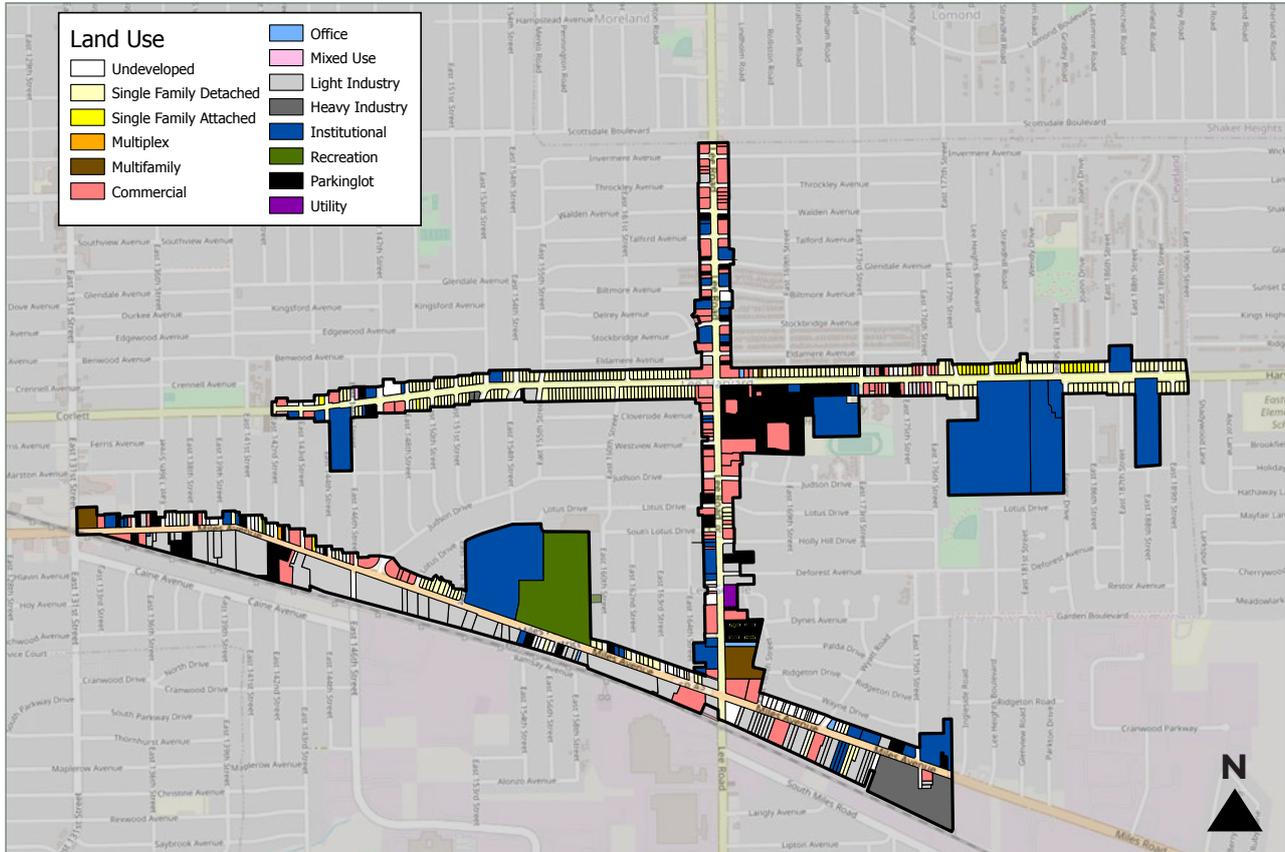
Commercial properties account for 15% of the study area and are concentrated along the Lee Road corridor. Lastly, light industry is located along Miles Avenue and accounts for 11% of the land uses in the Lee Harvard Master Plan study area. “Figure 6: Existing Land Use Map” on page 35 displays the land uses found on each of the corridors.

Table 5: Land Use

Land Use	Count	Percent	Acre
Undeveloped	67	10%	10.6
Single Family Detached	228	35%	31.1
Single Family Attached	59	9%	4.1
Multiplex	1	0%	0.2
Multifamily	3	0%	4.3
Commercial	101	15%	35.8
Office	4	1%	0.8
Mixed Use	4	1%	0.4
Light Industry	69	11%	44.5
Heavy Industry	3	0%	10.2
Institutional	50	8%	80.0
Recreation	2	0%	17.8
Parking Lot	64	10%	37.8
Utility	1	0%	1.1
Total	656	100%	278.8

Source: APD Urban Planning

Figure 6: Existing Land Use Map



Source: Esri, APD Urban Planning

BUILDING CONDITIONS

The building conditions analysis evaluates the exterior condition of a property. Within the study area 55% of all properties are in good or fair condition. These properties are concentrated along Lee Road and Harvard Avenue. Properties that are in poor condition account for 20% of those in the study area and are primarily light industrial buildings located along Miles Avenue.

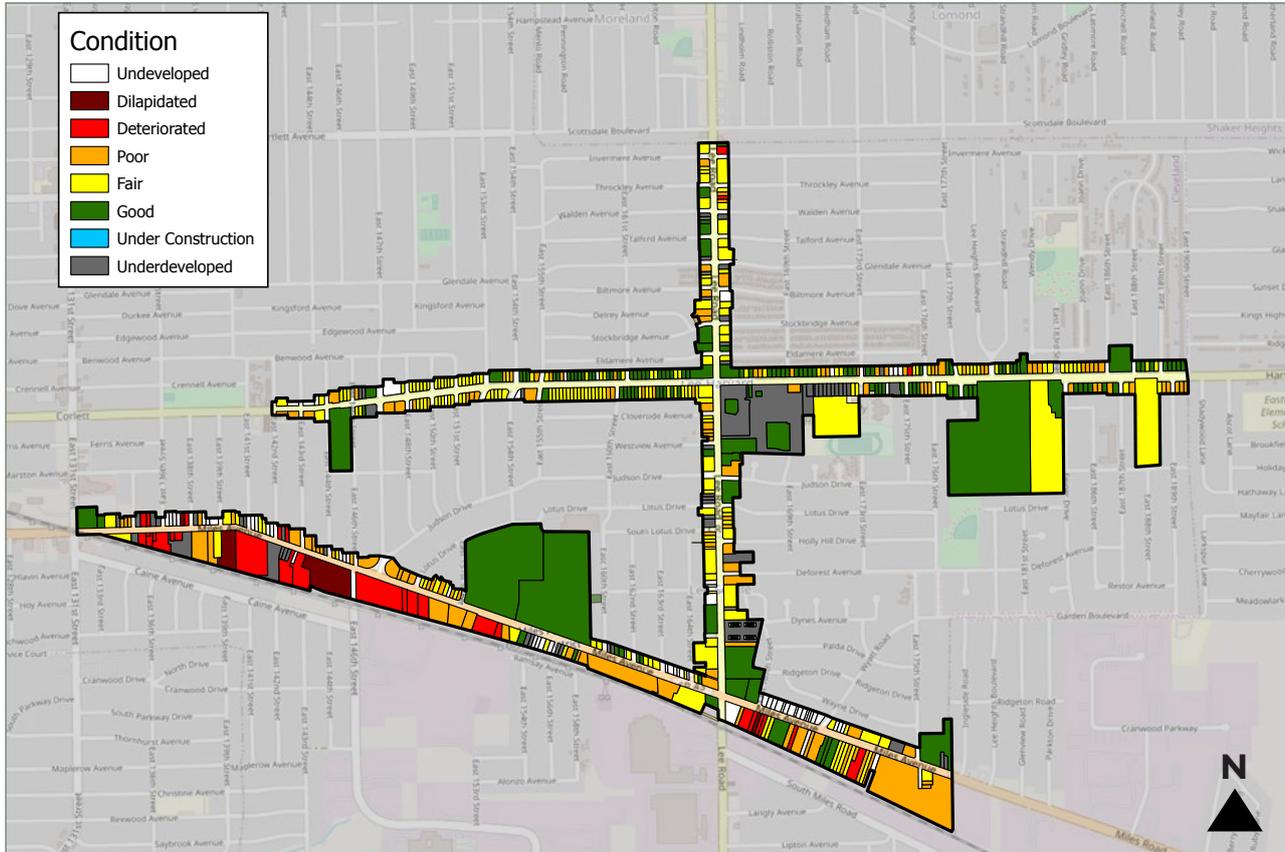
Undeveloped and underdeveloped lots make up 20% of the study area and are predominantly parking lots found and small vacant lots along Lee Road. “Figure 7: Building Conditions Map” on page 37 shows building conditions on each of the corridors.

Table 6: Building Condition

Building Condition	Count	Percent	Acre
Undeveloped	67	10%	10.6
Dilapidated	4	1%	5.8
Deteriorated	30	5%	19.3
Poor	133	20%	47.2
Fair	190	29%	54.7
Good	168	26%	103.3
Under Construction	0	0%	0.0
Rehabilitation	0	0%	0.0
Underdeveloped	64	10%	37.8
Total	656	100%	278.8

Source: APD Urban Planning

Figure 7: Building Conditions Map



Source: Esri, APD Urban Planning

TENURE

Building tenure evaluates the occupancy or use of a building structure. Occupancy is determined by an exterior evaluation of activity at a property such as trash bins, vehicles, or outdoor furniture. A property is considered vacant if there is clear boarding on windows, open access, or the property is severely dilapidated.

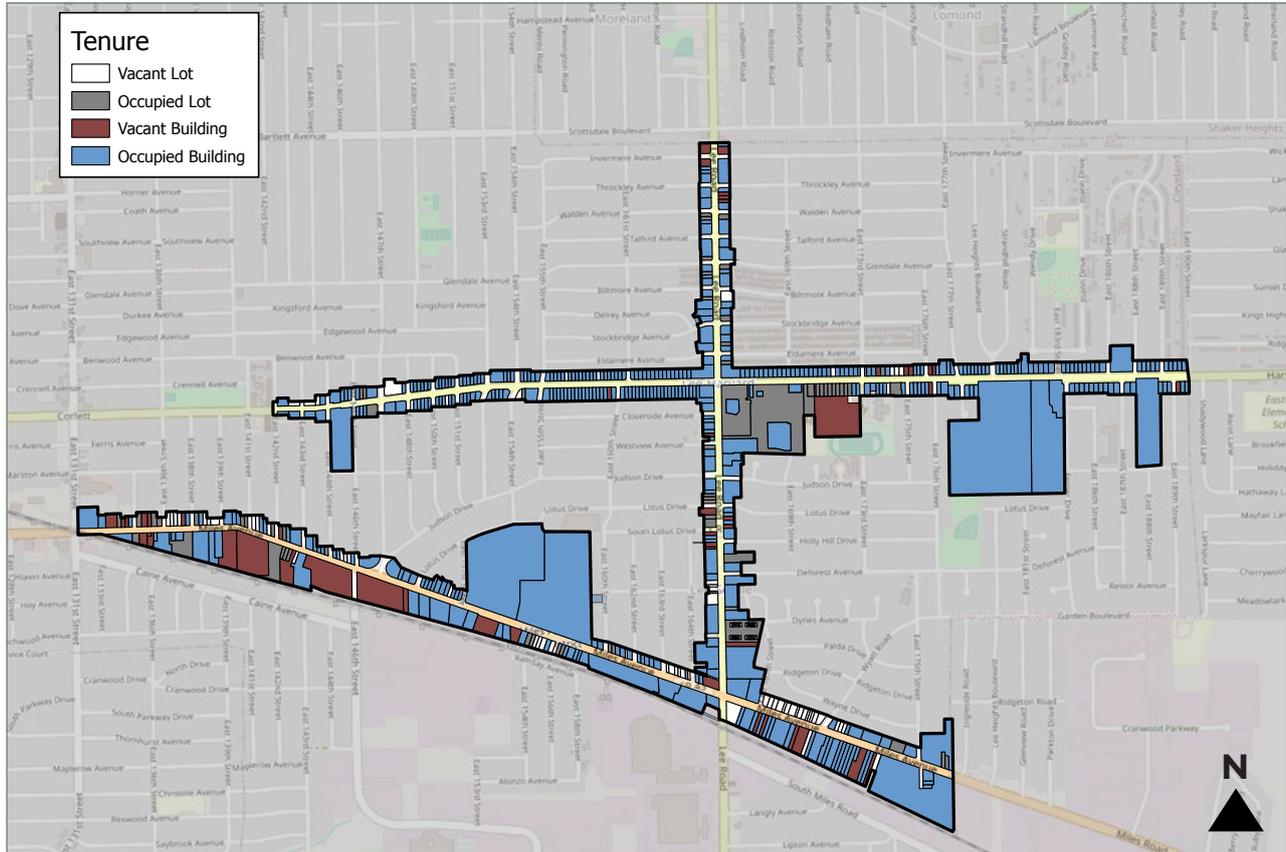
Within the study area 73% of the buildings are occupied while 7% are vacant. Vacant structures are located primarily along Miles Avenue and are light industrial buildings. Vacant or occupied lots account for 20% of all parcels in the study area. These parcels are either parking lots, or small vacant lots located along Lee Road.

Table 7: Building Condition

Land Use	Count	Percent	Acre
Vacant Lot	66	10%	10.5
Occupied Lot	65	10%	38.0
Vacant Building	48	7%	25.2
Occupied Building	477	73%	205.2
Total	656	100%	278.8

Source: APD Urban Planning

Figure 8: Lee Harvard Master Plan Study Area



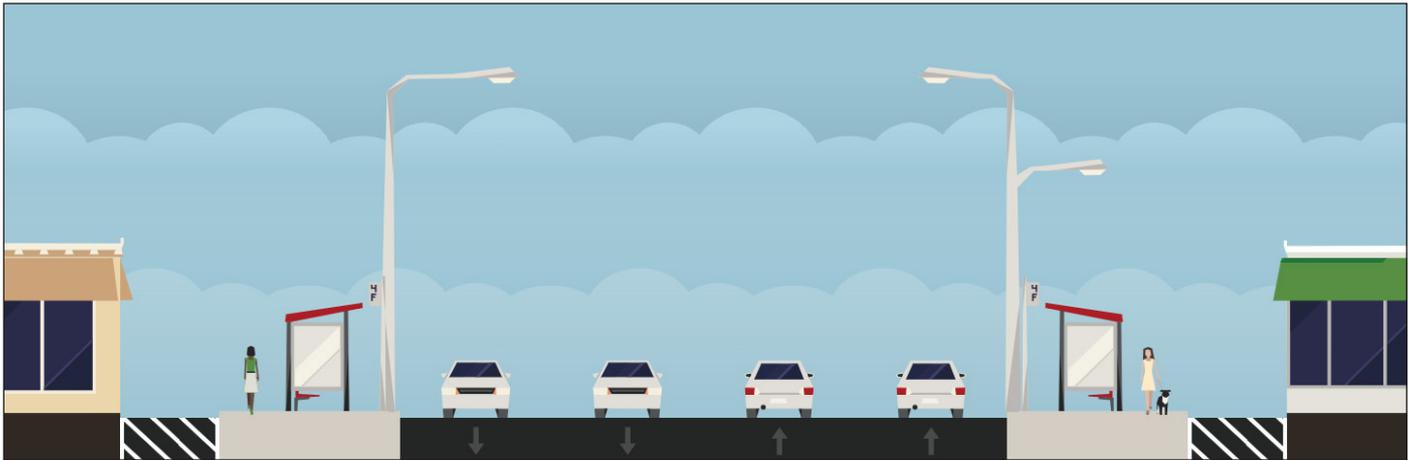
Source: ESRI, APD Urban Planning

TRANSPORTATION

Lee Road

Lee Road is an 80 foot right-of-way featuring two lanes of travel headed northbound and southbound. There are 15 foot sidewalks on either side with planting strips and bus stops in some locations. Street parking can also be found in front of some smaller business that face onto the corridor. The portion of Lee Road that is within the study area has many commercial uses located on either side of the street, many with driveways and parking lots that have access to the main road. This road is prone to many vehicular and pedestrian involved crashes and is currently prioritized for safety improvements.

