



CLEVELAND CIVIC VISION 2000 CITYWIDE PLAN

CLEVELAND CITY PLANNING COMMISSION

This document is dedicated to the memories of **James D. Johnson** (1908-1990) and **Wallace G. Teare, FAIA** (1906-1989), each of whom served as Chairman of the City Planning Commission during preparation of the **Citywide Plan** and each of whom served the Cleveland community with dedication and distinction.

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CLEVELAND CIVIC VISION 2000
CITYWIDE PLAN

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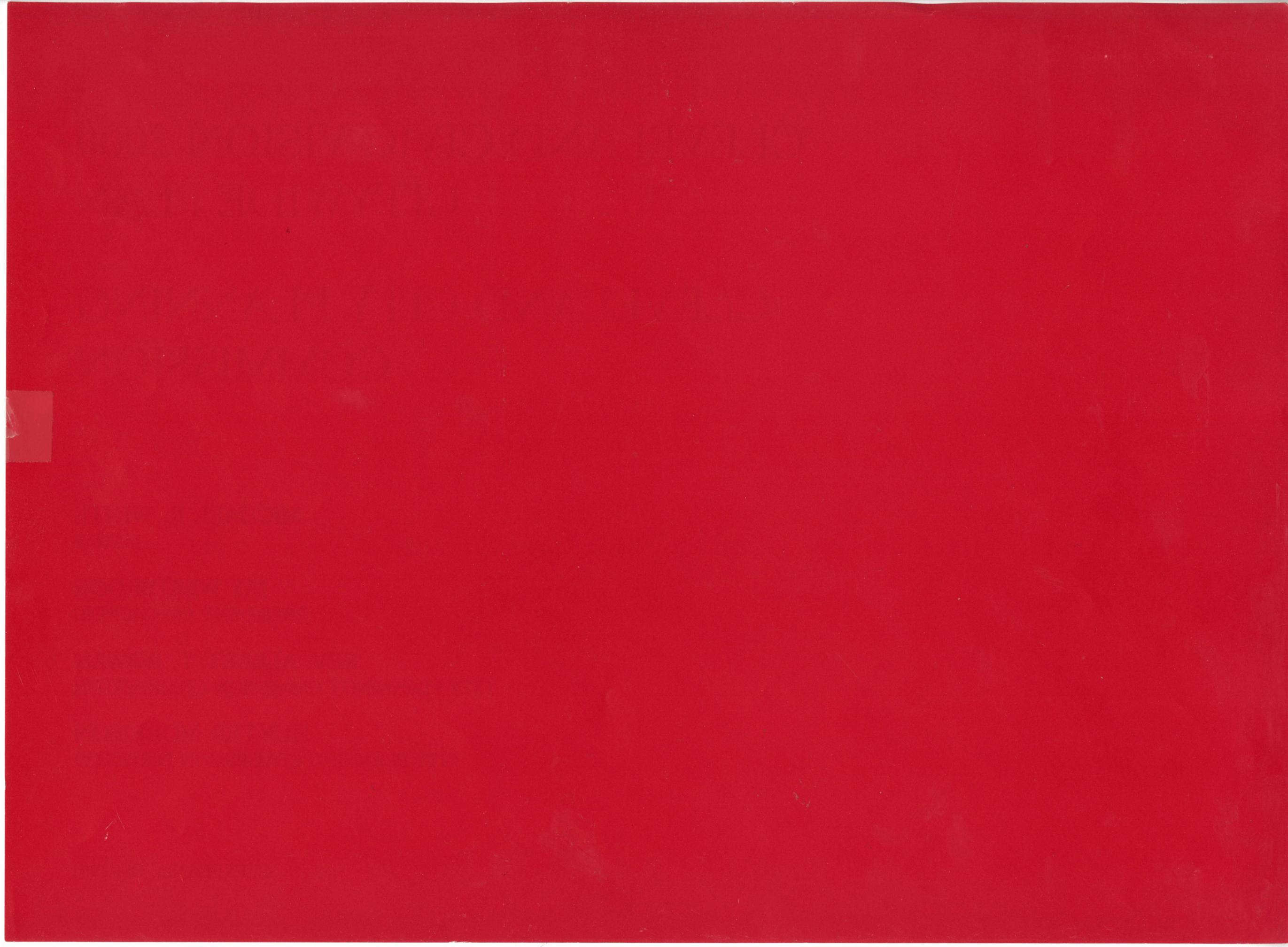


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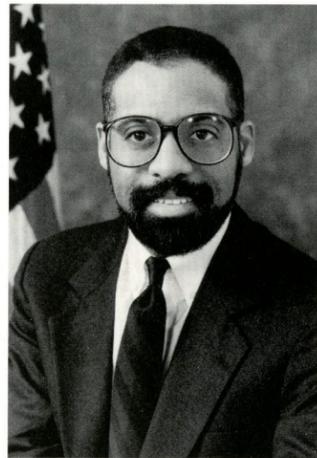
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A NEW VISION FOR A NEW DECADE



*A Message from
Mayor Michael R. White*

In its nearly two hundred year history, Cleveland has experienced greatness and Cleveland has experienced despair.

In 1950, Cleveland was the nation's 6th largest city, local manufacturing jobs were plentiful, and most neighborhoods were vibrant and healthy. By 1980, Cleveland had lost nearly 40% of its population, employment was in a tailspin, and many neighborhoods were no longer viewed as good places to live.

Although Cleveland was hit particularly hard by events of the 1970's, it was not alone in its plight. The decline in manufacturing, the suburbanization of jobs and population, and the obsolescence of aging buildings were national trends which stacked the cards against most of America's older central cities.

Through it all, however, Cleveland persevered. Our city is a fighter. Our city had the resilience and inner strength to survive the tough times and is now poised to regain its place among America's great cities.

The decade of the 1980's witnessed the beginning of Cleveland's comeback. Downtown experienced a renaissance, the rate of population loss was reduced, and development began returning to our neighborhoods.

The challenge of the 1990's is to broaden and deepen the recovery so that it reaches the heart of every neighborhood and addresses the aspirations of every resident.

If we are to meet this challenge, we cannot afford to waste our scarce resources in support of projects which miss the mark. Collectively, the hundreds of development decisions made in Cleveland during the 1990's must move us on a straight path toward our goals. We cannot afford detours.

This is the value of the **Citywide Plan**. It provides us with a clear vision of the future and, thereby, enables us to chart a direct course to the city which we all seek.

Physical and economic development, however, are only part of the solution. Therefore, the **Citywide Plan** is only part of Cleveland's long-term revitalization strategy. Improvements in education, public safety, job training, social services and community relations are all equally important elements of the City's strategy.

