EASTSIDE PARKS

Connection | Activation | Community

Presented by:

CLEVELAND STATE UNIVERSITY 1964

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PUBLIC SERVICE. LEADERSHIP. CHANGE.

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I. PROJECT INTRODUCTION

Project Background

East Side Parks is the centerpiece of the 2020 Planning Studio course offered by the Levin College of Urban Affairs, Cleveland State University, for its Master of Urban Planning and Development (MUPD) students in their final year of study. Each year, the studio partners graduate students, faculty advisors, and client organizations to work together to produce a plan that addresses an identified problem in Cleveland or the broader Northeast Ohio region. The studio is intended to be a capstone experience for the graduate students, challenging them to leverage a broad scope of MUPD program-required skills – including team-based research and planning, development of high-quality graphics and maps, public engagement using surveys and interviews, and the preparation of a final report, presentation, and website.

For the 2020 Planning Studio, the College partnered with three client organizations to research and design practical and actionable strategies to connect eastside neighborhoods with Rockefeller Park and the lakefront:

Figure 1. Overall Study Area Plan Map, Data Source: Google Maps for Base Map

- The City of Cleveland. Through its elected leaders and various departments – including the City Planning Commission, Office of Capital Projects, and Public Works – the City provides the foundational municipal leadership and services for Rockefeller Park and the surrounding neighborhoods of the project study area.

- Famicos Foundation. For over 45 years, Famicos has worked to fulfill its mission to improve the quality of life in greater Cleveland through neighborhood revitalization, affordable housing and integrated social services. The study area neighborhoods of Glenville, Hough, and St. Clair – Superior are central to the organization's focus and mission (Famicos Foundation, 2020).

- University Circle Incorporated (UCI). As the community service corporation responsible for developing, serving and advocating for University Circle as a vibrant and complete neighborhood without borders, UCI works to build a community experience that connects all people with Cleveland's center of culture, healing and learning (University Circle Incorporated, 2020)

Scope of Project

The 2020 project entailed a comprehensive analysis on how to improve accessibility to Rockefeller Park from surrounding neighborhoods and the central Martin Luther King (MLK) Jr. Drive corridor. In addition, students were to consider redevelopment opportunities across the area with a focus on how best to leverage the former First Energy Lakefront Power Plant site and better connect existing area assets (Rockefeller/Gordan Parks, Cleveland Lakefront Nature Preserve, commercial corridors) to stimulate economic development and neighborhood revitalization (See Figure 1).

The project was conducted in three distinct phases:

- Phase I (Project Definition, Research and Analysis). In addition to conducting in-depth team-based research, analysis, public engagement, and coordination with the client organizations, the Planning Studio hosted several additional guest speakers from a variety of organizations who graciously offered their perspective and recommendations on the project, including:
    - Cleveland Cultural Gardens Federation
    - Cleveland Metroparks
    - Doan Brook Watershed Partnership
    - Environmental Design Group
    - Green Ribbon Coalition
    - WSP USA
- Phase II (Alternatives, Synthesis, and Plan Development). This phase focused on advancing the mission and essential tasks derived from Phase I, with students forming new teams to focus on developing the plans to address discrete portions and tasks of the project scope.
- Phase III (Final Product Development). In the final weeks of the studio, the students shifted to focus their efforts on producing the final report, presentation, and website to communicate the overarching project plan and recommendations.

Unlike past years, this 2020 Planning Studio experienced the additional challenge of completing the project during the COVID-19 pandemic and the resulting restrictions on public gatherings and use of routine workspaces. From mid-March through completion in May 2020, the entirety of Phases II and III were conducted remotely by leveraging a variety of online collaboration tools to keep the project moving forward towards a successful completion within the established timeframe. An overarching plan of actions and milestones (POAM) was used to keep the project on track throughout the changing circumstances

UST611 Planning Studio – Project Plan of Actions and Milestones (Version 3; 8 Apr 2020)

Month		February						March								April										May	
Course Week		5		6		7		8		SB		9		10		11	12		13		14		15			16	
Session Date		10	12	17	19	24	26	2	4	9	11	16	18	23	25	30	1	6	8	13	15	20	22	27	29	4	6
Phase	**Activity**																										
1A Initial Research	Site Visit																										
	Client review/Finalize survey materials																										
	IRB submission/review						28th																				
	Stakeholder assignments finalized																										
	Conduct survey/stakeholder interviews																										
	Phase I team out-briefs																										
1B Feedback Analysis	Interview write-ups/survey closed (VIA EMAIL)												20th														
	Interview/survey analysis (REMOTE)																										
	Interview/survey report (REMOTE)																										
2A Transition	Problem framing/team organization (REMOTE)												R														
2B Planning Activities	In-progress review #1/Event Plng (REMOTE)														R												
	In-progress review #2 (REMOTE)																R										
2C Transition	**Phase II team out-briefs (REMOTE)**																										
3A Deliverable Production	In-progress reviews #3 (8th), 4 (15th) (REMOTE)																		R		R						
	Draft Report, Presentation, Website (REMOTE)																										
	In-progress review #5 (22nd) (REMOTE)																						R				
3B Deliverable Refinement	Deliverable Refinement, Rehearsals (REMOTE)																										
3C Deliverable Presentation	**Final Presentation (REMOTE)**																									R	
	Debrief/Submit Report, Website (REMOTE)																										R

Figure 2. Project Plan of Action and Milestones Table

I. STUDY AREA BACKGROUND

History

The land for Rockefeller Park was deeded to Cleveland in 1897 by John D. Rockefeller, who had purchased it and provided funding for beautification (Rotman, 2019). Well known Cleveland architect Charles Schweinfurth designed four stone bridges that traverse the main boulevard (now MLK Jr Drive). The plan for this thoroughfare and the park that surrounds it was first created in 1894 by Boston landscape gardener Ernest Bowditch as the Eastern portion of a larger Cleveland Parkway System ("Rockefeller Park, The Cultural Landscape Foundation," n.d.). Unfortunately, the area experienced economic and population decline along with the rest of the city starting in the 1970s. It wasn't until the 1990s that significant restoration and reinvestment efforts began to take place again. Rockefeller Park was listed on the National Register of Historic Places in 2005.

Figure 3. 1916 Postmarked Postcard Bridge at Wade Park Ave Rockefeller Park Cleveland OH
Data Source: https://www.pinterest.at/pin/35395547057037968/.

To better understand the importance of Rockefeller Park and how it connects to the surrounding neighborhoods and contributes to their social capital, one must understand the history of Hough, St. Clair-Superior, and Glenville and the challenges these neighborhoods have faced over the past decades. Before World War I, Hough was known for its farmland and private schools. Moving into World War II, the neighborhood experienced white flight to the suburbs and experienced an increase in its African American population (Case Western Reserve University, 2019). The Hough Area Development Corporation was established in the 1980s to try and revitalize the area, but the area has not seen much economic development in the past few years. Similarly, St. Clair-Superior neighborhood experienced a drastic change in population as families relocated to the suburbs. The St. Clair-Superior community development corporation has done considerable work to encourage small businesses and community engagement. The Glenville neighborhood has a cultural history that stems from Jewish descendant but saw an increase in African-American population after World War II. However, the neighborhood has seen considerable revitalization through the work of the Famicos Foundation and is known for its strong connection to the cultural gardens and the Glenville Arts Campus (Case Western Reserve University, 2019).

The Cultural Gardens, located in Rockefeller Park, is one of Cleveland's most unique assets. The first garden established in Rockefeller Park was the Shakespeare Garden in 1916. This inspired the development of other gardens to honor other cultures with the support of the then-mayor Hopkins and Leo Weidenthal, the creator of the original Shakespeare Garden ("History – The Cleveland Cultural Gardens Federation," n.d.). The Gardens Federation was formed in the 1920s, followed by the first official Cultural Garden, the Hebrew Garden, with the support of the Jewish Community Federation.

During the Great Depression, the Works Progress Administration contributed to the creation of additional European gardens by providing labor and materials. The gardens also experienced decline starting in the late 1960s, but as new groups developed interest in creating new gardens in the 1990s the footprint of the Gardens now consists of a much more diverse and global representation of cultures. The Centennial Peace Plaza is currently being completed and is one of the most visible and significant new investments in the gardens in generations.

The land for Gordon Park was donated by wealthy Cleveland businessman William Gordon upon his death in 1892; he had accumulated 122 acres of lakefront property around the spot where Doan Brook opens into Lake Erie. It was opened in 1893 as a major recreational destination for Cleveland's east-siders, featuring a large, ornate Victorian bathhouse, a beach on the lake, and lush woodland with the idyllic Doan Brook meandering through (Rotman, 2019). The park began to decline in the mid-20th-century as Lake Erie became unsafe to swim in due to pollution. Then construction of the Shoreway in the 1960s cut through the middle of the park and many mature trees were lost. Cleveland Lakefront State Park was established in 1978 in an effort to restore the northern lakefront portion. This lake-facing half of the park was subsequently transferred to the Cleveland Metroparks in 2013; the southern portion of the park – home to the Cleveland Aquarium from 1954 to 1986 - is still controlled by the City.

Figure 4. Cleveland, Ohio Postcard "Bathing at Gordon Park Beach" Bath House View 1914
Data Source: https://www.ebay.com/itm/Cleveland-Ohio-Postcard-Bathing-at-Gordon-Park-Beach-Bath-House-View-1914-/372405640447

Past Planning Efforts

Rockefeller Park has been a widely discussed and researched site in Northeast Ohio. Over many years, research institutions, public entities, and non-profits have developed plans to help enhance and preserve Rockefeller Park and the surrounding areas. The plans discussed in this plan are all well developed with unique approaches to many planning issues. Although our review of prior plans is not all encompassing, it is important to highlight the plans that most influenced our planning decisions. While not everything was borrowed or utilized from each plan, we were gifted with a myriad of ideas, concepts, designs, and solutions for the task we faced.

While each document stands on its own, and we certainly encourage you to read them, below is what our team took away from each plan and implemented into our final document.

To understand current conditions, the 2019 Rockefeller Infrastructure audit was reviewed. The 2018 Cleveland Lakefront Concept, in conjunction with the 2004 Cleveland Waterfront Plan, emphasized the importance of beachfront access, relocation of Interstate 90, and a proposal for a pedestrian land bridge to enhance park access. The 2017 First Energy Lakeshore Reuse Plan also considered the opportunity to move Interstate 90 to improve lakefront access and create an adaptive reuse of what used to be a large industrial site. For placemaking and wayfinding efforts, 2017 Thrive 105 plan and 2020 Circle Walk Self-Guided Tour platform were evaluated to identify successful beautification, pedestrian engagement, and way finding efforts in and around the study area. Many plans focused on environmental remediation, conservation, and recreation activation. Among those plans included the 2019 Cuyahoga Greenways Plan, the 2019 Lake Erie Water Trail plan, the 2014 Metroparks Lakefront Green Infrastructure plan, the 2015 Cleveland Tree Plan, and Doan Brook Watershed Action Plan. It was encouraging to read about plans that also focused on the surrounding neighborhoods and what efforts can be done to improve resident engagement and access. Among those plans included the 2017 Midway Cycle Track Plan, which provided the idea for an expanded cycle network to provide more equitable access for residents, and the 2013 Village Project that proposed strategies for development at the intersection of E 105th Street and Superior Avenue. Lastly, the 2008 Re-Imagining a More Sustainable Cleveland plan was reviewed to provide a holistic view of development, environmental, and social to our proposed planning efforts.

Current Conditions

Whole Study Area

Land Use & Zoning

Land use in the study area primarily consists of residential uses with commercial and industrial uses on the fringes. Commercial uses are seen along St. Clair Avenue, E 105th Street, and Superior Avenue. The institutional land use is the Louis Stokes Cleveland VA Medical Center, providing healthcare services for 112,589 Veterans across Northeast Ohio (US Department of Veteran Affairs, n.d.). Residential uses in the Hough, St. Clair-Superior and Glenville are a mix of single family and multi-family residences with a median home value of $36,822, $20,095, $30,766, respectively (Zillow, 2020). Unfortunately, both Rockefeller and Gordon Park have not contributed to higher home values in the study area. Both parks are a strong neighborhood anchor

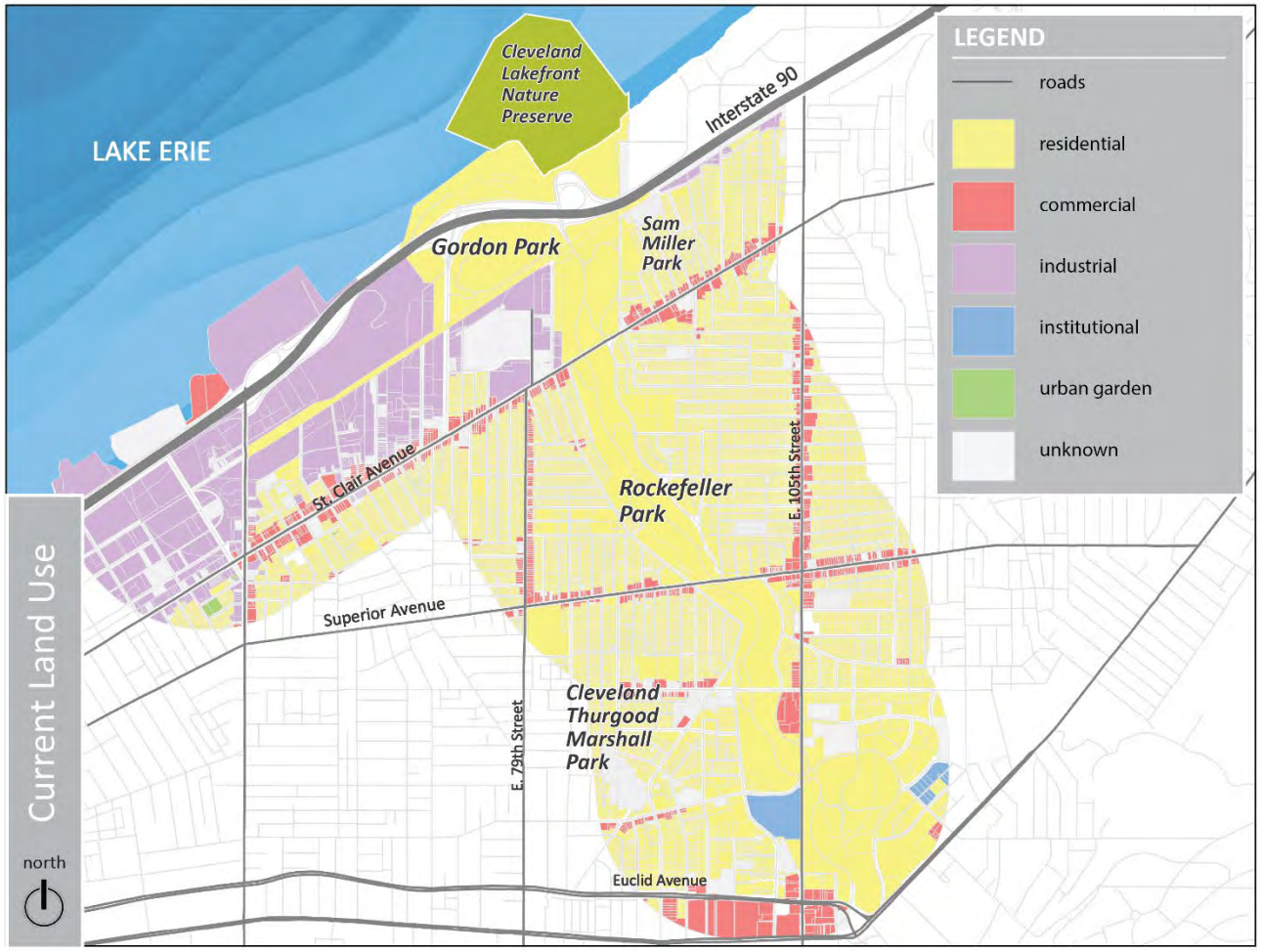


Figure 5. Whole Study Area Land Use Map
Data Source: TIGER Line File. https://www.census.gov/geographies/mapping-files/time-series/geo/tiger-line-file.html, Cuyahoga County Open Source Data. https://data-cuyahoga.opendata.arcgis.com/

and should be preserved through zoning changes. Currently, Rockefeller Park and Gordon Park are zoned residential and considered residential land use. With this classification, green space is not protected from development, which could result in increased stormwater runoff, habitat loss, and decreased recreation opportunities. Proposed zoning changes for the park are discussed in the latter portion of this document. The vacant First Energy site is not considered vacant by the most current land use data. In addition to this, the site has not been rezoned properly to support commercial and residential development. It is apparent when comparing the land use and zoning maps that there is little to no variation in uses.

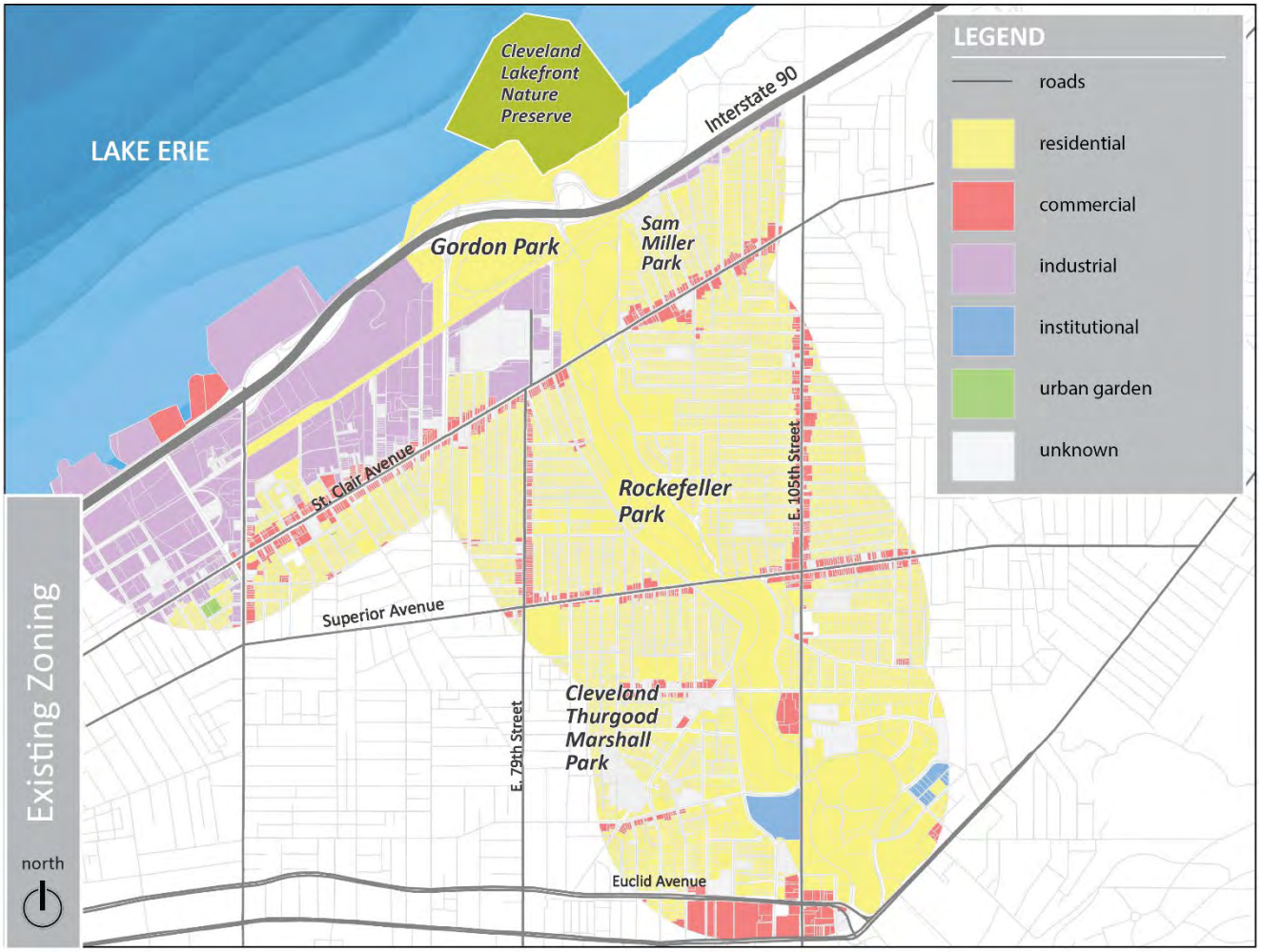


Figure 6. Whole Study Area Zoning Map
TIGER Line File. https://www.census.gov/geographies/mapping-files/time-series/geo/tiger-line-file.html, Cuyahoga County Open Source Data. https://data-cuyahoga.opendata.arcgis.com/

Study Area Delineation

The determined study area is situated around Rockefeller Park, and includes the Cleveland Lakefront Nature Preserve, Gordon Park, East 55th Street Marina, and the First Energy Site. It is located on the east side of Cleveland, Ohio, between Cleveland's University Circle Neighborhood and Lake Erie. Our established Primary Market Area (PMA) is a quarter-mile (1/4 mile) radius surrounding the assigned study area, which is bounded. Similarly, the Secondary Market Area (SMA) is a half-mile (1/2 mile) radius surrounding the assigned site area, which is also bounded. The combined Market Area includes the Bratenahl, Glenville, Hough, St. Clair-Superior, and University Circle Neighborhoods and is bounded by Lake Erie to the North and Euclid Avenue to the South.

Neighborhood Analysis

Assets are typically interpreted as strengths or advantages to a person, place, or region. Several attributes benefiting Northeast Ohio also extend to the Rockefeller Park study area. Most prominent among them is the presence of a waterfront. While it is not fully activated and connections are limited, it offers an opportunity for public realm alongside a unique amenity. Furthermore, the 130-acre stretch of Rockefeller Park including its unique Cultural Gardens, greenhouse and green area serve as space the neighboring community can take advantage of freely and enjoy collectively. Access to three interchanges puts the study area in a great position for vehicular mobility and allows for commercial distribution. Distinctive to the study area is the relationship between Rockefeller Park and Cleveland's world-class cultural resources surrounding Wade Oval. such as the Cleveland Museum of Art, Case Western Reserve University, and Severance Hall to name a few. Architecturally historic and interesting homes line the borders of the park and present a chance to purchase favorable affordable conditions. Inexpensive property surrounded by all of these remarkable attributes makes for great potential dependent on connections.

Crime maps provided by 'Neighorhoodscout.com' indicated that there is a large difference in crime rates when comparing the eastern border of Rockefeller Park to the western part. The industrial area alongside the western side of the study area leading all the way up to the waterline and down to the historic Eighty Ninth Street District is marked as having the highest crime rates in the area. Meanwhile, the eastern border provides a different story. It is designated as having mild crime rates which lessen continually as one moves further south towards University Circle. That said, the length of MLK Jr. Drive is shaded in a dark blue color which indicates higher than average levels of crime. This is attached to the negative stigma of illicit behavior at the park and is a main concern which must be addressed to alter the image of the site as well as the neighborhood.

To perform a walkability analysis, individual addresses were taken from the northern, southern and middle portions of Rockefeller Park. These were then used to calculate a rough average for the study area. The northern portion of the site received a 25-walk score, the middle part of the site received a 58-walk score, and the southernmost place earned a 19-walk score. An average of 34 was determined for the site area. This signifies car-dependence which coupled with the limited transit options leads to a challenging area for mobility. NOACA lists MLK Jr. Drive as having greater than 20,000 cars utilizing the street and 0-5,000 vehicles using the surrounding neighborhood routes.

Demographics Analysis

The PMA is a quarter-mile (1/4 mile) radius surrounding the assigned study area and the SMA is a half-mile (1/2 mile) radius surrounding the assigned site area. The total population of the combined Market Area is roughly 23,000 people, with 12,000 in the PMA, and 11,000 in the SMA, which is only 6% of Cleveland's total population.
It is important to note that all data has been pulled from American Fact Finder's 2018 5-year estimates which led to data variation for total population counts reflected in the different tables.

Similar to Cleveland's total population, the PMA and SMA's total population is primarily Black or African American (combined Market Area 77%) followed by the White population (combined Market Area 16%). Furthermore, like Cleveland's total population, the PMA and SMA's total population is primarily female by 4% (combined Market Area 52%)

The total population in the combined Market Area that is aged 25+ and determined to be of poverty status is over 13,000. 2018 poverty threshold measures for persons in a one-person household is $12,140, two-person households is $16,460, three-person households, $20,780, and four households $25,100, meaning that over 13,000 people in the combined Market Area are living in poverty (2018 Poverty Guidelines, 2019). Only 32% of those in the combined Market Area who are living in poverty have high school diplomas. This is in sharp contrast to Cleveland's population living in poverty who have high school diplomas at 80%. Additionally, 25% of the population living in poverty in the combined Market Area have less than a high school diploma, while only 20% of Cleveland's population living in poverty has less than a high school diploma. The connection between high school graduation rates and unemployment is hard to ignore. The study area doesn't have much of a presence of employers and with public transportation being difficult to access in some cases, the unemployment rate of the study area nearly doubles city averages. 23% of all study area residents are unemployed compared to 11% of the city population. The unemployment also disproportionately affects the women in the study area where the unemployment rate is 133% higher compared to 100% for males.

The total population aged 16+ that is below the poverty line total nearly 6,500, meaning that many people in the combined Market Area's earnings were less than the poverty threshold outlined above. While the combined Market Area is primarily female by only 4%, 67% of the total population that is below the poverty line employed population area females. It's important to note that the combined Market Area's total unemployed population age 16+ below the poverty level's percentage (23%) is more than double Cleveland's (11%).

Overall, the population in the PMA and SMA are very similar. However, compared to Cleveland, the combined Market Area is less educated and less employed.

Economic Analysis

An article published by the Brookings Institution in 1999 was one of the first to coin the expression "Eds and Meds," tying institutional anchors into the world of real estate and economics. As mentioned previously, the study area in question has three main regions including industry to the

west, residential to the east, and institutional to the south. Not only do the organizations surrounding wade oval present themselves as cultural amenities but they serve a crucial role in the economic livelihood of northeast Ohio. Take the Cleveland Museum of Art for example, free to the public, it spends roughly $40 million a year on operations and in turn triggers a total of $60 million in economic impact coupled with an additional $80 million from the spending of the 109,000 yearly visitors coming from outside Ohio. Hand-in-hand with cultural operations, the medical industry within the study area has blossomed over the past several decades. The Cleveland Clinic specifically states in a recent economic impact report that, "As the largest employer in Northeast Ohio and the second largest in Ohio, Cleveland Clinic has made significant contributions to the state and local economies, totaling $7.8 billion in 2016 […] supported more than 119,000 Ohio jobs, representing more than $7.5 billion in total earnings." Meanwhile, University Hospitals noted having 'pumped' roughly $8 billion into state and regional economies in the year 2016. With a medical campus, university campus and cultural campus all centered around the southern portion of the study area, this location presents remarkable opportunity for employment and economic growth.

In addition to the arts and amenities-based economic development presented through historic institutions, local public entities have initiated their own programmatic approaches in the Rockefeller Park study area, prompting recovery and revitalization. One such program is the Cuyahoga Land Bank Program. One of the area's most hard hit by the foreclosure crisis of 2008 happened to be proximate to the study area in question. Now more than 10 years later, the CCLRC is shifting its focus to rehab after the demolition of more than 7,000 residential properties which led to a total property value impact on neighboring homes of more than $415 million. Also focused on the surrounding neighborhoods was a program formed by the City of Cleveland named the 'Neighborhood Transformation Initiative,' centered around a retail business incubator. This concept focused on the need for the community to grow its own economy, create wealth, and support entrepreneurs within the neighborhood. There are numerous other programs at work in this area as well, pushing the needle a bit each day.

Housing Analysis

There are currently 7,552 households in the combined Market Area. More than 50% of those households have a household income of less than $25,000, and nearly 70% of the total household are renter-occupied. According to Housing Market Niche Analysis, there is a demand housing unit to support nearly all income ranges, with a total demand of 1,362 units in the combined Market Area. See the East Side Parks Market Study in the Appendix C for details.

Organizations like Greater Circle Living have housing incentive programs that promote the inclusion of neighborhood residents, businesses and cultural institutions for nonprofit employees (An Incentive to Live Near Work, 2020). This and other home purchase and rental programs provide assistance to 70% of the total households in the combined Market Area with incomes of less than $25,000 as well as other households. Meanwhile, products like the 20-story luxury One University Circle that offer rents between $2.20 and over $2.60 per square foot support high-income individuals in the combined Market Area. Other products like One University Circle have recently been proposed for the area as well as Circle Square in particular, which is a 24-story 298-unit mixed use development (Jarboe, 2020). Ultimately there is a wide range of product available within the combined Market Area, but there is still a demand that spans nearly all income ranges.

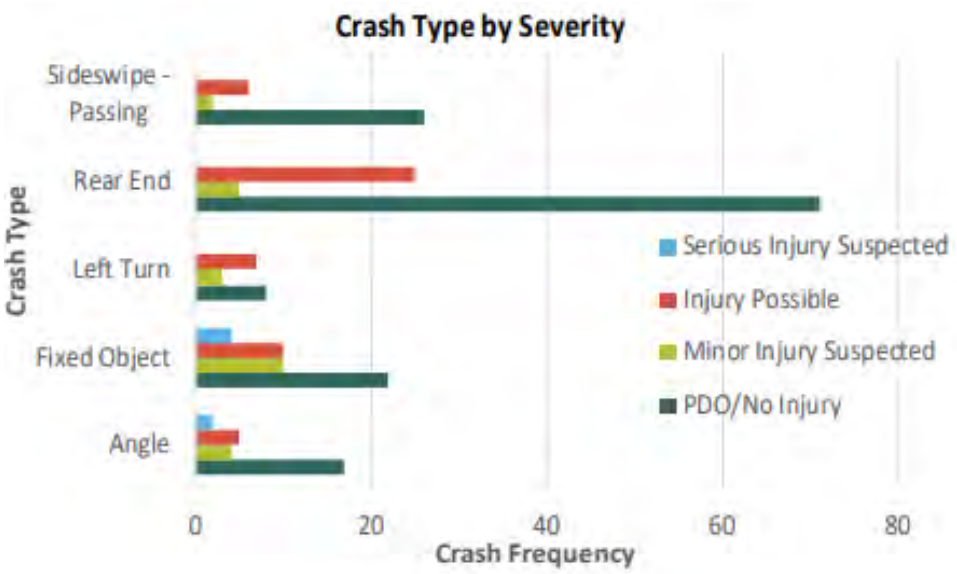
Traffic Analysis

MLK Jr. Drive is considered a "minor arterial" road. According to the Ohio Department of Transportation, minor arterials "offer connectivity to the higher Principal Arterial system. In an urban context, they interconnect and augment the higher Principal Arterial system and provide intra-community continuity." This designation is ranked #4 in a road classification range of 1 to 7, with #1 being interstates and #7 being local roads. This fact alone denotes a rather busy road than what you may expect to be in the middle of what is meant to be a scenic and relaxing park.

Crash Frequency

When examining crashes along MLK Jr. Drive from the past 5 years, we can see the areas where many crashes are occurring. This analysis was performed by first mapping all crashes from 2015 to 2019 using data from ODOT's TIMS online GIS portal. The portion of MLK Jr. Drive that was located inside of our study area, Rockefeller Park, was then broken into 20 individual pieces so that each section represented 5% of the overall length. Crash points were then counted and assigned to each segment that they took place within. Finally, symbolization of each segment was organized based on a "natural breaks" method of classification.

Figure 7. Traffic Safety Analysis, Data Source: Google Maps



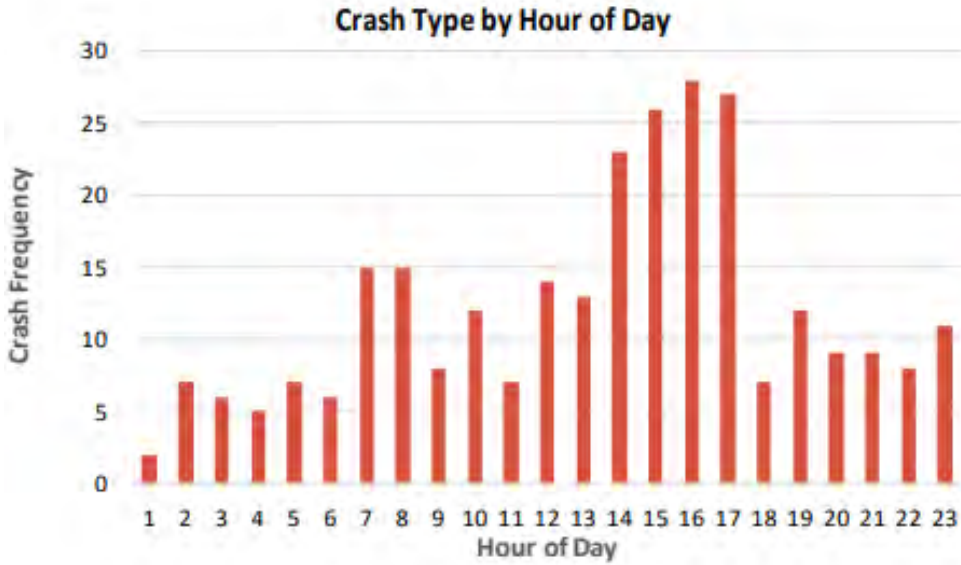


Figure 8. MLK Jr. Drive Crash Type by Severity Bar Chart, Data Source: ODOT CAM Tool
Figure 9. MLK Jr Drive Crash Type by Hour of Day Bar Chart, Data Source: ODOT CAM Tool

Seen in figure 7 on the page above, the highest concentration of crashes occurs first where the street meets the ramps for I-90 in the northernmost segment, then at the intersection of the street and St. Clair Avenue, and finally at the base of Rockefeller Park, where the street intersects E 105th Street. Three other notable areas of concern are the intersections of MLK Jr. Drive and Superior Avenue, Wade Park Avenue, and St. Casimir Way. The last of these three is located in the exact middle segment of the street and is worthy of extra mention due to the fact that this intersection involves a local road: the mildest designation of functional class. This indicates an area of special conflict. Using ODOT's CAM tool, certain statistics were able to be pulled from the five-year crash history along MLK Jr. Drive. While the day of week and month of year did not seem to show much variance in crash frequency, the hour of the crash did show a pattern. Crashes appear to increase from 2pm to 5pm.

Further, rear-ended crashes appear to be the most frequent type of crash. According to the National Highway Traffic Safety Administration (NHTSA), rear-end collisions are usually caused by speeding, heavy traffic, and/or distracted driving.

Rockefeller Park

Within Rockefeller park are the Lagoon, Cleveland Cultural Gardens, and Greenhouse. It is bordered by the Glenville neighborhood to the east and Hough and St. Clair-Superior neighborhoods to the west; Gordon Park and the lakefront to the north; and University Circle to the south, where historic cultural institutions such as the Cleveland Museum of Art and Severance Hall are located. Running through the center of the park are MLK Jr. Drive, a common commuter arterial, and Doan Brook. According to Case Western Reserve University's Encyclopedia of Cleveland History, "control of the land is vested in the Cleveland Foundation as trustee for the Rockefeller Bros. Fund."

Since its establishment as a public park, Rockefeller Park and all that is contained within have faced many challenges concurrent with its host city's growth, decline, and renaissance. The construction of I-90 along the lakefront and rise of car culture aided in vehicular access throughout Cleveland but proved detrimental to the park. MLK Jr. Drive became a heavily utilized commuter route between I-90 and University Circle, a major job center in Cleveland and home to robust institutions such as the Cleveland Clinic and Case Western Reserve University. This made pedestrian comfort and neighborhood access to the park more difficult and unsafe. Additionally, the historic nature of Rockefeller Park, including its beautiful masonry bridges, Cultural Gardens, and stone retaining walls constructed by the WPA along Doan Brook, make it difficult to enjoy as a true public park. Visitors often feel as though they are walking through a museum rather than a free and open space. Amenities typically seen within a public park of this size such as picnic tables, grills, pavilions, and restrooms are absent, making comfort, enjoyment, and flexibility once again a challenge. The neighborhoods to either side of the park are some of the most blighted communities within Cleveland, and the usual boost in property values from being adjacent to a public park are not seen due to this fact. Civil unrest in the late 1900s including events such as the Hough Riots and Glenville Fire contributed to neighborhood decline, which then aided in the park's decline as both a citywide and neighborhood amenity. However, University Circle Incorporated found that what few amenities the park does have are in poor shape and/or badly damaged, some to the point of being unusable and nonfunctional.

Figure 10-1 – 3. Rockefeller Current Conditions Photographed Spring 2020

Figure 11. Rockefeller Damaged Infrastructure Audit, Source: University Circle Incorporated

Please see the Appendix F for the fully Rockefeller Park Damaged Infrastructure Map. Despite the above issues, the character and value that Rockefeller Park adds to Cleveland's eastside and the city overall is unmistakable. Countless weddings of proud Cleveland natives, many with immigrant ancestry, are held in numerous Cultural Gardens, as well as in the park's beautiful greenhouse. One World Day is a yearly celebration of culture held within the park that welcomes thousands of visitors. The University Circle district, a comparatively new development of Cleveland's legacy, draws visitors and workers from all over the world to partake in its many institutional endeavors. Rockefeller Park and its surrounding areas have the innate potential to become what they once were, and then some

Gordon Park & Lakefront

The portion of Gordon Park north of I-90, managed by Cleveland Metroparks, is part of the Cleveland Lakefront State Park and includes a well-maintained fishing area and InterCity Yacht Club. This potion of Gordon Park was created from the deposit of Cuyahoga River's dredge. The larger dredge deposit site in Lake Erie was transformed into 88 natural acres known as Cleveland's Lakefront Nature Preserve, and is home to "280 species of bird, 42 species of butterflies, 16 species of mammals, 2 species of reptiles, 26 Ohio plant species, and 9 species of trees and shrubs" ("Cleveland Lakefront Nature Preserve"). While the portion of Gordon Park north of I-90 has improved from the late-twentieth century, the parts of Gordon Park south of I-90 have not. The Cleveland Aquarium is dilapidated but remains in the park. While a playground, polo courts, and tennis courts have been added, they also sit relatively unused. In addition to the declining condition of Gordon Park, the park is quite inaccessible except by car, because the park is mostly surrounded by the railroad and by industry or former-industrial sites, which further adds to the lack of use. The only car access is off E 72nd Street, which creates an additional challenge for Gordon Park. The park is disconnected from the surrounding neighborhoods and is even disconnected internally. As the construction of I-90 reduced the use of the lakefront in the mid-twentieth century, the same holds true today. The only way to access Gordon Park north of I-90 from Gordon Park south is by using a narrow pedestrian bridge. With limited access to and through Gordon Park, the park is predominantly underutilized.

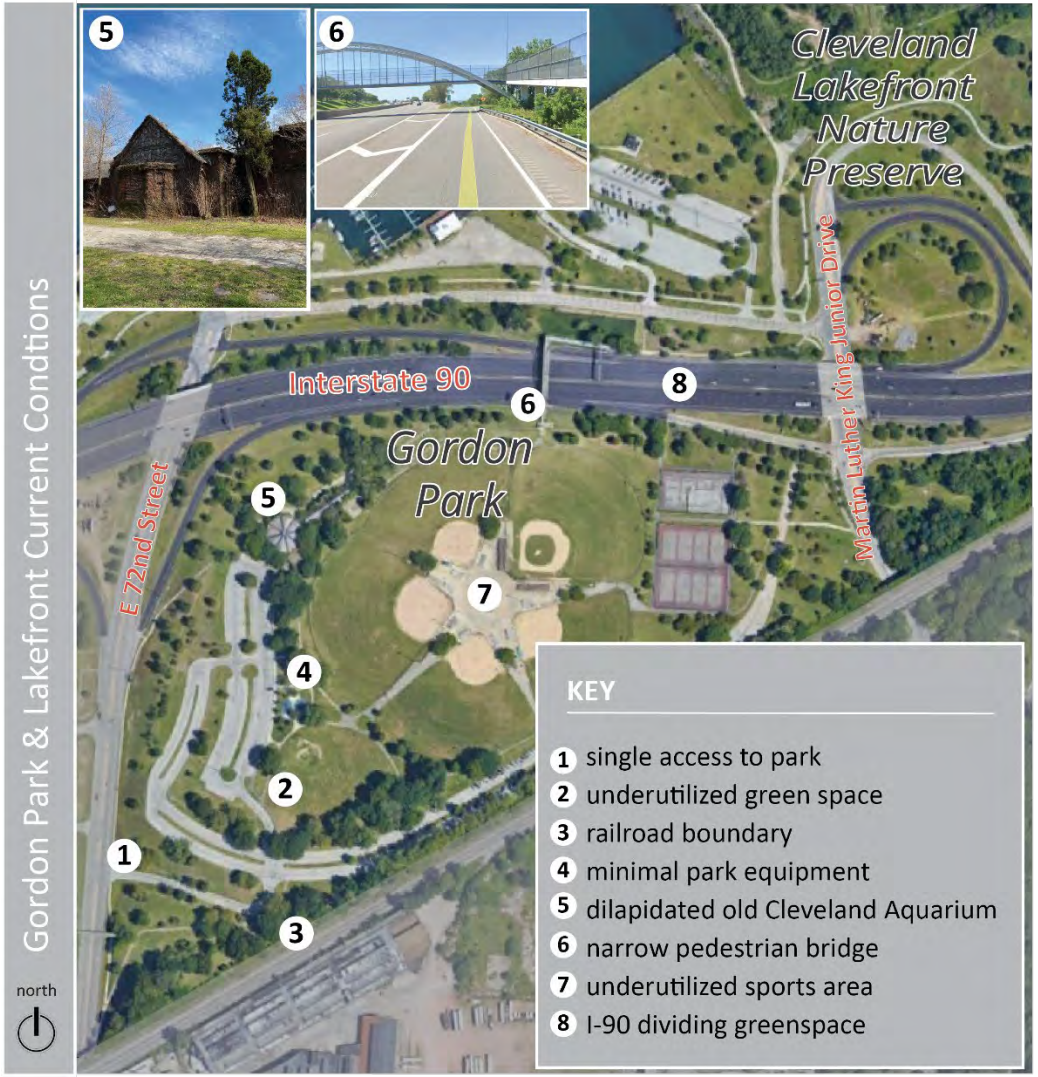


Figure 12. Gordon Park and Lakefront Current Conditions, Data Source: Google Maps for Base Map

First Energy Site

Home to the Britton Iron Company in the late 19th Century and then the Lake Front Power Plant from 1911 until 1917, this site was highly valued for it access to the water and the railroad tracks to the south. The site still holds onto remnants of its industrial past such as the railroad line that continues running east to west and the contaminated soil that makes up the foundation. Situated in a historically industrial space, the neighborhoods to the direct east and south are mostly industrial. Single-story buildings dominate the area with large lots and unpaved surfaces. There is a small retail strip along St. Clair Avenue which creates a natural boundary between the ensuing residential neighborhoods. With few entrances, I-90 separating the First Energy Site (FES) from the shore, the train tracks creating a boundary to the south and E 72nd cutting FES from Gordon Park, the site has limited access. At the time of its former use, this challenge was likely intentional for safety and security purposes.