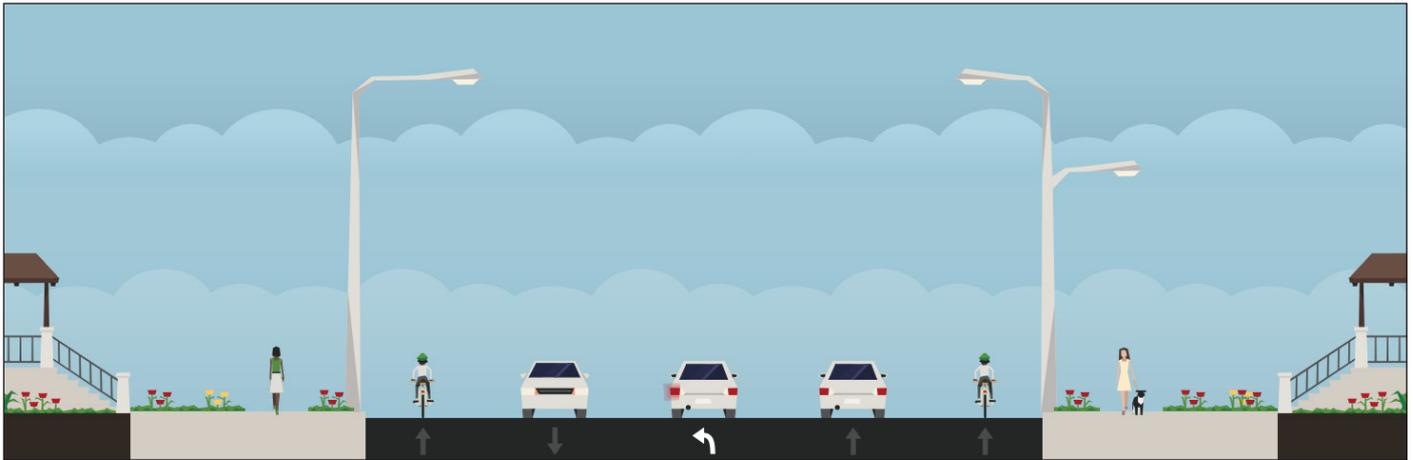
Figure 9: Lee Road Cross-section



Harvard Avenue

Harvard Avenue, west of Lee Road, is an 80 foot right-of-way featuring two lanes of travel headed eastbound and westbound with a center turning lane. The eastern side of Harvard Avenue features four lanes of travel with two lanes going in either direction. There are also bike lanes with planting strips and sidewalks on both sides of the road. The portion of Harvard Avenue that is within the study area is primarily residential with single family homes and some institutional uses located along the corridor.

Figure 10: Harvard Avenue (West of Lee Road) Cross-section

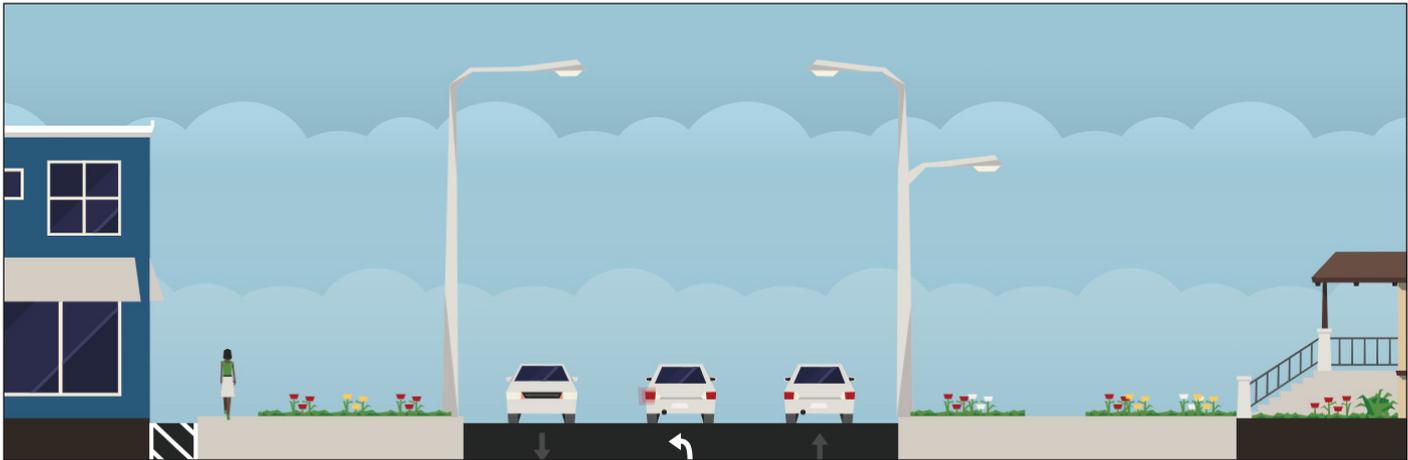


Source: Streetmix, APD Urban Planning

Miles Avenue

Miles Avenue is an 80 foot right-of-way featuring two lanes of travel headed eastbound and westbound with a center turning lane. Sidewalks and planting strips can be found on both sides of the road. This corridor features many light industrial uses on the southern side of the road while the northern side is comprised of vacant lots, residential, and commercial uses.

Figure 11: Miles Avenue Cross-section



Public Transportation

Lee Harvard has three bus routes within the neighborhood.

- **Route 15: Union** - runs east to west along Harvard Avenue and connects the neighborhood to downtown Cleveland with a 15 minute frequency.
- **Route 40: Lakeview | Lee** - Runs north to south and connects Lee Harvard to Bratenahl and Maple Heights with a 30 minute frequency.
- **Route 19-19A-19B: Broadway** - Runs east to west along Miles Avenue and connects the neighborhood to downtown Cleveland, Bedford, and Warrensville Heights with a 15- 30 minute frequency.

Figure 12: Lee Harvard Bus Routes



Source: Greater Cleveland Regional Transit Authority

HOUSING ANALYSIS

Purpose

The housing analysis examines existing demand and supply of housing to understand the current affordability of housing and determine how increasing the supply of housing can meet the needs of current and future residents.

What is Affordability

The U.S. Department of Housing and Urban Development (HUD) defines affordability as a household paying no more than 30% of their income on housing. If a household pays more than 30% of their income on housing, they are classified as cost-burdened. The notion of cost-burden is incorporated into local affordability figures, which HUD defines based on household sizes, local incomes, and national averages from year to year.

This information is segmented into Annual Median Income (AMI) limits to ensure consistency across the United States. AMI groups are an important concept as they are regularly used in federal, state, and local programs. The following charts break down the AMI income limits and amounts of housing each group can pay before they are cost-burdened.

Table 8: Breakdown of AMI groups for the Cleveland-Elyria Metro Area (2021)

AMI Groups	Number of people in a household							
	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
0% to 30%	\$16,550	\$18,900	\$21,960	\$26,500	\$31,040	\$35,580	\$40,120	\$44,660
30% to 50%	\$27,550	\$31,450	\$35,400	\$39,300	\$42,450	\$45,600	\$48,750	\$51,900
50% to 80%	\$44,050	\$50,350	\$56,650	\$62,900	\$67,950	\$73,000	\$78,000	\$83,050
80% to 100%	\$55,020	\$62,880	\$70,740	\$78,600	\$84,888	\$91,176	\$97,464	\$103,752
100% to 120%	\$66,024	\$75,456	\$84,888	\$94,320	\$101,866	\$109,411	\$116,957	\$124,502
120% to 150%	\$82,530	\$94,320	\$106,110	\$117,900	\$127,332	\$136,764	\$146,196	\$155,628

Table 9: Maximum housing payment based on AMI income limits

AMI Groups	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
0% to 30%	\$ 414	\$ 473	\$ 549	\$ 663	\$ 776	\$ 890	\$ 1,003	\$ 1,117
30% to 50%	\$ 689	\$ 786	\$ 885	\$ 983	\$ 1,061	\$ 1,140	\$ 1,219	\$ 1,298
50% to 80%	\$ 1,101	\$ 1,259	\$ 1,416	\$ 1,573	\$ 1,699	\$ 1,825	\$ 1,950	\$ 2,076
80% to 100%	\$ 1,376	\$ 1,572	\$ 1,769	\$ 1,965	\$ 2,122	\$ 2,279	\$ 2,437	\$ 2,594
100% to 120%	\$ 1,651	\$ 1,886	\$ 2,122	\$ 2,358	\$ 2,547	\$ 2,735	\$ 2,924	\$ 3,113
120% to 150%	\$1,691	\$1,932	\$2,174	\$2,415	\$2,608	\$2,801	\$2,995	\$3,188

How is Affordability Calculated

To quantify existing demand and supply for both homeowners and renters, households and housing units were segmented into AMI income groups as defined by HUD for the Cleveland-Elyria Metro Area. Existing demand was calculated by combining household incomes by household size and then segmented into the AMI income groups for both homeowners and renters. Existing supply was segmented using home values and gross rents by 2-person household AMIs, which was the average household size for the study area for both renters and homeowners.

The following data utilizes the 2021 American Community Survey 5-year estimates by the U.S. Census Bureau. The census data allows the analysis of income and housing units by a plethora of geographies, including neighborhood level. Unfortunately the census is backwards facing and is not up to date in terms of current incomes and home market value.

Homeowner Affordability

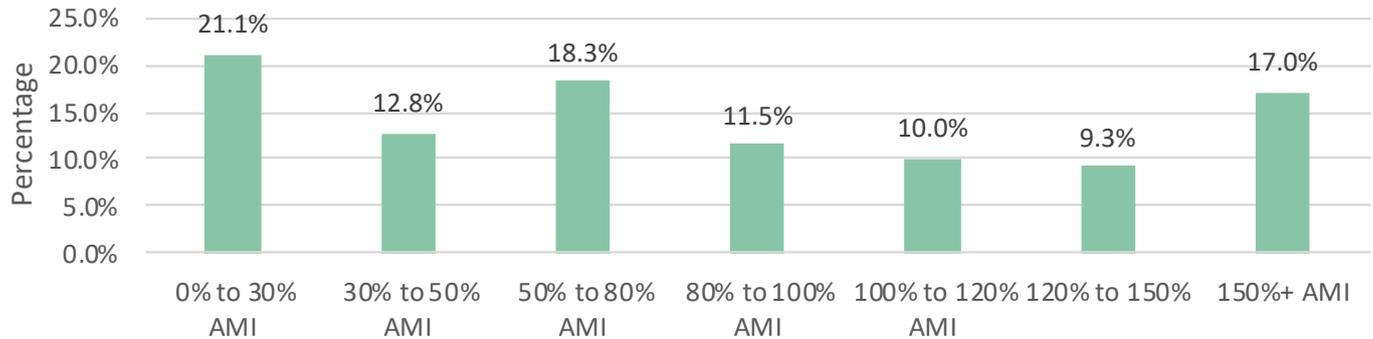
Existing Owner Demand

Most homeowners can afford homes below market price if they are purchasing a new home. Homeowners below 100% of AMI, or those that can afford homes below market rate, comprise 63.7% of all homeowner households. A typical 2-person homeowner household can afford homes priced below \$283,540. Homeowners earning more than 100% of AMI, or those that can afford homes above market rate, comprise 36.3% of all homeowner households.

The largest segment of homeowners by AMI are those below 30% of AMI. This segment comprises 21.1% of the total homeowners in the study area. A typical 2-person homeowner household with under 30% of AMI earns less than \$18,900 a year and can afford a home priced under \$85,314. These homeowners can afford older homes in a questionable condition but will require substantial financial assistance if they decide to purchase a new home.

The second largest segment of homeowners by AMI are those between 50% and 80% AMI. This segment comprises 18.3% of the total homeowners in the study area. A typical 2-person homeowner household between 50% to 80% AMI earns \$31,450 to \$50,350 per year and can afford a home between \$141,770 and \$227,084. These homeowners could purchase a starter home or older home if they decide to purchase a home.

Figure 13: Lee Harvard Homeowner Income Distribution



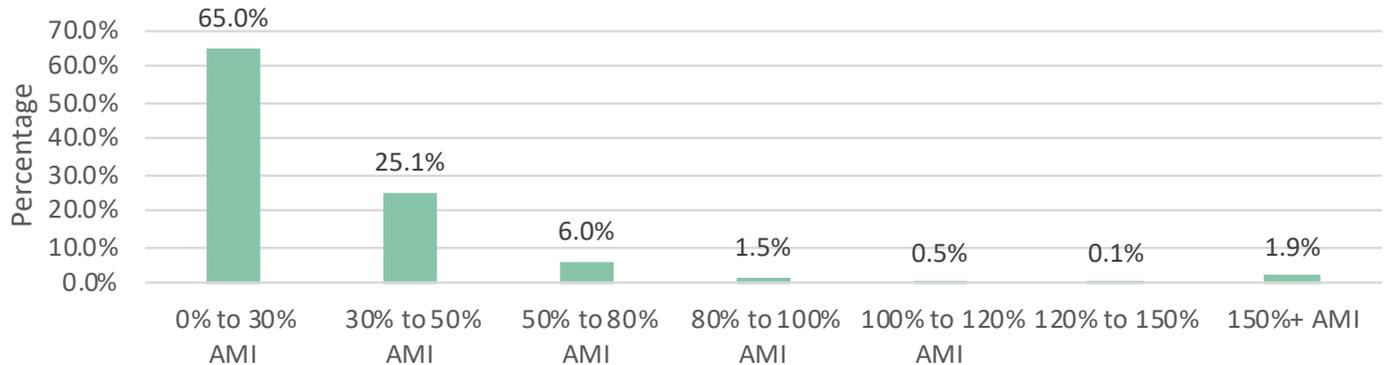
Source: Esri, APD Urban Planning

Existing Owner Supply

Low home values in the study area creates an environment of affordability. Roughly 97.5% of homes are affordable for households below 100% of AMI. The largest segment of housing is below 30% of AMI and comprise of 65% of the total owner housing stock. These homes are priced under \$85,314 and are affordable for households below 30% of AMI as long as they meet home-buying financial requirements.

The second largest segment of housing is between 30% and 50% of AMI which comprises of 25.1% of the total owner housing stock. These homes are priced between \$85,314 and \$141,770 and are affordable to households that make 30% to 50% of AMI.

Figure 14: Lee Harvard Homeowner Affordability Supply



Existing Owner Gap

The owner housing market faces a downward pressure, where higher income households have purchased and lived in homes that are low in value. This can be seen due to the surplus of homes at the lower end of affordability, or where there is more supply than demand. In addition there is a shortage of homes at the high end of affordability, or where there is more demand than supply.

In matching households and housing units, there is a surplus of homes below 50% of AMI. This signifies that homeowners with higher incomes have purchased and/or lived in homes that are below what they can afford. For example, households above 50% of AMI can afford a home valued above \$141,770 but have decided to purchase or live in a home below \$141,770.

At the opposite end of the spectrum there is a deficit of homes above 50% of AMI. This signifies that households over 50% of AMI have not purchased a home above \$141,770 either due to a lack housing at this price range or they have decided to purchase a lower valued home due to other considerations.

Figure 15: High income homeowners occupying lower value homes

AMI Income Groups	Owner Households / Owner Housing Units	Surplus or Deficit
0% to 30% AMI	2,210 / 6,809	4,599 Surplus
30% to 50% AMI	1,337 / 2,630	1,293 Surplus
50% to 80% AMI	1,919 / 626	-1,293 Deficit
80% to 100% AMI	1,207 / 155	-1,052 Deficit
100% to 120% AMI	1,048 / 49	-999 Deficit
120% to 150% AMI	969 / 8	-961 Deficit
Over 150% AMI	1,783 / 201	-1,582 Deficit

Source: Esri, APD Urban Planning

Affordability for Renters

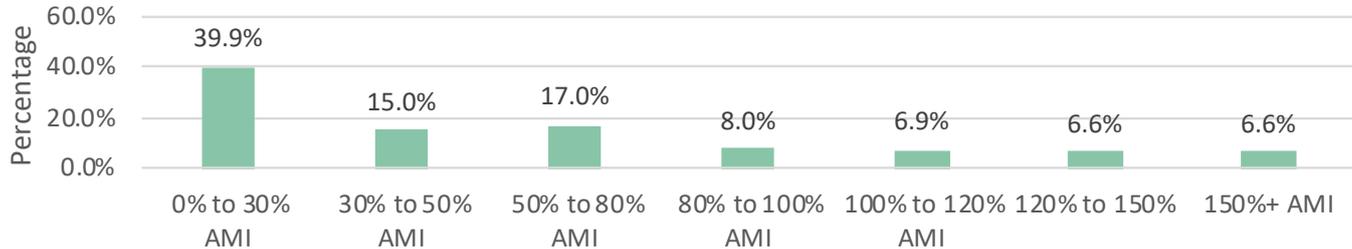
Existing Renter Demand

Renter households are predominately at the lower end of affordability and income. Renters below 100% of AMI comprise of 79.9% of all renter households. A typical 2-person renter households can afford rents below \$1,572 a month. Renter households earning more than 100% of AMI, or those that can afford rents above \$1,572 a month, comprise 20.1% of all renter households.

The largest segment of renters by AMI are those below 30% of AMI. This segment comprises of 39.9% of the total renters in the study area. A typical 2-person renter households under 30% of AMI earns less than \$18,900 a year and can afford a rent below \$473 a month. These renters usually live in heavily subsidized housing or public housing.

The second largest segment of renters are those between 50% and 80% of AMI. This segment encompasses 17.0% of all renter households. A typical 2-person renter household between 50% and 80% AMI earns between \$31,450 and \$50,350 per year and can afford rents between \$786 and \$1,259 a month.

