

Cleveland State University



**Maxine Goodman Levine College of Urban Affairs
Masters of Urban Planning, Design and
Development (MUPDD)
Spring 2009 Capstone Class**

611 CAPSTONE PROJECT

Lakefront Revitalization Plan: Bringing The Lakefront Home



Lakefront Revitalization Plan

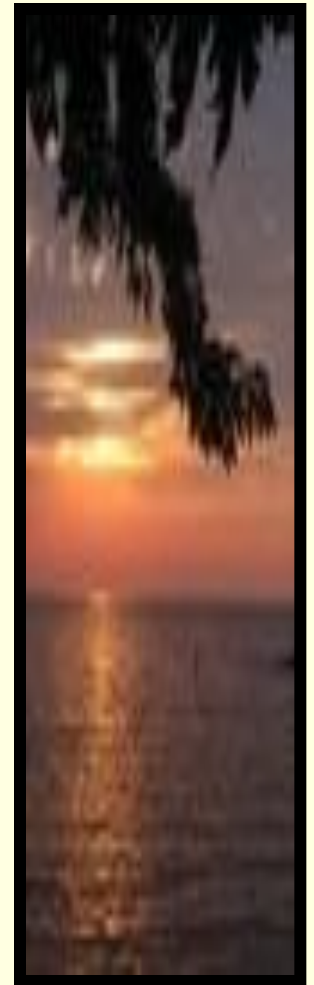
Project Specifics

Goal-Enable students to apply their knowledge and planning skills to a real life project.

Project covered Wards 8, 11, 13, 17, 18

Project divided into the following groups:

- Land Use
- Neighborhood Revitalization through connective greening
- Parks-Ecology
- Economic Development
- Finance



Lakefront Revitalization Plan

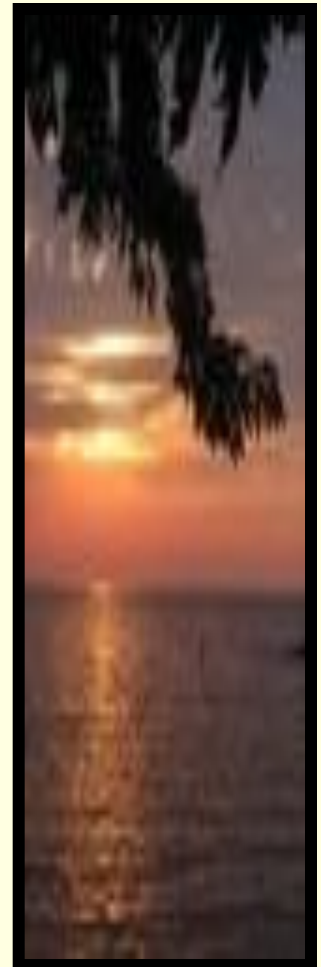
Project Specifics

Three time phases

- Phase I 2009-2015
- Phase II 2016-2025
- Phase III 2026-2040

Class was directed to:

1. Examine foreclosure trends
2. Determine strategy for improving Cleveland Lakefront parks
3. Expand and update the Waterfront District Plan



Vision

- An accessible and vibrant lakefront utilized by all citizens for live, work, and play

Mission

- To reconnect the people of Greater Cleveland and the region to the lakefront by developing creative and comprehensive strategies to enhance green space and reimagine its recreational, ecological, and economic uses.

Planning Principles

- **Reconnect** people to the Cleveland lakefront, both through improved physical connections and improved recreational opportunities.



Planning Principles

- **Incorporate** changing land use patterns into creative green space strategies.



Planning Principles

- **Create** a comprehensive strategy for ongoing funding and administration of Cleveland's lakefront parks and green spaces.



Planning Principles

- **Balance** recreation, environmental improvement and economic development in Cleveland's lakefront areas.



PROJECT OUTLINE

	Phase I (2009-2015)	Phase II (2016-2025)	Phase III (2026-2040)
Neighborhood Revitalization through Greening	Vacant & Land Bank Parcels		
	Foreclosed Parcels		
	½ mile Buffer		Predicted Foreclosures
			¼ mile Buffer
Connectors	Roadway Corridors: West 65 th , East 9 th , East 105 th & Detroit/Superior	Roadway Corridors: West 73 rd , MLK, East 152 th & Lorain/Carnegie	Roadway Corridors: Madison, West Blvd, Clark, St Clair, Lake Shore Blvd & Neff
	Bikeways: Use Existing Roadways, add Sharrows & Improve Signage	Bikeways: Access to Wendy Park from River Rd, Retractable Bridge across mouth of Cuyahoga River & connect Port Redevelopment to Flats East Bank	
Parks & Ecology	Edgewater: Environmental Stewardship, Facilities Enhancements & Programming	Edgewater: Environmental Stewardship & Facilities Enhancements	
	Wendy Park: Access, Landscaping & Programming	Wendy Park: Hullets, Facilities & Access	
	North Coast Harbor & Voinovich Park: Capital Improvements		
	Dike 14: Gravel Path & Boardwalk	Dike 14: Facilities, Education & Access	Dike 14: Assessment & Doan Brook
	Gordon Park: Access & Amenities	Gordon Park: Urban Campground	
	Economic Development	Build upon projects under development (i.e. West Shoreway, Medical Mart / Convention Center, Towpath Extension) Marketing campaign to Promote, Educate & Attract	Brownfield Remediation: Parks, Connectors, Greening
Port Relocation			
Inclusionary Housing			
Cleveland Aquarium			
Riverboat Casinos			
		Burke Redevelopment	
		Wind Power	

BASELINE

- POP TRENDS
- ECONOMICS
- FORECLOSURES/Vacancies

Demographics

Indicator	Cleveland City		Cuyahoga County	
	1990	2000	1990	2000
Resident population	505,647	478,403	1,412,140	1,393,978
Percent increase or decrease in the resident population	NA	-5.4	NA	-1.3
Percent 18 years of age and older	73.1	71.5	76.1	75
Percent 65 years of age and older	14	12.5	15.7	15.6
Number of families	122,952	111,998	370,083	354,615
Number of families with children < 18 years of age	60,877	58,482	165,364	165,812
Percent of individuals with incomes below the poverty level	28.7	26.3	13.8	13.1
Percent of families with children* with incomes below the poverty level	37.7	32.3	18.5	16.2
Median household income** (\$)	23,129	33,651	37,112	50,835
Unemployment rate	14	11.2	7.5	6.2
Number of housing units	224,319	215,856	604,538	616,903
Percent of occupied housing units	89.1	88.3	93.2	92.6
Percent of vacant housing units	10.9	11.7	6.8	7.4
Percent of owner occupied housing units	47.9	48.5	62	63.2
Percent of renter occupied housing units	52.1	51.5	38	36.8

Public Outreach/Survey Results

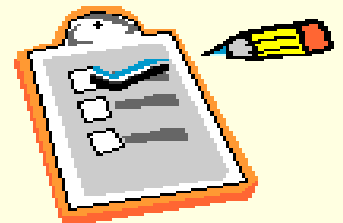
Public outreach consisted of the following survey methods:

- *Telephone surveys (randomly selected)
- *Online survey (link e-mailed to downtown workers)
- *Face to face interviews (various Cleveland leaders)

Telephone and online surveys focused on Cleveland Lakefront parks.

Face to Face interview questions covered the parks as well as a variety of open ended questions.

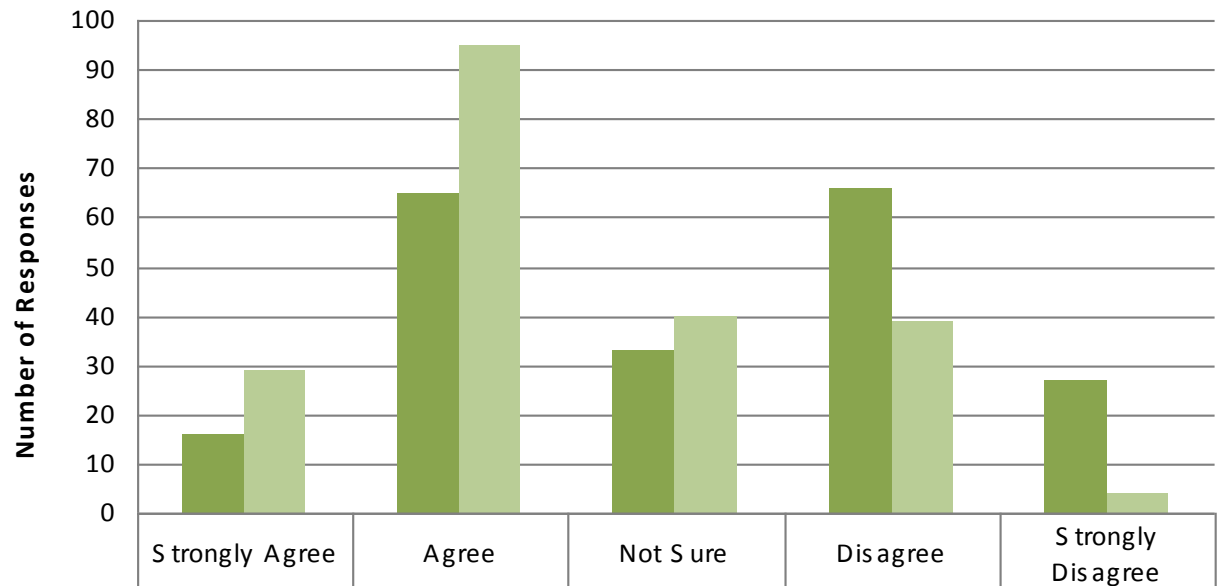
A total of 404 surveys were completed.



Public Outreach/Survey Results Telephone/Online

Questions on Accessibility

Questions 1 & 2: Accessibility

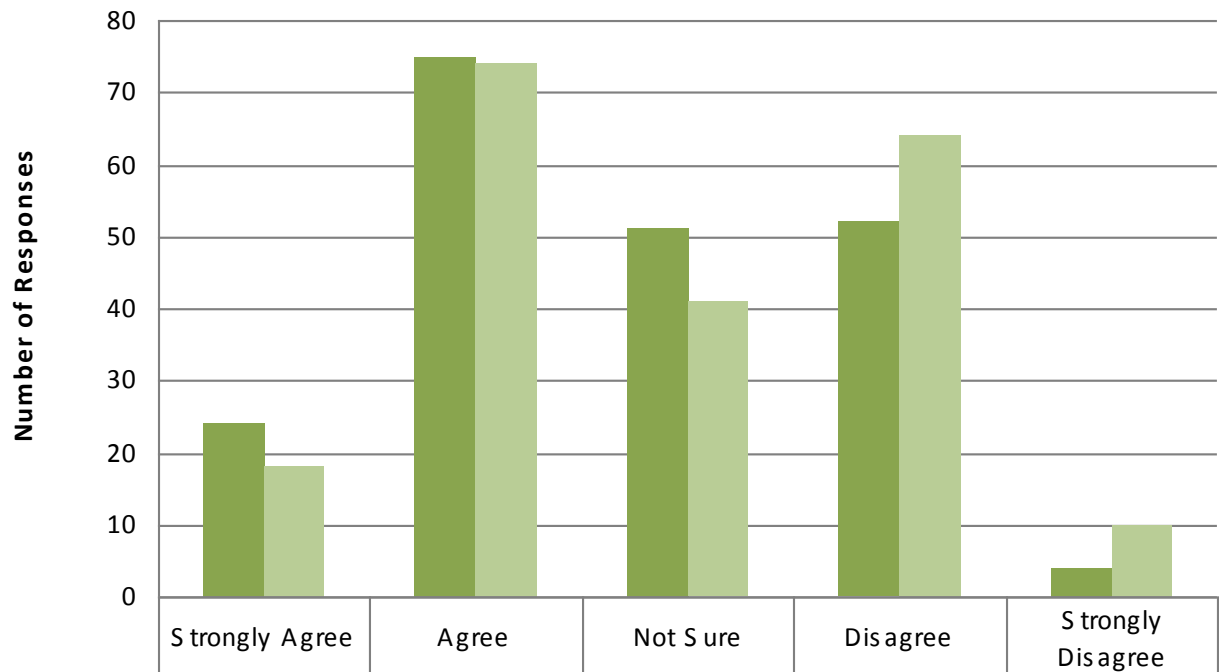


■ (1) The Cleveland Lakefront is easy to get to	16	65	33	66	27
■ (2) Making the Lakefront more accessible should be one of the City's major priorities	29	95	40	39	4

Public Outreach/Survey Results Telephone/Online

Questions: Does Cleveland need more parks? Should the City spend more on parks?