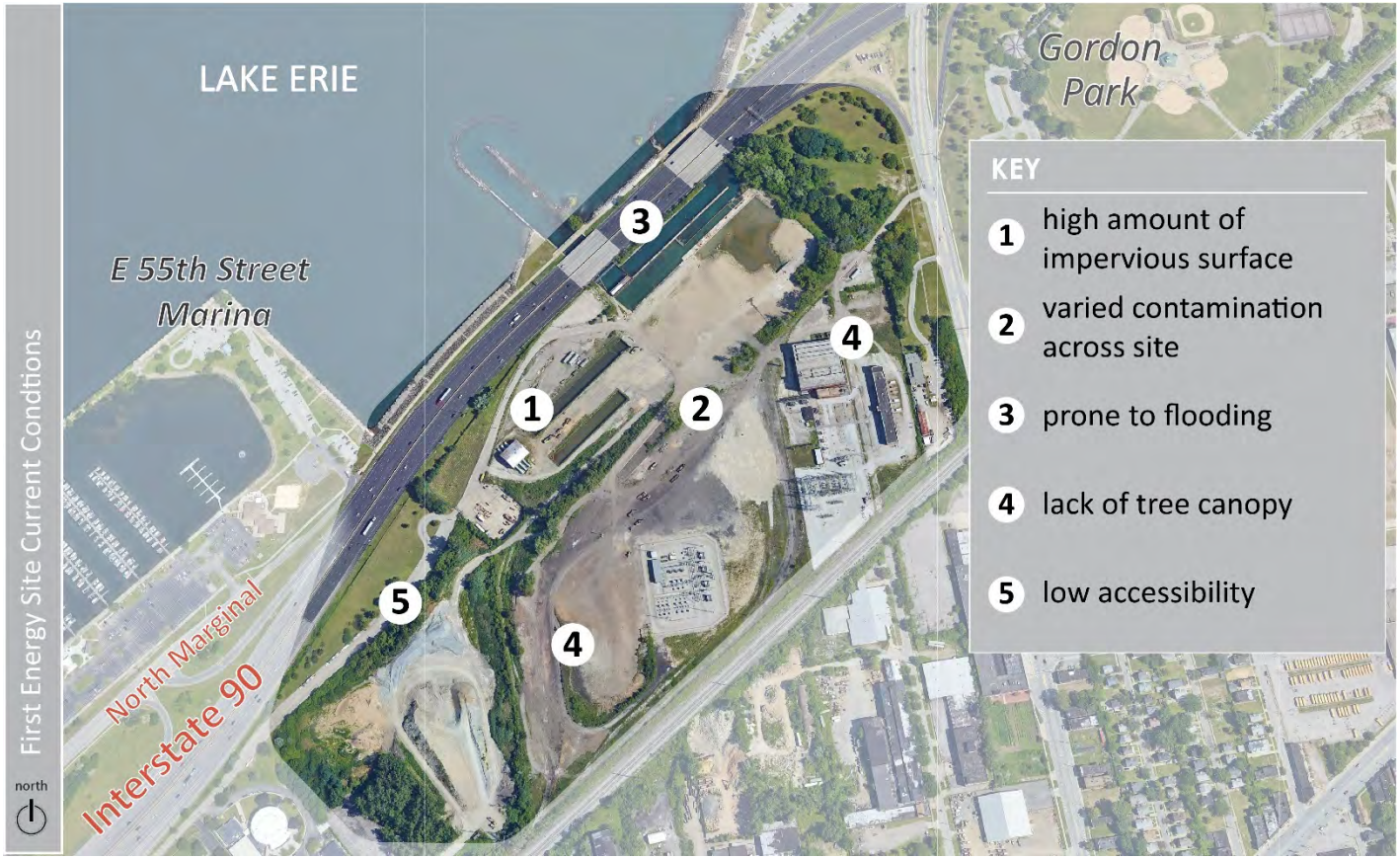


Figure 13. First Energy Site Current Conditions, Data Source: Google Maps for Base Map

II. COMMUNITY ENGAGEMENT, PROJECT FOCUS, & ESSENTIAL TASKS

Community Engagement

Instruction & Strategy

As students of Levin College of Urban Studies, community engagement was considered one of the most high-priority elements of this planning study. A thorough outreach campaign and robust set of meaningful questions were both imperative qualifications the planning studio required of its peers. The official community engagement phase consisted of two separate parts: a survey for the general public (with special focus on reaching locals) and an interview for key stakeholders.

Unique considerations were made for both questionnaires to reflect the differences in audiences: for example, the public survey was a simple survey with responses selected from a bank of preidentified answers, while the stakeholder interview allowed for thought provoking discussion that the organizations of the area would have likely already had experience in considering.

Both sets of questions were composed with the entire class in collaboration. They were then revised according to feedback from professors and our project clients. After several thorough rounds of revision, the two questionnaires were then submitted and approved by Cleveland State's Institutional Review Board (IRB) for Human Subjects in Research system.

Figure 14. Public Survey Yard Sign

Public Survey Process

The public survey was distributed over a series of different methodologies. We sent the online survey to different organizations' emailing lists, used students to administer in-person surveys at key community locations, and lastly, created and posted a yard-sign around our study area which included a QR link

to our survey digitally. These were placed in locations where locals would be most likely to see them: the entrance to the Metroparks Northern Gordon park, the entrance of the Lakefront Nature preserve, the southern portion of Gordon Park, the front entrance of Famicos foundation, and the tennis courts and Lagoon at the southern end of Rockefeller Park. These locations were chosen out of consideration for the residents to ensure that those who lived in the area would be prioritized ahead of traffic commuters merely driving through.

Figure 15 – 16. Students conducting surveys at Dave's Supermarket

During the community engagement phase (the week of Spring Break), students went to two locations to administer in-person surveys, Dave's Central supermarket and the Langston Hughes library in Glenville. Shifts were varied to different hours on different days of the week in order to ensure a healthy baseline of results and to ensure that we equitably reached out to the community. To only have the online survey would severely limit our response numbers, as well as discriminate against those who have no cellular data or internet service that would prohibit them from accessing our survey in the other two methods in which we sought responses.

Once the week of in-person surveys was complete, we collected the signs and began to parse the data, looking for patterns in where our biggest respondents were located, what their preferences were, and also what people wanted most from their parks and their city, as well as current impressions about the project area. To see the official public survey questionnaire, please see Appendix E.

Interviewing Key Stakeholders

A vital piece to our mission was developed through a series of interviews with a variety of individuals who all had a vested interest in the neighborhood's success. As a group, we identified 27 different stakeholders from a diverse set of backgrounds including government, nonprofit, local neighborhood organizations, professional planners, etc. Each of the stakeholders were carefully selected to ensure the input provided came from multiple perspectives. Each student was given the opportunity to select a stakeholder to interview as part of our overall plan. Unfortunately,

a number of our selected stakeholders that we intended to include were unable to make our interviews, due in part to the then-emerging series of unfortunate circumstances brought on by the COVID-19 epidemic that directly impacted organizations and their availability for interview.

Once feedback was collected, students were then asked to compile and input their results into a custom template that was sent back to the core survey committee. From there, the stakeholder survey results were assembled by question to be analyzed as we worked to determine the best path forward for our site. To see the official stakeholder interview questionnaire, please see Appendix E.

Analyzing Results of Engagement

Public Survey

To analyze the public survey results, we utilized the Qualtrics Survey platform reporting capabilities. For short-answer questions in both the public survey and stakeholder interview, a basic coding methodology was devised to find commonalities and trends in the open-ended responses. We presented key findings in a group presentation before we began Phase II of the project.

A total of 147 responses for our public survey were recorded, mostly collected in person from our team. Respondents most often indicated they visited key sites within our study area "rarely or never." When they do visit these sites, they mostly tended towards passive recreation, which the park is

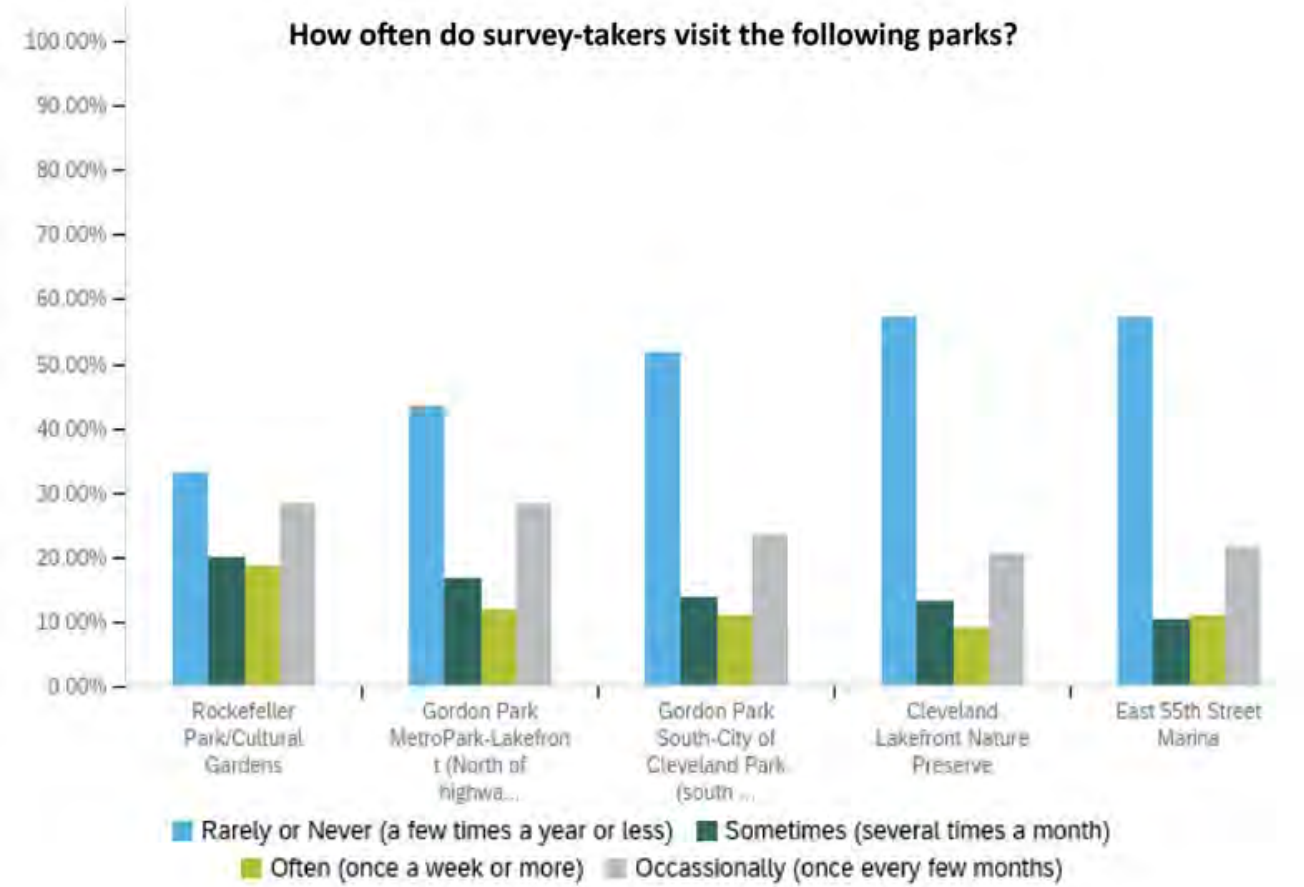


Figure 17. Survey Responses to *How often do you visit the following parks?*

designed for. Safety concerns, parking issues, and a lack of things to do were the most common reasons cited for not going more often. 60% most often drove to the park, although 21% do walk, indicating at least some nearby residents are in fact using the park. Survey respondents used words like “beautiful”, “nature”, “historic”, and “unique” when asked to describe the park, indicating a positive association. When people were asked if Rockefeller Park had changed in the time they knew it, most respondents indicated some improvement in safety and cleanliness but acknowledged a lack of things to do and reasons to go.

Restrooms were the number one listed desired amenity, in addition to better parking, picnic tables, playgrounds, and grilling areas. Based on this feedback, simple improvements and the addition of common park amenities would increase use of the park by neighbors. The overarching perception is that the area is beautiful but there just are not enough compelling reasons to go. People want to see increased park amenities, a safer atmosphere with better security, family-friendly programming, community events, better park maintenance, and improved infrastructure for biking and pedestrians.

In reviewing the population we surveyed based on the demographic data they provided, most respondents were local to the study area based on the ZIP codes provided, indicating we were successful in collecting surveys from neighbors with the biggest stake in any park improvements. Male and female responses were almost evenly split, and a variety of ages of income levels were sampled. 58% of respondents were African American, reflecting the demographic make-up of the area.

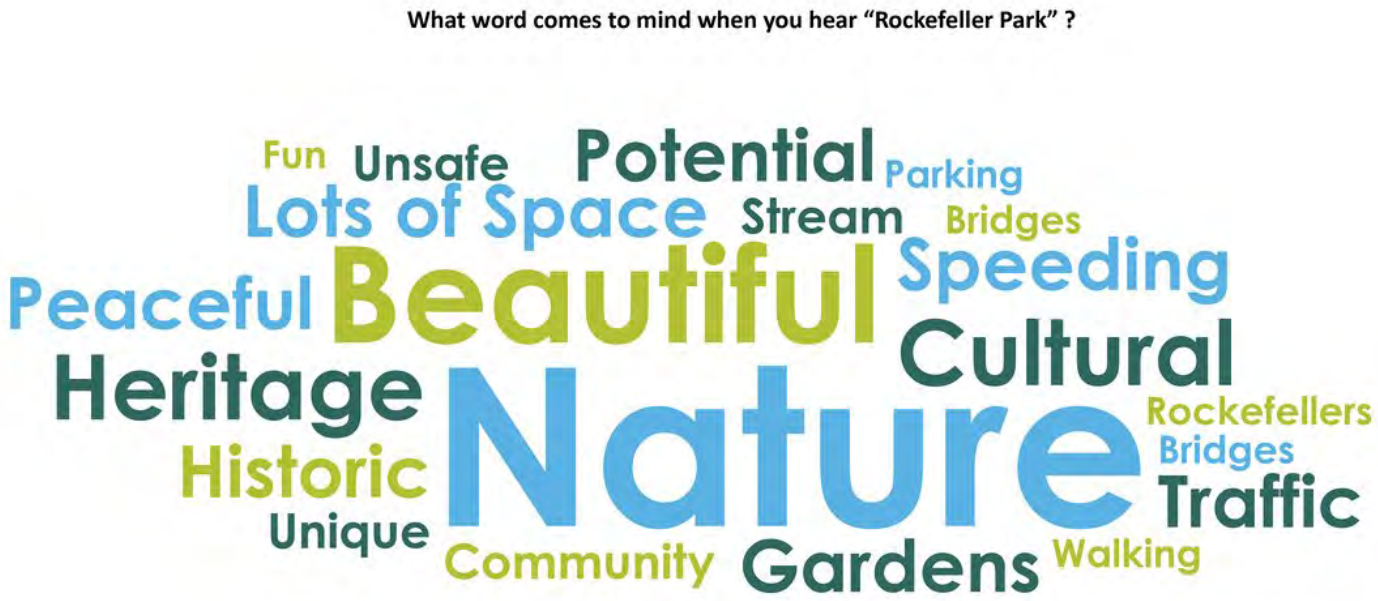


Figure 18. Survey Responses to *What word comes to mind when you hear “Rockefeller Park”?*

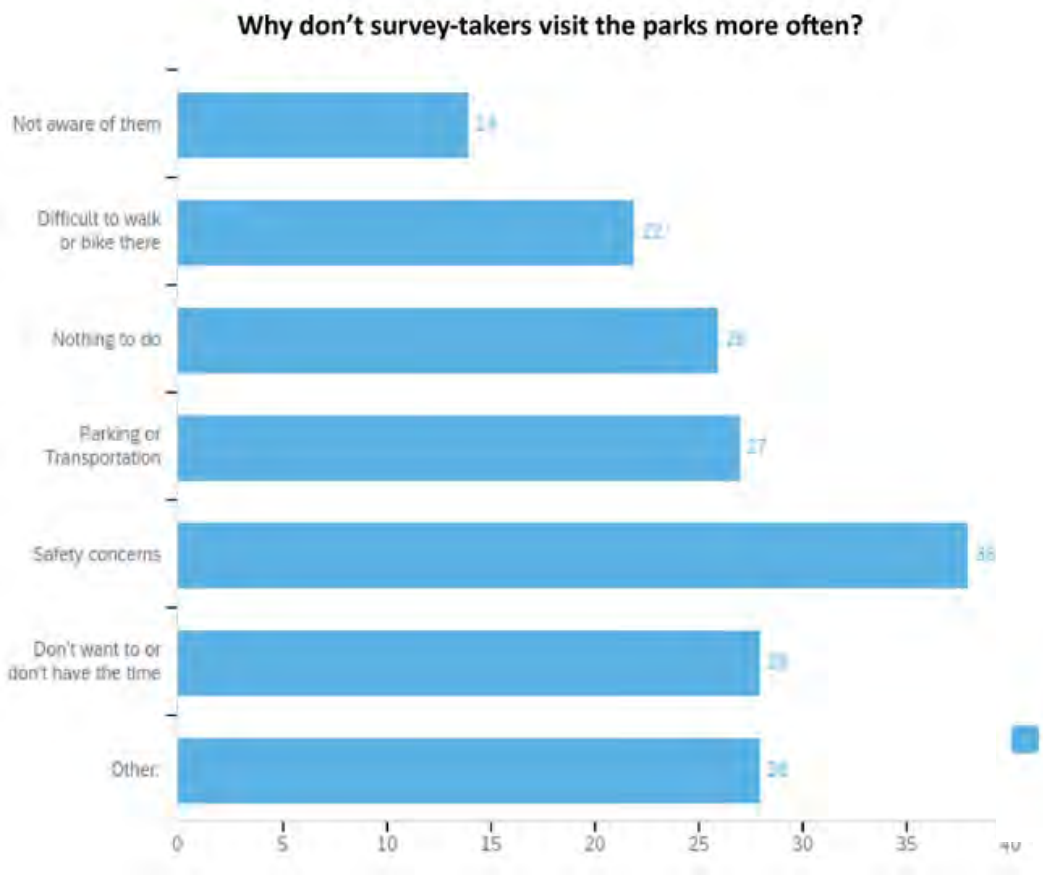


Figure 19. Survey Responses to *Why don't you visit the parks more often?*

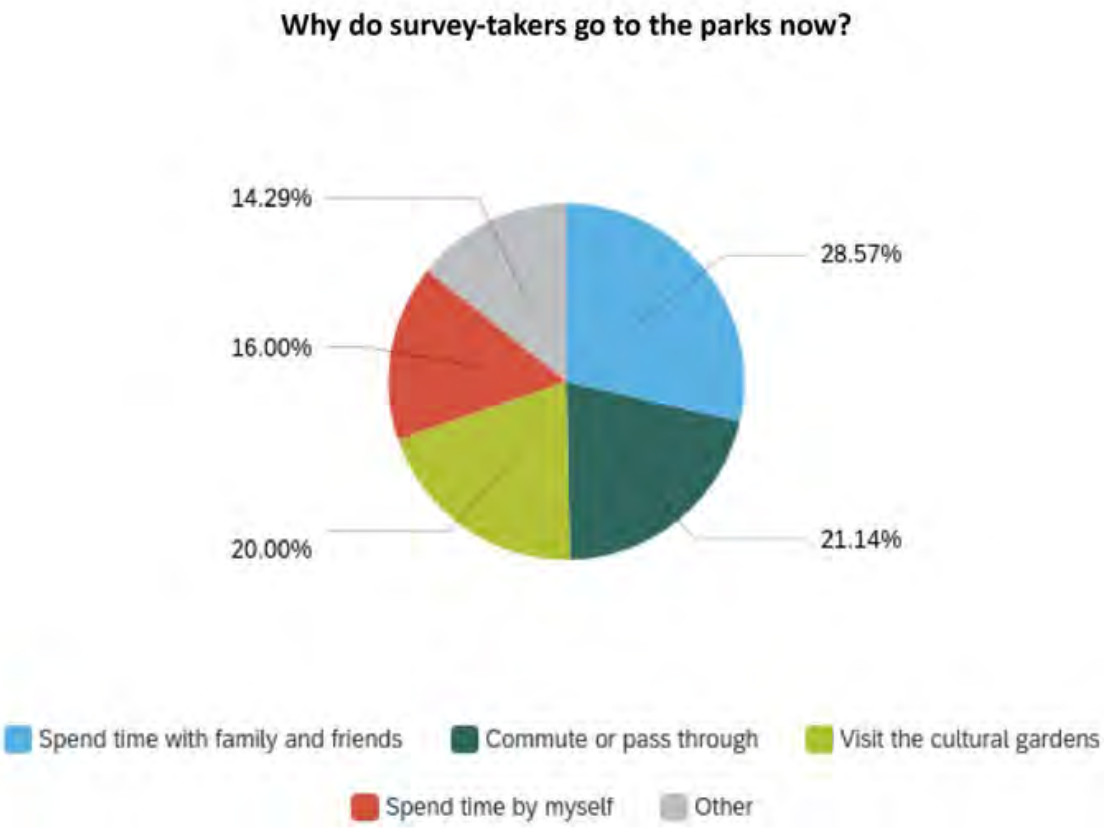


Figure 20. Survey Responses to *Why do you go to the parks now?*

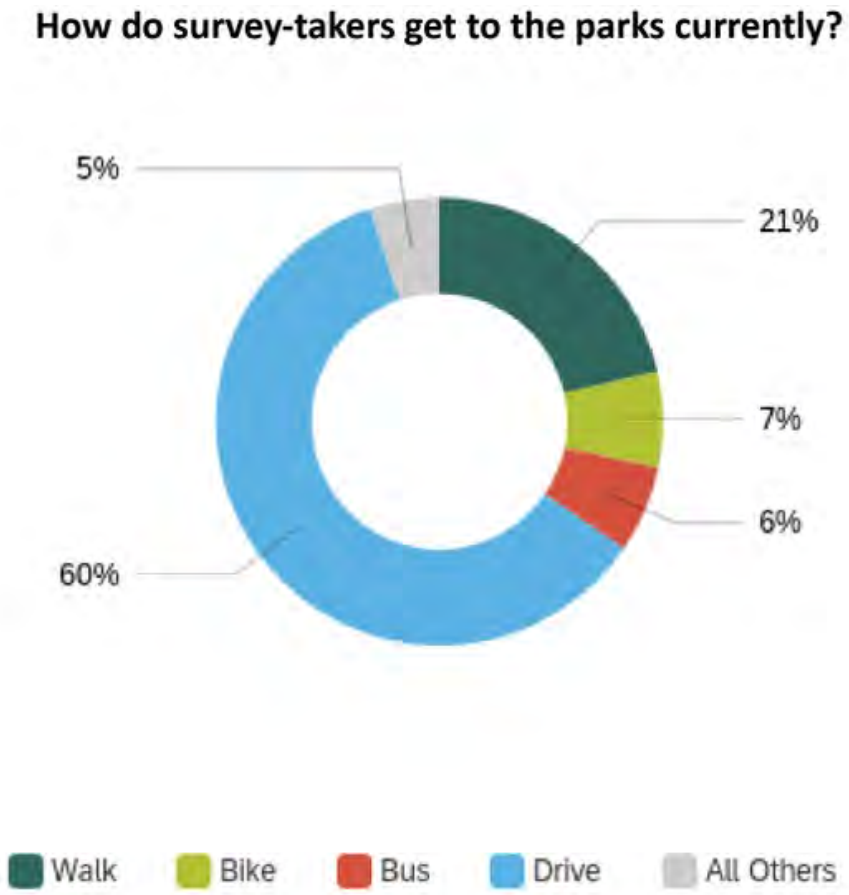


Figure 21. Survey Responses to *How do you get to the parks currently?*

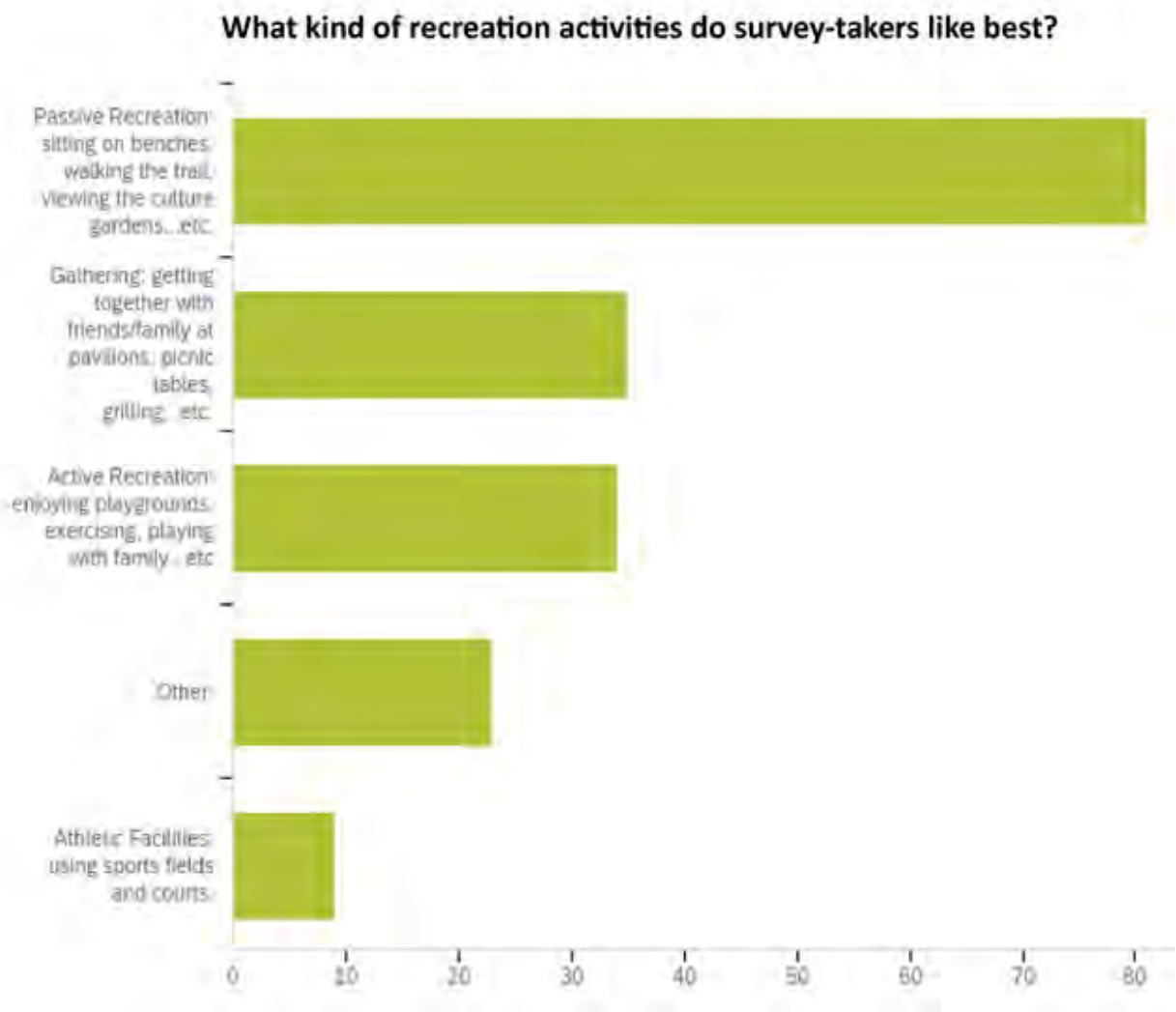


Figure 22. Survey Responses to *What kind of recreation activities do you like best?*

Stakeholder Interviews

Some stakeholders not only worked in the area but lived there as well.

Most stakeholders associated the area with the Culture Gardens, MLK Jr. Drive, and the beauty of the surrounding greenery, however some also claimed that the first things that came to mind were dangerous traffic, lack of organization and funding, and other bureaucratic challenges.

A typical "SWOT" analysis was performed within the interviews. Strengths sited by the interviewed parties included: The Culture Gardens, the sheer size of the park, the sports facilities, the greenhouse, the history behind the area, the bike paths, and Doan Brook. Weaknesses included: the disconnect between the parks and the surrounding neighborhoods, the perception of safety, a lack of programming compared to the overall potential of the parks, and most importantly, a serious gap in funding, maintenance, and responsibility being claimed by any one particular party. Opportunities included: the potential for more programming, the possibility of increasing access to adjacent neighborhoods, the ability to better promote existing strengths such as the bike paths and gardens, as well as the potential behind the First Energy site and possible development in real estate. Threats included: lack of government impact, too many voices, access to the park, parking and traffic constraints, and poor perception that may become obstacles in moving forward.

Additional questions related to which specific resources, programs, and land uses the stakeholders would like to see in the area were also asked in the interview. Overall, the strongest message heard loud and clear from the stakeholders was that our study area has enormous potential to become something much more impactful than its current state, for both locals and regionally, if only certain obstacles and challenges could be navigated moving forward.

Mission, Purpose, and Essential Tasks

Among the most critical actions in the transition between Phase I and II of the project was refining the wide variety of tasks and recommendations derived from the research, analysis, and public engagement into a focused mission, purpose, and essential tasks to drive plan development. Phase I efforts resulted in a list of over thirty specified or implied tasks and recommendations that were validated by the students as directly supporting the initially provided project scope to "design practical and actionable strategies to connect eastside neighborhoods with Rockefeller Park and the lakefront." This scope – specified by the client organizations and faculty advisors – effectively provided the project with its underlying purpose statement.

Task Analysis

During mid-March, a series of analysis sessions served to prioritize and aggregate the variety of tasks and recommendations into a list of five essential tasks – each identified as critical toward successfully achieving the specified project purpose: to connect eastside neighborhoods with

Rockefeller Park and the lakefront. The five essential tasks:

- Improve access and activation of existing greenspace
- Improve park organizational management and preservation (zoning)
- Increase use and stewardship of parks by surrounding residents (marketing, programming)
- Enhance the environmental aspects of existing and any newly proposed greenspace
- Leverage area development and placemaking opportunities to support the revitalization of surrounding neighborhoods

To avoid losing any important details captured within the original list of tasks and recommendations validated from Phase I, each essential task was assigned a subordinate list of relevant, supporting items to be carried forward for further consideration during plan development. Organized under the corresponding essential task, these subordinate items included:

- Improve access and activation of existing greenspace
  - Expand availability of public facilities (trash receptacles, restrooms)
  - Improve safe access to, and activation of, existing and adjacent greenspaces
  - Develop visitor center within Rockefeller Park
  - Create an enhanced and interactive running/bike trail
  - Integrate parking into the landscape and make it a destination in itself
  - Enhance access to public safety

- Improve park organizational management and preservation (zoning)
  - Management and maintenance of park: consider creation of a “P4” (public-private-park partnership) organization similar to other large parks in other cities.
  - Protect green space through formal zoning designation

- Increase use and stewardship of parks by surrounding residents (marketing, programming)
  - Create year-round programming, within and around park/gardens, catered to adjacent neighborhoods
  - Implement cohesive wayfinding signage that celebrates culture history and connects the park with neighborhood amenities and assets
  - Create marketing strategy and awareness campaigns
  - Consider a volunteer neighborhood watch program to support public safety forces

- Enhance the environmental aspects of existing and any newly proposed greenspace
  - Continue efforts to naturalize Doan Brook, focus on the confluence with Lake Erie
  - Aggregate Gordon Park and CLNP into fewer, larger habitat pockets

- Restore beach access in Gordon Park similar to Edgewater Park
- Increase tree canopy in targeted census tracts
- Pilot small-scale, clean energy opportunities at lakefront facilities
- Consider areas for installation of stormwater/green infrastructure
- Ensure lakefront plans account for changing conditions (rising water level) of Lake Erie
- Consider remediation requirements for existing contamination at development sites

- Leverage area development and placemaking opportunities to support the revitalization of surrounding neighborhoods
  - Determine highest/best use for lakefront and other development sites, including analysis of effects on surrounding property values
  - Leverage assets to stimulate economic development/neighborhood revitalization
  - Promote park and gardens through support of relevant cultural neighborhood businesses

Mission

With the underlying purpose provided, essential tasks determined, and supporting tasks aligned, a unifying project mission was drafted to guide Phase II Plan Development:

"From January to May 2020, the Cleveland State University Levin College Planning Studio develops a practical and implementable strategy to connect eastside neighborhoods to an enhanced Rockefeller Park and lakefront by improving the access, activation, environmental aspects, management, residential use and stewardship of greenspace, while also advancing area developmental and placemaking opportunities."

III. PLAN

Access, Activation, Environmental, and Development Recommendations

Whole Study Area

Access

Highway & Railway Gap

Interstate 90 creates a massive physical barrier for pedestrians attempting to access Gordon Park, the lakefront, and the Nature Preserve from the south. The highway bisects Gordon Park, creating Gordon Park North and Gordon Park South; the "easiest" way to access one from the other is over a small pedestrian bridge above the highway, a far from ideal experience/solution. Those who have crossed this bridge express feelings of unease and a concern for their safety as vehicles continuously barrel through directly below them. The opportunity for continuous greenspace is also unrealized due to the highway's imposing presence.

Eastside Pedestrian Gaps

Where both St. Clair Avenue and Superior Avenue intersect Rockefeller Park, the eastside

Figure 22. Proposed Access Enhancements Map, Data Source: Google Maps for Base Map

neighborhoods of Hough and St. Clair-Superior lack pedestrian access for a large stretch of park space. Conversely, the westside neighborhood of Glenville has an abundance of pedestrian access points; a total of nine compared to the eastside's four. The issue of neighborhood access propagates inequity between Rockefeller Park's eastside and westside neighborhoods.

Relocate Highway

Past plans, such as the 2018 Cleveland Lakefront Concept by Human Nature and the 2017 First Energy Lakeshore Reuse Plan, have indicated the vast potential of relocating Interstate 90 to create expanded greenspace and enhanced connectivity to the lakefront.

Land Bridge

Both the 2004 Cleveland Waterfront Plan and aforementioned 2018 Cleveland Lakefront Concept suggested the construction of a land bridge to connect north and south Gordon Park, creating safe, continuous access without highway relocation.

Rail Access Gap

The RTA Red Line light rail goes through University Circle, allowing direct expedited access from downtown and the westside of Cleveland. Unfortunately, this is still too far to be considered reasonable access to the entirety of the proposed Eastside Parks system. Additionally, Cleveland's eastside lakefront amenities including the East 55th Marina, Gordon Park North, and the Lakefront Nature Preserve would stand to benefit from express rail access.

Extended Light Rial

It has been proposed in the past to extend the existing Waterfront Line from downtown into the east side of Cleveland (see 2004 Cleveland Waterfront Plan). Doing so would create equitable access to downtown

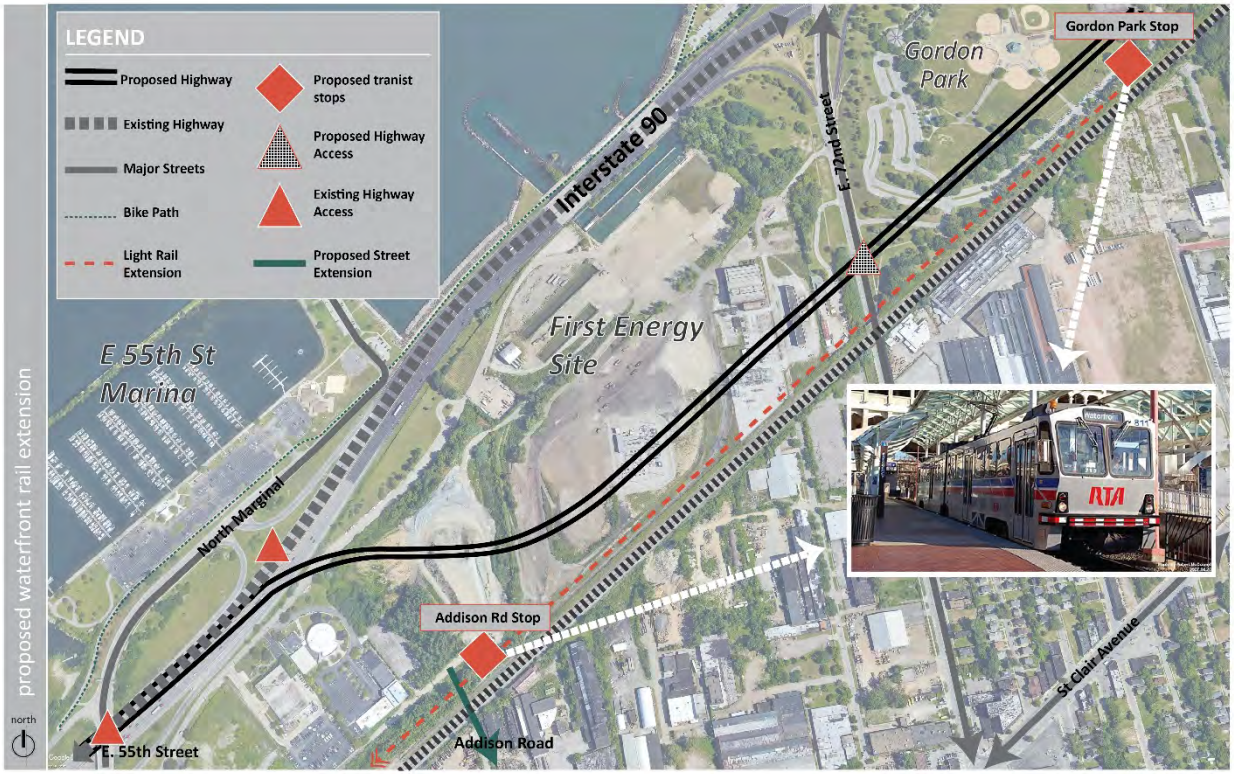


Figure 23. Proposed Waterfront Rail Extension, Data Source: Google Maps for Base Map, RTA Photo provided by https://www.facebook.com/riderta/

from the St. Clair-Superior, northern Hough, and northern Glenville neighborhoods as well as encourage opportunities for Transit-Oriented Development in these areas. In addition, an extended Waterfront Line allows direct access to the new consolidated Eastside Parks System.

Free Trolley Loop

Establishing a free trolley loop, similar to the E-Line, C-Line, and B-Line trolley loops downtown, centered around the new park system allows easy, equitable access to multiple points of interest in the eastside neighborhoods. The trolley loop would extend from Gordon Park and the Lakefront Nature Preserve to Wade Oval, traveling directly through Rockefeller Park on MLK Jr. Drive; it would also travel through the proposed commercial corridor on E 105th Street (see proposed activation section). This loop allows access to the entirety of the park system, newly established local economic development corridors, and the cultural amenities of University Circle.

E 105th Highway Access

Adding access to Interstate 90 at E 105th Street would allow for decreased traffic volume along MLK Jr. Drive during height commute times. In addition, it would bring traffic into the new E 105th commercial corridor.

Expanded Bike Network

The expanded bike network shown integrates the 2019 Cuyahoga Greenways Plan and 2017 Cleveland Midway Cycle Track Plan with the existing Harrison-Dillard Trail, which should be expanded to a 15-foot multi-purpose path.

Eastside Pedestrian Access Points

All but one of the four proposed eastside pedestrian access points are located at existing feeder roads to MLK Jr. Drive. Currently, these roads lack sidewalks, which would provide easy pedestrian access at current access gaps. The access location at Superior Avenue would require a set of stairs rather than a sidewalk. Adding these access points helps create equity between the east and west sides of Rockefeller Park

Traffic Interventions

Traffic Flow and Parking

To limit traffic and elevate pedestrian safety, MLK Jr. Drive can be changed to a southbound one-way street. In addition, E 105th Street, currently underutilized, can be enhanced to accommodate heavier commuter and commercial traffic, which would aid in its development as a commerce corridor. To accomplish this, east and westbound on-ramps would need established at the intersection of E 105th and Interstate 90.

However, the on-ramps at MLK Jr. Drive can be removed, opening up space for a better greenspace connection between parks as well as construction of the Doan Brook Estuary. Furthermore, switching MLK Jr. Drive to one-way allows generous space for parallel or angled parking, a sorely lacking and highly essential park amenity.

In order to accommodate for more comfortable trail usage, the trail on the eastern side will be widened to 15 ft and 8ft on the western side. Two options for on-street parking have been proposed. Section One shows parallel on-street parking which would allow for more parking spots along MLK Jr. Drive. Section Two shows an angled parking option which provides easier pull-off access to cars driving along MLK Jr. Drive. Section Three illustrates how the narrow bridge sections of the street will be changed to accommodate a one-way street.

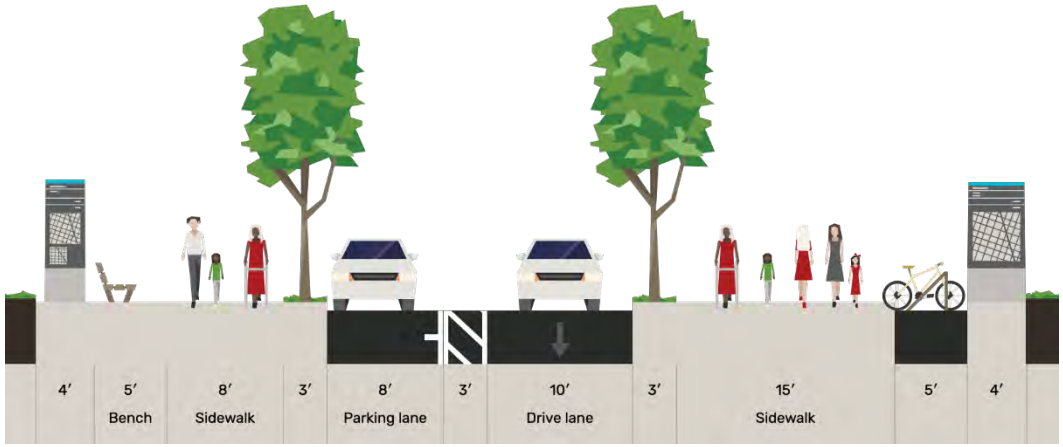


Figure 24-1. Parallel Parking, Generous Buffers, and One-way Traffic Transect

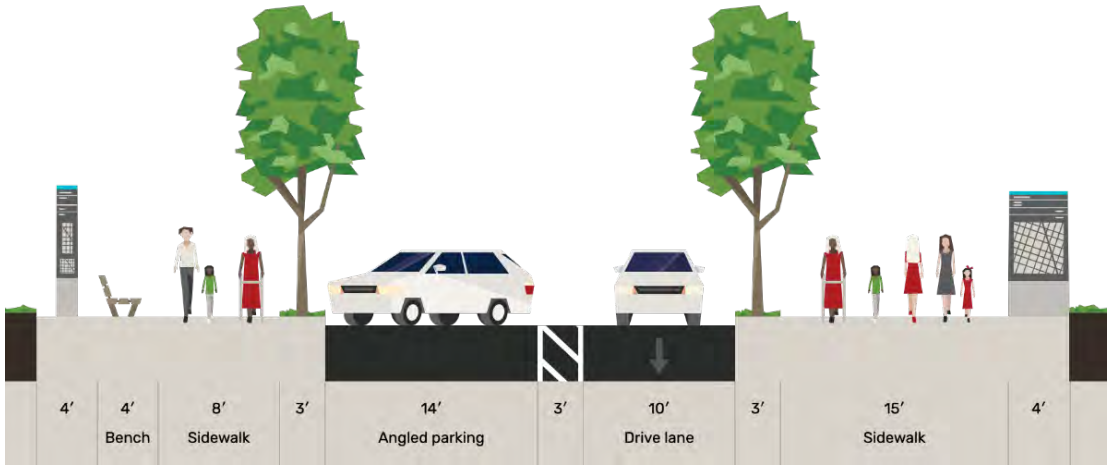


Figure 24-2. Angled Parking, Less Generous Buffers, and One-Way Traffic

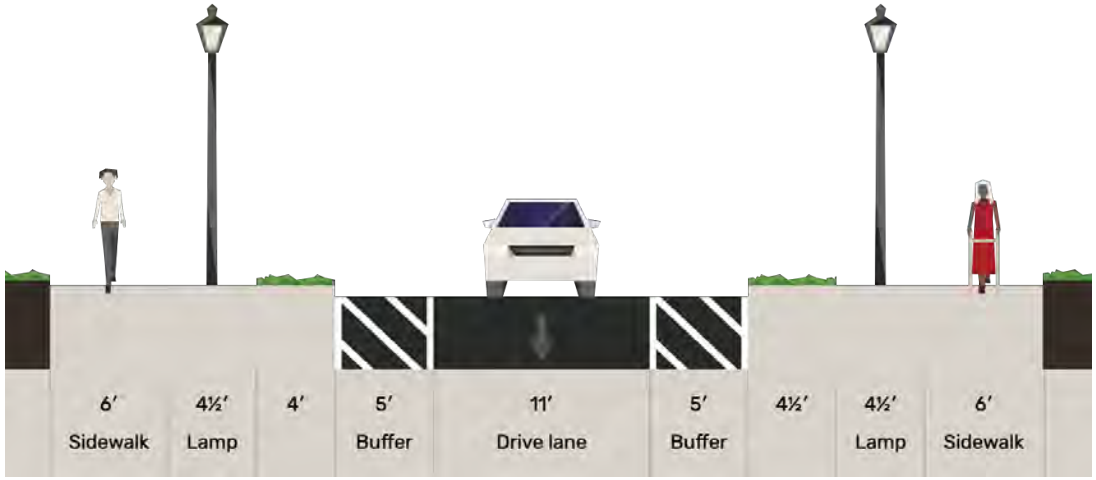


Figure 24-3. One-way Narrow Bridge Portion of MLK Jr Drive

Traffic Slowing and Pedestrian Safety

Figure 25. Existing Crosswalk Conditions in Rockefeller Park Photographed Spring 2020

Median Area of Refuge

Although there are areas of refuge currently exist within the park's medians, they are not sufficient in ensuring safety or deterring vehicles. Better designed and enhanced medians can help remedy this issue.

