



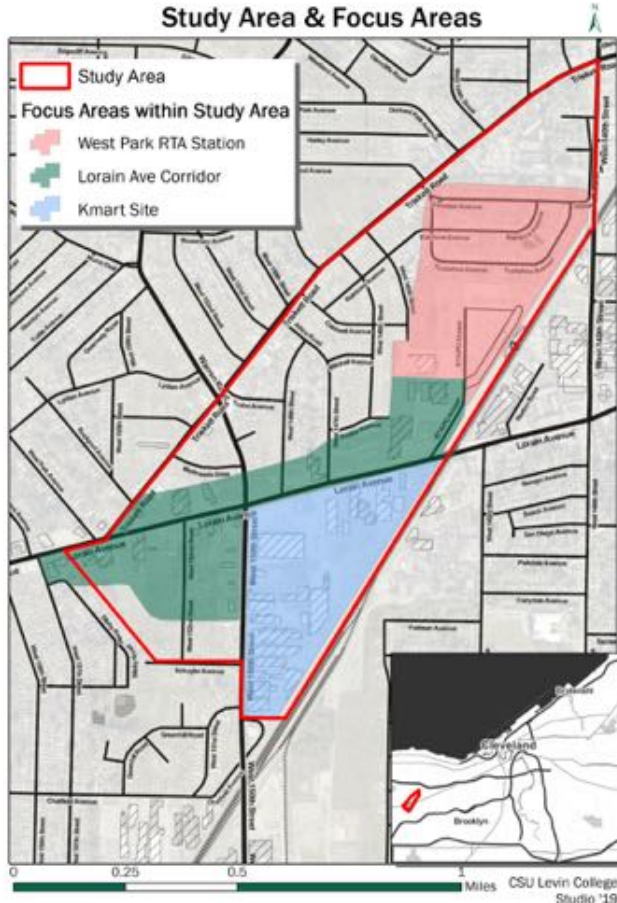
CONNECTING WEST PARK



Presented by the Viking Planning Group
Maxine Goodman Levin College of Urban Affairs
Cleveland State University

May 15th, 2019

West Park Study Area



Focus Areas

- West Park RTA Station
- Lorain Corridor
- Former Kmart Site and Business District

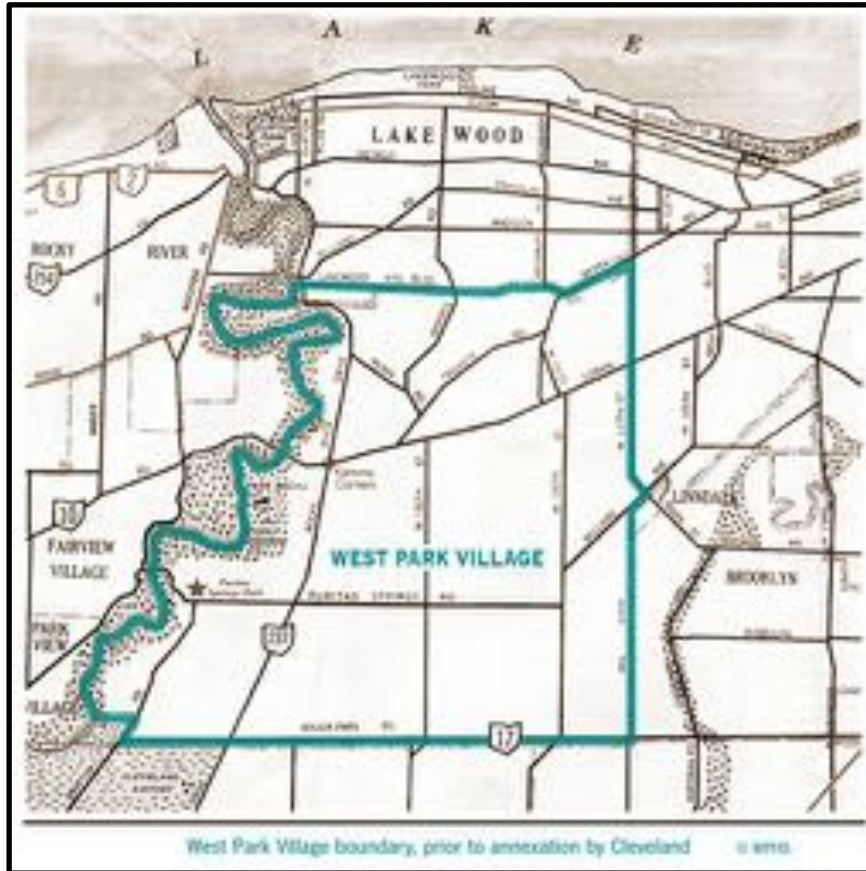
**Prepared for Kamm's Corners
Development Corporation**



EXISTING CONDITIONS

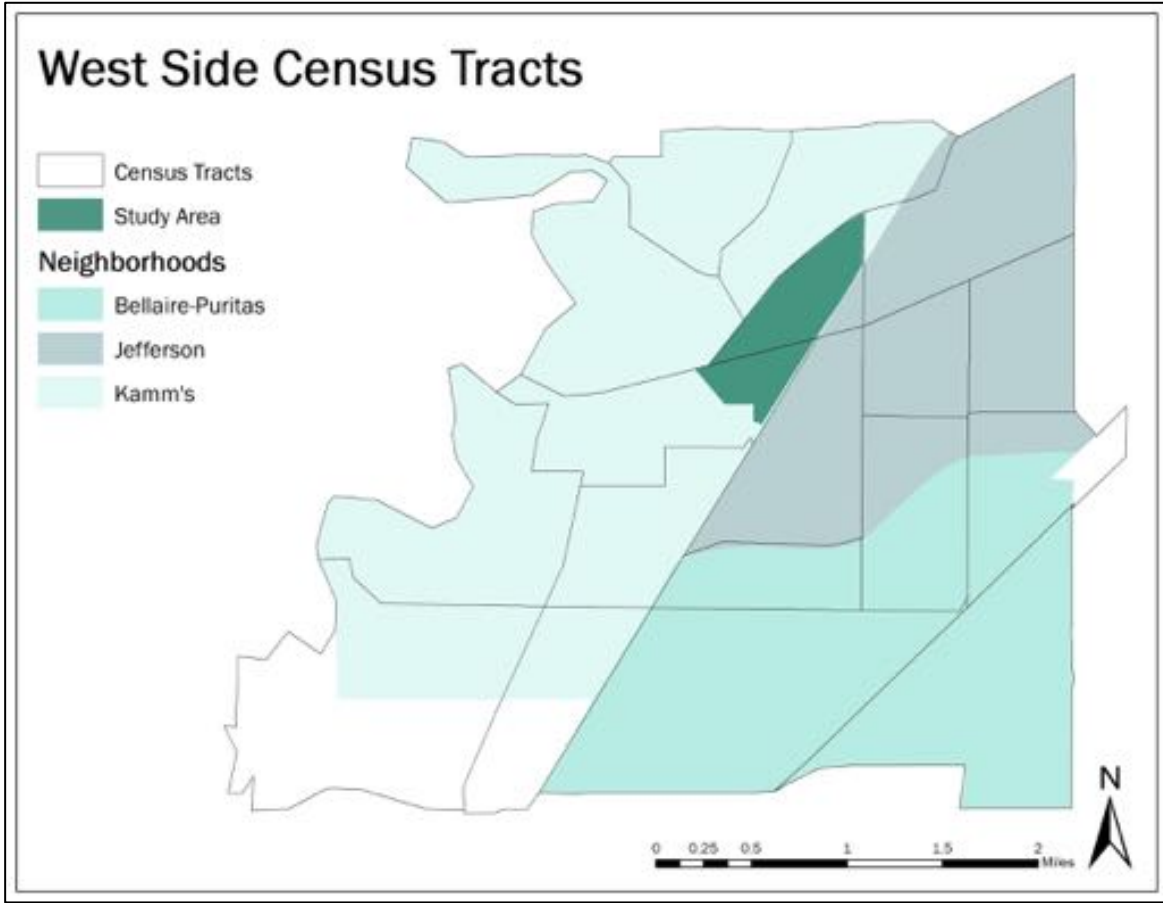


West Park History



- **1810's:** Rockport Township Founded
- **1842:** John West settled in Rockport Township
- **1875:** Oswald Kamm settled in Rockport Township
- **1902:** Rockport Township becomes Rockport Village
- **1913:** Renamed to the Village of West Park
- **1921:** Became the City of West Park
- **1923:** West Park Village annexes into the City of Cleveland