Finally, we must recognize that the the road to recovery will be no shorter than the road which led us into decline. We can speed the pace of recovery , however, through teamwork between government, business, community organizations and neighborhood residents. The **Citywide Plan** has mapped out the road to recovery. Our job during the 1990's will be to join together and travel that road to a better future for all Clevelanders.

INTRODUCTION

OVERVIEW

IMPLEMENTATION

USE OF THE PLAN

GOALS AND POLICIES



SUMMARY OF FINDINGS

The **Citywide Plan** is a tool designed to guide and promote development in Cleveland until the year 2000. Its recommendations are presented in the form of a future land use map, a set of development policies and a listing of specific development opportunities.

The plan responds both to citizen recommendations, solicited at nearly fifty neighborhood meetings, and technical studies conducted to analyze local demographic and economic trends. In this manner, the plan is designed to be practical as well as visionary.

Past Trends. Research conducted in preparing the **Citywide Plan** identified the following trends as significant factors in creating current development conditions in Cleveland.

- The City's population fell from a peak of 914,000 in 1950 to 574,000 in 1980.
- Although population loss continued during the 1980's, the *rate* of loss was half of that experienced during the 1970's.
- Household incomes of Clevelanders fell by 30% between 1950 and 1980 (as adjusted for inflation).
- Manufacturing employment in the City fell from 223,000 in 1947 to 82,000 in 1986, while service sector employment in the metropolitan area climbed from 434,000 in 1965 to 629,000 in 1985.
- The construction of freeways after World War II served to draw development from Cleveland to surrounding suburbs.

Current Challenges. The following development conditions have been identified as key "challenges" to be met by the plan's recommendations.

- Neighborhood retail development has "thinned out," with 25% of retail-zoned land either vacant or occupied by vacant buildings.

- 25% of industrial floor area in Cleveland is vacant, as is 1400 acres of industrially-zoned land.
- The demolition of over 75,000 housing units since 1960 has resulted in thousands of scattered vacant lots.
- Cleveland's largest employment centers are poorly served by the present rapid transit system.
- Available revenues have failed to keep pace with increasing maintenance needs of City recreation facilities.

Current Opportunities. The following development conditions have been identified as key "opportunities" for the implementation of Cleveland's **Citywide Plan**.

- Past demolitions have opened large areas of land for contemporary development.
- Part of the \$350 million annual "outflow" of retail expenditures from Cleveland neighborhoods to surrounding suburbs can be "recaptured" to strengthen neighborhood shopping districts.
- Recently-constructed freeway interchanges within the City provide sites for contemporary industrial development.
- The revitalization of Downtown creates opportunities to extend benefits to nearby neighborhoods.
- Historic architecture, ethnic diversity, urban vitality and the presence of deeply-rooted institutions are unique assets which can be exploited to promote Cleveland's neighborhoods.

Recommendations. The **Citywide Plan** responds to identified "challenges" and "opportunities" with the following principal recommendations.

- Consolidate retail development and community



facilities to re-create "town centers" in every City neighborhood.

- Target revitalization activities to capitalize on the unique assets of Cleveland neighborhoods.
- Develop contemporary industrial parks at sites with freeway access.
- Promote large-scale housing development on vacant sites and suitably-located excess industrial and commercial sites.
- Improve public transit service to the Downtown, Midtown and University Circle employment

centers.

- Consolidate major recreation facilities at strategic locations throughout the City and encourage a sharing of resources among local recreation providers.



OVERVIEW

BACKGROUND

Cleveland is a city at the crossroads. After decades of dramatic population and income loss, signs of revitalization are increasingly evident.

Major retailers are re-discovering the City's neighborhoods, Downtown development is booming, citywide population loss has been cut in half and inner-city housing values are outperforming those of the suburbs.

The long-term future, however, remains clouded by a continuing loss of middle-income families, reduced employment levels, a weakened school system, and a relatively low level of housing development within the City.

The course which Cleveland travels into the 21st century has not yet been set. Economic forces generated at the regional and national level will play an important role in setting this course. However, history has demonstrated that a city can significantly alter the direction of its development through strategic decisions made at the local level.

In order to succeed, Cleveland's local strategy will need to be a joint effort of government, community organizations, businesses, institutions and the general public. In addition, the effort will need



The rebirth of Downtown Cleveland provides recreational and employment opportunities for all City residents. (PHOTO: North Coast Harbor, opened in 1988).

to address issues as diverse as employment, education, community relations, public safety, housing, retail development and recreation.

Civic Vision 2000, Cleveland's long-term plan for development, is a central element in the overall strategy for the City's continued revitalization.

PURPOSE

Civic Vision 2000 is a program which sets goals for development in Cleveland until the year 2000 and recommends actions necessary to achieve those goals. It includes the following three principal components. The **Citywide Plan**, a long-term guide for neighborhood development, updates Cleveland's 1949 **General Plan** and 1975 **Policy Planning Report**. The **Downtown Plan**, published in 1989, updates the 1959 **Downtown Plan**. The **Citywide Development Program**, published annually, presents a 5-year program of capital improvements designed, in part, to implement the two comprehensive plans.

Such a program is needed to ensure that the hundreds of development-related decisions made by City government each year fit into an overall strategy for the City's long-term revitalization.

Without a comprehensive planning program, a city runs the risk of supporting projects which either work at cross-purposes or simply fail to make the best use of limited public funds.

For example, a proposal for the City to assist in developing an industrial warehouse may appear appropriate when viewed on its own merits. However, the same proposal may be rejected when viewed in the context of an overall plan which has reserved that site for development of a much-needed neighborhood shopping center.

In 1949, when Cleveland last completed a comprehensive plan for citywide development, the City's population was 914,000, over 50% of the City's jobs were in the manufacturing sector, most of the City's major streets were solidly lined with thriving retail stores, and development of the first



Preserving and re-creating "livable neighborhoods" is a principal focus of the CITYWIDE PLAN.

suburban shopping mall was still ten years in the future.

Today, Cleveland's population is near the 500,000 level, less than 25% of its jobs are in the manufacturing sector, retail development has thinned out, and the City is ringed by nine major suburban shopping malls.

Clearly, the plan of 1949 is no longer useful as a tool to shape Cleveland's development. Cleveland needs a plan designed to address a new set of challenges and a new set of opportunities. The plan must recognize Cleveland as it enters the last decade of the 20th century as...

- a city with fewer people but with the opportunity to create more livable neighborhoods with better housing and more open space.

- a city with fewer manufacturing jobs but with the opportunity to create a more diverse local economy, providing greater overall stability and a wider range of options for career growth and job satisfaction, and
- a city with fewer retail stores but with the opportunity to re-create attractive shopping districts strategically located to better serve the needs of neighborhood residents.