Crosswalk Visibility

Because of the heavy traffic along MLK Jr. Drive, the existing crosswalks are easily and quickly faded, requiring constant upkeep and repainting. Higher-visibility crosswalks built with durable materials aid in both maintenance and traffic slowing.

Raised Crosswalks & Speeds Tables

Raised crosswalks and speed tables can further help slow traffic by requiring vehicles to slow down as they approach, naturally allowing safer crossing conditions for pedestrians.

Reduce Speed Limit

Changing speed limits is not an easy task, yet it has been done on MLK Jr. Drive before when the speed limit was increased from 25 mph to 35 mph. Slower traffic is sorely needed along this main park thoroughfare for the sake of pedestrian safety and ease of use. If MLK Jr. Drive can move away from its use as a commuter road, speed limits can more easily be reduced.

Figure 26. Proposed Crosswalk Designs in Rockefeller Park
Figure 26-1. Data Source: http://pedbikesafe.org/PEDSAFE/countermeasures_detail.cfm?CM_NUM=22
Figure 26-2. Data Source: https://www.pricelessindustries.com/subcontracting.html
Figure 26-3. Data Source: http://www.visionzeroforyouth.org/stories/continuous-improvement-to-support-a-chicago-school/

Recreation Plan

Figure 27, Figure 28, and Figure 29 are a closer look at the proposed interactive trail along the east side of MLK Jr. Drive. Stops with interactive equipment - like that shown in Figure 27 are dispersed throughout the extent of the trail. If the land bridge option of connectivity is chosen, this trail can extend into Gordon Park North. The trail is located on the northern half of Rockefeller Park to ensure separation of various activity types; more active opportunities are available to the north near the facilities at Gordon Park South, while passive options are located closer to the cultural amenities of University Circle.

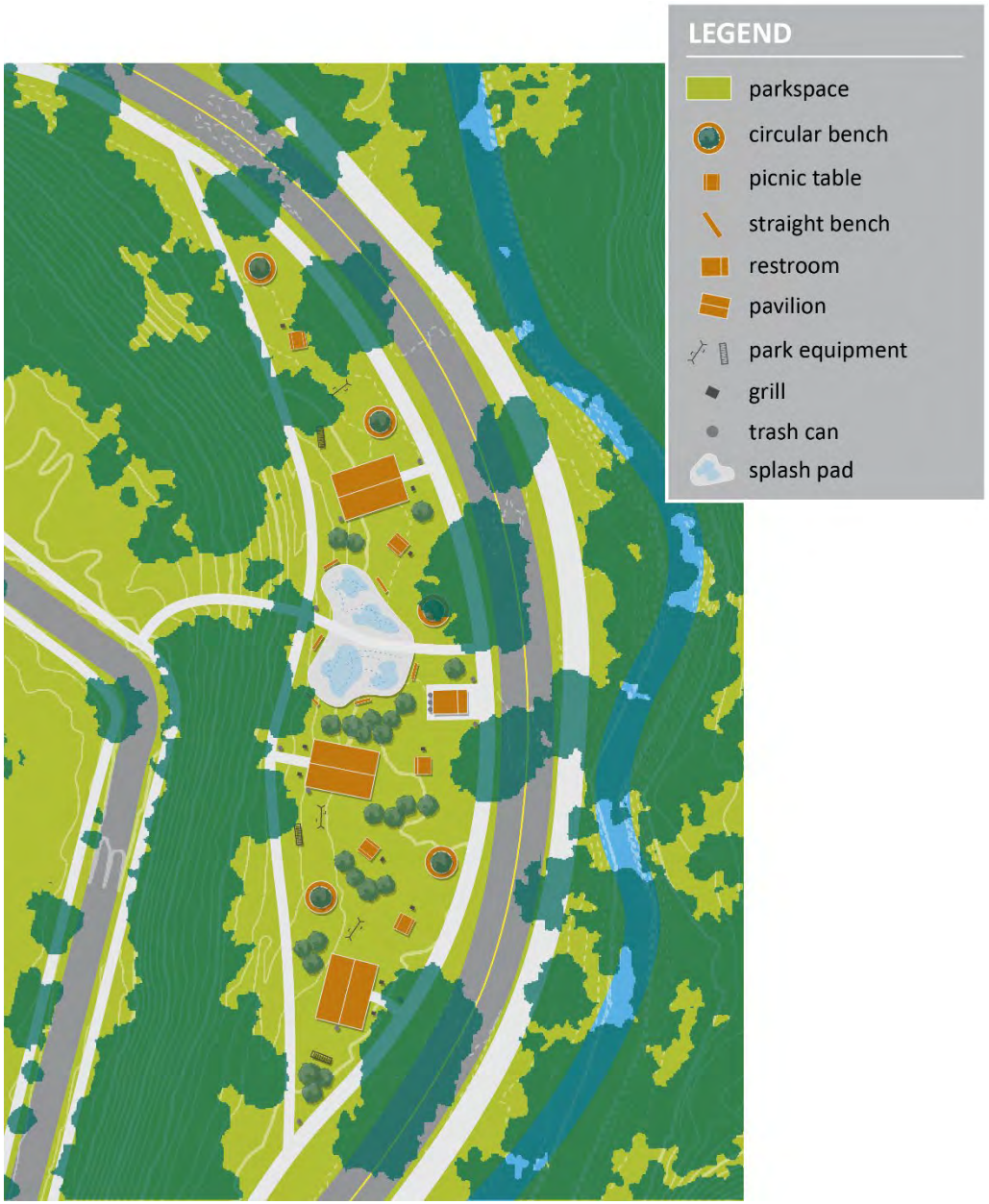


Figure 27. Proposed Site Plan Aerial Image, Rockefeller Park just south of Superior

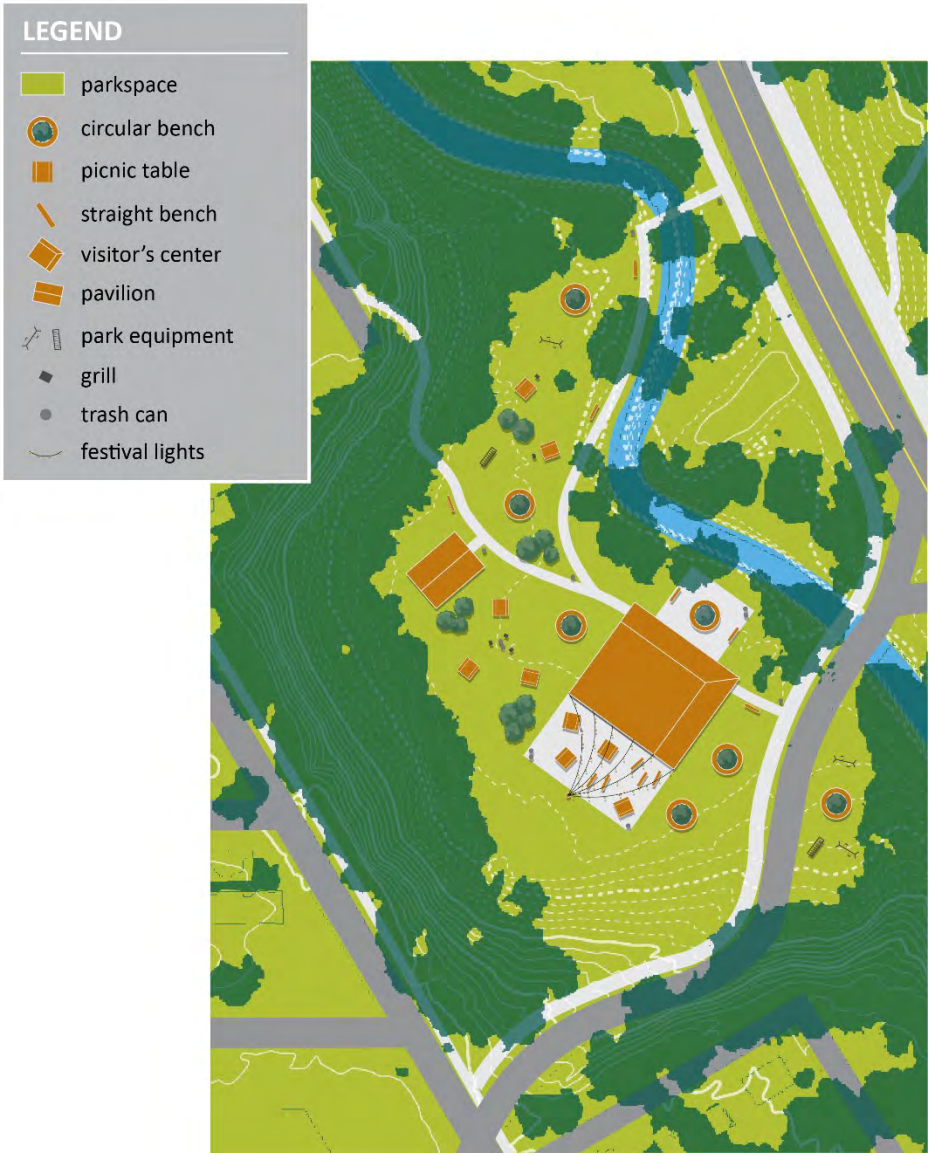


Figure 28. Proposed Site Plan Aerial Image, Sowinski Park

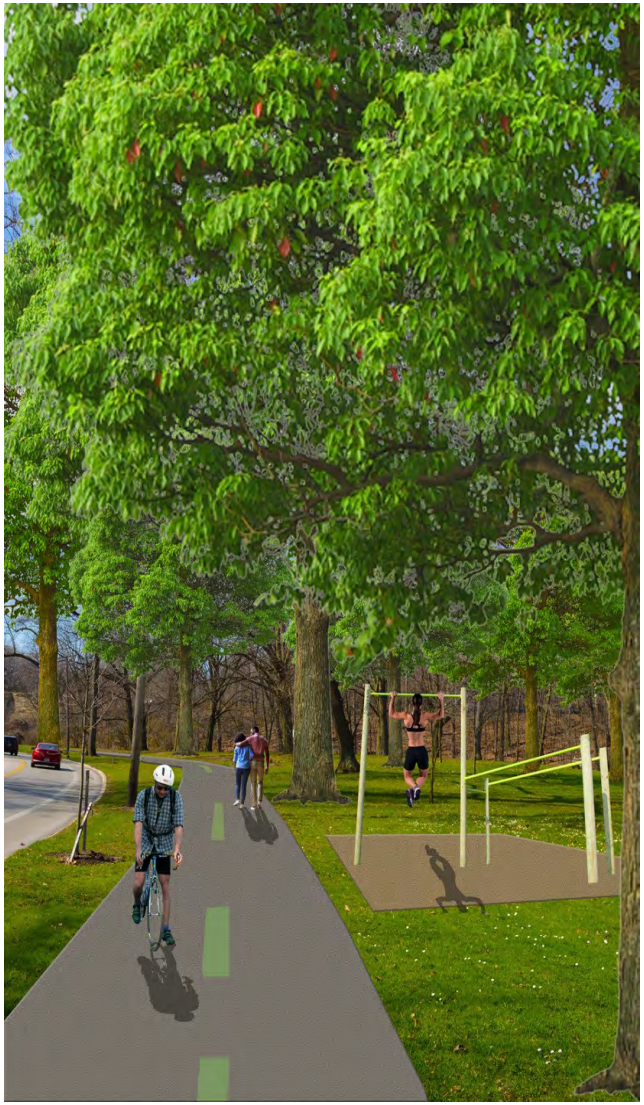


Figure 29. Proposed Bike Lane and Workout Area Rendering

Bus Shelter Activation

Figure 30. Proposed Bus Stop Inspiration
Top from Left to Right
Figure 30-1. Data Source: https://divisare.com/projects/327535-robert-maschke-architects-gordon-square-bus-shelter
Figure 30-2. Data Source: http://www.arlingtonpublicart.org/bus-stop-art
Figure 30-3. Data Source: https://www.adsoftheworld.com/media/outdoor/absolut_lemon_drop_bus_stop
Figure 30-4. Data Source: https://www.pinterest.com/pin/569635052852482760/
Bottom from Left to Right
Figure 30-5. Data Source: http://www.arlingtonpublicart.org/bus-stop-art
Figure 30-6. Data Source: https://www.pinterest.com/pin/509258670350761607/
Figure 30-7. Data Source: https://www.pinterest.de/pin/613122936753558644/

The bus shelters surrounding the study area are currently underutilized connections to the parks.

Public art at each bus stop surrounding the parks could connect eastside neighborhood residents to the parks. East Side Parks Conservancy could partner with local artist groups like the Glenville Arts Campus who could spearhead the transformation from bus shelters to art stops. The Glenville Arts Campus is an assemblage of the Center for Arts-Inspired Learning, Studio 105, Twelve Literary Arts, and ThirdSpace Action Lab, which is an art-focused collection of businesses and nonprofits that could mutually share their missions and visions by activating the bus shelters with local artwork and inspiring messaging.

The same collection of artist, creatives, and makers could also activate the bus shelters with art installations such as green roofs or swings which, in a unique way, extends the park into the neighborhoods.

The green roof further connects the neighborhoods to the east side parks, specifically Rockefeller Park's cultural gardens.

Bus shelters are a place where riders naturally congregate as they wait for the bus. Rather than a static space, there is an opportunity to create an interactive space by installing swings.

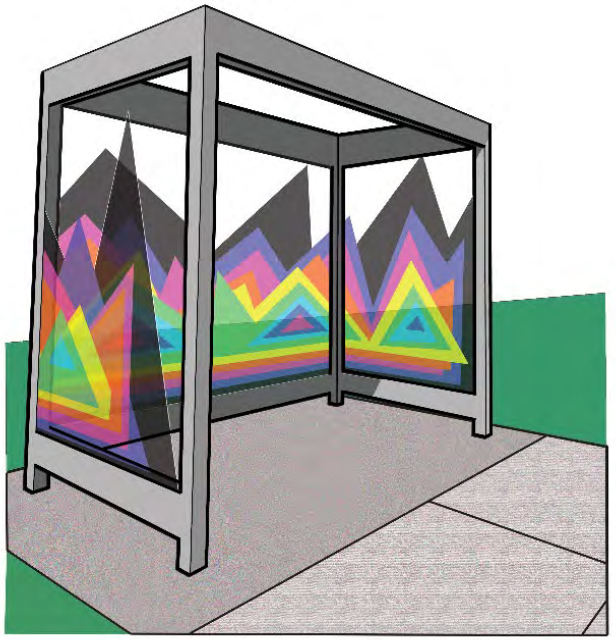


Figure 31-1. Proposed Art Stop

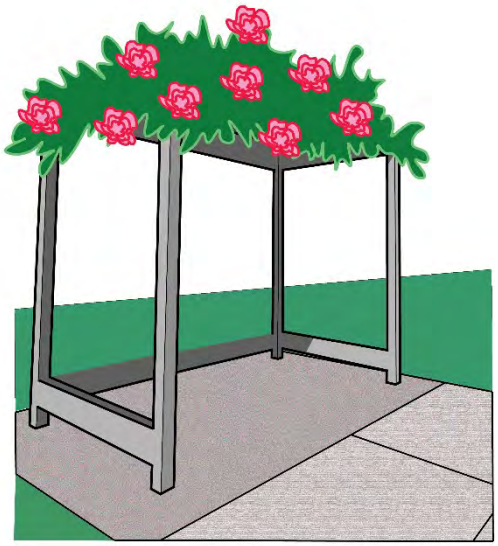


Figure 31-2. Proposed Garden Stop

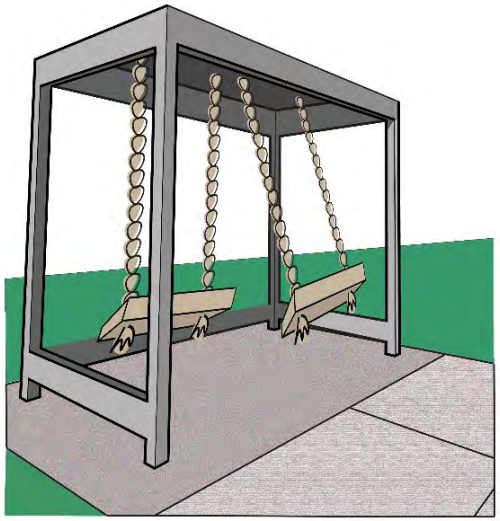
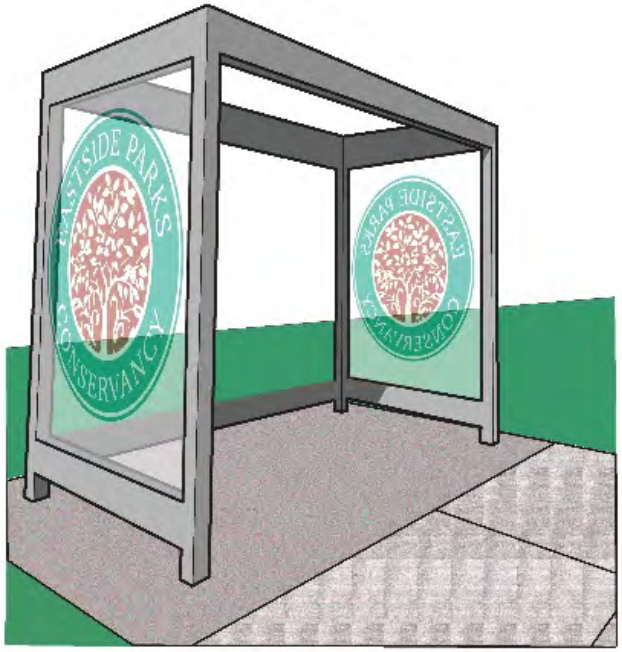


Figure 31-3. Proposed Interactive Stop

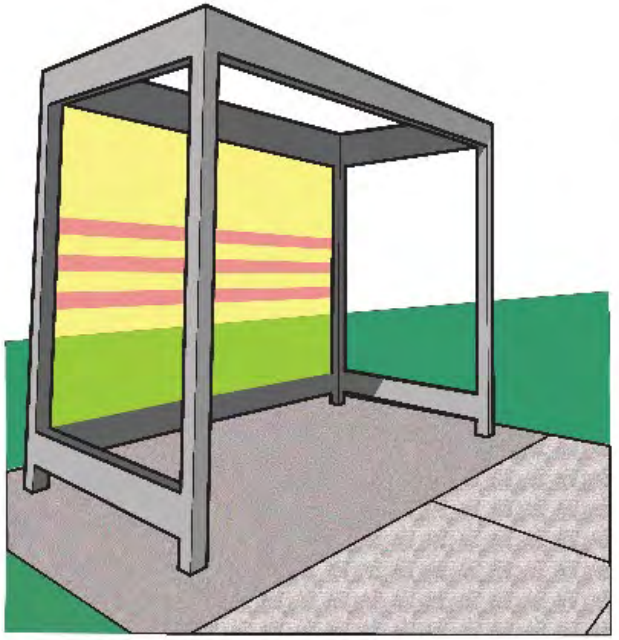
The art stops could be changed annually, quarterly, or monthly, to keep the bus shelters engaging and refreshing. The rotating local art, inspiring messaging, and installations would keep both the local artists, riders, and residents engaged to the bus shelters. Generating ownership and stewardship. The shelters could become areas of expression that artists, riders, residents, and visitors would want to see as they are changed. Creating an opportunity for organic movement around and throughout the parks as people embark on an "art tour."

At a minimum, the bus shelters should be advertisement of the parks. The shelters could be simple East Side Parks Conservancy Logo. Additionally, the bus shelter could

promote future cultural gardens. The Vietnamese Cultural Garden has been proposed. For more than five years, the Friendship Foundation of America has been engaged with The Cultural Gardens Federation and the Vietnamese American community to create a garden. In August 2015, the Vietnamese Garden committee and the Cleveland Cultural Garden Federation gathered in Rockefeller Park around a flag representing all of Vietnam. The care, effort, and time the Cultural Gardens Federation, partners, residents, and visitors dedicate to create a beautiful and educational park that is inclusive for all in unmatched. The bus shelters could be wrapped in features, figures, and flags that represent the many cultural gardens in Rockefeller Park. This would extend the gardens' planning into the neighborhoods and make a connection to the residents and visitors.



31-4 Proposed Art Stops



31-5 Proposed Art Stops

Tree Canopy

As the Cleveland area become increasingly urbanized, important tree canopy has been lost and current trends predict the continued loss of canopy. Trees help to mitigate air pollution, provide visually appealing aesthetics, and reduce effects of urban heat islands (Amelia Tree Conversancy, 2017). Before making formal recommendations to improve tree canopy, a current conditions inventory was completed to prioritize implementation strategies. According to The Cleveland Tree Plan, existing tree canopy in the Cleveland area was at 19% and is projected to decrease to 16% by 2030. More specific to the study area, Glenville, Hough, and St. Clair Superior neighborhoods lost 2.5%, 3.7%, and 1.2% tree canopy between 2011 and 2017, respectively (Urban Tree Canopy Assessment, n.d.). In conjunction with other planning efforts outlined in this document, increasing and maintaining tree canopy is a top priority for the entire study area. Rockefeller Park is known for its century old trees that add character and aesthetics to the area. However, new tree plantings need to be done to replace older trees that may be at the end of their life span. To the contrary, sites including Gordon Park and First Energy Site lack a strong baseline of existing tree canopy. Development proposals for First Energy Site aim to include street trees that help mitigate stormwater runoff and improve proposed green space. However, in order to change the trajectory of declining tree canopy in the area, larger trees that are versatile and native to the area need to be planted in proposed natural areas, recreation areas, and in the surrounding neighborhoods. Trees are of high importance when considering recreation and environmental improvements in north Gordon Park, as they will provide shade and soil stability. After proper remediation on the First Energy Site, approximately 18 acres of trees can be planted with proper funding. With involvement from government agencies, community members, and environmental non-profits, tree plantings in the study area the goal of 30% tree canopy by 2030 can be achieved.

Green Infrastructure

The implementation of green infrastructure is important when considering improvements to the natural environment. The intersection of human interaction and environmental success is dependent on a symbiotic relationship between the natural world and human use of the land. Green infrastructure is a blanket term here to describe specific types of stormwater management features, energy efficient installations, and natural improvements to an area. Multiple studies and grant applications have been submitted to enhance stormwater infiltration and green space in Rockefeller Park. In 2009, O'shea and Wilson Siteworks worked with regional stakeholders to propose multiple green infrastructure improvements that improve the ecology of Doan Brook and help connect adjacent neighborhoods to the park Suggestions along MLK Jr. Drive included rain gardens adjacent to multi-purpose trails, stepped ponds that act as stormwater infiltration systems, and terrace gardens that line the channelized area of Doan Brook, creating a more natural transition from the street to the Brook (O'shea Wilson Siteworks, 2009). The terrace gardens also act as a barrier to fluctuating water levels and mitigate flooding. In addition to Sitework's proposal, Famicos Foundation engaged in a grant application through Northeast Ohio Regional Sewer District's Green Infrastructure Grant Program. This program aims to provide funding for green infrastructure projects for

non-profit organizations. In 2015, Famicos applied for a $110,000 grant for the Vacant Parcel Community Park project on adjacent vacant parcels close to the park. The project aims to reutilize a vacant parcel that was passed on to the foundation through the Cuyahoga Land Bank. The project will create recreation opportunities for children while using cost-effective, green infrastructure. Project ideas include stormwater street trees to reduce runoff, pervious pavement, and an oval lawn that creates natural recreation opportunities for families and children (Famicos Foundation, 2014). This project is an excellent example of adaptive re-use and should be considered for other vacant areas around the park. Because green infrastructure is such an important concept for any recreation or natural improvements, any plans for the enhancement of Rockefeller Park must follow recommendations from past proposals and plans

Development

East Side Parks Gateway – E 82nd and Broad Avenue

The catalyst to the redevelopment of the Eastside Parks Partnership is a new mixed-use development along the north end of E 82nd and St. Clair Avenue. A state-of-the-art project at the mouth of Rockefeller park and the base of Gordon Park will incorporate a community visitors' center along with first floor home grown retail, dining, entertainment and residential units on higher floors. This ideal location, being perched atop of Broad Avenue, offers great easterly views into Rockefeller park; views north will look directly into Gordon park from all floors and views of Lake Erie on upper floors. The west side of the development with have unobstructed views of the Cleveland downtown skyline. The location of the project sits directly adjacent to the tunnel we plan reopen to pass underneath the rail tracks and into Gordon Park. Reopening this tunnel gives both the entire St. Clair-Superior Neighborhood and our development direct access to the park.

A new development project would be taken on by a developer being in an opportunity zone the developer can utilize tax credits and incentives. A new development should tap into the history and culture of the neighborhood by dedicating a portion of retail and entertainment development to entrepreneurs who have neighborhood ties to reinvest in the community. A new space should also house business and start up training led by an organization like Gener8tor. A cornerstone of the new construction is one of two new east side park visitors' centers for residents to access to this modest buildout of 5,000 square feet of open space for events, school activities, picnic areas for cookouts and private rentals available for celebrations and events.

Charles H Lake – Development

The former site of the Charles H Lake School at 93rd and Hillock, which was torn down in 2007 to make way for new development that never happened. The lot is still owned by the board of education and is a fantastic opportunity for residential development infill. Being the largest single vacant parcel in Glenville, directly adjacent to Sam Miller Park and surrounded by some of the higher occupancy rates in the Eastside Parks neighborhood this lot is a prime opportunity to further develop the neighborhood. Based on local market analysis, developing both single family and two-family homes to meet demand in the neighborhood. A Low-Income Housing Tax Credit developer like Cleveland based PIRHL could develop these housing units on this 3.5-acre site to transform the neighborhood.

Carrie Cain Infill Development

Furthering the development of the St. Clair-Superior neighborhood is imperative to the success of the East Side Parks. The 2013 Village Project Plan outlines the need for creating affordable and accessible homes, defining the character of a communal neighborhood, celebrating the culture of the place through stories and traditions. All of these goals still exist and desperately needed around the Carrie Cain Park at Sowinski Ave and E 79th St. This neighborhood is in need of revitalization, between the blocks of Bellevue Ave. and Pulaski Ave there are 179 total parcels with only 48 homes, 6 of which are already owned by the Famicios Foundation and the remaining 131 properties are owned by the land bank. Using a local community development corporation like the Famicos Foundation to create a housing trust to develop new housing stock through receivership will allow local community member to move into more stable and safe homes while attracting new residents to the neighborhood.

E 105th Street Business Corridor

To continue the success the Glenville Circle North development has brought on the Glenville community an initiative to bring new businesses to E 105th business corridor is vital. Attracting new businesses to the street while existing businesses take advantage of programs through the City of Cleveland like the Storefront Renovation Program, loans through the Economic & Community Development Institute and aid through the Famicos Foundation will help the entire neighborhood thrive.

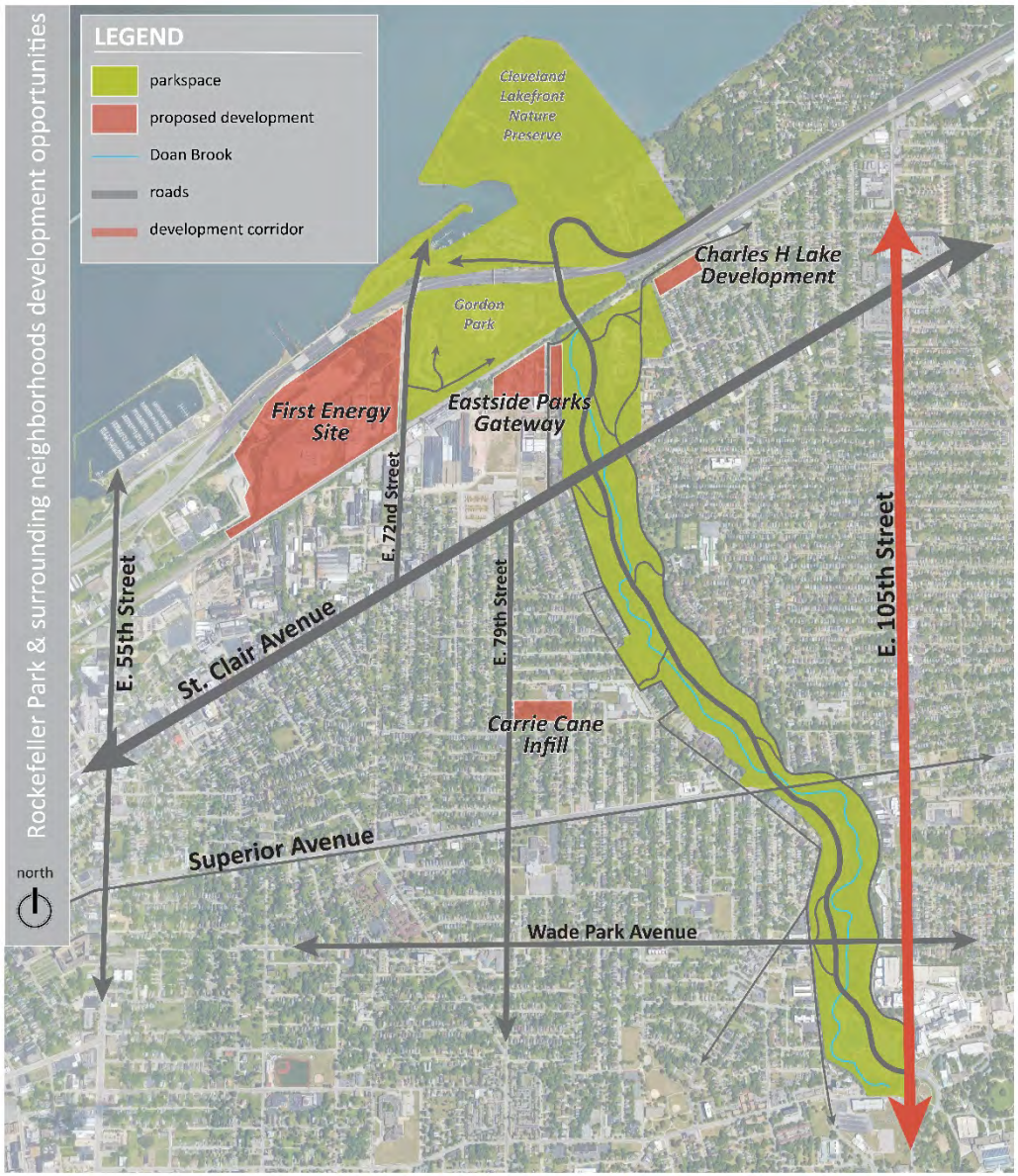


Figure 32. Rockefeller Park & Surrounding Neighborhoods Development Opportunities

Strengths Weakness Opportunities and Threats Analysis of Existing Cultural Businesses, Economic Drivers, and Opportunities

Strengths

- Rockefeller Park is located near University Circle which is home to various influential anchor institutions which include Museum of Contemporary Art (MOCA), The Natural History Museum and Cleveland Clinic offices.
- Recently developed Glenvillage located at E 105th and Ashbury Avenue in Glenville (a mixed-use business incubator, with residential units and retail) is a start to small business development and entrepreneurship stimulation
- Cultural Gardens which could take a greater role in the adjacent neighborhood development

Weaknesses

- Lack of established local small business development around Rockefeller and surrounding areas
- Lack of start-up development and start-up funds for businesses to get off and running
- Weak economic opportunities and structures in place as well as funding (Specifically small business funding is lacking locally)
- Weak access points for smooth access to Rockefeller Park to surrounding businesses
- No promotion of local businesses in Rockefeller Park
- Lack of awareness of small businesses, neighborhood businesses and surrounding development opportunities

Opportunities

- Glenvillage area
- Use the already existing areas of opportunity and especially the designated “Opportunity Zones”
- Future development and awareness of the Lakefront and Gordon Park
- Includes sections of Mayor’s Neighborhood Transformation Initiative Plan (including Glenvillage, Circle North)
- Utilizing large opportunity areas such as the East 105th corridor, Edges of Gordon Park, capitalizing on current cultural strengths of Rockefeller Park

Threats

- Lack of local business promotion throughout the surrounding communities and neighborhoods
- Per this study’s public survey, safety concerns and the areas poor perception among residents has led to residents and stakeholders avoiding the area all together
- Limited city budgets could lead to a reduction proper maintenance which could potentially reduce park visitation
- A high presence of vacant property in the surround neighborhoods (AECOM, 2017)

Rockefeller Park

Activation

Economic Development Nodes and Corridors

E 105th Street is established as a revitalized commercial corridor in the City's Thrive 105|93 Plan. Incremental and infill development will create opportunities for locally owned real estate and businesses as well as neighborhood services along both St. Clair Avenue and E 105th. The development nodes indicated will likely make use of private and institutional investors as well as the new transit line.

Doan Brook Estuary

The Doan Brook Estuary has been proposed by the Doan Brook Watershed Partnership, who also commissioned a feasibility report. Re-naturalizing and daylighting this portion of Doan Brook instead of keeping it culverted under the Lakefront Nature Preserve allows for unique educational and environmental opportunities within the newly established Eastside Parks System.

Enhanced Multipurpose Path, Active Exercise Trail, and Lake Erie Water Trail

The existing paths lining MLK Jr. Drive are too narrow to sustain much comfortable activity. A proposed 15-foot wide multipurpose path to the east of MLK Jr. Drive and an 8-foot wide path to the left would allow a comfortable amount of space for multiple activity types at once, including biking, running, and walking. An active exercise portion is also proposed on the eastside of MLK Jr.

Figure 33. Proposed Activation Map, Source: Google Maps for Base Map

Drive, with physical exercise equipment stationed throughout. Lastly, the Cleveland Metroparks-proposed Lake Erie Water Trail identifies a potential stop at and passage through Gordon Park. Figure 34 shows but one example of a newly designated recreational node within Rockefeller Park, and how it can be activated to host a range of activities like grilling and gathering.

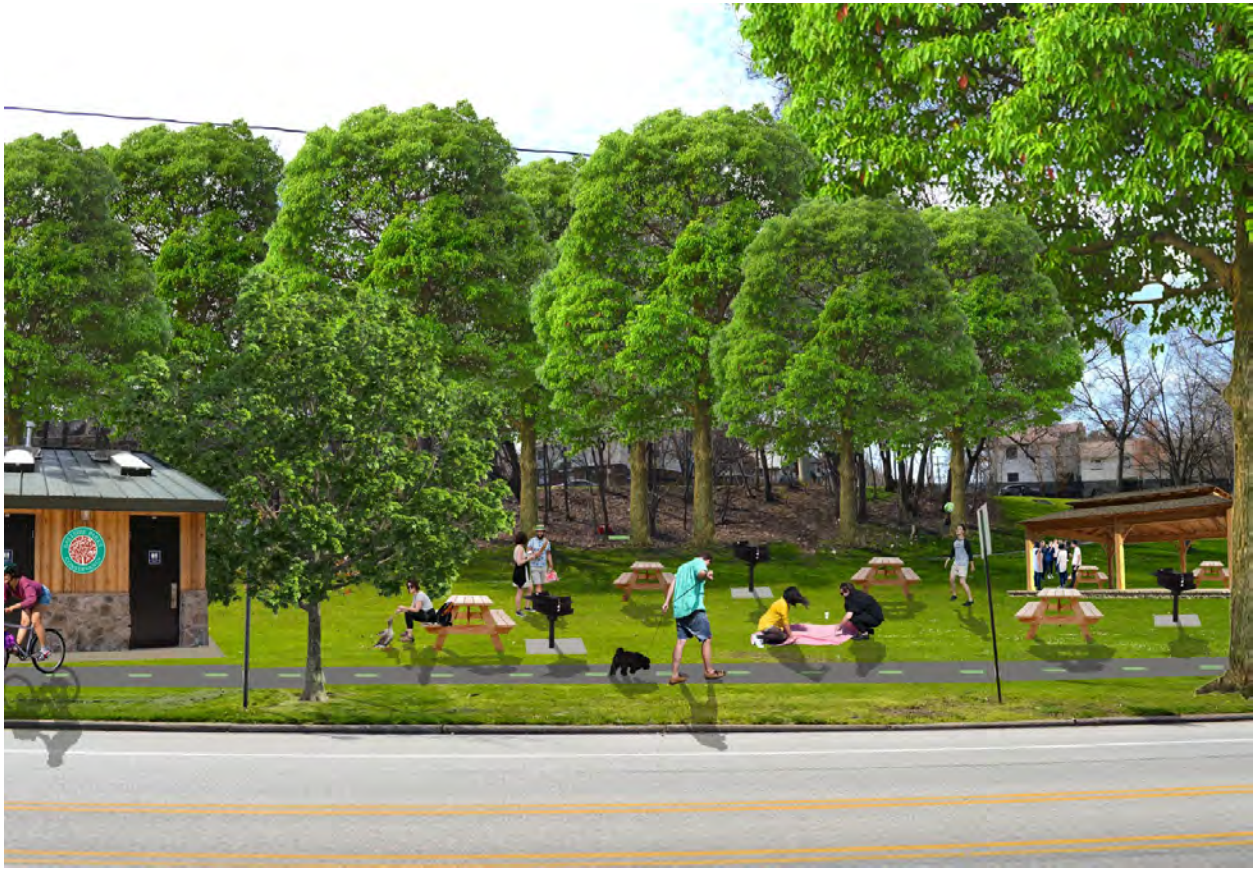


Figure 34. Visitor Center Enhanced Activation Rendering

Visitors Center and Development Options

A Visitors Center for Rockefeller Park and the Cultural Gardens has been a hotly debated topic among stakeholders for years. Providing a central or gateway location within the expanse of park system creates an obvious focal point for visitors and a gathering place for the surrounding neighborhood communities. It also presents educational and commerce opportunities.

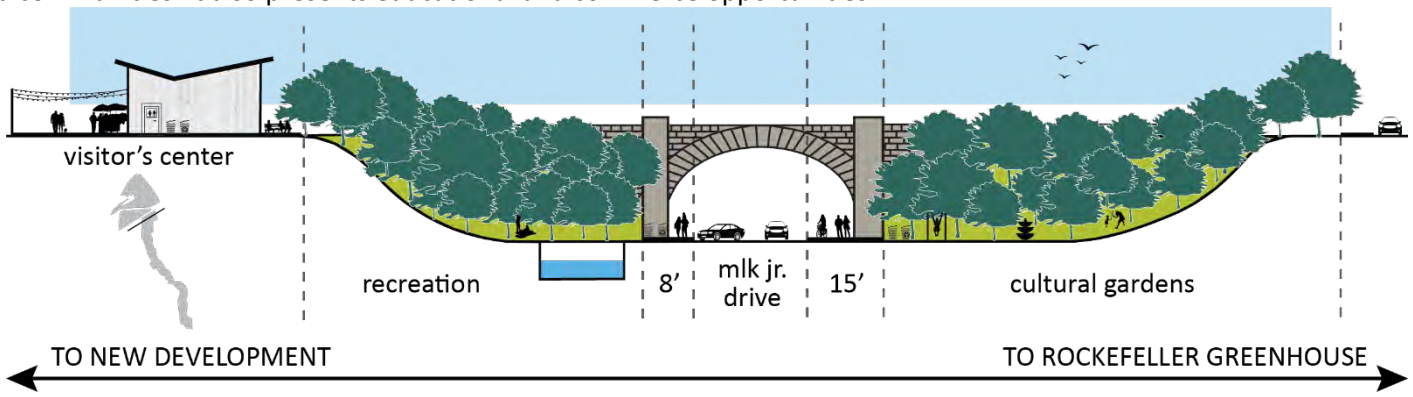


Figure 35. Visitor Center Transect Option 1 "Gateway"

Both Visitor Center and recreational activation options generally provide the same amenities, including but not limited to restrooms, trash and recycling receptacles, widened multipurpose paths and trails, parking, benches, and places for rest and gathering.

Option 1, the "Gateway" option, establishes a park "starting point," has room for additional parking, and is integrated with the overall cultural commerce center being developed in this area. Option 2, the "Central" option, on the other hand, is centrally located within the park, integrating with its surrounding natural environment rather than commercial development, offering more opportunities for recreational programming.

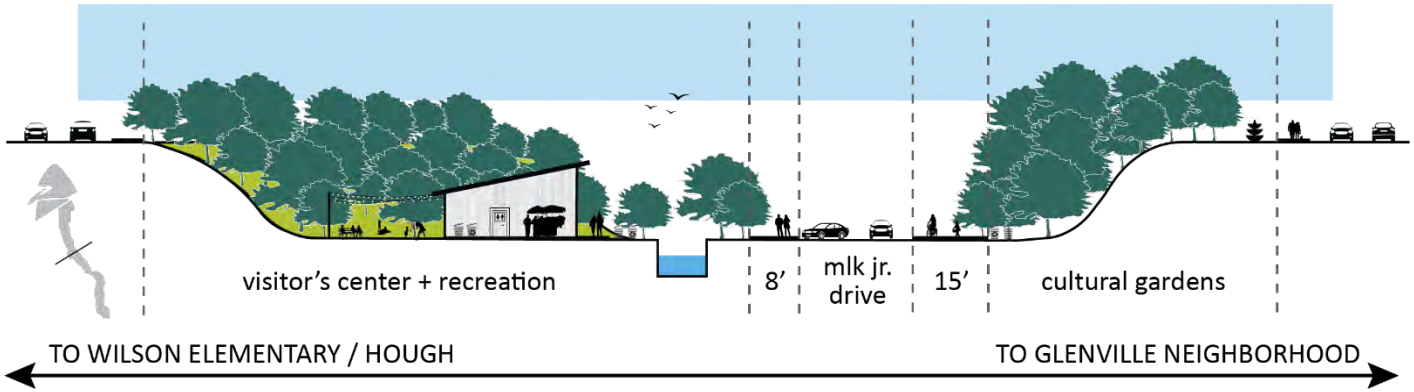


Figure 36. Visitor Center Transect Option 2 "Central"

Visitors Center Financials

Visitors Center Parameters

Figures 38 and 39 are based on estimates acquired from commercial real estate professionals and some estimates which will be explained for each level of financing. The buildout for the visitor center is modest with most of the usable square footage being utilized as open area. This gives the center flexibility in use. Guest can use it as a place to meet up and take a break and get out of the elements. Because of the open area concept, organizations can utilize the space for events as well as wedding and family gatherings. The building size is 5,000 square feet (SF) with a timber base and frame. As stated earlier, there are two potential locations. This section provides the totals estimated for each project location. Each project has a cash gap which can be financed by the funding options listed in the funding sources in the Appendix J. Please see Appendix H for the fully financial summary.

