

Old Brooklyn
Community Development Corporation

Ward 15
Commercial Revitalization Study

Management Statement

Prepared by:

- ❖ Old Brooklyn Community Development Corporation
3344 Broadview Road
Cleveland, Ohio 44109
216-459-1000
www.oldbrooklyn.com

In conjunction with:

- ❖ Basile Baumann Prost & Associates

And, assistance from the City of Cleveland:

- ❖ Community Development Department
- ❖ City Planning Commission

April, 2002

PURPOSE OF THE PLAN

The *Ward 15 Commercial Redevelopment Plan* was prepared to help stimulate and guide redevelopment of the primary commercial districts of Brooklyn Centre and Old Brooklyn.

The City's Department of Community Development and Planning Commission together with Councilwoman Merle Gordon, the Old Brooklyn Community Development Corporation and individuals representing residential, commercial, industrial and institutional stakeholders throughout the area began a planning initiative for the Ward in the Fall of 2000.

Residents, commercial, institutional and government representatives were consulted to help establish planning goals. The following were identified as key objectives for the redevelopment plan:

- ❖ **Provide an inventory of existing land uses and recommendations for potential redevelopment.**
- ❖ **Provide analysis of key economic and demographic data to guide redevelopment strategies.**
- ❖ **Develop revitalization and redevelopment approaches for primary sites within the planning area.**
- ❖ **Provide action steps to be taken to implement redevelopment.**
- ❖ **Stimulate private investment within the planning area.**
- ❖ **Promote redevelopment that is sensitive to neighborhood goals and objectives.**

PLANNING PROCESS

The *Ward 15 Commercial Redevelopment Plan* is the product of a 16-month public planning process. Groundwork for this initiative began with the formation of a Project Team facilitated and comprised of staff from the City's Department of Community Development and Planning Commission together with Councilwoman Merle Gordon, the Old Brooklyn Community Development Corporation and individuals representing residential, commercial, industrial and institutional stakeholders of the area.

After a competitive selection process, Basile Baumann Prost & Associates, Inc. (BBPA) were retained by the Old Brooklyn Community Development Corporation with assistance from the Project Team and funding provided by the City of Cleveland through Councilwoman Merle Gordon.

BBPA with the cooperation of the Project Team convened three community meetings throughout the Fall and Winter of 2000. BBPA also carried out the following activities to determine the potential for commercial revitalization opportunities:

- Reviewed previous studies of the area.
- Carried out select interviews with stakeholders.
- Circulated and compiled results of an opinionnaire to determine past, present and future redevelopment potential.
- Compiled and analyzed demographic trends to identify spending potential and household densities.
- Tabulated traffic count survey information of study area.
- Conducted a survey of supermarkets and competitive supply for the immediate and surrounding areas.
- Examined urban design and physical opportunities and constraints for the study area
- Completed detailed retail market analyses, reviewing demographic trends for the defined area, City, County and Region.

Based on their findings BBPA in coordination with the Project Team:

- Developed revitalization and redevelopment recommendations and approaches for targeted areas of the study area.
- Defined and recommended specific design enhancements.
- Recommended management techniques for the revitalization process.
- Proposed retail strategies to achieve redevelopment objectives.
- Developed a detailed action plan that defines near, medium and long-term steps required to achieve revitalization and redevelopment goals.