Although it is clear that Cleveland in the year 2000 will be a smaller city than the Cleveland of 1950, it is also clear that a city's worth is measured not by its size but by the quality of life of its citizens. In the life-cycle of cities, as in that of individuals, "maturity" offers opportunities for a better quality of life than may have been possible during the period of rapid growth.

Civic Vision 2000 is designed to capitalize on those opportunities in order to create a city which realizes its full potential as a place to live and work.

CONTENTS

The long-term planning component of the **Civic Vision 2000** program has been published in the form of two documents. The **Citywide Plan**, which focuses on Cleveland's neighborhoods, is accompanied by a **Downtown Plan**, which focuses on Cleveland's central business district.

In contrast to past land use plans prepared for Cleveland and many other American cities, the **Citywide** and **Downtown Plans** were prepared together, as part of a unified process. This was done to ensure proper consideration of the interaction between Downtown Cleveland and nearby neighborhoods, as well as to ensure a balancing of City policies directed toward the revitalization of each area.

The **Citywide Plan** document itself is also presented in two principal parts. Following the introductory materials, the document addresses a variety of demographic and development-related topics on a citywide basis (in the sections entitled "Context for Development" and "Development Analysis"). These topics include:

- development history
- population
- economy
- housing
- commercial use
- industry
- recreation
- community facilities
- transportation
- development controls

As part of each analysis, critical issues are identified and policies are presented to address the respective issues.

The final section of the document ("Sub-Areas Analysis") focuses on each of eight "Regions" into which the City has been divided for purposes of planning and development services. Within each of these Region chapters, maps are presented showing existing patterns of development ("land

use") and a proposed pattern of future development. Additional maps show the location of existing recreation facilities, police stations, fire stations, libraries, schools and historically significant areas, as well as major development sites.

PROCESS

From the outset of the **Civic Vision 2000** program, it was recognized that the **Citywide Plan** would succeed only to the extent that it reflected the aspirations of Cleveland's residents while acknowledging the reality of regional economic and demographic trends. It was recognized that the completed plan must be both "visionary" and "practical."

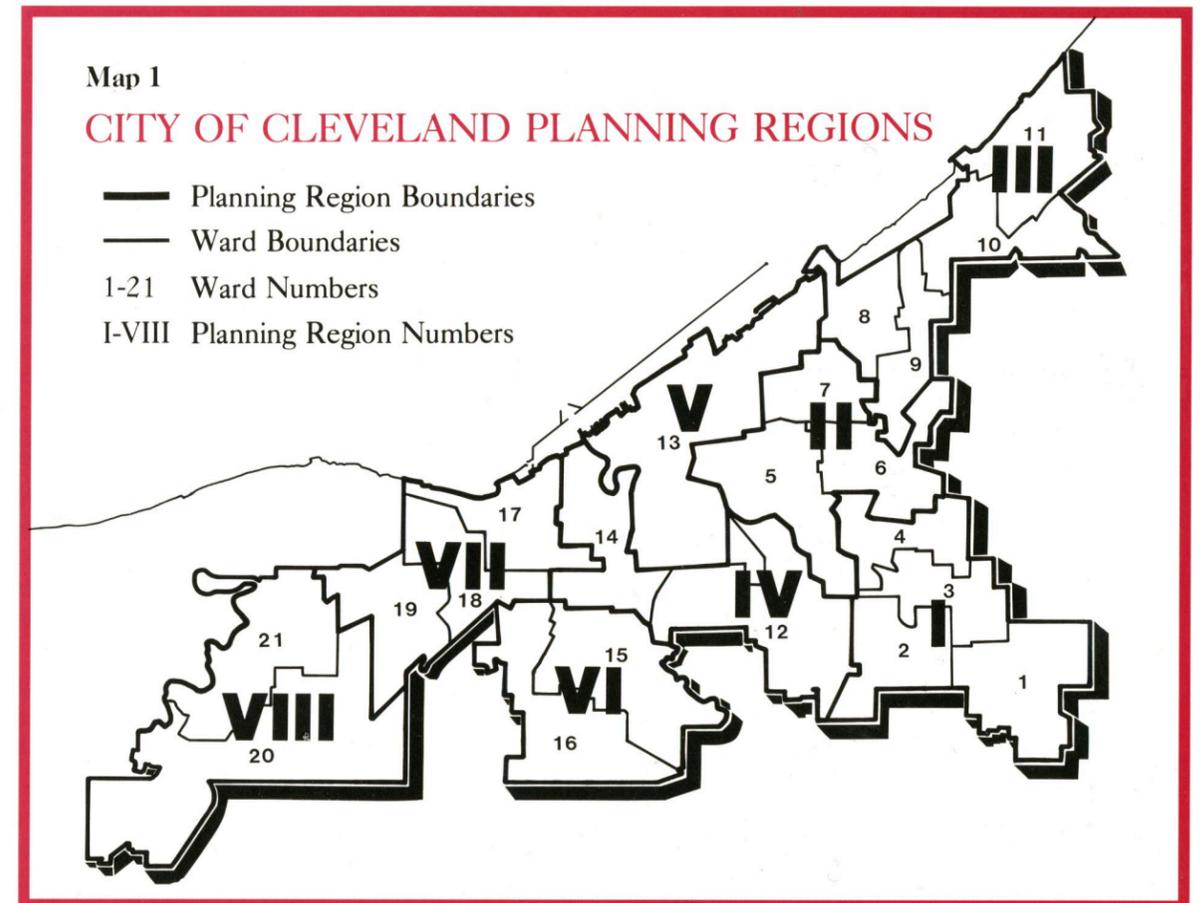
To this end, the City embarked on a dual strategy in 1985 — one which combined extensive community participation with preparation of a series of technical studies. As results of the studies were shared with citizens for their consideration, a plan began to emerge which is a synthesis of citizen preferences and technical projections.

Community Meetings. During the first two years of the plan's preparation, five rounds of advertised neighborhood meetings were held to solicit recommendations from citizens. In each of the five rounds, evening meetings were held in nine locations throughout the City. Attendance at the 45 meetings exceeded 2,000 and included most members of City Council.

At the typical meeting, a presentation tailored to issues in the immediate neighborhoods was followed by small group discussions. These discussions permitted each participant an opportunity to comment on the meeting's topics. Subsequently, all comments were typed, mailed to the participants, and then used in revising the plans and policies.

Topics covered in the five rounds of meetings were as follows:

- June 1986 – General Neighborhoods Issues
- October 1986 – Retail Shopping



For the purpose of providing planning and development services, the City's 21 Wards (as in effect from 1981-1991) have been grouped to form eight "Regions".