Figure 37. Visitors Center Rendering, Source: University Circle Incorporated

East 82nd Location Construction Costs

East 82nd Location	
Total Square Footage	5,500 SF
Site Acquisition	$20,400.00
Total Construction Cost	$1,300,000.0
Total Capital Budget	$1,320,400
Total Operating Expenses	$98,300.00
Total Income	$131,500.00
Net Operating Income	$33,200.00

Cash on Cash Summary	
Project Cost	$1,320,400
Allowed mortgage based on cost	$4,829
Additional Equity needed	$1,315,571
NOI	$33,200
Annual Debt Service	$272
Net annual before tax cash flow	$32,928
Cash on Cash Return	3%
Desired ROR	8%
Cash needed	$1,315,571
Cash on hand	$500,000
Cash gap	($815,571)

Figure 38: East 82nd Visitor Center Financials

Total construction costs and operation costs for the first year are outlined in Figure 38. Total construction costs include the construction of the center as well as the purchase of a parcel to the south of Broad St. which will be needed for exterior structures, such as parking. Acquisition costs were collected from the assessed value located on Cuyahoga County's Parcel Viewer map (Cuyahoga County Auditor, 2020). The assessed value of parcel number 108-01-003. The E 82nd location had 500 extra square feet added to accommodate 50 parking spaces. Estimated cost for each spot is $4,000. Cost per square foot of building construction was estimated at $200/SF. Total cost of construction equated to $1,320,400.

East 82nd Street Location Operating Costs & Estimated Income

Total operating expense was estimated using Cleveland Metroparks 2018 Financial report. The E 82nd visitor center assumptions inflated their 2018 total park operating expenses to real dollars. Then divided the total square footage that Metroparks owns buy the park operating expenses to find a price per square foot, which equated to $19.66 per square foot. COSTAR market reports were also reviewed to find average operating costs, which provided a commercial operating cost of $15.17 per square foot. The larger figure was selected because the number is more conservative and was found using figures from an organization with similar use. Total income stems from a mix of one day weekday events, weekend events and weddings. The Cleveland Metropark pavilion rental prices to rent the visitor center were used. These prices are modest ranging from $150 weekday rental, $225/weekend day rental, and $1,200 for wedding whole weekend rental. Rental prices were kept low to accommodate residents in the surrounding neighborhoods of low to moderate income. This income also includes donation from general public and potential large donors.

East 82nd Street Location Cash on Cash Summary

The Cash on Cash Report above (Figure 38) is outlining the loan financing to construct the Visitor Center at the E 82nd location. Financing include a cap rate of 5.5% and an 80% loan to value ratio. Total project cost is still at $1,320,400. This study assumed the organization taking the lead on

this project will invest $500,000 in equity to invest in the project leaving a cash gap of $815,571. Potential funding sources are listed at the end of this section as well as in Appendix J.

Sowinski Park Construction Costs

Sowinski Park	
Total Square Footage	5,250 SF
Site Acquisition	-
Total Construction Cost	$1,200,000
Total Capital Budget	$1,200,000
Total Operating Expenses	$98,300
Total Income	$115,750
Net Operating Income	$17,450

Cash on Cash Summary	
Project Cost	$1,200,000
Allowed mortgage based on cost	$2,538
Additional Equity needed	$1,197,462
NOI	$17,450
Annual Debt Service	$143
Net annual before tax cash flow	$17,307
Cash on Cash Return	1%
Desired ROR	8%
Cash needed	$1,197,462
Cash on hand	$500,000
Cash gap	($697,462)

Figure 39: Sowinski Park Visitor Center Financials

Construction cost assumptions remain the same as at the E 82nd site, but there are no acquisition costs associated with this site because the park is owned by the City of Cleveland. The number of parking spaces was reduced from 50 to 25 due to lack of space at Sowinski Park. There is potential for shared parking opportunities at the Wilson Elementary School location and the proposed Carrie Cain Infill development site. These new assumptions reduce total construction costs to $1,200,000.

Sowinski Park Operating Costs & Estimated Income

Operating cost assumptions remain the same as at the E 82nd site.

Sowinski Park Cash on Cash Summary

The cash on cash summary has the same assumptions and same amount of equity, $500,000, invested in the project construction. The cash gap at the Sowinski park location comes out to $697,462. This has a lower cash gap than the E 82nd location, however the Sowinski park location comes with issues, such as negotiating shared parking agreements and some issues with the topography.

Funding Sources

As seen in Figure 38 and 39, each project has a large cash gap. To successfully fund this project the organizations funding will have to invest more equity than the assumed $500,000 or find other sources of funding. Below are some examples of funding sources.

- Cuyahoga County Supplemental Grant Department of Development 2020
  - This is a competitive grant which is award Cuyahoga County municipalities to help pay for special projects such as streetscaping, park construction and acquisition and demolition

- Donations
  - Charitable donation from various organizations and individual throughout the region
- Ohio Community Development Block Grant Development Fund
  - The state of Ohio offers funding from their CDBG allocation for public facility improvement projects which improve parks
- Jobs Ohio Loan and Grant Fund, which would be best utilized at E 82nd Street location
  - Support to help accelerate and redevelop sites in Ohio. Eligible cost include demolition, environmental remediation, building renovation, site preparation and infrastructure.
- ODNR Nature Works – Outdoor Recreation Facility Grants (Ohio Department of Natural Resources, 2020)
  - Projects are funded through the Ohio Parks and Natural Resources Bond and provides up to 75% reimbursement assistance to municipalities for acquisition, development and rehabilitation of recreational areas. Specifications include the applicant must have proper control of property.

Beautification

Benches

Figure 40. Proposed Bench Inspiration
Top from Left to Right
Figure 40-1. Data Source: https://www.boredart.com/2019/07/unboring-park-bench-designs-which-are-extraordinary.html
Figure 40-2. Data Source: https://www.boredart.com/2019/07/unboring-park-bench-designs-which-are-extraordinary.html
Figure 40-3. Data Source: https://www.pinterest.com/pin/AYmvFsxOtlhAb19u9TqNnQstVOGUbRdJWSmYgmGQCDMdqgxAgATd5MA/
Bottom from Left to Right
Figure 40-4. Data Source: https://www.boredart.com/2019/07/unboring-park-bench-designs-which-are-extraordinary.html
Figure 40-5. Data Source: https://www.pinterest.com/pin/703335666789356819/
Figure 40-6. Data Source: https://www.instagram.com/totembrooklyn/?hl=en

A common theme expressed by both the public and stakeholders was that there is a desire for additional picnic areas in Rockefeller park. Benches in Rockefeller Park could be multipurpose and create a space for picnics.

The topography of Rockefeller Park is challenging. The park is nestled between two hills, with the cultural gardens starting in the valley and extending up the side of the hills spilling over into the neighborhoods that are perched at top. To take advantage of the topography, benches can be built into the hill, which connects the neighborhoods at the top of the park's hills.

Benches could also surround a garden on all four sides, giving residents and visitors an option to which side they would like to sit on. Since Rockefeller Park is nestled between two hills, no matter which direction you are facing, there is something breathtaking to look at. Currently, the benches in Rockefeller Park only give the option to face one direction, which is across MLK Jr. Blvd. to the opposite hill's cultural gardens. This is a fine choice, but by having a bench that gives the option to face any direction, residents and visitors could choose to have Martin Luth King, Jr, Blvd. to their back truly escape into the park. Additionally, people are more like to use public realm, including benches, if they have an option to make their own decision on how to use the space.

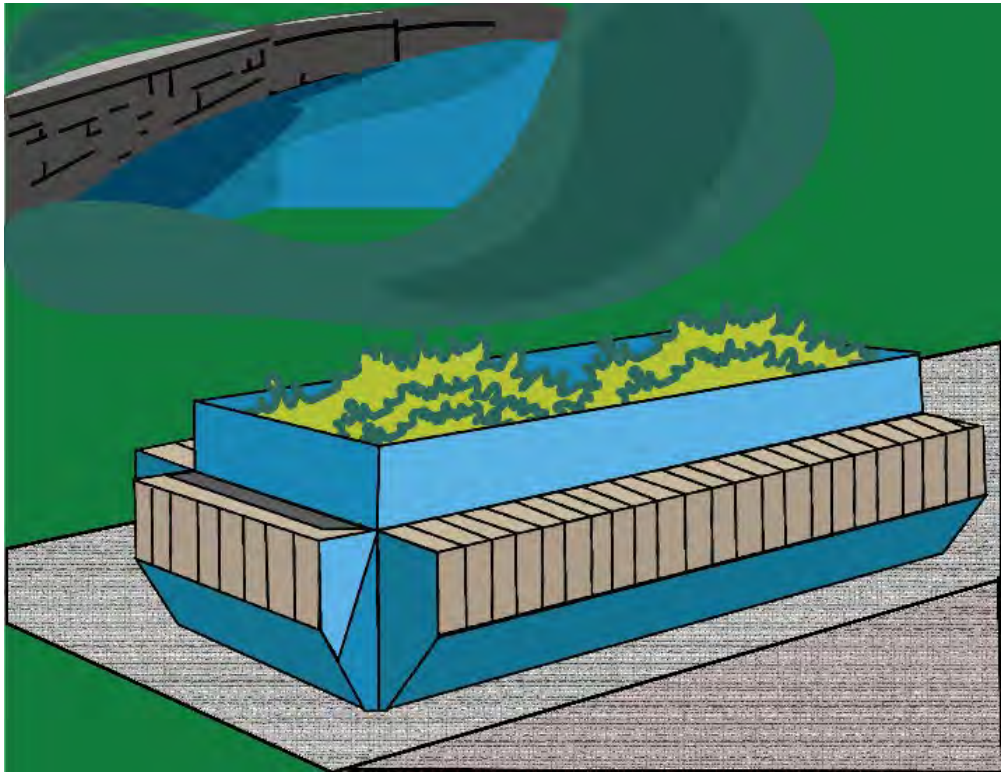


Figure 41: Proposed Bench

Lighting

A common theme expressed by both the public and stakeholders was that there is a need for additional lighting in the park so that people feel safe at night. To create a unique sense of place, the East Side Parks Conservancy could partner with local artist groups like the Glenville Arts Campus to create unique light installations. The Glenville Arts Campus is an assemblage of the Center for Arts-Inspired Learning, Studio 105, Twelve Literary Arts, and ThirdSpace Action Lab, which is an art-focused collection of businesses and nonprofits who are adjacent to Rockefeller Park. The Glenville Arts Campus is an arts engine that could develop creative light installations that generate a feeling of safety for residents and a unique experience for visitors.

The light installations would also create organic movement throughout the parks as people embark on a night "art tour".

Figure 42. Proposed Lighting Activation Inspiration
Top rom Left to Right
Figure 42-1. Data Source: https://www.getcreativesanantonio.com/Public-Art/Public-Artworks-Map/Public-Artworks-List/Public-Artwork/Article/283/Light-Channels
Figure 42-2. Data Source: http://www.pandoralacassedesign.com/
Figure 42-3. Data Source: https://www.clevelandpublicsquare.com/prismatica
Figure 42-4. Data Source: https://dcist.com/story/18/12/07/let-there-be-light-two-interactive-art-installations-brighten-yards-park/
Bottom from Left to Right
Figure 42-5. Data Source: https://www.google.com/search?q=johnstown+pa+bridge+light+up+&tbm=isch&ved=2ahUKEwjcnYWQmZ7pAhWQE80KHdgWAQcQ2-cCegQIABAA&oq=johnstown+pa+bridge+light+up+&gs_lcp=CgNpbWcQAzoECAAQHjoGCAAQCBAeUJdBWNlHYMFIaABwAHgAgAFliAHZBZIBAzkuMZgBAKABAaoBC2d3cy13aXotaW1n&sclient=img&ei=pyGyXpyuC5CntAbYrYQ4&bih=603&biw=1229&rlz=1C1GCEA_enUS795US795#imgrc=VD5kWtsuT3KlOM
Figure 42-6. Data Source: Singapore Night Light Festival
Figure 42-7: Data Source: https://navypier.org/event/passage/

During the Great Depression Works Project Administration helped revitalize the aging Gordon Park and connected it to Rockefeller Park and Wade Oval Park through a series of stone bridges. These old stone bridges exterior and interior can be actively or statically lit, paying homage to the history by creatively illuminating the façade and not altering it. The bridge light installation could be created by local artists, creatives, and makers. Additionally, they could create lit up seating and interactive light installation. By engaging local artists, creatives, and makers ownership and stewardship is generated for the park.

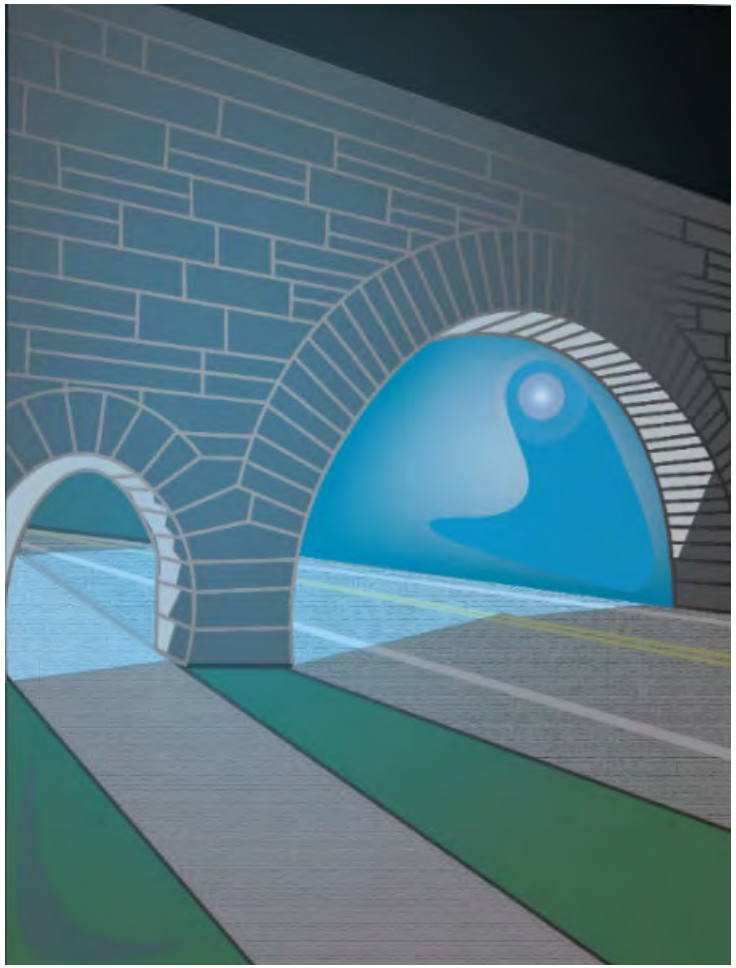


Figure 43: Proposed Activated Bridge

Gordon Park & Lake Front Park

Strengths Weaknesses Opportunities and Threats Analysis

Upon reviewing the current conditions of the park along with associated plans, four environmental goals were identified:

- Naturalization of green space
- Increase in tree canopy
- Decrease stormwater runoff/Increase stormwater retention
- Enhance ecosystem services through daylighting Doan Brook and creation of a habitat corridor

Changes to Gordon Park can begin to work toward these solutions, in addition to supporting the directions outlined in the Cleveland Metroparks 2020: The Emerald Necklace Centennial Plan and the Cleveland Harbor Eastern Embayment Resilience Study (CHEERS).

A Strengths, Weaknesses, Opportunities, and Threats analysis revealed the following:

Strengths	Weaknesses
Large amount of space Already utilized for CMSD sports Location adjacent to parks with various supporting amenities, allowing for passive and active recreational spaces Popular within the community for car shows Large areas of greenspace available for conversion to native plantings Space provides areas for social distancing	Poor connections to thoroughfares Park is bisected by railroad and freeway South park is cut off from access to lake, nature preserve, and neighborhoods Low utilization Lack of sidewalks connecting neighborhood to park Abandoned aquarium, in extreme disrepair is highly visible from freeway and is a potential deterrent to visitors
Opportunities	**Threats**
Potential to effectively connect park by moving I-90 to the south or by creation of a land bridge High visibility from freeway could allow for high-profile location for effective marketing Shifting highway or creation of land bridge over I-90 would create expanded facilities with lakefront access Creating ingress/egress points at MLK Jr. Blvd would improve accessibility to the park Development of First Energy site may promote additional use Cuyahoga County Lakefront Public Access Plan will potentially bring many more visitors to the area Two Lake Erie Water Trail Paddle Access Points (Gordon Park North and E. 55th Marine) will potentially bring many move visitors	Population loss in surrounding neighborhood could lead to lower of use Inaccessibility may lead to nefarious activity (fewer “eyes on the street”) Lake of funding City priorities shifting away from recreational facilities due to pandemic

Figure 44: Gordon Park SWOT Analysis

Moving forward, Gordon Park can create a meaningful space for residents while expanding on environmental and ecological efforts protecting wildlife and water quality.

Enhance the lakeshore as a dynamic community asset. The lakeshore on the east side of Cleveland is generally inaccessible to residents and visitors. By expanding recreational opportunities at Gordon Park both north and south of Interstate 90 (I-90), there is the potential to draw visitors to the lakefront and provide a space for gatherings and outdoor enjoyment. With the kayak drop planned at Gordon Park north, having additional assets will make the park a destination rather than a pass through.

Create a safe and attractive connection between Gordon Park north and south. Creation of a land bridge will provide an easy, safe, and attractive space to walk between the two parks, opening up access to the lake from the neighborhoods as well as access to the Gordon Park south for those arriving via the water trail or visiting the waterfront. This will also provide an additional opportunity to extend native plantings and support a wildlife corridor. Another option is shifting I-90 to the south, next to the railroad tracks, providing the same benefits as the land bridge on a greater scale.

Extend wildlife habitat to create a wildlife corridor. Creating a wildlife corridor will allow for existing native species to grow in population and potentially reintroduce native species that require additional habitat for existence. Bringing back native species of plants and animals will increase ecological services within the area. Sloped areas on the western side of Gordon Park and grassy areas adjacent to I-90 should be replanted with native plants and trees, creating space for the 280 species of birds and 43 species of butterflies found at the Cleveland Lakeside Nature Preserve.

Extend habitat to create a pathway for migratory birds. By providing habitat that tends past downtown, birds will be less inclined to be drawn toward the lights, disorienting them and often causing them to fly into buildings and perish. The site is located within two major migratory bird routes, and planting appropriately as well as managing lighting can provide a safe pathway for the birds. Utilizing the western slope of Gordon Park for planting native species attractive to migratory birds will encourage safer flight patterns.

Increase tree canopy. By utilizing space that is unfit for development, such as slopes and surrounding parking lots, native trees should be planted to increase tree canopy, and support the wildlife corridors and migratory bird pathways. The western portion of Gordon Park south between the parking lot and East 72nd is an slope that is unsuitable for use and provides an excellent opportunity for planting trees that will decrease erosion, remove introduced grass species, and continue to extend the habitat and encourage a migratory bird path.

Remove the dilapidated aquarium. The building is highly visible from the freeway and presents the park as an unused area of the City. Consultants should determine if any of the existing utilities remain viable for reuse, and if so, the site can be considered for restrooms, snack bar, or another reuse.

Doan Brooke Estuary

Historic Doan Brook

Doan Brook watershed was historically a dense forested area with a rich diversity of plant and animal life. However, urban pressures have minimized the riparian corridor and increased development has channelized the brook, diverting from its natural flow and course. Increased channelization of the brook has led to flooding issues in Rockefeller park, and changes in natural drainage patterns in Gordon Park. Historically, Doan Brook flowed out into Lake Erie on the western edge of what is now Cleveland Lakefront Nature Preserve (CLNP). Currently, there is a 3,300 foot-long culvert that starts at the brook's mouth and carries it under Interstate 90 and CLNP.

Estuary Feasibility

In order to daylight a portion of Doan Brook and create an environmentally engaging estuary through Gordon Park, a feasibility study by EnviroScience in 2019 emphasized the benefits to such a project, and what maintenance and cost challenges it may bring. The environmental goals for the project include increasing abundance and biodiversity of native species by offering warm shallow breeding areas, decrease flooding and erosion through backflow into the estuary, and the creation of a modified beach barrier. Compared to other brooks and creeks in the Cleveland area, Doan Brook lacks sufficient animal and vegetative biodiversity (EnviroScience, 2019). According to a study by Northeast Ohio Regional Sewer District (NEORSD), limitations contributing to low biodiversity include high velocity flows, low water quality, fish migration barriers, and lack of in-stream habitat (Doan Brook Watershed Partnership, 2013). The creation of the

Figure 45. Proposed Doan Brook Estuary

estuary hopes to mitigate these issues by providing a low flow, wide channel to encourage natural flows and natural species succession. The mouth of the estuary will aim to minimize the use of sheetpile to minimize erosion and create a natural flow of currents by constructing the estuary at a slightly higher elevation that the lake. This change in elevation creates a small riffle during baseflow and protects the estuary from high wave levels. This change in elevation also limits the amount of sediment that will backflow into the estuary, limiting dredging costs. The sheetpile would still stabilize the banks, but it would be cut back to allow for natural in and out flow from the estuary into the lake (EnviroScience, 2019). Aside from environmental goals, targeted amenities for the estuary include hiking, kayaking, and wetland education opportunities. However, it is important to consider the cost of the estuary construction and increased maintenance costs, and what funding sources may help with the project. See Figure 45 for an illustrative site diagram of the proposed estuary.

Estuary Cost

According to the feasibility study, daylighting of Doan Brook and construction of an estuary in the eastern portion of northern Gordon Park will have an estimated cost between $500,000 - $750,000. The daylighted portion will run north of Interstate 90, go back into the culvert, then lead into the proposed estuary. Current maintenance costs for north Gordon Park is approximately $2,500 a year. However, after the installation of the estuary, invasive species treatment will incur scheduled quarterly maintenance costs to prevent the spread of any invasive plant species from CLNP. Invasive sprayings are predicted to cost up to an additional $4,000 of maintenance costs (EnviroScience, 2019). The Cleveland Metroparks are encouraged to create volunteer opportunities for community members to contribute to the control of invasive species. To help aid in hard construction costs and operational expenses, Cleveland Metroparks must pursue funding from non-profit and governmental agencies. In 2018, Cleveland Metroparks was awarded $1.88 million from the Ohio Environmental Protection Agency to conserve and construct valuable wetlands (Cleveland Metroparks, 2018). Although these funds have been appropriated to other projects, the Doan Brook estuary project meets the criteria for future funds that may be offered through the EPA in the future. Additionally, and more recently, CHEERS has studied the Lake Erie shoreline to create comprehensive planning efforts for flooding, erosion, and wind challenges that the lakefront faces. The study will focus on opportunities to increase animal habitat and biodiversity through coastal habitats and shrub habitat (National Fish and Wildlife Foundation, 2019). The CHEERS study will help prioritize naturalization projects, and the Doan Brook estuary project will be considered a highly valuable and cost- effective project to help improve the Lake Erie coastline.

Proposed Improved Gordon Park

Currently, Gordon Park is extremely underutilized, but can be re-designed into thriving and well connected park. By removing the existing old Cleveland Aquarium and redesigning the existing parking lot more greenspace is available for the park. Additionally, redesigning the existing parking lot allows for access to the park not only from E 72nd Street but also MLK Jr Drive. Further, by opening the east side of Gordon Park up to MLK Jr Drive, allows the Rockefeller Park pedestrian path to extend in and around Gordon Park, which connects the two parks from a pedestrian scale. By redesigning the sports facility, which would include removing three of the five existing baseball fields, and adding a soccer field, more greenspace is available for the park. Rather than the park being controlled by an abundance of baseball fields, more greenspace allows for residents and visitors to take ownership of the park by allowing for organic activity and play in open areas. Then, the redesigned sports facility would live together with the proposed First Energy Site's sports facility, creating a downtown Cleveland sports-plex. While there are a few recreation centers or sports organizations for youth in the East Side Parks' surrounding neighborhoods, there is no overarching single youth sports organization that is inclusive to all. The East Side Park Conservancy could create and partner with a youth sport organization to activate the parks with organized sports such as baseball, football, soccer, and tennis, to connect all the surrounding neighborhoods to the East Side Parks. Rather than being divided by the park, the park can spur activity and connection by being inclusive to all.

While this is one proposal for a redesigned Gordon Park, further community engagement and research should be conducted. Gordon Park must always remain a park, but how

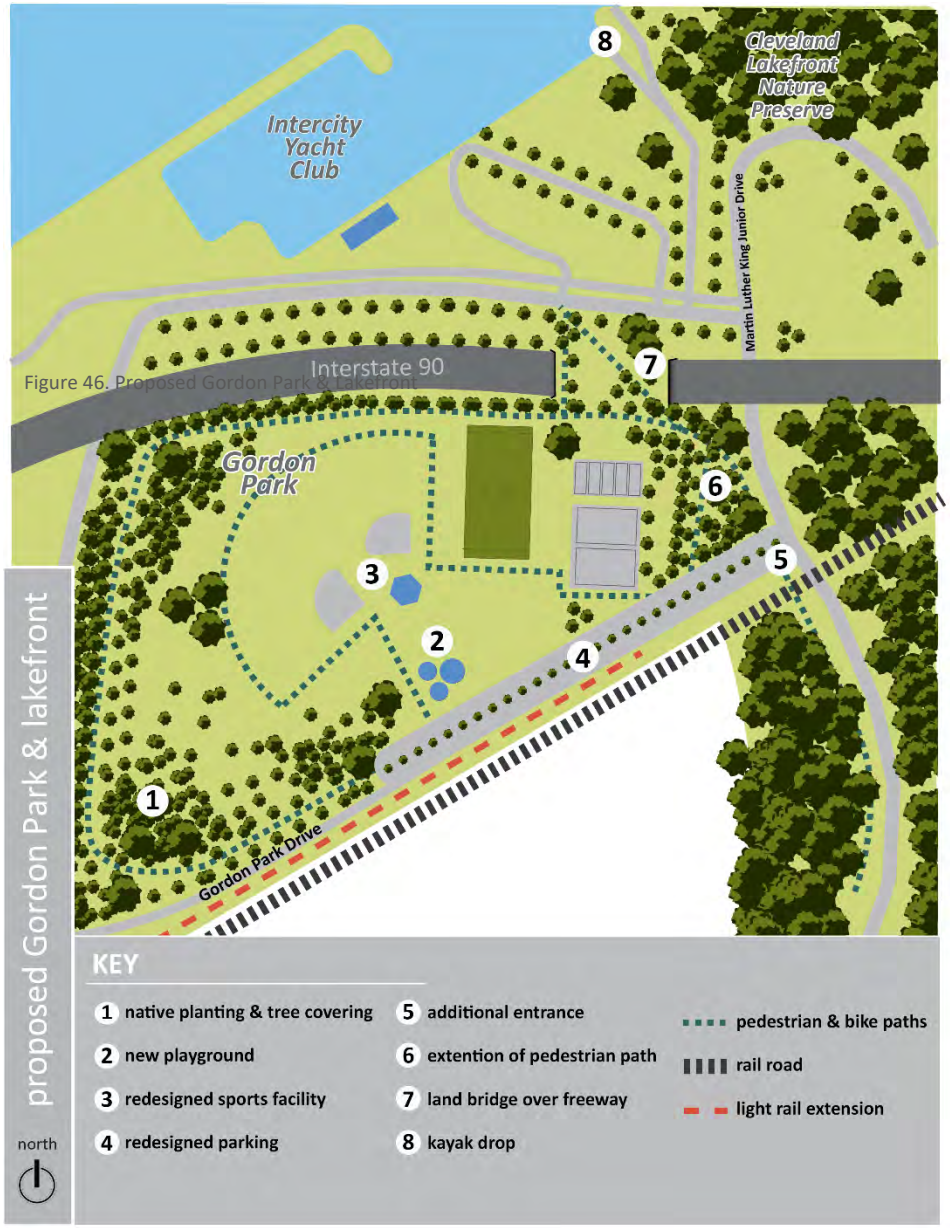


Figure 46. Proposed Gordon Park & Lakefront Site Plan

it is designed should be decided by the residents of the surrounding neighborhoods. Furthermore, how it is designed should be decided by the youth of the surrounding neighborhoods. Figure 46 was with the intention of activating the space for youth sports. If that purpose continues forward, those who the park is being redesigned for should be engaged to create the most optimal park for them. It could be an exercise that engages the young people of the East Side Parks' surrounding neighborhoods from planning through fruition, again creating a sense of ownership. Ultimately connecting Gordon Park back to the surrounding neighborhoods.

First Energy Site

The following section will review the potential redevelopment of the First Energy site and the assumed costs of remediation. The central aim of the First Energy Site analysis was identifying the best use for the First Energy site and detailing redevelopment and financing. Additionally, this section delves into the best practices for environmental remediation which are necessary to complete prior to development on the former industrial site. Furthermore, this passage closes by identifying funding sources and incentives offered to alleviate the cost of remediation.

Financing Parameters

The rates used in this financial model were based on figures provided by local professionals in the commercial real estate industry. They are meant to serve as estimates within a reasonable range for the region and current construction environment. This project has a unit count and unit mix derived from a housing niche analysis developed by team members. In observing the analysis, we were able to determine that there was a shortage of 265 units in the market range of $875-$1,250 and $1,875-$2,500. For that reason, the apartment development would include 150 1-BR units at $1,200 and an additional 50 2-BR units at $2,200. The ratio of price per square foot was determined through evaluating comps. of five similar projects that occurred locally, and in the recent past. Overall, with 150 units at 600 sq. ft. and 50 units at 1,100 sq. ft., the total building represents 166,750 sq. ft. of built space accounting for the apartments and additional common area. More detail regarding the project can be found in Appendix G .

FIRST ENERGY SITE	
TOTAL SQUARE FOOTAGE	$ 145,000
SITE ACQUISITION	$ 750,000
TOTAL CONSTRUCTION COST	$ 22,047,750
TOTAL CAPITAL BUDGET	$ 22,797,750
TOTAL OPERATING EXPENSES	$ 1,683,450
TOTAL INCOME	$ 3,135,480
NET OPERATING INCOME	$ 1,452,030

Figure 47. First Energy Site Financing Parameters Summary Table

Construction Costs

Acquisition costs and construction costs were added together to represent the total construction costs of the project. With the majority of the First Energy Site set aside for open space and future projects, the site acreage was decreased in order to lower overall project costs. Acquisition prices were found through looking at comps. in the area. Cost per square foot was estimated at $135 which totaled out to $22,047,750. The additional $750,000 raised the total price of the project to $22,797,750.

CASH ON CASH SUMMARY	
PROJECT COST	$ 21,647,750
ALLOWED MORTGAGE BASED ON COST OR VALUE	$ 17,318,200
ADDITIONAL EQUITY NEEDED	$ 4,329,550
NOI	$ 1,452,030
ANNUAL DEBT SERVICE	$ 976,746
NET ANNUAL BEFORE TAX CASH FLOW	$ 475,283
CASH ON CASH RETURN	11%
DESIRED ROR	11%
CASH NEEDED	$ 4,329,550
CASH GAP	0

Figure 48. First Energy Cash on Cash Summary

Operating Costs and Estimated Income

Income estimates were primarily driven by the local market. Comps. were taken from 5 similar and recent developments to come up with average price per square foot in this type of commercial structure. Once determined, these were multiplied by the number of units and extended over a 12-month period to represent a year. A 9.9% vacancy rate was accounted for in the estimates to attempt addressing the associated costs.

Cash on Cash Summary

The above cash on cash summary report (Figure 48) outlines the loan financing for the First Energy Site. Financing includes a cap rate of 5.5% and an 80% loan to value ratio. Total project cost is reduced by the total of two public funding sources to $21,947,750. From this figure, 80% of loan to value is determined to come up with the loan amount. In order to make the project pencil out, an assumed deferred developer fee of the cash needed was presented.

Funding Sources

As mentioned earlier in this report, a deferred developer fee of the cash needed to complete the project is paramount to move the project ahead. In addition to that source, other sources of funding through grants and public subsidies would further promote the feasibility of this development.

Below are some examples of potential subsidies.

- City of Cleveland Tax Abatement Program
    - This is a commonly used residential development subsidy related to the elimination of 100% of the increase in real estate property tax pursuant to eligible construction of residential projects or the improvements on such land.
- Ohio EPA Voluntary Action Program Tax Abatement
    - According to the Ohio EPA, following an issuance of a covenant not to sue from the Director of the Ohio EPA for a remedy under the Voluntary Action Program, the Department of Taxation will grant a tax exemption to the property.
- Cuyahoga County Brownfield Funds / Supplemental Grants

Remediation

Cleveland is no stranger to the redevelopment of former industrial sites. While there are a tremendous amount of challenges facing the First Energy Site, observing precedent established by many surrounding projects steers a path in the right direction. The main goal with developing on a contaminated site is utilizing the highest and best use of the property while balancing the cost to remediate. Surface lots and parks require the least amount of investment in cleaning up contaminants while single-family homes present exorbitant expenses. The use of the site has been determined in a highest and best use analysis as multifamily residential in the form of apartments. This construction will complement the activity planned for Gordon Park, the ensuing connection projects with Rockefeller Park and potential mixed-use development to the immediate east of Gordon Park and north of Rockefeller Park.

Pursuant to the highest and best use analysis, a housing niche analysis and feasibility analysis were conducted for multifamily apartments on the First Energy Site. These demonstrated a demand for units within a certain cost threshold and solidified the viability of the project. Within the feasibility analysis was an allocation of $150,000 in costs associated with remediation. An expert in brownfield redevelopment and environmental law was consulted to establish this figure. The $150,000 is comprised of $5,000-$10,000 for a Phase I environmental analysis, a $75,000-$100,000 expense for a

Phase II analysis and additional $40,000 as buffer for unanticipated costs. These figures are not exact as every site has unique circumstances, but it presents a ballpark figure for guiding allocation of funds. Furthermore, this determined use doesn't include the estimates for remediation itself. Only an expert consultant, having observed and verified a Phase I and Phase II analysis, can accurately create a quote for the cost of remediation. Even then, historically industrial sites oftentimes present unanticipated contaminants so the costs would likely vary from that valuation as well.

A few suggestions have been collected to direct the development of this land and lower the costs of remediation. The first recommendation in minimizing the remediation expenses at the First Energy Site is to divide the property into park space, area designated for the specified multifamily project, and allotted land set aside for future development. Construction of the multifamily units will follow the Phase I and Phase II analysis. Placement of the development will be based on proximity to existing utility lines, identification of portions of the property with the least amount of remediation, and accessibility. Building roads and constructing utility lines increase costs dramatically so for that reason, the project should be as close to existing lines as possible. When the environmental analyses are completed, an effort should be made to place the apartments on the part of the site that has the least amount of remediation as this would lower the cost to clean-up pre-construction. Former parking lots or the land beneath the slab of the previous building may be potentially good locations as they are often the least 'dirty'. A good way to approach this method of planning is by creating an overlay similar to a floodplain map, indicating contaminated portions of the site and proximity to desired resources such as infrastructure or proximate amenities. Once that overlay is created, the best spots for redevelopment should be designated or reserved for potential future builds. The remaining land deemed too costly for development should been centered on uses that require low levels of remediation such as solar farms, open space, and tree canopy.

Remediation Programs

One of the most prominent programs in the State of Ohio related to the topic of environmental remediation is the 'Ohio Voluntary Action Program.' By creating standards of remediation, the program streamlines the process for developers and extends opportunities for assisting with financing the clean-up itself through grants and incentives (Davis and Sherman 852). There are several steps and manners in which a developer may begin the process including conducting a Phase I and Phase II analysis, or other remediation planning processes. After one these actions are taken, the developer or property owner would then try to get a 'No Further Action letter' (NFA) issued by a certified professional. There is a cost associated with this part of the process, but it is necessary oftentimes for bank financing and across the board for EPA approval. The document itself verifies that the site is clean enough and up to par with the standards outlined by the EPA. Sometimes remediation steps are a clean-up is necessary to get the NFA but if a portion of the First Energy site met the requirements as is, it could potentially receive the letter without remediation. There is an exhaustive amount of detail related to the program on the Ohio EPA website, explaining the expectations as well as benefits and case studies. Fortunately, the demolition of the site as well as a Phase I analysis were the first steps in the process and First Energy did submit into the VAP in 2017 as mentioned in the text.

Beyond the 'No Further Action Letter', the developer or property owner can go a step further and obtain a 'Covenant not-to-sue' through the Ohio EPA. This could cost anywhere between $100,000 and $150,000 in addition to the unknown expense of remediation and the Phase I and Phase II analysis. The current owners or individuals considering ownership of contaminated sites can protect

themselves from liability by voluntarily addressing the contamination on their site and getting a 'Covenant not-to-sue'.

The Ohio EPA Voluntary Action Program offers a variety of incentives that can be taken advantage of by developers or property owners willing to participate in the program. A generally popular incentive related to remediation and included in this program is Tax Abatement. This follows a 'covenant not-to-sue' and works similarly to the City of Cleveland residential tax abatement program. Instead of being tied to the construction of multifamily units, it is related to remediation of the site's contaminants and lasts for a period of 10 years. Interestingly, the abatement is tied to the land and not ownership. If the property were to be sold, the abatement would still be in place as long as the covenant is upheld. There is potential to couple this tax abatement program with the City of Cleveland tax abatement program due to the desire to incentivize the redevelopment and use of the waterfront property in the area.

The Ohio Pollution Prevention Loan Program and the Ohio Water Development Authority have made low-interest loans to assist or complete remediation. The Ohio Water Pollution Control Loan Fund in partnership with the Ohio Water Development Authority focuses on the remediation efforts that deal specifically with surface and groundwater. According to the EPA website, "Since 2011, Ohio has invested more than $3.7 billion in key infrastructure and other projects through the Water Pollution Control Loan Fund (WPCLF). It's focused on improving the quality of Ohio's rivers, streams, lakes and other water bodies presents an opportunity due to First Energy's impact on the adjacent lake. This list is not exhaustive and other opportunities such as the Cuyahoga County Brownfield Loan Program as well as the Clean Ohio Assistance fund exist.

First Energy Green Infrastructure

Green infrastructure efforts, identified in Scenario A Figure 49 and Scenario B Figure 50 should be integrated throughout the First Energy site but focus on flood prevention opportunities in the lower elevation along the northern and western sides of the site. Taking cues mainly from the 2008 CNP Re-Imagining a More Sustainable Cleveland plan and the 2014 Cleveland Metroparks Lakefront Masterplan Green Infrastructure Overlay plan, bioretention swales draining into cisterns for storm water storage are placed throughout the site, as well as low maintenance native meadow parks ("Re-Imagining," 2008; "Cleveland Metroparks," 2014) will be implemented. In addition, there is potential for urban agriculture on site dependent on further contamination studies.

Bioretention swales will be placed along the perimeter and throughout parking lots and along roads located on site. Lots and streets will grade in the direction of the swales to encourage drainage into the systems. Bioretention swales capture and filter water to prevent the spread of additional pollutants commonly found in parking lot stormwater runoff ("Bioretention Swale," 2017). Cisterns will be connected to the bioretention swales, as well as at key points throughout the site to collect and store stormwater for irrigation to maintain the native meadows, urban agricultural areas, and general greenspace. Similar water infrastructure elements were identified in the 2014 Cleveland Metroparks Plan ("Cleveland Metroparks," 2014). Native meadows will be located throughout the site to naturalize a number of the unprogrammed expanses of the park to assist in CO_2 emission remediation and wildlife ecosystems, as well as lower maintenance at the park ("Cleveland Metroparks," 2014).

There is also an opportunity for urban agricultural areas, dependent on further site analysis findings in regard to contaminants and soil nutrients. Non-food agriculture, such as soybean and corn production for biofuels, generally requires brownfield remediation to a level suitable for commercial purposes ("agriculture.industrial_renewal.pdf."). If determined possible by further assessment, agricultural areas should be located along the steep slope to assist in preventing erosion.

Potential sources of funding for green infrastructure projects throughout the site include; FEMA Flood Mitigation Assistance Grant Program which provides funding for projects and planning that reduces or eliminates long-term risk of flood structures, and NEORSD Green Infrastructure Grant which funds projects that remove stormwater from the combined sewer system ("Flood Mitigation"; "Green Infrastructure"). In addition, projects would also be eligible for the NEORSD Stormwater Fee Credit ("Stormwater-fee").

Proposed First Energy Site Plan

The recommendation is to reclaim the lakefront for the community, for public access and use. With this, planners determined two possible scenarios—in Scenario A, Figure 49, I-90 exists as is with improvements being made around it including a pedestrian land bridge connecting the two Gordon Parks, in Scenario B, Figure 50, I-90 moves south after E 55th St and runs parallel to the existing railroad tracks, although this would cut through the First Energy Site, it allows for unification of the Gordon Parks site and gives half of the First Energy Site greater access to the lakefront. When planning for the First Energy Site three plans were more specifically taken into consideration of the layout and use of the site—those being the 2017 First Energy Lakeshore Reuse Plan, the 2018 SCSCDC Cleveland Lakefront Concept First Energy Site plan, and the 2008 CNP Re-Imagining a More Sustainable Cleveland plan. As outlined in the first plan, there is a major topographical hardship with the site—specifically there is a "steep slope" approximately 30-feet tall cutting the site in half ("First Energy Lakeshore," 2017). In addition, this site is contaminated to some extent. Scenario A and Scenario B planning is based on key points from existing plans and follows planning best practices, but are subject to the limited knowledge of contamination levels throughout the site. Additional site contamination analysis is recommended to know the full extent of necessary remediation. Further, public engagement would be critical in creating a master plan for the site.