Figure 16: Low-income renters make up the majority of renter households



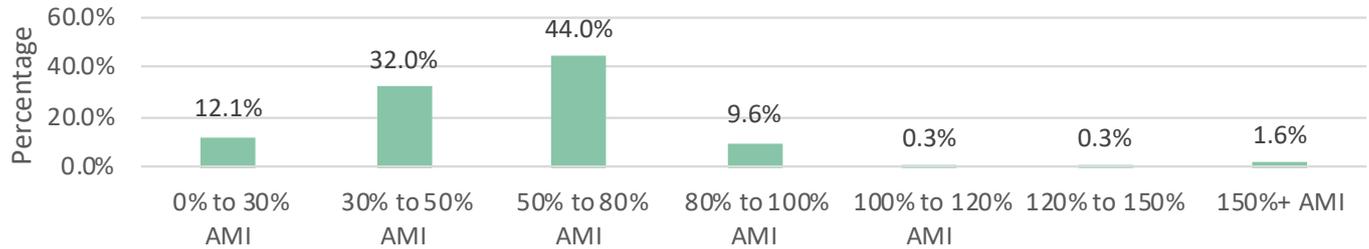
Source: Esri, APD Urban Planning

Existing Renter Supply

The largest stock of rental units in the study area are Naturally Occurring Affordable Housing (NOAH). These rental units are priced for households between 50% and 80% of AMI and comprise of 44% of the total rental stock. The price of rental units at this level of AMI have rents of \$786 to \$1,259 a month.

The second largest segment of renters are those between 50% and 80% of AMI. This segment encompasses 17.0% of all renter households. A typical 2-person renter household between 50% and 80% AMI earns between \$31,450 and \$50,350 per year and can afford rents between \$786 and \$1,259 a month.

Figure 17: Available rentals are Naturally Occurring Affordable Housing (NOAH)



Source: Esri, APD Urban Planning

Existing Owner Gap

The rental housing market faces both an upward and downward pressure. The downward pressure signifies that renter households with higher incomes are renting below their means due to the lack of rentals with a higher rent or a conscious decision to live in these affordable rentals. The upward pressure signifies that the lack of rentals with low values forces households to rent more expensive units and become cost burdened.

In matching households and housing units, there is a deficit of rentals below 30% of AMI. This signifies that renters with little to no income are renting units that are much more expensive than what they can afford. For example, households below 30% of AMI can afford rents below \$473 a month but are required to pay more due to the lack of rentals at this price.

At the opposite end of the spectrum there is a deficit of rentals above 100% of AMI. This signifies that renters with higher incomes are renting units that are below what they can afford. For example, renters with an income above 100% of AMI can afford rents above \$1,572 but have decided to live in rentals below this amount due to the lack of rental at high rents or other considerations.

Figure 18: High income homeowners occupying lower value homes

AMI Income Groups	Owner Households / Owner Housing Units	Surplus or Deficit
0% to 30% AMI	3,121 / 944	-2,177 Deficit
30% to 50% AMI	1,169 / 2,506	1,337 Surplus
50% to 80% AMI	1,327 / 3,437	2,110 Surplus
80% to 100% AMI	625 / 752	127 Deficit
100% to 120% AMI	537 / 26	-511 Deficit
120% to 150% AMI	517 / 26	-491 Deficit
Over 150% AMI	517 / 129	-388 Deficit

Source: Esri, APD Urban Planning

COMMUNITY INPUT

CONTENTS

- Community Engagement Milestones
- Stakeholder Interviews and Steering Committee
- Community Input & Public Meeting Results

COMMUNITY ENGAGEMENT MILESTONES

AUGUST
2023

PROJECT KICKOFF

STEERING COMMITTEE MEETING 1



STEERING COMMITTEE MEETING 2

SEPTEMBER
2023

OCTOBER
2023

FOCUS AREA PRESENTATIONS

COMMUNITY OPEN HOUSE 1
[PLANNING + DESIGN WORKSHOP]



DECEMBER
2023

YOUTH ENGAGEMENT

COMMUNITY OPEN HOUSE 2



STEERING COMMITTEE MEETING 3

NOVEMBER
2023

STEERING COMMITTEE 4

COMMUNITY OPEN HOUSE 3

JANUARY
2024

COMMUNITY ENGAGEMENT PLAN

Community engagement for the Lee Harvard Master Plan was conducted between August 2023 and February 2024. The plan was led by input from the steering committee, stakeholder interviews, and community members. The steering committee built consensus and support regarding the various topics, approaches, and policies outlined in the master plan. Community stakeholders were selected and interviewed to gain deeper insight into the opportunities and constraints surrounding the Lee Harvard Community. Overall five(5) community-wide meetings were held to communicate the planning study's intent, process, analysis results, and gather citizen input on issues and opportunities around local commercial businesses, transportation, housing and neighborhood concerns. Community meetings were held on October 17th, 18th, 19th, December 14th, and January 25th, 2024. A youth focused meeting was held November 13th, 2023 at Lee Road Baptist Church. It is suggested more youth focused community engagement be conducted.



Source: APD Urban Planning



Source: APD Urban Planning

Stakeholder Interviews

Twenty-six (26) stakeholders were interviewed between August 2023 and December 2023. Sixteen (16) interviews were in person, with the remainder conducted using virtual conference platforms. Interview participants represented various perspectives, including elected officials, city staff, religious institutions, state and local economic development partners, local youth, and neighborhood street and block club leaders. Nearly all those interviewed were Cleveland natives, with many leaving for college or employment and returning to their hometown.

Major Takeaways

- Lee Road is major thoroughfare and primary artery for the Lee Harvard and Lee Miles neighborhoods.
- Participants expressed concerns about traffic issues at every intersection, particularly at the intersection of Lee Road and Harvard Avenue.
- Many people feel that Miles Avenue is in the greatest need of change, but it is not a priority for redevelopment and intervention.
- The majority of housing in Lee Harvard is made up of single-family detached homes, and new and existing residents are in need of diverse housing options.
- Attracting new businesses to the area has been difficult due to the number of vacant and neglected commercial properties.

STEERING COMMITTEE

Project Kickoff

The Lee Harvard Master Plan began with a kickoff meeting with the steering committee. The project management team chose this committee of organizations and residents to represent the broader community. The first steering committee meeting was held on September 9th, 2023, and served as a visioning and goals session for the project. Feedback from their exercises is summarized below.

What are your goals and expected outcomes from this project?

- Increased pedestrian safety and walkability
- Improved streetscape and road safety
- Vibrant and green commercial corridors
- Attracting the next generation of families to the community
- Creating a plan that can be implementable
- Preserving the community's identity while advancing Lee Harvard for the next generation
- Identify community strengths and assets for future growth
- Establish a clear vision for the future of Lee Harvard
- Continued opportunities to work with experts to realize community goals

How would you describe Lee Harvard today in one word?



How would you describe Lee Harvard of the future in one word?



What do you like MOST about Lee Harvard?

- The community's geographical location
- Neighbors and a sense of community
- History and the community's historical value
- Accessibility and opportunity for growth
- Diversity and inclusion in the neighborhood
- Quietness, and community stability
- Vibrant and unique culture of the area



Source: APD Urban Planning

What do you DISLIKE about Lee Harvard?

- Issues related to traffic safety, speeding, and dangerous roadways
- Public safety
- Lack of police presence
- Noise pollution
- Quality of the local schools
- Condition of local storefronts



Source: APD Urban Planning

What are some key sites that you would like to see redeveloped?

- Former John F. Kennedy High School
- Lee Harvard Shopping Center
- Underutilized commercial and light industrial properties
- Blighted residential property



Source: APD Urban Planning

What types of changes would you like to see along Lee Road?

- New streetscape with trees, benches, plantings, and outdoor/cafe-style eateries
- Improved traffic signals, walkable spaces, improved signage, and transit waiting environments
- Storefronts with residences above, supporting a mix of businesses and housing along the corridor
- Quality multifamily housing and diverse shops and eateries
- Increased greenery, street cleaning, and artistic design for bus stops and lamp posts
- Multi-story parking facilities and a local bus loop
- Better connection to neighborhood facilities such as the recreation center

What types of changes would you like to see along Harvard Avenue?

- New businesses along Harvard Avenue
- More parking lot availability to accommodate increased business activity
- Road condition improvements including pothole repairs, signage, and lighting
- Introduction of national food chain establishments in the area
- Different types of housing, such as cluster homes and senior-friendly cottage-style residences
- Enhancing and maintaining bike facilities

What types of changes would you like to see along Miles Avenue?

- Redevelopment, including tearing down vacant buildings and improving road conditions
- Removal of salvage yards and the installation of better lighting
- A skate park, a large gas station, an auto museum, and improved traffic flow along Miles Avenue
- Incorporating the railway into Miles Avenue in a meaningful way

COMMUNITY INPUT

Lee Harvard Focus Area Presentations

Community input started with a three(3)-day charrette. It was essential to the project management team that the Lee Harvard community have an opportunity to learn more about various aspects of community development before participating in engagement activities. The first community-wide meeting was an impromptu gathering held on October 17th, 2023, at the Frederick Douglass Recreation Center. This open forum allowed residents who were unaware of the planning study to ask question and gain a better understanding of the process and its intentions. On October 18th, 2023 a meeting at the Harvard Community Services Center featured presentations from project partners about economic development, housing and density, transportation, and funding opportunities. After the presentation, residents were able to ask the project management team questions and provide any additional feedback.



64. Source: APD Urban Planning

Source: APD Urban Planning

Community Open House Meeting 1 - Planning & Design Workshop

The first community open house for the Lee Harvard Master Plan was held on October 19th, 2023, at the Harvard Community Services Center with **83** attendees that signed in. The meeting was conducted from 6:00 pm to 8:00 pm in an open house format with a brief introduction from the project management team before attendees were released to participate in the board activities. Topics covered included project vision, housing challenges, catalytic site developments, transportation improvements, and commercial land uses.

Station 0: Make-A-Wish

At the make a wish station, attendees were asked to provide a wish of their choice for what they would like to see come out of the Lee Harvard Master Plan. Their responses have been aggregated into six groups:

Overall Community:

- Upgrade the community with improved aesthetics, resurfacing of streets, and a focus on removing blight.
- Implement a sustainability program connecting residents, businesses, and green spaces to rejuvenate the neighborhood.
- Implement a litter cleanup program for a cleaner, healthier environment.

Public Safety:

- Improve security with increased police presence, security cameras for senior citizens, and traffic control measures.
- Establish positive programming spaces to engage youth and adults, reducing crime and increasing community bonding.

Homeowner Preservation:

- Focus on affordable housing initiatives, financial literacy programs, and homeownership programs.
- Remove dilapidated houses, home repair program, and make homeowners accountable for property upkeep.

Health and Wellness:

- Introduce mental health and substance abuse counseling services.
- Enhance senior recreation opportunities.

Commercial Revitalization:

- Attract new stores and restaurants to the area.
- Promote small business incubators with affordable rents, especially for nonprofits and local startups.
- Encourage black-owned businesses in the Lee Harvard area.
- Establish a volunteer program to support local businesses and promote community engagement.

Infrastructure and Traffic Safety:

- Improve traffic flow and patterns, resurface streets, and enhance parking facilities.
- Focus on safety measures such as speed bumps, security lighting, and more police presence to reduce crime.



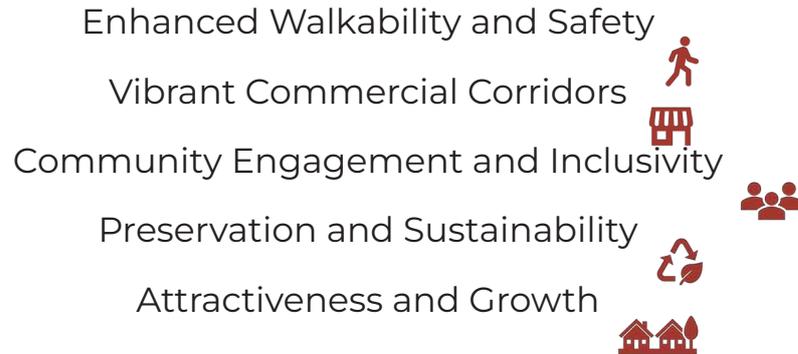
Source: APD Urban Planning

Station 1: Vision & Guiding Principles

At the vision station, attendees were prompted to select a vision statement for the Lee Harvard Master Plan. The provided vision statements were created using terms gathered from the visioning activity the was conducted with the steering committee. Below is the selected vision statement.

“The vision for the Lee-Harvard Community Master Plan is to create a vibrant, welcoming, and safe walkable environment for residents of all generations with attractive commercial corridors that enhance the community’s unique character and foster economic growth.”

After the vision was established, guiding principles were created to associate desired outcomes with the vision for the future of the Lee Harvard neighborhood. Below are the guiding principles for the Lee Harvard Master Plan.



Station 2: Housing

Station Two contained two exercises, one to understand participants' concerns about housing in the neighborhood and preferences on housing types.

Exercise 1: Housing Concerns

Exercise one asked participants to select their top housing concerns. Participants were allowed to choose six concerns from nine options and rank these six concerns by priority preference. Points were then allocated to each ranking. For example, a concern with one first priority vote would have 10 points. A concern with a sixth-priority vote received 1 point (Table 10). The scores for each concern are shown in Figure 19.

The nine concerns for ranking by the community included:

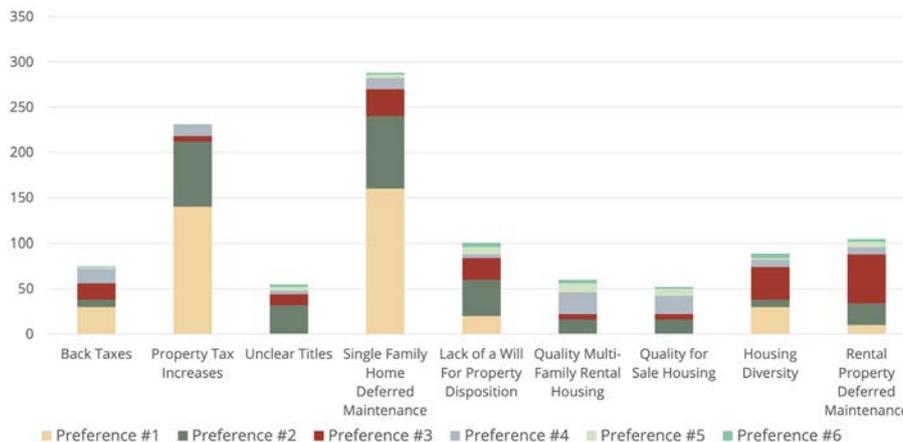
1. Back taxes: homeowners are behind on their property taxes.
2. Property tax increases: concern about existing homeowners' ability to pay increased property taxes.
3. Unclear titles: concern about the number of homes that do not have a clear title.
4. Single-family home deferred maintenance: homeowners cannot afford routine maintenance on their homes.
5. Lack of a will for property disposition: homeowners do not have a valid will that details the disposition of their property and other assets when needed.
6. Lack of quality multifamily rental housing: there is a lack of quality multifamily housing in the neighborhood for various incomes.
7. Lack of quality for-sale housing: there is a lack of quality for-sale housing in the neighborhood for first-time home buyers.

8. Housing diversity: concern about the lack of various house types to accommodate residents at different stages in life and incomes and
9. Rental property deferred maintenance: landlords are not providing routine maintenance on their property.

Major Takeaway

According to the survey, the top concern for meeting participants was the deferred maintenance of single-family homes, which received 27% of the total votes. The second highest concern was property tax increases, which garnered 22% of the votes. Many participants also expressed their concerns about the deferred maintenance of rental properties, making it the third top priority. Finally, lack of a will for property disposition was ranked fourth overall.

Figure 19: Community Input Housing Concerns Ranking



Preference Rank	Points
1st	10
2nd	7
3rd	5
4th	4
5th	3
6th	2

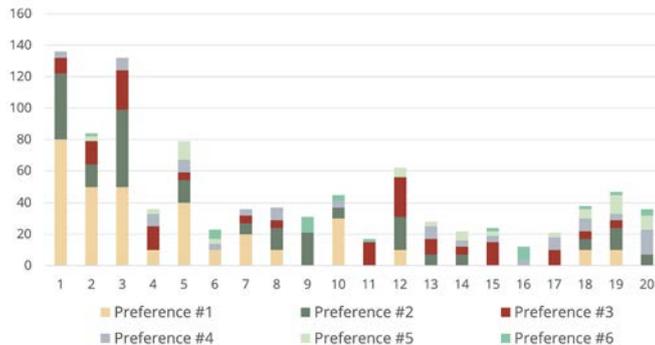
Table 10: Points per ranking

Exercise 2: Housing Preference

Exercise two asked participants to rank their preferred housing density and style. Four(4) different housing styles were provided for five(5) housing type categories. The housing type categories were single-family, duplex, townhomes, multifamily, and mixed-use, and are shown in Figure 20. Participants were provided stickers number 1-6 and placed a sticker next to the housing style they most preferred with sticker number one(1) and the housing they still liked but preferred the least with sticker number six(6).

Points were then allocated to rank. The scores for each ranking are shown in Table 20.