Questions 3 & 4: Priorities



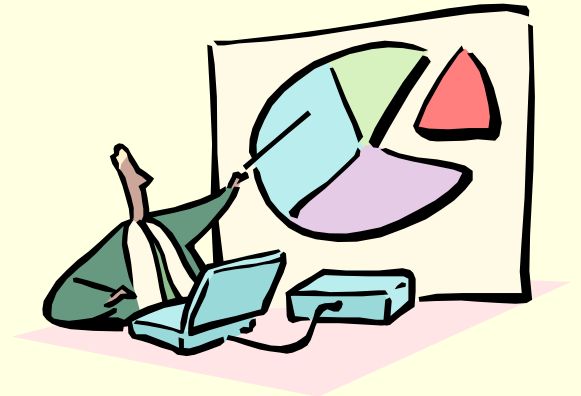
■ (3) Cleveland needs more parks	24	75	51	52	4
■ (4) The City should spend more money on parks	18	74	41	64	10

Public Outreach/Survey Results

Open Ended Questions (Themes)

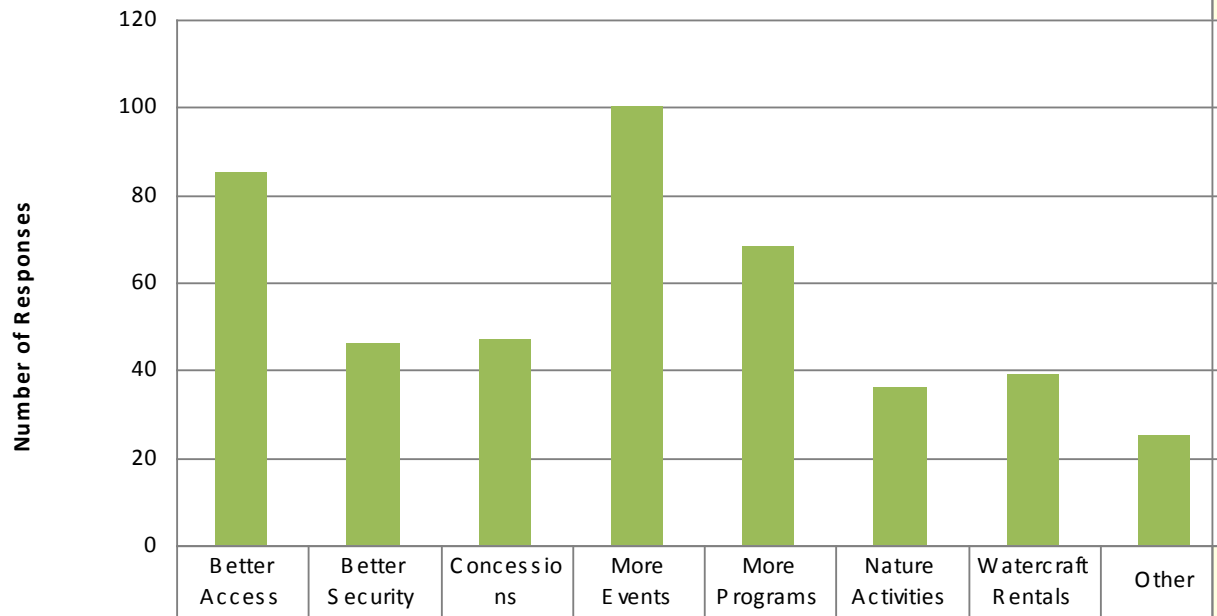
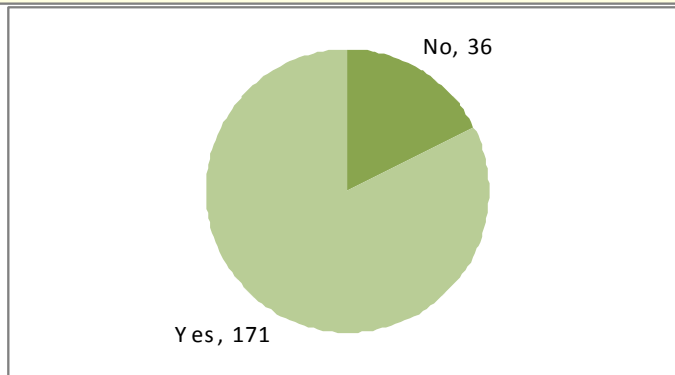
Question: Do you have any suggestions on what type of destinations would attract more people to the lakefront?

- Mixed use was the predominant theme with restaurants, entertainment, nightclubs, residential, commercial, retail all mentioned.
- Aquarium, amusement park, indoor waterpark, casino with shopping.
- Outdoor activities and green space with walkways, places to sit and continuous access.



Survey Results

(17) Do you feel the Lakefront needs to be improved?

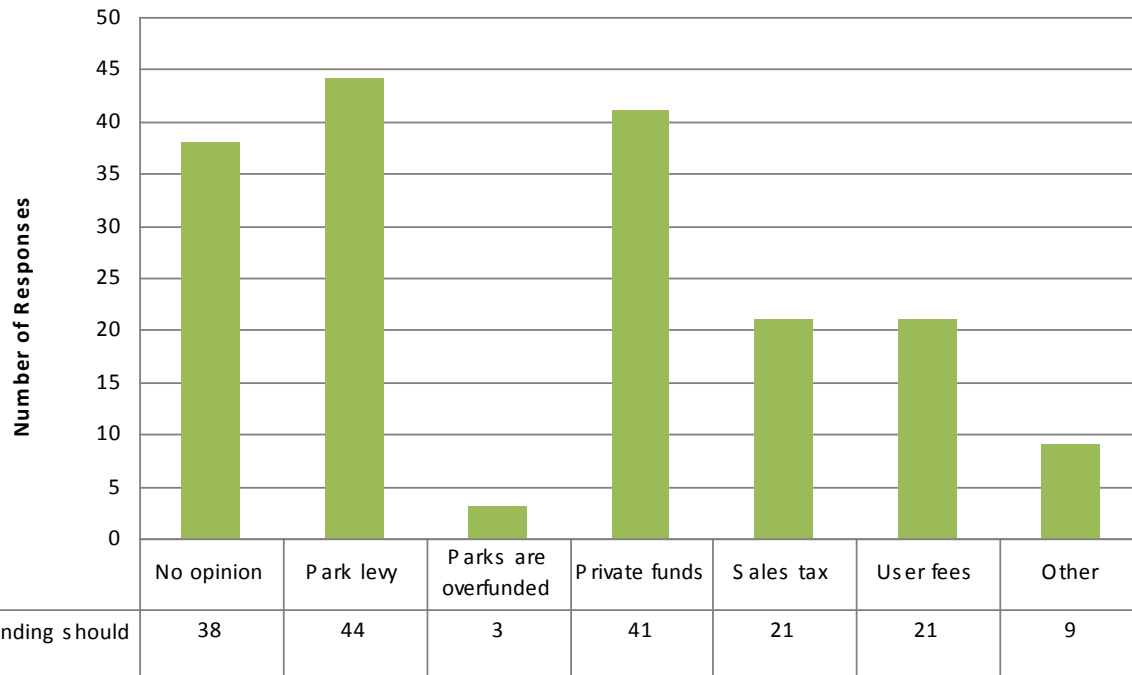
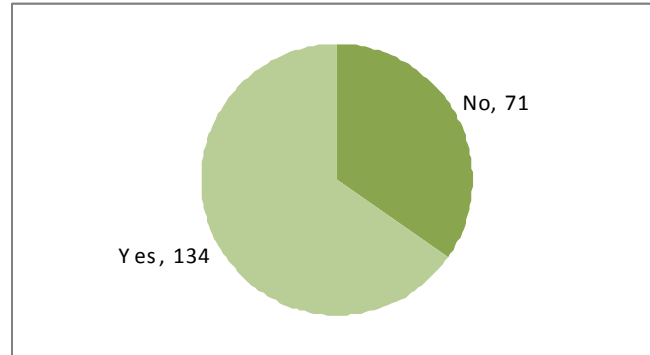


■ If 'yes', how would you like to see the Lakefront improved?

Better Access	85	Better Security	46	Concessions	47	More Events	100	More Programs	68	Nature Activities	36	Watercraft Rentals	39	Other	25
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Survey Results

(20) Would you support additional funds being allocated to maintenance of existing parks?

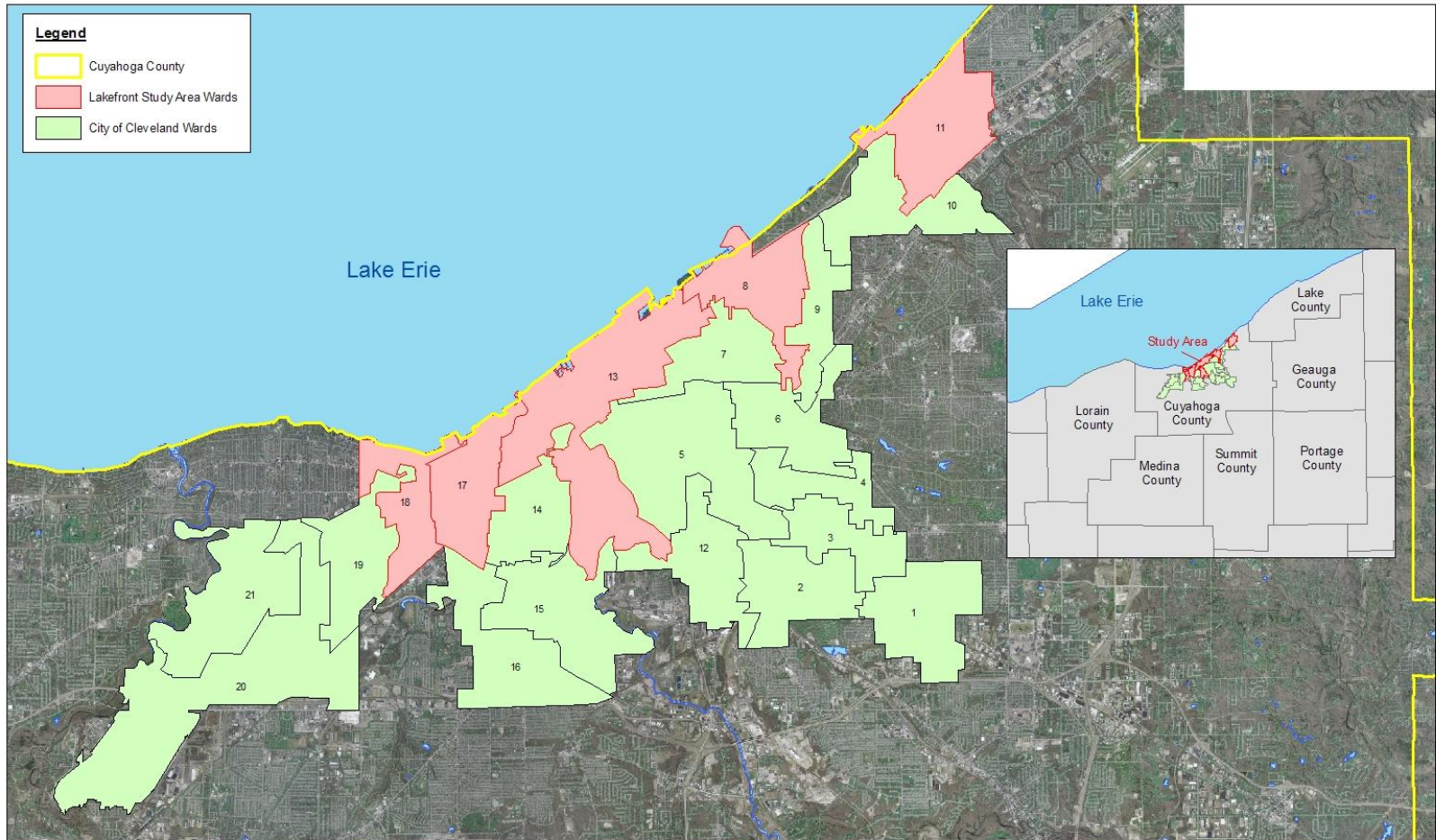


■ If 'yes', where do you feel the funding should come from?

2004 Cleveland Lakefront Plan



Study Area



Current Projects, Designs & Timelines

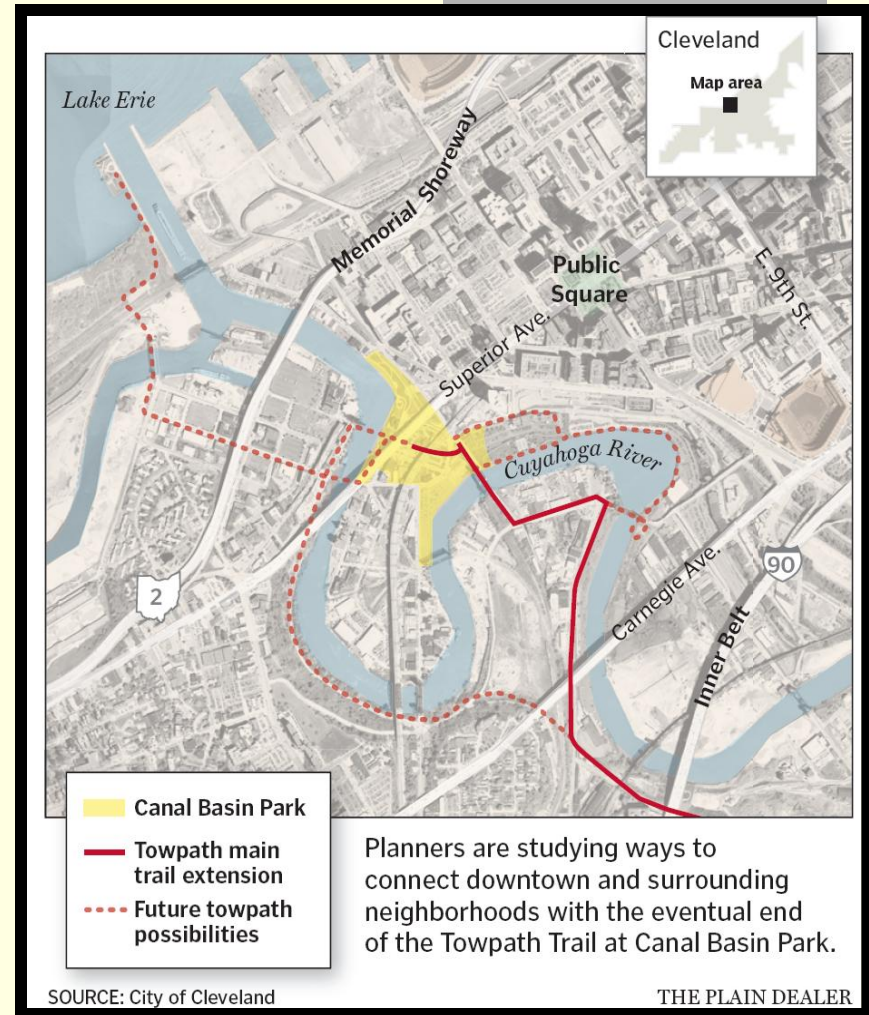
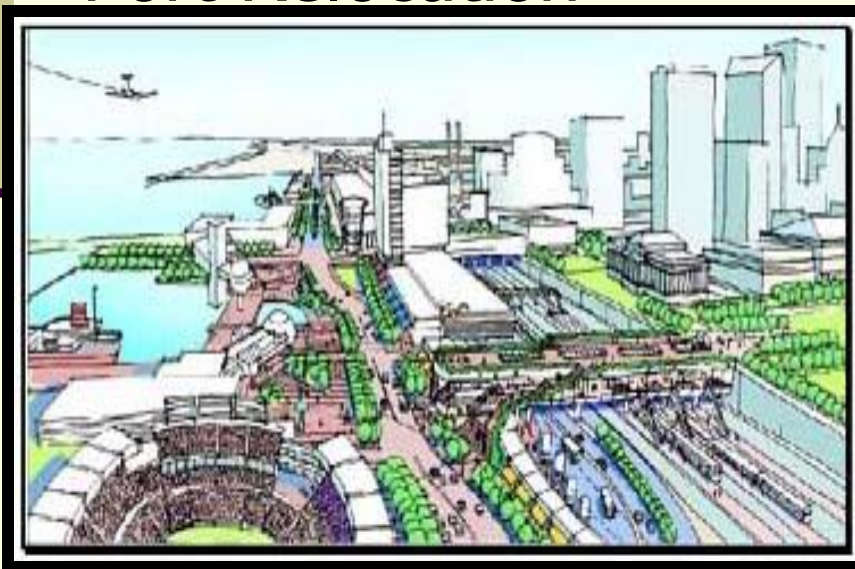
- Inner Harbor Pedestrian Bridge