- February 1987 – Housing & Recreation
- June 1987 – Land Use Plans
- November 1987 – Development Policies

The advertised meetings were supplemented by over thirty meetings held with individual organizations as well as several briefings held with the City Planning Commission and the City Planning Committee of City Council.

Finally, the completed plan and policies were placed on display at nine Cleveland Public Library

branches in October, 1988, for public review and comment. This was followed by a citywide presentation at the Cleveland Convention Center on Saturday, October 22, 1988.

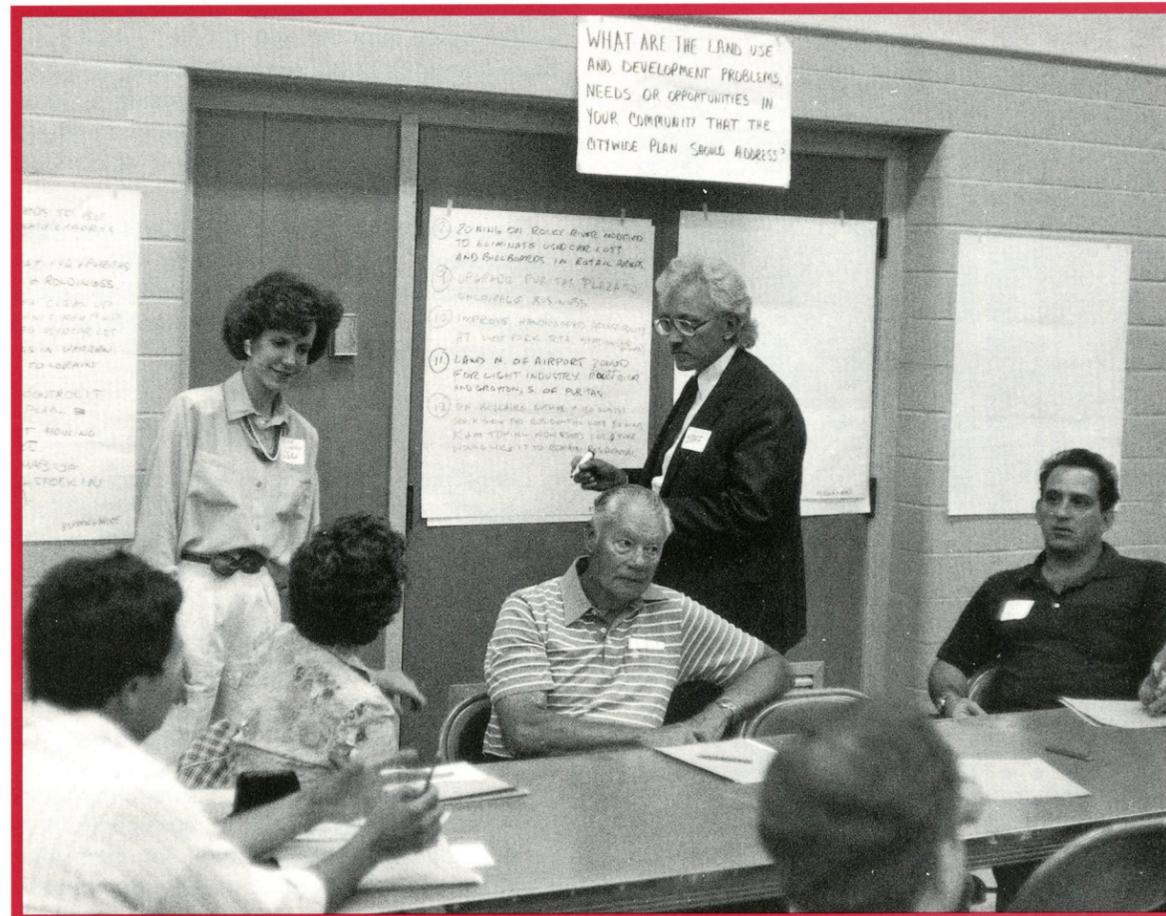
The land use plan and policy elements of the **Citywide Plan**, along with the complete **Downtown Plan**, were then reviewed at a formal public hearing before the City Planning Commission on March 10, 1989. The Commission voted unanimously to adopt these elements on April 7, 1989. Prior to publication

of the present volume, the Commission reviewed refinements to the citywide land use plan identified principally through further dialogue with neighborhood organizations. The revised land use plan was adopted by the Commission following a public hearing held in April of 1991.

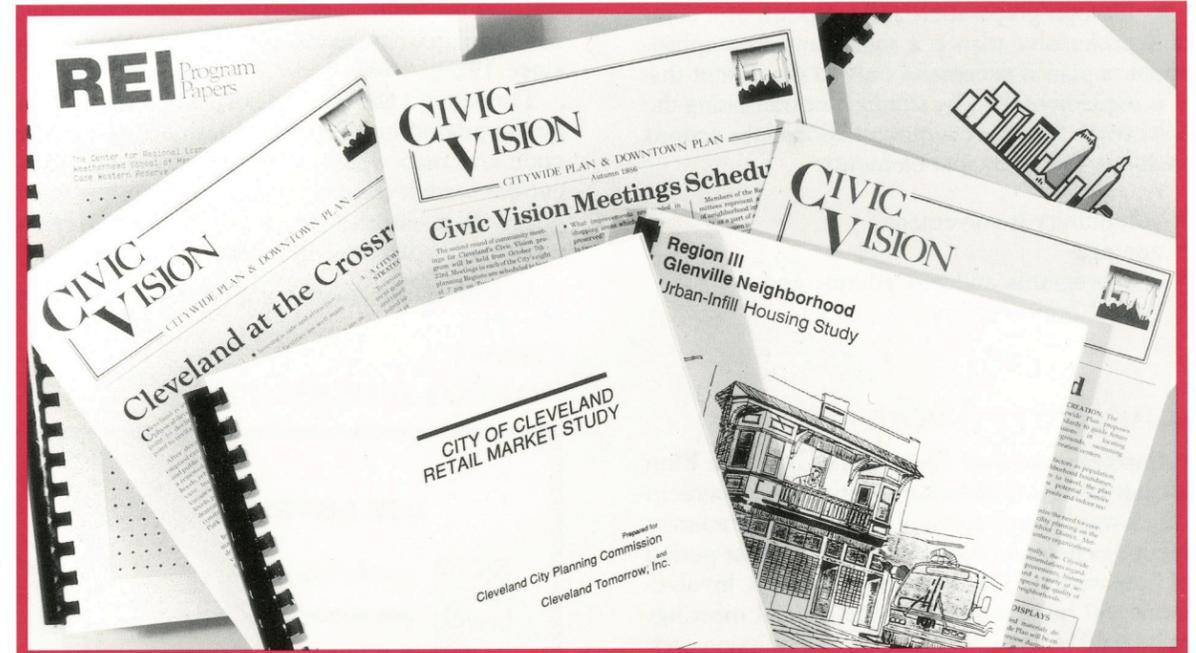
Steering Committee. A Citywide Plan Steering Committee, composed of thirty-one representatives of community organizations and local government, met monthly or bi-monthly

during the three-year project to guide the plan's preparation and to review preliminary findings. A full list of the Steering Committee's members is printed on the inside back cover.