Figure 20: Community Input Housing Typology Preference Ranking



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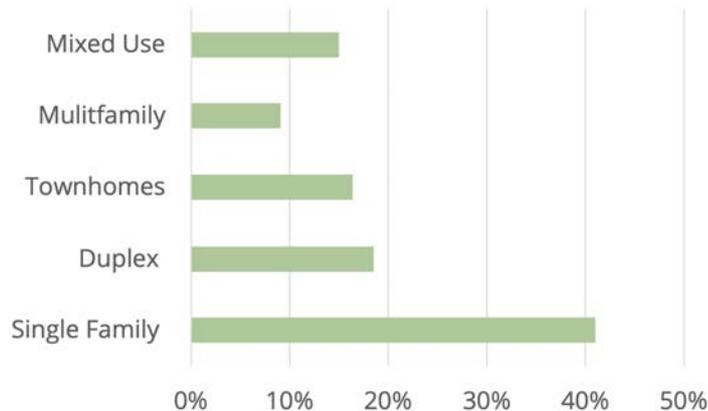
Participants in exercise two were asked to rank their preferred housing density and style. They were provided with four different housing styles for five housing typologies, including single-family, duplex, townhomes, multifamily, and mixed-use, as shown in Figure 21. Participants were given stickers numbered 1-6 and asked to place a sticker next to the housing style they most preferred. Sticker number one was assigned to the most preferred option, while sticker number six was assigned to the least preferred option that they still liked.

Figure 21 illustrates that single-family homes are the most preferred housing type, followed by duplexes, townhomes, and mixed-use. Multifamily received only 9% of votes, indicating the community's openness to varying density in the neighborhood when done appropriately.

Major Takeaways

- Single-family homes are the most preferred housing type;
- Townhomes, duplexes, and mixed-use typologies were ranked very closely.
- There is a willingness to have a variety of housing types in the neighborhood.

Figure 21: Community Input Housing Typology Ranking



Station 3: Commercial Uses

During the third station, participants were asked to express their preferences for future commercial uses along major corridors such as Lee Road, Harvard Avenue, and Miles Avenue. They were provided with stickers numbered 1 through 6 and were asked to place a sticker next to the commercial use they preferred the most with sticker number one, and the use they still liked but preferred the least with sticker number six. This exercise aimed to understand the participants' preferences for future commercial developments in the area.

Lee Road

Nine (9) different commercial uses were provided for Lee Road and include:

- Family Entertainment
- Neighborhood services
- Sit down restaurant
- Coffee shop
- Office Space
- Mixed Use
- Health facility
- Bank
- Local food hall/creative space

Table 11: Points per ranking

Preference Rank	Points
1st	10
2nd	7
3rd	5
4th	4
5th	3
6th	2

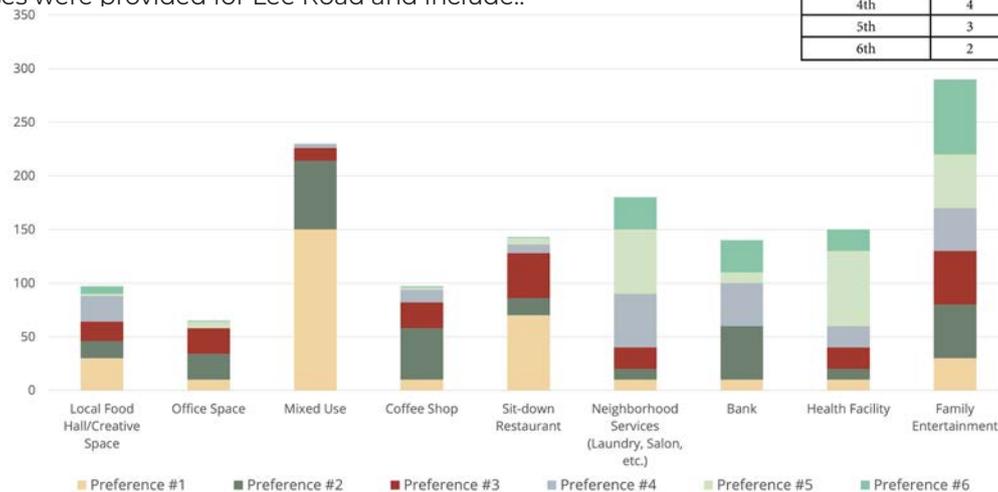


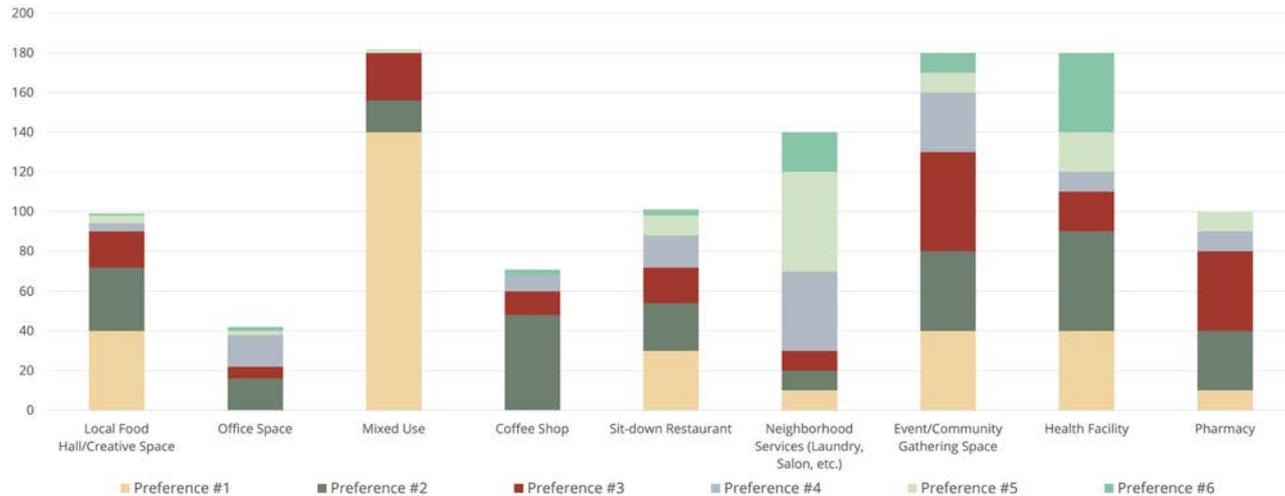
Figure 22: Community Input Lee Road Commercial Use Preference Ranking

Harvard Avenue

Nine (9) different commercial uses were provided for Harvard Avenue and include:

- Event/Community Gathering Space
- Neighborhood services
- Sit down restaurant
- Local food hall/creative space
- Bank
- Health facility
- Office Space
- Coffee shop
- Mixed Use

Figure 23: Community Input Harvard Avenue Commercial Use Preference

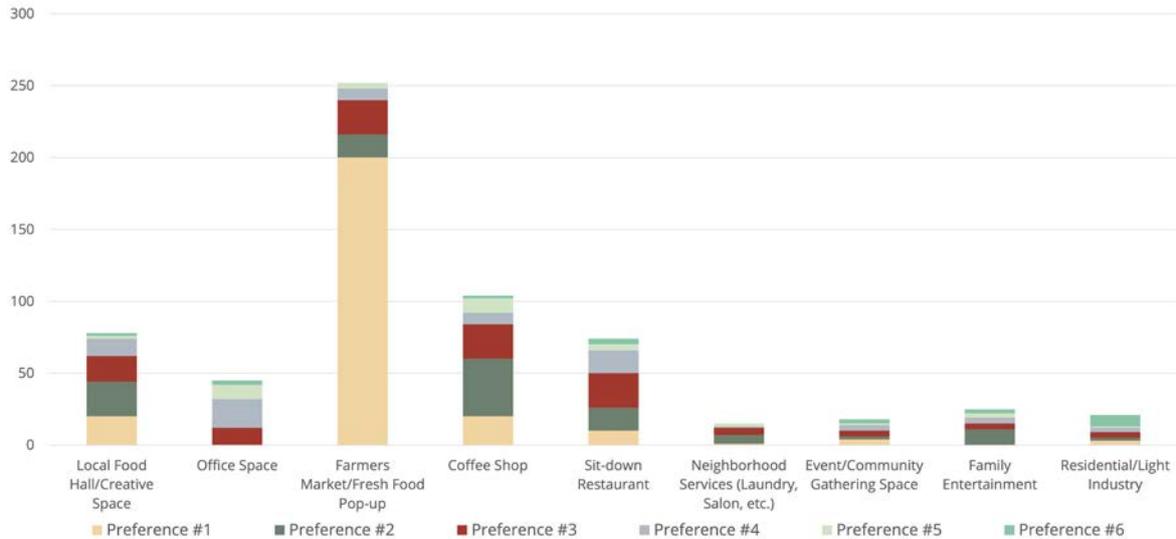


Miles Avenue

Nine (9) different commercial uses were provided for Miles Avenue and include:

- Farmers market/fresh food pop-up
- Coffee shop
- Family entertainment
- Neighborhood services
- Office Space
- Residential/light industry
- Sit down restaurant
- Event/community gathering space
- Local food hall/creative space

Figure 24: Community Input Miles Avenue Commercial Use Preference Ranking



Major Takeaways

Lee Road

- The preferred commercial use that participants would like to see along Lee Road was family entertainment.
- The second highest-ranked commercial use for Lee Road was mixed use.
- The lowest-ranked commercial use preference was office space.

Harvard Avenue

- The highest-ranked commercial use for Harvard Avenue was a mixed-use development.
- The second and third highest-ranked commercial uses were a health facility and event/community gathering space, respectively.
- Mixed use had the largest percentage of first-preference votes.
- Health facilities and community spaces could be developed in a mixed-use project with other needed community amenities.

Miles Avenue

- A pop-up farmers market with fresh food overwhelmingly received the highest number of votes for commercial use on Miles Avenue.
- Many respondents chose this as an opportunity to redevelop some of the underutilized and blighted industrial properties.



Source: APD Urban Planning

Station 4: Catalytic Site Development

At station four, attendees were asked to provide their input on the potential development characteristics that would be appropriate for three catalytic sites located within Lee Harvard. A catalytic site refers to a parcel or assemblage of land that has been prioritized for development, with the aim of creating job opportunities, housing, and improving the overall quality of life for the community in which they are situated. The objective of this activity was to give attendees the opportunity to specify the types of development that would be suitable for each of the three catalytic sites, which are illustrated in Figure 25.



Figure 25: Catalytic Site Map

Site 1: Miles Avenue

Major Takeaway

The findings of this exercise indicate that the citizens are open to different types of usage for the land bank-owned site. The majority of respondents preferred the site to be utilized for family entertainment or commercial purposes. Mixed-use or multifamily developments including townhomes also received significant support. The residents believe that these development preferences align with the current commercial and industrial character of Miles Avenue.

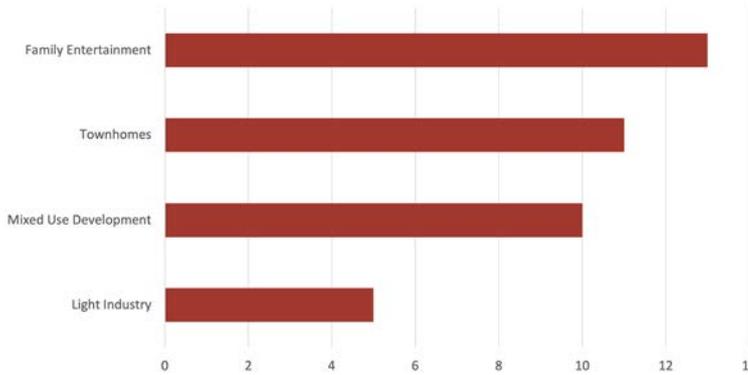
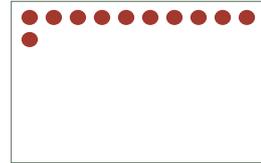
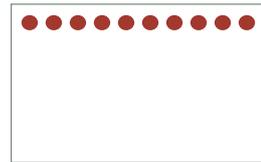


Figure 26: Community Input Miles Avenue Catalytic Site Preference Ranking



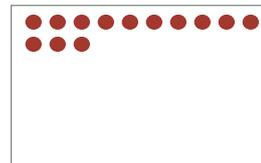
Townhomes: Townhome development that will provide an opportunity for increased homeownership in Lee Harvard.



Mixed Use Development: Retail services at ground level with office or housing above.



Light Industry: Printing and publishing, food processing, electronics assembly, etc.



Family Entertainment: Bowling Alley, Skating Rink, Movie Theater, etc.



Site 2: Former Gracemount Elementary

Major Takeaway

Participants overwhelmingly voted to develop the Gracemount site with a neighborhood park/green space incorporated into the overall design. Single-family homes received the second-highest number of votes, followed by townhomes. Residents shared that they did not think a dense multifamily development would be appropriate given the existing single-family neighborhood surrounding the site.



Single Family Homes: Single family homes that fit the existing character of the surrounding community.



Townhomes: Townhome development that will provide an opportunity for increased homeownership in Lee Harvard.

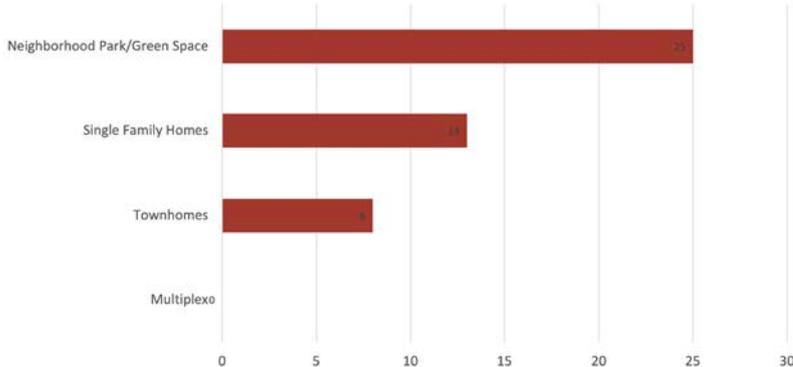


Multiplex: Duplex, Triplex, or Quadplex developments that provide increased rental housing opportunities for varying household incomes.



Neighborhood Park/Green Space: Pocket park or open green space that will be integrated into the proposed development.

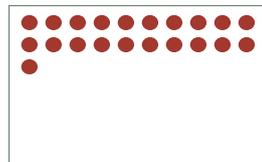
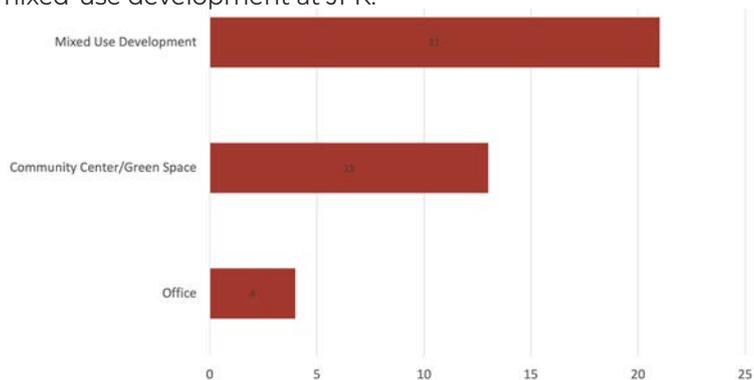
Figure 27: Community Input Miles Avenue Catalytic Site Preference Ranking



Site 3: Former John F. Kennedy High School (JFK)

Major Takeaway

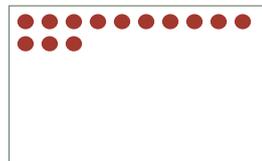
The results of the voting for the redevelopment of the large JFK site showed that the residents preferred a mixed-use project that could potentially include housing, retail, and other amenities. The participants felt comfortable with the idea of a higher-density development at this site due to its proximity to the Lee Harvard Shopping Plaza to the west. The second and third highly-ranked options were a community center/green space that could serve as a gathering spot for residents and office space. Both of these options could be incorporated into a mixed-use development at JFK.



Mixed Use Development: Ex: Pinecrest mixed-use district - Development comprised of housing, office, and retail.



Office: New development featuring spaces for medical practices, co-working space, small businesses, consulting firms, public services, etc.



Community Center/ Green Space: "New development featuring spaces for local community organizations, public library, job center, fire station and open green space that will be integrated into the proposed development."

Figure 28: Community Input JFK Catalytic Site Preference Ranking

Station 5: Transportation

The project team and city staff created Station Five to collect feedback from residents regarding their concerns and preferences for transportation and infrastructure in their neighborhood. The focus was mainly on the major corridors of Lee Road, Harvard Avenue, and Miles Avenue. In Exercise 1, residents listed their concerns about transit and infrastructure safety. Meanwhile, in Exercise 2, they were asked to identify their preferred streetscape pattern for Lee Road, which could be implemented in the future.