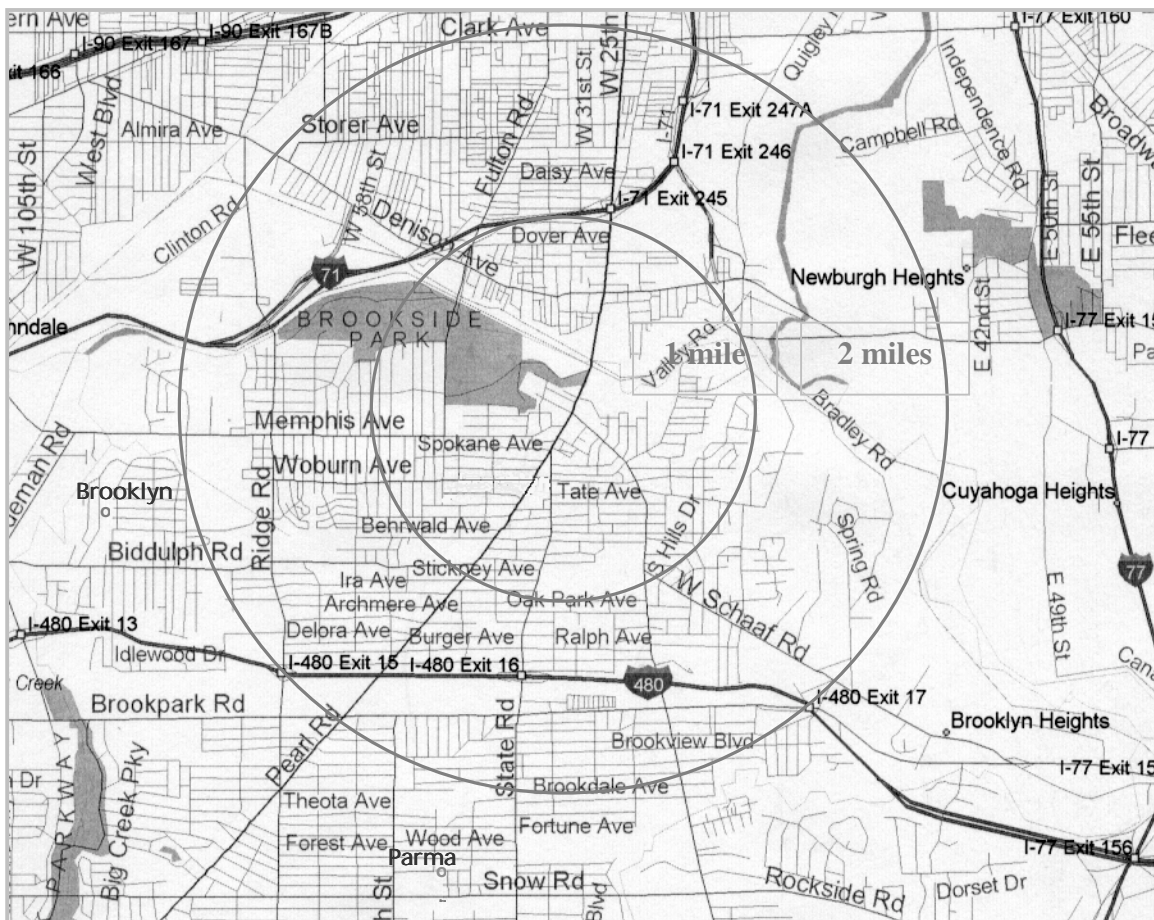
PLANNING AREA

The plan's study area includes the primary commercial districts of Brooklyn Centre and Old Brooklyn. These districts include

- 1) Pearl Road from I-71 going south to the Lower Big Creek Valley (Brooklyn Centre);
- 2) Pearl Road going south from the Lower Big Creek Valley to Spokane Avenue (Old Brooklyn); and,
- 3) Broadview Road from Pearl Road going southeast to Roanoke Avenue (Old Brooklyn).

To assess the market conditions for these primary commercial districts several market areas were defined and studied. They include:

- 1) **Primary market area** ring of ½ to 1 mile (includes both Old Brooklyn and Brooklyn Centre); and,
- 2) **Total market area** ring of 1 to 2 miles.



EXISTING CONDITIONS

Physical Environment

The primary commercial districts are bordered by two large health care facilities situated off of Pearl Road, with MetroHealth Medical Center located at the north end and Deaconess Hospital LLC at the south end. The area is accessible to major freeways and public transportation routes and is located only four miles from downtown Cleveland. The Lower Big Creek Valley bridges the commercial districts with Brooklyn Centre to the north and Old Brooklyn to the south. The two areas are connected by the Brooklyn-Brighton Bridge that crosses the valley. The Cleveland Metroparks Zoo is situated in Brookside Park, which covers the area from Pearl road going west to Ridge Road.

The general conditions of the commercial districts reviewed in the study area range from poor to fair. A number of key factors contribute to the conditions found within the area.

First, as in most traditional urban neighborhood business districts, the area has been significantly impacted by suburban sprawl resulting in the loss of businesses and investment in commercial development and properties.

Second, significant portions of the commercial districts are unattractive, having neglected or vacant buildings, poor signage and use of commercial storefront displays, underutilized parcels, lack of identifiable spaces for pedestrian activities and deteriorated streetscapes.