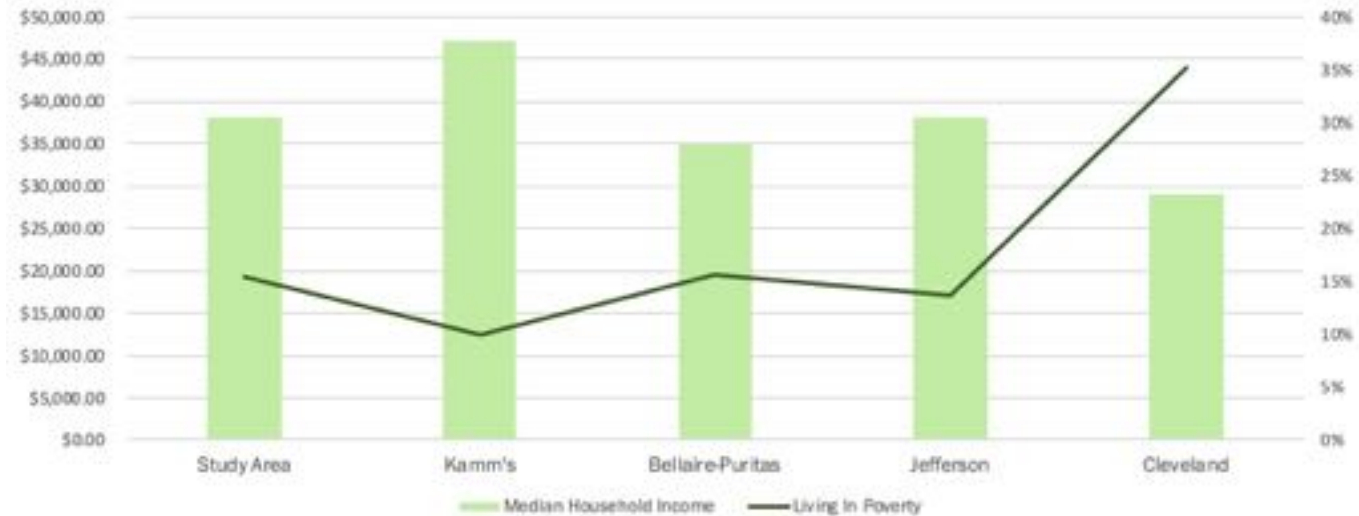
West Park - Demographics



Household Income & Poverty



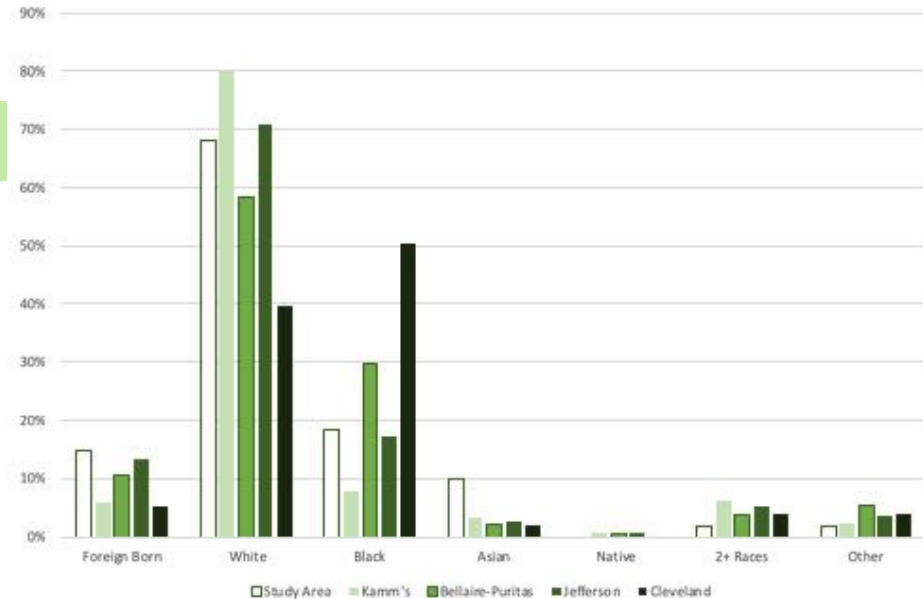
	Median Household Income	Living In Poverty
Study Area	\$38,000	15%
Kamm's	\$47,300	10%
Bellaire-Puritas	\$35,000	16%
Jefferson	\$38,100	14%
Cleveland	\$29,000	35%



Foreign Born & Race



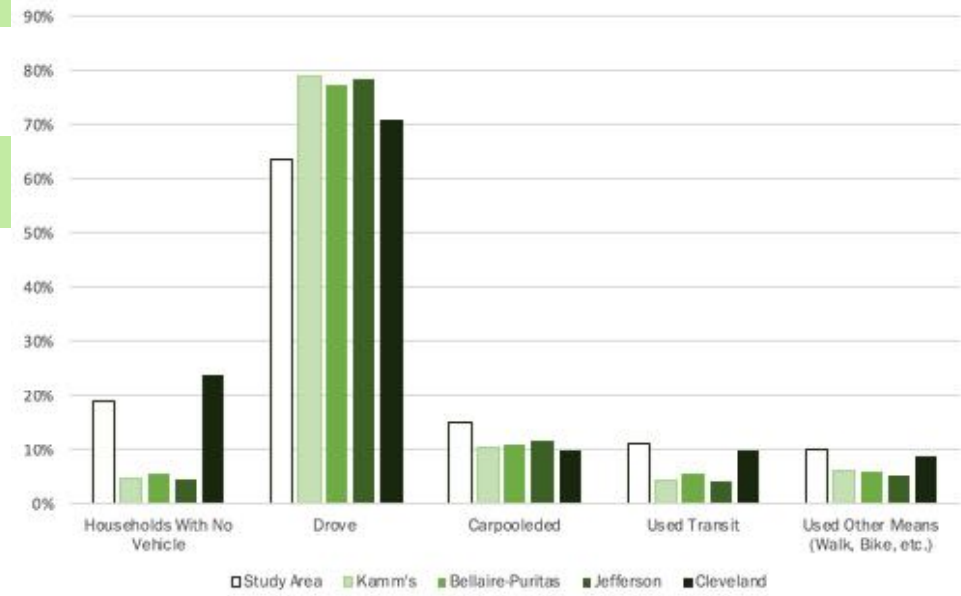
	Foreign Born	White	Black	Asian	Native	2+ Races	Other
Study Area	15%	68%	18%	10%	0%	2%	2%
Kamm's	6%	80%	8%	3%	1%	6%	2%
Bellaire-Puritas	11%	58%	30%	2%	0%	4%	6%
Jefferson	13%	71%	17%	3%	1%	5%	3%
Cleveland	5%	40%	50%	2%	0%	4%	4%