Major Takeaways

Transit Safety Concerns

- Don't eliminate two lanes in each direction.
- Updated timing of signals
- One lane east direction
- Improve Lee + Harvard Intersection
- 141st St. through 142nd St. on Miles lots of crashes

Infrastructure Concerns

- Sidewalks on neighborhood streets
- Transit stop upgrades
- Add green space and additional seating at intersections
- Fix sidewalks and new crosswalk on Lee Rd.

Lee Road Streetscape: Participants preferred streetscape included on-street parking and a path for walking and biking.



80.

Source: City of Cleveland



Source: APD Urban Planning

Community Public Meeting 2 - Open House

On December 14th, 2023, the second community open house for the Lee Harvard Master Plan was held at the Harvard Community Services Center. The meeting lasted from 6:00 pm to 8:00 pm. Sign-in sheets revealed that it was attended by **112** people. The meeting was held in an open house format, with a brief presentation given to the project management team. During the meeting, the results from the first meeting were reviewed to provide new and returning participants with an understanding of how the proposed building typologies and implementation recommendations were formed from the community's input. Attendees then completed board activities for each catalytic site and discussed potential policies and programs that would address concerns and opportunities raised by residents in the first community meeting. Examples of each type of development concept were provided for reference.



Source: APD Urban Planning



Source: APD Urban Planning

Station 1: Catalytic Site Design Concepts

Site 1: Miles Avenue

Major Takeaway

During community meeting one, the participants expressed their preference for family entertainment as a primary use. Based on the feedback from the community and the need for diverse housing options, the project team developed three different design concepts. The mixed-use design concept, which could offer a combination of retail/family entertainment use and housing, was the most popular among residents. This design concept was considered the best option to meet the needs of the community.

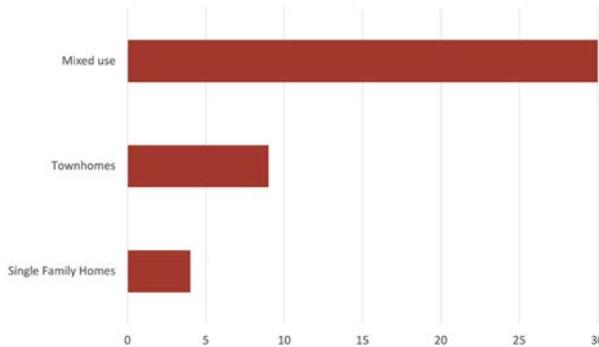


Figure 29: Community Input Miles Catalytic Site Design Ranking

Site 2: Former Gracemount Elementary

Major Takeaway

Throughout the planning process residents have stated their desire for a community greenspace at the Gracemount site. Given the circumstances around maintaining city-owned land and the need and desire from the community for new and diverse housing options, the project team developed three design concepts that proposed various housing types and substantial green space. The concept that was chosen by residents was version two that included single family, duplexes, and townhomes.

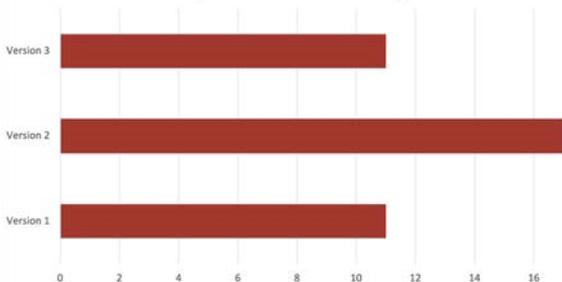


Figure 30: Community Input Gracemount Catalytic Site Design Ranking

FORMER GRACEMOUNT ELEMENTARY



EXAMPLE DEVELOPMENT IMAGES

SINGLE FAMILY HOMES



DUPLEX



TOWNHOMES



VERSION 1



VERSION 2



VERSION 3



Site 3: Former John F. Kennedy High School (JFK)

Major Takeaway

During the first public meeting, the community chose a mixed-use development as the preferred development type for the JFK site. Two design concepts were developed to show how a large mixed-use project could be built. The chosen mixed-use design concept includes retail on lower floors facing onto Harvard Ave., mid-rise multifamily residential units, greenspace, space for institutional or community services, and low-density residential options such as townhomes and cottages.

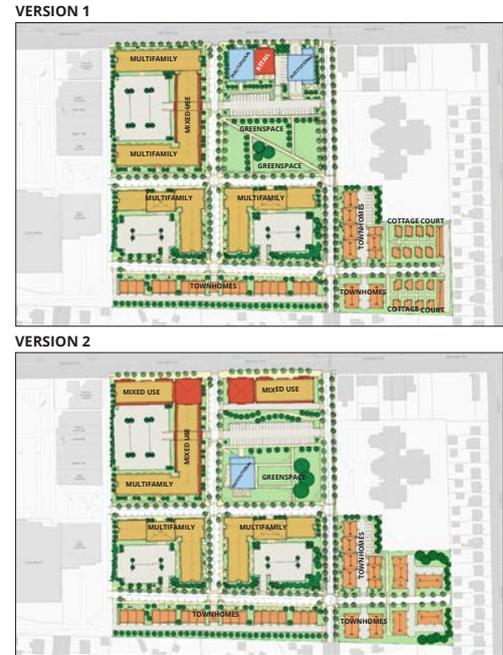
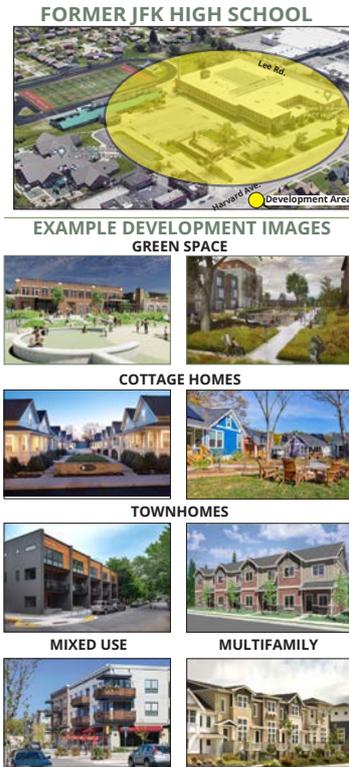
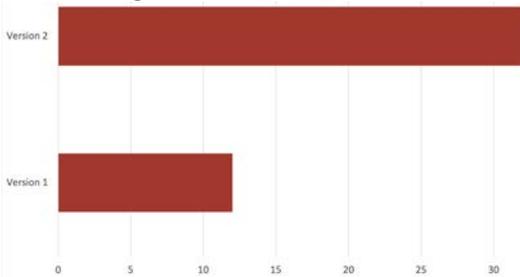


Figure 31: Community Input JFK Catalytic Site Design Ranking

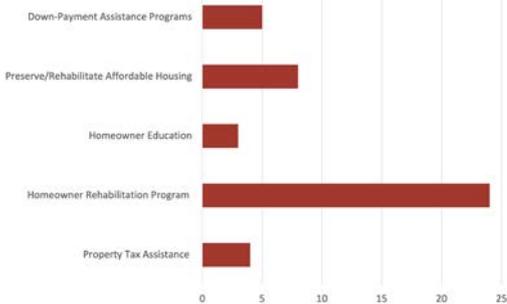
Station 2: Implementation Strategies

The implementation recommendation station sought input on policies and strategies that address areas of significant concern to residents. The first category introduced participants to the strategies focused on existing and future residents. The second category asked attendees to provide input on strategies that would impact existing and future business and the commercial corridors along Harvard Avenue, Lee Road, and Miles Avenue.

Major Takeaway

Most participants chose homeowner rehab as the strategy they thought would work best for residents in Lee Harvard. However, it's important to mention that the rankings might be influenced by the demographics of those present at the meetings. If the majority of the attendees are homeowners on a fixed income, their choice might not necessarily reflect the broader community's opinion. Additionally, regarding economic development, the most significant recommendation that the attendees agreed to implement was code enforcement on Miles.

Category 1: Community Strategies



Category 2: Economic Strategies

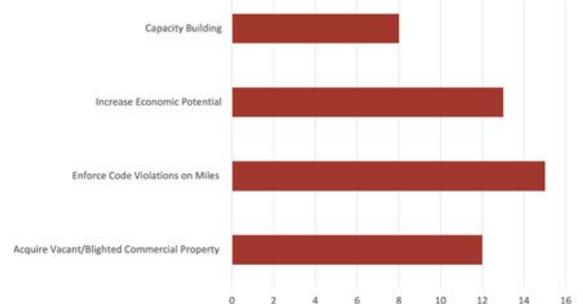


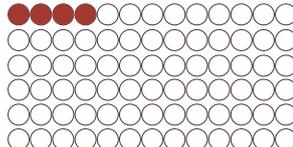
Figure 32: Community Input Implementation Strategies Ranking

Figure 33: Community Input Implementation Strategies

Category 1: Community Strategies

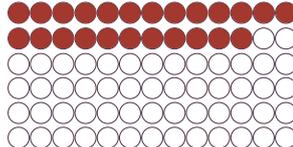
Property Tax Assistance

Assisting existing homeowners with property tax **increases**, including assistance with clearing titles.



Homeowner Rehabilitation Program

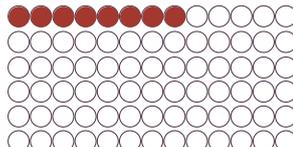
Establishing a home rehab program to assist homeowners with deferred maintenance and increase energy efficiency.



Homeowner Education

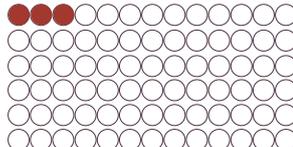
Create homeowner education programs that include information on

1. Homestead Exemptions;
2. Appealing tax valuation increases; and
3. Value of property/what to know before you sell.



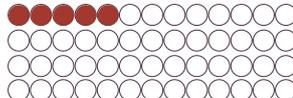
Preserve and Rehabilitate Existing Subsidized Affordable Housing

Rehabilitate the existing affordable housing in the neighborhood and ensure long-term affordability.



Down-Payment Assistance Programs

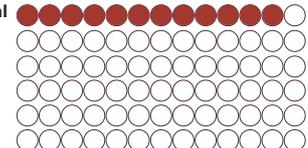
Support a down-payment assistance program to support new homeownership opportunities.



Category 2: Economic Strategies

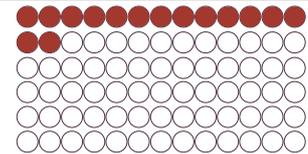
Acquire Vacant/Blighted Commercial Property

Assembles parcels along **Lee Rd** and **Miles Ave** for commercial development or new housing and increase the community's attractiveness and growth.



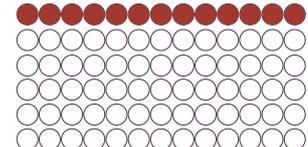
Enforce Code Violations on Miles

Identify properties with outstanding code violations and require property owners to bring buildings current. This will enhance walkability and safety while creating vibrant commercial corridors.



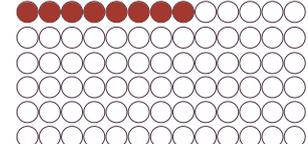
Increase Economic Potential

1. Support access to capital, technical assistance, capacity building, and job training for local businesses;
2. Track potential commercial space inventory and market to potential businesses;
3. Incentivize businesses to occupy vacant/blighted property on Lee Rd and Miles Ave.



Capacity Building

Support access to capital, technical assistance, capacity training, and job training for local small businesses and property owners in Lee-Harvard.



Other

Please share additional housing strategies you think could be useful in Thomasville Heights.

Community Public Meeting 3 - Open House

On January 25th, 2024, the third and final community open house for the Lee Harvard Master Plan was held at the Harvard Community Services Center. The meeting was conducted from 6:00 pm to 8:00 pm and had an open house format. There were **101** attendees who signed in. During the meeting, the project management team gave a brief presentation that reviewed the planning process, previous community meetings, contents of the neighborhood plan, and the finalized catalytic development concept plans and implementation recommendations.



Source: APD Urban Planning

IMPLEMENTATION

CONTENTS

- Overall Master Plan
- Catalytic Sites
- Lee Road Streetscape Principles
- Implementation Recommendations

OVERVIEW

The implementation section outlines the next steps for the Lee Harvard neighborhood. All implementation strategies were informed through guidance from the project management team, the Lee Harvard community through a series of public meetings, stakeholder interviews, and a market analysis completed by 4ward Planning. Recommendations were created with the understanding of the neighborhood vision statement and guiding principles. The following section is comprised of catalytic site development scenarios, Lee Road improvement principles, and implementation strategies for housing and economic development.

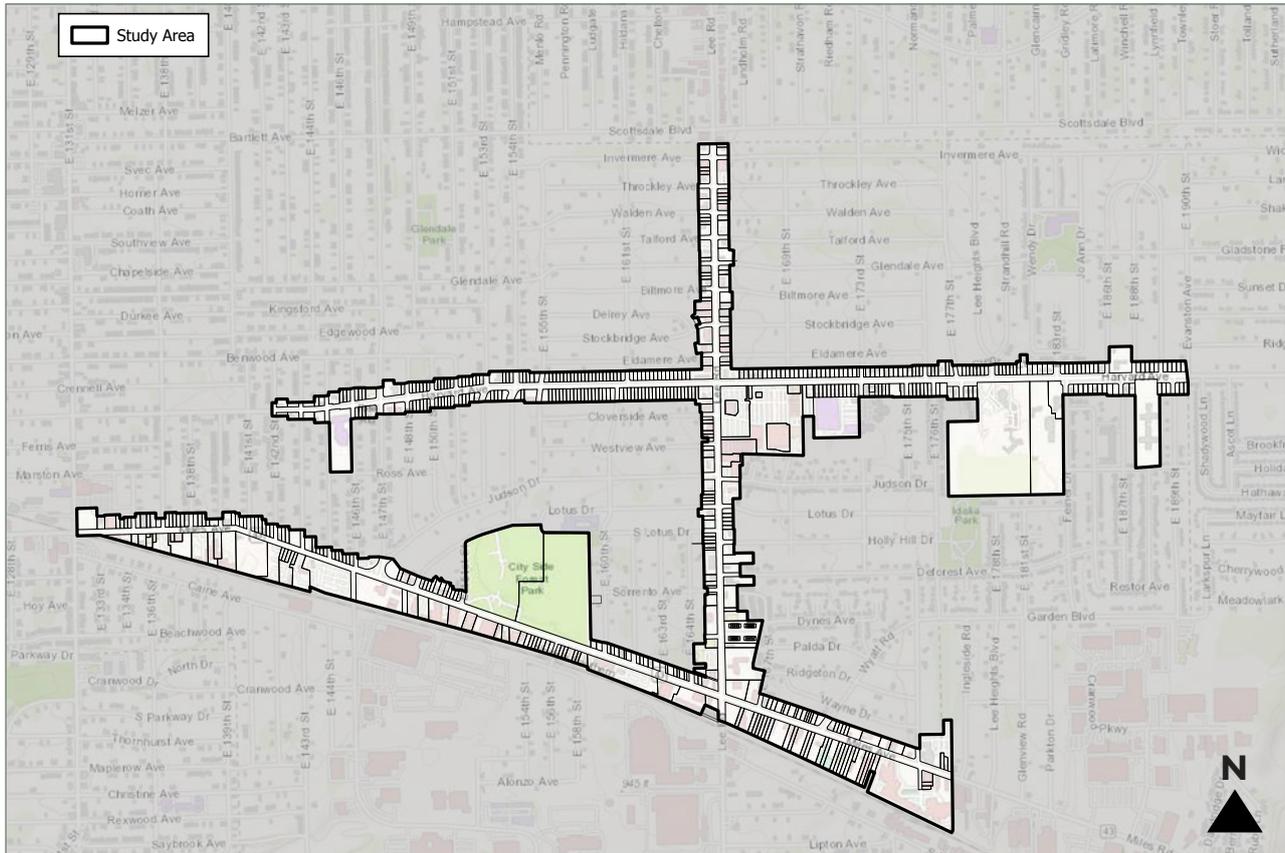
Lee Harvard Community Master Plan Vision Statement

“The vision for the Lee-Harvard Community Master Plan is to create a vibrant, welcoming, and safe walkable environment for residents of all generations with attractive commercial corridors that enhance the community’s unique character and foster economic growth.”

Guiding Principles

- Enhanced Walkability and Safety
- Vibrant Commercial Corridors
- Community Engagement and Inclusivity
- Preservation and Sustainability
- Attractiveness and Growth

Figure 34: Lee Harvard Study Area



LEE HARVARD MASTER PLAN

Purpose of the Master Plan

The master plan is a compilation of community desires for improvements to Lee Harvard, and will guide future decision-making and development to achieve these objectives. The plan includes the identification of important publicly owned, vacant sites that hold high potential for new investment. These catalytic sites are strategically located within the neighborhood.

Catalytic Sites

Development scenarios for publicly owned catalytic sites are detailed and included within the broader master plan. The three sites are illustrated below, each lying within a unique context.