Newsletters. In order to share information with a larger audience and to publicize the community meetings (supplementing newspaper, radio and TV ads), a total of seven newsletters were published during the course of the planning process. Each issue was mailed to approximately



Residents offer suggestions for the CITYWIDE PLAN at one of forty-five neighborhood meetings held between 1986 and 1988.



A sampling of technical studies and newsletters prepared as part of CIVIC VISION 2000 planning process.

4,000 individuals and organizations.

Technical Studies. Recommendations from citizens were balanced against findings from a series of technical studies prepared by consultants as well as various analyses performed by City staff.

Specifically, formal studies were prepared to analyze current conditions and to project future conditions in the following subject areas:

- population
- employment
- housing
- office development
- retail development
- industrial development

Findings from the studies were used by City staff in establishing guidelines for preparation of the land use plan and the policies for development. For example, projections of supportable retail floor area were used to determine the amount of land to be reserved for retail use in each Region, while

sites for housing and industrial development were identified on the basis of market studies and land use analyses.

More specifically, in analyzing potential land use changes in each Region, City staff categorized all areas as either "fixed" or "non-fixed" with respect to future land use. "Fixed" areas are those in which current land use is considered either appropriate or unlikely to change. Conversely, "non-fixed" areas are those in which current land use is considered either inappropriate or likely to change.

Attention was then focused on the "non-fixed" areas, identifying alternative land uses more in accordance with anticipated market conditions and/or more compatible with surrounding development. The resulting land use plans were then presented at community meetings and revised in response to citizen comments.

IMPLEMENTATION

Although preparation and adoption of a comprehensive plan is a significant accomplishment, a plan is successful only to the extent that it is implemented. The strategy for translating the **Citywide Plan's** recommendations into actions includes four principal elements:

- community involvement,
- zoning,
- city programs and procedures, and
- capital improvements.

COMMUNITY INVOLVEMENT

Implementation of Cleveland's **Citywide Plan** is built upon a foundation of citizen involvement which was laid at a series of nearly fifty community meetings held during the plan's three-year period of preparation. This base of community involvement will be extended through annual meetings to be held by the City Planning Commission each year after official adoption of the plan.

The annual meetings will be used as a forum to monitor progress in implementing the **Citywide Plan** and to solicit recommendations for amending the plan in response to changing conditions. More than any other element of the implementation strategy, the creation and nurturing of a broad-based constituency in support of the **Citywide Plan** ensures that the plan will outlive the municipal administration responsible for its preparation.

ZONING

Because the **Citywide Plan** is primarily a plan for the use and development of land, many of its recommendations will be implemented through changes in the City's zoning regulations and map.

Virtually every city in the United States regulates the use and development of its land through zoning. Zoning sets standards for the type and intensity of development permitted in particular

districts (or "zones") throughout a city. Cleveland has regulated its development through zoning since 1929.

Throughout the years, Cleveland's zoning has been updated in a piecemeal fashion, creating a code and map which are often out-of-step with current market conditions and community preferences. Not surprisingly, the code is also often confusing to use and interpret.

As opposed to many comprehensive planning

programs which leave the zoning update to an unspecified future phase of the process, work on updating Cleveland's zoning code was begun over a year before completion of the **Citywide Plan**. Within two years of the plan's publication, the City expects to have a comprehensively revised zoning code and map for consideration by the City Planning Commission and City Council.

Some of the issues being addressed through the zoning revision include standards for signage, land-

scaping, parking, design review, townhouses, group homes, mixed-use areas, and retail shopping districts. In addition, the need to make the code more understandable to applicants and administrators is being addressed.

One drawback of using zoning as a means to implement a comprehensive plan is that zoning changes are not retroactive. In other words, zoning changes alone do not force the development changes envisioned in the plan. The effect of zoning changes is limited to ensuring that development initiated *after* a change in zoning will be in conformance with the new zoning. Specifically, State law protects the rights of existing property owners and occupants by permitting a "non-conforming" use to remain or be replaced until the use is discontinued for a period of at least six months.

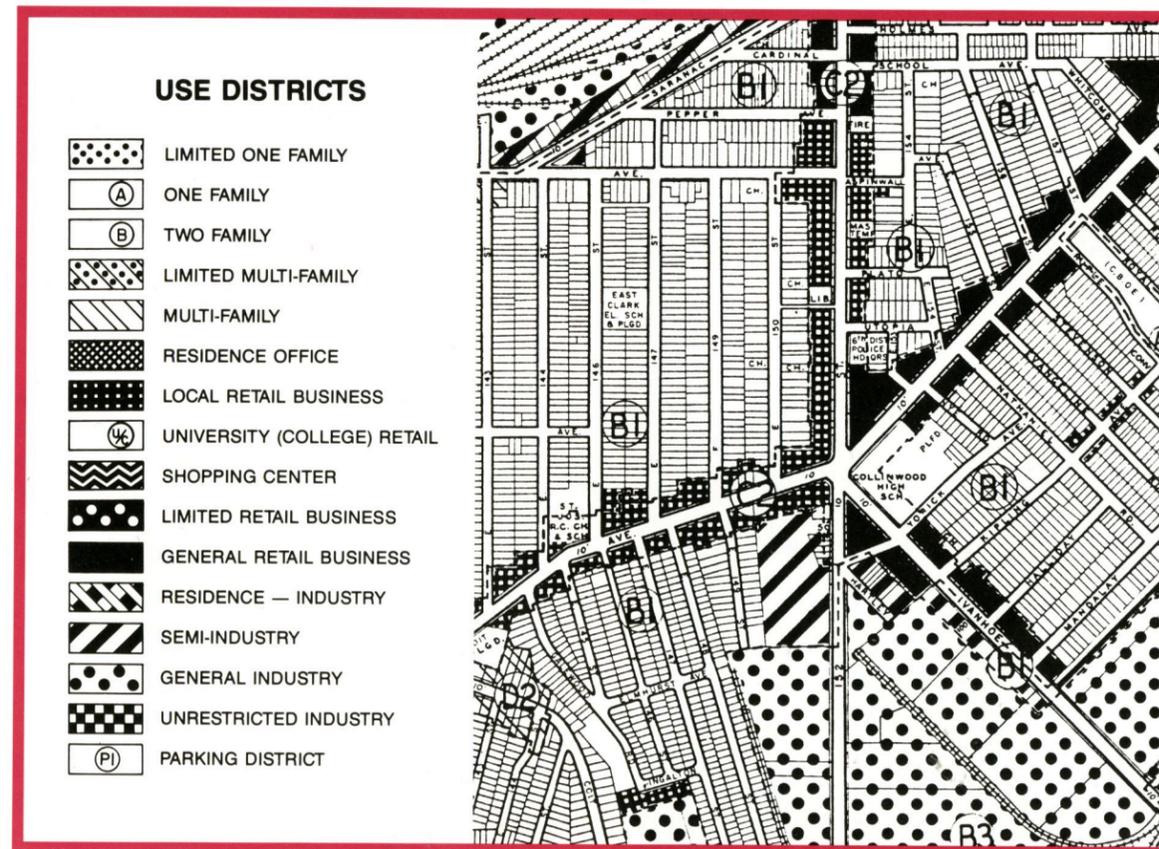
In response to this limitation, the **Citywide Plan** supplements the zoning approach with recommendations for public actions designed to expedite the plan's implementation. These public actions are discussed below.