- Cleveland Medical Mart & Convention Center

Current Projects, Designs & Timelines

- Towpath Trail
- Canal Basin District Plan
- Ohio Hub
- Innerbelt
- Port Relocation



SOURCE: City of Cleveland

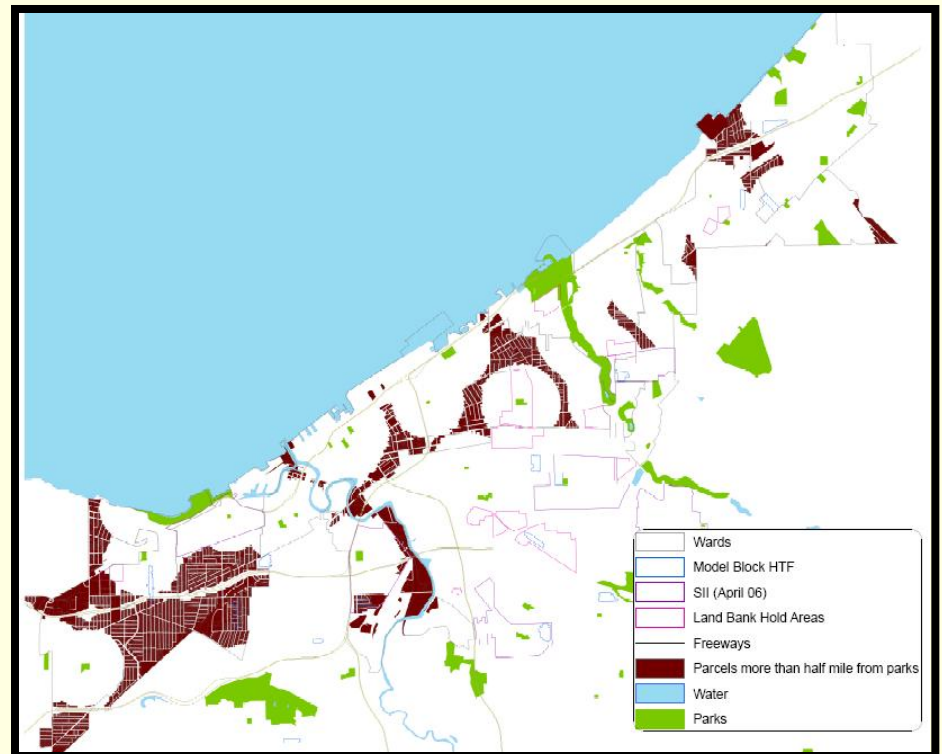
THE PLAIN DEALER

NEIGHBORHOOD REVITALIZATION THROUGH CONNECTIVE GREENING

	Phase I (2009-2015)	Phase II (2016-2025)	Phase III (2026-2040)
<i>Neighborhood Revitalization through Greening</i>	Vacant & Land Bank Parcels		
	Foreclosed Parcels		
	1/2 mile Buffer		Predicted Foreclosures
			1/4 mile Buffer
Connectors	████████████████████ ████████████████████	████████████████████ ████████████████████	████████████████████ ████████████████████
Parks & Ecology	████████████████████ ████████████████████ ████████████████████ ████████████████████	████████████████████ ████████████████████ ████████████████████ ████████████████████	████████████████████ ████████████████████ ████████████████████ ████████████████████
Economic Development	████████████████████ ████████████████████ ████████████████████ ████████████████████	████████████████████ ████████████████████ ████████████████████ ████████████████████	████████████████████ ████████████████████ ████████████████████ ████████████████████

Neighborhood Revitalization Through Greening

- **“Greening”**
- Green Space & Pocket
 - land reutilization and neighborhood
 - revitalization and connections
- Justification for Greening the City
- Quantifiable Measures
- Forms of Neighborhood Greening
- Benefits of Green Space



Neighborhood Revitalization Through Greening

■ Phase I

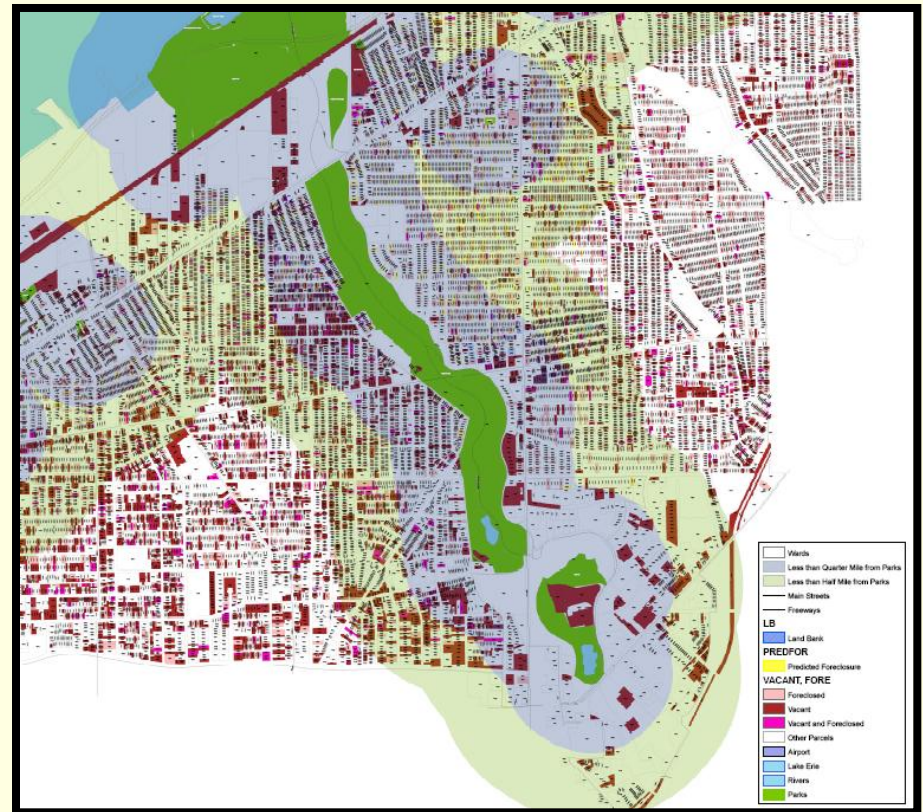
- Vacant and Land Bank
- Outside Buffers

■ Phase II

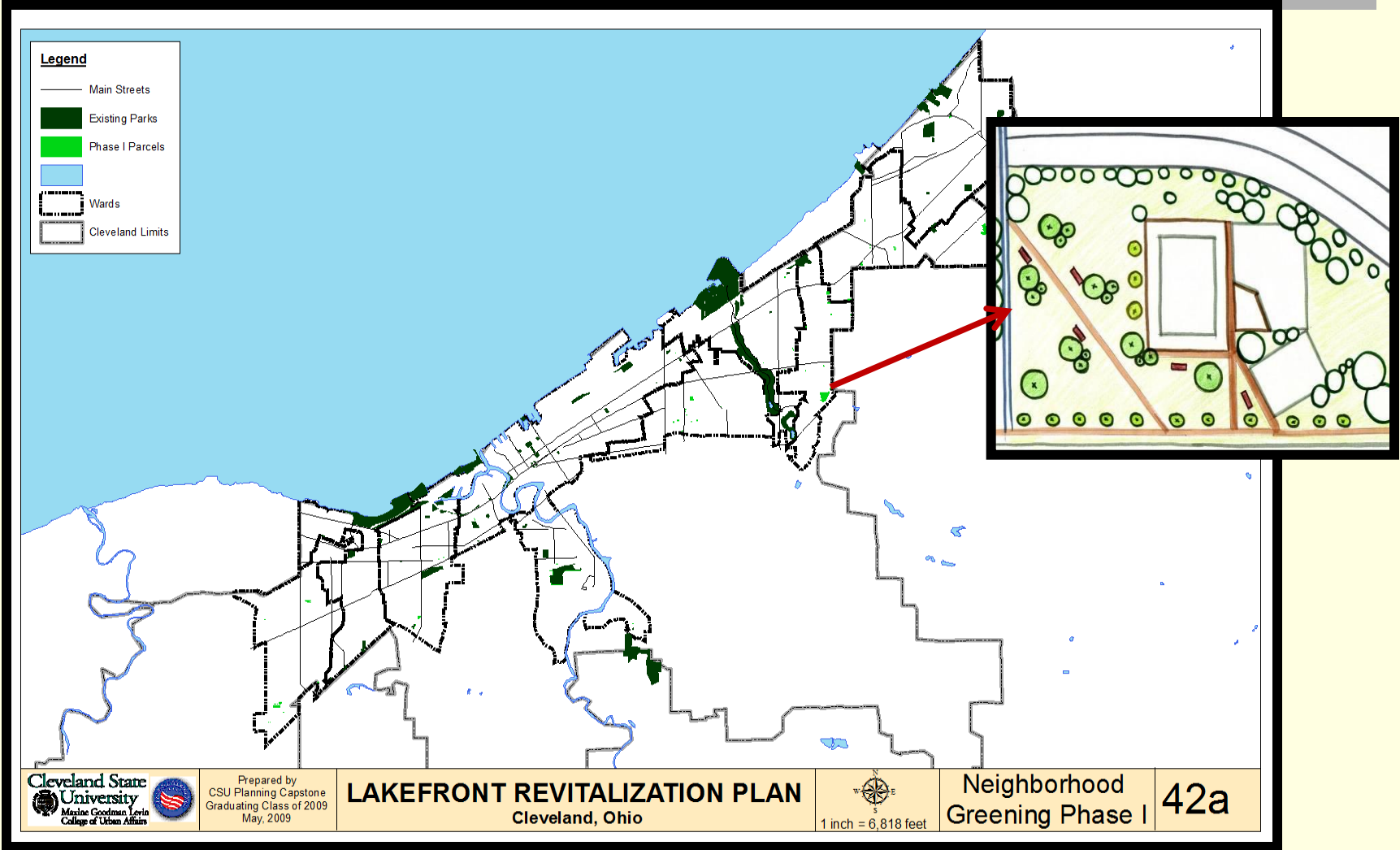
- Vacant and Land Bank
- Foreclosed
- ½ Mile Buffer

■ Phase III

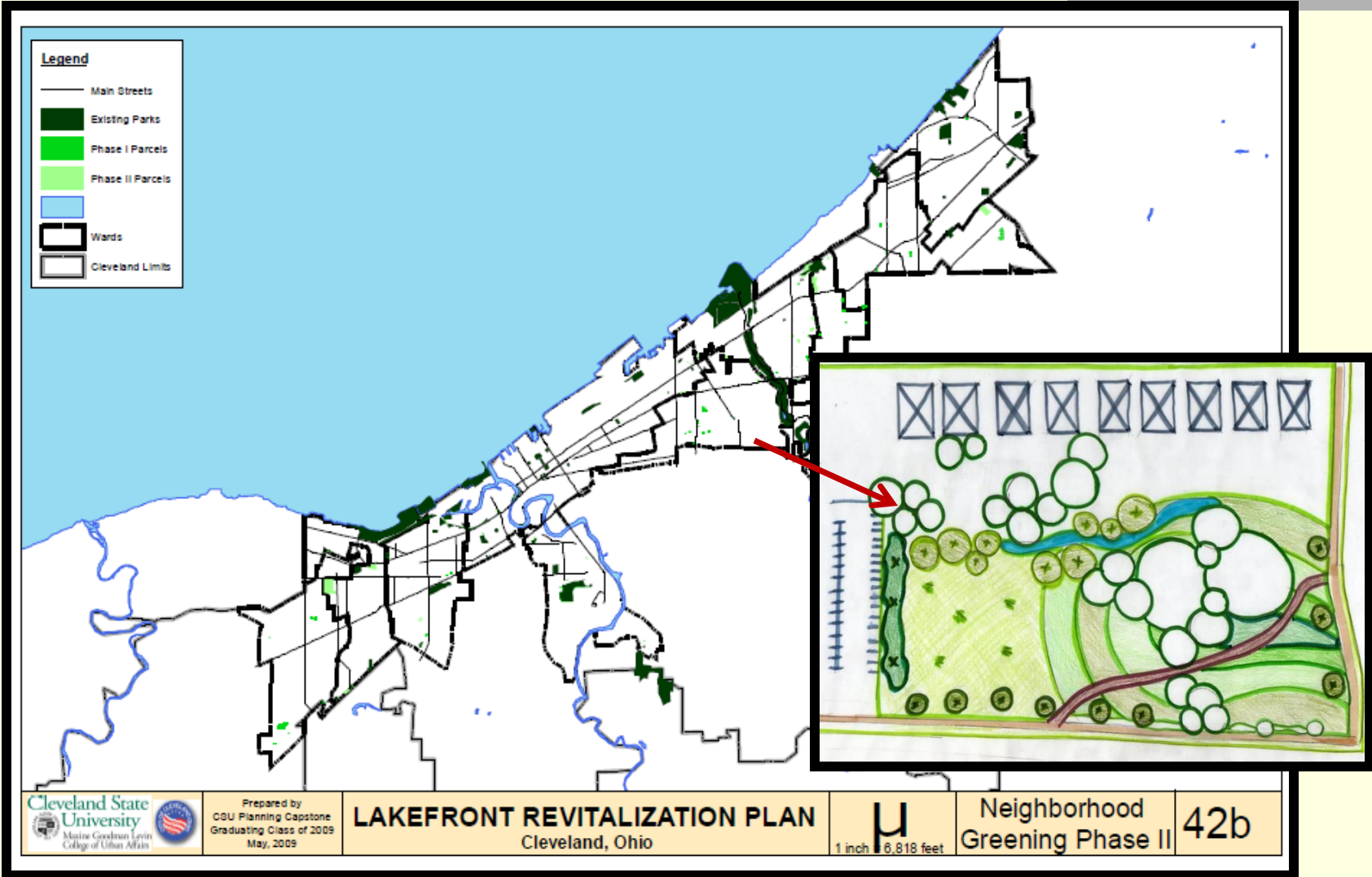
- Vacant and Land Bank
- Foreclosed
- Predicted Foreclosures
- ¼ Mile Buffer and Connectors to the Lakefront