Third, much of the infrastructure is in a deteriorating condition. Pearl Road in the Brooklyn Centre area is in poor condition. Numerous sidewalks, curbs and gutters are in need of major repair throughout the area except in areas of new construction. Brooklyn Centre is also cluttered with utility poles and lines that significantly impact the visual character of the area. The infrastructure in the Old Brooklyn area is in better condition, although streetscape improvements are needed. Improvements should include trees or renewed landscaping redefined within the sidewalks and the improvement in pedestrian appeal in the area in and around the entrance to the Cleveland Metroparks Zoo.

The existing business mix does not promote any identifiable characteristics. Although the variety of businesses is fair there is a lack of integration of related or complimentary businesses within the districts. A need exists for the identification and refinement of specialized niche markets. Targeted market development should be based on identified neighborhood strengths.

The Brooklyn-Brighton Bridge presents a challenge in improving conditions for pedestrian use and making enhancements to better feature the structure as a gateway to the Zoo and the distinct neighborhoods of Brooklyn Centre and Old Brooklyn. Physical improvements should be made to increase safety and comfort for pedestrians.

Streetscape enhancements already established in Brooklyn Centre should be continued at other focal points. Sidewalk width is adequate in most places throughout the districts. Vacant and underutilized green space can provide opportunities for landscape enhancements. The historic

character of the districts is evident in many small to medium size commercial and retail buildings situated throughout the area. Renovations for several have been completed recently using National Trust for Historic Preservation design guidelines.

Population, Employment and Income

From 1990 to 2000, the study area had a stable population and household base with little or no decline. Based on demographic figures:

- the study area can be characterized as stable with an estimated five-year average annual population and household change of only 0.4%.
- age breakdowns in the study area reveal a higher concentration of populations in the 5 to 14, 21 to 34 and over 65 age cohorts.

The number of people employed in the primary market area in 1990 was 11,734. Of that total, 50.1 % were employed in white-collar jobs, 33.8 % in blue-collar jobs, 15.2% in service-related jobs and 0.9% in other. The total study area had employment totals of 31,622 and reflected similar trends¹.

Median household income for 2000 was \$29,825 within the primary area and \$30,113 for the total area.

Traffic Counts

Based on 1996 Cuyahoga County traffic count data, there are significant traffic volumes through the Old Brooklyn and Brooklyn Centre commercial districts.

In Brooklyn Centre on Pearl Road at Denison Avenue, the 1996 traffic count was 28,000 vehicles daily. When comparing counts from 1996 to counts taken for a 1989 Archwood-Denison Retail Study, there is a daily increase of 2,500 vehicles, a 10% increase for the period. The 1996 traffic count on Denison at Pearl was 8,300 vehicles daily and on Pearl at I-71 33,600 vehicles daily.

In Old Brooklyn the 1996 counts revealed the following: on Pearl Road at Broadview Road, 32,150 vehicles daily; on Broadview at Pearl, 15,700 vehicles daily; and, on Pearl at State Road, 28,050.

For comparison, 1996 traffic counts for other well known Cleveland area retail locations include: 27,050 vehicles daily on Biddulph at Ridge Road; 21,800 on Lorain at Rocky River Drive (Kamms Corners); 22,900 on Shaker Blvd. at Shaker Square; and 29,800 on Mayfield Road at Coventry.

¹ Based on the CACI Market Profile Report

Retail Market

Overall Assessment

Applicable new development between 1990 and 2000 suggests a moderately active market with affordable commercial, residential and retail opportunities. There are total of 138 establishments in the Old Brooklyn and Brooklyn Centre areas, generating \$150 million in retail sales annually. These establishments occupy 428,000 square feet and have estimated average annual sales per square foot of \$350. The area on *average* represents a viable retail area with significant sales volume and sales productivity. A more detailed evaluation of the information, however, indicates a vast difference in establishment types, with a series of larger establishments enjoying significant sales volumes and a higher number of relatively marginal small retail operations.

The area is generally well served by retail although gaps are present. On average it is estimated that residents of the neighborhood and primary area make approximately 57% of their retail purchases in the neighborhood and primary market areas. There are opportunities for increased retail activity for:

1. Apparel and accessories stores;
2. Food stores; and,
3. Miscellaneous retail.

Within the study area there are more expenditures made by area residents than sales made within the area for these three categories. The expenditures for these categories outside of the study area in 2000 were \$2.6 million (24% of total), \$4.9 million (15% of the total) and \$1.4 million (6% of the total) respectively.