Figure 49. Proposed First Energy Site Plan (Scenario A)

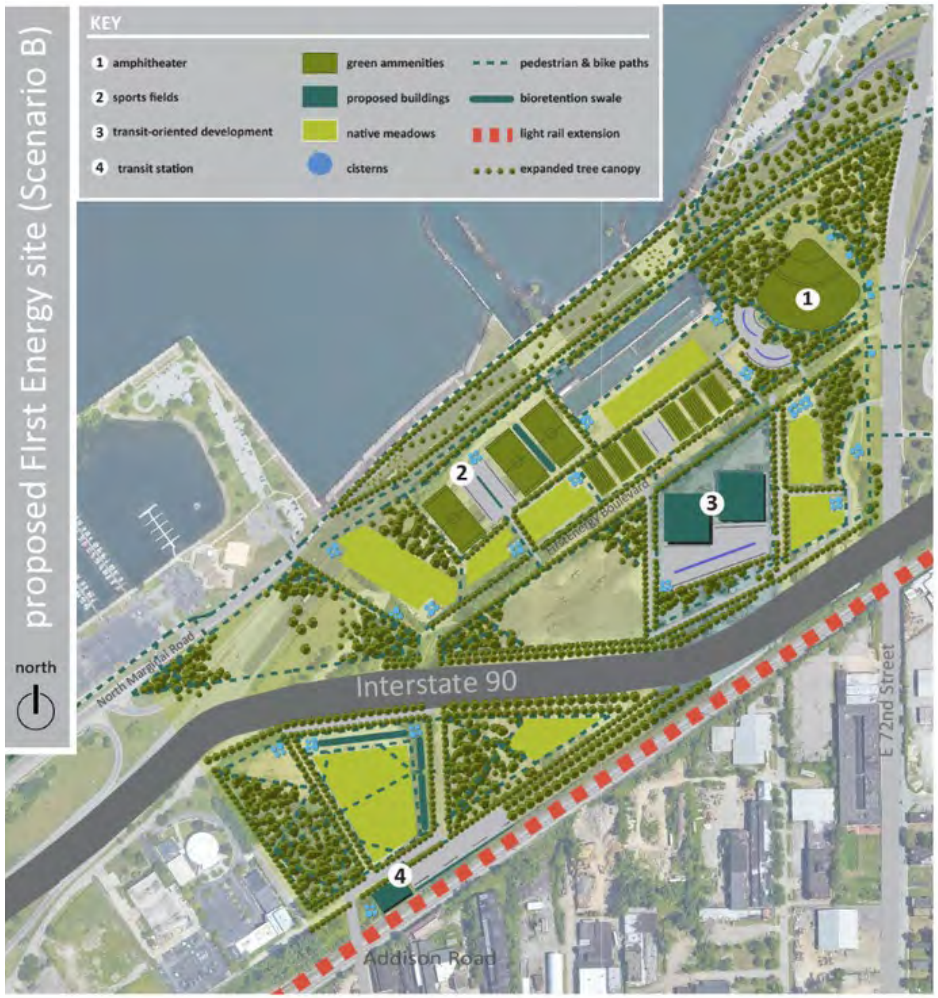


Figure 50. Proposed First Energy Site Plan (Scenario B)

Organizational Management, Marketing, and Programing Recommendations

Zoning

The following recommendations propose the elimination of all off-street parking requirements for housing to encourage public transportation spending and other modes of transportation in the area. This will aim to reduce the amount of carbon emissions within the study area. Additionally, they will allow properties for all new developments to be built to their highest and best use without an onerous government regulation for the developer or contractor. In addition, it is proposed to remove all parking requirements for every home that sits along major thoroughfares in the study area. This proposal also encourages the use of public transit over single occupancy vehicles. To curate specialized rezoning and parking recommendations, one must consider the varying typologies in the study area.

Single family houses are the most common occurring housing typology in the area, and if rezoning is proposed, it must be done in a way that respects the current residents while also encouraging development of the vacant parcels adjacent to them. It is believed it would be best if there were minimal off-street parking requirements for these areas as this would create safer routes to school for kids, as well as reducing unsafe pedestrian conditions. This would reduce setback requirements for housing, with exception for streets and units with established average housing setbacks. In this case, the house or new development should sit at or behind the average yard setback established on the street, unless this is on a major thoroughfare with three or more lanes of travel. If this is the case, the house or building may in fact sit at 0 feet setback. Massing should remain consistent with existing structures if over 75% of the street's parcels hold some form of developed housing on them. If this is not the case, then housing can be reevaluated for mixed use or higher-density housing. They are only to be granted a modification if the buyer agrees to some form of community development agreement which involves improving one major asset of the street's infrastructure: like the lighting, street or road conditions or the sidewalks.

Similarly, the idea around a minimum lot size should be reconsidered, as eliminating this regulation would allow for Planned Unit Developments to build more housing units within the area while also encouraging property owners to buy housing at an affordable rate instead of renting.

Multifamily housing is prevalent along the eastern side of Rockefeller park. The housing was developed before minimum parking requirements. This allowed the developer to maximize their use of the parcel and provide affordable and high-density housing. In order to continue this trend northward, particularly in Hough and along the edges of the corridor, we must consider whether the housing that's currently constructed, single-family and facing away from the large cultural garden, is the highest and best use of the land. One example of well-executed multifamily development is the Carrie Cain Infill Development project. It consists of the construction of a village-oriented development style that encourages a sense of community among the residents. It is a sensible, yet higher than average density that brings in more taxpayers while retaining a friendly building mass.

Commercially zoned properties should consider having a maximum setback of 5 feet or less to encourage walkability in the surrounding area of development. The study area has some of the higher poverty rates in the city, as well as a high number of car-free households. By

creating a more pedestrian-friendly environment, walking shifts from becoming a means of getting from one place to another because you do not have a car to being able to accomplish all of your errands in an easy walkable route that is encouraged by the development standards.

An overlooked opportunity for future development is the large amount of existing school buildings in the neighborhood. Looking at several cases in the west side of Cleveland, we can see with proper incentives, there is opportunity for schools to be reutilized as either housing, schools, or any other form of alternative use that respects the building and ensures its continued used into the foreseeable future. For this item, one suggestion would be to reduce zoning requirements and place a special designation for these properties that is more open to interpretation than the traditional code would allow. This would allow potential developers additional flexibility in terms of opportunities. Of course, this would still consider the adjacent residents and their comfort with this matter. There would be a series of requirements to ensure that they do not abuse the agreement, for example: They are not to demolish the structure, they are not to purchase adjacent lots and combine them into the parcel, thereby increasing the de-zoned parcel's size. They are not to have any form of heavy industry uses on the site. The only allowable uses are housing, retail, food service, education, light-machining, or hydroponics. There is to be no utilization of heavy machinery or usage of items that produces above 60 decibels.

The idea of this project is to revitalize a historic park that has a long life in the city. In order for a park to become more utilized it can either have a large number of parking spaces for the people to come in from all around to use, or it can have a population threshold of users right outside of the borders.

Therefore, the idea for these zoning recommendations is to:

Reduce the cost of producing a unit of housing. With the reduction of regulations like parking, developers would be able to utilize more of the property for its primary use instead of having to set aside land for regulatory fulfillments. This would ensure that new housing would be denser, more affordable housing and encourage usage of public transportation.

Encourage the number of units on a parcel of land to increase and therefore increase the population threshold around the park.

Promote development of non-traditional structures within the neighborhood rather than ensuring their demolition. There are number of large vacant properties in the immediate area surrounding Rockefeller Park. These are opportunities for a large number of housing units, affordable storefronts, or alternative uses to be developed. Unfortunately, due to the parking requirements and minimum lot sizes, there are number of barriers preventing their proper development and utilization for the neighborhood. Currently, Rockefeller Park is zoned as single-family residential district. While it is deeded to the City of Cleveland and will never be sold, subdivided, or developed, there is a pressing need for it to be rezoned to green/open space. The first and largest reason is the solidification of hierarchy for the park. By doing so, matters are no longer subject to debate as to whether it is a matter of Board of Zoning Appeal for development or utilization of the park. Secondly, it would allow for grant opportunities to be pursued as this would not be viewed by any agency as risking potential redevelopment. Lastly the land use will never change from a park and expansion of greenspace should be considered. As the land around the park is developed, having the park zoned as green/open space would allow the city to overlay stronger protections and requirements in the adjacent parcels that benefit financially from the park's existence.

In addition to the park's rezoning, it is suggested that the adjacent properties be regulated with a tree canopy overlay, to encourage the

development and growth of the park's tree canopy throughout the neighborhood and reduce heat-island affect

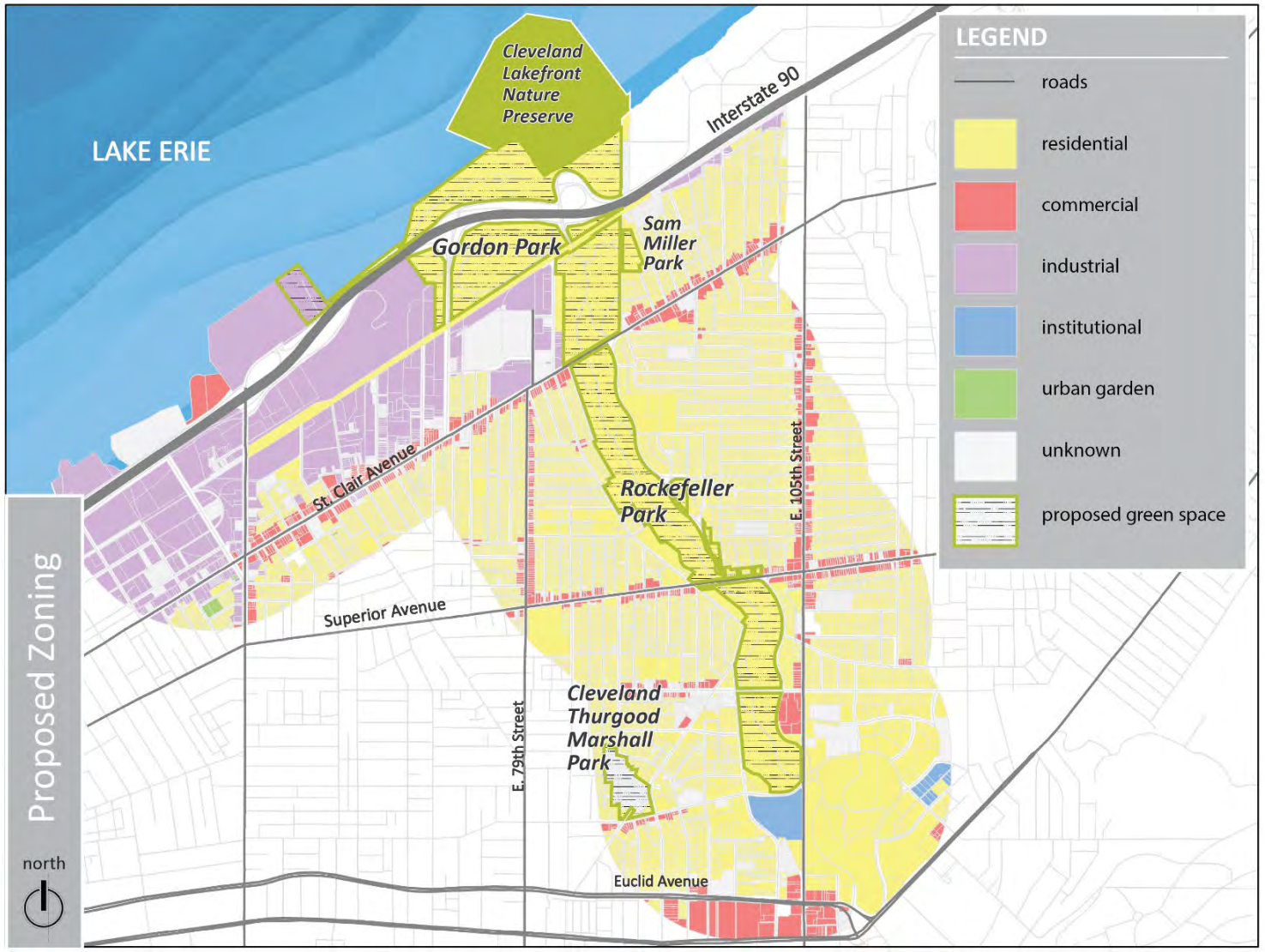


Figure 51. Proposed Zoning, Data Source: TIGER Line File. https://www.census.gov/geographies/mapping-files/time-series/geo/tiger-line-file.html, Cuyahoga County Open Source Data. https://data-cuyahoga.opendata.arcgis.com/

P4 Organization

P4 Organizations are Public-Private Park Partnerships that are a popular form of park management, especially when cities are under-resourced to adequately maintain the spaces. A dedicated group of local leaders establish a private non-profit organization that enters into an agreement with the local municipality to fundraise, maintain, plan events, and generally increase the quality, attractiveness, and vibrancy of the park. The system was pioneered by the Central Park Conservancy in New York City during that city's fiscal crisis and increasing vandalism and safety issues in the city's premier park space. They have since spread nationwide and the Central Park Conservancy operates a "Institute for Urban Parks" to educate leaders and concerned citizens in other cities on how to effectively manage these types of public spaces (Public-Private Park Partnerships, 2019).

We propose a new umbrella organization to manage Rockefeller Park, Gordon Park, and other smaller neighborhood parks as the "Eastside Parks Conservancy" (Figures 52-54). Building on the history of Rockefeller Park, the uniqueness of the Cultural Gardens, and the lakefront access of Gordon Park, the Eastside Parks Conservancy would create a cohesive funding source and identity for these Eastside Parks, increase resources and marketing for activities and events, and generate more consistent and enhanced maintenance and infrastructure investment. Cleveland's well-funded and deep-rooted philanthropy culture makes this an ideal location for such an organization, although competition for funds is strong in a city with many valid needs. There is also a risk for reluctance on the part of local leaders to join the board of yet another non-profit. One option is to create the Conservancy as a chapter or division of an existing organization, although we do feel that this cause is strong enough to warrant a separate organization.

Figure 52. Public Private Park Partnership Infographic

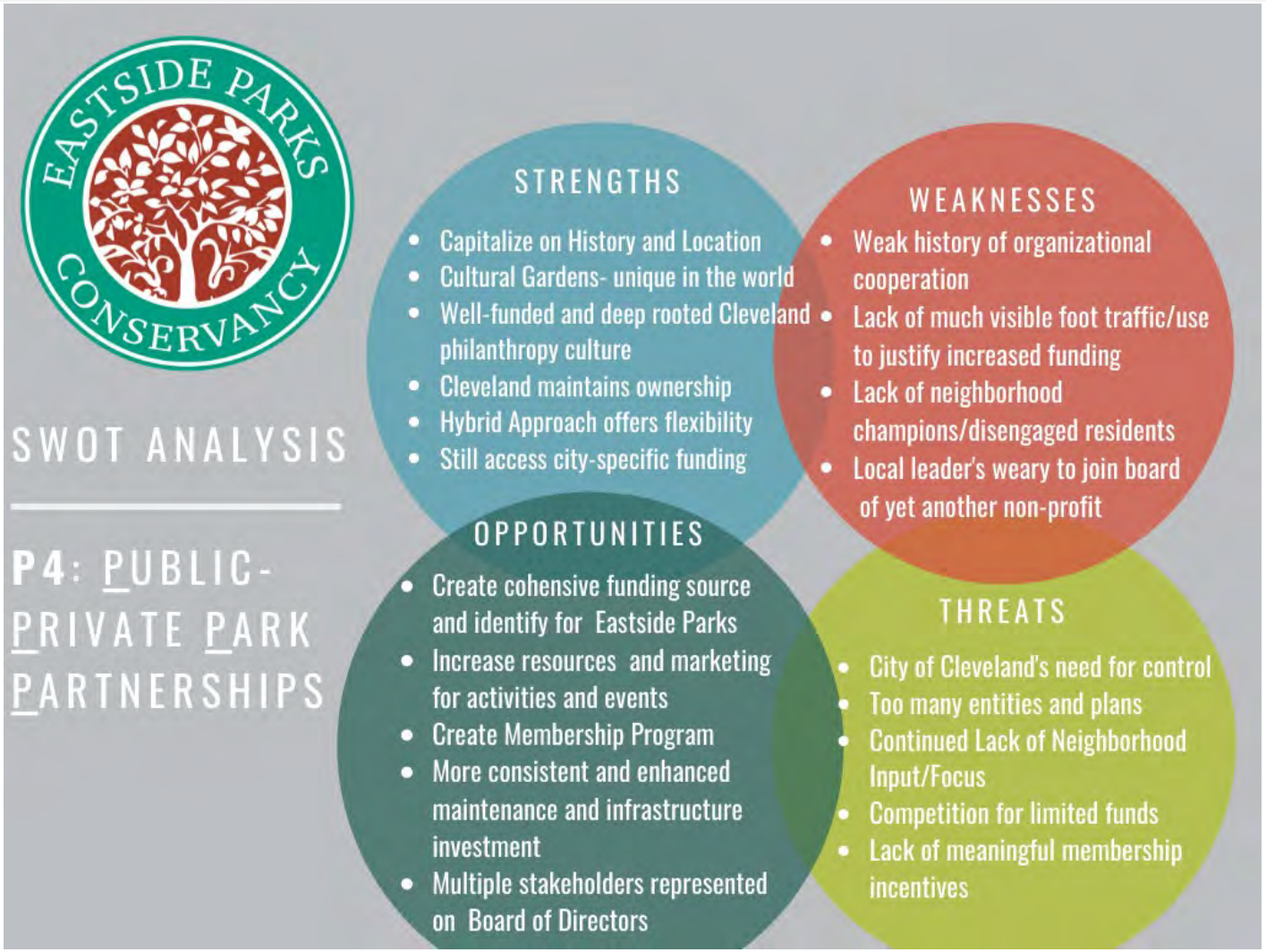


Figure 53. Public Private Park Partnerships SWOT Analysis

Ideally multiple stakeholders would be represented on the Board of Directors, but there is still a risk for continued lack of neighborhood focus and input. Engaged residents and neighbors to champion such an organization are vital, perhaps the greatest challenge given the generations of separation between residents and Rockefeller Park. A membership program is a vital component of raising funds and generating commitment and investment in the parks, so creating meaningful membership incentives is another challenge.

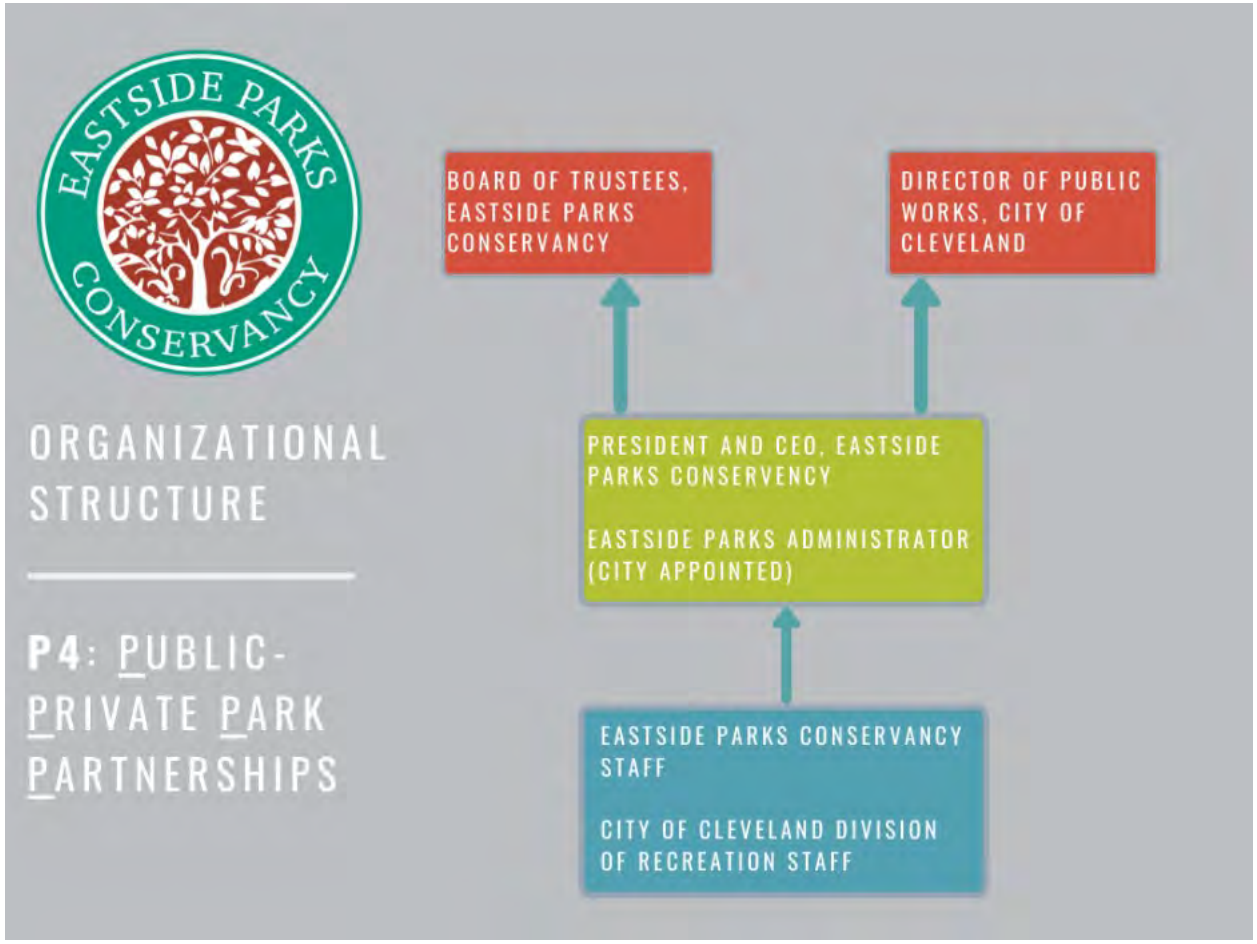


Figure 54. Public Private Park Partnerships SWOT Analysis

In order to ensure the City of Cleveland maintains ownership and stake in the space and are open to an agreement, we propose the city appoint an Eastside Parks Administrator who Conservancy staff would be responsible to in addition to the President of the Conservancy (Figure 55). These two positions would in turn report to both the Board of Trustees of the Conservancy and the Director of Public Works for the City of Cleveland.

Figure 55. Public-Private Park Partnerships Responsibilities

The Board of Trustees should have representatives from the City of Cleveland; many organizations choose to make these positions ex-officio (non-voting). We also suggest representatives from University Circle, Inc., the Famicos Foundation, and a Community Representative that works with a neighbor committee. The Cleveland MetroParks, Cultural Gardens, Doan Brook Watershed Partnership, and Holden Parks Trust are other major entities that may be considered for board positions. The Cultural Gardens will maintain oversight and control over the Cultural Gardens spaces. Finally, University Circle and other anchor institutions should be represented, including the Cleveland Clinic, University Hospitals, Case Western Reserve University, and major museums and cultural assets (Cleveland Museum of Art, Cleveland Museum of Natural History, Cleveland History Center, Cleveland Botanical Garden, etc.). Ideally, this would increase their commitment to and investment in the park, and the Cleveland Clinic and University Hospitals would become major funding partners.

Marketing

Intro to Marketing

Marketing is defined as "the action of promoting and selling products or services, including market research and advertising (Oxford Online Dictionary, 2019) ." While the Eastside Parks Conservancy may not be a for-profit business, marketing is a critically imperative part of the strategy that it will require to make the parks system successful. A major complaint heard throughout the information-gathering and community surveying stages of this study was the fact that the parks don't have a lot "going on." This problem is obviously related to programming, but it is also a symptom of a lack of good promotion. Even if the parks receive a new annual calendar full of events, no positive results can be achieved if the communities and region aren't aware of them. A proper marketing campaign and set of strategies is necessary in order to ensure the unique concerns and challenges of the parks study area is met.

Goal #1: Understand Target Users

This marketing campaign will be geared towards three different types of intended users: locals, visitors, and tourists. For the purpose of strategy, "locals" are defined as the people who live immediately within the proximity of the Eastside Parks Conservancy. They use the parks and connections on a regular basis and their backyards are right in the heart of our study area. "Visitors" are defined as the people who visit the parks for recreation or commute along MLK Jr. Drive for their job; they come to the conservancy's study area for work and/or play. These users are here on a more occasional basis than our locals. The last category are the "tourists": these users come to our parks very infrequently for major events, vacation, or specifically to visit any of the parks in a tourism setting.

Goal #2: Understand Unique challenges

Each type of intended user presents unique challenges and therefore mandate unique strategies. Locals, for instance, raise questions about accessibility. If we blast promotion across exclusively digital platforms, lower-income locals will be skipped over if they don't have access to the internet. If we rely on promotion via an innovative smartphone app, we may exclude those with lower levels of digital literacy (which are disproportionately lower-income populations). It is imperative that the strategies include promotion and marketing outreach that provides remediations to these challenges in equity.

Visitors also call for distinctive strategies and opportunities. These users live in the region and have the opportunity to visit our park system more often for their recreation. Technology can benefit this user base in the form of engaging social media interactions that promote and encourage visitors to come more often. Visitors are also ideal targets to seek out for volunteering opportunities, as users who come somewhat often to the parks system yet escape the risks that the locals possess (like in owning properties which could be negatively affected by the activities in parks such as litter). This will also help build trust between the two user groups.

Tourists are the least common user group and the only way to successfully reach them will be in big promotion tactics. These users will not follow the social media pages of the conservancy like the other two user groups, however they may follow journalism or other major partners, like the Cleveland Metroparks. For this reason, it's crucial to give the larger-scale events of Eastside Parks a proportional level of promotion blasting.

Another consideration for the tourist user group is the opportunity of integrating tourist-appealing capabilities in our marketing: for example, a smartphone app that provides self-guided tours of Rockefeller Park, or allows for digital booking of a greenspace for a venue or event. This will benefit not only the tourists, but also the locals and visitors.

Figure 56. Marketing Strategy

Figure 57. Interactive Marketing Scheme

Goal #3: Employ "Interactive + Accessible + Beneficial Strategies"

In a direct response to the unique challenges and opportunities of trying to reach and engage the mix of user groups in the conservancy's marketing campaign, three words are produced that must work together to encompass the outreach strategies: interactive, accessible, and beneficial:

"Interactive" spawns strategies that successfully engage and interact with user groups. Specific strategies include: active and engaging social media pages, and digital posts that directly interact and share with users (i.e. photo scavenger hunts on Instagram that ask users to go to the parks and find where a mystery photograph was taken; "Dog of the Month" shout-outs to users spotted walking their pets along the trails, etc).

"Accessible" ensures strategies that reach all intended users regardless of income or digital equity challenges. Specific strategies include programming geared towards a variety of age/income/education-level participants and non-digital promotional products (i.e. distributing seasonal community calendars to local residents that live directly surrounding our study area; printed walking maps posted at businesses, etc).

"Beneficial" promises strategies that will ultimately benefit the neighborhood as a whole; it is also possible that local business promotion and even things like crime prevention and maintenance assistance can become additional positives that come from this marketing campaign. For example, a smartphone app may have live venue booking and a self-guided tour functionality for tourists, but it may also contain a "Report Something" button where locals can tell the conservancy if they encounter any issues that calls for the attention of parks maintenance or security.

Figure 58. Community Calendar Example

Figure 59. Proposed Smartphone App

Existing Events in Rockefeller Park

A brief list of existing park events is listed below. The purpose of this section is to provide insight into how to enhance the current events taking place within the park as well as present additional event opportunities. One of the common themes identified in the public survey revolved around the lack of things to in Rockefeller Park. Pairing these new events with the new marketing campaign expressed above will increase park usage by residents immediately adjacent to the park and visitors.

Cleveland Cultural Garden

- One World Day
  The One World Day by The Cleveland Cultural Gardens Foundation last took place Aug. 25 and is a chance for people to come together to collectively recognize the rich and unique cultural heritage of almost 120 ethnicities in Cleveland which is a proof of Cleveland's diversity.
- Other events are
  - Opera in the Italian Garden 2019 (July 28)
  - Liszt concert in the Hungarian Garden (Last time organized was 29th of July 2018, hosted by open street and bike Cleveland)

Rockefeller Park Greenhouse

- Spring bulb flower display
- Rockefeller park greenhouse fall bulb and green art sale.
- Summer Bonsai Show
- Poinsettia and green Art sale

Famicos Foundation

- Annual Family fish fry (July yearly)
- They help organize the Glenville Festival in August
- A year park clean-up with volunteers and partners which takes place sporadically throughout the year
- The Glenville 5K in the park throughout the year.

Proposed

Saturday Coffee in the Park: This will involve various forms of neighborhood recreational activities such as Yoga, dog walk, outdoor exercises, walking and running around the park.
Venue: Rockefeller Park and Visitors Center.
Date: second (2nd) Saturday of every month May to October.

Book Club & Summer Camp Programs
This proposal involves a Collaborations with schools around the neighborhood to utilize the park at least ones a month during active sessions

Book clubs (January to April): The children (students) could perform activities like decorating/creating snowmen contest, Visits to the cultural gardens, Pottery, Painting
Date: Last Wednesday of the month (January to April 2nd and 3rd Wednesdays of every month)
Venue: Visitors Center
Participants: Students

Summer camp Programs: these are in collaboration with schools around the neighborhood to utilize the park twice a month (2nd and 3rd Wednesday of every month)
The utilization of these park by children will bring the necessary warmth and assurance that the park is active and can be used for various positive purposes.

Figure 60. Proposed Coffee in the Park

Saturday coffee in the Park (Neighborhood recreational activities) one small event per month for people within the neighborhood during the summer which will involve activities like local dog walkers, Yoga et etal.
Date: the 2nd Saturday's of the month from May to August.
Participants: People we should expect in these events are parents, youth, seniors and people who have the kind of skills you'll need to make your event a success.

We can encourage more people to get involved in the group by:
- Advertising working group meetings to the local community through community centers and via social media.
- A working group within the community should be scheduled at a convenient time and location for everyone to participate in a collaboration with the organizers (Famicos, University circle and the city of Cleveland) to organize a recreational activity on the park.
- This will help to build healthy lifestyle within the Neighborhood '

Wayfinding

Stakeholder and Public Engagement

Much of the feedback from stakeholders and the general public reflected a general perception and sentiment towards the lack of connection between the park and the surrounding neighborhoods. This lack of connection and accessibility – difficulty in walking or bicycling to identifiable entry points – is viewed as a major obstacle for local residents who would potentially use the park on a more frequent and routine basis. Implementing a comprehensive wayfinding system that seeks to both inform and improve the ease of which residents and visitors alike are guided between the park and surrounding neighborhoods is a key effort – in combination with appropriate marketing – to address the lack of connection and directly support concurrent investments to improve park amenities, maintenance, and programming.

Recognition of Past Planning

The unique nature of this planning project brings several separate entities together – Rockefeller Park, Gordan Park, Cleveland Lakefront Nature Preserve, and areas of the Glenville, Hough, and University Circle neighborhoods. Past wayfinding efforts have been limited in scope to the separate entities. Within University Circle and the immediate southern portion of Rockefeller park, two successful wayfinding efforts have been put into action by University Circle Inc. (UCI) that encompass a hierarchy of signage and other tools to help people navigate the variety of area amenities and institutions. Of note, UCI's CircleWalk program combines unique mapping and informational signage with a mobile phone application to enhance the user experience and access to information. Wayfinding tools throughout the two parks, natural preserve, and neighborhoods is limited to a variety of individual and differing signage. The proposed wayfinding system seeks to provide a new comprehensive system that borrows several sign functions and styles in its replacement of existing signage within Rockefeller Park, Gordan Park, and CLNP, while also extending into the Glenville and Hough neighborhoods. The proposed system makes no recommended modification or replacement to the existing University Circle signage – but intends to augment and extend the functionality throughout the park space.

Proposed Wayfinding System

Implementing a cohesive and successful wayfinding system that celebrates both culture and history – and connects the park with the surrounding neighborhood requires a plan that takes into account "how people use information, how they travel, the many destinations, and the fact that we don't all speak the same language." While a new system of directional, gateway, and trail signs are the most prominent feature of this new proposed system, it is important to remember that in designing a wayfinding system, signage is only one element to be considered. The foundation of this system was built upon an understanding of the existing conditions of neighborhood transit stops and shelters, pedestrian and vehicle paths and intersections, and the presence (or lack) of sidewalks and street lighting. The system must address the entire "continuum" of the user experience – from approach to the parks from the neighborhoods, reinforcing a feeling of arrival, supporting ease of navigation throughout the visit and all the way through departure. Enhancing the user experience culturally and historically also includes the layer of interpretive signage proposed to be placed at designated locations throughout the space. The proposed interpretive signage design and locations

attempts to follow best practices by working to ”incorporate graphics…[and offering] snackable insights in a colloquial tone…[while positioning to] blend in, naturally…signs fit into areas that encourage people to pause, like a park bench, a water fountain, or a lookout…”

The proposed wayfinding system is based on a hierarchy of proposed common signage overlaid on the Parks, Nature Preserve, and the adjacent neighborhoods of Hough and Glenville. Graphics are provided for both the hierarchy and a park transect that depicts a general concept of placement intent.

Figure 61. Wayfinding Signage

The hierarchy is divided into two groups: A-Series and T-Series. The A-Series signage is on scale sufficient to serve directional and gateway functions for visitors traveling by a variety of means – including pedestrians, bicyclists, and motorists. The base design and color scheme reinforces the Eastside Parks Conservancy brand and provides representative elements central to the visitor experience within the Parks from the top to the bottom: the iconic Bridges, natural green façade, Doan Brook element with detail lines depicting the sloping park sides, and a stone base. The layout and design are inspired by a similar wayfinding project undertaken by Guide Studio in River Falls, Wisconsin. The A1 directional sign is a simplified version of this design intended for installation at key intersections and corridors on the outer neighborhood approaches to the park as well as within the park to support vehicular traffic along MLK Jr. Drive. The A2 and A3 gateway signage serve to mark the arrival of visitors from the surrounding neighborhoods to the park. The higher visibility A2 sign is intended for use at main access points along or adjacent to primary corridors (I-90, St. Clair, Superior, Wade Park), while the A3 sign is intended for other access points along the neighborhood edges.

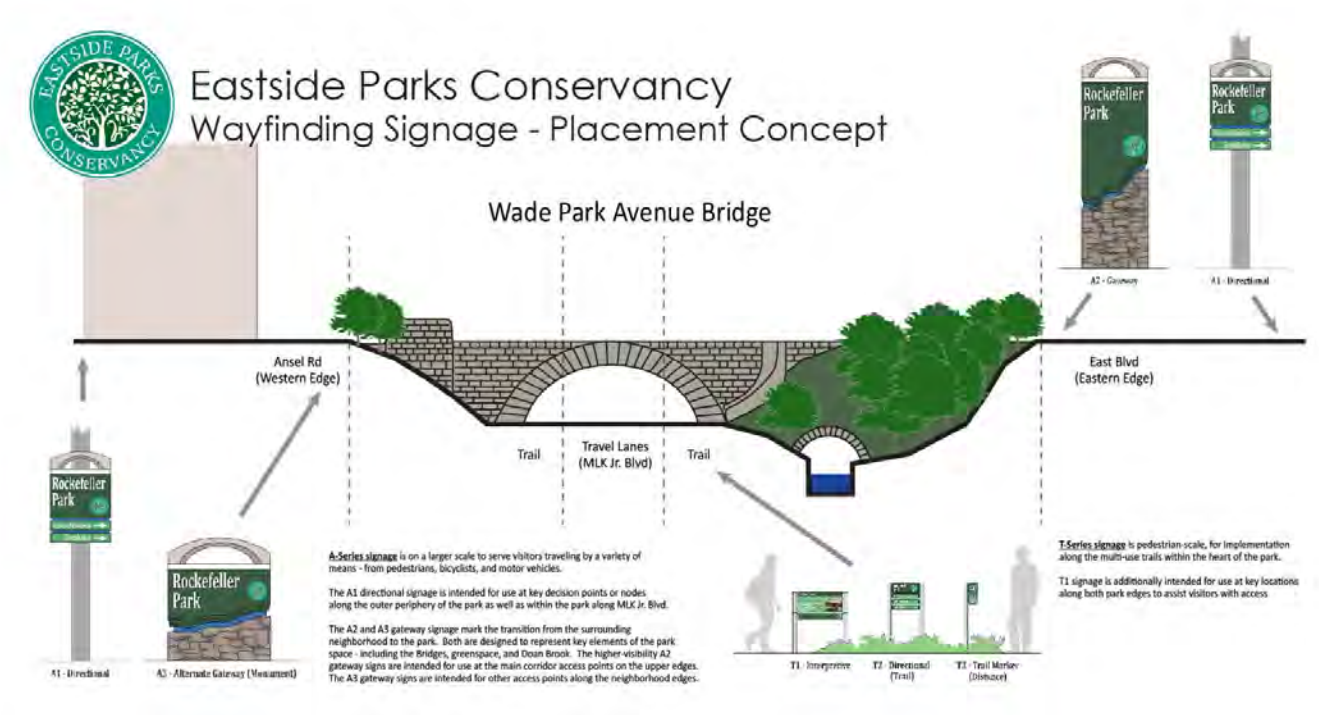


Figure 62. Wayfinding Signage Placement Concept

The T-series signage is designed on a pedestrian-scale to support the walking paths and multi-use trails within the heart of the park. This series also reinforces the Conservancy brand, but in a much simpler and functional design. The T2 directional sign is intended for installation at key trail intersections and other locations to aid in navigation while also providing estimated walking distance and time. Similar to the existing trail markers within the CLNP, T3 signs provide trail markers and distance at quarter-mile increments – using the southern end of Rockefeller Park as Mile 0. The T1 interpretive sign also follows a similar design to existing signage and should be placed in locations that support the informational topic as well as provide amenities for visitors to stop at like benches or a water fountain whenever possible. This plan recognizes a limitation in the current ability to truly determine an equitable representation of all potential topics that would appropriately celebrate the culture and history of the space and surrounding neighborhoods. As such, this plan provides only a few representative examples for consideration:

- History of Rockefeller Park and the Lagoon
- The Stone Bridges
- Martin Luther King Junior visits to Cleveland
- History of the Glenville neighborhood
- History of the Hough neighborhood
- History of Gordan Park and the Lakefront.

A subsequent community engagement effort should be undertaken to determine a fuller consideration of potential topics and locations for these signs prior to implementation.

The provided map provides the recommended locations for the hierarchy across the entire project area. However, in keeping with the intent of a comprehensive wayfinding system, these sign locations are augmented by additional recommendations for crosswalks, street lighting, and new proposed trails to optimize the system's ability to enhance the overall access and connectivity between the parks and surrounding neighborhoods.

Figure 63. Wayfinding Signage Locations and Types North

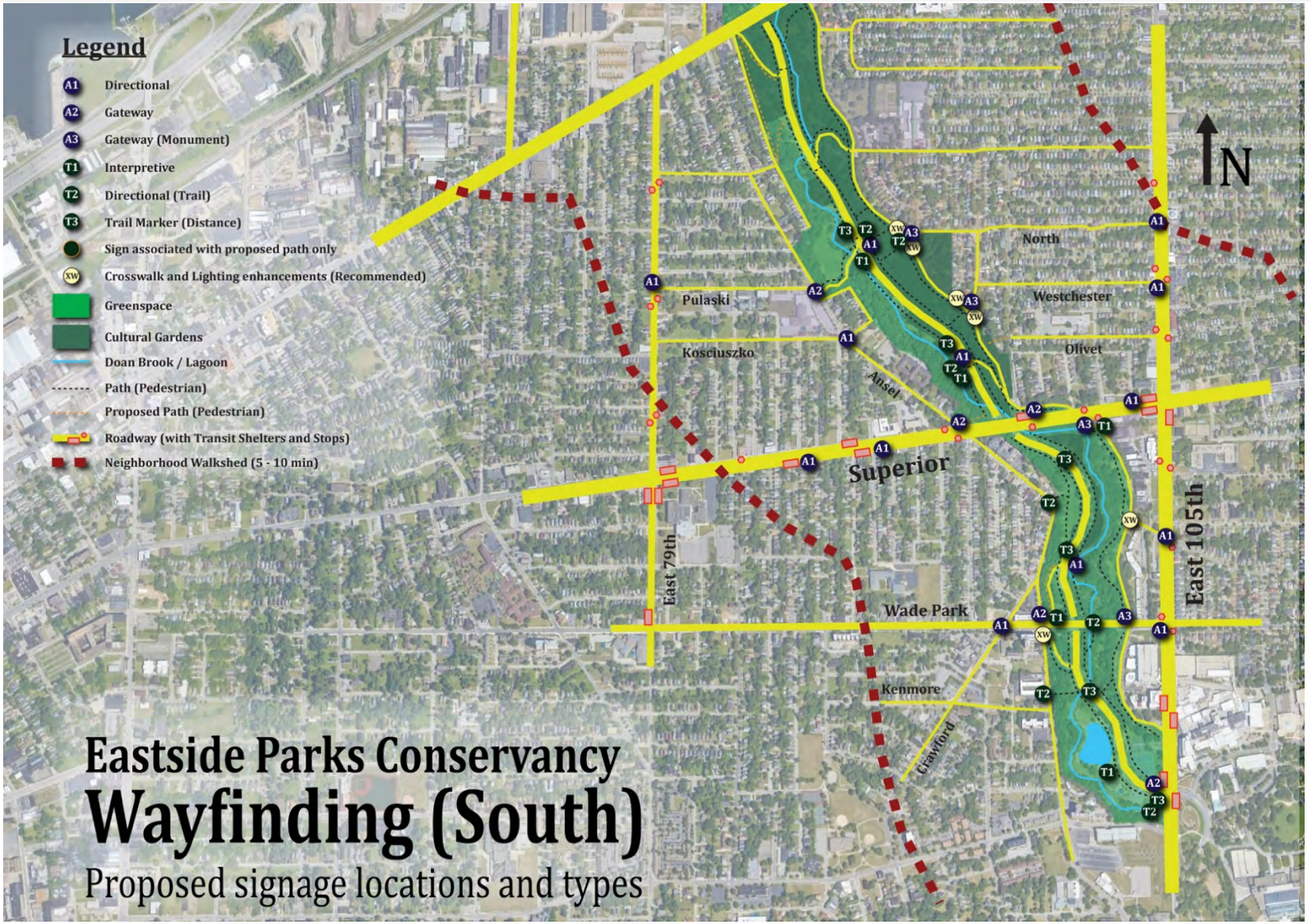


Figure 64. Wayfinding Signage Location and Types South

Cost Estimate & Funding Sources

Without the support of design firm and manufacturer, a cost estimate is difficult to generate from a basic design plan. However, similar high-quality wayfinding sign projects implemented on a similar scale have been in the $200,000 to $300,000 range. To meet all or mitigate some of this cost, there are a variety of federal, state, and local funding sources that could potentially provide support – covered in the later section on potential funding sources.

Implementation Strategy

Implementation of the proposed wayfinding system would take place in three distinct phases. The initial phase would focus within the park to mark trails (T3), enhance gateways (A2, A3 and crosswalks, lighting, etc.), and in the surrounding neighborhoods to provide directional guidance (A1) on the periphery. As the final plans and locations for other park enhancements (visitors center, bathroom facilities, etc.) are finalized and implemented, a second phase would focus on the installation of directional signage within the park (A1, T2). Finally, with subsequent community engagement complete, the third phase would see the planning and installation of new interpretive signage (T1).

Partnerships with a supporting design firm and manufacturer will be key towards finalizing the sign construction design, cost estimates, and installation timelines. Also critical are sustaining close partnerships with both Famicos and UCI, as the supporting Community Development Corporations (CDC) of this project. Their involvement will help toward the refinement of implementation plans, coordination with other surrounding neighborhood organizations, and consideration and approval of the wayfinding proposal by the City Planning Commission Northeast Design Review District.

Figure 65. Wayfinding Signage and Placement Concept

IV. IMPLEMENTATION

Determining a comprehensive implementation strategy for this project is no easy task - given the scope, variety of tasks, and the coordinated action of local and regional organizations that would be required to successfully put into motion and achieve all the recommended plans and initiatives – this in addition to the essential financial resources that would need to be raised and managed over time.

To provide at least a rudimentary recommendation towards this key portion of the project plan – a rough prioritization matrix has been developed. This matrix is organized around the basic hierarchy of essential tasks, subordinate tasks, and the resulting recommended plans and initiatives for this project. Consideration was given to each plan or initiative in terms of implementation priority and maturity/required lead-time – resulting in a classification of either near-term (within 2 years), mid-term (between 2 and 5 years), or long-term (5 years or longer).