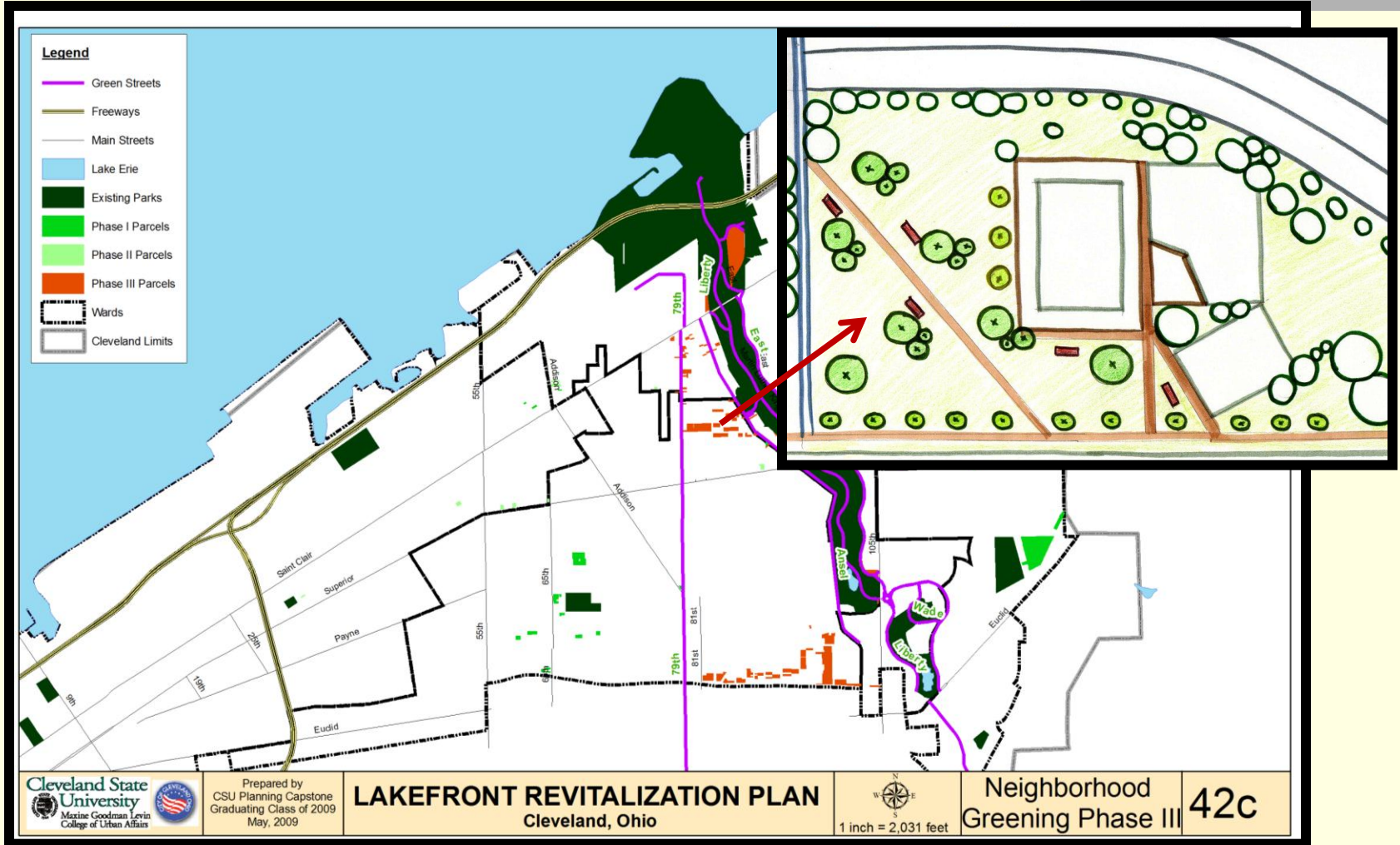
Neighborhood Greening Phase I



Neighborhood Greening Phase II



Neighborhood Greening Phase III



Urban Gardening and Agriculture

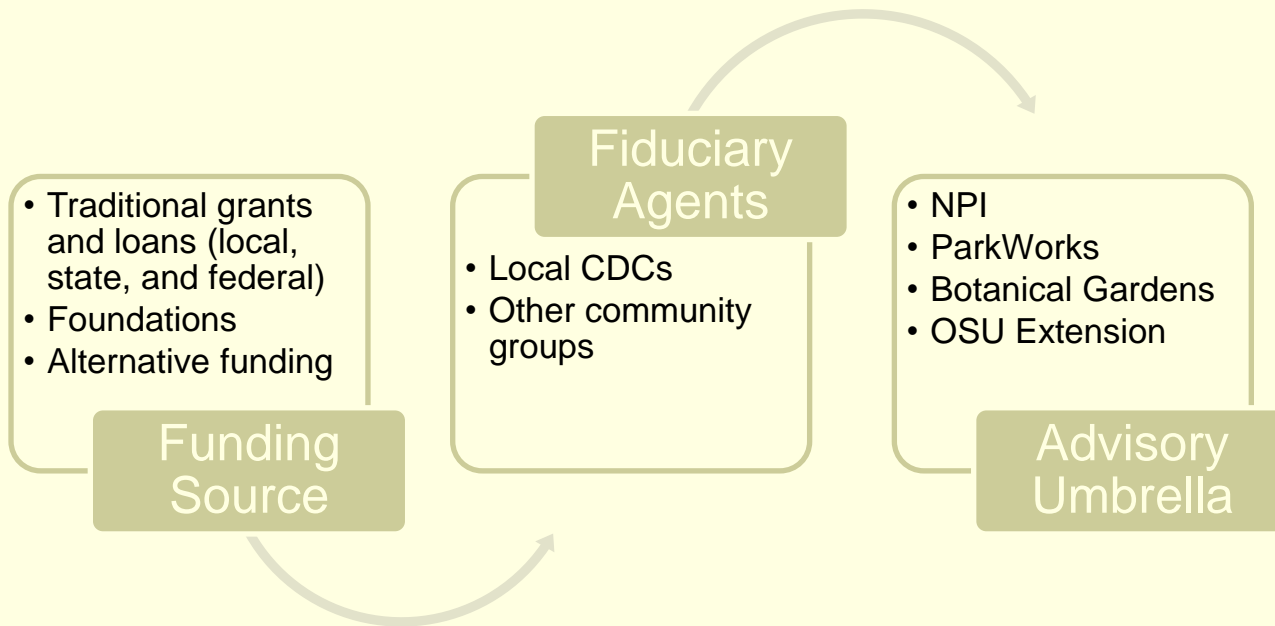
Phase I and II



Phase III



Neighborhood Greening: Implementation



Neighborhood Greening: Financing

- Budget

- Vacant Re-Use Land Strategy Pattern Book, (CUDC & NPI 2007)

- Funding Sources: General

- Alton F. & Carrie S. Davis Fund, Clean Ohio Greenspace, Cyrus Eaton Foundation, ODNR Natureworks, Foster Family Foundation, Perkins Charitable Foundation, Surdna Foundation

- Funding Sources: Trails

- ODNR - Clean Ohio Trails & Recreational Trails Program
 - NOACA- Transportation Enhancement Funds

- Funding Sources: Alternative

- Green TIFs

- Green infrastructure improvements included with traditional utility & road upgrades
 - The price premium on housing located within 1500 feet (1/4 mile) of greenspace ranges between 0.44% and 19.97% depending upon house and park type (RICS Research, July 2007).

CONNECTORS

	Phase I (2009-2015)	Phase II (2016-2025)	Phase III (2026-2040)
Neighborhood Revitalization through Greening			
Connectors	Roadway Corridors: West 65 th , East 9 th , East 105 th & Detroit/Superior	Roadway Corridors: West 73rd, MLK, East 152 th & Lorain/Carnegie	Roadway Corridors: Madison, West Blvd, Clark, St Clair, Lake Shore Blvd & Neff
	Bikeways: Use Existing Roadways, add Sharrows & Improve Signage	Bikeways: Access to Wendy Park from River Rd, Retractable Bridge across mouth of Cuyahoga River & connect Port Redevelopment to Flats East Bank	
Parks & Ecology			
Economic Development			

Corridor/Roadway Connections

- If people do not know how to get to the lakefront, revitalization will not occur.
- Improvements to corridors are mostly inexpensive and are recommended in all three phases.



Phase I Connecting Corridors



Phase II Connecting Corridors



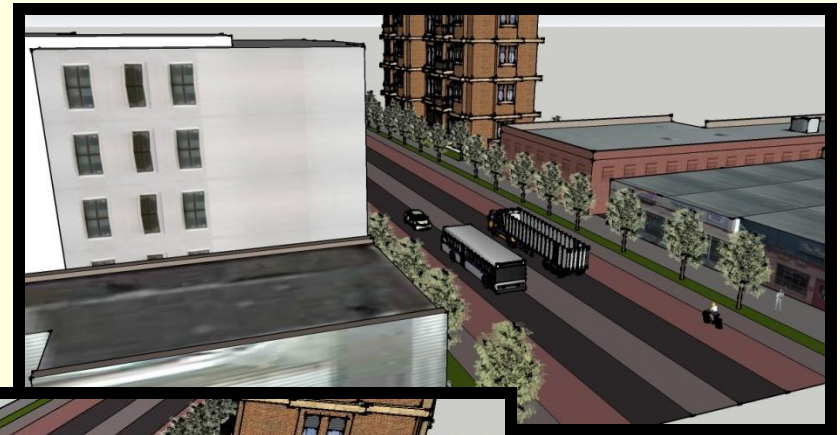
Phase III Connecting Corridors



West 65th Street Connection



Superior Avenue Connection



East 105th Street Connection

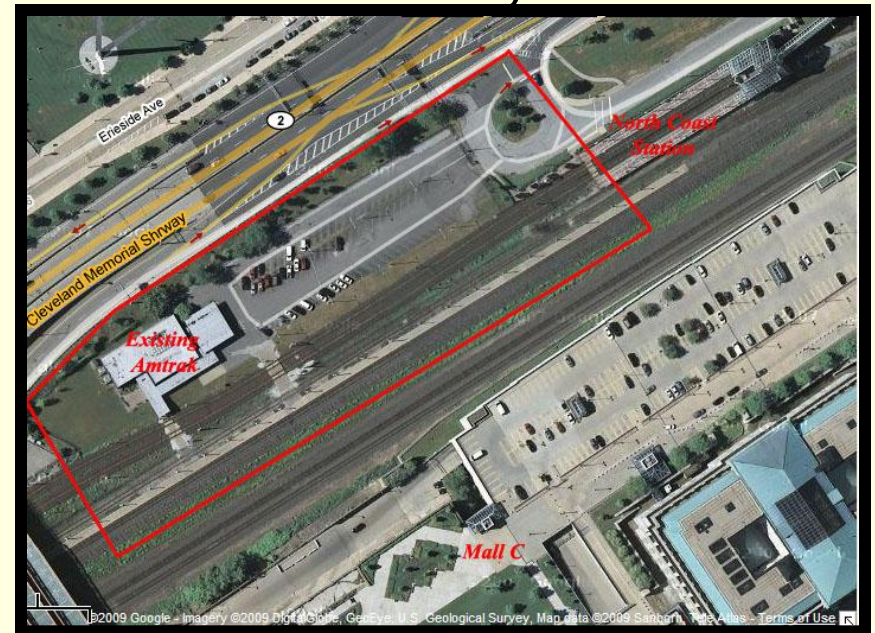


Cleveland Intermodal Transit Station

■ Main Objectives:

- Build new transit station at existing Amtrak station
- Capitalize on alternative travel and future high speed train travel
- Bring bus, trolley, Waterfront Line users to lakefront
- Complete Burnham's vision

- Serve as gateway to City
- Create office space for job creation
- Connect to North Coast Harbor and Medical Mart via new walkway to Mall C



Completing Bikeway Connections

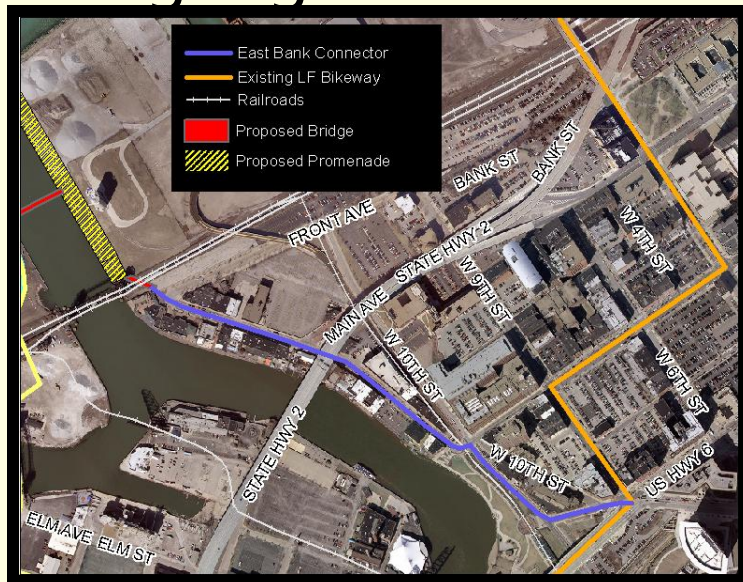
- Connect Existing and soon-to-be-built Bikeways
- Edgewater Park to Wendy Park
- Carnegie Ave to East Bank
- Wendy Park to Current Port Site