Supermarket Survey and Competitive Supply

Due to the expressed needs of the community an analysis of area grocery stores was conducted to determine the commercial viability of adding a larger full-service grocery store within the primary market area.

The study concluded that there are insufficient grocery store expenditures as related to current supportable space and market conditions to support a new, full-service grocery store development within the primary market area.

Market research shows that the total study area has annual grocery store expenditures of \$91.0 million. The grocery store expenditures by study areas are \$32.7 for the primary market area and, 58.3 million in the total market area.

Comparatively and competitively, a typical full-service, 50,000 square foot grocery store has an annual sales volume threshold of approximately \$13 million. There are currently five grocery stores located within the total study area with 226,320 square feet of combined space.

Although the combined grocery store expenditures within the primary market study areas is \$32.7 million, support for a full-service grocery store (50,000 square feet or greater) is not strong due to the presence of two neighborhood grocery stores within the primary market study area

(Aldi and Vollick's Bi-Rite). These two stores have a combined 31,320 square feet of space. The additional three full-service grocery stores within the total market study area have a combined 195,000 square feet space (Tops at Ridge Park Square, Giant Eagle in Brooklyn and in Parma).

ASSETS AND OPPORTUNITIES

Old Brooklyn and Brooklyn Centre have distinct characteristics and assets to support redevelopment efforts. The area is known for its well maintained and highly valued single-family housing, historic architecture and walkable neighborhoods. Both areas have stable populations with higher than average home ownership and household incomes relative to other Cleveland neighborhoods. Both areas have well established small and medium size businesses. The City of Cleveland provides various commercial and residential programs that provide many incentives for improved maintenance and rehabilitation of area properties. An example is the Cleveland Storefront Rehabilitation Program that offers commercial property owners and retail businesses a 60% rebate on investments that improve the exterior conditions of a building.

The Cleveland Metroparks Zoo, Brookside Reservation and two main healthcare facilities (MetroHealth and Deaconess Hospitals) that anchor the area to the north and south provide a strong base for commercial stability and redevelopment. Zoo survey data indicates an estimated 1.3 million visitors annually.

The total estimated expenditure potential of Zoo patrons represents approximately \$5.3 million annually. BBPA estimates that, with a concerted and focused market orientation to intercept Zoo visitors, up to 50% of the retail potential could be captured within the study area. This would represent an additional \$2.7 million in sales from Zoo visitors that could support approximately 4,700 square feet of eating and drinking establishments and 3,500 square feet of other retail uses.

The emerging recreational and commercial activity that can result from the CanalWay Ohio (Ohio & Erie Canal National Heritage Corridor) presence is also substantial. The primary features of CanalWay Ohio are the Ohio & Erie Canal Towpath Trail, the CanalWay Ohio National Scenic Byway, and the Cuyahoga Valley Scenic Railroad. Information provided by Ohio Canal Corridor indicates a potential 3.3 million patrons annually to CanalWay Ohio. A trailhead for Ohio & Erie Canal Towpath Trail will be opened in the summer of 2002 in the area at Old Harvard Road on the eastern edge of the valley where the Big Creek connects to the Cuyahoga River.

The estimated expenditure potential for CanalWay Ohio visitors represents approximately \$2.5 million in sales annually, which could support approximately 5,300 square feet of eating and drinking places and 2,400 square feet of other retail.

In addition to Metroparks Zoo, MetroHealth and Deaconess Hospitals, Charter One Bank operates a service center located in the Hinkley Industrial Park, an operations center on Memphis Avenue, a head office for a national real estate appraisal services division and a full service bank on Pearl Road, all within the study area. Combined these institutions employ over 5,500 personnel.

The potential connection of the Ohio & Erie Canal Towpath Trail with the Cleveland Metroparks Zoo through the valley, holds great opportunities for future redevelopment projects. The Northeast Ohio Areawide Coordinating Agency is conducting a study of the Lower Big Creek Valley in partnership with the City of Cleveland, Cuyahoga County and other State and local development and environmental organizations. The study's goal is to develop a plan to stabilize and improve the environmentally degraded, and largely inaccessible, Lower Big Creek through river recovery, streamside land use improvement, and transportation planning. These elements coordinated with retail and neighborhood revitalization efforts ongoing in the city will serve as a foundation for redevelopment of the valley floor area.