Vehicle Ownership & Commute to Work

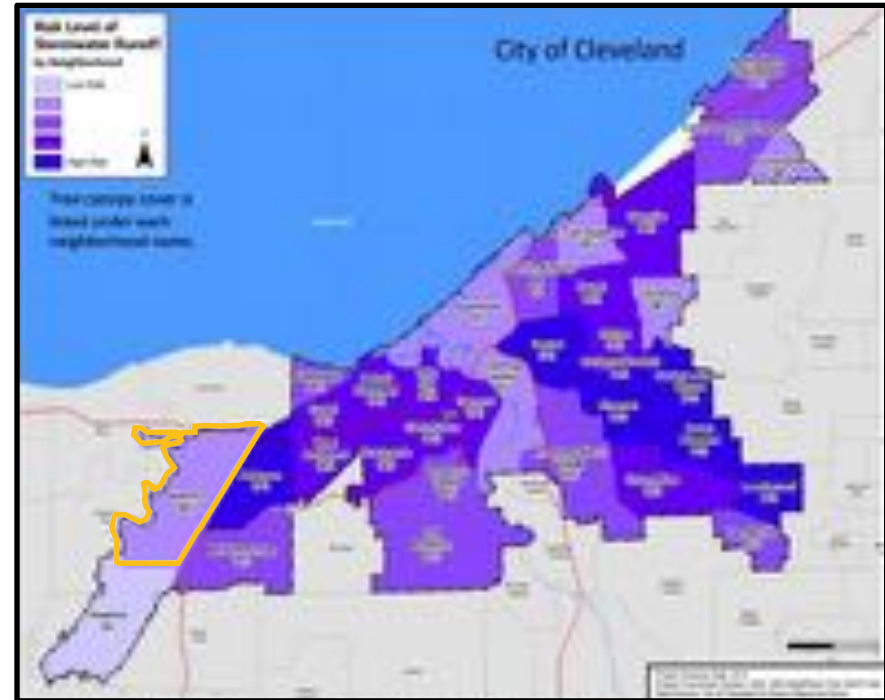


	Households W/ No Vehicle	Drove	Carpooled	Transit	Other Means (Walk, Bike, etc.)
Study Area	19%	64%	15%	11%	10%
Kamm's	5%	79%	10%	5%	6%
Bellaire-Puritas	6%	77%	11%	6%	6%
Jefferson	5%	78%	12%	4%	5%
Cleveland	24%	71%	10%	10%	9%



- EPA - good environmental standing
 - No hazardous material sites in the area
 - No air or water advisory
- Lower risk of stormwater runoff

Stormwater Runoff Threat



Source: City of Cleveland & Daveys Resource Group, 2015

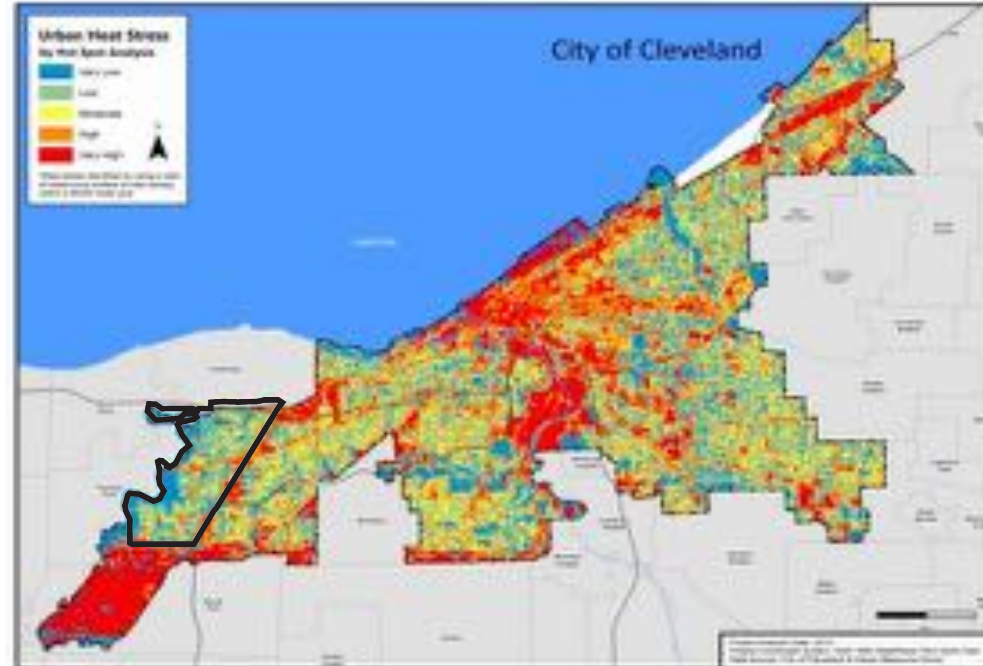
Environmental Conditions

Tree Canopy



Source: City of Cleveland & Daveys Resource Group, 2015

Urban Heat Stress



Source: City of Cleveland & Daveys Resource Group, 2015



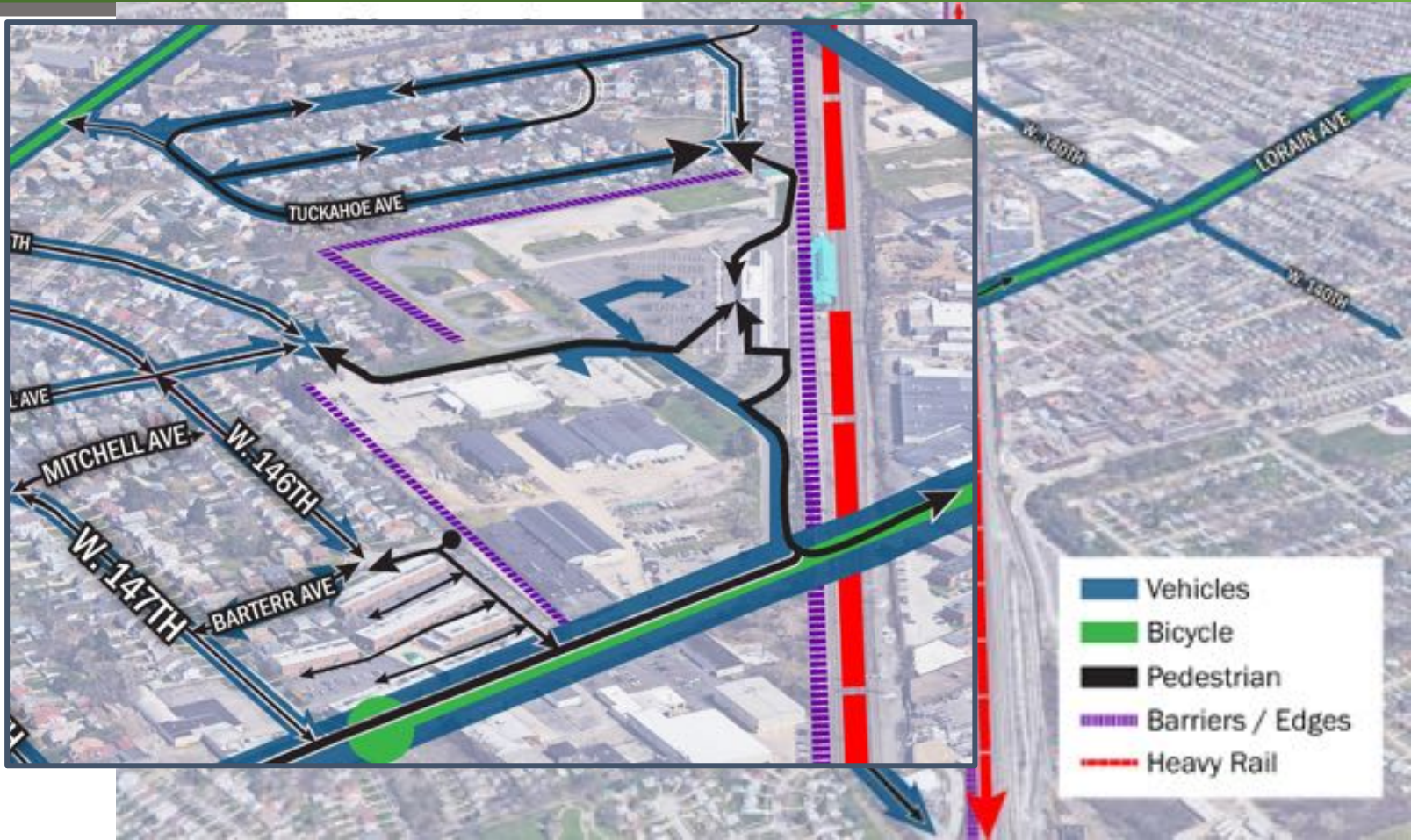
- Concerns of crime
- Relevance of both data and experience
- Clarity about sources of perceptions