Image Provided by City of Cleveland

Completing Bikeway Connections Phase I

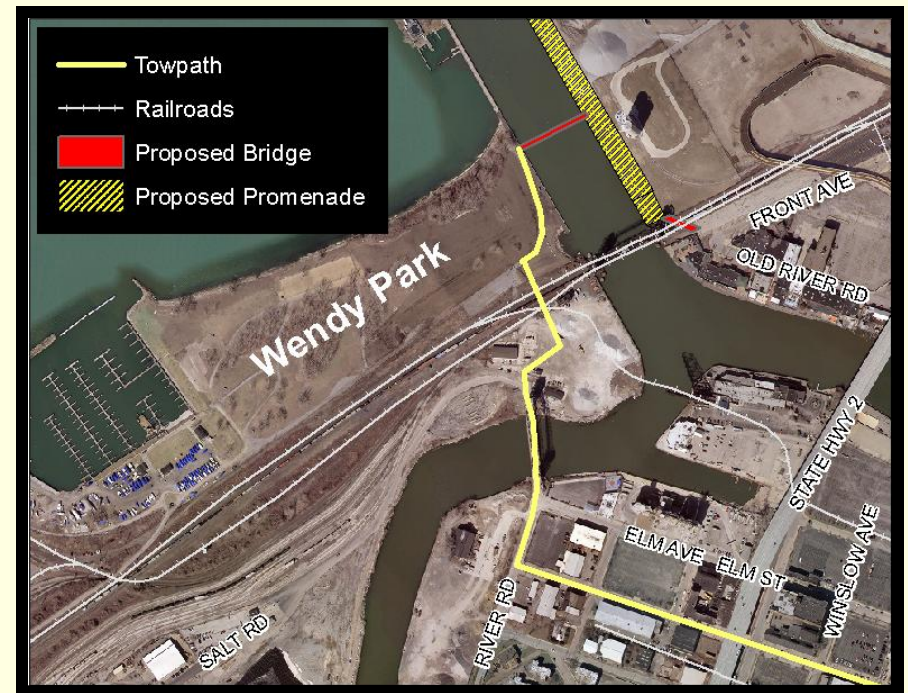
- Use Existing Roadway
- Add Sharrows
- Add Improved Signage



- Existing LF Bikeway at Carnegie Ave through East Bank of Flats to Current Port Site

Completing Bikeway Connections Phase II and III

- Access to Wendy Park at River Rd Bridge
- Phase II Connection to Current Port Site via Retractable Bridge (\$4 Million)
- Connect Current Port Site to East Bank of the Flats



Cleveland Boardwalk: Phases II & III

- Located along riverbank and lakefront on current Port site – 2200 ft



Source: Google Earth

- Estimated costs: \$1.63 million

Lakefront Signage Improvements

- Highway Way-finding Signage
 - Inform drivers of access points to lake
 - Create signage along Shoreway and I-90
 - Promote lakefront park system
- Surface Corridor Way-finding Signage
 - Guide users to lake via improved corridors
 - Sign access routes and points of interest
 - Promote lakefront, parks and amenities
- Partners and Funders
 - USDOT, ODOT, Cuyahoga County, City
 - Lake Erie Coastal Ohio Trail provides signage funding



PARKS & ECOLOGY

	Phase I (2009-2015)	Phase II (2016-2025)	Phase III (2026-2040)
Neighborhood Revitalization through Greening			
Connectors			
<i>Parks & Ecology</i>	Edgewater: Environmental Stewardship, Facilities Enhancements & Programming	Edgewater: Environmental Stewardship & Facilities Enhancements	
	Wendy Park: Access, Landscaping & Programming	Wendy Park: Hullets, Facilities & Access	
	North Coast Harbor & Voinovich Park: Capital Improvements		
	Dike 14: Gravel Path & Boardwalk	Dike 14: Facilities, Education & Access	Dike 14: Assessment & Doan Brook
	Gordon Park: Access & Amenities	Gordon Park: Urban Campground	
Economic Development			

THE CLEVELAND LAKEFRONT PARKS

- Natural resource which improves quality of life for area residents.
- Current Lakefront Parks owned by City of Cleveland, managed by ODNR:
 - Edgewater Park, E. 55th Marina, Gordon Park, Villa Angela, Wildwood, and Euclid Beach Park (**478 acres**)
- Proposed arrangement of Lakefront Parks to be managed by Cleveland Metroparks:
 - Edgewater Park, Wendy Park/Whiskey Island, Gordon Park, Dike 14, Villa Angela, Wildwood, and Euclid Beach Park (**599.7 acres**)



REGIONAL ASSET- CLEVELAND LAKEFRONT PARKS

- **NRPA guidelines for regional/metropolitan park:**
 - area of natural/ ornamental quality for outdoor recreation: picnicking, boating, fishing, swimming, camping, and trail uses.
 - may include play areas either contiguous to or encompassing natural resources
 - serves several communities within a hour drive.
 - 11.25 to 20.5 acres per 1000 population
- **Based on 2008 Cuyahoga County Population**
 - 14,444 to 26,320 total acres suggested

TABLE II- ACRE, POPULATION AND ATTENDANCE CALCULATIONS

PARKS	Acres	2008 Cuyahoga Population	2008 Attendance	Attendance Per Park Acre per Year	Park Acres Per 1000 County Pop
Cleveland Lakefront Park (current)	478	1,283,925	7,063,125	14,776	0.37
Cleveland Lakefront Parks (proposed)	600	1,283,925	7,063,125	11,778	0.47
Cleveland Metroparks	21,000	1,283,925	16,079,835	766	16.36
Proposed Management Combination	21,600	1,283,925	23,142,960	1,071	16.82

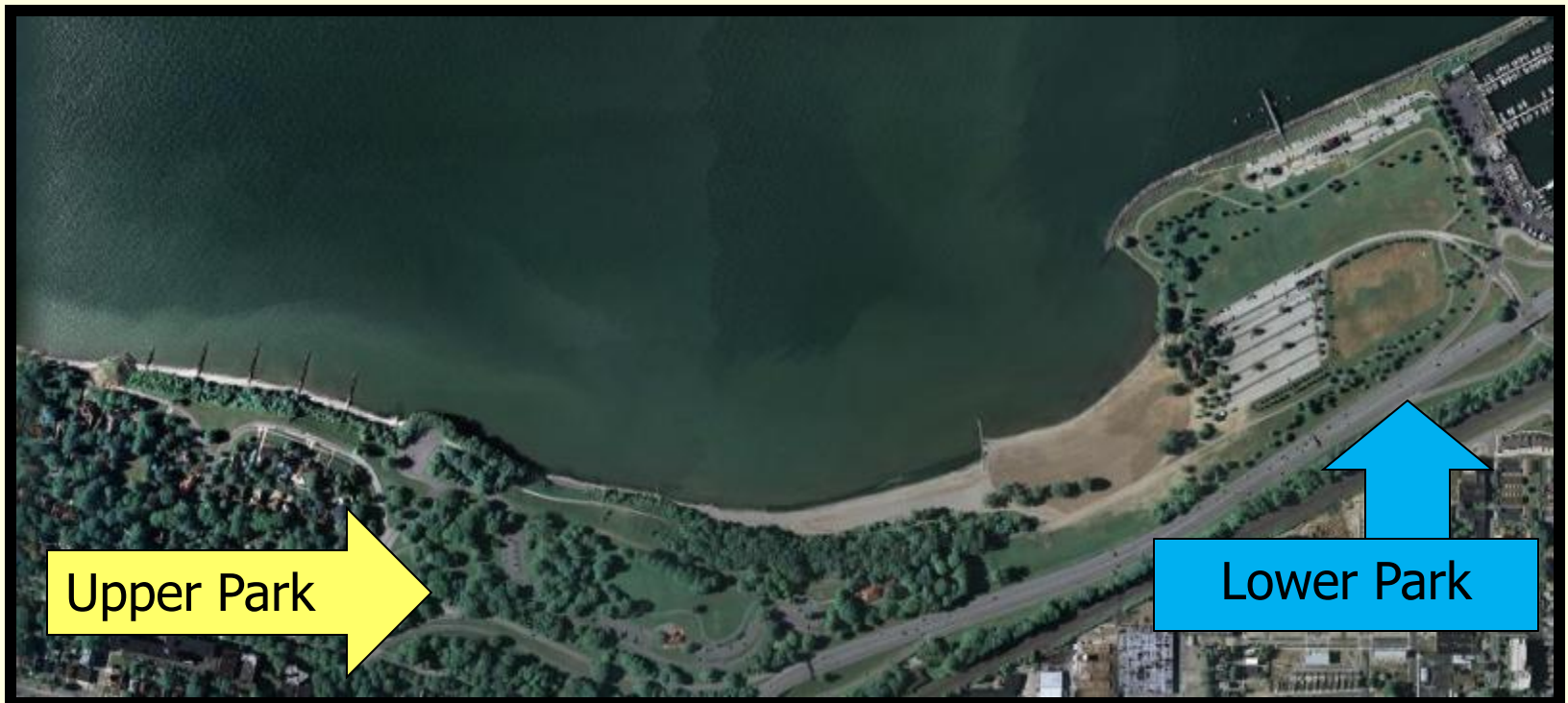
PARKS/ECOLOGY GROUP

- **Phase I** - Get residents and visitors down to the lakefront.
 - Developed park standards:
 - Educational/Recreational programming and activities
 - Environmental Stewardship to address habitats, water/land/beach quality, & maintenance
 - Facilities Enhancements
 - Public Access
- **Phase II** –Keep visitors returning to the lakefront parks.
 - Strong focus on the environmental issues of the lakefront parks.
- **Phase III-** Continue implementing park standards for preservation of the lakefront parks for the future.



Edgewater Park

- 131 acres
- Lower area: 900 ft. swimming beach, two picnic shelters with concessions, fishing pier, fitness course, nearby boat launch ramp
- Upper area: picnic shelter, playground



Edgewater Park Phase I

Environmental Stewardship & Education:

- Restore native plant and animal habitat
- Identify and remove invasive species
- Install educational signage and kiosks

Facilities Enhancements:

- Increased equipment rental options (i.e. fishing gear, kayaks, sporting and beach accessories)
- Expand recreational areas (volleyball & horseshoe areas)

Recreational Programming:

- Tournaments (volleyball, fishing, sand castle building, etc.)
- Lake kayaking lessons and outings
- Beach cleanups



Edgewater Park Phase II

Environmental Stewardship:

- Install bio-swales and storm water collection features adjacent to existing parking lots
- Redesign and reduce existing parking area as needed to reduce impervious surfaces

Facilities Enhancements:

- Install additional fishing pier
- Improve boat launch access & ramps
- Expand & improve concession area
- Install new picnic pavilion



Edgewater Park Phase III



Environmental Stewardship:

- Remove combined sewer overflow (CSO) discharge pipe from beach

Facilities Enhancements at Perkins Beach:

- Construct a new jetty at Perkins Beach to control beach erosion & increase beach area
- Construct scenic overlook on or near the new jetty
- Reconfigure beach stairway to improve access

Wendy Park & Whiskey Island – Introduction

- In the heart of Cleveland bordering both Lake Erie and the Cuyahoga River is the 22 acre park known as Wendy Park located on Whiskey Island.
 - Aggressive Park Mission
 - Lends itself to active & leisure pass times
 - Current programming:
 - Burning River Fest
 - Luau on the Lake
 - Blues and Brews Fest
 - Bar Hopper Bus Tours
 - Educational Programs

Wendy Park & Whiskey Island – phase I



- Access – limit parking
 - Golf carts & shuttle buses
- Landscaping – East vs. West
 - Natural aspect
 - Entertainment aspect
- Continue promoting Educational Programming & Entertainment Events

Wendy Park & Whiskey Island – phase II

- Protect the Coastline
- Facility Enhancement
 - Sunset Grill
 - Coastguard Station
- Public Access
 - 23' Bridge
 - Tow Path Trail
- Reassemble Hulett's



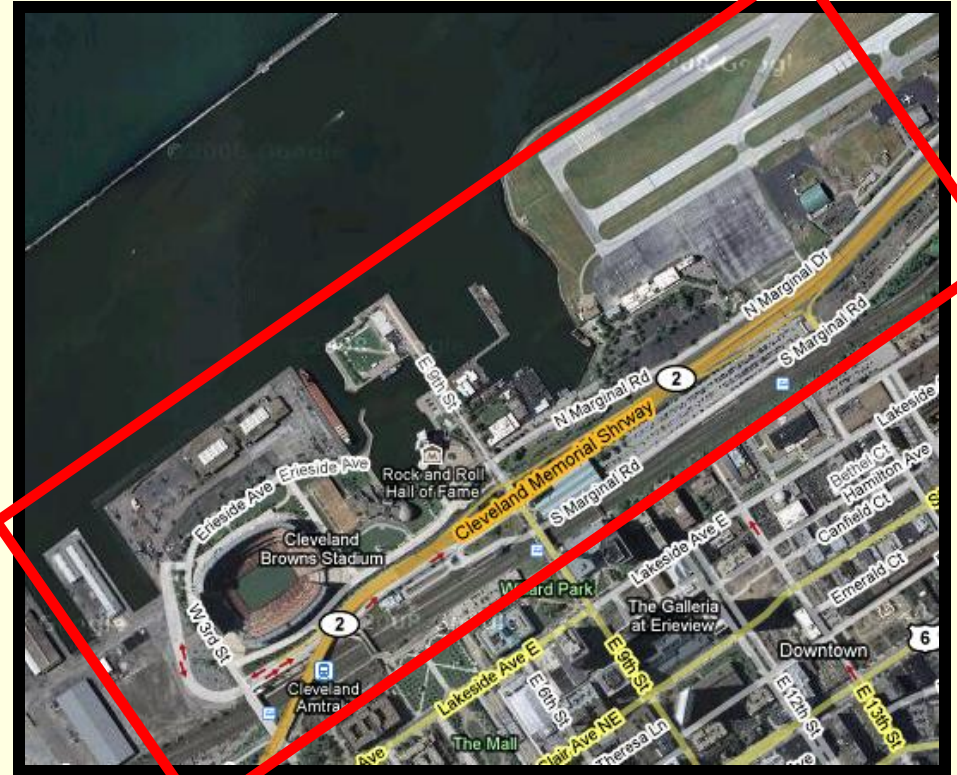
Wendy Park & Whiskey Island – phase III



- Most major projects must be addressed in phase II due to their poor conditions and inability to sustain into phase III.
- Any projects that were not able to be completed in earlier phases should be considered and reassessed for phase III.