Former Gracemount Elementary



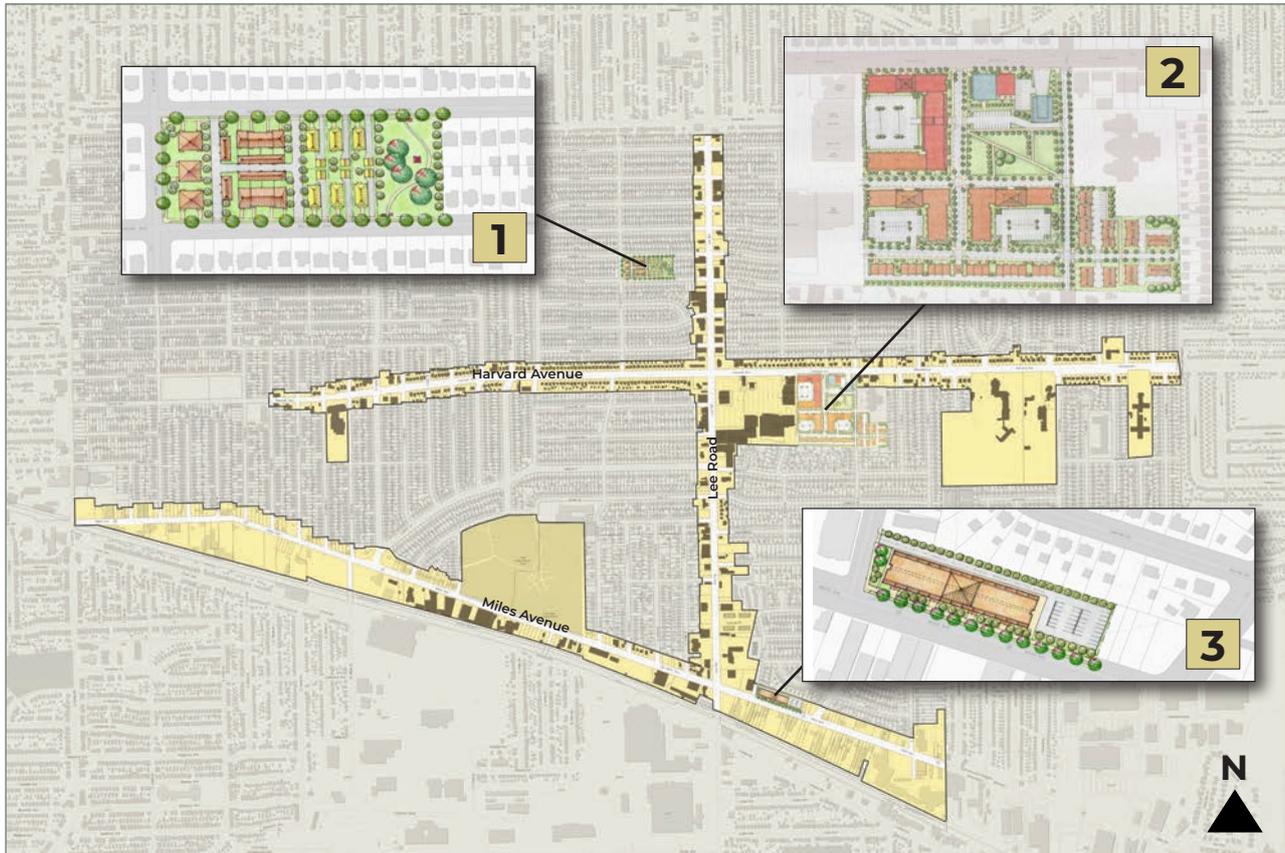
Former John F. Kennedy High School



Cleveland Land Bank property along Miles Avenue



Figure 35: Lee Harvard Overall Master Plan



FORMER JOHN F. KENNEDY HIGH SCHOOL

Site Overview

The JFK High School site is relatively flat and bordered by an active shopping center and established residential areas. It fronts on Harvard Avenue, and is anchored by Fire Station #6.

Size: 14.75 acres, demolished

Proposed Development: Creation of a mixed-use 24-hour environment connected to surrounding context.

Redevelopment Scenario

Mixed-use 24-hour environment with a central green space, walkable tree-lined blocks, connections to surrounding community, ground floor in-line retail and a mix of apartments and townhomes. Continuation of E. 173rd Street through the site with neighborhood bike lanes.

Site Yields: 187 multifamily units, 50 townhomes, 34,000 sf commercial space, 1.25 acre central green space, 10,000 sf institutional space. Fire Station #6 remains in place.

94.

Figure 36: Former John F. Kennedy High School Location



Figure 37: Former John F. Kennedy High School Redevelopment Scenario



Development Examples

Suitable typologies for the catalytic JFK High School site were presented to and approved by the community.

Green Space: Public green space is intended to foster social interaction. The space may be programmed for special events, and may include active and passive recreational areas.

Townhomes: Contextually appropriate townhomes are two to three stories with rear loaded garages engaged into the units. Gable or flat roof architectural designs are acceptable.

Mixed Use: Buildings are two to three stories with in-line commercial space at the base and dwelling units above. Balconies and awnings are encouraged to enliven public spaces. Parking is concealed behind.

Multifamily: Buildings are two stories with surface parking concealed behind and landscaped.

GREEN SPACE



TOWNHOMES



MIXED USE



MULTIFAMILY



Guiding Principles for development of the Former John F. Kennedy High School Site

The following are guiding principles to guide the redevelopment of the Former John F. Kennedy High School site.

1. Develop the site as a town center for the Lee Harvard community with a mix of uses that provide housing options, business opportunities, and institutional and cultural amenities with programmable greenspace that celebrate the Lee Harvard legacy and its future.
2. Retain a real estate development team that is managed by the City of Cleveland to prepare a suite of predevelopment tools to attract developers to the Lee Harvard neighborhood.
 - Refine the site plan prepared for this study to give direction to prospective developer(s) about the city and community's desired outcome for development of the site.
 - Prepare design guidelines to ensure the development of the site reflect the history and character of the neighborhood.
 - Establish a desired programming matrix that delineates the mix of retail, commercial and residential desired for the site.
3. Based on the city's desired development outcome, prepare a development incentive package that will ensure the development for a return on investment and tolerance of risk associated with the proposed project.
4. Housing within typologies that include multi-family apartments, mixed-use office/housing, townhomes, single-family homes, and small cottage homes situated in a manner that weaves the new development into the existing urban design of the neighborhood

-
5. Provide opportunities for office space for community amenities including medical, legal, and community activities.
 6. Create a programmable multi-use green space that provides a community gathering space for every day passive use and large community festivals including a variety of seating, trees and structures for shade, lighting, and infrastructure for events including electrical hook up of performances and vendors.
 7. Create opportunities within the development for entrepreneurs and community artists to participate in the planning and implementation of the Lee Harvard Master Plan.
 8. Develop a financing strategy that provides community shareholding and resident investment into the redevelopment of the Former John F. Kennedy High School Site.
 9. Community engagement activities with youth, residents, businesses, churches, industrial companies, organizational partners should be conducted to ensure the proposed development aligns with community the community vision.

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FORMER GRACEMOUNT ELEMENTARY

Site Overview

The Gracemount site is relatively flat and situated in the midst of an established detached single family residential area of one and two-story buildings.

Size: 3.2 acres

Proposed Development: A mix of single family detached, duplex, and townhomes, limited to one and two stories. Community green space midblock.

Redevelopment Scenario

Infill development respects the surrounding established residential context, while introducing comparatively scaled duplex, single family and townhomes. Green space creates an amenity that recalls the history of the site. There is also an opportunity to introduce Accessory Dwelling Units (ADUs) as a part of detached single family lots.

Site Yields: 6 duplex units in 3 buildings, 8 townhomes, and 3 detached single family homes. All dwelling units have detached garages and parking for 2 cars/unit.

100.

Figure 38: Former Gracemount Elementary Location



Figure 39: Former Gracemount Redevelopment Scenario



Development Examples

Suitable typologies for the catalytic Gracemount site were presented to and approved by the community.

Single Family: Buildings are one to two stories with front loaded detached garages to the rear of the lot. Gable roof designs are desired.

Duplex: Buildings are one story with rear loaded detached garages. Gable roof designs are desired.

Townhomes: townhomes are two stories with rear loaded detached garages. Gable roof designs are desired.

Green Space: Public green space provides a missing amenity and encourages social interactions. The space may include active and passive recreational areas, and provides midblock pedestrian connections.

SINGLE FAMILY HOMES



DUPLEX



TOWNHOMES



Guiding Principles for development of the Former Gracemount Elementary Site

The following are guiding principles to guide the redevelopment of the Former Gracemount Elementary site.

1. Develop housing typologies that provide economically viable fee-simple housing that include single-family homes, townhomes, duplexes, and garages that range in size.
 - Create a pattern book or design standards to ensure the scale and design of new homes that complement the current massing and character of the neighborhood
 - Design and build homes that raise the neighborhood residential real estate standard as a means for achieving a mixed-income neighborhood.
2. Set aside public greenspace that provides clear sight lines and amenities in a manner that complements the urban design rhythm of the street.
3. Explore innovative financial mechanisms to fund the development and long-term maintenance of the public park including Tax Increment Financing, Land Trust, and the social housing model.
4. Community engagement activities with youth, residents, businesses, churches, industrial companies, organizational partners should be conducted to ensure the proposed development aligns with the community vision.

MILES AVENUE

Site Overview

The Miles Avenue site consists of 11 contiguous vacant parcels facing Miles Avenue. The site is slightly elevated above the street and backs up to an established residential area.

Size: 1.72 acres

Proposed Development: A mixed-use building with commercial space on the ground floor and residential apartments above. Maximum 2 stories. Green buffer at corner and to the rear, against residential area.

Redevelopment Scenario

Commercial use at street level reflects the character of Miles Avenue. Parking is accessed from E. 167th Street eliminating curb cuts along Miles Avenue.

Site Yields: 26,000 sf commercial space, 18 apartment units

104.

Figure 40: Cleveland Land Bank Property Along Miles Avenue



Figure 41: Cleveland Land Bank Property Along Miles Avenue Development Scenario



Development Examples

Mixed Use: Building is two stories with in-line commercial space at the base and dwelling units above. Balconies and awnings are encouraged to enliven the public realm. Parking is to the side and landscaped. Generous sidewalk and street tree plantings improve the ambiance of the public realm.

MIXED USE



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LEE ROAD MIXED USE

Development Scenario

The following scenario is for a mixed used development typology and may be appropriate for sites along Lee Road. The scenario site plan features wide sidewalks, street trees and parallel parking to create a pedestrian friendly environment. Buildings are pulled up to the right-of-way with parking behind them. Corner buildings are residential apartments, which transition to the single-family areas to the rear. Mixed use and live/work buildings front Lee Road with commercial uses at street level. Live/work buildings are parked within their footprint.

Figure 42: Lee Road Mixed Use Development Scenario



Development Examples

Mixed Use: Building is two to three stories with in-line commercial space at the base and dwelling units above. Balconies and awnings are encouraged to enliven the public realm. Parking is behind. Generous sidewalk and street tree plantings improve the ambiance of the public realm.

Live/Work: Building is two stories with commercial space at ground level and parking within the building footprint to the rear. Living space for the building is above the commercial and accessed via an internal stair.

Low-Rise Apartments: Building is two stories with parking behind as a transition to the residential area adjacent. Balconies are encouraged.

MIXED USE BUILDINGS



LIVE | WORK



LOW RISE APARTMENTS



LEE ROAD STREETScape PRINCIPLES

The City of Cleveland is prioritizing the redevelopment of the corridor to enhance community vitality and address traffic safety issues including high rates of serious injury and fatal crashes. Their goal is to improve safety and accessibility for all roadway users, enhance the natural and aesthetic environment of the corridor, improve transit performance and waiting environments, and support Lee Road as a vibrant destination for residents and visitors. The following principles should be considered along with any development strategies for Lee Road as it traverses the Lee Harvard Master Plan study area. The Lee Road corridor is used by a high volume of pedestrians, forms a visual impression of the Lee Harvard neighborhood, and provides access to a wide variety of uses, such as residential areas and parks.

- Implement proven safety countermeasures described in Cleveland's Vision Zero Action Plan to work towards the elimination of fatal and serious injury crashes on Lee Road.
- Provide a comfortable sidewalk, or clear zone, to accommodate pedestrian flow and activity.
- Street trees are required. They beautify, provide shade and help protect pedestrians from the higher volume of vehicular traffic along Lee Road. Trees should be a minimum of 1.75" caliper at chest height, spaced 30' on center. Trees should be underplanted or placed in decorative tree wells as approved by the City of Cleveland Urban Forestry standards.
- Pedestrian lighting is strongly recommended. Final lighting layouts should be approved by the Department of

Public Works. Minimum spacing should be 50' on center, spaced equidistant between required street trees.

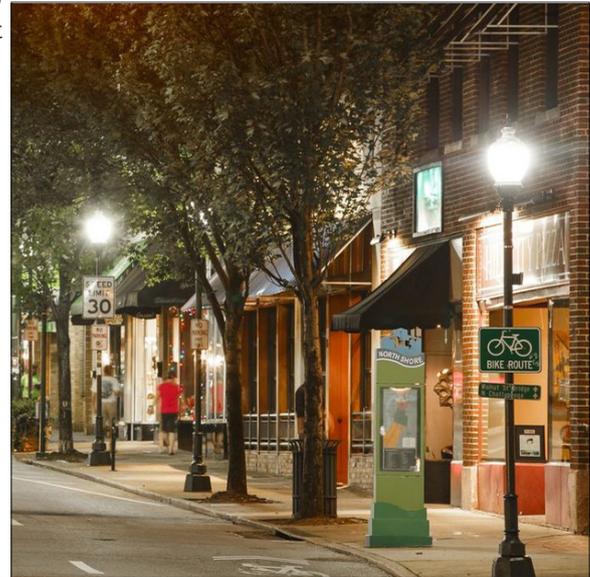
- Access for pedestrians and all modes of transit should be prioritized equally with vehicular access.
- Street furniture should be located adjacent to transit stops including route information, sheltered benches, and seating areas that do not intrude into the clear zone of the sidewalk.
- Streetscapes amenities provide both rest and gathering spaces, trash receptacles, bikes racks, public art, and neighborhood history and branding markers.
- Parallel parking is encouraged to provide an additional barrier between moving traffic and pedestrians. Street parking should be clearly marked to avoid encroachment on sidewalk space and to create clear sight lines at intersections.
- Off street parking should be located behind buildings and accessed by alleyways or side street driveways where possible.
- Building signage should be oriented to pedestrians and must not dominate or obscure the architectural elements of the building. Signage should be located at a height and of a size that is visible to pedestrians and facilitates access to the building entrance



- Protective awnings are encouraged at storefronts and may also carry signage.
- Storefronts should be transparent glass to bring life to the street.



• Building placement



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IMPLEMENTATION RECOMMENDATIONS

The following section contains recommendations that should be considered as the Lee Harvard neighborhood enters into the implementation stages of this project. Implementation recommendations are organized by short term (1-4 years) and long term (5-10+ years) strategies and into two sections, housing and economic development.

Housing recommendations are designed to address the needs of legacy residents and promote additional housing opportunities to increase affordability and owner-occupied homes in Lee Harvard. Economic development recommendations provide strategies to increase the economic potential, vitality, and safety of the commercial corridors within the study area. Each recommendation is related to one or more of the Lee Harvard Master Plan guiding principles.



**Enhanced
Walkability and
Safety**



**Vibrant Commercial
Corridors**



**Community
Engagement and
Inclusivity**



**Preservation and
Sustainability**



**Attractiveness and
Growth**

Housing Recommendations

Homeowner Rehabilitation

Through the analysis of the Lee Harvard community, it was found that the neighborhood is comprised primarily of senior residents. During the community engagement process, many attendees expressed a need for assistance with home repairs as the exterior, and possibly the interior, conditions of their homes are beginning to show signs of deferred maintenance. Residents are also seeing the physical condition of residential property in the overall neighborhood decline and would like to see public and private interventions to preserve the neighborhood's character and quality. Homeowner rehabilitation grants, and low-interest loans, as a deferred maintenance strategy, are primarily funded through local, state, or federal government grants to address deferred maintenance issues. Perhaps more importantly this type of public intervention promotes aging in place and generational wealth building through homeownership.

Short Term: Utilize project partners to create Lee Harvard specific community engagement opportunities that inform and connect residents to existing homeowner rehabilitation programs addressing deferred maintenance.

- City of Cleveland: Home Repair and Maintenance Program
- City of Cleveland: Senior Homeowner Assistance Program
- City of Cleveland: Repair-A-Home Program (RAH)
- Cuyahoga County: Home Repair Loan Program
- Cleveland Restoration Society Heritage Home Program: Free Technical Assistance and Low-Interest Loans for properties 50 years old and older
- CoESOP small-dollar, 0% loans and property tax loans
- Continue to refine a collaborative and coordinated effort between partners to mitigate property with deferred maintenance.
- Support the City of Cleveland's Residents First strategy.

Long Term: Establish a neighborhood- specific homeowner rehabilitation program for the Lee Harvard neighborhood. This program should be administered through the local community development corporation to provide home repair services for residents in the neighborhood.