At a minimum, the collective plans and initiatives aggregated within each implementation category serve to provide a foundation of priority upon which a more strategy (or strategies) could be developed as organizational coordination, financial resources, and other critical factors can be aligned.

Essential Task	Location	Subordinate Task	Plan or Initiative	Near-Term	Mid-Term		Long-Term
				Within 2 Years	*2 - 3 Years*	*4 - 5 Years*	*5+ years*
Improve access and activation of existing greenspace							
Enhance the environmental aspects of existing and any newly proposed greenspace							
Leverage area development and placemaking opportunities to support the revitalization of surrounding neighborhoods							
	Study Area						
		Improve safe access to, and activation of, existing and adjacent greenspaces					
			Extended Light Rail				X
			Free Trolley Loop	X			
			East 105th Highway Access			X	
			Expanded Bicycle Network		X		
			Eastside Pedestrian Access Points	X			
		Create an enhanced and interactive running/bike trail					
			Traffic Slowing and Pedestrian Safety	X			
			Enhanced Multipurpose Path	X			
			Exercise/Interactive Trail		X		
		Integrate parking into the landscape and make it a destination in itself					
			Traffic flow and Parking Enhancement			X	
		Increase tree canopy in targeted census tracts					
			Tree Canopy focus areas	X			
		Consider areas for installation of stormwater/green infrastructure					
			Stormwater/Green Infrastructure focus areas		X		
		Leverage assets to stimulate economic development/neighborhood revitalization					
			Development Opportunity - Charles Lake Site			X	
			Development Opportunity - Carrie Cane Infil Site		X	X	
			Beautification and Placemaking opportunities	X			
	Rockefeller Park						
		Expand availability of public facilities (trash receptacles, restrooms)					
			Recreational node enhancements		X		
			Public Restrooms		X		
		Develop visitor center within Rockefeller Park					
			Develop Visitors Center			X	
	Gordon Park						
		Aggregate Gordon Park and CLNP into fewer, larger habitat pockets					
			Highway Gap Intervention - Relocate Highway				X
			Highway Gap Intervention - Land Bridge				X
		Continue efforts to naturalize Doan Brook, focus on the confluence with Lake Erie					
			Implement Doan Brook Estuary plan				X
		Improve safe access to, and activation of, existing and adjacent greenspaces					
			Recreational node enhancements			X	
	First Energy Site						
		Determine highest/best use for lakefront and other development sites, including analysis of effects on surrounding property values					
			First Energy Site Market Study and Recommendation				X
Improve park organizational management and preservation (zoning)							
	Study Area						
		Consider creation of P4 organization					
			P4 Coordination and Implementation	X			
		Protect green space through formal zoning designation					
			Zoning Update		X		
Increase use and stewardship of parks by surrounding residents (marketing, programming)							
	Study Area						
		Create marketing strategy and awareness campaigns					
			Marketing Strategy and Tools	X			
		Create year-round programming, within and around park/gardens, catered to adjacent neighborhoods					
			Programming Coordination & Enhancements	X			
		Implement cohesive wayfinding signage that celebrates culture history and connects the park with neighborhood amenities and assets					
			Wayfinding System Implementation - Phase I (Gateways and outer directional)	X			
			Wayfinding System Implementation - Phase II (Inter-park directional)	X			
			Wayfinding System Implementation - Phase III (Interpretive Signs)		X		

Figure 66. Overall Implementation Plan

V. FUNDING SOURCES

As described throughout the study, each recommendation has an associated cost. To successfully fund these recommendations, we have identified more than 30 sources of funding at the federal, state, and local level. The funding sources identified can support beautification and placemaking, fitness trail/access, green infrastructure, wayfinding and road dieting, and visitors center initiatives. Please see Appendix J or the full list of funding sources.

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VII. APPENDICES

A. National Literature Review – Referenced List (Phase I)
B. Prior/Past Plans Referenced (Phase I)
C. Area Market Study (Phase I)
D. Area Environmental Report (Phase I)
E. Community Engagement Survey and Stakeholder Interview Data
F. Full Rockefeller Park Damaged Infrastructure Map
G. Visitor Center Financials
H. First Energy Site Financials
I. P4 Memo of Understanding (MOU)
J. Funding Sources

A. National Literature Review – Referenced List (Phase I)

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B. Prior/Past Plans Referenced (Phase I)

1. 2018 Cleveland Lakefront Concept we looked at relocating the highway in this item. We looked at how to add beachfront access for the residents. This idea was based on reading from the interstate for the project where the road would be less prone to flooding and granting more park space for visitors. Land bridge; lieu of moving the highway, we would provide a more comprehensive access point to the beach with the help of a naturalized Land bridge that would traverse the highway. FirstEnergy site redevelopment was also where we got the information for utilizing the FirstEnergy site, a place with contamination and heavily needing remediation

2. 2017 FirstEnergy Lakeshore Reuse Plan looked at relocating the highway to improve lakefront access, which would involve relinquishing the FirstEnergy site redevelopment. It weighed the options of remediating the property versus turning the land over for highway relocation.

3. 2004 Cleveland Waterfront Plan discussed the potential of installing a Land bridge that would span Interstate route 90 and allow for improved the connection from Gordon park to the lakefront. This would also extend the lakefront rail line that currently ends at browns stadium to the nature preserve.

4. 2019 Cuyahoga Greenways Plan influenced our idea about what more the park could do to engage the public. One of the suggestions, an expanded cycle network which incorporated green infrastructure was suggested and taken into consideration with our plan.

5. 2017 Midway Cycle Track Plan provided the idea for an expanded cycle network and utilizing multimodal transportation to provide more equitable access for residents.

6. 2019 Lake Erie Water Trail provided ideas for what the Gordon Park / Lakefront Nature Preserve recreational area could become, and how it could better incorporate water, trail access and encourage visitors to stop by and enjoy the scenery.

7. 2017 Thrive 105|93* encouraged Revitalization of East 105th Street into commercial corridor, leading to a Placemaking and beautification project that encouraged input from the surrounding neighborhoods and a walkable, transit accessible corridor that could sustain a number of industries and retail concepts.

8. 2019 Doan Brook Estuary guided our decision in how to incorporate the Estuary concept at Gordon Park North. It helped us understand the current environmental scenario and what could be done to better to improve upon it. It also gave us the idea of an estuary at the northern part of Gordon Park.

9. 2020 Circle Walk Self-Guided Tour helped us understand the current wayfinding situation. We learned about the strengths of the current system, its pitfalls, and most importantly, its

potential for the future.

10. 2014 Metroparks Lakefront Green Infrastructure Overlay provided Green infrastructure suggestions and helped expand our idea of what could be done with the lakefront. It helped reshape our thoughts of what the park was currently and how it could be developed to serve the residents, the city, and the region.

11. 2008 Re-Imagining a More Sustainable Cleveland looked at how to harness the city's 3,300 acres of vacant land and 15,000 vacant buildings in a way that could attract new residents while providing for the current. It recognized that the city was unlikely to bounce back with new residents anytime soon and sought to create sustainable development in that period. It reimagined the current way we utilize our lakefront and other natural amenities. We were able to draw from their imaginative thinking at the time into our current plan.

12. 2019 Urban Tree Canopy Assessment helped provide insight where the canopy needs reinforcement around the target area, and what the overall health of the area was. It provided a general overview and feedback for improvement.

13. 2015 Cleveland Tree Plan looked at expanding the tree canopy to better address the heat island effect that impacts cities all over the world. The usage of trees can help reduce the temperature of the city center, reducing electricity consumption and risk of heat stroke. We incorporated this into our plan to ensure that the park had a proper healthy canopy. It also provides the benefit of reducing crime and increasing property values.

14. 2013 The Village Project was a charrette led by the CUDC to look at development opportunities and strategies at the intersection of East 105th street and Superior avenue. We used this to inform our decisions around zoning for improved development and higher density.

15. 2019 Rockefeller Park Infrastructure Audit helped us understand the existing conditions of Rockefeller Park, including road conditions, pedestrian amenities and the lighting situation of the park. We looked at the various ways people could access the park, and whether there was adequate seating for all users.

C. Area Market Study (Phase I)

East Side Parks Mark et Study

Alan Arancibia & Rachael Price

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Appendix

I. Study Area Delineation

The determined study area is situated around Rockefeller Park, and includes the Cleveland Lakefront Nature Preserve, Gordon Park, East 55th Street Marina, and the First Energy Site. It is located on the East side of Cleveland, Ohio, between Cleveland's University Circle Neighborhood and Lake Erie. Our established Primary Market Area (PMA) is a quarter mile (1/4 mile) radius surrounding the assigned study area, which is bounded. Similarly, the Secondary Market Area (SMA) is a half mile (1/2 mile) radius surrounding the assigned site area, which is also bounded. The combined Market Area includes the Bratenahl, Glenville, Hough, St. Clair Superior, and University Circle Neighborhoods and is bounded by Lake Erie to the North and Euclid Avenue to the South.

II. Neighborhood Analysis

Assets are typically interpreted as strengths or advantages to a person, place, or region. Several attributes benefiting Northeast Ohio also extend to the Rockefeller Park study area. Most prominent among them is the presence of a waterfront. While it isn't fully activated and connections are limited, it offers an opportunity for public realm alongside a unique amenity. Furthermore, the 130 acre stretch of Rockefeller Park including its unique Cultural Gardens, greenhouse and green area serve as space the neighboring community can take advantage of freely and enjoy collectively. Access to three interchanges puts the study area in a great position for vehicular mobility and allows for commercial distribution. Distinctive to the study area is the relationship between Rockefeller Park and Cleveland's world-class cultural resources surrounding Wade Oval. Institutions such as the Cleveland Museum of Art, Case Western Reserve University, and Severance Hall to name a few. Architecturally historical and interesting homes line the borders of the park and present a chance to purchase favorable affordable conditions. Inexpensive property surrounded by all of these remarkable attributes makes for great potential dependent on connections.

Crime maps provided by 'Neighorhoodscout.com' indicated that there is a large difference in crime rates when comparing the eastern border of Rockefeller Park to the western part. The industrial area alongside the eastern side of the study area leading all the way up to the waterline and down to the historic Eighty Ninth Street District is marked as having the highest crime rates in the area. Meanwhile, the western border provides a different story. It is designated as having mild crime rates which lessen continually as one moves further south towards University Circle. That said, the length of Martin Luther King Jr. Drive is shaded in a dark blue color which indicates higher than average levels of crime. This is attached to the negative stigma of illicit behavior at the park and is a main concern which must be addressed to alter the image of the site as well as the neighborhood.

To perform a walkability analysis, individual addresses were taken from the northern, southern and middle portions of Rockefeller Park. These were then used to calculate a rough average for the study area. The northern portion of the site received a 25-walk score, the middle part of the site received a 58-walk score, and the southernmost place earned a 19-walk score. An average of 34 was determined for the site area. This signifies car-dependence which coupled with the limited transit options leads to a challenging area for mobility. NOACA lists Martin Luther King Jr. Drive as having greater than 20,000 cars utilizing the street and 0-5,000 vehicles using the surrounding neighborhood routes.

III. Demographic & Economic Analysis

a. Demographics

The PMA is a quarter mile (1/4 mile) radius surrounding the assigned study area and the SMA is a half mile (1/2 mile) radius surrounding the assigned site area. The total population of the combined Market Areas is roughly 23,000 people, with 12,000 in the PMA, and 11,000 in the SMA, which is only 6% of Cleveland's total population.

It's important to note that all data has been pulled from American Fact Finder's 2018 5-year estimates which led to data variation for total population counts reflected in the different tables.

Similar to Cleveland's total population, the PMA and SMA's total population is primarily Black or African American (combined Market Area 77%) followed by the White population (combined Market Area 16%). Furthermore, like Cleveland's total population, the PMA and SMA's total population is primarily female by 4% (combined Market Area 52%).

The total population in the combined Market Area that is aged 25+ and determined to be of poverty status is over 13,000. 2018 poverty threshold measures for persons in a one-person household is $12,140, two-person households is $16,460, three-person households, $20,780, and four households $25,100, meaning that over 13,000 people in the combined Market Area are living in poverty.[1] Only 32% of those in the combined Market Area who are living in poverty have high school diplomas. This is in sharp contrast to Cleveland's population living in poverty who have high school diplomas at 80%. Additionally, 25% of the population living in poverty in the combined Market Area have less than a high school diploma, while only 20% of Cleveland's population living in poverty has less than a high school diploma.

The total population that is age 16+ that is below the poverty line total nearly 6,500, meaning that many people in the combined Market Area's earnings were less than the poverty threshold outlined above. While the combined Market Area is primarily female by only 4%, 67% of the total population that is below the poverty line employed population area females. It's important to note that the combined Market Area's total unemployed population age 16+ below the poverty level's percentage (23%) is more than double Cleveland's (11%).

Overall, the population in the PMA and SMA are very similar. However, compared to Cleveland, the combined Market Area is less educated and less employed.

b. Economic Analysis

An article published by the Brookings Institution in 1999 was one of the first to coin the expression "Eds and Meds", tying institutional anchors into the world of real estate and economics. As mentioned previously, the study area in question has three main regions including industry to the west, residential to the east, and institutional to the south. Not only do the organizations surrounding wade oval present themselves as cultural amenities but they serve a crucial role in the economic livelihood of northeast Ohio. Take the Cleveland Museum of Art for example, free to the public, it spends roughly $40 million a year on

[1] https://aspe.hhs.gov/2018-poverty-guidelines

operations and in turn triggers a total of $60 million in economic impact coupled with an additional $80 million from the spending of the 109,000 yearly visitors coming from outside Ohio. Hand-in-hand with cultural operations, the medical industry within the study area has blossomed over the past several decades. The Cleveland Clinic specifically states in a recent economic impact report that, "As the largest employer in Northeast Ohio and the second largest in Ohio, Cleveland Clinic has made significant contributions to the state and local economies, totaling $7.8 billion in 2016 […] supported more than 119,000 Ohio jobs, representing more than $7.5 billion in total earnings". Meanwhile, University Hospitals noted having 'pumped' roughly $8 billion into state and regional economies in the year 2016. With a medical campus, university campus and cultural campus all centered around the southern portion of the study area, this location presents remarkable opportunity for employment and economic growth.

In addition to the arts and amenities-based economic development presented through historic institutions, local public entities have initiated their own programmatic approaches in the Rockefeller Park study area, prompting recovery and revitalization. One such program is the Cuyahoga Land Bank Program. One of the areas most hard hit by the foreclosure crisis of 2008 happened to be proximate to the study area in question. Now more than 10 years later, the CCLRC is shifting its focus to rehab after the demolition of more than 7,000 residential properties which led to a total property value impact on neighboring homes of more than $415 million. Also focused on the surrounding neighborhoods was a program formed by the City of Cleveland named the 'Neighborhood Transformation Initiative', centered around a retail business incubator. This concept focused on the need for the community to grow its own economy, create wealth, and support entrepreneurs within the neighborhood. There are numerous other programs at work in this area as well, pushing the needle a bit each day.

IV. Housing Analysis

There are currently 7,552 household in the combined Market Area. More than 50% of those households have a household income of less than $25,000, and nearly 70% of the total household are renter-occupied. According to Housing Market Niche Analysis, there is a demand housing unit to support nearly all income ranges, with a total demand of 1,362 units in the combined Market Area. See the Market Niche Analysis in the Appendix for details.

Organizations like Greater Circle Living have housing incentive programs that promote the inclusion of neighborhood residents, businesses and cultural institutions for nonprofit employees.[2] This and other home purchase and rental programs provide assistance to 70% of the total households in the combined Market Area with incomes of less than $25,000 as well as other households. Meanwhile, products like the 20-story luxury One University Circle that offer rents between $2.20 and over $2.60 per square foot support high income individuals in the combined Market Area. Other products like One University Circle have recently been proposed for the area as well as Circle Square in particular, which is a 24-story 298-unit mixed use development.[3] Ultimately there is a wide range of product available within the combined Market Area, but there is still a demand that spans nearly all income ranges.

[2] https://greatercircleliving.org/

[3] https://www.cleveland.com/business/2020/02/circle-square-project-in-clevelands-university-circle-to-include-24-story-apartment-tower.html

V. Project Descriptions

a. Gordon Park

Gordon Park is approximately 45 acres in the Northern portion of the study area bounded by Lake Erie to the North, Cleveland's Lakefront Nature Preserve to the Northeast, Martin Luther King Jr. Boulevard to the East, railroad tracks to the south, and East 72nd Street to the Wes, with I-90 dividing Gordon Park into Gordon Park North and Gordon Park South. Gordon Park is extremely isolated and underutilized. A portion of the site has been proposed to be redeveloped with a land bridge connecting the site to the lakefront. A highest and best use analysis revealed that the best use for the site was residential. With the close proximity to the lakefront and lavish greenspace, the site could achieve rents as high as One-University Circle. The proposed site is 100, 632 square foot, 1-bedroom units and 60, 1,138 square foot, 2-bedroom units for a total apartment of 133,333 square feet. With an average new multi-family housing project costing $135 per square foot, the project cost would be $17,996,985, which does not include the land bridge development. Once developed, the apartment expenses are equal to $12 per square foot annually, which includes, insurance, maintenance, and property tax. The total operating expense is $1,547,741. Then, with the rents and unit counts outlined above and 9.9% vacancy the total income is $4,280,471, which means the total net operating income totals $2,732,730. Assuming an 80% loan to vale, the allowed mortgage is $20,461,668, which means that there is an additional $5,115,417 gap. However, assuming that at 20% developer fee would be taken, the capital stack would be filled. Additionally, the total annual income generates a 31% return, so the project would be successful.

b. First Energy Site

Sometime between 1881 and 1898, the Britton Iron Company was built on what is now known as the former 'First Energy Site'. Along the shore, it was easily accessible by the water to the north and railroad tracks to the south. Roughly 100 years later, the site still holds onto remnants of its industrial past such as the railroad line that continues running east to west and the contaminated soil that makes up the foundation. Situated in a historically industrial space, the neighborhoods to the direct east and south are mostly industrial. Single-story buildings dominate the area with large lots and unpaved surfaces. There is a small retail strip along St. Clair which creates a natural boundary between the ensuing residential neighborhoods. With few entrances, I-90 separating the First Energy Site (FES) from the shore, the train tracks creating a boundary to the south and E 72nd cutting FES from Gordon Park, the site has limited access. At the time of its former use, this challenge was likely intentional for safety and security purposes. That said, future uses of the space require the re-imagining of connections and systems of access linking the site to other anticipated uses and existing assets.

In creating a high-level analysis for the FES, several existing conditions and challenges were evaluated prior to working on the proforma. To begin with, the closeness to I-90 increases pollution and noise generation while its general location places the site in a mild food desert. The heavy industrial presence isolates the location but is comparable and perhaps better situated than the competing Shoreline Apartments. Still, the site has some great attributes such as lake views, freeway access, proximity to downtown Cleveland, and some nearby schools. The property is zoned industrial, which would require money and time to rezone. Interestingly, another consideration is the distance between Burke Lakefront Airport and the FES. Although multifamily builds benefit from scale, height would be restricted due to FAA regulations. The site is about 61 acres and has some limited water access through an inlet running beneath

the freeway. Exact usage of the strip, if any, is unknown. Despite its challenges, people are talking about the First Energy Site and it's an obvious location for redevelopment.

A highest and best use analysis revealed two frontrunners in terms of usage. Industrial development placed first and multifamily second. These were followed by public land and a parking lot. In attempting to coordinate the site's development with future plans, a proforma was conducted for a multifamily project. Hopes were to connect this project in some fashion with another project that would take place at neighboring Gordon Park. After the completion of a housing demand analysis revealed a need for 176 units renting between $875 and $1250 as well as a market for 55 units renting between $2500 and $3750, it was interpreted that a 220-unit multifamily building could be set on this site. Following this, the financials were conducted for that size project. The acquisition costs, construction costs, operating costs and others contributed to the sources end of the project and revenue was calculated using market comps. It's important to mention that the FES plan is to convert half the existing site into multifamily units. Roughly 30 acres would be used for the 220-unit development and the other 30 acres would be taken over by the Cleveland Metroparks. The reasoning behind this structuring is that, frankly, a 6o-acre site for 220-units would be too much and throw off the project costs. Additionally, converting industrial space to green space demands less remediation, ties in with the existing greenbelt along the coast, and creates an amenity for the new residents. Rents for the first 170 units were $1100 a month and the remaining 50 units rented for $2800 a month with an assumed 9.9% vacancy throughout the complex. With a remediation grant as well as property tax abatement at 50%, the site was deemed feasible if one were to take a deferred developer fee at 20% which covers the remaining gap. If another grant or public subsidy were provided, it would further support the likeliness of the project.

c. Michael R. White Elementary School

The Michael R. White Elementary School is a 72,686 square feet structure located on approximately 4.2 acres on East 92nd Street, found on the East side of the study area. The school is in the Hough Neighborhood. The school is currently occupied but alternative developments have been proposed including office and residential.

The 72,686 square foot school could be redeveloped into an office building for $200 per square foot, so the project cost would be $14,537,200. Once developed, the office expenses are equal to $9.77 per square foot annually, which includes, insurance, maintenance, and property tax. The total operating expense is $710.142. With the average office market rent of $10.36 and 9.9% vacancy, the total income amounts to $723,659, which means the total net operating income only totals $13,517. Assuming an 80% loan to value, the allowed mortgage is $13,738,000, which means that there is a $3,434,500 gap. However, the operating expenses and income are similar, so the return is -22%, which means that the project would be a "no, go".

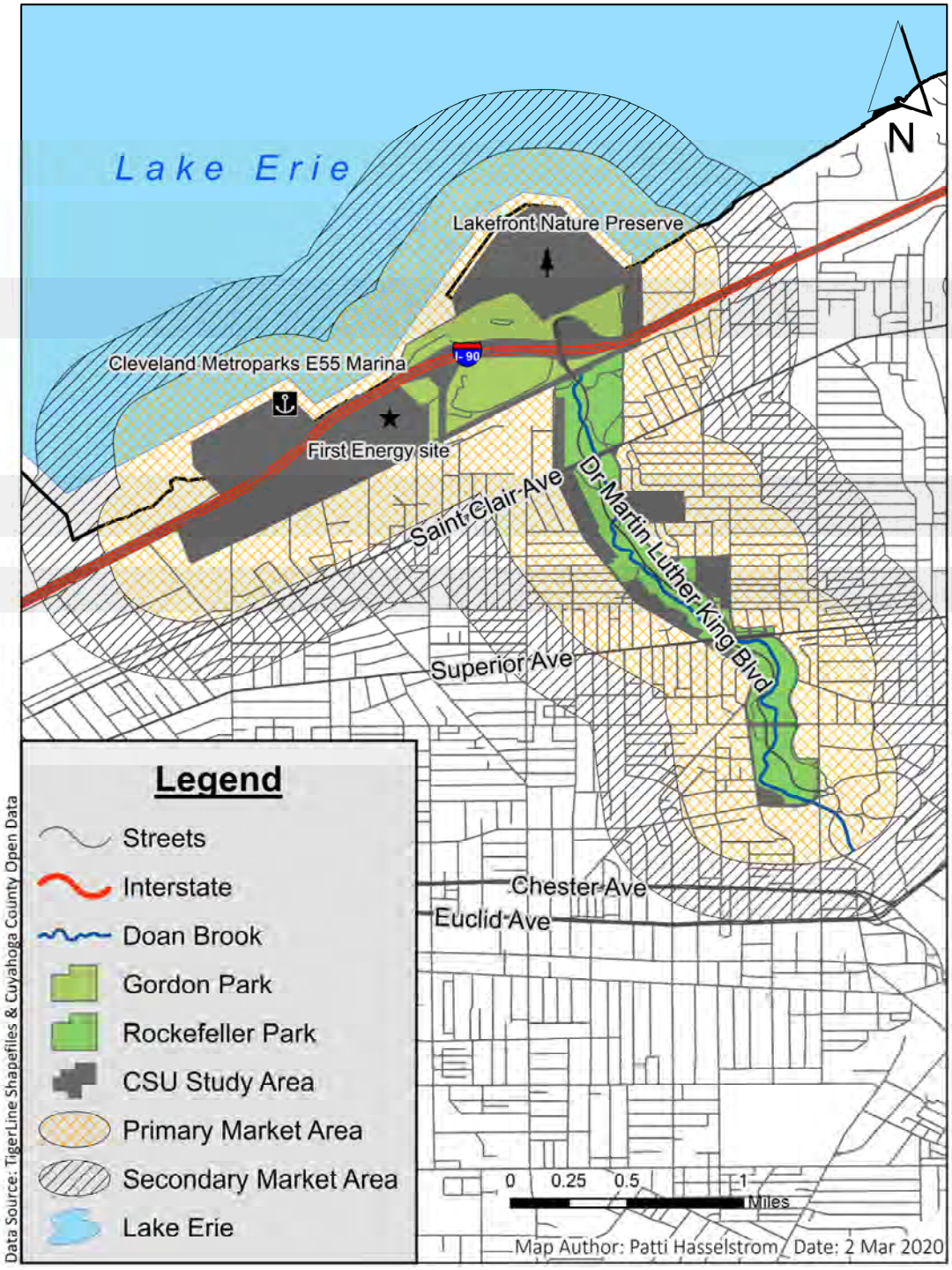
The 72,686 square foot school could be redeveloped into an apartment for $135 per square foot, so the project cost would be $9,812,610. Once developed, the apartment expenses are equal to $11.63 per square foot annually, which includes, insurance, maintenance, and property tax. The total operating expenses are $843,884. The space could be redeveloped into 31, 1,138 square foot units and 31, 632 square foot apartments that with 9.9% vacancy, yield a total income of $1,040,374. In total, net operating income only totals $196,489. Assuming an 80% loan to vale, the allowed mortgage is $5,958,328, which means that there is a $1,489,582 gap. If a 20% developer fee would be taken, the capital stack would be filled. However, based on the expenses and rents, cash flow is negative. Due to these negative measures, the project would be a "no, go".

While the office and residential scenarios did not generate a positive cash flow, there could potentially be other scenarios which work.

VI. Conclusion

In conclusion there are many existing amenities in the area including the cultural institutions and lake front, and development should focus on creating connections between amenities. Additionally, there is a demand for housing that spans nearly all income ranges. Therefore, the developments should be strategic investments and partnerships, such as the FES recommendation to partner with the Metroparks to create a desirable environment for all. Ultimately, it is critical to look to the long term impact rather than a rapid financial return.

A. Site Area Map Including Primary and Secondary market Area



B. Demographics

Population

	Primary Market Area (0.25 Miles)	Secondary Market Area (0.50 miles)	Total Market Area	City of Cleveland
Total	12,361	10,618	22,979	387,398

Population by Race

	Primary Market Area (0.25 Miles)	Secondary Market Area (0.50 miles)	Total Market Area	City of Cleveland
Total	12,361	10,618	22,979	387,398
White	1,621	2,080	3,701	154,041
Black or African American	9,954	7,661	17,615	192,112
Hispanic or Latino	278	346	624	
Native American and Alaska Native	50	7	57	
Asian	289	465	754	9,275
Native Hawaiian and Pacific Islander	1	2	3	94
Some Other Race	64	92	156	11,328
Two or More Races	384	310	694	

Population by Sex

	Primary Market Area (0.25 Miles)	Secondary Market Area (0.50 miles)	Total Market Area	City of Cleveland
Female	6,560	5,606	12,166	200,554
Male	5,803	5,014	10,817	186,844

Population Age 16+ Below Poverty Level by Employed or Unemployed by Sex

	Primary Market Area (0.25 Miles)	Secondary Market Area (0.50 miles)	Total Market Area	City of Cleveland
Total	3,701	2,798	6,499	309,862
Total Employed	804	810	1,614	182,199
Female Employed	534	552	1,086	84,038
Male Employed	270	258	528	82,257
Total Unemployed	878	607	1,485	32,930
Female Unemployed	439	301	740	15,144
Male Unemployed	440	306	746	17,816

Population Age 25+ Poverty Status Determined by Educational Attainment

	Primary Market Area (0.25 Miles)	Secondary Market Area (0.50 miles)	Total Market Area	City of Cleveland
Total	7,441	5,908	13,349	257,419
Bachelor's Degree or Higher	910	931	1,841	26,815
High School Diploma	2,406	1,814	4,220	204,986
Less Than a High School Diploma	1,876	1,485	3,361	52,433
Some College or Associate's Degree	2,249	1,682	3,931	77,225

C. Housing Niche Analysis

Income Range		Number House Holds in Range	Secondary Demand (25%)	Number of House Holds in Range + 25% secondary demand	Owner Affordable Housing Range		Renter Affordable Housing Range		Units in Range			Total Units (Including Vacant Units)	Net Demand
									Owner Occupied	Renter-Occupied	Vacant (20%)		
$0	$15,000	3,123	781	3,904	$0	$45,000	$0.00	$375	471	2,652	625	3,748	156
$15,000	$24,999	1,213	303	1,516	$45,000	$74,997	$375	$625	435	780	243	1,458	-245
$25,000	$34,999	765	191	956	$75,000	$104,997	$625	$875	381	912	259	1,552	-787
$35,000	$49,999	863	216	1,079	$105,000	$149,997	$875	$1,250	367	499	173	1,039	-176
$50,000	$74,999	682	171	853	$150,000	$224,997	$1,250	$1,875	342	339	136	817	-135
$75,000	$99,999	453	113	566	$225,000	$299,997	$1,875	$2,500	315	137	90	542	-89
$100,000	$149,999	297	74	371	$300,000	$449,997	$2,500	$3,750	204	89	59	352	-55
$150,000		156	39	195	$450,000	$0	$3,750	$0	110	46	31	187	-31
	Total Households	7,552			Income Range*3		Income Range*.3		2,625	5,454	1,616	9,695	-1,362

Source: American Fact Finder

D.Gordon Park Project Highest & Best Use

	POTENTIAL USES																					
SITE ATTRIBUTES	*Supermarket*		*Convenience Store*		*Entertainment/ Bar/Restaurant/Retail*		*Rental Housing*		*Condo*		*Warehouse/Light Industrial*		*Public Space*		*Office*		*Open Lot Parking*		*Hotel*		*Mixed Use*	
Visibility/Views	Semi-Visible from Shoreway	2	Semi-Visible from Shoreway	2	Semi-Visible from Shoreway	2	Lake Views (Nearby)	2	Lake Views (Nearby)	2	N/A	0	Herman Park and Edgewater Park	2	Lake Views (Nearby)	2	N/A	0		2	Lake Views (Nearby)	2
Auto Traffic	> 30,000 on Shoreway, but limited access	1	> 30,000 on Shoreway, but limited access	1	> 30,000 on Shoreway, but limited access	1	> 30,000 on Shoreway, but limited access	1	> 30,000 on Shoreway, but limited access	1	N/A	1	> 30,000 on Shoreway, but limited access	1	> 30,000 on Shoreway, but limited access	1	> 30,000 on Shoreway, but limited access	1	> 30,000 on Shoreway, but limited access	1	> 30,000 on Shoreway, but limited access	1
Adequate Parking	Some parking, but limited	1	Some parking, but limited	1	Some parking, but limited	1	Some parking, but limited	1	Some parking, but limited	1	Some parking, but limited	1	Some parking, but limited	1	Some parking, but limited	1	Some parking, but limited	1	Some parking, but limited	1	Some parking, but limited	1
Pedestrian Access	Limited	1	Limited	1	Limited	1	Limited	1	Limited	1	Limited	1	Limited	1	Limited	1	Limited	1	Limited	1	Limited	1
Highway Access	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2
Rapid/Bus	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	2	< 1 Mile	0	< 1 Mile	2	< 1 Mile	2
Freight Rail	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	< 1 Mile	2	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0
River Access	N/A	0	N/A	0	No Direct Access	0	No Direct Access	0	No Direct Access	0	No Direct Access	0	No Direct Access	0	No Direct Access	0	N/A	0	N/A	0	N/A	0
Under Bridge	No	2	No	2	No	2	No	2	No	2	No	2	No	2	No	2	No	0	No	2	No	2
Noise Level	N/A	0	N/A	0	N/A	0	Low	2	Low	2	N/A	0	Low	2	Low	2	N/A	0	Low	2	NA	0
Resident Base	33,657 people within 2 miles of Gordon Park	2	33,657 people within 2 miles of Gordon Park	2	33,657 people within 2 miles of Gordon Park	2	33,657 people within 2 miles of Gordon Park	2	33,657 people within 2 miles of Gordon Park	2	33,657 people within 2 miles of Gordon Park	-2	33,657 people within 2 miles of Gordon Park	2	N/A	0	33,657 people within 2 miles of Gordon Park	2	N/A	0	33,657 people within 2 miles of Gordon Park	2
Day Time Use	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	2	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	2	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	2	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	2	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	2	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	-2	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	2	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	2	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	2	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	2	8,307 employees and 22,401 daytime residents within 2 miles of Gordon Park	2
Brownfield	No	2	No	2	No	2	No	2	No	2	No	2	No	2	No	2	No	2	No	2	No	2
Infrastructure	Very minimal	0	Very minimal	0	Very minimal	0	Very minimal	0	Very minimal	0	Very minimal	0	Very minimal	1	Very minimal	0	Very minimal	1	Very minimal	0	Very minimal	0
Zoning	One-Family, 1F-A1	0	One-Family, 1F-A1	0	One-Family, 1F-A1	0	One-Family, 1F-A1	2	One-Family, 1F-A1	2	One-Family, 1F-A1	-2	One-Family, 1F-A1	2	One-Family, 1F-A1	0	One-Family, 1F-A1	0	One-Family, 1F-A1	0	One-Family, 1F-A1	0
Condition of Parcel	Unsatisfactory	0	Unsatisfactory	0	Unsatisfactory	0	Unsatisfactory	0	Unsatisfactory	0	Unsatisfactory	0	Unsatisfactory	0	Unsatisfactory	0	Unsatisfactory	0	Unsatisfactory	0	Unsatisfactory	0
Size of Parcel	Extremely large	2	Extremely large	1	Extremely large	2	Extremely large	2	Extremely large	2	Extremely large	2	Extremely large	2	Extremely large	2	Extremely large	2	Extremely large	2	Extremely large	2
Compatibility of Struct	Uncomeatable	-2	Uncomeatable	-2	Uncomeatable	-2	Uncomeatable	-2	Uncomeatable	-2	Uncomeatable	-2	Uncomeatable	-2	Uncomeatable	-2	Uncomeatable	-2	Uncomeatable	-2	Uncomeatable	-2
Future Expansion	Not Possible	-2	Not Possible	-2	Not Possible	-2	Not Possible	-2	Not Possible	-2	Not Possible	-2	Not Possible	-2	Not Possible	-2	Not Possible	-2	Not Possible	-2	Not Possible	-2
Competition	None within 2 miles	2	Dollar General < 1 Mile	-2	All < 1 Mile	0	Apartments < 1 mile but 33,657 people within 2 miles of Gordon Park	2	Condos < 1 mile but 33,657 people within 2 miles of Gordon Park	2	< 1 Mile	-2	Gordon Park & Rockefeller Park < 1 Mile	-2	Few offices	2	Parking Lots < 1 Mile	-2	Hotels > 3 Miles Away	2	None	2
Market Window	No	-2	No	-2	Yes	2	Yes	2	Yes	2	No	2	No	-2	No	-2	Yes	2	No	0	Yes	2
Value of Land	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0
Building Tax Base	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0
Total		15		10		17		23		23		5		16		15		10		17		19

Table Two
Sources:
Cuyahoga County, Ohio MyPlace
Google Maps
NOACA

D. Gordon Park Project Proforma

	Unit cost	Unit Amt	Unit	Total/Site/Yr	Source/Notes
ASSUMPTIONS					
SITE AND ACQUISITION					
Site Acquisition	$ 3.87	1,960,200	SF	$ 7,580,100	Unit amt and total cost: Assignment Sheet
BUILDING SQUARE FOOTAGE					
Apartment 1-bedroom		100	units		
Apartment 2-bedroom		50	units		
Total Apartment units		150	units		
Total Apartment square footage		150	total SF		No. units, avge size: Assignment Sheet
Commercial Square Footage					Per Assignment Sheet
Total Building Square Footage				133,311	
CONSTRUCTION COSTS					
Apartment Rehab Cost	$ 135.00	133,311	SF	$ 17,996,985	Rehab Cost/SF: Assignment Sheet
Commercial Construction Cost			SF		Cost and SF: Assignment Sheet
Total construction cost		133,311		$ 17,996,985	
SUBSIDIES					
Amount of grants and/or other direct subsidies		150	per unit		=Subsidies per unit * no. of units
TOTAL CAPITAL BUDGET				**$ 25,577,085**	=Site Acquisition + Total Construction Cost - Subsidies
OPERATING COSTS					
Apartment expenses	$ 12			$ 1,547,741	
Property Tax			SF		Included in B33
Commercial Building Mtce			SF		Included in B33
Insurance			SF		Included in B33
TOTAL OPERATING EXPENSES				**$ 1,547,741**	
Discount rate - Rate of Return(ROR)	11%				
ANNUAL RENT/LEASE INCOME					
1-bedroom apts	$ 2,258	100	units/month	$ 2,709,600	Annual. Rent: assignment sheet
2-bedroom apts	$ 3,402	50	units/month	2,041,200	Annual. Rent: assignment sheet
Commercial TYPE 1	$ -	-	SF/year	-	Annual. Note NET LEASABLE SPACE
Commercial TYPE 2	$ -	-	SF/year	-	
Subtotal Residential Rents				4,750,800	
Subtotal Commercial rents				-	
TOTAL RENTS/LEASES				$ 4,750,800	Sum of rents
Vacancy - residential	10%			$ 470,329	Rents * Vacancy %
Vacancy - commercial	0%			$ -	
TOTAL INCOME				**$ 4,280,471**	**Rents less vacancy**
NET OPERATING INCOME				**$ 2,732,730**	**Total Income - Total Operating Expenses**
LOAN INFORMATION					
Market Cap Rate on NOI	5.500				Per Assignment Sheet
Project Value for Mortgage				$ 496,860	=NOI/Market Cap Rate
Loan to Value Ratio	80%			$ -	Per Assignment Sheet
Max Loan Amount based on value				**$ 397,488**	**=Project Value x Loan to Value**
Max Loan Amount based on cost				**$ 20,461,668**	**=Project Cost x LTV**
Whichever Loan Amount is lower (fill in)				**$ 20,461,668**	**Your choice**
Equity required				**$ 5,115,417**	**=Project Cost - Loan Amount (whichever is lower)**
Cash on Hand					
Debt Service Constant	5.640%				per Fantini and Gorga debt service tables
Years	30				http://www.fantinigorga.com/publications/Constant-Chart.pdf
Interest Rate	3.75%				
Annual Debt Service				**$ 1,154,038**	=Loan amt x debt service constant
Debt Service Coverage Ratio				**2.367972209**	**NOI/annual debt service**

CASH ON CASH SUMMARY

Project Cost	$ 25,577,085	
Allowed mortgage based on cost or value	$ 20,461,668	whichever is lowest
Additional Equity needed	$ 5,115,417	=cost - mortgage
NOI	$ 2,732,730	
Annual Debt service	$ 1,154,038	
Net annual before tax cash flow	$ 1,578,692	=NOI - debt service
Cash on cash return	**31%**	cash flow/equity
desired ROR	11%	**INVEST? DO NOT INVEST?**
Cash needed	$ 5,115,417	
Cash on hand	$ -	
Cash gap	$ (5,115,417)	**INVEST? DO NOT INVEST?**

E. First Energy Site Project Highest & Best Use

SITE ATTRIBUTES	POTENTIAL USES																							
	Supermarket		*Convenience Store*		*Entertainment/ Bar/Restaurant/Retail*		*Rental Housing*		*Condo*		*Warehouse/Light Industrial*		*Public Space*		*Office*		*Open Lot Parking*		*Hotel*		*Mixed Use*	
Visibility/Views	Highly visible from I-90	2	Highly visible from I-90	2	Highly visible from I-90	2	Lake Views / Gordon Park / Freeway / Downtown	2	Lake Views / Gordon Park / Freeway / Downtown	2	N/A=0	0	Lake Views / Gordon Park / Freeway / Downtown	2	Lake Views / Gordon Park / Freeway / Downtown	2	N?A=0	0	Lake Views/ Gordon Park / Freeway / Downtown	2	Lake Views/ Gordon Park / Freeway / Downtown	2
Auto Traffic	>20,000 on I-90 and between 10,000-20,000 on E 55th (little access)	2	>20,000 on I-90 and between 10,000-20,000 on E 55th (little access)	2	>20,000 on I-90 and between 10,000-20,000 on E 55th (little access)	2	>20,000 on I-90 and between 10,000-20,000 on E 55th (little access)	2	>20,000 on I-90 and between 10,000-20,000 on E 55th (little access)	2	N/A=0	0	>20,000 on I-90 and between 10,000-20,000 on E 55th (little access)	2	>20,000 on I-90 and between 10,000-20,000 on E 55th (little access)	2	>20,000 on I-90 and between 10,000-20,000 on E 55th (little access)	2	>20,000 on I-90 and between 10,000-20,000 on E 55th (little access)	2	>20,000 on I-90 and between 10,000-20,000 on E 55th (little access)	2
Adequate Parking	None	-2	None	-2	None	-2	None	-2	None	-2	None	-2	None	-2	None	-2	None	-2	None	-2	None	-2
Pedestrian Access	N/A	-2	N/A	-2	N/A	-2	N/A	-2	N/A	-2	N/A	-2	N/A	-2	N/A	-2	N/A	-2	N/A	-2	N/A	-2
Highway Access	<1 Mile	2	<1 Mile	2	<1 Mile	2	<1 Mile	2	<1 Mile		<1 Mile	2	<1 Mile	2	<1 Mile	2	<1 Mile	2	<1 Mile	2	<1 Mile	2
Rapid/Bus	> 1 Mile Distance	-2	> 1 Mile Distance	-2	> 1 Mile Distance	-2	> 1 Mile Distance	-2	> 1 Mile Distance	-2	> 1 Mile Distance	-2	> 1 Mile Distance	-2	> 1 Mile Distance	-2	> 1 Mile Distance	-2	> 1 Mile Distance	-2	> 1 Mile Distance	-2
Freight Rail	n/a=0	0	n/a=0	0	n/a=0	0	n/a=0	0	n/a=0	0	Freight route runs along property.	2	n/a=0	0	n/a=0	0	n/a=0	0	n/a=0	0	n/a=0	0
River Access	n/a=0	0	n/a=0	0	Small water access limited by freeway.	0	Small water access limited by freeway.	0	Small water access limited by freeway.	0	Small water access limited by freeway.	0	Small water access limited by freeway.	0	Small water access limited by freeway.	0	N/A=0	0	Small water access limited by freeway.	0	Small water access limited by freeway.	0
Under Bridge	No=0	0	No=0	0	No=0	0	No=0	0	No=0	0	n/a=0	0	No=0	0	No=0	0	n/a=0	0	No=0	0	No=0	0
Noise Level	Along freeway to the north and rail to the south.	-2	Along freeway to the north and rail to the south.	-2	Along freeway to the north and rail to the south.	-2	Along freeway to the north and rail to the south.	-2	Along freeway to the north and rail to the south.	-2	N/A=0	0	N/A=0	-2	N/A=0	-2	n/a=0	0	n/a=0	-2	Along freeway to the north and rail to the south.	-2
Resident Base	30,505 residents within 1-mile	2	30,505 residents within 1-mile	2	30,505 residents within 1-mile	2	30,505 residents within 1-mile	2	30,505 residents within 1-mile	2	30,505 residents within 1-mile	2	30,505 residents within 1-mile	2	n/a=0	0	30,505 residents within 1 mile	2	n/a=0	0	30,505 residents within 1-mile	2
Day Time Use	15,167 employees within 1-mile	2	15,167 employees within 1-mile	2	15,167 employees within 1 mile	2	15,167 employees within 1-mile	2	15,167 employees within 1-mile	2	n/a=0	0	15,167 employees within 1-mile	2	15,167 employees within 1-mile	2	15,167 employees within 1-mile	2	15,167 employees within 1-mile	2	15,167 employees within 1-mile	2
Brownfield	Yes	-2	Yes	-2	Yes	-2	Yes	-2	Yes	-2	Yes	-2	Yes	-2	Yes	-2	Yes	-2	Yes	-2	Yes	-2
Infrastructure	No	-2	No	-2	No	-2	No	-2	No	-2	Yes	2	No	-2	No	-2	No	-2	No	-2	No	-2
Zoning	No	-2	No	-2	No	-2	No	-2	No	-2	Yes	2	No	-2	No	-2	No	-2	No	-2	No	-2
Condition of Parcel	Substandard	-2	Substandard	-2	Substandard	-2	Substandard	-2	Substandard	-2	Standard	0	Substandard	-2	Substandard	-2	Satisfactory	2	Substandard	-2	Substandard	-2
Size of Parcel	Compatible	2	Compatible	2	Compatible	2	Compatible	2	Compatible	2	Compatible	2	Compatible	2	Compatible	2	Compatible	2	Compatible	2	Compatible	2
Compatibility of Struct	n/a=0	0	n/a=0	0	n/a=0	0	n/a=0	0	n/a=0	0	n/a=0	0	n/a=0		n/a=0	0	n/a=0	0	n/a=0	0	n/a=0	0
Future Expansion	Possible	2	Possible	2	Possible	2	Possible	2	Possible	2	Possible	2	Possible	2	Possible	2	Possible	2	Possible	2	Possible	2
Competition	Specialty Market <1 mile and Dave's <2 mile	-2	Multiple <1 Mile	-2	Several <1 mile	-2	Several starting around 3 miles away	2	Competitors in the area	0	Competitors in the area	0	N/A=0	0	None within 1-mile	2	N/A	0	None within 1-mile	2	None within 1-mile	2
Market Window	Neutral	0	No	-2	No	-2	Yes, if affordable. Can use tax abatement.	2	Yes, if reasonably priced	2	Yes	2	Yes	2	No	-2	No	-2	Unclear	0	Neutral	0
Value of Land	Yes	2	Yes	2	Yes	2	Yes	2	Yes	2	Yes	2	Yes	2	Yes	2	Yes	2	Yes	2	Yes	2
Building Tax Base	Positive	2	Positive	2	Positive	2	Positive	2	Positive	2	Positive	2	Positive	2	Positive	2	Positive	2	Positive	2	Positive	2
Total		0		-2		-2		6		2		12		4		0		4		2		4