North Coast Harbor and Voinovich Park Current Situation

- Off of the East 9th Street Pier
 - Harbor
 - Browns Stadium
 - Rock and Roll Hall of Fame
 - Great Lakes Science Center
 - Burke Lakefront Airport



North Coast Harbor and Voinovich Park Phase I



- Capital Improvements
 - Improve access
 - Mini Golf and small concession area
 - Enhance greenspace and recreation area
- Programs and Education

North Coast Harbor and Voinovich Park Phase II

- Capital Improvements
 - Wind turbines
 - Solar panels
 - Green Bulkheads along the shore
 - Covered walkway and pavilion
 - Public art
 - Engraved bricks



North Coast Harbor and Voinovich Park Phase III

- Capital Improvements
 - Museum greenspace
 - Reconfigured park space
 - Relocation of Goodtime III
 - Re-creation of native marsh and wetlands
 - Improves water quality
 - Creates new habitats
 - New view of Cleveland's waterfront

Dike 14 Nature Preserve

- 88-acre confined disposal facility (CDF)
- Risk assessment
 - controlled public access for env. ed. use safe
- Presence unannounced
- Guided walks



This Saturday!!

7:30 am – 3:00 pm

“Nature in the Neighborhood”

**Guided hour-long
Hikes and Bird Walks
at 7:30, 8:30, 9:30
and 10:30 am**

**Self-guided tours
Also available from
Noon to 3:00 pm**

Phase I

- Facility Enhancements
 - Gravel on trail
 - Boardwalk
 - Observation decks
 - Interior intact
 - Benches
 - Eye-viewers
- Access
 - Wheelchair friendly
- Environment and Education
 - Kiosks



Phase II and Phase III

■ Phase II

■ Facility Enhancements

- Nature Center
 - Green building techniques

■ Environment and Education

- Invasive species
- University research collaborations
- Increase programming

■ Access

- Signage
- Pedestrian bridge upgrades

■ Phase III

■ Park status

- Usage & Requirements



Gordon Park

- 122-acre outdoor recreation area bordering Lake Erie on eastern side of E 72nd Street
- Divided into northern and southern sections by Interstate 90
 - Pedestrian bridge suspended over the eight lanes of I-90 serve as access to either side of the park
- Northern portion is home to:
 - Gordon Fishing Pier, Intercity Yacht Club & 6-ramp Gordon Launch Ramp Area
- Southern portion has:
 - Reconstructed playground, baseball diamonds, tennis courts & Cleveland Aquarium (closed)



Gordon Park Phase I

- Increase pedestrian access & amenities in park
 - Institute wayfinding signage
 - Install pedestrian level street lighting
 - Improve current pedestrian bridge



Gordon Park Phase II

- Create connections between park & (proposed) marina as part of Port Authority move & to Rockefeller Park & Dike 14
 - Wayfinding
 - Pedestrian ease of access
- Construct urban campground on southern portion of park
 - Deconstruct old Aquarium structure and replace with cabins and amenities



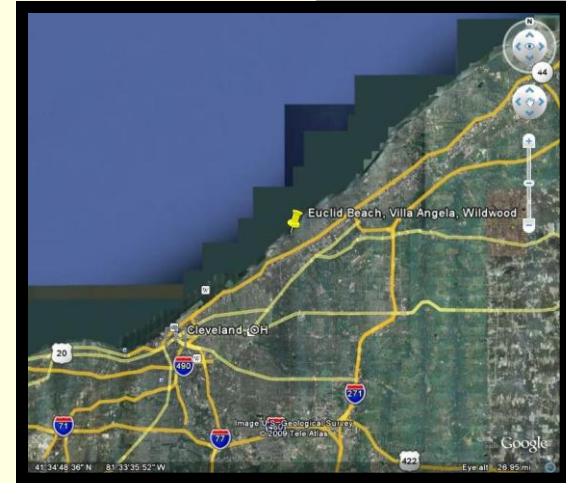
Gordon Park Phase III

- Construct sound barrier at southern portion of park to improve camping and recreational experience
- Provide campground amenities and activities
 - Restroom and shower facilities
 - Food vendor
 - Free-standing rock wall or other outdoor activity



Euclid Beach, Villa Angela and Wildwood

- These parks make up the three easterly most parks of the Cleveland Lakefront Parks within the City of Cleveland
- All three parks are currently connected
- Current activities include:
 - 650' beach (Euclid Beach)
 - 900' swimming beach, scenic boardwalk, fitness trail & bathhouse (Villa Angela)
 - Marina, fishing & SCUBA charters, restaurant, fishing supplies/cleaning service, 2 break walls (Wildwood)



Phase I

- Advertise to community about services/amenities offered at all three parks.
- Improve identification signage.
- Improve/maintain landscaping throughout all three parks.
- Install sand volleyball courts, bocce ball courts, and “cornhole” areas and equipment rental.
- Install shoreline benches at all three parks.
- Carousel Carnival (Euclid Beach)
- “Passport around the City” destination (Euclid Beach, Wildwood)

Phase II

- Bring back original Euclid Beach carousel
- Combine all three beaches (currently connected) and rename to "The Shores of Euclid"
- Enhanced "Carousel Carnival" yearly festival
- Volleyball, Bocce and "Cornhole" tournaments
- Steelhead tournaments at Wildwood
- Extended fishing and SCUBA charters from Wildwood

Phase III

- Continue all programming and activities/events from Phases I and II.
- No major changes/additions for Phase III

Cleveland's North Coast: Get Your Lake On!

- Goal: Market the lakefront as a vibrant destination for live, work, and play



Get Your Lake On! Campaign: Promote

- Target Audience: Residents & Workers
- Objectives:
 - Improve Park Signage
 - Utilize Range of Media to Broadcast Message
 - Create Recognizable Brand
 - Promote Lakefront Living

Get Your Lake On! Campaign: Attract

- Target Audience: Visitors and Businesses
- Objectives
 - Advertise Lakefront Amenities through Radio, Television, Billboards, and the Internet
 - Partner with Conventions, Hotels, and Visitor's Bureaus
 - Promote the Lakefront as an Ideal Business Location

Get Your Lake On! Campaign: Educate

- Three Goals:
 - Educational Achievement
 - Increase future use of lakefront
 - Increase future lakefront community service



ECONOMIC DEVELOPMENT

	Phase I (2009-2015)	Phase II (2016-2025)	Phase III (2026-2040)
Neighborhood Revitalization through Greening			
Connectors			
Parks & Ecology			
<i>Economic Development</i>	Build upon projects under development (i.e. West Shoreway, Medical Mart / Convention Center, Towpath Extension) Marketing campaign to Promote, Educate & Attract	Brownfield Remediation: Parks, Connectors, Greening Port Relocation Inclusionary Housing Cleveland Aquarium Riverboat Casinos	Brownfield Remediation: Business Development around Port Burke Redevelopment
		Wind Power	

Targeted Brownfield Remediation

- *2 Objectives of Remediation*
- *Positive Impacts*
 - *Environmental, Economic, Etc.*
- *Types of Remediation*
 - *Traditional, Phyto, Bio*



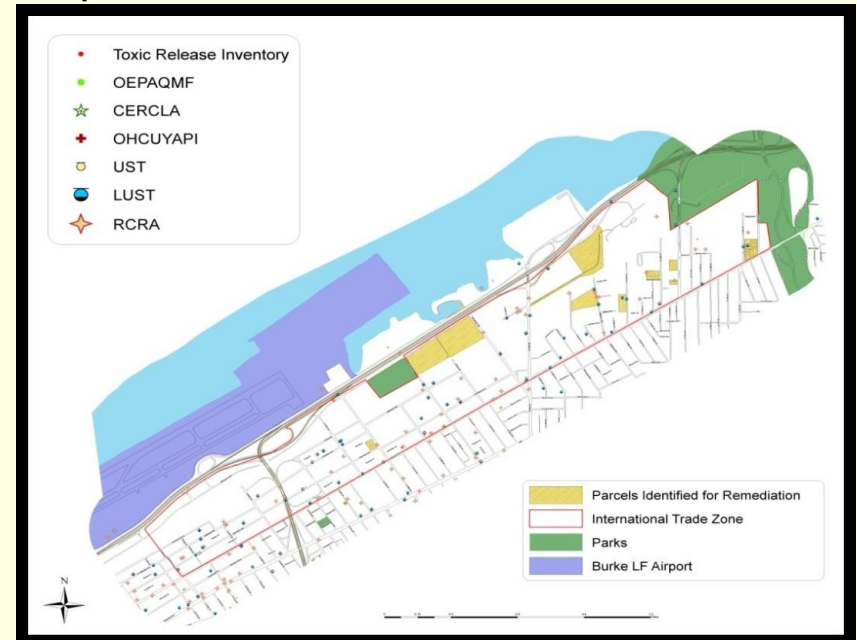
- *Funding Opportunities and Costs*
 - *Federal, State, Local*

Targeted Brownfield Remediation



- Phase II Strategy
 - Greening, Connectors
 - 20 Parcels (5.2 Ac.)
 - \$434k

- Phase III Strategy
 - Business development around the Port
 - 26 Parcels (43.1 Ac.)
 - \$4.4 Million



The Port of Cleveland

- Currently, the planning commission has approved the facility to move from their present location to East 55th



The Port of Cleveland, Phase 1

- Introduce container ships, create thriving trade district, create land
- Start land creation



The New Port of Cleveland

- Creating New Land
 - 200+ Acres
- Studies taking place
- Increase Exports
- Growth in:
 - Business/Industry
 - Jobs



International Trade Zone



- Logistical Hub
 - Multimodal
- Attract New Businesses
 - Job Creation/New Tax
 - Programs/Incentives

- Private Investment
- Retain Businesses



Department of
Development



Cleveland Waterfront Business Improvement District



Cleveland as an International City

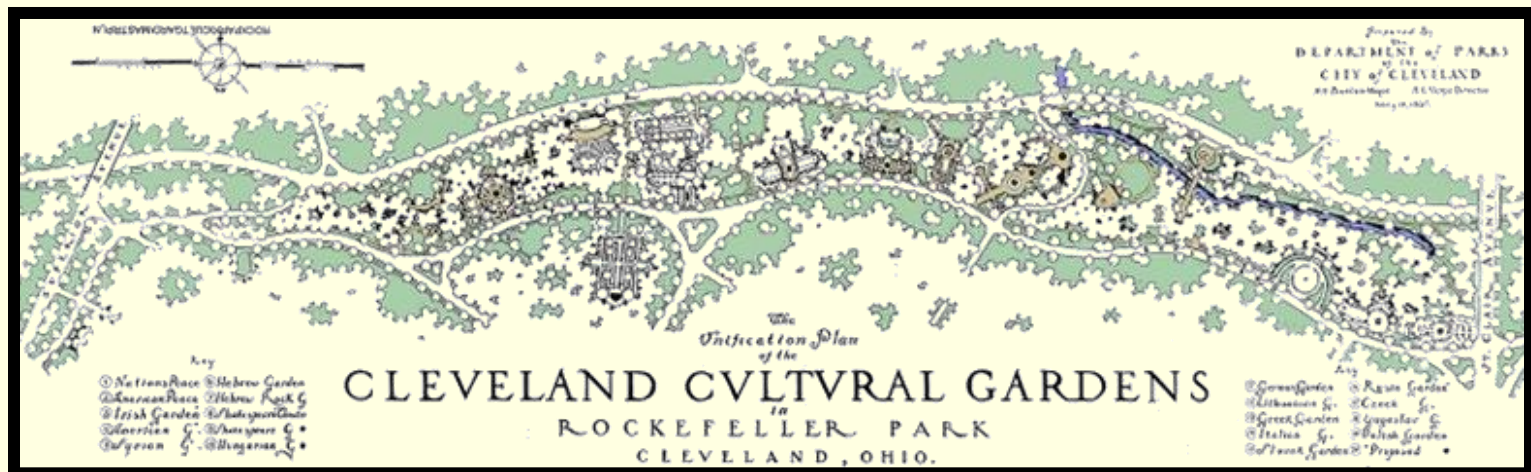
- *Objective: Strengthen Immigrant Support System*
 - Phase I: Streamline partnerships; Create an online "Welcome Center"
 - Phase II: Fundraising and Site Acquisition for a Cleveland Welcome Center near new Intermodal Station
 - Phase III: Construction and Operation

- *Objective: Position Cleveland as a "Learning City"*
 - Phase I: Expand Sister City Relationships
 - Phase II & III: Create an International Cleveland Corps



Cleveland as an International City

- *Objective: Promote Existing Cultural Resources*
 - Phase I: National Historic Landmark status for Cleveland Cultural Gardens
 - Phase II & III: Expand International Community Council's Folk Festival