- Identify the entity that will be responsible for program design and management.
- Establish program funding through project partners.
- Establish program participant criteria that allows for the target demographic in Lee Harvard to qualify for assistance.
- Determine the services to be offered and the amount of program funding through project partners
 - Free exterior and interior home inspections for needed repairs
 - Expand potential program to address detached garages that are in disrepair
 - Provide program counselors to explain program components and identify need for additional services
 - Assist homeowner with title issues and preparation of wills to ensure proper transfer of title

Case Study: Westside Heritage Owner-Occupied Rehab Program- Atlanta, Georgia

The Westside Heritage Owner-Occupied Rehab Program is for eligible residents living in the Westside Tax Allocation District neighborhoods of Vine City, English Avenue, and portions of Castleberry Hill. The program is funded by the Vine City Trust Fund and Westside TAD tax increment financing. It provides up to \$60,000 for health and safety repairs for eligible households earning 80% of the area median income or less. Funds are provided in the form of a 10-year forgivable loan at a 0% interest rate with payments deferred and forgiven until the earlier of loan maturity, sale, transfer of ownership, or failure to maintain the property as the primary residence during the

Homeownership Assistance Program

Supporting and maintaining a high rate of homeownership in the Lee Harvard community is critical to continued stability and maintaining the neighborhood's culture and character. Generally higher homeownership rates in older communities represent the defining index for sustaining the overall health in a neighborhood. The current homeownership rate in Lee Harvard is an impressive 57%, while the rate of homeownership across the U.S. is decreasing. To ensure Lee Harvard continues as a majority homeownership community programs will need to be introduced that offset barriers to first time minority homebuyers including increased housing cost and down payments.

Short Term: Utilizing existing project partners, create community engagement opportunities to inform and connect residents to existing down payment assistance programs.

- Cuyahoga County: Down Payment Assistance Program
- Communities First: Down Payment Assistance Program
- Ohio Housing Finance Agency: Down Payment Assistance Program

Long Term: Establish a neighborhood-specific homeownership assistance program for the Lee Harvard neighborhood. This program should be administered through the local community development corporation to provide increased accessibility for first-time homeownership in the Lee Harvard neighborhood.

- Identify the entity that will be responsible for program design and management.
- Establish program funding through project partners.
- Establish program participant criteria that will allow for the target demographic in Lee Harvard to qualify for assistance.
- Incentives to builders and developers to address development gaps (difference between the cost of construction and current market values in the Lee Harvard community)
- Marketing campaign to brand Lee Harvard as a community of choice for first time minority homebuyers
- Down payment and closing cost assistance to first-time homebuyers regardless of household income

Case Study: Single Family Mortgage Assistance Program – Florence, SC

The single-family mortgage assistance program is structured to provide “soft” second mortgage loans used as “gap financing” for prospective home buyers. Loans are provided directly to the buyer who will be the owner-occupant. The home must be located within the established catalytic project areas and qualified buyers will not be obligated to repay the loan until there is an established owner, transfer of title, refinancing, or death to the property owner. This program was implemented to increase the level of owner-occupied homes within an established area and thereby support neighborhood stabilization efforts.

Property Tax Assistance Program

Increased property taxes are a common by-product of the rising cost of real estate in neighborhoods that are experiencing the level of reinvestment planned for Lee Harvard. To assist existing and legacy residents with financial pressures from increased property taxes and new development, a property tax assistance program should be created to combat displacement. This program will ensure that legacy residents, and households with limited incomes in Lee Harvard are able to remain in their homes as the neighborhood transforms.

Short Term: Ensures that homeowners are aware of, or have all property tax exemptions they are eligible for, through continued community engagement.

- Homestead
- Senior
- Disability
- Surviving Spouse Exemptions

Long Term: Establish a Property Tax Assistance Program for the Lee Harvard Community. This program should be designated to homeowners within the Lee Harvard neighborhood who meet program qualifications.

- Identify the entity that will be responsible for program management
- Establish program funding through project partners or philanthropy.
- Establish program participant criteria.
- Define legacy residency based on occupancy date, e.g. homeowner since 2020
- Determine an estimate of program cost based on:

-
- Household income of homeowner and length of time property tax increases will be paid, e.g. 5yrs, 10 yrs, 20 yrs
 - Analysis of property tax increase based on the tenure of program.
 - Establish relationships with potential program participants to ensure high level of program participation

Case Study: Anti-Displacement Tax Fund - Atlanta, Georgia

The Anti- Displacement Tax Fund is a property tax assistance program designed to help residents within four target neighborhoods on the Westside of Atlanta. The program is administered by the Westside Future Fund, a local non-profit, and is funded primarily by philanthropic partners. Payments are made by the Westside Future Fund directly through the Fulton County Tax Commissioner's office. Participants in the program receive payment of their property tax increases for the following 20 years. After the 20 year program length, the program will be reevaluated.

New Housing Development

Use the master plan, the 4ward Planning market study, and ongoing community conversations to explore and plan for new housing development on scattered sites and larger assembled land. This work should continue to track financing strategies and promote the development of a range of housing typologies including single-family, townhomes, duplex, cottage homes, small and large-scale multifamily that meet the needs of existing and new residents and raise the market value of the neighborhood.

Short Term: Provide predevelopment services to incentivize developers

- Public funding of infrastructure cost
- Development gap assistance if construction cost exceeds current appraised value
- Land write-down of publicly-owned property available for development
- Development and maintenance of greenspace as a development amenity

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Long Term: Utilize the identified Lee Harvard catalytic sites along with others outside of the study area to create opportunities for new housing, retail, and greenspace. These developments should be informed by the community and stakeholder development preferences.

- Former John F. Kennedy High School: mixed Use, multifamily, townhomes, and greenspace
- Former Gracemount Elementary: single family, townhomes, duplex, and greenspace
- Miles Avenue Land Bank Property: mixed Use
- Prepare solicitation to attract qualified developers and builders
- Utilize this plan to articulate the development framework for catalytic sites
- Provide financing assistance to encourage developer participation and achieve housing affordability goals
- Prioritize high-quality market-rate housing development to promote a mixed-income development

Case Study: Laney Walker and Bethlehem neighborhood development: Augusta, GA

In response to a major neighborhood redevelopment initiative for Augusta’s Laney Walker and Bethlehem neighborhoods, the City of Augusta’s housing and community development department designed a strategy to assemble vacant and abandoned properties to be utilized as the foundation for this transformation initiative. The initial process of the project included conducting a detailed study to document the location and condition of vacant and abandoned properties in the neighborhoods. Building on this, a property conditions survey, interactive GIS mapping, and an overlay assessment highlighting the concentration of vacant and abandoned properties in the neighborhoods were completed. Deliverables included site plan designs and implementation, identification of and planning overlays completed for Priority Project Development Areas (PPDAs), and identification and acquisition of historic properties as a strategic component of land assembly services.

Homeowner Education



Homeowner education provides an opportunity for Lee Harvard homeowners to learn about beneficial steps they could take to secure their position in the community and plan for the future.

Short Term: Conduct outreach initiatives, in cooperation with Lee Harvard community-based organizations, designed to identify families and individuals wishing to become first time homebuyers. Identify resource organizations, including banks and credit unions, that provide seminars on the steps to becoming a homeowner. Topics can include:

- Homestead exemptions and their benefits
 - Cuyahoga County Homestead Exemption Program
 - Cuyahoga County Great Estates Program
- Homeownership and generational wealth
- True property values and how to leverage equity
- How to avoid speculative investors seeking to purchase property

Case Study: Wells Fargo (WORTH) Initiative: Atlanta, GA

The Wells Fargo WORTH initiative was designed with the goal to create 40,000 new homeowners by 2025. This program provided funds to local non-profits to assist people of color with downpayment and closing cost assistance, and new homeowner education to best prepare them for the first-time homebuyer process.

Rental Registration

Rental Registration is used to ensure the quality and safety of rental units within communities. Lee Harvard residential population is 43% rental households and is trending towards increasing into the future. The City of Cleveland existing rental registration program is currently being revamped by Mayor Bibb’s “Residents First” policy package. Supporting the policy for establishing the “local agent in charge” which requires that there be a local agent in Cuyahoga County responsible for the physical and financial condition of the property should be prioritized in Lee Harvard.

Short Term: Identify and log rental property within Lee Harvard, site and report properties that are in poor condition.

Case Study: Healthy Homes Rental Inspection Program - Kansas City, MO

In Kansas City, the Health Homes Rental Inspection Program aims to improve rental housing quality. The program regulates minimum health and safety standards in rental housing. The program is administered by the city’s Environmental Health Services Department, and tenants can contact this department to file a complaint. The cost includes a \$20 annual permit fee per rental unit, paid by rental property owners.

Residential Sidewalk Improvement/ Replacement

As the Lee Road, Harvard Avenue, and Miles Avenue corridors move forward with infrastructure improvements community members would like to see improvements to the sidewalks within the residential areas, away from the corridors. In the City of Cleveland property owners are responsible for the maintenance and upkeep of the sidewalks on their property. For those who have limited income within Lee Harvard the cost for sidewalk repair may be too great. Knowledge about available programs will benefit this population and improve sidewalk conditions within the neighborhood.

Short Term: Conduct outreach to inform residents of existing voluntary programs to assist with the cost of sidewalk replacement.

- City of Cleveland Bureau of Sidewalks and Permits: 50/50 Sidewalk Residential Replacement Program. Residents can apply and receive an estimated cost to repair. If they decide to participate the city will contribute 50% of cost.

Long Term: Establish a targeted capital improvement program that is publicly funded as part of a real estate development incentive package.

- Reduced water and sewer tap fees
- Install new sidewalks where new development is occurring
- Expedite processing of infrastructure and building permits

Long Term: Council members can collaborate with Block/Street Clubs to evaluate the need for a sidewalk assessment as a capital project.

- City of Cleveland Bureau of Sidewalks and Permits: Sidewalk Assessment Program. The resident's portion of cost can be paid in full or applied to their property taxes

Case Study: City of Florence Neighborhood Revitalization Strategy – Florence, SC

The City of Florence Neighborhood Revitalization Strategy was designed to support the Neighborhood Action Plan prepared by APD Urban in 2014. The Infrastructure Design and Technical Memorandum was led by URS and Toole Design Group. The design was built on the basis of a “Complete Streets” concept and combined land use, infrastructure, transportation evaluations as a basis for prioritizing project areas that best suited the types of infill development, and redevelopment scenarios needed to support sustainable revitalization in Florence neighborhoods. The Neighborhood Action Plan planning process utilized community engagement and a strategic decision-making process to select three neighborhood areas for targeted infrastructure improvements. The project was completed in 2016 at a cost of approx. \$3,900,000 and included high visibility crosswalks, bicycle lanes, stormwater drainage, and traffic calming.

Neighborhood Greenspace

As Lee Harvard continues to progress, increased access, utilization, and enhancement of the existing greenspaces is a priority to the neighborhood residents. There is also an opportunity for new greenspaces as part of the new developments at the identified catalytic sites. Engagement and partnerships with potential developers should be conducted to ensure green space opportunities are incorporated into their developments.

Short Term: Work with partners like Trust for Public Land and Cleveland Metroparks to engage with the City of Cleveland’s Parks Master Plan and identify opportunities to enhance existing parks; improve connectivity for improved resident access to parks; and identify funding for new parks and systematic maintenance.

Short Term: Through continued engagement with the community and potential developers, ensure that the identified greenspace elements of the former Gracemount Elementary and former John F. Kennedy site development are ultimately executed and achieve the community's goals.

Long Term: Work with the city, partners, and the community to identify and prioritize opportunities to improve existing parks to meet active, passive, and organized recreation needs of the community to create new programmable greenspace within Lee Harvard.

Case Study: Park Pride - Atlanta, GA

Park Pride is a nonprofit working to help communities improve their local parks. Their work is divided into three categories: Community Building Programs, Park Initiatives, and Events. Community Building Programs include providing grant funding to communities for park improvements and professional park design assistance from licensed landscape architects. Park Initiatives range from community gardens to park advocacy opportunities. Events programs are the Annual Parks & Greenspace Conference, The Big Park Meeting, and Roundtable Series. This organization has worked closely with residents of Atlanta's Westside to build three new neighborhood parks within the past ten years.

Economic Development Recommendations

Increase Economic Potential

To continue attracting prospective businesses to Lee Harvard, data should be collected to understand the number of vacant buildings and square footage available which can be used to promote adaptive reuse opportunities. Existing programs and funds should also be leveraged to support legacy businesses with interior and exterior improvements, as well as improving business management.

Short Term: Track and inventory available commercial space for marketing to potential businesses

- JobsOhio: Site Selection, tracks land, speculative buildings, build-ready, and brownfield sites for potential businesses

Short Term: Work with legacy businesses to grow and enhance their property

- City of Cleveland Commercial Corridor ARPA Funds
- Cleveland Neighborhood Progress Middle Neighborhood Funds
- City of Cleveland Storefront Renovation Program
- City of Cleveland Incentive and Financing programs ([link](#))

Long Term: Acquire Vacant commercial space or lots to create opportunities for local businesses to operate in Lee Harvard and provide residents an opportunity to make small investments in commercial real estate projects along the commercial corridor through a “community investment vehicle”. This will encourage wealth building and ownership in commercial real estate.

- Build upon the Buy Back the Block initiative to stabilize or grow the number of businesses and property owners in Lee Harvard.
- JobsOhio: Ohio Site Inventory Program, awards grants or loans for speculative site redevelopment cost to mitigate risks and speed up the process of bringing economically impactful commercial sites to the market.

Case Study: Community Fund Of North Miami Dade – Opa-locka, Florida

The Community Fund of North Miami Dade is a community development finance institution that provides technical assistance and funding to low-income communities. The fund offers one-on-one counseling, and small business loans up to \$500,000 for small businesses in the city of Miami Gardens.

Code Enforcement

Most code enforcement programs are complaint driven, and not generally effective for neighborhoods where major transformation initiatives are being planned and implemented. Approaches to code enforcement that accelerate the foreclosure on long-term blighted property, demolition of property not properly boarded and monthly community-led cleanups are examples of code enforcement approaches that are more effective for neighborhoods undergoing transformation. Enhance current code enforcement efforts within the Lee Harvard neighborhood with an emphasis on properties that face the Miles Avenue, Lee Road, and Harvard Avenue corridors. This is an important means to leverage development opportunities.

Short Term: Identify properties that are repeat offenders and work with problem property owners to understand and resolve issues.

- Work with code enforcement to refine data on open/active code enforcement cases. Categorize prioritization by location, pattern of ownership, etc
- Map location of problem property in relationship to catalytic project areas
- Determine demolition cost of blighted property located within catalytic project areas
- Cuyahoga Land Bank: State of Ohio Department of Development, Brownfields Remediation Grants cover assessment, remediation and associated demolition costs at brownfield sites

Long Term: Explore redevelopment opportunities for property along Miles Avenue to leverage their proximity to the highway, housing, and greenspace to create economically viable projects that enhance housing, business development and jobs.

- Explore opportunities to foreclose on property with liens and unresponsive property owners
- Consider stringent enforcement to ensure property improperly boarded and vacant land are properly maintained
- Consider a publicly funded acquisition of blighted property owned by problem property owners
- Ohio/U.S. EPA: Government, non-profit, or for-profit can apply for funding to perform any kind of environmental testing or assessment at a former industrial or commercial site believed to be contaminated (not for remediation)
- Cuyahoga County/ Northeast Ohio Areawide Coordinating Agency: U.S. EPA Brownfield Remediation Revolving Loan Funds
- City of Cleveland: Economic Development Department, Pre-Development Grants up to \$50,000 for pre-development work

Case Study: SHINE (Shoreview Inspections for Neighborhood Enhancement) Program – Shoreview, MN

Based in Shoreview, MN, the SHINE Program aims to educate residents and raise awareness about the importance of maintaining properties to protect property values and the quality of a neighborhood. Twice a year, select communities are chosen for code enforcement efforts by the city, primarily through mailers. Through the program, the city encourages residents to voluntarily clean up their property within a reasonable time frame, but in some cases, the city might initiate legal actions against nuisance properties not in compliance with local regulations.

Employer Partnerships

Establishing partnerships with local employers near the Lee Harvard neighborhood can provide additional opportunities for residents to access new job markets. Employers could also gain access to additional workers through the creation of a transportation service with a set location or multiple stops within the Lee Harvard community to ease transportation issues.

Short Term: Assist business owners with building improvements

- JobsOhio: JobsOhio Workforce Grant, provides funding for companies to train and improve the skills and abilities of their workers for employee retention and business expansion

Long Term: Establish partnerships with large employers located near the Lee Harvard neighborhood. Provide opportunities for workforce training and/or apprenticeship programs to enhance access to jobs and establish relationships that increase local hiring opportunities.

- Cleveland Clinic
- University Hospitals
- Case Western Reserve University

Case Study: Boston Scientific Commuter Shuttle Marlborough, MA

Boston Scientific is a medical device company that funds and provides commuter shuttle buses that pick up employees from multiple neighborhoods in Marlborough, Massachusetts.