Table Two

Sources:
Cuyahoga County, Ohio MyPlace
ESRI
Google Maps
NOACA
CoStar
Fast Reports

E. First Energy Site Project Proforma

Item	Property	Acreage	Sq. Ft.	$/Sq. Ft	Source/Notes
ASSUMPTIONS					
SITE AND ACQUISITION					
Site Acquisition	$ 2,500,000.00	30.000	1,306,800.00	$ 1.91	
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**	
BUILDING SQUARE FOOTAGE					
Apartment 1-bedroom		170	units		
Apartment 2-bedroom		50	units		
Total Apartment units		220	units		
Total Apartment square footage		157,000	total SF		
Commercial Square Footage		0			157000
Total Building Square Footage		157,000			
CONSTRUCTION COSTS					
Land Remediation	$ 150,000		SF	$ 150,000	Site Improvements
Commercial Construction Cost	$ 135.00	157,000	SF	$ 21,195,000	Cost and SF: Assignment Sheet
Total construction cost				$ 21,345,000	
SUBSIDIES					
Property Tax Abatement	50%	-	per unit		=Subsidies per unit * no. of units
Remediation Grant				$ 150,000	
TOTAL CAPITAL BUDGET				**$ 23,695,000**	=Site Acquisition + Total Construction Cost - Subsidies
OPERATING COSTS					
Apartment expenses	$ 11.61	157,000	unit	$ 1,822,770	
Property Tax			SF		Included in B29
Building Maintenance			SF		Included in B29
Insurance			SF		Included in B29
TOTAL OPERATING EXPENSES				**$ 1,822,770**	
Discount rate - Rate of Return(ROR)	11%				
ANNUAL RENT/LEASE INCOME					
1-bedroom apts	$ 1,100	170	units/month	$ 2,244,000	Annual. Rent: assignment sheet
2-bedroom apts	$ 2,800	50	units/month	1,680,000	Annual. Rent: assignment sheet
3-bedroom apts		-	SF/year	-	Annual. Note NET LEASABLE SPACE
Commercial TYPE 2	$ -	1	SF/year	-	
Subtotal Residential Rents	$ 3,924,000			3,924,000	
Subtotal Commercial rents	$ -			-	
TOTAL RENTS/LEASES	$ 3,924,000			$ 3,924,000	Sum of rents
Vacancy - residential	9.9%			$ 388,476	Rents * Vacancy %
Vacancy - commercial	0%			$ -	
TOTAL INCOME				**$ 3,535,524**	**Rents less vacancy**
NET OPERATING INCOME				**$ 1,712,754**	**Total Income - Total Operating Expenses**
LOAN INFORMATION					
Market Cap Rate on NOI	5.500				Per Assignment Sheet
Project Value for Mortgage				$ 311,410	=NOI/Market Cap Rate
Loan to Value Ratio	80%			$ -	Per Assignment Sheet
Max Loan Amount based on value				**$ 249,128**	**=Project Value x Loan to Value**
Max Loan Amount based on cost				**$ 18,956,000**	**=Project Cost x LTV**
Whichever Loan Amount is lower (fill in)				**$ 18,956,000**	**Your choice**
Equity required				**$ 4,739,000**	**=Project Cost - Loan Amount (whichever is lower)**
Cash on Hand					
Debt Service Constant	5.640%				per Fantini and Gorga debt service tables
Years	30				http://www.fantinigorga.com/publications/Constant-Chart.pdf
Interest Rate	3.75%				
Annual Debt Service				**$ 1,069,118**	=Loan amt x debt service constant
Debt Service Coverage Ratio				**1.602024621**	**NOI/annual debt service**

CASH ON CASH SUMMARY

Project Cost	$	23,695,000	
Allowed mortgage based on cost or value	$	18,956,000	whichever is lowest
Additional Equity needed	$	4,739,000	=cost - mortgage
NOI	$	1,712,754	
Annual Debt service	$	1,069,118	
Net annual before tax cash flow	$	643,636	=NOI - debt service
Cash on cash return		**14%**	cash flow/equity
desired ROR		11%	**INVEST? DO NOT INVEST?**
Cash needed	$	4,739,000	
Cash on hand			
Cash gap	$	(4,739,000)	**INVEST? DO NOT INVEST?**

F. Michael R. White Elementary School Apartment Project Proforma

	Unit cost	Unit Amt	Unit	Total/Site/Yr	Source/Notes
ASSUMPTIONS					
SITE AND ACQUISITION					
Site Acquisition	$ 2,635,300.00		SF	$ 2,635,300	Unit amt and total cost: Assignment Sheet
BUILDING SQUARE FOOTAGE					
Apartment 1-bedroom		31	units		
Apartment 2-bedroom		31	units		
Total Apartment units		62	units		
Total Apartment square footage		62	total SF	72,686	No. units, avge size: Assignment Sheet
Commercial Square Footage					Per Assignment Sheet
Total Building Square Footage				72,686	
CONSTRUCTION COSTS					
Apartment Rehab Cost	$ 135.00	72,686	SF	$ 9,812,610	Rehab Cost/SF: Assignment Sheet
Commercial Construction Cost			SF		Cost and SF: Assignment Sheet
Total construction cost		72,686		$ 9,812,610	
SUBSIDIES					
Amount of grants and/or other direct subsidies	$ -	62	per unit	$ 5,000,000	=Subsidies per unit * no. of units
TOTAL CAPITAL BUDGET				**$ 7,447,910**	=Site Acquisition + Total Construction Cost - Subsidies
OPERATING COSTS					
Apartment expenses	$ 12		unit	$ 843,884	
Property Tax			SF		Included in B33
Commercial Building Mtce			SF		Included in B33
Insurance			SF		Included in B33
TOTAL OPERATING EXPENSES				**$ 843,884**	
Discount rate - Rate of Return(ROR)	11%				
ANNUAL RENT/LEASE INCOME					
1-bedroom apts	$ 1,162	31	units/month	$ 432,264	Annual. Rent: assignment sheet
2-bedroom apts	$ 1,942	31	units/month	722,424	Annual. Rent: assignment sheet
Commercial TYPE 1			SF/year		Annual. Note NET LEASABLE SPACE
Commercial TYPE 2			SF/year		
Subtotal Residential Rents				1,154,688	
Subtotal Commercial rents				-	
TOTAL RENTS/LEASES				$ 1,154,688	Sum of rents
Vacancy - residential	10%			$ 114,314	Rents * Vacancy %
Vacancy - commercial					
TOTAL INCOME				**$ 1,040,374**	**Rents less vacancy**
NET OPERATING INCOME				**$ 196,489**	**Total Income - Total Operating Expenses**
LOAN INFORMATION					
Market Cap Rate on NOI	5.500				Per Assignment Sheet
Project Value for Mortgage				$ 35,725	=NOI/Market Cap Rate
Loan to Value Ratio	80%			$ -	Per Assignment Sheet
Max Loan Amount based on value				**$ 28,580**	**=Project Value x Loan to Value**
Max Loan Amount based on cost				**$ 5,958,328**	**=Project Cost x LTV**
Whichever Loan Amount is lower (fill in)				**$ 5,958,328**	**Your choice**
Equity required				**$ 1,489,582**	**=Project Cost - Loan Amount (whichever is lower)**
Cash on Hand					
Debt Service Constant	5.640%				per Fantini and Gorga debt service tables
Years	30				http://www.fantinigorga.com/publications/Constant-Chart.pdf
Interest Rate	3.75%				
Annual Debt Service				**$ 336,050**	=Loan amt x debt service constant
Debt Service Coverage Ratio				**0.584703478**	**NOI/annual debt service**

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CASH ON CASH SUMMARY

Project Cost	$ 7,447,910	
Allowed mortgage based on cost or value	$ 5,958,328	whichever is lowest
Additional Equity needed	$ 1,489,582	=cost - mortgage
NOI	$ 196,489	
Annual Debt service	$ 336,050	
Net annual before tax cash flow	$ (139,560)	=NOI - debt service
Cash on cash return	**-9%**	cash flow/equity
desired ROR	11%	**INVEST? DO NOT INVEST?**
Cash needed	$ 1,489,582	
Cash on hand	$ -	
Cash gap	$ (1,489,582)	**INVEST? DO NOT INVEST?**

G. Michael R. White Elementary School Office Project Proforma

	Unit cost	Unit Amt	Unit	Total/Site/Yr	Source/Notes
ASSUMPTIONS					
SITE AND ACQUISITION					
Site Acquisition	$ 2,635,300.00		SF	$ 2,635,300	Unit amt and total cost: Assignment Sheet
BUILDING SQUARE FOOTAGE					
Apartment 1-bedroom			units		
Apartment 2-bedroom			units		
Total Apartment units			units		
Total Apartment square footage			total SF		No. units, avge size: Assignment Sheet
Commercial Square Footage				0	Per Assignment Sheet
Total Building Square Footage				72,686	
CONSTRUCTION COSTS					
Apartment Rehab Cost		-	SF	$ -	Rehab Cost/SF: Assignment Sheet
Commercial Construction Cost	$ 200.00	-	SF	$ 14,537,200	Cost and SF: Assignment Sheet
Total construction cost		-		$ 14,537,200	
SUBSIDIES					
Amount of grants and/or other direct subsidies	$ -	-	per unit	$ -	=Subsidies per unit * no. of units
TOTAL CAPITAL BUDGET				**$ 17,172,500**	=Site Acquisition + Total Construction Cost - Subsidies
OPERATING COSTS					
Apartment expenses	$ 10	-	unit	$ 710,142	
Property Tax	$ -	-	SF	$ -	
Commercial Building Mtce	$ -	-	SF	$ -	
Insurance	$ -	-	SF	$ -	
TOTAL OPERATING EXPENSES				**$ 710,142**	
Discount rate - Rate of Return(ROR)	11%				
ANNUAL RENT/LEASE INCOME					
1-bedroom apts		-	units/month		Annual. Rent: assignment sheet
2-bedroom apts		-	units/month		Annual. Rent: assignment sheet
Commercial TYPE 1	$ 10.36		SF/year	753,027	Annual. Note NET LEASABLE SPACE
Commercial TYPE 2		-	SF/year		
Subtotal Residential Rents					
Subtotal Commercial rents		753,027		753,027	
TOTAL RENTS/LEASES				$ 753,027	Sum of rents
Vacancy - residential					Rents * Vacancy %
Vacancy - commercial	4%			$ 29,368	
TOTAL INCOME				**$ 723,659**	**Rents less vacancy**
NET OPERATING INCOME				**$ 13,517**	**Total Income - Total Operating Expenses**
LOAN INFORMATION					
Market Cap Rate on NOI	8.000				Per Assignment Sheet
Project Value for Mortgage				$ 1,690	=NOI/Market Cap Rate
Loan to Value Ratio	80%				Per Assignment Sheet
Max Loan Amount based on value				**$ 1,352**	**=Project Value x Loan to Value**
Max Loan Amount based on cost				**$ 13,738,000**	**=Project Cost x LTV**
Whichever Loan Amount is lower (fill in)				**$ 13,738,000**	**Your choice**
Equity required				**$ 3,434,500**	**=Project Cost - Loan Amount (whichever is lower)**
Cash on Hand					
Debt Service Constant	5.500%				per Fantini and Gorga debt service tables
Years	30				http://www.fantinigorga.com/publications/Constant-Chart.pdf
Interest Rate	4.00%				
Annual Debt Service				**$ 755,590**	=Loan amt x debt service constant
Debt Service Coverage Ratio				**0.017888919**	**NOI/annual debt service**

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CASH ON CASH SUMMARY

Project Cost	$ 17,172,500	
Allowed mortgage based on cost or value	$ 13,738,000	whichever is lowest
Additional Equity needed	$ 3,434,500	=cost - mortgage
NOI	$ 13,517	
Annual Debt service	$ 755,590	
Net annual before tax cash flow	$ (742,073)	=NOI - debt service
Cash on cash return	**-22%**	cash flow/equity
desired ROR	11%	**INVEST? DO NOT INVEST?**
Cash needed	$ 3,434,500	
Cash on hand	$ -	
Cash gap	$ (3,434,500)	**INVEST? DO NOT INVEST?**

D.. Area Environmental Report (Phase I)

Gaining an understanding of the underlying environmental considerations and issues is critical for the current planning effort encompassing Rockefeller Park, Gordon Park, the adjacent lakefront, and surrounding neighborhoods of Glenville, Hough, St. Clair – Superior, and University Circle. This summary seeks to provide a broad overview of the basic status and appropriate aspects of landscape, watershed, wildlife habitat, energy potential, and air quality within the designated study area to inform continued planning.

Landscape

Consideration of the study area landscape will focus on the existing land use and its known and potential impact on the local environment as well as soil suitability for development. The existing land use across the study area is a mix of residential (one, two, multi-family) and general industrial, intersected by the St. Clair, Superior, and East 105th corridors of retail and semi-industrial uses (Figure 1).[1]

Figure 1: Existing land use/zoning across study area (Cleveland Planning Commission)

The presence of environmental contaminants from past and current land use of these types – as in many areas – has the potential to negatively impact local ecology and can add significant remediation costs to developmental efforts. Based on the mix of existing and past land uses, the potential contaminants within the study area include petroleum and fuels, lead and polychlorinated biphenyls (PCB) from home construction and rehabilitation, polycyclic aromatic hydrocarbons (PAH) from road surfacing and coal combustion, pesticides and herbicides, and volatile organic compounds (VOC) used in some past

commercial and industrial practices.[2] Confirming the presence of contaminants within the area soil requires standards-based assessment and testing typically done in coordination with land acquisition and development.

The soil across the study area landscape is a combination of natural soil derived from post-glacial till, urban land with asphalt or concrete coverage, and man-made fill along the lakefront. Rockefeller Park is where natural soil is still predominant and accessible. This post-glacial till soil is dominated by clay elements, is relatively impermeable, and ranges from one to several meters thick above the foundational shale.[3] The U.S. Department of Agriculture Natural Resources Conservation Service surveys provide soil ratings for various potential development uses within Rockefeller Park. The largest limiting factor highlighted towards the planning of picnic areas, playgrounds, and shallow excavations for construction are the areas that contain 25 to 55% slopes – both for suitability and the accompanying severe hazard rating for erosion (Figure 2).[4]

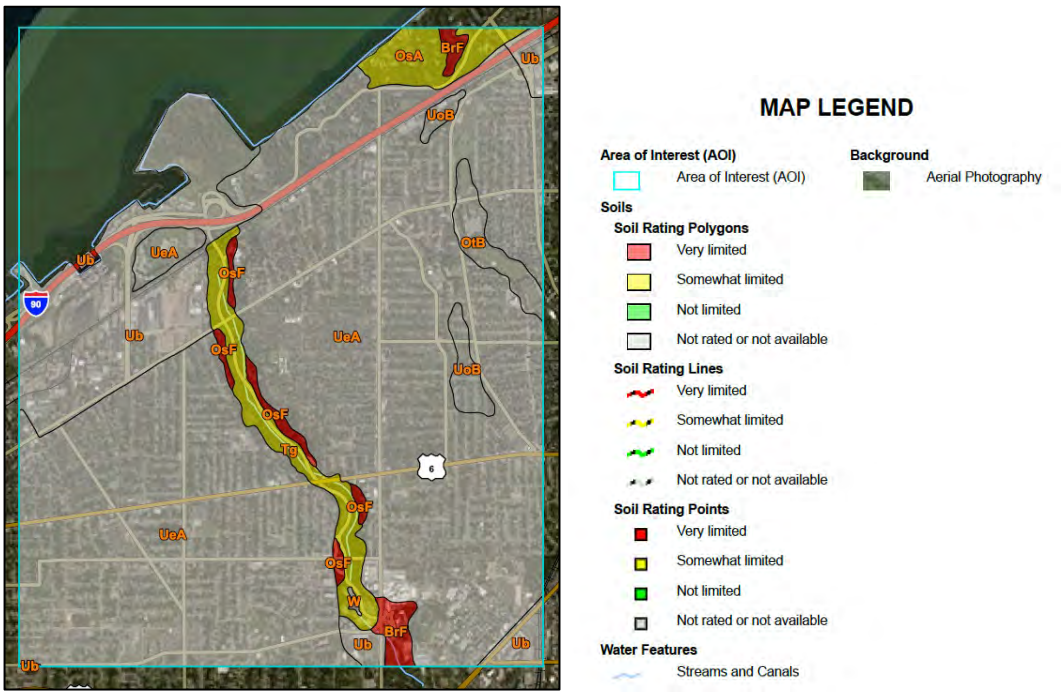

Figure 2: Study area soil suitability – Picnic Areas, Playgrounds, Shallow Excavations (USDA)

Along the lakefront, the primary concern for planning and development is exposing known contaminants through excavation. The soil contained within the Cleveland Lakefront Nature Preserve (CLNP), created from 1979 to 1999 as a confined disposal area (Dike 14) to hold sediments dredged from the Cuyahoga River deemed too hazardous to dump into the open, has known contaminants including lead, PAH, and PCB that have already required surface remediation on site (capping).[5] Soil testing in the adjacent

portion of Gordon Park (north) revealed junk fill consisting of sand, silt, brick, and slag of approximately 12 feet in depth that contained trace levels of similar contaminants as CLNP, but below applicable regulatory standards.[6] Further to the east along the lakeshore is the former site of the FirstEnergy Lake front Coal-Burning Power Plant. The site was remediated by FirstEnergy for above-ground contaminants during the plant demolition, targeting asbestos, lead, and PAH by removing topsoil and grading the site for proper drainage.[7] In anticipation of selling the property for future development – and as part of the Ohio Environmental Protection Agency (EPA) Voluntary Action Program requirements – FirstEnergy has identified the likely locations of remaining PCB contamination due to storage tanks (above/below ground) and electrical equipment.[8]

A final consideration for the landscape within the study area is the state of urban forestry and the associated tree canopy. Rockefeller and Gordon parks and their surrounding area received a strong start in tree canopy under the "Forest City" legacy of Cleveland – including a 1940 count that registered 220,000 street trees and 100,000 trees in City Parks.[9] Unfortunately, blights and disease over the past century have taken a significant toll on the area's once strong population of chestnut, elm, and ash trees.[10] A Cuyahoga County assessment of the changes in tree canopy between 2011 and 2017 provides locations where forestry efforts could be more effectively focused within the study area. While some census tracts saw small increases, the southern portion of Rockefeller Park and adjacent University Circle neighborhood tracts saw the largest decrease in tree canopy within the study area (Figure 3).[11]

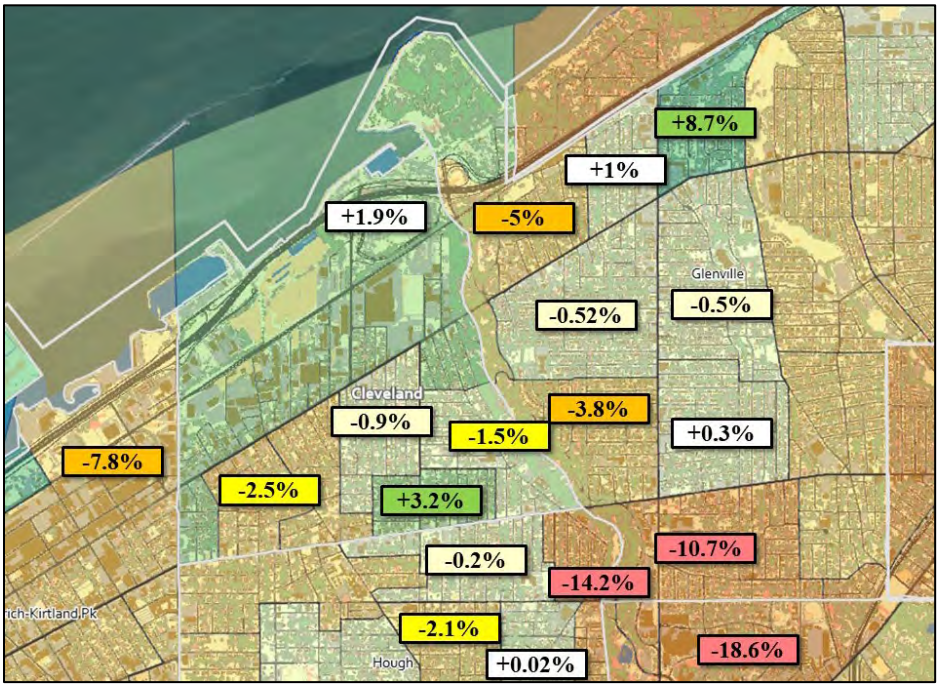

Figure 3: Tree canopy losses by study area census tracts (2011 – 2017; Cuyahoga County)

Actively working to improve the area's overall tree canopy is critical in complimenting other environmental efforts such as stormwater mitigation, reduction of the urban heat island effect, and the improvement of air quality.

Watershed

The entire study area lies within the Doan Brook-Frontal Lake Erie Watershed (Figure 4). Doan Brook is the primary watercourse running from the southeast to the northwest, through both Rockefeller and Gordon parks, before emptying into Lake Erie. Environmental considerations for planning across the study area cover both Doan Brook and the Lake Erie lakefront.

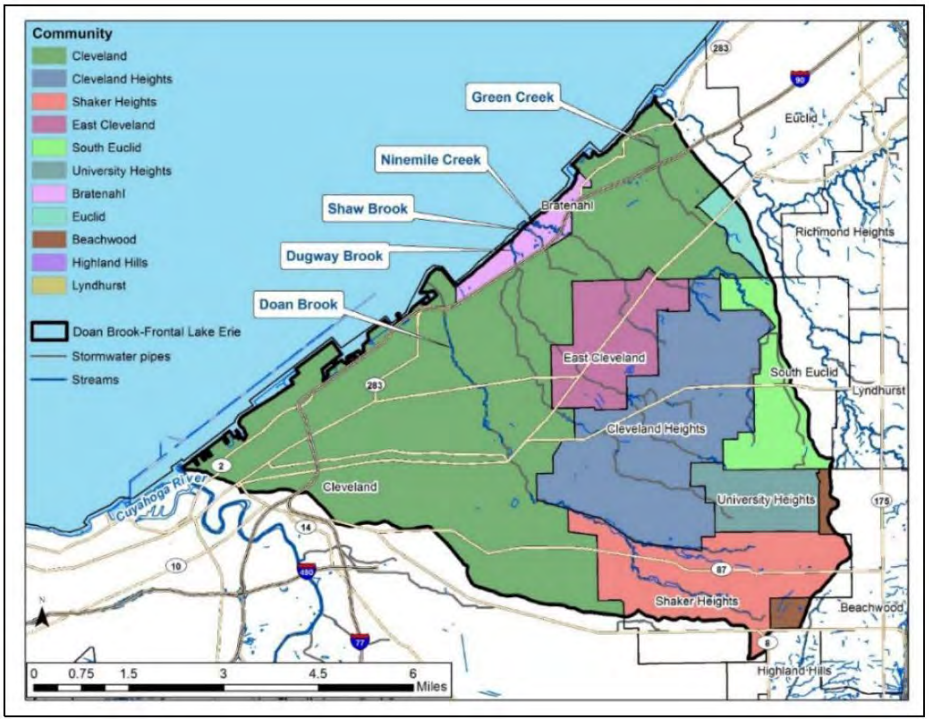

Figure 4: Doan Brook-Frontal Lake Erie Watershed and Municipalities (Doan Brook Watershed Partnership)

The Doan Brook Handbook highlights that it "suffers from all of the maladies that can be expected in an urban stream. It has too much water during floods and too little during droughts; its waters are polluted by the city around it; it is buried and confined; its aquatic community is poor…"[12] Since the late 19th Century – as Cleveland grew across the watershed, the parks were established, and later the Shoreway/I-90 and Dike 14 were constructed – Doan Brook has been incrementally confined from its natural course to a series of channels and underground culverts tied into the city's combined sewer-stormwater infrastructure. Giddings Brook, a smaller adjacent watershed that once also ran to Lake Erie, was culverted and diverted into Doan Brook as part of the expanding urbanization of the area.[13] The

coinciding expansion of urban infrastructure has resulted in a total of forty-two Combined Sewer Overflow (CSO) points that currently discharge during heavy rain events directly into the Doan Brook watershed, severely impacting the already confined watercourse through flooding and pollution.

While consideration of green infrastructure should always be included in planning efforts to reduce local runoff, the problem of flooding and pollution within the study area watercourse is a problem of scale. It is important to recognize the efforts that the Northeast Ohio Regional Sewer District (NEORSD) has undertaken to reduce the total volume of pollution-carrying runoff from the surrounding urban area into Doan Brook. In 2006, the Heights/Hilltop Interceptor (HHI) was completed that cut the volume of overflows entering the watercourse nearly in half to an estimated 400 million gallons per year.[14] Environmental monitoring of Doan Brook in 2011 by the NEORSD documented elevated levels of E.coli bacterial densities and other pollutants originating from CSO runoff that – in combination with periodic flooding – were continuing to impact the water and habitat quality of the Brook. Continued action under Project Clean Lake, the NEORSD response to a Clean Water Act federal consent decree, includes the on-going construction of the $142 million Doan Valley Tunnel (DVT) project which, when complete in 2021, is projected to further reduce flooding and overflows to the Brook to less than 40 million gallons per year.[15] These NEORSD efforts over the past 15 years to control flooding and pollution are projected to net an aggregate 95% reduction of runoff volume entering the Brook when complete.

Concurrent to their efforts to control flooding and pollution via CSO runoff, the NEORSD along with the City of Cleveland and the Doan Brook Watershed Partnership (DBWP) have undertaken numerous studies and planning efforts (2009, 2011, 2015, 2019) to restore and enhance the Doan Brook watercourse through both Rockefeller and Gordon Parks. The 2009 – 2015 efforts focused on the confined portions of the Brook within the southern half of Rockefeller Park, centering upon the following project goals[16]:

- Improve aquatic habitat in restored areas
- Provide for better control of stream flows
- Provide for some floodplain relief where possible
- Improve and enhance the riparian vegetative cover
- Provide limited removal of invasive plant species
- Provide for some limited access to the brook

As of a 2019 Nonpoint Source Pollution Implementation Strategy produced by the DBWP, many of these goals still have yet to be realized. Also in 2019, the DBWP commissioned a feasibility study on daylighting the currently culverted portion of Doan Brook within Gordon Park (north) and restoring a wetland estuary habitat that had existed prior to the lakefront development where the mouth of the Brook

once emptied into Lake Erie. The goal of this concept is to restore a "more natural connection to the lake and daylight as much stream channel as possible while preserving the existing infrastructure under CLNP."[17] Key environmental considerations in realizing the potential benefits that could be brought through an estuary restoration are limiting the excavation and resulting exposure of contaminants in the CLNP soil and accounting for the Lake Erie water levels, wave forces, and nearshore processes.[18]

Similarly, planning along all lakefront locations should take the same Lake Erie factors above into consideration within the context of changing conditions. Like most of the Great Lakes, Lake Erie has experienced rising water levels for much of the past five years. The lake level has exceeded its monthly long-term average for 55 consecutive months (since June 2015) and is trending higher annually (Figure 5) including a 21-inch seasonal climb in 2019 compared to the historic average (14-inches).[19] The combination of high water levels and lack of ice coverage during the winter has begun to cause significant erosion concerns and issues for lake front municipalities, prompting new planning and programmatic action by the State of Ohio and its Department of Natural Resources.[20]

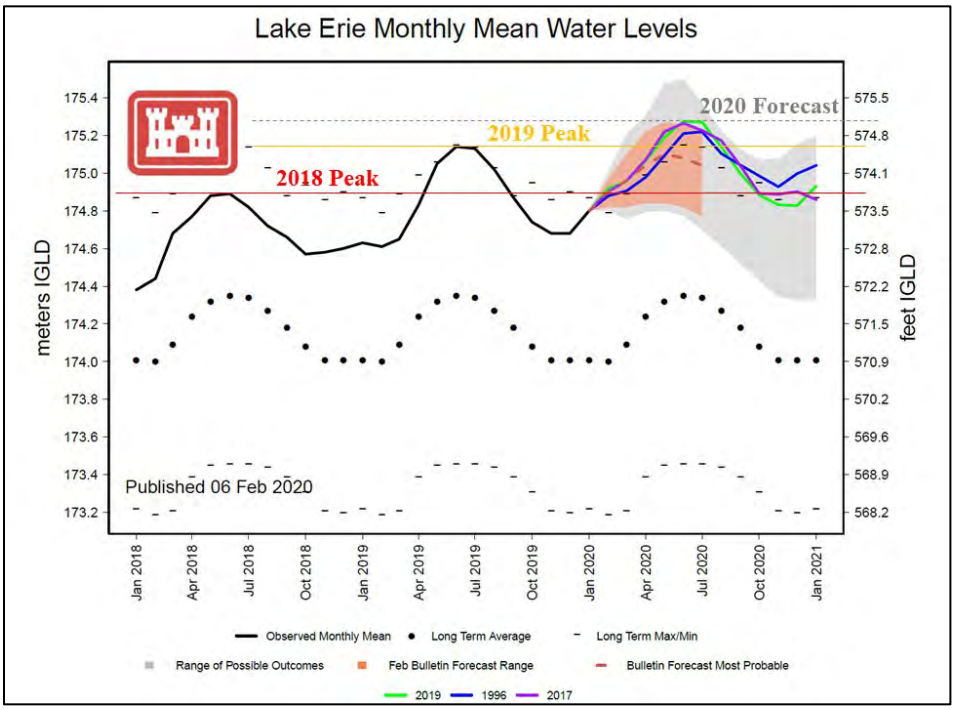

Figure 5: Lake Erie Monthly Mean Water Levels (2018 – 2020 forecast; U.S. Army Corps of Engineers)

Wildlife Habitat

Consideration of the landscape and watershed across the study area yields potential to connect, expand, and improve the existing wildlife habitat. The study area can best be classified as a riparian habitat centered on Doan Brook – offering a migratory corridor and shelter locations for wildlife from

Lake Erie and the CLNP inland along the watercourse through Gordon and Rockefeller parks. The main issue impacting this habitat is local fragmentation where the parks have been separated by manmade infrastructure (Shoreway/I-90 and MLK Boulevard) into multiple distinct patches (Figure 6) with little or no linking corridors between.[21]

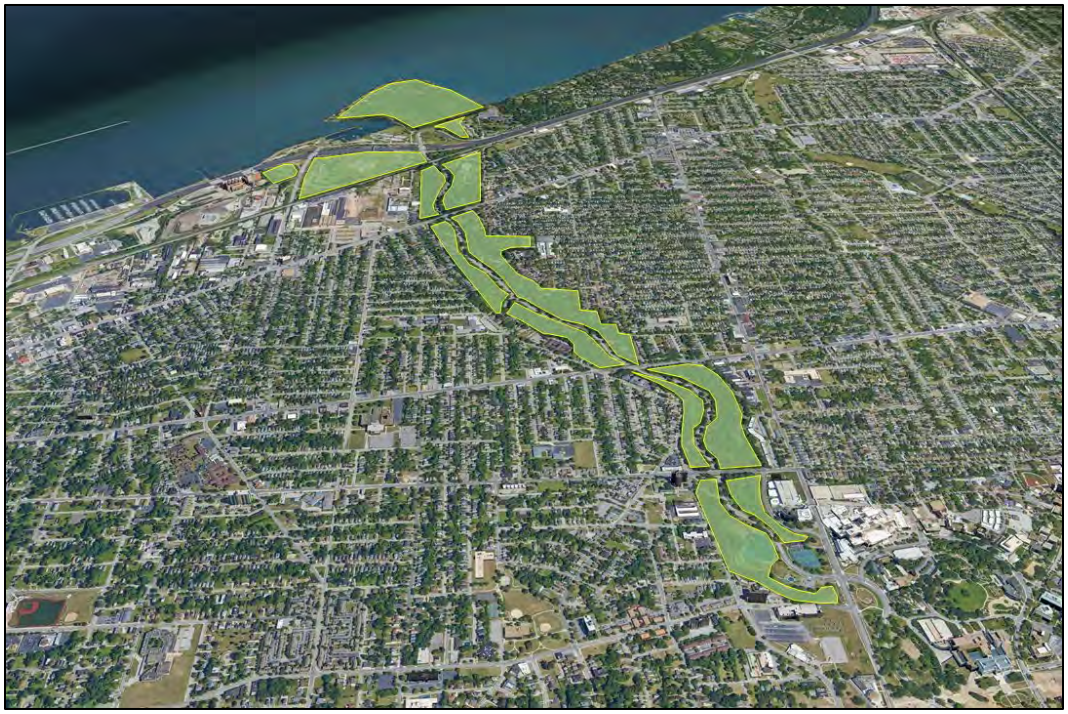

Figure 6: Habitat pockets along the study area portion of the Doan Brook Riparian Corridor (Author)

The success of the resurgent biodiversity within the CLNP (280 species of birds, 26 native Ohio plants, 42 species of butterflies, mammals, reptiles) could be more effectively aggregated within a larger northern "patch" of habitat (Gordon Park) and better connected with the adjacent riparian corridor (Rockefeller Park). Reducing the flooding and pollution within the Doan Brook – along with potential stream restoration efforts – is vitally important to support an increase in fish habitability along the entire watercourse within the study area. Additionally, continued consideration of the proposed estuary project would reintroduce a small-scale, but critical, coastal wetland habitat for fish and birds while also filtering pollutants and protecting against storm erosion.[22]

Air Quality and Energy

Planning within the study area should also consider those local actions that could help contribute toward the broad regional topics of air quality and clean energy. Efforts over the past decades have made significant improvements in regional air quality. This past year the Ohio EPA found that both Cuyahoga and Lorain Counties complied with federal standards for particulate emissions for three consecutive years

(2015 – 2018).[23] As regional efforts continue to address Ozone and other Green House Gas (GHG) emissions, local efforts to improve the tree canopy within the study area would also contribute towards the removal of these gases and accompanying particulate matter from the air.[24] Increasing the tree canopy in the urban areas surrounding the park can also contribute to reducing energy costs by cooling the urban heat island effect.[25] Along the lakefront, the consistent exposure to sunlight and wind provides an opportunity to pilot new and innovative energy technologies to meet the needs of park infrastructure. The Cleveland Metroparks Lakefront Masterplan Green Infrastructure Overlay, started in 2014, highlights key opportunities for consideration of not only storm runoff-oriented green infrastructure but also solar and wind energy generation from the East 55th Street Park and Marina to Gordon Park. Just as the West Creek reservation has become a public testing ground for water-based green infrastructure technology, the lakefront within the study area has the environmental conditions present to become the same for local, small-scale green energy generation.

The purpose of this summary has been to provide a broad overview of the basic status and appropriate aspects of landscape, watershed, wildlife habitat, energy potential, and air quality within the designated study area to inform continued planning. Comprehensive consideration of costs versus benefits (including cost avoidance) is key for the development of potential planning goals, objectives, and actions across the study area is critical as the process unfolds.

Notes

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E. Community Engagement Survey and Stakeholder Interview Data

Survey Appendices

Community Survey Doc

Interviewer ID:_____
Date:_____
Time:_____

Rockefeller Park User Survey and Informed Consent Form- Spring, 2020

The Cleveland State University Master of Urban Planning Development (MUPD) Capstone class has been engaged by Famicos, University Circle Inc., and the City of Cleveland to conduct a study of Rockefeller Park, Gordon Park, the East 55th Marina, and the First Energy Site. Our goal is to produce a set of recommendations that attracts more people to the sites, as true destinations, as well as serve the surrounding communities in a more meaningful way.

We are interested in your opinions. Your participation in this survey is voluntary. You are free to skip any questions. There is no direct benefit to you from participating. Risks associated with participation are largely limited to confidentiality. To minimize this risk, we do not ask for your name so your responses will be **anonymous.** W*e will not share* the results of your survey with anyone outside the class. We will not share or report your individual responses.

[ask for their agreement to the two statements:]

❑ *I understand that if I have any questions about my rights as a research subject, I can contact the CSU Institutional Review Board at (216) 687-3630 or Dr. Wendy Kellogg of the Levin College at CSU at (216) 687-5265. I will give you a takeaway with this information after we complete the survey.*

❑ *I am at least 18 years of age.*

---

1. **How familiar are you with the following places? (Check 1 in each row.)**

Site:	Not Familiar:	Somewhat Familiar:	Very Familiar:
Rockefeller Park/Culture Gardens			
Gordon Park			
East 55th Marina			
First Energy Site			
Lakefront Nature Preserve			

2. **How frequently do you go to the following places? (Check 1 in each row.)**

Site	**Rarely or Never** (Several times a year or less)	**Occasionally** (Every few months or so)	**Sometimes** (Several times per month)	**Often** (1 or more times per week)
Rockefeller Park/Culture Gardens				
Gordon Park				
East 55th Marina				
First Energy Site				
Lakefront Nature Preserve				

3. **What words come to mind when you think about Rockefeller Park?**

_____

4. **Has Rockefeller Park changed much in the time you have known it?**

❑ No

❑ Yes; If so, how? (Optional)

_____

_____

_____

5. **What prevents you from visiting the parks more often?**

❑ Not aware of them

❑ Difficult to walk or bike there

❑ Nothing to do

❑ Parking or transportation

❑ Safety concerns

❑ Don't want to or don't have the time

❑ Other _____

6. **What is the main reason you visit the parks? Check all that apply.**

❑ Spend time with family & friends

❑ Commute and or pass through

❑ Visit the cultural gardens

❑ Spend time by yourself

❑ Other: _____

7. **What are your favorite things to do right now at the parks?**

❑ Passive Recreation: sitting on benches, walking the trail, viewing the culture gardens...etc.

❑ Active Recreation: enjoying playgrounds, exercising, playing with family...etc.

❑ Athletic Facilities: using sports fields and courts.

❑ Gathering: getting together with friends/family at pavilions, picnic tables, grilling...etc.

❑ Other _____

8. **Are there any changes you would like to see at Rockefeller or Gordon Park?**

_____

_____

_____

9. **What the <u>TOP FIVE</u> amenities on this list that would greatest benefit the parks?**

❑ Restrooms
❑ Parking
❑ Pavilions
❑ Picnic tables, grills
❑ Playgrounds
❑ Bike racks
❑ Drinking fountains
❑ Grilling areas
❑ Dog Park, pet waste station
❑ Historical / Educational Signs
❑ Trash and recycling
❑ Directional signs
❑ Educational signs
❑ Community gardens
❑ More trees, flowers, etc.
❑ Athletic courts
❑ Outdoor games
❑ Seating
❑ Other _____

10. **How do you generally get to Rockefeller and/or Gordon Park?**

❑ Walk
❑ Bike
❑ Bus
❑ Rapid
❑ Drive
❑ Rideshare (Uber or Taxi)
❑ Other: _____

11. **What are your suggestions about how the First Energy Site should be used/redeveloped??**

❑ Residential Real Estate Development

❑ Commercial Real Estate Development

❑ Park Space

❑ Mixed Use Development (both commercial and residential)

❑ Other _____

12. What is your home zip code? _____

13. What is your approximate age?

❑ 18-34

❑ 35-54

❑ 55-74

❑ 75+

❑ **Prefer not to say**

14. Do you identify as:

❑ Female

❑ Male

❑ Gender non-conforming

❑ None. I identify as: _____

❑ **Prefer not to say**

15. Do you identify as (check one or more boxes)

❑ American Indian or Alaskan Native

❑ Asian, including Indian subcontinent

❑ Black or African American

❑ Hispanic / Latino / Spanish Origin

❑ Native Hawaiian or other Pacific Islander

❑ White

❑ None of these; I identify as:

❑ **Prefer not to say**

16. What is your approximate household income?

- ❑ Over $75,000
- ❑ $50,000 - $74,999
- ❑ $25,000 - $49,000
- ❑ $0 - $24,999
- ❑ **Prefer not to say**


Project Study Area
6
5
4
2
1
3
7
Assets and Opportunities
1 – Rockefeller Park/Cultural Gardens
2 – First Energy Site
3 – East 55th Street Marina (CMP)
4 – Gordon Park (City)
5 – Gordon Park (CMP)
6 – CLNP (C-CC Port Authority)
7 – Michael R. White Elementary School
8– University Circle Area
1
8

Stakeholder Interview Doc

Interviewer ID:_____
Date:_____
Time:_____

Rockefeller Park Stakeholder Interview

Overview: The Cleveland State University Master of Urban Planning Development (MUPD) Capstone class has been engaged by Famicos, University Circle Inc., and the City of Cleveland to conduct a study of Rockefeller Park, Gordon Park, the East 55th Marina, and the First Energy Site. Our goal is to produce a set of recommendations that attracts more people to the sites, as true destinations, as well as serve the surrounding communities in a more meaningful way.

Study Phasing: Our team is assembling the plan into phases. In the survey and interview phase, we are gathering input from key stakeholders, patrons/visitors of the park and surrounding sites, and residents. Your input will give us insight into the future of the area.