Source: NEOCANDO, Center on Poverty and Community Development



Source: De Jorge-Huertas, 2018

Mobility



COMMUNITY ENGAGEMENT



Survey Overview



01

WEST PARK PATRON SURVEY

- **2,053 participants**
- West Park Branch of Cleveland Public Library
- In-person & online distribution

02

WEST PARK TRANSIT SURVEY

- **113 participants**
- West Park RTA Station
- In-person only

03

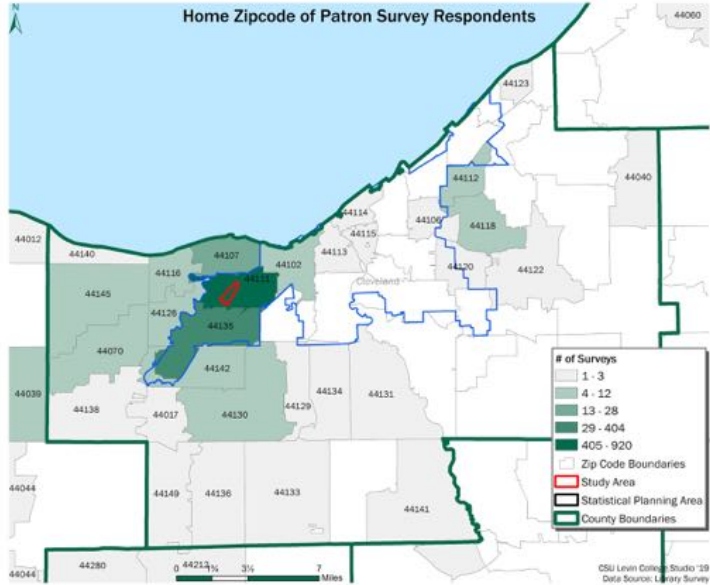
STAKEHOLDER INTERVIEWS

- **23 participants**
- In-person only

Surveying was conducted throughout March 2019 at various times during the week, adhering to station and Library hours of operation

***Complied with all necessary IRB guidelines**

West Park Patron Survey - Demographics



Gender Identification of Respondents

68% Female

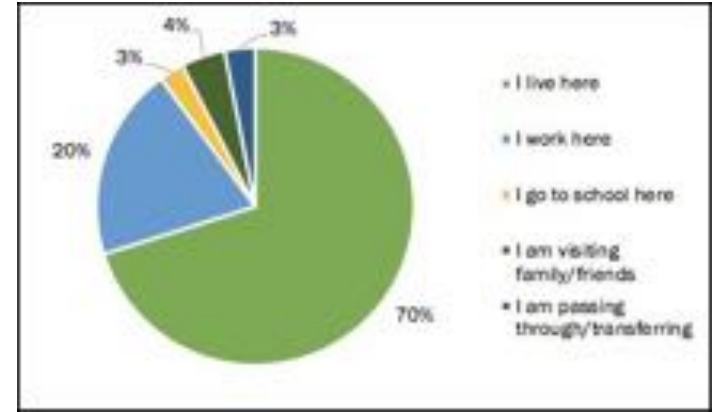
29% Male

0.4% Gender Non-Conforming

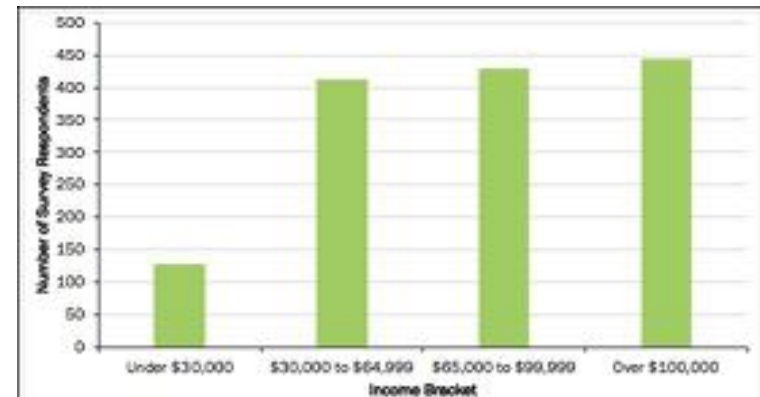
0.5% identify as 'Other'

2% prefer not to say

Connection to Westpark Neighborhood



Income of Respondents Households



Liked **MOST** about West Park

- Sense of community
- Proximity (downtown, airport, highways, transit, etc.)
- Affordability (housing)