Commercial Corridor Revitalization

Throughout the community engagement process, Lee Harvard community members expressed a strong desire to improve the physical and visual aesthetics of the study area corridors. Utilizing existing funding and programs, rehabilitation activities for commercial buildings should be conducted prioritizing property along Lee Road, and Miles Avenue.

Short Term: Assist business owners with building improvements

- City of Cleveland: Commercial Corridor ARPA funds, Storefront Renovation Program, and Neighborhood Retail Assistance Program

Short Term: Assist new business with space buildout and “white box” spaces

- City of Cleveland: Commercial Corridor ARPA funds
- Cleveland Neighborhood Progress: Middle Neighborhood funds

Short Term: Assist businesses and non-profits with exterior improvements including outdoor cafes, murals, and parking lot enhancements.

- City of Cleveland: Commercial Corridor ARPA funds
- Cleveland Neighborhood Progress: Middle Neighborhood funds

Long Term: Harvard Community Services Center should work with project partners including City of Cleveland, Cleveland Neighborhood Progress, LISC Cleveland, and Enterprise Community Partners to identify strategic properties to redevelop and provide stable opportunities for businesses in the community prioritizing existing buildings. **131.**

Case Study: Westside Tax Allocation District Plan – MLK Corridor Study – Atlanta, GA

The MLK Corridor Study was conducted by the City of Atlanta Dept. of planning in 2005 and used as a planning reference by APD Urban in the 2012 Westside TAD Strategic Plan and the 2016/2017 Land use Plan conducted by Thadani Architects & Urbanists. The predesign elements of the project started in 2015, construction began in 2018 and the project was completed in 2021 at a cost of approx. \$36,700,000. The project included pedestrian, signal, and lighting safety improvements, protected bicycle infrastructure, resurfacing, restriping, linear park, landscaping, art installation, and several bicycle infrastructure additions and improvements.

Neighborhood Branding and Identity

The Lee Harvard community has a rich history as a strong and prosperous African American community within the City of Cleveland. The community members are proud and they along with the stakeholders and project team feel it is important to highlight and promote the legacy of the neighborhood. Neighborhood branding can provide an avenue to create a sense of place and increased community pride. Economic benefits can also result from neighborhood branding as investors and business owners often incorporate the community's identity into their developments.

Short Term: Build upon community conversations during the master planning process to establish a marketable neighborhood brand for the Lee Harvard community for use in marketing materials, business recruitment, and streetscape elements such as banners and stop signs.

Long Term: Use the new neighborhood brand to create physical branding elements at the entry points and throughout the neighborhood including signage, sidewalk amenities, infrastructure such as crosswalks and transit waiting environments.

- Potential neighborhood entry points
 - North: Lee Road at Invermere Avenue
 - Northwest: Harvard Avenue at E 142nd Street
 - Southwest: Miles Avenue at E 131st Street
 - Northeast: Harvard Avenue at E 190th Street
 - Southeast: Miles Avenue at E 175th Street

Case Study: Seversville Neighborhood Marketing and Branding Plan

Seversville Community Organization and Charlotte Mecklenburg Housing Partnership worked to identify key target markets, develop the neighborhood brand and logo, and crafted marketing strategies and collateral materials that reflected the neighborhood’s vision and mission of making Seversville a desired place to live and play. The result of the project was increased neighborhood awareness in the area, newly ignited community pride, and new branded signage at gateway points and stop signs.

Lee Road Improvements

Lee Road is the primary thoroughfare transiting the Lee Harvard neighborhood. This corridor has also been identified by the City of Cleveland as a priority area for traffic safety and infrastructure improvements. Improvements should be made to create a more vibrant, and safe major corridor for businesses and residents.

Strategy 1: Improve Traffic and Pedestrian Safety

Short Term: Work with the City of Cleveland and/or Cleveland Neighborhood Progress to partner with Northeast Ohio Areawide Coordinating Agency (NOACA) Street Supplies Program or Bike Cleveland's Better Streets Committee to use tactical urbanism techniques to educate the community, test ideas, and bring excitement to interventions in the permanent roadway.

Long Term: Implement Complete Streets principles along Lee Road to increase safety and mobility for all roadway users.

Strategy 2: Enhance Transit Waiting Environments

Short Term: Work with Greater Cleveland Transit Authority and the City of Cleveland to improve transit waiting environments with shelter, sitting areas, and waste receptacles along Route numbers 15, 40, and 50.

-
- City of Cleveland: Back to Basics Infrastructure ARPA

Strategy 3: Create Green Commercial District

Short Term: Create opportunities for planters, public art, and accessible seating options along the street and in front of businesses.

Short Term: With guidance from youth, residents, businesses, faith-based institutions, and organizational partners, enhance parking lots with decorative fencing and low walls, landscaping and wayfinding signage.

Long Term: Coordinate with the City of Cleveland on the redesign of Lee Road to provide for street trees, bioswales, and green infrastructure as a part of the overall streetscape implementation plan.

Implementation Matrix

CoC: City of Cleveland | HCSC: Harvard Community Services Center OP: Organizational Partners | PO: Private Owner

Table 12: Implementation Matrix

HOUSING STRATEGIES		TIME FRAME		IMPLEMENTATION PARTNER	
STRATEGY	ACTION ITEM	1- 4 YEARS	5-10+ YEARS	PUBLIC NO	PRIVATE
Homeowner Rehab	Utilizing existing project partners, create community engagement opportunities to inform and connect residents to existing homeowner rehabilitation programs that address blight, critical systems maintenance, and major and minor exterior repairs.			HCSC w/ CoC, OP	PO
	Establish a neighborhood- specific homeowner rehabilitation program for the Lee Harvard neighborhood. This program should be administered through the local community development corporation to provide increased accessibility for residents in the neighborhood.			CoC w/ HCSC	
Down Payment Assistance Program	Utilizing existing project partners, create community engagement opportunities to inform and connect residents to existing down payment assistance programs.			HCSC w/ CoC, OP	PO
	A neighborhood-specific homeownership assistance program should be established for the Lee Harvard neighborhood. The program should be administered through the local community development corporation to increase accessibility for first-time homeownership in the Lee Harvard neighborhood.			CoC w/ HCSC, OP	
Property Tax Assistance Program	Through continued community engagement ensure that homeowners are aware or have all exemptions they are eligible for.			HCSC w/CoC	PO
	Establish a Property Tax Assistance Program for the Lee Harvard Community. This program should be designated to homeowners within the Lee Harvard neighborhood who meet program qualifications.			CoC w/ HCSC, OP	
New Housing Development	Provide predevelopment services to incentivize developers			CoC w/ HCSC	
	Utilize the identified Lee Harvard catalytic sites along with others outside of the study area to create opportunities for new housing, retail, and greenspace. These developments should be informed by the community and stakeholder development preferences.			HCSC w/ CoC	

HOUSING STRATEGIES		TIME FRAME		IMPLEMENTATION PARTNER	
STRATEGY	ACTION ITEM	1- 4 YEARS	5-10+ YEARS	PUBLIC NO	PRIVATE
Homeowner Education	In cooperation with Lee Harvard community based organizations conduct outreach initiatives that are designed to identify families and individuals interested in becoming first time homebuyers. Identify resource organizations, including banks and credit unions, that provide seminars on learning the steps to becoming a homeowner.			HCSC w/ OP	PO
Rental Registration	Identify, log, and market rental property within Lee Harvard and report properties that are in poor condition. Understand local v. out-of-town ownership of rental properties			HCSC w/ CoC	PO
Residential Sidewalk Improvement/ Replacement	Conduct outreach and engagement with Block/Street Clubs to evaluate the need for a sidewalk assessment with the City of Cleveland Bureau of Sidewalks and Permits			HCSC w/ CoC	
	Conduct outreach to inform residents of existing programs to assist with the cost of sidewalk replacement.			HCSC w/ CoC	
	Establish a targeted capital improvement program that is publicly funded as part of a real estate development incentive package			HCSC w/ CoC	
Neighborhood Greenspace	Work with partners like Trust for Public Land and Cleveland Metroparks to engage with the City of Cleveland's Parks Master Plan to identify opportunities to enhance existing parks; improve connectivity for improved resident access to parks; and identify funding for new parks, existing park expansion, and systematic maintenance.			CoC, HCSC, OP	
	Through continued engagement with the community and potential developers, ensure that the identified greenspace elements of the former Gracemount Elementary and former John F. Kennedy site development remain in the plans are ultimately built and ensure that the new parks achieve the community's goals.			CoC, HCSC	
	Work with the city, partners, and the community to identify and prioritize opportunities to improve existing parks to meet active, passive, and organized recreation needs of the community and create new programmable greenspace within Lee Harvard.			HCSC w/CoC, OP	

ECONOMIC DEVELOPMENT STRATEGIES		TIME FRAME		IMPLEMENTATION PARTNER	
STRATEGY	ACTION ITEM	1- 4 YEARS	5-10+ YEARS	PUBLIC NO	PRIVATE
Increase Economic Potential	Track and inventory available commercial space to market to potential businesses			HCSC	
	Work with legacy businesses to grow and enhance their properties			HCSC w/ CoC, OP	
	Acquire Vacant commercial space or lots to create opportunities for local businesses to operate in Lee Harvard and provide residents an opportunity to make small investments in commercial real estate projects along the commercial corridor through a "community investment vehicle" that will encourage wealth building and ownership in commercial real estate.			HCSC, OP	
Code Enforcement	Identify properties that are repeat offenders and work with problem property owners to understand and resolve issues.			CoC, HCSC	
	Explore redevelopment opportunities for property along Miles Avenue that take advantage of the proximity to the highway, housing, and greenspace to create economically viable projects that enhance housing, business development and jobs.			CoC, HCSC w/ OP	
Employer Partnerships	Establish partnerships with large employers located near the Lee Harvard neighborhood. Provide opportunities for workforce training and/ or apprenticeship programs to enhance access to jobs and establish relationships that increase local hiring opportunities.			HCSC w/ OP	

ECONOMIC DEVELOPMENT STRATEGIES		TIME FRAME		IMPLEMENTATION PARTNER	
Commercial Corridor Revitalization	Assist business owners with building improvements			HCSC w/ CoC	
	Assist new businesses with space buildout and “white box” spaces			CoC, HCSC, OP	
	Assist businesses and non-profits with exterior improvements including outdoor cafes, murals, parking lot enhancements, greenspaces			HCSC, CoC	
	Harvard Community Services Center should work with project partners including City of Cleveland, Cleveland Neighborhood Progress, LISC Cleveland, and Enterprise Community Partners to identify strategic properties to redevelop, prioritizing existing buildings and provide stable opportunities for businesses in the community.			HCSC w/ CoC, OP	
Neighborhood Branding and Identity	Build upon community conversations during the master planning process to establish a marketable neighborhood brand for the Lee Harvard Community that can be used in marketing materials, business recruitment, and streetscape elements such as banners.			HCSC	
	Physical branding elements such as signage, sidewalk amenities, crosswalks, and transit waiting areas should be created at entry points along Lee Rd., Harvard Ave., Miles Ave., and throughout the neighborhood.			HCSC	

LEE ROAD IMPROVEMENTS		TIME FRAME		IMPLEMENTATION PARTNER	
STRATEGY	ACTION ITEM	1- 4 YEARS	5-10+ YEARS	PUBLIC NO	PRIVATE
Improve Traffic & Pedestrian Safety	Work with the City of Cleveland to use tactical urbanism techniques to educate the community, test ideas, and bring excitement to interventions in the permanent roadway.			CoC, HCSC, OP	
	Improve infrastructure along Lee Road to increase safety for all roadway users.			CoC w/ HCSC	
Enhance Transit Waiting Environments	Work with Greater Cleveland Transit Authority and the City of Cleveland to improve transit waiting environments with shelter, sitting areas, and waste receptacles along Route numbers 15, 40, and 50			CoC	
	Work with Greater Cleveland Transit Authority and the City of Cleveland to incorporate safety design measures in the Lee Road Street Design and other commercial areas to improve the pedestrian and transit experience including street lighting, crosswalks with curb extensions, and sidewalk amenities			CoCw / OP, HCSC	
Create Green Commercial District	Create opportunities for planters, public art, and accessible seating options along the street and in front of businesses.			CoC w/ HCSC	
	With guidance from youth, residents, businesses, Churches, industrial companies, organizational partners to enhance parking lots with decorative fencing, landscaping and wayfinding signage.			HCSC w/ CoC, OP	
	Coordinate with the City of Cleveland on the redesign of Lee Road to provide for street trees, bioswales, and green infrastructure as a part of the overall streetscape implementation plan.			CoC w/ HCSC	

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LEE HARVARD Community Master Plan

APPENDIX

Prepared By: APD Urban Planning + Management LLC



Cleveland
Neighborhood
Progress



MARKETING & BRANDING TOOLKIT

Neighborhood Branding is an integral part of creating a cohesive identity for a community. It can give residents a sense of pride in their community, solidify the history or heritage of a neighborhood, or propel a neighborhood into the transformation its residents seek for their community.

Neighborhood branding can take on a variety of forms. Branding tools are the most effective way to reach as many people as possible. Neighborhood branding can include signage on stop signs , gateway signage, flags for front porches, businesses, and light poles. It can even be as detailed as using a particular font, color palette, and logo/ images. In addition to physical forms of branding and marketing, digital forms such as social media accounts can be utilized, connecting with younger generations and prospective residents . A marketing and branding professional or firm will be able to assist stakeholders and residents in creating a visual style that best represents the vision for the neighborhood.

Given the goals of the Lee Harvard Community Master Plan, Lee Harvard's branding should focus on its past while looking ahead to its future. Intentionally acknowledging the heritage of Lee Harvard and its significance in Cleveland's history and the larger story of African Americans working to obtain part of the American Dream in the face of social and legal challenges allows legacy residents' stories to be heard and their contributions to be recognized. It also can connect with a socially conscious younger demographic looking to further that legacy. Another way of drawing

in this younger demographic would be to focus on homeownership opportunities for young professionals and families, highlighting how Lee Harvard's built environment provides suburban style living with access to an urban lifestyle and amenities it brings. Below are a few steps Lee Harvard can take to create a neighborhood brand:

1. Identify current brand and neighborhood goals

Before creating a new brand, stakeholders should examine the current branding of the neighborhood and identify and define the goals of the neighborhood. Questions stakeholders might ask in the process could include:

- What were the goals of the branding the neighborhood currently uses?
- How successful has the current branding been in conveying the vision and uniqueness of the neighborhood?
- What are the current goals of the neighborhood?

Branding Example: Neighborhood Flags



Source: Reynoldstown Neighborhood Association, Atlanta

Branding Example: Light Pole Signage



Source: Lincoln Park Chamber of Commerce, Chicago

2. Identify the target market

After taking stock of the neighborhood's current branding and goals, stakeholders need to then identify their target market. Guiding questions could include:

- What are the characteristics of the target market?
- What are the similarities and differences between current residents and the target market?
- How can we reach our target market without alienating current residents?

3. Getting input from residents

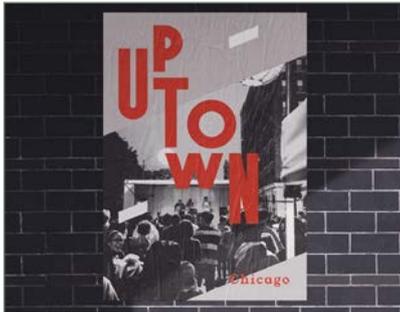
It's important to receive input from current residents as they will be the ones most affected by the branding. Depending on the look of the branding, different people will be attracted to or identify with the neighborhood. To ensure current residents feel seen and newer residents are attracted to the neighborhood, both groups need to be asked questions such as the ones below:

- How would you describe your community?
- What do you envision for your community?
- What makes Lee Harvard unique?
- Why do you choose to live/stay here?
- What are some of your favorite amenities in Lee Harvard?

4. Putting it all together

After all the information gathering outlined above, stakeholders can now begin to generate branding materials and online profiles that speak to what was shared by current and prospective residents. This should be done along with the help of a branding and marketing professional/company to ensure a well designed product.

Branding Example: Neighborhood Logo/Signage



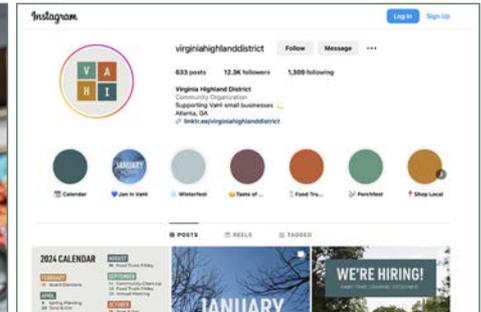
Source: Firebelly Design for Uptown United, Chicago

Branding Example: Stop Sign Signage



Source: Deep Ellum, Dallas

Branding Example: Social Media Page



Source: Virginia Highland District, Atlanta