I. General Background Research

It is the Interviewer's responsibility to do research ahead of time on:

1. The primary mission or focus of the organization (institution, group, etc).
2. The scope of work the organization engages in: local, national, international.
3. The type of activities the organization is involved in.
4. The job role and responsibilities of the interviewee.

Feel free to receive these answers during the interview, if unable to obtain this information through independent research beforehand.

II. Specific Interview Questions

INTRODUCTION

1. How familiar are you with the study area and the broader Rockefeller Park neighborhoods?
2. When you think of the park, what first comes to mind?
3. How has the neighborhood and the park changed since you have known it?

EXISTING CONDITIONS

1. In your opinion, what are the parks' biggest strengths?
2. What are the sites' biggest weaknesses?
3. What obstacles do we need to be aware of, as we plan for the future of Rockefeller Park? (Note, state specific cultural or physical, list specific sites for questions, etc.)

4. What aspect of the park has the most potential?

THE FUTURE

1. What resources or programs would you like to see in the park?
2. How do you envision these sites influencing the surrounding community's economy?
3. What do you see as the best use for the First Energy Site?

COMMUNITY

1. Have you had success with other neighboring organizations to collaborate on projects?
2. What can we do to encourage local residents to use the park?
3. What keeps local residents from using Rockefeller Park, despite it being in such close proximity?
4. How do you feel the various park assets (Gordon Park, First Energy, Greenhouse, etc.) are connected?

MOVING FORWARD

1. How do you envision your organization's role in implementation?
2. Is there anyone else you feel that would be beneficial for us to speak with?
3. Is there anything else we have not yet talked about you'd like to discuss or recommend?

Engagement Results

Public Survey & Stakeholder Interviews

Stakeholder Interviews

Question 1, "How familiar are you with the study area and the broader park?"

KEY FINDINGS:

- A large amount of interviewees were familiar with the park through their work
- Others had lived nearby and were also familiar with past projects
- Some had visited the area frequently

Question 2, "When you think of the park, what comes to mind?"

KEY FINDINGS:

- Many associated the park with the Cultural Gardens, MLK Boulevard, and beauty
- Others thought of dangerous situations, traffic, and lack of funds
- Still more associated it with where they lived, Doan Brook, and underuse

Question 3, "How has the neighborhood/park changed since you've known it?"

KEY FINDINGS:

- There were a myriad of answers
- More pedestrians, increased investment, Racial change, and positive thoughts of the cultural gardens
- Others felt the park had become more dangerous or hadn't changed in any significant way, and the problem of funding issues
- Answers also included neighborhood involvement, and change in ownership

Question 4 In your opinion what are the parks biggest strengths?

KEY FINDINGS:

- The most common answer was the cultural gardens themselves
- Bike paths, the sheer size of the park, and Doan Brook were mentioned
- The sport facilities, Greenhouse, and story of the parks' legacy were mentioned

Question 5 What are the sites' biggest weaknesses?

KEY FINDINGS:

- Many Stakeholders felt the park itself was disconnected from the area, with safety and parking being mentioned as well
- Some said there wasn't enough programming being done compared with its potential
- Some said there were too many to count
- On top of this was funding issues, no one organization taking ownership of the area, and flooding

Q6 What obstacles do we need to be aware of, as we plan for the future of rockefeller park?

KEY FINDINGS:

- Answers were lack of government impact
- Too many voices
- Access to the park, as well as parking and traffic, lack of programming
- Poor perception and lack of programming were felt to be obstacles in moving forward

Q7 What aspect of the park has the most potential?

KEY FINDINGS:

- Viewed with the highest potential of positive impact was more programming, increasing accessibility to adjacent neighborhoods, as well as bike paths, and more gardens
- Real Estate development, the First Energy site were both mentioned as having a lot of potential
- Creating a regional destination and moving I-90 were high potential moves

Q8 What resources or programs would you like to see in the park?

KEY FINDINGS:

- A large portion of stakeholders mentioned programmed events as something they would like to see in the park
- Under this were outdoor activities, wayfinding, and sports courts
- They mentioned racial inclusivity and more cultural gardens
- With adequate maintenance

Q9 How do you envision these sites influencing the surrounding community's economy?

KEY FINDINGS:

- Stakeholders believed the sites could be used to showcase the neighborhood
- Others saw potential for new housing
- With a strong emphasis on equitable development
- Some believed that it is not an economic driver

Q10 What do you see as the best use for the First Energy Site?

KEY FINDINGS:

- Few unique responses
- Many felt the first energy site should be used for one of the following:
  - A location for I-90
  - A new way of accessing the lakefront
  - A potential site for more park space
  - New housing development
    - As well as parking

Q12 What Can we do to encourage local residents to use the park?

KEY FINDINGS:

- A significant portion felt there should be small, easy to plan events that would be neighborhood oriented
- Others stated the residents should decide what can draw residents
- A similar amount stated more events that close MLK and allow residents access into the valley
- Followed by nature and educational events about the park itself

Q13 What keeps local residents from using Rockefeller park, despite it being in such close proximity?

KEY FINDINGS:

- When asked, a lot of people stated the lack of access kept people from using the park
- Followed by lack of programming that drew people down there
- No ownership/ engagement was mentioned
- And the lack of restrooms

Q14 How do you feel the various park assets (Gordon Park, First Energy, Greenhouse, etc.) are connected?

KEY FINDINGS:

- Stakeholders felt the park assets were disconnected and not easily accessible
- The lack of publicity to the nearby areas about all of the parks amenities
- Some felt they all needed a car to access the park assets, and that there were no high-quality park trails available

Q15 How do you envision your organization's role in implementation?

KEY FINDINGS:

- Many felt their organization's role was in large planning and visioning, as well as communicating these plans to the public
- Some stated they were willing to help pay for the implementation of these plans, ensuring they were focused on the neighborhood
- Finally, they felt they would help maintain the park after implementation

Q16 Is there anyone else you feel that would be beneficial for us to speak with?

KEY FINDINGS:

- The answers were diverse:
  - Some of the people mentioned were council people
  - Metro parks officials
  - The parks and rec department capital improvements department
  - other cities
  - green ribbon coalition, and
  - cleveland scene

Q17 Is there anything else we have not yet talked about that you'd like to discuss or recommend?

KEY FINDINGS:

- Another variety of responses:
  - Safety was emphasized
  - Increasing awareness of the park
  - The need for outreach and programming around the park/Greenhouse
  - The need for collaboration with local organizations
  - The emphasis on Maintenance once this project had completed

Overall Stakeholder Interview Consensus..

The park is unwelcoming and inaccessible in its current form. It is not friendly for the residents.

All agree change needs to happen, and that programming is a simple way to boost engagement

Additionally, most of the stakeholders are daytime residents of the park. We should give weight to those who live nearby.

Overall Stakeholder Interview Consensus...

There are too many voices in the room. While outreach is crucial, it's important to distinguish active voices from passive.

Maintenance is something that needs to be considered, the project completion is not the end. How can we ensure it remains a great place?

Public Survey

Results of Public Survey:

Surveys taken by people who saw our yard signs:

25

Surveys collected in person by our team:

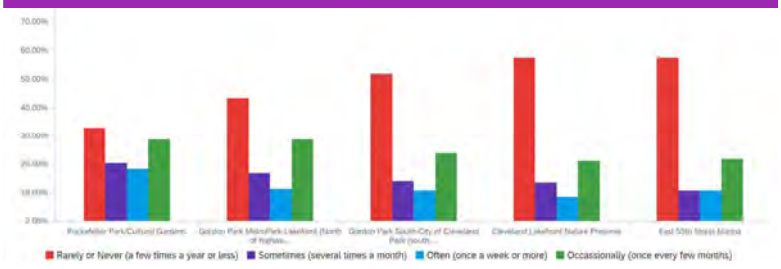
122

Results of Public Survey:

Total responses collected:

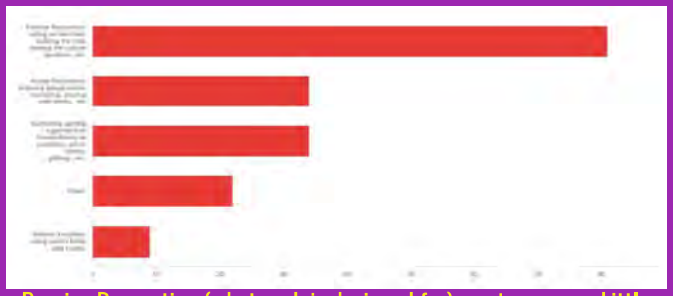
147

How Often do you go to the following places?



"Rarely or Never" is the most common response for each place, followed by "occasionally". "Often" was the least common response.

What are your favorite things to do when you visit these sites?

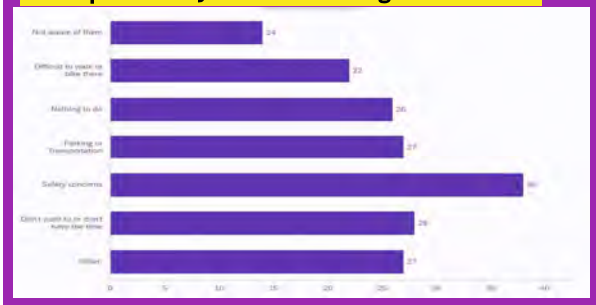


Passive Recreation (what park is designed for) most common. Little interest in athletic facilities.

"What Words Come To Mind..."
Rockefeller Park

120

What prevents you from visiting more often?



Safety concerns, parking issues, and lack of things to do most common reasons for not going more often.

Perceived Rockefeller Changes:

61

KEY FINDINGS:

- The park has improved
- People are aware of the physical changes, additions to the park, etc
- More clean than in past
- More safe than past

Generally, people who believe that Rockefeller has changed in the time they've known it think it's changed positively.

Top 5 Desired Amenities that would improve use

Common/standard park amenities were the most popular responses.

TOP 5 Additional Changes People Want to See:

97

#1. Amenities, amenities, amenities.

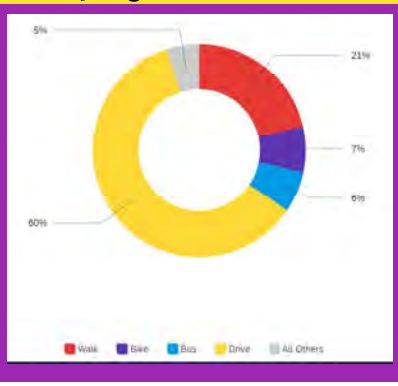
#2. Safer atmosphere; more security

#3. Family-Friendly Programming

#4. Community Events

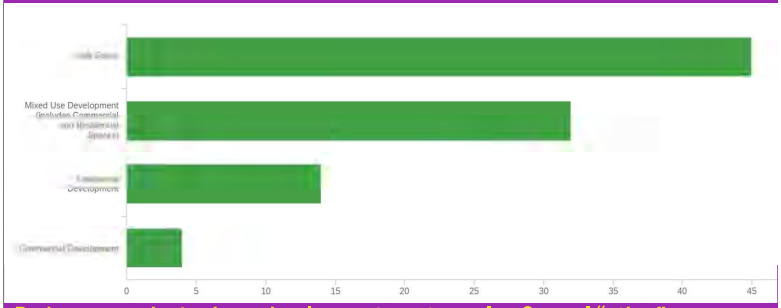
#5. Improved Bike/Ped Infrastructure,
Better Maintenance of Existing Amenities + Infrastructure
Parking Improvements (more...safer...clearer)

How do you get to Rockefeller/Gordon Park?



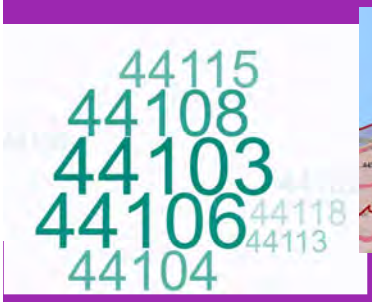
Most people drive, although 21% walk, indicating some nearby residents are in fact using the park

How should the First Energy site be redeveloped?



Park space and mixed-use development most popular. Several "other" responses expressed concern about toxicity of site for re-use.

Demographic Responses: ZIP Code of Respondent

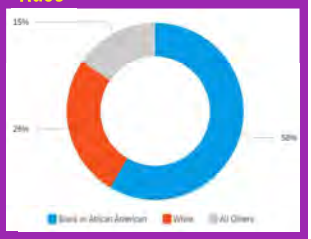


The most recorded ZIP codes are in/near our study area, indicating we did well in collecting surveys from neighbors with biggest stake in any park improvements

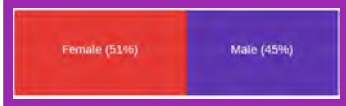
Other Demographic Response Info

Age

Race



Gender



Income

Overall Public Survey Consensus..

We did a good job of surveying people who live in/near our study area. Most people just want fairly simple/common park amenities- nothing extravagant. Perception is that area is beautiful but just not enough reason to go. Safety and parking biggest inhibitors.

F. Full Rockefeller Park Damaged Infrastructure Map

Rockefeller Park Current Conditions

Louis Stokes Cleveland VA Medical Center

Cleveland Museum of Natural History

UNIVERSITY CIRCLE

E 105 ST

Judge Capers Courts

MT SINAI DR

EAST BLVD

WADE PARK AVE

MLK JR DR

Rockefeller Lagoon

Doan Brook

ETHIOPIAN GARDEN

SUPERIOR AVE

AMERICAN LEGION GARDEN

Famicos Foundation

ANSEL RD

E 95 ST

E 94 ST

CRAWFORD RD

HOUGH

KENMORE AVE

ROCKEFELLER PARK

DAMAGED INFRASTRUCTURE

MAY 2019 AUDIT - UCI

north

KEY

- SEATING
- LIGHTING
- TREE (STRESSED)
- PAVEMENT/PATHWAYS
- SIGNAGE
- UTILITY INFRASTRUCTURE
- CROSSWALK/CURB RAMP
- BROOK EMBANKMENT FAILURE
- OTHER

SHEET A

Rockefeller Park Current Conditions

ROCKEFELLER PARK

DAMAGED INFRASTRUCTURE

MAY 2019 AUDIT - UCI

north

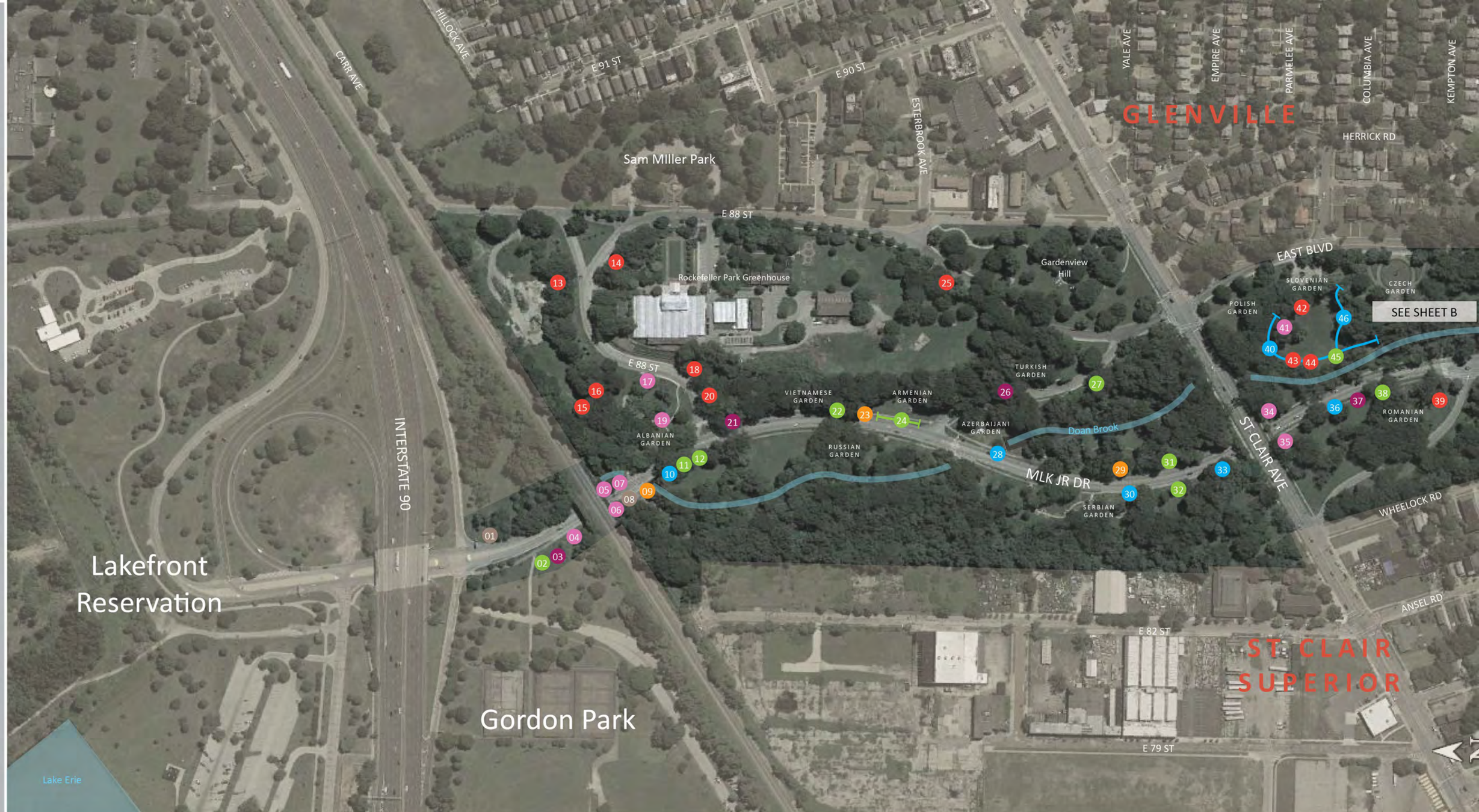
KEY

- SEATING
- LIGHTING
- TREE (STRESSED)
- PAVEMENT/PATHWAYS
- SIGNAGE
- UTILITY INFRASTRUCTURE
- CROSSWALK/CURB RAMP
- BROOK EMBANKMENT FAILURE
- OTHER

SHEET

B

Rockefeller Park Current Conditions



ROCKEFELLER PARK

DAMAGED INFRASTRUCTURE

MAY 2019 AUDIT - UCI

north

KEY

- SEATING
- LIGHTING
- TREE (STRESSED)
- PAVEMENT/PATHWAYS
- SIGNAGE
- UTILITY INFRASTRUCTURE
- CROSSWALK/CURB RAMP
- BROOK EMBANKMENT FAILURE
- OTHER

SHEET C

G. Visitors Center Financials

Visitor Center Full Financial Report Appendix

Sowinski Park Info

Construction and Acquisition

	Unit cost	Unit Amt	Unit	Total/Site/Yr
ASSUMPTIONS				
SITE AND ACQUISITION				
No Site Acquisition	$0.00	-	-	-
	Square Footage Per Unit	**Unit Amt**	**Unit**	**Total SF**
BUILDING SQUARE FOOTAGE				
Total Visitor Center square footage	5,000	1	SF	5,000
Parking	10	25	SF	250
TOTAL SQUARE FOOTAGE				5,250
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
CONSTRUCTION COSTS				
Commercial Construction Cost	$200.00	5,000	SF	$1,000,000.00
Parking Construction	$4,000.00	25	Spots	$100,000.00
Architecture fees	$100,000.00	-	-	$100,000.00
TOTAL CONSTRUCTION COST		5,025		$1,200,000.00
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
OPERATING COSTS				
Commercial Building Mtce	$19.66	5,000	SF	$98,300.00
TOTAL OPERATING EXPENSES				**$98,300.00**
Discount rate - Rate of Return(ROR)	8%			
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
ANNUAL RENT/LEASE INCOME				
Staged Weekday Events	$150.00	1	Weekday Events Scheduled	$1,500.00
Staged Weekend Events	$225.00	1	Weekday Events Scheduled	$2,250.00
Wedding/Weekends	$1,200.00	1	Weddings	$12,000.00
Annual Donations	$100.00	1,000	1000 donations of $100	$100,000.00
TOTAL INCOME				**$115,750.00**
NET OPERATING INCOME				**$17,450.00**

Sowinski Park Loan Info and Cash on Cash Summary

LOAN INFORMATION		
Market Cap Rate on NOI	5.500	
Project Value for Mortgage		$ 3,173
Loan to Value Ratio	80%	$ -
Max Loan Amount based on value		**$ 2,538**
Max Loan Amount based on cost		**$ 320,000**
Whichever Loan Amount is lower (fill in)		**$ 2,538**
Equity required		**$ 397,462**
Cash on Hand	**$ 500,000**	
Debt Service Constant	5.640%	
Years	30	
Interest Rate	3.75%	
Annual Debt Service		**$ 143**
Debt Service Coverage Ratio		**121.8971631**

CASH ON CASH SUMMARY

Project Cost	$	1,200,000
Allowed mortgage based on cost or value	$	2,538
Additional Equity needed	$	1,197,462
NOI	$	17,450
Annual Debt service	$	143
Net annual before tax cash flow	$	17,307
Cash on cash return		**1%**
desired ROR		8%
Cash needed	$	1,197,462
Cash on hand	$	500,000
Cash gap	$	(697,462)

E 82nd Tables

Construction and Acquisition Cost

	Unit cost	Unit Amt	Unit	Total/Site/Yr
SITE AND ACQUISITION				
Site Acquisition	$20,400.00	1	SF	$20,400.00
	Square Footage Per Unit	**Unit Amt**	**Unit**	**Total SF**
BUILDING SQUARE FOOTAGE				
Visitor Center	5,000	1	SF	5,000
Parking	10	50	SF	500
Total Project Square Footage				5,500
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
CONSTRUCTION COSTS				
Commercial Construction Cost	$200.00	5,000	SF	$1,000,000.00
Parking Construction	$4,000.00	50	Spots	$200,000.00
Architecture fees	$100,000.00		SF	$100,000.00
TOTAL CONSTRUCTION COSTS		5,050		$1,300,000.00
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
OPERATING COSTS				
Commercial Building Mtce	$19.66	5,000	SF	$98,300.00
TOTAL OPERATING EXPENSES				**$98,300.00**
Discount rate - Rate of Return(ROR)	8%			
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
ANNUAL RENT/LEASE INCOME				
Staged Weekday Events	$150.00	10	Weekday Events Scheduled	$1,500.00
Staged Weekend Events	$225.00	10	Weekday Events Scheduled	$2,250.00
Weddings	$1,200.00	10	Weddings	$12,000.00
Annual Donations	$100.00	1,000	1000 donations of $100	$100,000.00
TOTAL INCOME				**$131,500.00**
NET OPERATING INCOME				**$33,200.00**

E 82nd Loan Info and Cash on Cash Summary

LOAN INFORMATION		
Market Cap Rate on NOI	5.500	
Project Value for Mortgage		$6,036.36
Loan to Value Ratio	80%	$0.00
Max Loan Amount based on value		**$4,829.09**
Max Loan Amount based on cost		**$352,320.00**
Whichever Loan Amount is lower (fill in)		**$4,829.09**
Equity required		**$435,570.91**
Cash on Hand	**$500,000.00**	
Debt Service Constant	5.640%	
Years	30	
Interest Rate	3.75%	
Annual Debt Service		**$272.36**
Debt Service Coverage Ratio		**121.8971631**

CASH ON CASH SUMMARY

Project Cost	$1,320,400.00
Allowed mortgage based on cost or value	$4,829.09
Additional Equity needed	$1,315,570.91
NOI	$33,200.00
Annual Debt service	$272.36
Net annual before tax cash flow	$32,927.64
Cash on cash return	**3%**
desired ROR	8%
Cash needed	$1,315,570.91
Cash on hand	$500,000.00
Cash gap	-$815,570.91

H. First Energy Site Financials

FirstEnergy Site Full Financial Report Appendix

Multifamily Development Info

Construction and Acquisition

	Property	Acreage	Sq. Ft.	$/Sq. Ft
ASSUMPTIONS				
SITE AND ACQUISITION				
Site Acquisition	$ 750,000	3.5	152,460	$ 4.92
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
BUILDING SQUARE FOOTAGE				
Apartment 1-bedroom		150	units	
Apartment 2-bedroom		50	units	
Total Apartment units		200	units	
Total Apartment square footage		145,000	total SF	
Commercial Square Footage		0		
Total Building Square Footage		145,000		
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
CONSTRUCTION COSTS				
Land Remediation	$ 150,000		SF	$ 150,000
Commercial Construction Cost	$ 135	145,000	SF	$ 22,047,750
TOTAL CONSTRUCTION COST				$ 22,197,750
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
SUBSIDIES				
Property Tax Abatement	50%	-	per unit	
State Remediation Grant COAF				$ 750,000
Cuyahoga County Brownfield				$ 550,000
TOTAL CAPITAL BUDGET				**$ 21,647,750**
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
OPERATING COSTS				

Apartment expenses	$ 11.61	145,000	unit	$ 1,683,450
Property Tax			SF	
Building Maintenance			SF	
Insurance			SF	
TOTAL OPERATING EXPENSES				**$ 1,683,450**
Discount rate - Rate of Return(ROR)	11%			
	Unit cost	**Unit Amt**	**Unit**	**Total/Site/Yr**
ANNUAL RENT/LEASE INCOME				
1-bedroom apts	$ 1,200	150	units/month	$ 2,160,000
2-bedroom apts	$ 2,200	50	units/month	1,320,000
3-bedroom apts		-	SF/year	-
Commercial TYPE 2	$ -	1	SF/year	-
Subtotal Residential Rents	$ 3,480,000			3,480,000
Subtotal Commercial rents	$ -			-
TOTAL RENTS/LEASES	$ 3,480,000			$ 3,480,000
Vacancy - residential	9.5%			$ 344,520
Vacancy - commercial	0%			$ -
TOTAL INCOME				**$ 3,135,480**
NET OPERATING INCOME				**$ 1,452,030**

LOAN INFORMATION				
Market Cap Rate on NOI	5.500			
Project Value for Mortgage				$ 264,005
Loan to Value Ratio	80%			$ -
Max Loan Amount based on value				**$ 211,204**
Max Loan Amount based on cost				**$ 17,318,200**
Whichever Loan Amount is lower (fill in)				**$ 17,318,200**
Equity required				**$ 4,329,550**
Cash on Hand				
Debt Service Constant	5.640%			
Years	30			
Interest Rate	3.75%			
Annual Debt Service				**$ 976,746**
Debt Service Coverage Ratio				**1.486598651**

CASH ON CASH SUMMARY

Project Cost	$ 21,647,750
Allowed mortgage based on cost or value	$ 17,318,200
Additional Equity needed	$ 4,329,550
NOI	$ 1,452,030
Annual Debt service	$ 976,746
Net annual before tax cash flow	$ 475,284
Cash on cash return	**11%**
desired ROR	11%
Equity Needed 20%	$ 4,329,550
Cash on hand	
Cash gap	$ (4,329,550)

l. P4 Memo of Understanding (MOU)

DRAFT Memorandum of Understanding between The City of Cleveland, Ohio and The Eastside Parks Conservancy

THIS MEMORANDUM OF UNDERSTANDING (the "MOU") is entered into by and between the City of Cleveland, Ohio (hereinafter referred to as "City") and the Eastside Parks Conservancy (hereinafter referred to as "Conservancy"), collectively they are referred to as the "Parties".

RECITALS

WHEREAS, the City of Cleveland is a municipality in the State of Ohio; and

WHEREAS, the Eastside Parks Conservancy is a private non-profit corporation organized under Ohio's non-profit corporation statute for the express purpose of raising philanthropic support to enhance and sustain parks, trails and open spaces on the Eastside of Cleveland, Ohio; and

WHEREAS, the Conservancy is presently seeking to attain tax exempt status from the Internal Revenue Service under Section 501(c)(3) of the United States Internal Revenue Code; and

WHEREAS, the Conservancy will operate as a fiscally-sponsored program of a non-profit with existing tax exemption until it achieves such status itself; and

WHEREAS, the City and the Conservancy want to formalize the relationship between the City and the Conservancy by setting forth a series of mutual expectations; and

NOW THEREFORE, in consideration of the mutual covenants, promises and commitments herein, and parties agree as follows:

PURPOSE

The purpose of this Memorandum of Understanding is to establish a general framework for cooperation and collaboration between the City and the Conservancy. This MOU is non-binding. It will assist in defining the relationship between the Parties in order to ensure that the goals of each are accomplished in a mutually supportive way.

GUIDING PRINCIPLES

The guiding principles and assumptions for this agreement are as follows:

- The Conservancy exists to support Cleveland's Eastside parks, trails and open spaces by raising philanthropic capital and encouraging civic engagement in alignment with community priorities. The Conservancy is therefore to act as a philanthropic partner for the City's Eastside parks, trails

and open spaces. This relationship is formalized through an exchange of ex-officio board positions and the adoption of operating agreements and procedures. Both Parties will work collaboratively to develop shared philanthropic priorities.

- The Conservancy, although affiliated with the City of Cleveland by its purpose, is an independent corporate entity.
- The Conservancy's fundraising begins with a shared commitment: to sustain and enhance our Eastside system of parks, trails and open spaces to enhance our quality of life, protect our environment, and promote the economic well-being of our city.
- To create a private donor base for public parks, the Conservancy creates connections among the foundation, the city, private funders, businesses, and community members and organizations.
- The Parties are committed to promoting equity through parks and programming, cognizant of geographic, socioeconomic, demographic, cultural, physical ability and population density realities.
- The Parties will strive for mutual transparency in fundraising efforts to the greatest feasible extent, including prospects, potential proposals and agreements. Each recognizes that safeguarding donors' privacy may be essential in any given case to build trusting relationships, and at the same time will encourage donors to view both organizations as trustworthy partners.
- The Parties will strive for mutual transparency in their financial condition and issues, as such issues may influence the positions or priorities that each adopts.
- The Parties will jointly develop annual development plans that assign clear responsibility and accountability, which avoid duplication of effort, and which avoid competition for the same dollars, focused instead on the growth of funding opportunities.
- The Parties acknowledge that the Conservancy will serve as an additive funder for Cleveland's Eastside parks, trails and open spaces rather than supplanting existing City funding obligations.

RELATIONSHIP BETWEEN THE CITY AND THE CONSERVANCY

- The Executive Director of the Conservancy shall be responsible for managing the day-to-day operations of the Conservancy, and will report to the Conservancy Board that includes as ex officio voting members the City's Director of Public Works or their designee (PRF Director) and Cleveland Commissioner of Recreation (Parks Commission Chair). The Executive Director will maintain records, correspondence and action items for the Conservancy Board's review and approval. The Executive Director shall be responsible for ensuring that all Conservancy procedures are maintained, that all expenditures are proper and that funds appropriated by the Conservancy are transferred on a timely basis. The Executive Director shall be employed and compensated by the Board under such terms and conditions as are agreed upon by the Board. The Executive Director shall be selected by the Board and shall work under the supervision, control and direction of the Board. The Conservancy Board shall have the power to remove the Executive Director.
- The Conservancy Board and staff agree to work with the PRF Director and staff in support of their priorities.
- The City agrees to encourage and maintain the independence of the Conservancy and, at the same time, foster the cooperative relationship between the City and the Conservancy.
- The Conservancy agrees to cooperate with the PRF Director and/or designee to allow the City to monitor the relationship between the City and the Conservancy.
- The PRF Director and Parks Commission Chair shall be ex officio voting members of the Conservancy's governing board.

- Funds or gifts to the Conservancy shall be owned by the Conservancy and shall be maintained and/or distributed for the City's benefit as determined by the Conservancy Board. All funds received by the Conservancy for Conservancy purposes shall be maintained in accounts that are separate from City accounts, and Conservancy and City funds shall in no event be intermingled. The Executive Director shall be responsible for complete and accurate record-keeping regarding all Conservancy receipts and expenditures.
- The Conservancy agrees in the exercise of all its functions and activities to act consistently with all pertinent City policies.
- In all necessary cases, the City agrees to seek and obtain historic preservation approval for physical improvement projects that involve Conservancy funding.
- The City and Conservancy agree that, as separate corporate entities, each is responsible for any liabilities and costs arising from its own action(s) and/or inaction(s), and for procuring its own insurance(s) for such liabilities and costs in policy amounts as each deems prudent.
- The Parties will discuss and agree on a project-by-project basis if either party identifies a compelling reason to deviate from the general approach outlined in this document; further, the Parties recognize that there may be a compelling reason to adopt additional agreements for specific projects on which they might collaborate.
- This agreement will remain active for the two years from the date signing this agreement, and is renewable for additional two year terms by mutual written agreement of the Parties, and requiring formal action by both the Conservancy Board and the City Council.

FUNDRAISING EXPECTATIONS

- The City shall typically accept grants from state or federal agencies, scholarship funds, the City's gift catalog, gifts of real estate or other property, and gifts in-kind of equipment and supplies intended for City use.
- The Conservancy shall typically accept private philanthropic financial donations and restricted or unrestricted gifts intended for endowment or capital use.
- The Conservancy shall provide the Parks Director and City Council with a summary report of gifts received upon request.
- The Conservancy agrees to seek approved types of gifts that can benefit the City's parks, trails and open spaces, and coordinate with City staff regarding funding goals, programs or campaigns.
- The Conservancy agrees, before accepting gifts with any restrictive terms or conditions or gifts of real estate or equipment, to confer with the Parks Director, and the Conservancy and City both agree to advise donors that a restricted gift for the benefit of the City may not be accepted without City and Conservancy approvals.
- The Parties will work to streamline internal processes to ensure prompt and relevant support for each other's fundraising efforts to further mutual effectiveness.

FUNDING EXPECTATIONS OF THE CONSERVANCY

- While there is an understanding that the Conservancy exists to partner with the City in support of Portland's parks, trails and open spaces, the City does not exercise the authority to obligate the projects that the Conservancy chooses to fund, as the Conservancy is an independent corporation.
- The Parties acknowledge the general understanding that the Conservancy plans to fund discrete projects that are priorities of the City, rather than funding general maintenance or operations expenses.

- The Parties acknowledge the general understanding that the Conservancy will be an additive funder rather than supplanting existing City funding obligations and that, if there is a time in the future then it appears that the City does not ensure that the Conservancy's funding is additive, this would be grounds for the Conservancy to reconsider this agreement with the City.
- The Conservancy's spending policy will be established subject to the approval of the Conservancy's Board of Directors.
- The Parties understand that the Conservancy will transfer funds that are under its control to the City when there is agreement about the intention of how these funds are to be used. The City will use these funds in accordance with this understanding and provide the Conservancy timely accounting and reporting on the expenditure of these funds. If the City is unable to use all of the funds for the stated purposes, it will return the remaining funds to the Conservancy.
- The Conservancy agrees to receive sign-off from the City Department of Parks, Recreation and Facilities prior to applying for or accepting funds intended to be used toward physical improvements of City-owned property.
- The Conservancy agrees to receive sign-off from the City Department of Public Assembly prior to applying for or accepting funds intended to be used toward gatherings that are likely to involve 25 people or more.

FUNDING EXPECTATIONS OF THE CITY

- The Parties agree that there does not exist any obligation for the City to provide financial or in-kind support to the Conservancy.
- The City may provide other limited and reasonable support to the Conservancy, at the discretion of the City.

GIFTS FUND MANAGEMENT

- During the term of this Understanding the Conservancy shall be responsible for overseeing the management of funds that originate with its activities or are entrusted to it by its donors. The Conservancy fund management services shall include the following:

    o The Conservancy is entitled to "capture" a certain portion of the gifts as an offset to its annual operating expenses.

    O The Conservancy is authorized to accept restricted gifts that are designed to benefit the City. The Conservancy will not intentionally solicit or accept gifts for any use specified by a donor that is known to be inconsistent with the City's vision, mission, strategic priorities, goals, policies or procedures.

    O Distribution of restricted current use funds will be made on an annual basis or at the discretion of the Conservancy Board.

    O The Conservancy shall maintain a separate accounting for unrestricted funds received and gains, profits and losses resulting from said investments.

CONSERVANCY FILING, AUDITS AND REPORTING

- The Conservancy will file all reports and other documents required by law in a timely and comprehensive manner, including but not limited to those required by Ohio Nonprofit Corporation Law and the United States Internal RevenueCode.

- The Conservancy will supply the City with an annual set of financial statements for the most recently ended fiscal year no later than the last business day in August. The City may also contact the Conservancy's statement preparer or auditor directly to obtain additional information or clarify information about those statements.
- The Conservancy agrees to provide the City, annually:
    - An annual report; and
    - A list of Conservancy governing board, officers, and advisors.

LIMITATIONS

- The Conservancy agrees not to make any payments to a City employee except with prior City written approval.

CONFIDENTIALITY

- Neither the Conservancy nor the City shall disclose or use any private or confidential donor or employee information provided from one to the other except as required in and by the terms of this Understanding.

COMPLIANCE WITH APPLICABLE LAW AND NON-DISCRIMINATION

- The Conservancy further agrees not to discriminate in any manner on the basis of race, religion, color, national origin, gender, disability, age, sexual orientation or preference, or marital, parental, or veteran's status in its programs and activities, and to comply with all nondiscriminatory laws and policies that the City promulgates and to which the City is subject.

NOTICES

- Any notice to either party hereunder must be in writing signed by the party giving it, and shall be deemed given when mailed postage prepaid by the U.S. Postal Service first class, certified or express mail or other overnight mail service, or hand delivered, when addressed as follows:
    - To City: Public Works Commissioner, 500 Lakeside Ave. Cleveland, Ohio 44114
    - To Conservancy: Eastside Parks Conservancy
- Other addressee(s) may also be hereafter designated by written notice. All such notices shall be effective only when received by the addressee.

AMENDMENT AND TERMINATION

- This Understanding may be amended only in writing signed by an authorized representative of both Parties.
- This Understanding shall terminate immediately in the event that:
    - The Conservancy dissolves.
    - The City Council withdraws recognition of the Conservancy.
    - The Conservancy ceases to be a non-profit corporation.
- In the event the Conservancy ceases to exist, all monies and items of value received by or held by the Conservancy for the benefit of the City shall immediately be transferred to the City consistent with federal and state laws and any restrictions as may have been imposed by the donors.

SIGNATURES

IN WITNESS WHEREOF, the City of Cleveland and the authorized representative(s) of the Eastside Parks Conservancy have executed this Understanding on this _____ day of _____, 20___, the effective date of this Understanding. This Understanding will expire two years from the date of signing.

CITY OF CLEVELAND

By _____

(Signature)

_____

(Printed Name)

EASTSIDE PARKS CONSERVANCY

By _____

(Signature)

_____

(Printed Name)

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Project Portion	Source	Source Type	Amount	Description
Beautification and Placemaking	Community Challenge	AARP	Varies	Provides small grants to help communities become livable for people of all ages, which includes creating vibrant public spaces.
	LISC Loans, Grants, and Equity Investments	LISC	Varies	LISC offers a variety of financing tools to support creative placemaking projects, technology, and research that is inclusive and equitable to everyone.
	NAR's Placemaking Program Micro Grants	GBREB and the National Association of Realtors	$5,000.00	Microgrants are offered for temporary or new parklets, pop-up parks, pedestrian plazas, bike lines, alley activations, trails, dog parks, play/fitness areas, and community gardens.
	Our TOWN Grant Program	National Endowment for the Arts	$150,000.00	Supports projects that strengthen communities through arts engagement, cultural planning, design, and artist and creative industry support
	Source	Source Type	Amount	Description
	The Kresge Foundation's Increase Creative Capacity to Shape Healthier Neighborhoods Focus Area	The Kresge Foundation	Varies	The Kresge Foundation looks to support organizations with a focus on arts and community development through creative placemaking.
Fitness Trail/Access	Clean Ohio Trails Fund	State Government	75% match	This grants fund the improvement of recreational trails for Ohioans that are consistent with statewide plans
	Community Development Block Grants	Federal Government	Varies	There are various grant opportunities to help with community development.
	Fundraising Events	Non-Profit Partnership	Varies	Partnering with Famicos or UCI to put on fundraising events for the parks will help raise money for improvements and build buy in from community members
	Metered Parking	Local Government	Varies	Money from the parking meters along MLK can be earmarked to go towards park enhancement and operations
	NPS Outdoor Recreation Legacy Partnership	Federal Government	$750,000.00	This grant funds the development of new parks or improvements to existing ones in low to moderate income urban areas.
	Private Partnerships (Cleveland Clinic, UH)	Private	Varies	By partnerning with Cleveland Clinic or University Hospitals, the fitness trail could be funded by them in exchange for naming rights
	Programming Fees	Local Government	Varies	Charging fees for some programming with the parks would bring in extra money to go towards operations and enhancements
	Recreational Trails Program	Federal Government	80% match	This grant provides states with funds to develop and maintain trails or trail-related facilities
	Rockefeller Foundation	Non-Profit	Varies	Seeing as Rockefeller Park was donated by John D. Rockefeller, the foundation may provide funds to enhance the park
Green Infrastructure	Flood Mitigation Assistance Grant Program	FEMA	Varies	Provides funding for projects and planning that reduces or eliminates long-term risk of flood structures
	National Fish and Wildlife Foundation CHEERS Grant	Federal Government	$125,000.00	This grant help identify areas of opportunity for environmental preservation and enhancement. This grant is being pursued to target areas along the Cleveland lakefront, including Doan Brook
	NEORSD Green Infrastructure Grant Program	Northeast Ohio Regional Sewer District	$108,000.00	This grant funds green infrastrcuture projects; this amount is specifically for Famico's green infrastructure initiatives on nearby vacant parcels
	NEORSD Stormwater Quality Credit	Northeast Ohio Regional Sewer District	Up to 25% Credit towards stormwater runoff fee	Available to applicants with district-approved SCMs that provide water quality treatent to stormwater runoff flowing through the SCM
	NEORSD Stormwater Quantity Credit	Northeast Ohio Regional Sewer District	Up to 75% Credit towards stormwater runoff fee	Available to applicants with District-approved SCMs that reduce rate and/or volue of flowing from impervious surfaces on the owned property
Wayfinding and Road Dieting	Ohio History Fund	State Government	$20,000.00	This program can provide between $2,000 to $20,000 to support to a variety of projects that further the study, recordation, interpretation, publication and dissemination of historical information, engagement of communities in history, or conservation of historical collections and archives. There is a required 40% match by the local organization. This program could be used to provide resources for interpretive signage as part of this wayfinding system.
	Congestion Mitigation & Air Quality (CMAQ)	NOACA	80% (no max)	Establish new or expanded transportation projects or programs that reduce emissions, including capital investments in transportation infrastructure, congestion relief efforts, vehicle acquisitions, diesel engine retrofits, or other capital projects.
	Transportation for Livable Communities Grant (TLCI)	NOACA	$500,000.00	Provides assistance to communities and public agencies for integrated transportation and land use planning and projects that strengthen community livability.
Visitor Center	County Supplemental Grant	County Government	$50,000.00	This is a competitive grant which is award Cuyahoga County municipalities to help pay for special projects such as streetscaping, park construction and acquisition and demolition
	Jobs Ohio Loan and Grant Fund	State Government	$500,000.00	Support to help accelerate and redevelop sites in Ohio. Eligible cost include demolition, environmental remediation, building renovation, site preparation and infrastructure.
	ODNR Nature Works – Outdoor Recreation Facility Grants	State Government	$150,000.00	Projects are funded through the Ohio Parks and Natural Resources Bond and provides up to 75% reimbursement assistance to municipalities for acquisition, development and rehabilitation of recreational areas. Specifications include the applicant must have proper control of property.
	Ohio Community Development Block Grant Development funds	State Government	$150,000.00	The state of Ohio offers funding from their CDBG allocation for public facility improvement projects which improve parks