Liked **LEAST** about West Park

- Crime
- Vacancies (buildings)
- Aging infrastructure

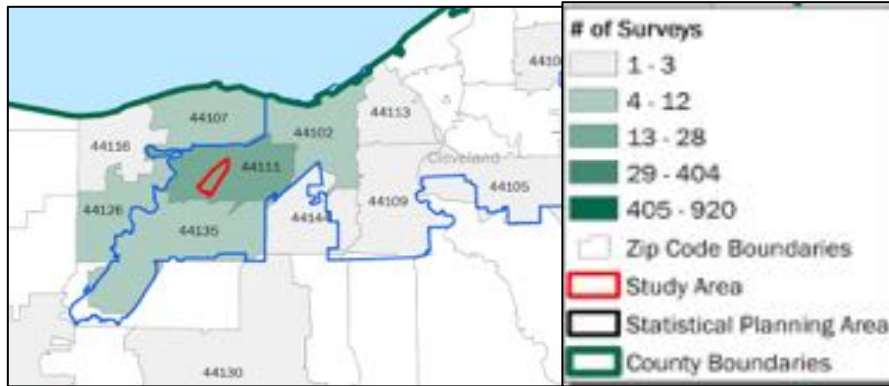
What Respondents Want More of



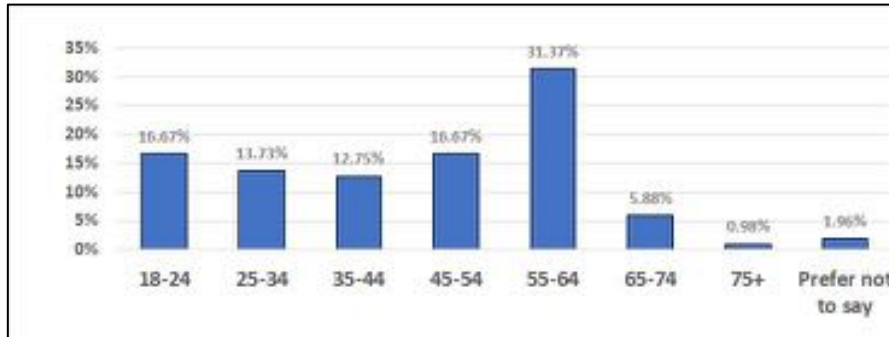
Image courtesy of worditout.com

Rapid Station Survey - Demographics

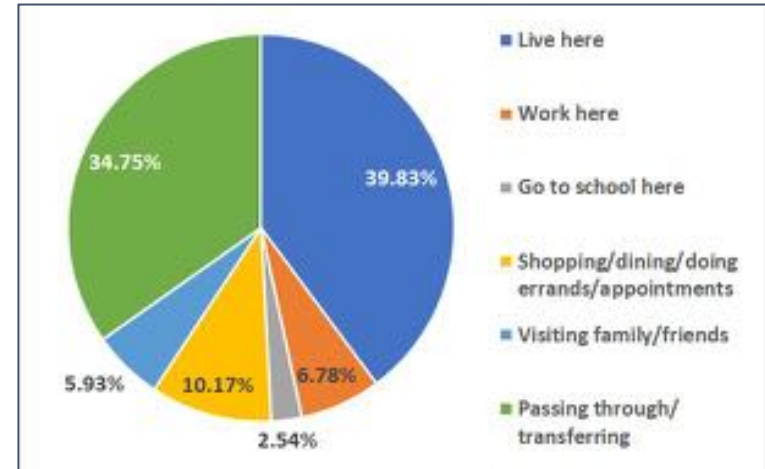
Home Zipcode of Respondents



Age of Respondents



Connection to West Park



Gender of Respondents

66% Male

30% Female

4% prefer not to say

Rapid Station Survey - Primary Findings

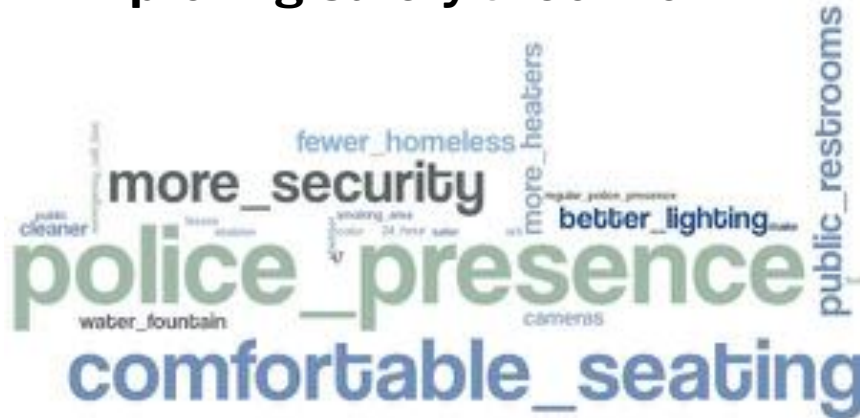
How Safe Respondents Feel

	Very Safe	Somewhat Safe	Neutral	Somewhat Unsafe	Very Unsafe
Female	12.90%	35.48%	32.26%	16.13%	3.23%
Male	46.97%	36.36%	13.64%	3.03%	0.00%

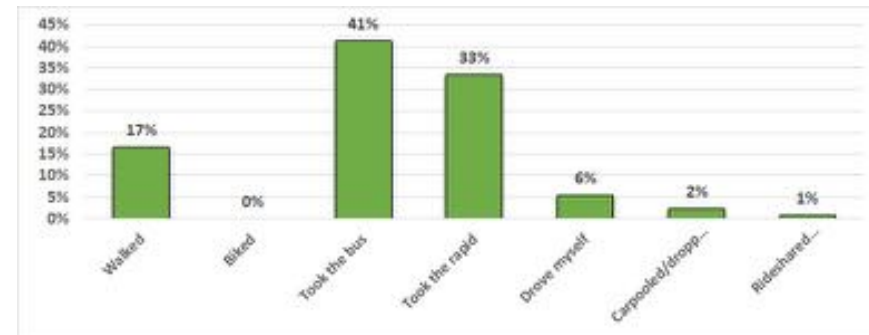
Desired Amenities



Improving Safety & Comfort



How People Get to the Station



Stakeholder Interviews - Primary Findings

Neighborhood Insight

- Sense of community strong
- Walkability

Wanted and Unwanted Uses

- *Strengths:* Stable housing, Proximity
- *Weaknesses:* retail vacancy, senior housing lacking, street-scaping

Real Estate and Finance

- Middle neighborhood making funding difficult
- TOD and mixed use along RTA station
- Incubator space

Recommendations

- Small businesses, new housing, connect with growing refugee population and local government/community support



Image courtesy of cognigen-cellular.com

Immigrant & Refugee Population

History

- Immigrant population began to expand in early 2000s (West Park and Lakewood neighborhoods)
- Hope Center established in 2015

Hope Center Purpose

- Christian mission to serve and nurture
- Give a sense of belonging
- Assistance for Citizenship
- English/Culture/GED Classes
- Health and Wellness
- Mentoring Programs
- Entrepreneurship through ECDI

Hope Center

Partnerships/Affiliations

- BHITC- Building Hope in the City
- ASIA Inc.
- ECDI- Economic Community Development Institute



The
HOPE CENTER
for Refugees and Immigrants

A ministry of Building Hope in the City

Image Source-

<https://buildinghopeinthecity.org/cleveland/the-hope-center/>

PLANNING CONCEPTS



Middle Neighborhoods



Definition

- Working/Middle Class families
- Incomes - approx \$35,000-\$55,000
- More diverse groups than wealthy or low income groups
- Largest economic group

History

- Developed in the 1850's initially to build industrial jobs
- Sprawl- inspired by the automobile industry
- Low income neighborhoods gentrified into middle neighborhoods

Factors of Rapid Growth

- The Great Migration
- Creating suburbs for WWII veterans returning home



Source: NY Times, Living in Castleton Corners (2009)

Middle Neighborhoods



Benefits of Middle Neighborhoods

- Family-oriented
- Single family household
- People of varying backgrounds can engage from each other
- Cost effective, more sustainable than new development
- Preservation of housing affordability
- Increased commercial sales at local businesses, especially at lunchtime
- Close proximity to Downtown, highways and other urban points of interest



Source: detroitfuturecity.com, 2019

Middle Neighborhoods

Definition

- Middle Class- \$35,000-\$55,000
- Largest racial/economic group

History

- Started 1850s for Industrial Jobs
- Low Income gentrified into Middle Neighborhoods
- Inspired The Great Migration and WWII Veterans returning home

Benefits of Middle Neighborhoods

- Family-oriented
- Diverse backgrounds
- Cost effective, existing development
- Housing affordability
- Increased sales at local businesses
- Close proximity to Downtown and other urban points of interest



Source: detroitfuturecity.com, 2019

What is T.O.D.?

- Compact, walkable, mixed-use development near new or existing public transportation infrastructure
- Creates transit accessible urban districts where people can work, shop, live, and recreate
- Aims to reduce automobile usage and increase use of transit, walking, and biking





Source: OHFA 2016 LIHTC Aspen Place Proposal

Aspen Place, W. 65th St - Detroit Shoreway

- Enterprise Community Partners funded pre-development
- 40 LIHTC units, 30-60% AMI
- Part of EcoVillage
- RTA sold land and is providing free transit passes to all residents



Source: W. 25th St TOD Plan Recommendations

W. 25th St - Ohio City

- Traffic diversions on Gehring Street
- Lorain Ave. road reconfigurations
- Market Square Shopping Center with a parking garage
- 1,400 - 1,800 new dwelling units

Van Aken District, Shaker Heights, OH



Former Retail Center

- Large surface parking lot
- Low density
- Poor pedestrian environment

Eastern terminus of the RTA Blue Line

Van Aken District, Shaker Heights, OH



Source: Cuyahoga County Auditor Pictometry

Phase I Site: 7.5 acres

**Total cost of Phase I
Development: \$100 million**

- 66,000 SF office, 102 apartments, 100,000 SF retail, 636 parking spaces.

**Total cost of intersection
reconfiguration: \$18.5 million**

- (Sources: ODOT, NOACA, Ohio Public Works Commission, Cuyahoga County.)

FOCUS AREA RECOMMENDATIONS





The three Focus Areas:

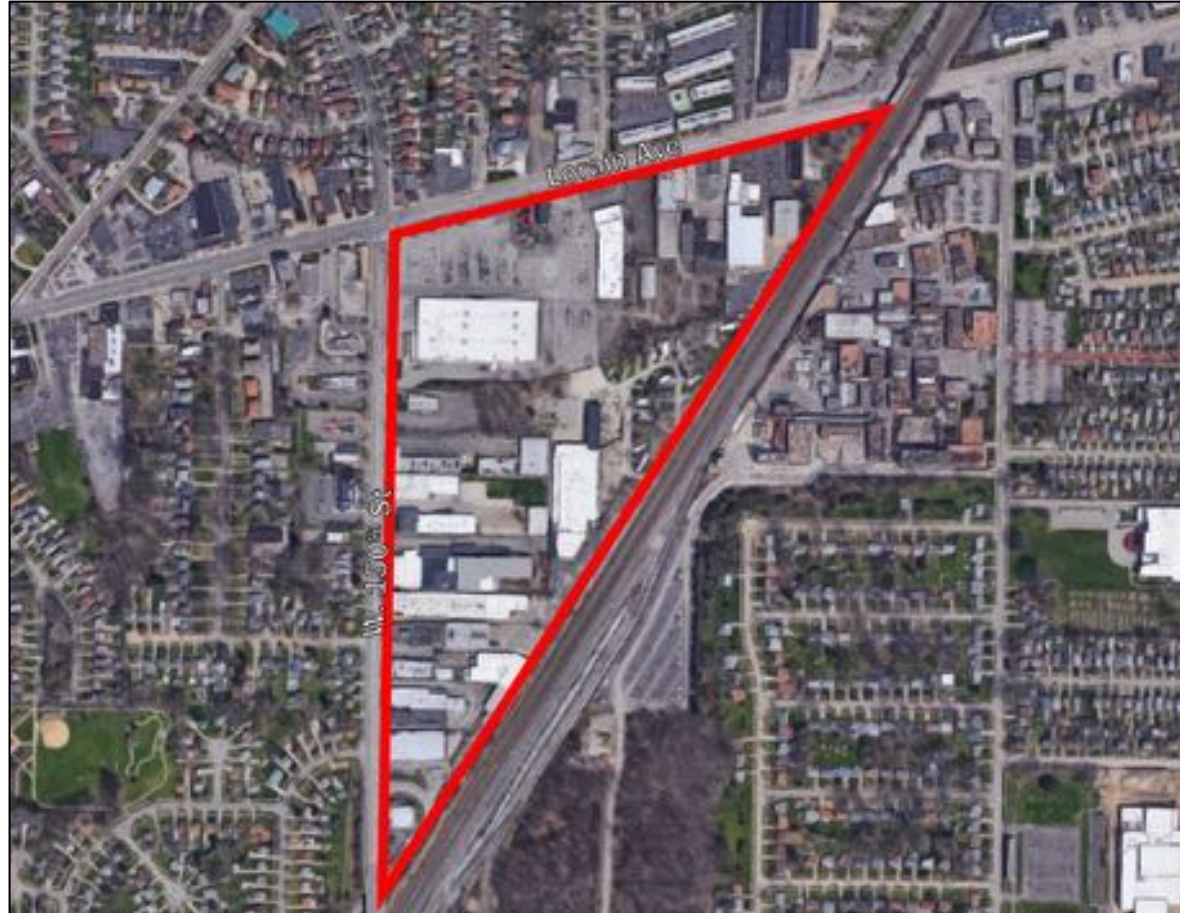
- Former Kmart Site and Business District
- Lorain Corridor
- West Park RTA Station

Plan Goals



- Promote reuse and redevelopment of vacant and under-utilized properties
- Improve economic opportunities
- Promote a diverse mix of housing types
- Foster a more transit-oriented community
- Support physical and social cohesion of the study area into the neighborhood
- Increase entertainment, recreation, and shopping options for West Park residents
- Promote sustainability, with focus on rainwater runoff, tree canopy, and transit ridership

Site I: Kmart Site and Business District Plan



Source: Google Maps

Existing Conditions

High Vacancy

- Former Kmart
- Ohio Pipe & Supply
- Cleveland Die

Underutilized Properties

- Veterans of Foreign Wars building
- Remainder of retail plaza outside Kmart



Redevelop Obsolete Industrial Properties and V.F.W.

- 3 new buildings totaling approximately 180,000 SF
 - 2 modern, high-ceiling warehouses
 - Flex/showroom building
- New access driveway allowing for truck access separate from retail center



Source: Weston, warehouse rendering at former Midland Steel site

Industrial Site Recommendation



Source: Google Maps

Former Kmart

- Vacant 89,000 SF building
- Dated, low ceiling building
- Site has attracted tractor-trailer parking and illegal dumping
- Highly visible vacancy

Traffic Counts

- 20,000+ vehicles/day on W. 150th
- 14,000+ vehicles/day on Lorain



Retail Plaza Redevelopment

- 109,000 SF retail strip with 40,000 SF street-front building
 - Bowling/arcade
 - Theater
 - Restaurants (dine-in & fast-casual)
 - Clothing/shoes
 - Area for food trucks
 - Garden space around buildings



Theater Rendering



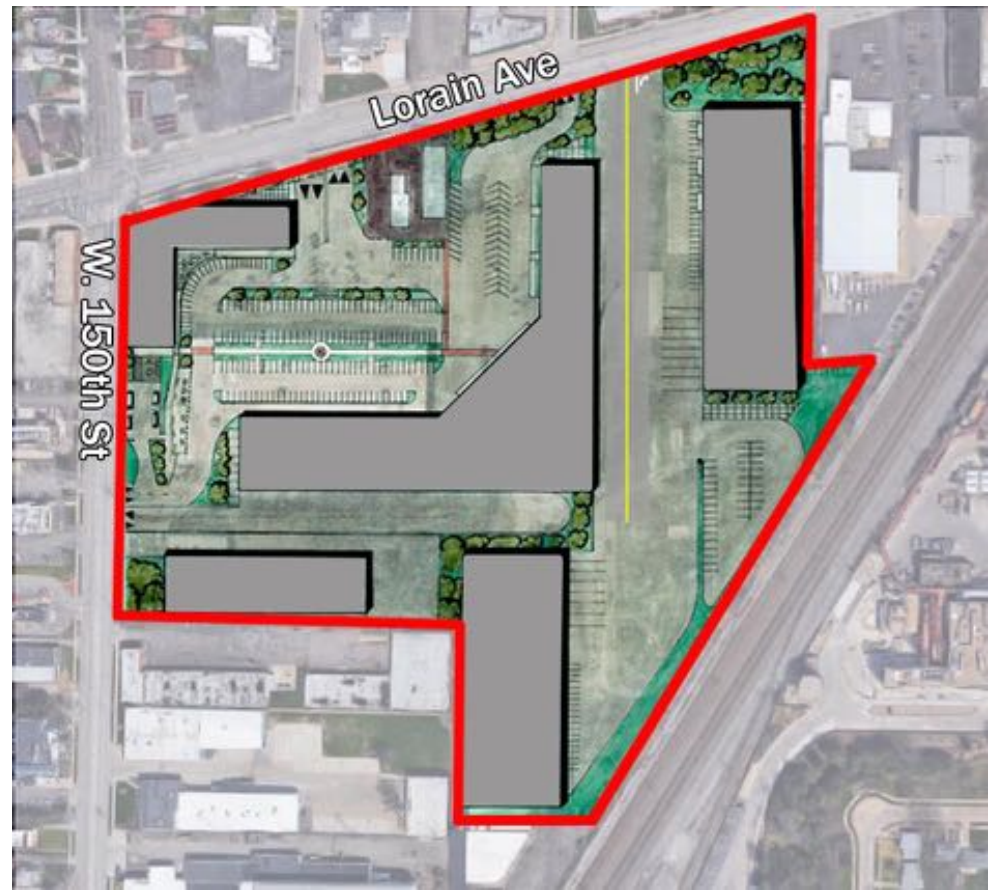
Retail Center Stylistic Rendering



Retail Center Stylistic Rendering



Kmart Site and Business District Site Plan



Source: Google Maps

Total Project Cost Estimate

Item	Cost
Land Acquisition	\$ 6,478,400
Demolition	1,060,228
Earthwork	1,666,667
Industrial Construction	6,675,000
Retail Construction	15,943,000
Roadways, Parking, and Landscaping	4,000,000
Totals	\$ 35,823,295

Sources of Financing

- Traditional Bank Financing (Typically 80% **LTV**)
- Possible Financing Gaps
 - **Tax Increment Financing** - Estimated \$253,840 annual property taxes on increment, \$3.5 million at 7% for 30 years
 - Based on \$19 million added value (only 40% non-school)
 - **JobsOhio Grant or Loan** - Up to \$5 million with job commitment of at least 20

Economic Impact - Industrial Portion

- At least 100 new jobs and \$5.5 million in annual payroll (based on a similar recent project)
- \$68,750 in new income taxes to the City

Economic Impact - Retail Portion

- At least 300 workers and \$4.7 million in new payroll
- Additional \$58,500 in new income taxes to the City

Site II. Lorain Ave. Corridor Site



Site Overview - West

Civic Node

- West Park YMCA
- West Park Library
- New fire house
- EMS/office bldg.
- Masonic hall

Auto Retail

- Tradewinds
- J.D. Byrider
- White Wheels
- New Triumph dealership



Corridor Buildings

- New Laundromat + Cafe
- Illuminating Co. Substation
- Carrion Crucin Funeral Home
- 1.5 acre vacant auto dealer
- (Kmart site, Rubin's Deli)

Lorain Ave.