The area is accessible to major freeways and public transportation routes and is located only four miles from downtown Cleveland. Traffic counts are high compared to other area retail corridors. This is attributed to the high degree of access to major interstates. Such good access to transportation links makes the area desirable for residents, provides significant opportunities for retailers and makes it a convenient location for businesses that provide services throughout greater Cleveland.

There are well established connections and cooperation evident within the non-profit sector that provides community services throughout the areas as well as several active civic groups and over 100 block clubs. The communities have strong historical documentation. Promotion of the history and character of the neighborhoods can be initiated without the need for extensive research.

The study recommends the continuing use of Historic District designations and tax credits to spur investment and rehabilitation to both residential and commercial properties. It is suggested that the current Brooklyn Centre Historic District be extended to include the area south of Denison Avenue up to the Brooklyn-Brighton Bridge. Historic district designations are also recommended for the areas of Pearl and Broadview Road and the South Hills neighborhood, both in Old Brooklyn. The two neighborhoods exhibit the necessary characteristics as defined by the National Trust for Historic Preservation, that are required to establish a historic district.

RECOMMENDATIONS

The study recommendations include various revitalization strategies that when combined will have a substantial impact on the community if critical objectives and goals are reached. The strategies and action plan that is detailed assumes the utilization of a Main Street Program approach. The Main Street Program is a proven approach to commercial revitalization that has been developed for over 20 years with support of the National Trust for Historic Preservation, and has been used by over 1,200 communities throughout the United States.

The re-development process will require strong commitments and investments from all sectors of the community. Fundamental commercial development is required before more advanced stages of re-development can occur. Basic requirements include: a more thorough understanding of the opportunities and resources available to stakeholders; stronger cooperation among area retailers, commercial and non-profit organizations; and, community education and fuller participation in the planning, implementation and evaluation process.

Proposed Revitalization Strategies

Targeted sub-markets

This strategy includes the development of targeted sub-markets through urban design improvements (Brooklyn Centre, Brooklyn-Brighton Bridge and Old Brooklyn). Specialized urban design improvements will entail streetscape improvements such as improved lighting, storefront renovations, improved sidewalks, head-in parking recommendations, signage and overall appearance activities. In addition, traffic-calming measures are recommended to create pedestrian-friendly service districts while also taking advantage of the high traffic volumes along Pearl Road. Conceptually, each sub-area will include the following enhancements:

- New and rehabbed building construction on street-face with rear parking
- Traffic calming at Pearl/Broadview and Pearl/Denison
- A pedestrian zone in Old Brooklyn with the inclusion of shared parking
- Gateways (entry signs) to enhance neighborhood and business district

Nodes and local attractions

Emphasis would be based on the following:

- **Archwood and Denison Avenues at Pearl Road**
 - Urban design enhancements of the Brooklyn Centre business district
 - Masonic Building Adaptive Re-Use
- **Big Creek Valley**
 - Restaurant/Zoo/Canal Corridor integration as they relate to the north and south ends of the Brooklyn-Brighton Bridge
 - Potential YMCA expansion (Pearl at north side of Brooklyn-Brighton Bridge)

- **Broadview Road, Memphis Avenue and State Road at Pearl Road**
 - Urban design enhancements of the Old Brooklyn business district
- **Revitalization of mini-development nodes including:**
 - Area of Pete’s Corner Grill (Broadview and Hood)
 - Area of Art House (Denison west from Pearl)

Adaptive Re-use

Facilitation between developer and property owners will be required as the development of start-up, “mini-projects” are outlined. Mini-projects should include the adaptive re-use of prominent buildings, e.g., the Masonic Building re-use (Brooklyn Centre), a potential YMCA expansion (Brooklyn Centre) and the adaptive re-use and restoration of the Krather Building (Old Brooklyn). A mixed use of retail, office and residential space as well as live/work opportunities should be explored throughout the district.

Potential Land Acquisition for Redevelopment

The city should consider full land acquisition only as a last measure. It should strive for private sector interest to drive the revitalization process with limited and targeted public sector funding support.