CITY PROGRAMS AND PROCEDURES

Like all large cities, Cleveland operates an array of programs intended to stimulate private development and to manage the provision of public facilities and services. The **Citywide Plan** presents a set of policies for use in refining existing programs and designing potential future programs to better achieve the plan's objectives. (See pages 9-11).

The policies were prepared from input provided by citizens attending community meetings, Steering Committee members, City administrators and technical consultants. A comprehensive plan is a particularly valuable tool for evaluating municipal programs because it allows the separate programs to be viewed as part of a larger picture, thereby ensuring that the programs cover all areas and are mutually complementary.

Figure 1
ZONING MAP SAMPLE



Many of the land use and development recommendations of the CITYWIDE PLAN will be implemented through a comprehensive updating of Cleveland's zoning code and map.



Development incentive programs can be targeted to assist in implementing the CITYWIDE PLAN. (PHOTO: renovated apartment in former Murray Hill School).

Because the policies address a wide range of issues — from housing to transportation — they are, necessarily, somewhat general in nature. Therefore, the City established an inter-departmental administrative committee to translate the policies into practical programs and procedures.

This “Policy Implementation Committee” met for six months during 1988 and produced a list of detailed administrative strategies necessary to implement the set of policies. Progress on implementation will be shared with citizens at the annual **Civic Vision 2000** monitoring and update meetings.

CAPITAL IMPROVEMENTS

Each year, the City of Cleveland allocates tens of millions of dollars in governmental funds for the improvement and development of public facilities. These include roads, bridges, sidewalks, parks, public buildings, major equipment, sewers, water lines and similar facilities.

An annual document entitled the **Citywide Development Program** lists all projects committed for funding in the upcoming year as well as those tentatively proposed for funding in the following four-year period.

Many of the land use changes and development policies proposed in the **Citywide Plan** will require capital improvements to facilitate their implementation. A list of such improvements, primarily relating to the transportation system, is presented on pages 66-69. These capital improvements, along with the plan’s more general recommendations for the recreation system, will be used to evaluate and establish priorities for capital improvements considered by the City during the next decade.

Monitoring and updating of capital improvements needs relating to the **Citywide Plan** will be aided through the community meetings proposed to be held annually following the plan’s publication.



The CITYWIDE PLAN will be used to evaluate and prioritize annual capital improvements needs. (PHOTO: I-490 bridge construction in 1989).

USE OF PLAN

UNDERSTANDING THE PLAN

Although there is general agreement that the principal function of a comprehensive plan is as a "guide for development," there is often confusion regarding the precise method by which the adopted plan is to be used in evaluating particular proposals for development. In the absence of a specific set of instructions regarding the plan's use, it is likely that the plan's "future land use map" will be taken at face value — i.e., as a rigidly-drawn blueprint for the City's future development.

Cleveland's **Citywide Plan** was **not** designed to be used in such a rigid or inflexible manner. In preparing the **Citywide Plan**, the City recognized that the fundamental nature of a comprehensive plan requires that the plan be applied with discretion and judgement. Specifically, this perspective recognizes the following three attributes of a comprehensive land use plan.

- 1. The land use plan displays only one of several suitable development scenarios.** Although the plan shows a single land use type for each site, other uses may also be suitable for particular sites.
- 2. The land use plan is "generalized."** The plan proposes a general pattern of development on a block-by-block basis but does not necessarily specify the use of each individual lot or parcel.
- 3. The land use plan is long-term.** The plan sets a direction for future development but does not necessarily anticipate an immediate transformation in all instances.

GUIDELINES FOR USE OF THE PLAN

An understanding of the comprehensive plan based on the above facts leads to the conclusion that the plan must be viewed as a living document rather than as a static and inflexible set of regulations. As a living document, the plan is constantly subject to interpretation by professional planners using the same standards which guided preparation of the

original plan. For the **Citywide Plan**, these standards are expressed through the goals and policies listed on pages 9 – 11.

Specifically, the following guidelines are established for evaluating development proposals which differ from the citywide land use plan.

- 1. Alternative Uses.** Each proposed use should be evaluated with respect to compatibility with surrounding uses and with respect to the plan's goals and policies. If it is determined that the alternative use should be supported and pursued, the citywide land use plan should be amended accordingly (for major developments) during the annual updating procedure.

- 2. Timing.** Because numerous land use changes recommended in the **Citywide Plan** will require many years to achieve, it will be necessary to permit "exceptions" in order to avoid undue hardships during the transition. Such exceptions should be supported **only** when the action will not imperil or significantly delay achievement of the plan's long-term objectives. With respect to a discrepancy between the land use plan and the City's zoning map, it may be appropriate to postpone amendment of the zoning map until such time as the desired development becomes feasible.

- 3. Changing Conditions.** Each proposed use

should be evaluated with respect to any conditions which have changed since the last amendment of the land use plan for the subject area.

- 4. Generalization.** Proposed uses encompassing relatively small sites may be permitted even when contrary to the land use plan if it is determined that the use is compatible with surrounding development and is not inconsistent with the plan's goals and policies. Amendment of the plan is not necessary for sites too small to be shown, given the land use map's level of generalization.



The City Planning commission will use the CITYWIDE PLAN as a guide in evaluating future development proposals. (PHOTO: Then-Mayor George Voinovich speaks in support of the plan's adoption at a Commission meeting on April 7, 1989).