- Dominated by cars
- 53' ROW, widens at W. 150th
- Operates at 40% of capacity
- Bike lanes end abruptly
- High number of curb cuts
- Little tree canopy or shade



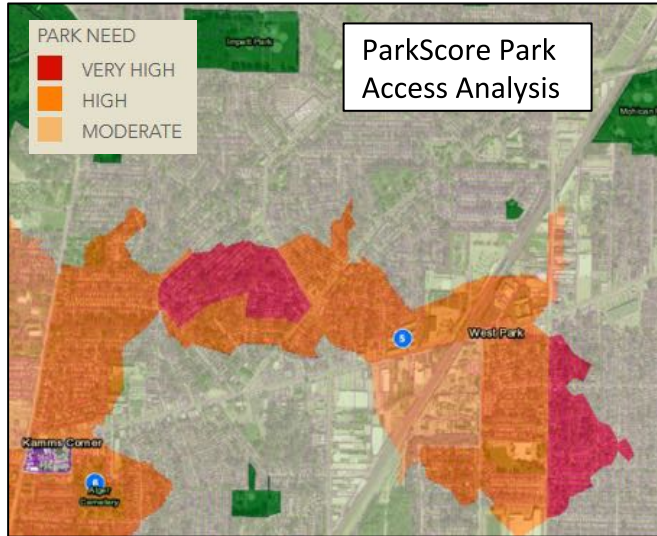


Kamden Village

- 1-2 BR apartments
- Large number of immigrant & refugee tenants
- 95%+ leased
- Ample parking

Harley/City Svc. Center

- New owner exploring retail/wholesale grocery concept
- City salt sheds & garage
- Used car lot on SE corner



Source: ParkScore, Trust for Public Land, 2019



Source: Viking Planners Group, 2019



Source: Viking Planners Group, 2019

Additional Findings

- Strong **social & civic node** (west end)
- **No parks** or public spaces (east end)
- **Auto-oriented** land-use throughout
- High demand for **grocery (3.23) + restaurants (9.26)** in study area
- Pedestrian environment **dirty, loud, devoid of shade**, hard to cross street
- **Apt. houses in need of reinvestment**
- **Low area by RR tracks** floods often
- Large % of **impervious surfaces**

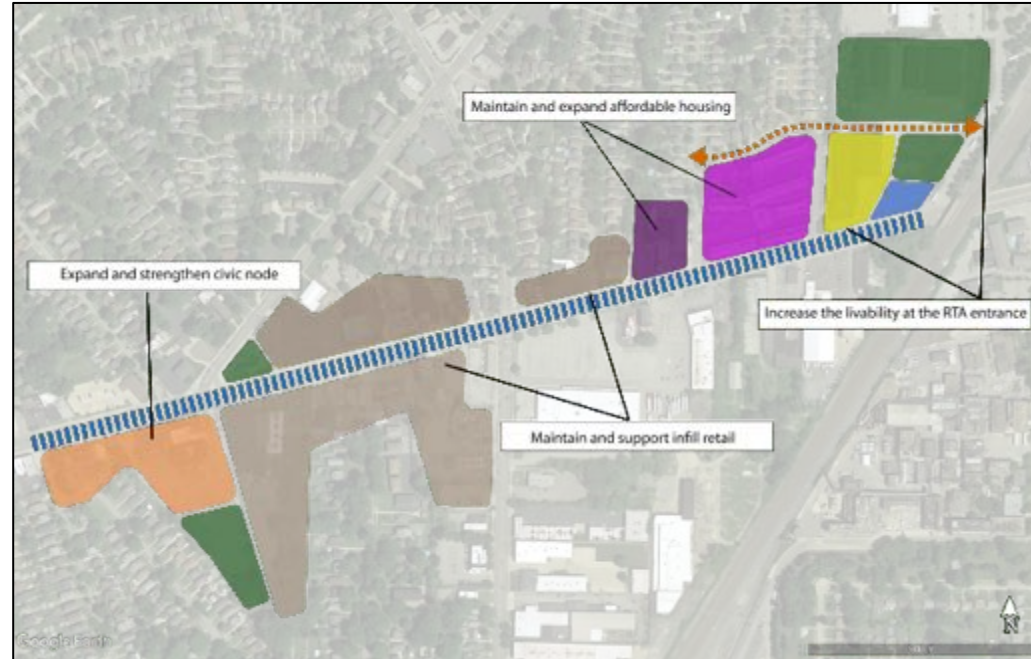
Site II: Lorain Ave. Concept Plan Overview



Community Desires

- General & specialty **retail & dining** (variety); fewer bars & auto dealers
- Improved **safety & security**
- **Streetscaping**: flowers, trees, public art, lighting, signage & wayfinding
- More **walkable/bikeable** Lorain Ave.
- **Fewer vacancies** + facade improvements
- **Parks, green spaces & gardens**
- **Reinvestment** in rental housing
- **New market rate & affordable** hsnng.
- Revamped YMCA & Library

Concept Plan



Civic Node Recommendations

Short term

- Work with existing entities to reorient entrances to Lorain Ave
- Consolidate parking lots into one shared lot and reduce entrances

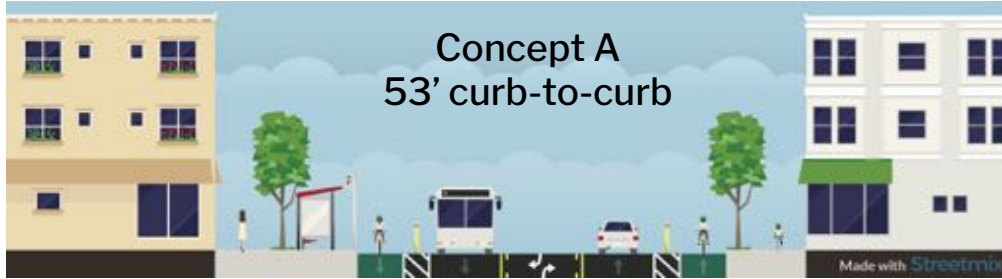
Long Term

- Acquire Lorain/Triskett triangle tip from for gateway plaza
- Consolidate and move VFW and Historic Society into one building
- Create a public plaza in the small parking space between buildings



Road Diet: 5-to-3 Lanes

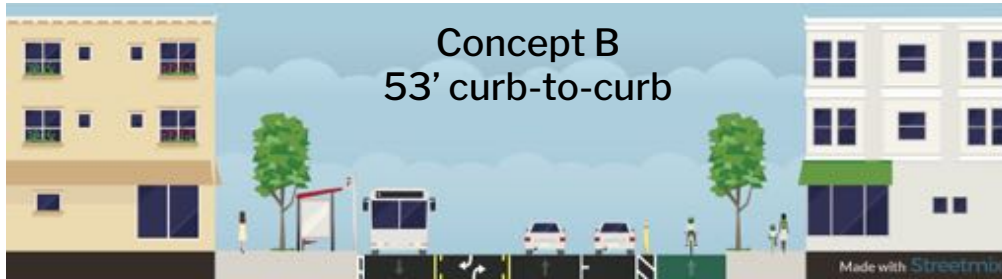
Concept A
53' curb-to-curb



Enhanced Bus Stop	One-Way Protected Bike Lane 6.5' + 4'	Travel Lane 10'	Turn Lane 12'	Travel Lane 10'	One-Way Protected Bike Lane 6.5' + 4'
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Source: StreetMix, 2019

Concept B
53' curb-to-curb



Enhanced Bus Stop	Travel Lane 11'	Turn Lane 11'	Travel Lane 10'	Parking Lane 8'	Two-Way Protected Bike Lane 10' + 3'
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Source: StreetMix, 2019

Recommendations

- Extend road diet west
- Bump-out curbs at W. 150th
- Enhance bus stops
- Install protected bike lanes
- Increase street tree canopy
- Consolidate curb cuts
- New structures built out to sidewalk or with narrow buffer

Lorain Ave Streetscape Financial Analysis



Street Trees x 20

- \$100 - \$150 ea.