Urban design enhancements

Urban design enhancements can assist in creating a new image for the area. Enhancements can improve the safety and comfort for pedestrians and provide better management of vehicular traffic and parking. Specific areas to consider for improvements are:

- Old Brooklyn Area (Pearl Road)
- Old Brooklyn (Broadview Road)
- Brooklyn Centre Area (Pearl Road)

Recommended urban design enhancements include:

- Traffic calming measures such as narrowing the roadway, special pavement, angled parking, reducing curb cuts and more on-street parking.
- Improved streetscape elements to include street furniture, planters and street crossing modifications.
- Widening of sidewalks.
- New and rehabbed building construction on street-face with rear parking.
- Gateways (entry signs) to enhance neighborhood and business district’s identities.
- Consideration of some street realignment.
- Enhancing the design and location of bus stops.
- Establishing better locations and utilizing more visually distinct materials and designs for crosswalks.
- Architectural enhancements to the Metroparks Zoo entrance off of Pearl Road. Could include special lighting, banners, signage and site features.

Main Street Management Approach

The Main Street Program, as a revitalization plan, is based on four comprehensive strategies that build on neighborhood opportunities and constraints. These strategies provide the foundation and organization for a successful revitalization. They include:

- 1) **Design** to enhance the physical appearance of the commercial district
- 2) **Organization** through consensus and cooperation
- 3) **Promotion and marketing** the traditional commercial districts
- 4) **Economic Restructuring** by strengthening and expanding the existing economic base

A planned Main Street Program will help the public perception and serve to support and sustain the revitalization process. A Main Street Manager will assist the Implementation Committee to coordinate and manage the process.

NEXT STEPS

The *Ward 15 Commercial Redevelopment Plan* is designed to be a guideline and a stepping stone for implementing change within the planning area. The Old Brooklyn Community Development Association with assistance of the City of Cleveland and the inclusion of key stakeholders, should use the plan to establish a strategic action plan for the commercial revitalization and redevelopment of the area.

SUGGESTED ACTION PLAN

The following summarizes the recommended actions for the Ward 15 project implementation for near, mid and long-term planning periods.

Initiatives are grouped by the following categories:

- Implementation
- Historic District
- Communications and Outreach
- Safety and Security
- Marketing
- Design and Development
- Capital Improvement and Street Scape

ACTION PLAN

Near-Term (2001-2002)

Actions and projects that can be accomplished quickly and economically with an emphasis on immediate and tangible changes to improve visual image, create a sense of momentum and build the morale of the neighborhood.

Initiatives include:

Implementation

- Convert the Study Project Team into an expanded Implementation Committee.
- Implement a continuing program of training and development for both staff and the Board of Trustees.
- Establish agency affiliation and membership in the Main Street Initiative of Cleveland Neighborhood Development Corporation.
- Hire a full-time Main Street Manager.

Historic District

- Expand the Brooklyn Centre Cleveland Landmark Historic District to include Pearl Road between Denison Avenue and the Brooklyn Brighton Bridge.
- Create a new Brighton Village Cleveland Landmark Historic District and a National Register Historic District in the Pearl and Broadview area.
- Establish a Historic Neighborhood Tour of homes and businesses.
- Identify key buildings for renovation through a real estate development program.

Communications and Outreach

- Restructure the *Old Brooklyn News* as the official voice and organizing tool of OBCDC.
- Construct www.oldbrooklyn.com as an online version of the newspaper and also a resource for residents and businesses in the neighborhood.
- Convene a preliminary meeting of merchants after six months or when contacts and discussions indicate they are ready to meet as a group, eventually forming a Merchants Association.
- Through the new Merchants Association, develop plans and themes for a unified retail marketing campaign to promote businesses along the Pearl/Broadview corridor.
- Through the new Merchants Association, establish a volunteer “Community Clean-Up Day” and regular litter patrols for the commercial areas of Old Brooklyn and Brooklyn Centre.
- Create a monthly “Main Street” section in the *Old Brooklyn News*, aimed at the general public.
- Create a monthly *Main Street Newsletter* specifically for retail merchants and businesses in the Pearl/Broadview commercial district.
- Visit retail stores and businesses along Pearl and Broadview Roads regularly, at least once a month in the first year.
- Promote coordinated window displays in retail businesses and vacant storefronts.

Safety and Security

- Through the new Merchants Association, establish a Security Foot Patrol utilizing off-duty Cleveland police officers to patrol the Pearl and Broadview corridors.
- Through the new Merchants Association, establish an on-going weekly or biweekly Litter Patrol to clean the Pearl and Broadview corridors.
- Initiate traffic calming in Old Brooklyn using painted stripes to reduce traffic lanes and establish new traffic patterns.
- Work with RTA to study all bus routes and bus stop locations along the Pearl and Broadview corridors.