GOALS AND POLICIES

Listed below are goals and policies designed to guide development and revitalization in Cleveland to the year 2000 under the Civic Vision program. These goals and policies were prepared by City staff on the basis of recommendations solicited from thousands of citizens, community leaders and organizations during the three-year planning process.

On April 7, 1989, the entire set of goals and policies was adopted by the City Planning Commission as an element of Cleveland's long-term development plan. The policies will be translated into action through zoning changes, a re-targeting of City programs, and a series of strategic public improvements.

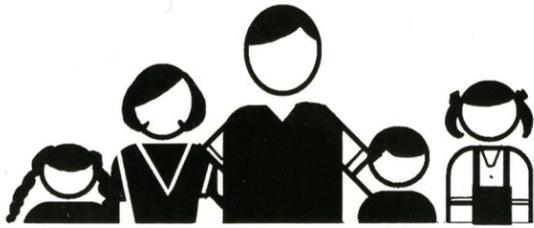
– Goals –

- A. Create neighborhood conditions which meet the needs and aspirations of residents of all incomes and ages.
- B. Stabilize the City's population and promote racial and economic diversity.
- C. Allocate land for development in a manner which maximizes land values and minimizes land use conflicts.
- D. Focus the attention of community leadership on the need to address issues of public education, safety and services as priorities in achieving goals for development and revitalization.
- E. Provide facilities for shopping, services, employment and leisure activities appropriate to serve the City's current and future population.
- F. Expand employment opportunities for City residents and stimulate job creation within the City overall.
- G. Strengthen the City's tax base for provision of improved municipal services.
- H. Ensure compatibility between adjacent land uses while preserving the diverse urban character of City neighborhoods.

- I. Strengthen Downtown Cleveland as a regional activity center, with a full complement of housing, offices, retailing, services, and entertainment and convention-related facilities.
- J. Ensure broad-based citizen involvement in the planning and zoning process.

– Policies –

GENERAL

1. Promote racial and economic diversity by making such goals an integral part of City activities designed to foster development and revitalization.
 2. Stabilize Cleveland's population by seeking to retain and attract middle-income households, including families with children, while upgrading living conditions for residents of all incomes.
 3. Focus on expansion of job opportunities for City residents as the principal means of achieving long-term neighborhood revitalization.
 4. Maintain the diverse urban character of City neighborhoods through appropriate zoning and compatible municipally-sponsored development.
- 
5. Expedite the development process by improving and streamlining administrative procedures and by implementing a program for strategic land assembly.
 6. Conduct redevelopment in a manner which

minimizes displacement and which provides suitable opportunities for relocation within the immediate neighborhood for households and businesses which are unavoidably displaced.

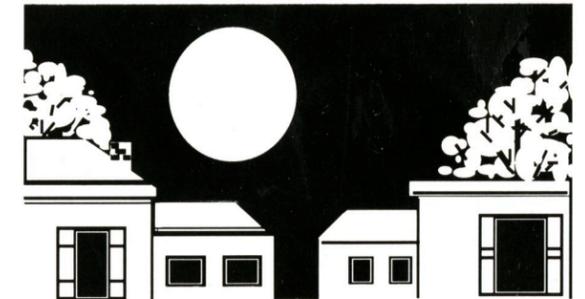
7. Eliminate isolated vacant lots through a program combining strict code enforcement, acquisition by adjacent property owners and infill development, supplemented by programs for such interim uses as community gardening and landscaping activities.
8. Safeguard historically significant areas by seeking economically viable uses for key properties and by ensuring the compatibility of new development and renovation.
9. Encourage provision of housing, recreation, transportation and community facilities to meet the needs of residents with disabilities.

HOUSING

10. Support implementation of the 1990 amendment to the Ohio constitution by establishing dedicated State revenue sources for housing and by creating flexible programs which permit full participation by municipalities.
11. Allocate public resources for housing in a manner which gives priority to the rehabilitation of neighborhood housing, with targeted new construction used as a stimulus for overall revitalization.
12. Provide a wide range of housing opportunities — including one- and two-family houses, townhouses and apartments — to meet the needs and preferences of all households.
13. Expand systematic building and housing code inspections in a program complemented, to the fullest extent possible, by enforcement and assistance mechanisms tailored to the financial needs of diverse neighborhoods.
14. Re-use large vacant sites in City neighbor-

hoods for construction of comprehensively-planned residential developments competitive with suburban alternatives.

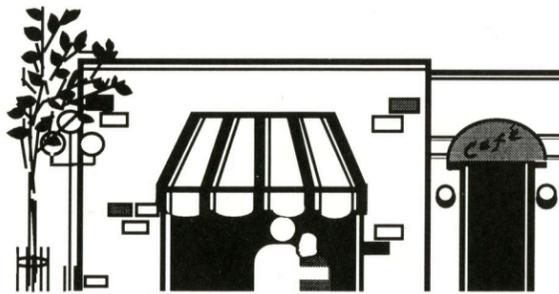
15. Actively promote development of medium- to high-density, mixed-income housing in proximity to major centers of employment and recreational or entertainment activity.



16. Retain and upgrade the supply of subsidized low-rent housing, while reducing economic isolation through expanded opportunities for public housing tenants to live in mixed-income neighborhoods.
17. Work with HUD and the tenants, staff and officials of CMHA to strengthen public housing management and to establish an open dialogue on key public housing issues.
18. Expand efforts to market Cleveland neighborhoods and school systems to prospective residents, real estate brokers, financial institutions and developers through a partnership with neighborhood organizations.
19. Expand opportunities for homeownership in City neighborhoods.
20. Expand transitional and permanent housing opportunities for the City's homeless population through cooperative efforts between governmental and private organizations.
21. Encourage provision of affordable manufactured housing compatible in design and quality with existing neighborhood housing.

RETAIL

22. Strengthen retail shopping by consolidating presently scattered businesses at competitive and convenient locations to re-establish "town centers" in every City neighborhood.
23. Facilitate retail consolidation through comprehensive updating of the City's zoning map, targeting of public funding for commercial renovation and development, and provision of available financial assistance to existing businesses seeking to relocate in consolidated districts.
24. Consolidate retail development in a manner which preserves opportunities for convenience-oriented, neighborhood shopping while also providing larger retail centers offering a wider range of merchandise.



25. Prepare urban design and development plans as tools to promote comprehensive revitalization of consolidated retail districts.
26. Continue the partnership between City government, community-based organizations and businesses in all aspects of commercial revitalization, including code enforcement activities.
27. Assist retail property owners in developing off-street parking in established retail areas.
28. Re-use land presently in scattered or marginal retail use primarily for low-density housing oriented to side streets or for conversion of buildings to multi-family residential

use, as circumstances warrant.