Inclusionary Housing

- Units Proposed in the Business

Improvement District

- Current Trends
- Population Data
- Demographics
- Target Market



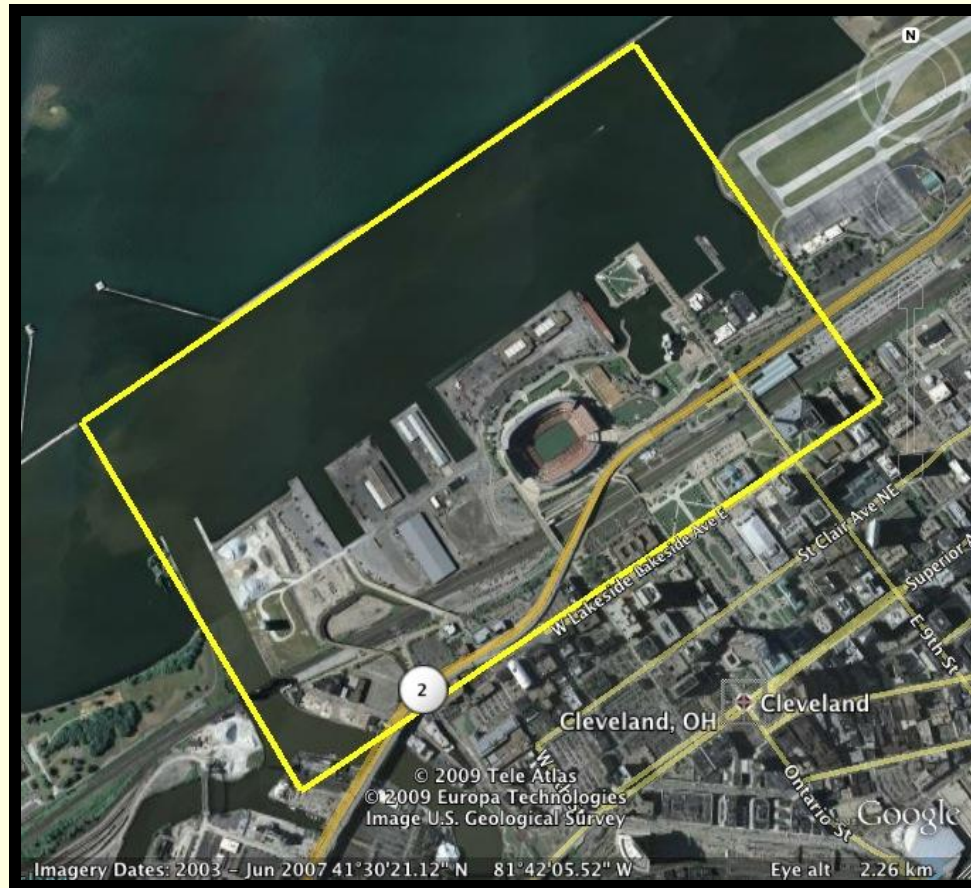
Results of Findings

- Net Demand for Housing
- Affordability
- Economic Incentives for Developers
- Range of opportunities for households
- Increase in stock quality ownership
- Enhancement of tax revenues
- Increase in population growth

Downtown Lakefront Entertainment

- Second only to the lake as the “crown jewel”
- Attractions are a *component* of a revitalized lakefront
- Goal: mixed-use entertainment node
 - Daytime: family oriented
 - Evening: adult oriented
- Entertainment Connections: Flats Eastbank, Warehouse District, East 4th, etc.

Downtown Lakefront Entertainment

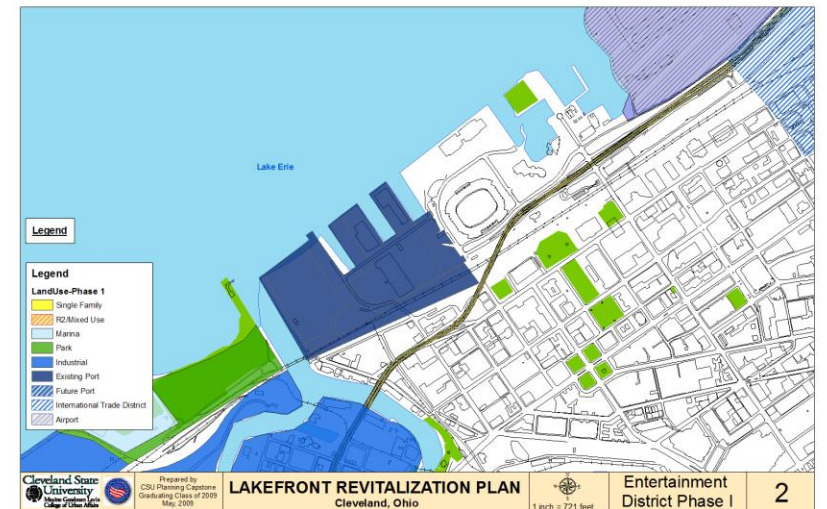
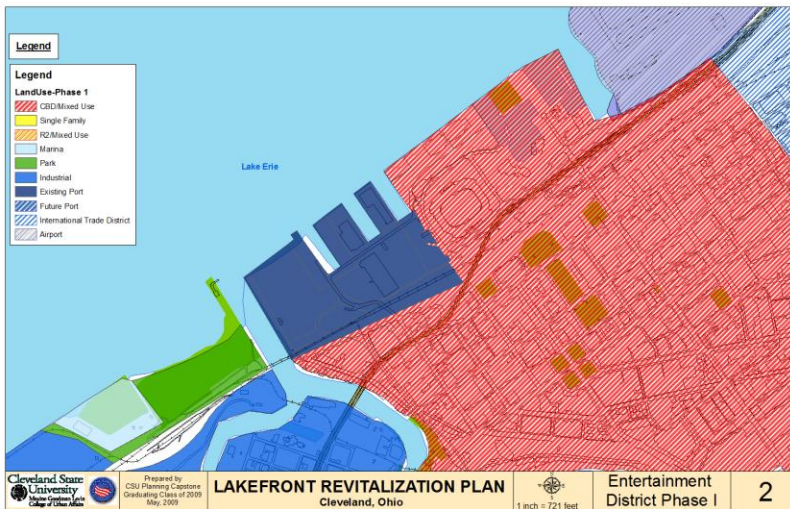


Courtesy Google Maps

Downtown Lakefront Entertainment

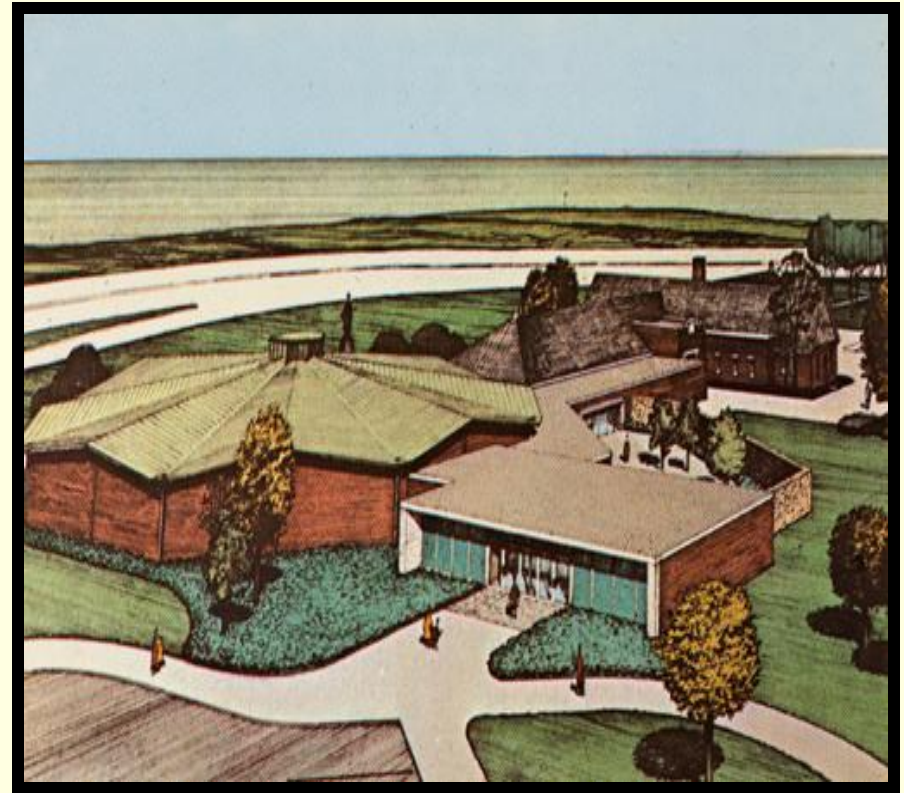
Land Use Map I

Land Use Map II



The Old Cleveland Aquarium

- Cleveland once had an Aquarium at Gordon Park from 1954 to 1985
- Had 200,000 Visitors Annually
- Held 50 exhibit tanks & 82,000 gallons of water displaying a variety of marine life



The New Cleveland Aquarium

- The new Aquarium will be located at North Coast Harbor
- Facility is slated to be 100,000 Sq Ft.
- It will be both an entertainment venue and research facility



The New Cleveland Aquarium

- Cost per Sq Ft will be \$400 - \$425
- Total Development Cost will be \$425 Million
- Fundraising for the project will occur between 2010 and 2015
- Development will begin in 2015

Casino Gambling

- Phase II proposal is for two (2) riverboat gaming casinos located on the Cleveland Lakefront.
- One boat would remain docked at all times and one would leave on a regular schedule for lake excursions.

Justification would include

- *Revenue for education,
- *Economic development activities
- *Increased revenue to local governments

Casino Gambling

- Public outreach identified casinos/shopping.
- Phase III build two casinos to expand locations identified for riverboat gambling.
- Casinos would include mixed-use operation with hotel, shopping restaurants, nightclubs.
- Current gambling proposal-\$200 million to State 33% tax on forecasted \$600 million for counties and local school districts.



Burke Lakefront Airport

■ Phase I & II

- Promote Airport
- Public Input
- Complimentary Businesses for Short-Term

■ Phase III

- Successfully divert airport traffic
- Promote development opportunities
- Eco-Tourism Site



Burke Lakefront: Phase III

- Support City of Cleveland Goals
- Incorporate 2004 Waterfront Plan Recommendations
- New Development
- Remediation
- Green space/trails



Burke Lakefront: Phase III

Retention of Airport

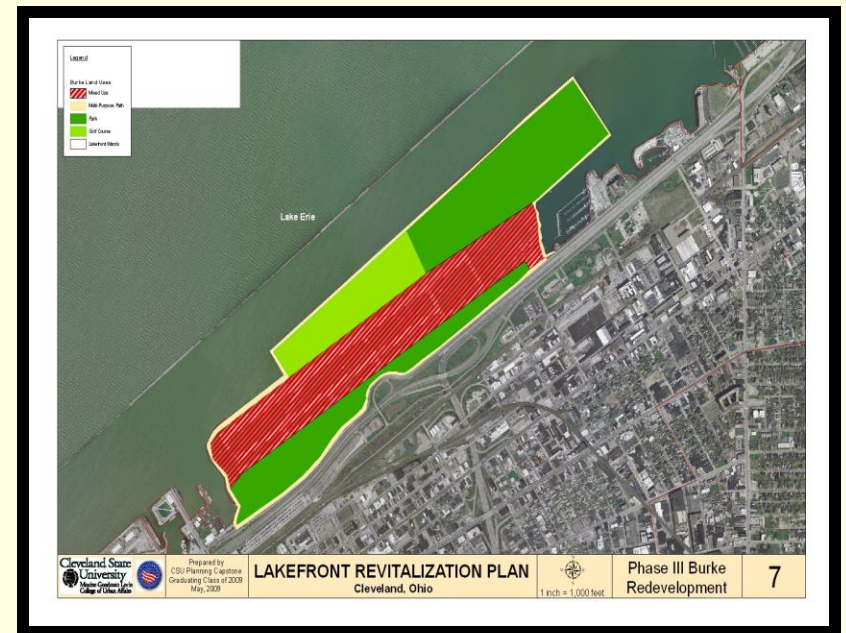
- Runways to North
- Mixed-use
 - Retail/Restaurants
 - Business Park/Office
 - Crawford Museum
- Promenade/Path
- Green Space/Park



Burke Lakefront: Phase III

No Airport

- Mixed-use
 - Residential
 - Retail/Restaurants
 - Museums
 - Office/Business Park
- Promenade/Path
- Park/Golf Course
- Perimeter Trail



Cleveland Wind Power Strategy

Phase I



Phase II



Phase II



Phase III





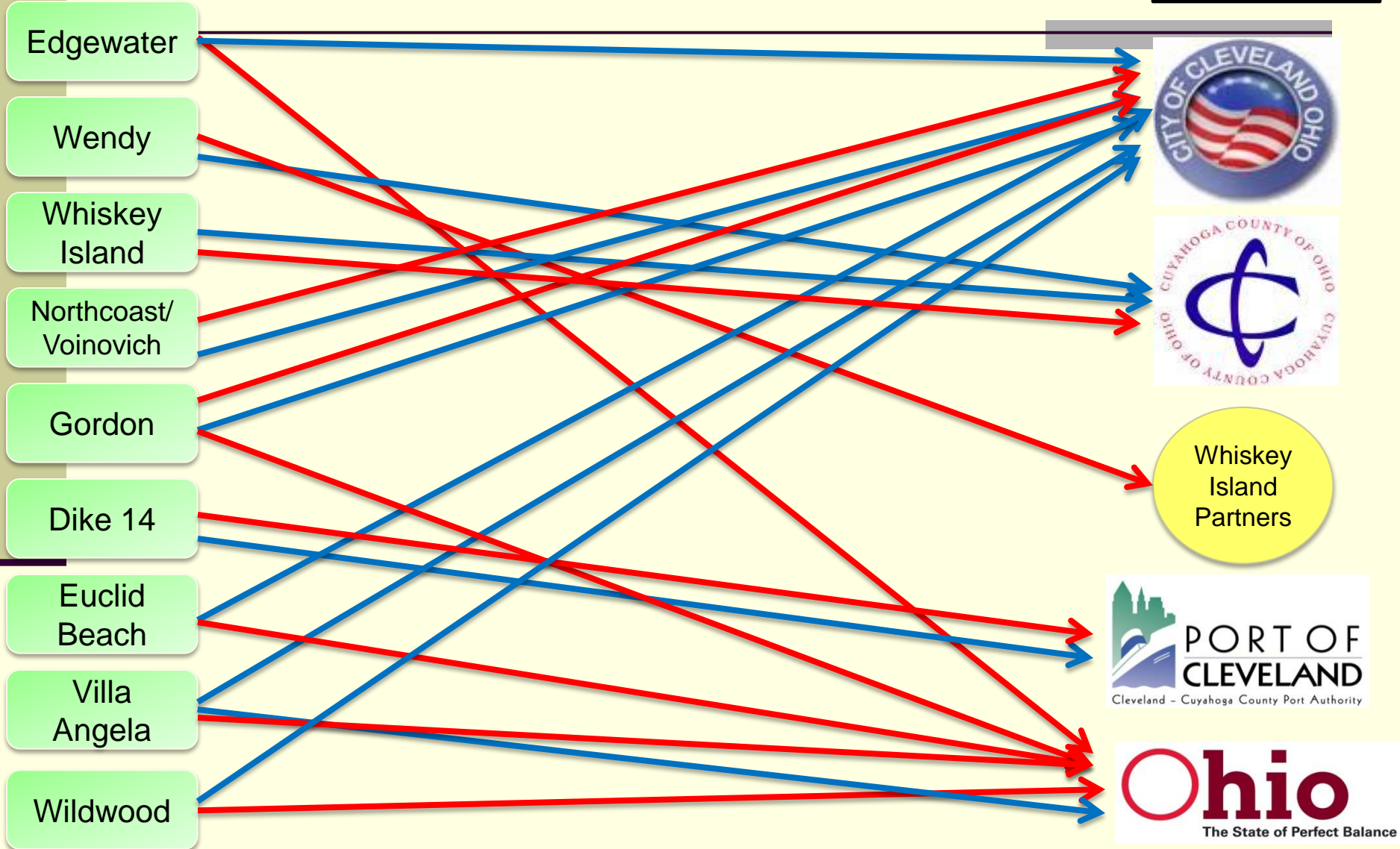
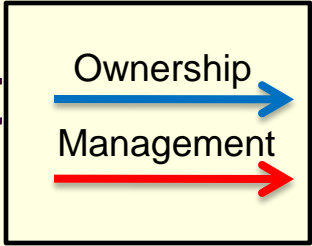
Bringing the Lakefront Home