Marketing

- Develop an inventory of all retail, mixed-use and other properties along the Pearl and Broadview corridors. Create a Real Estate Database, starting with available public and other information.
- Erect pole banners in Brooklyn Centre and Old Brooklyn identifying the two neighborhoods and the Metroparks Zoo.
- Implement a coordinated plan for trailblazer signs, using the City standard, directing traffic to the Metroparks Zoo via Pearl Road and to the new Harvard Road Trailhead.
- Map and implement, if possible, a marked on-street upland path for the Ohio Canal Towpath.
- Erect an arched gateway above the Metroparks Zoo entrance at Wildlife Way and Pearl Road.

Design and Development

- Develop preliminary plans for shared off-street parking in Brooklyn Centre and Old Brooklyn.
- Identify three to five new leads for the Storefront Renovation Program through 2002 along the Pearl and Broadview corridors.
- The Main Street Manager shall coordinate business revitalization district (BRD), give technical assistance to prospective BRD customers as well as schedule meetings of the Design Review committee.

Capital Improvement and Street Scape

- Develop and design plans for streetscape improvements along the Pearl and Broadview corridors.
- Develop design and funding plans to renovate the Brooklyn-Brighton Bridge.

ACTION PLAN

Mid-Term (2003-2004)

Actions and projects that build upon established momentum in the Near-Term. These actions and projects involve greater cost and complexity but are achievable as first steps in a program of comprehensive neighborhood revitalization.

Initiatives include:

Implementation

- Continue practices implemented in the first period.

Historic District

- Continue initiatives implemented in the first period.

Communications and Outreach

- Continue initiatives implemented in the first period.
- Convene monthly meetings of the Merchants Association.
- Build *www.oldbrooklyn.com* as a central resource to broker retail development and retail recruitment.

Safety and Security

- Continue initiatives implemented in the first period.
- Implement any remaining recommendations to alter RTA bus routes or relocate RTA bus stops.

Marketing

- Continue initiatives implemented in the first period.
- Promote e-commerce as another source of revenue for local retailers, freeing them from sole reliance on local trade.

Design and Development

- Continue initiatives implemented in the first period.
- Update off-street parking plans.
- Complete three to five storefront renovation projects per year.
- Initiate preliminary planning for key development sites.
- Construct renovations on one to two target buildings (Krather, Masonic Temple, Firststar Bank, etc.).

Capital Improvement and Street Scape

- Construct renovation plans for the Brooklyn-Brighton Bridge.
- Construct streetscape renovations along the Pearl and Broadview corridors and construct permanent traffic calming in Old Brooklyn.

ACTION PLAN

Long-Term (2005-2010)

Actions and projects undertaken for the long term involve the greatest cost, complexity and coordination to create significant visual, structural and environmental change.

Initiatives include:

Implementation

- Continue practices implemented in the prior periods.
- Update the Ward 15 Commercial Revitalization Plan to assess progress, changed base conditions and the resulting new opportunities. Revise the work plan accordingly and define a new series of implementation steps.

Historic District

- Continue initiatives implemented in prior periods.

Communications and Outreach

- Continue initiatives implemented in prior periods.

Safety and Security

- Continue initiatives implemented in prior periods.

Marketing

- Continue initiatives implemented in prior periods.

Design and Development

- Continue initiatives implemented in prior periods.
- Complete renovations on remaining target buildings (Krather, Masonic Temple, Firststar Bank, etc.).
- Complete three to five storefront renovation projects per year.
- Construct or renovate additional off-street parking lots.
- Implement development plans for the key development sites along Pearl Road and the Henninger landfill site.

Capital Improvement and Street Scape

- Continue initiatives implemented in prior periods.

REFERENCES

CanalWay Ohio, Ohio & Erie Canal National Heritage Corridor
www.canalwayohio.com

Cleveland City Planning Commission
<http://planning.city.cleveland.oh.us>

Cleveland Metroparks Zoo.
www.clemet zoo.com

Community Development Department, City of Cleveland
<http://cd.city.cleveland.oh.us/>

National Main Street Center (National Trust for Historic Preservation)
www.mainstreet.org

National Trust for Historic Preservation
www.nationaltrust.org

Northeast Ohio Areawide Coordinating Agency, Lower Big Creek Valley Study:
<http://www.noaca.org/lbcvs.html>

Old Brooklyn Community Development Corporation
www.oldbrooklyn.com