29. Facilitate residential redevelopment or conversion of former retail areas through zoning code and map changes and provision of available financial assistance.
30. Designate land for commercial service uses (such as wholesalers, contractors and repair facilities) in locations along streets separated from businesses serving frequent retail shopping needs.
31. Establish upgraded standards for landscaping and stricter controls for billboards and business signs.
32. Establish design review procedures for all development and renovation in business districts targeted for coordinated revitalization.
33. Promote private development of neighborhood entertainment centers including such uses as movie theaters, skating rinks, bowling alleys and miniature golf courses.
34. Support establishment of State legislation facilitating commercial revitalization, including legislation permitting commercial assessment districts and community-based receivership programs.
35. Establish upgraded requirements for streetscape and other right-of-way improvements, linked with provisions for long-term maintenance.

RECREATION

36. Optimize provision of community recreation facilities through greater coordination of resources between the City, School District, Metroparks, Library system, State and voluntary organizations.
37. Consolidate major, multi-use recreation facilities at transit-accessible locations throughout the City in order to provide more contemporary and maintainable facilities.

38. Provide playground facilities within walking distance of neighborhood residents through use of the combined resources of the City, School District and community organizations.
39. Involve neighborhood residents in all phases of the planning process for consolidation and development of recreation facilities.
40. Retain and expand recreational development of lakefront and riverfront property.
41. Maximize public access to lakefront and riverfront property, including convenient and safe pedestrian access from nearby neighborhoods.

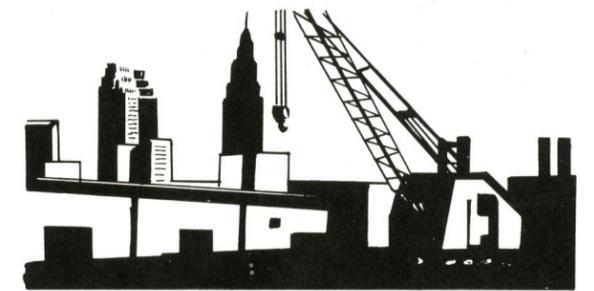
INDUSTRIAL

42. Promote retention and expansion of existing industries as the principal means of stabilizing industrial employment in the City.
43. Target capital improvements in a manner which supports goals for industrial retention and development.
44. Promote modern industrial and office park development at sites with freeway access.
45. Seek expanded participation by local development organizations in efforts to strengthen industrial development.
46. Actively seek alternative uses for large tracts of excess industrial land, while retaining



viable sites for future industrial use.

47. Encourage creation of entrepreneurial firms specializing in new technologies through partnerships with the local academic, medical, research and corporate communities.

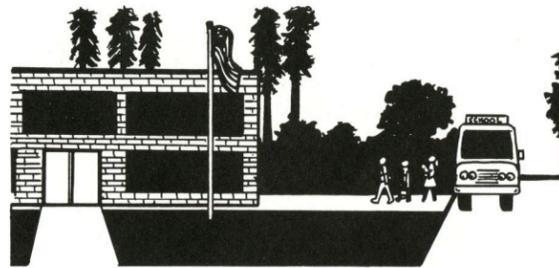


48. Eliminate severely incompatible mixtures of industry and housing through a gradual and equitable transition to the more viable use, as determined in each instance.
49. Provide assistance in relocating incompatible uses to suitable sites.
50. Require landscaping and other design solutions to screen open storage areas from public view and to buffer industry from adjacent uses.
51. Support measures intended to limit adverse effects of industrial pollution on residential areas.

COMMUNITY FACILITIES & SERVICES

52. Operate and maintain City-owned public facilities in a manner that helps stabilize the surrounding environment and sets the standard for current and potential development in the area.
53. Consolidate scattered and obsolete City facilities, such as service centers, to deliver services in efficient and attractive district complexes.

- 54. Locate, plan and design public facilities in a manner which stimulates private development and fosters neighborhood integration.
- 55. Encourage orderly growth of major institutions in a manner compatible with goals for neighborhood preservation.
- 56. Strengthen linkages between major institutions and neighborhoods, with respect to training programs, employment opportunities and use of recreational and meeting facilities.

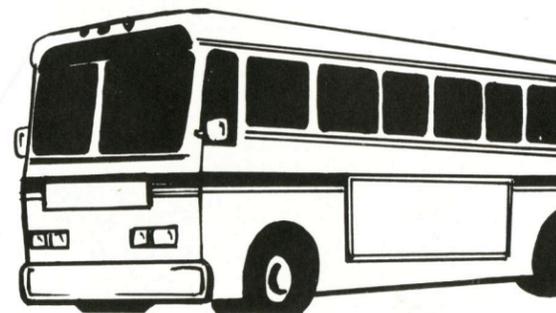


- 57. Actively seek the re-use of surplus public buildings and property for private development and services directly benefiting the immediate neighborhood.
- 58. Work with the Board of Education, the business community, local colleges and civic organizations to continue improving the quality and image of Cleveland's public schools.
- 59. Explore options to reduce the fiscal disparities between city and suburban school districts.
- 60. Explore potential modifications in the school desegregation order to better encourage neighborhood integration.
- 61. Support creation of academically-specialized magnet schools to increase the competitiveness of Cleveland's public schools.

- 62. Enhance neighborhood security by supplementing City resources with community-based efforts.

TRANSPORTATION

- 63. Give priority in the allocation of local funding for transportation to maintenance and repair of existing facilities.
- 64. Prepare a comprehensive thoroughfare plan for the improvement and development of major roads.
- 65. Improve access from freeway interchanges to established employment centers within the City.
- 66. Reduce through-traffic and truck traffic on residential streets through a comprehensive program of arterial street widenings, street reconfiguration and traffic management, coordinated with transit-planning activities.
- 67. Promote safe and efficient traffic movement through adequate regulation of private access to arterial roads.
- 68. Encourage re-use of railroad right-of-ways and yards which no longer promote local economic development.
- 69. Provide landscaping and noise buffers along freeways to protect adjacent neighborhoods and to improve views for motorists.



- 70. Promote public transit developments which result in improving transit service and stimulating economic development within the City.
- 71. Support continued provision of affordable bus service, with a particular emphasis on service to transit-dependent residents in inner-city neighborhoods.
- 72. Locate major traffic-generating facilities at sites accessible by public transit as well as by automobile.
- 73. Improve public transit service to major recreation sites, libraries and other community facilities, as well as to employment centers within the City and in outlying suburban communities.
- 74. Encourage joint public/private development of transit stations and associated amenities.
- 75. Expand citizen participation in the process of identifying needs for transportation improvements and other capital improvements.