Implementation & Financing

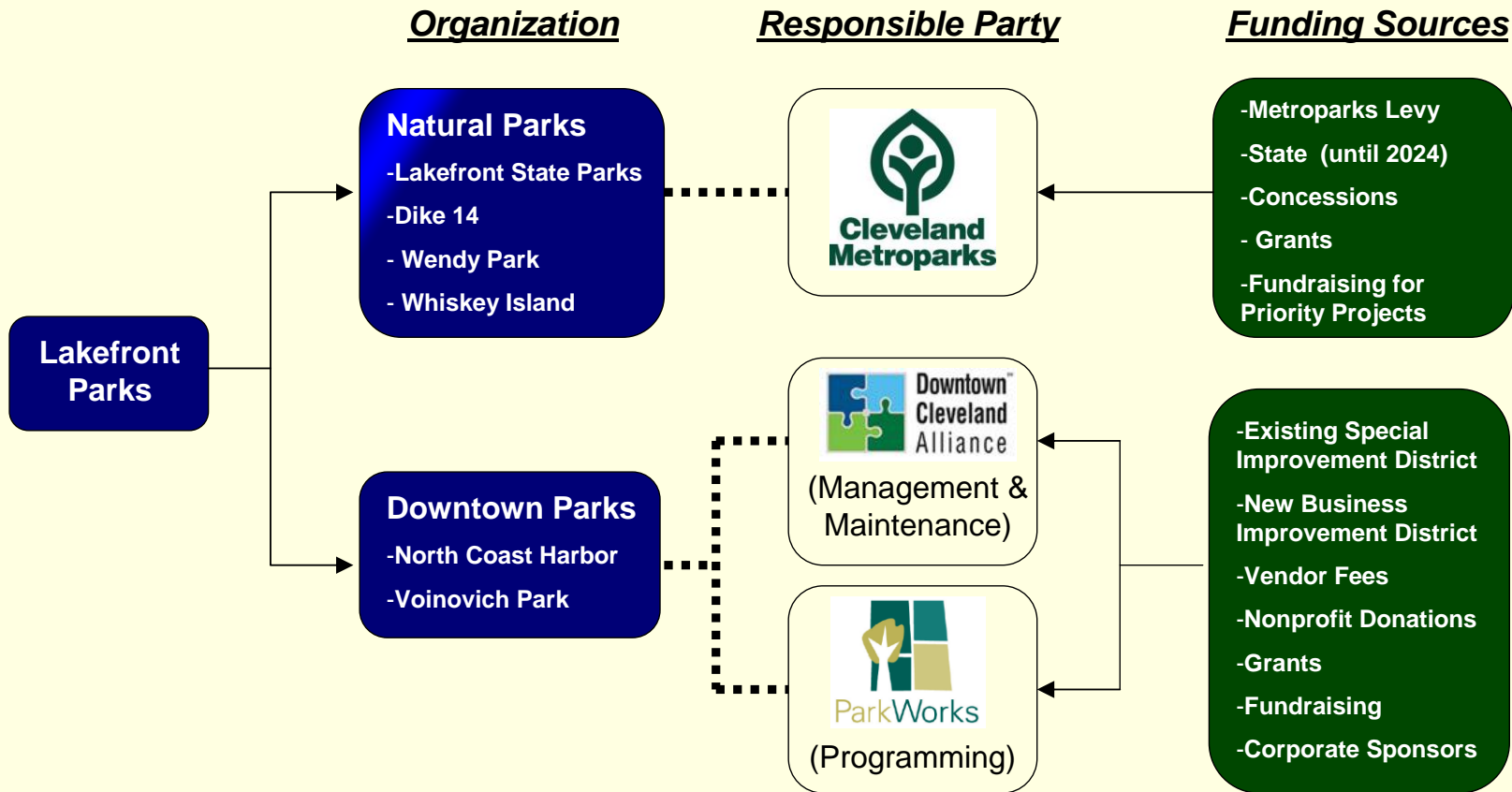
Growing Fiscal Stress

- City and County Budgets showing stress
- State Budget for Parks has declined
- Population outmigration

Current Ownership and Management



Consolidation of Cleveland Lakefront Parks



Cleveland Waterfront Business Improvement District

- Establish a funding mechanism for the beautification, maintenance, promotion, and programming of Cleveland's waterfront.
- Become the caretaker of the downtown parks of Voinovich and North Coast Harbor
- Become an advocate for economic development along the lakefront.
- Provide a clean, safe, and inviting atmosphere on the waterfront.

Cleveland Waterfront Business Improvement District



Cleveland Waterfront Business Improvement District

- Conclusion: Currently, insufficient privately owned property within proposed district to support BID operation.
- Recommend: Expansion of current Downtown Cleveland Alliance service area. In-kind donations from non-profit entities on the lakefront to support DCA operations.
- As development continues DCA should expand with each reauthorization

Why Downtown Cleveland Alliance?

- Downtown Cleveland Alliance currently promotes downtown as a destination, provides maintenance, and economic development assistance.
- DCA's Clean & Safe program provides a safe, hospitable environment.
- In the spirit of collaboration and reduction of redundancy, we propose single BID downtown.

Why Cleveland Metroparks?

- **End of CLSP Operating Agreement:** The current agreement expires in 2024
- **Decline in State Resources:** State Parks Budget has been in decline for years due to pressures on the general fund
- **Parks Consolidation:** Be part of a broader, coordinated regional park system (emerald necklace around Cuyahoga County)
- **Dedicated Funding Source:** Cleveland Metroparks does not operate on shrinking general fund revenues
- **Community Trust:** Cleveland Metroparks is known for quality programming, environmental stewardship, and fiscal stewardship

Funding Parks Operations

- **Supplemental Property Tax Levy:** Target date of 2017 for countywide supplementary tax levy of .15 mills to operate Cleveland Lakefront Parks
 - Would provide over \$5 million in annual operating funds
 - Would cost the owner of a \$100,000 home \$5.25 annually
- **Transitional State Funding:** Propose flat funding from 2017-2024 based on CLSP share of district budget (~\$2.5 million).
- **Operating Budget:** Based on doubling of current CLSP staff and utilities & operating expenses in same proportions as in overall Cleveland Metroparks budget
- **New Entity for Promoting Lakefront & Funding Capital Projects...**

Waterfront Transformation – Models

■ **Detroit Riverfront Conservancy**

Economic Development Focus

Budget: \$4 M

Support: Corporate/Foundation

■ **Waterfront Partnership of Baltimore**

Economic Development Focus

Budget: \$1.5 M

Support: Special Benefits District – 60%
Boating Concessions – 32%

■ **Buffalo Olmstead Parks Conservancy**

Park Preservation Focus

Budget: \$2.5 M

Support: Government – 66%
Contributions- 42%
Concessions – 16%

■ **Cuyahoga Valley National Park Association**

Parks/Public Use Focus

Budget: \$2 M

Support: Environ. Education/Program Fees/
Concessions/Memberships - 62%
Contributions- 37%



Cleveland Waterfront Partnership

501 (c) 3 Nonprofit Corporation

Mission:

- **Advocate for the Cleveland lakefront.**
- **Create, Fund and Implement a Strategy for revitalization of the lakefront parks.**
- **Market & Promote the lakefront.**
- **Serve as an Umbrella Organization for lakefront interests.**
- **Prioritize and Fund lakefront related plans & projects.**



CWP Budget & Capital Projects

- **Revenues:** Around \$4 million annually during Phase II, mostly individual & corporate donors
- **Expenses:** Around 25% of revenues for CWP operations and fundraising, remainder toward endowment fund and capital projects
- **Goal 1:** Provide at least \$1 million annually for capital projects within CLP or to connect parks
- **Goal 2:** Build an endowment fund capable of ongoing support of capital project goal (~\$30 million)

CWP Criteria for Capital Project Funding

- Must meet at least 1 of these criteria for funding by CWP
 1. Improves or expands the existing parks or greenspace along the lakefront
 2. Creates or enhances the physical connection between parks and greenspace along the lakefront
 3. Facilitates public access to the parks and greenspace along the lakefront
- CWP will have involvement in other capital projects that do not meet these criteria, but no funding assistance

Existing Capital Projects Under Development

Location	Project	Estimated Cost	Funding Source
WEST SHOREWAY	Convert West Shoreway into a 35 mph Boulevard & Enhance Neighborhood Connectivity to Lakefront	\$49,800,000	ODOT TRAC
NORTH COAST HARBOR & VOINOVICH PARK	Construct Pedestrian Bridge across North Coast Harbor	\$5,200,000	SAFETEA Earmarks; City of Cleveland
CUYAHOGA RIVER VALLEY	Towpath Extension Stage 4	\$19,600,000	CMAQ
THE MALL	Planned Construction of New Convention Center/Medical Mart	\$425,000,000	County Sales Tax Increase
E 55TH ST - GORDON PARK	Relocate E 55th St Marina to Gordon Park	TBD	Cleveland-Cuyahoga County Port Authority

Proposed Phase 1 Capital Projects to be Funded by the Cleveland Waterfront Partnership

Location	Project	Estimated Cost
WENDY PARK AT WHISKEY ISLAND	Wendy Park Enhancements	\$1,000,000
	<i>Landscape eastern portion of park</i>	\$500,000
	<i>Provide entertainment on western portion near marina</i>	\$500,000
DIKE 14	Construct Hiking Trail	\$1,250,000
EUCLID BEACH, WILDWOOD STATE PARK & VILLA ANGELA STATE PARK	Improved Recreational Opportunities	\$275,000
	<i>Install bocce ball and sand volleyball courts</i>	\$45,000
	<i>Install horseshoe pits and cornhole area</i>	\$6,000
	<i>Improve swimming access</i>	\$100,000
	<i>Equipment rental & concession stands</i>	\$100,000
	<i>Picnic areas</i>	\$12,000
<i>Benches</i>	\$12,000	
TOTAL PHASE I CAPITAL FUNDING BY CLEVELAND WATERFRONT PARTNERSHIP		\$2,525,000

Proposed Phase 2 Capital Projects to be Funded by the Cleveland Waterfront Partnership

Location	Project	Criteria for CWP Funding
FLATS	Extend Towpath Trail from Canal Basin Park to Whiskey Island including new bridge over RR	Increase Lakefront Access & Connectivity
ENTERTAINMENT DISTRICT (current port site)	Begin Lakefront Boardwalk	Increase Lakefront Access & Connectivity
VOINOVICH PARK TO GORDON PARK	Construct Multi-Purpose Trail along South Marginal Rd from E 9th St to E 55th St	Increase Lakefront Access & Connectivity
GORDON PARK TO DIKE 14	Improve Connections	Increase Lakefront Access & Connectivity
GORDON PARK	Create Urban Campground	Park Improvement (Recreational Enhancement)

Proposed Phase 3 Capital Projects to be Funded by the Cleveland Waterfront Partnership

Location	Project	Criteria for CWP Funding
EDGEWATER	Reconstruct groins at Perkins Beach	Park Improvement (Recreational Enhancement)
WENDY PARK	Resurrect Huletts	Park Improvement (Cultural/Historical Enhancement)
ENTERTAINMENT DISTRICT (current port site)	Complete Lakefront Boardwalk	Increase Lakefront Access & Connectivity
GORDON PARK	Daylight Doan Brook	Park Improvement (Ecological Restoration)
GORDON PARK - DIKE 14	New Facilities	Park Improvement (Recreational Enhancement)

Cleveland Waterfront Partnership: Solutions

- **Facilitates Consolidation of Cleveland Lakefront Parks for more Efficient Budgeting & Operations.**
- **Prioritizes and Fund Raises for Targeted Capital Projects & Park Operations.**
- **Markets Cleveland Lakefront Parks as a Regional Destination.**
- **Centralizes varied Stakeholder Interests.**
- **Focuses on creating a Vital, Accessible & Sustainable Cleveland Lakefront.**



Acknowledgements

- The City of Cleveland
- Cuyahoga County
- Cleveland – Cuyahoga Port Authority
- MetroParks Cleveland
- Ohio Department of Transportation
- Northeast Ohio Areawide Coordinating Agency
- Parkworks Cleveland
- Downtown Cleveland Alliance
- Cleveland Lakefront State Parks

Special Thanks

- Dr. Robert Simons
- Jim Kastelic
- Lynn Garrity

Please visit our website for full report:

http://urban.csuohio.edu/academics/graduate/mupdd/mupdd_capstone09/index.html