Bus Shelters x 7

- \$5,500 - \$10,000 ea.

Pole Banner Signage

- \$100 per banner
- \$50 - \$75 per bracket

Concept A Restriping

- \$36,800 - \$80K in study area

Wayfinding Signs x 20

- \$300 ea.

Bike Racks x 7

- \$500 ea.

Curb Extensions at W. 150th

- \$50,000



After

Small changes can make a big difference!



Recommendations

- Support existing retail and infill of new retail (via form-based zoning)
- **Placemaking:**
 - Wayfinding & gateway signage
 - Triangular Plaza at Triskett
- **Embrace historic auto retail:**
local landmark White's Wheels



Kamden Village Apts.

- 216 x 1BR & 2BR units
- 3 stories
- Under 1% Vacancy

W. 147th St

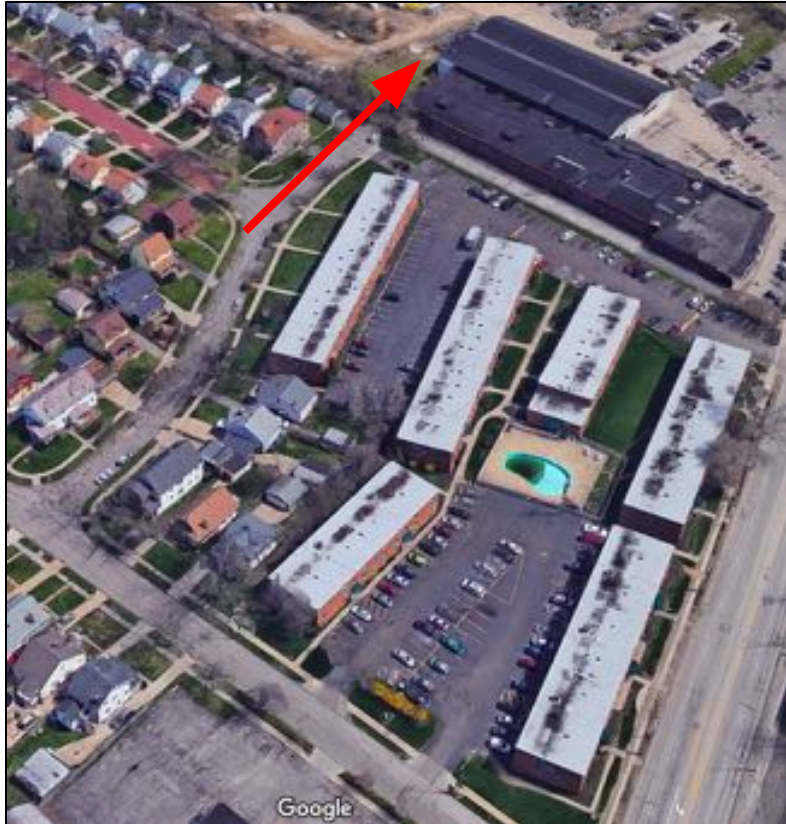
- 5-story new construction
- First floor retail/commercial
- Hope Center → Workforce Arm
- International Food Hub/Incubator



Kamden Village

How can we improve quality of life for residents as well as integrate the multi-family complex with the rest of the neighborhood?





Short-Intermediate Term

- Work with Kamden Village owner to determine incremental investments
 - Apt. by apt. or building-by-building?
 - Is vacancy such that buildings can be upgraded one unit at a time?
 - Matching opportunities for upgrades?
- New green space possibilities
 - Remove parking and add green space/gardens
 - New pedestrian/bicycle connection to RTA Station and proposed park via Bartter.

Hope Center Workforce Center

- Relocate a resource center or satellite of the Hope Center to the site: possible new workforce arm of existing Hope operations
- With proposed retail/industrial across the street, this could be a way to provide residents with nearby employment opportunities

International Food Hub/Incubator

- Growing international population
- Partner with immigrants and refugees to build economic opportunity and authentic connections through food
- Successful models exist across the country:
 - Sanctuary Kitchen, CT
 - Hot Bread Kitchen, NY



Harley / City Svc. Center Site Recommendations



Source: Viking Planning Group, 2019

- 1) **Support retail/wholesale international grocery w/ eat-in dining** in old Harley building.
- 2) **Construct .5-acre bioretention basin** on the lower lot to capture stormwater runoff and serve as a gateway to the RTA station.
- 3) **Relocate Service Center** out of residential area to new industrial park across Lorain Ave.
- 4) **Build 4-acre park w/ soccer field, walking paths, community gardens, and linkages** to neighborhood, RTA station, & new TOD; within 10-min walk of \approx 2,700 residents

Population	Served	New
Total Population	2,697	1,385
Households	1,262	644

Source: Trust for Public Land Park Evaluator Tool, 2019



Source: Google Maps, 2019

Short-Term

- Explore relocation to trailer park property behind Ohio Pipe & Supply
- Study remediation needs (salt piles)
- Undertake community design process for 4-acre park, playing field & gardens
- Secure funding and finalize design to integrate with TOD development

Long-Term

- Secure land lease or sale agreement with City for 4-acre sub-parcel
- Construct park, playing field & gardens

Service Center & 4-acre Park Financial Analysis



Park Design & Construction

- Land lease/acquisition: \$500K
- Site prep: \$200K
- Soft costs: \$150 to \$200K
- Hard costs: \$1.5 to \$2.3 million
- **TOTAL: \$2.35 to \$3.2 mil.**
- Annual maintenance: \$100K
- Annual User Fees: \$10K

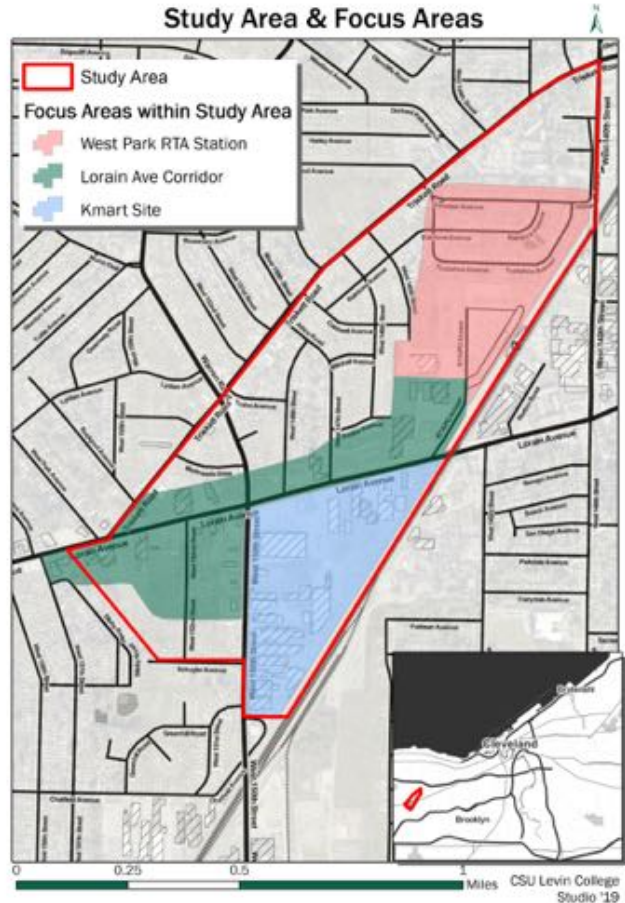
Service Center Relocation

Site Acquisition:	\$150,000K
New salt shed:	\$52-90K/shed
20,000 SF garage:	\$195-225K
<u>Site prep:</u>	<u>\$30-90K</u>
TOTAL	\$480-645K

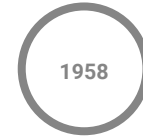
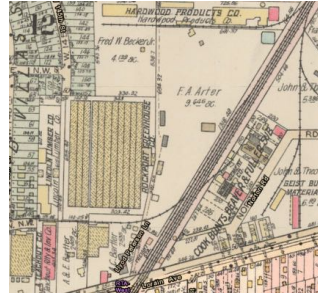
Potential Financing Mechanisms

- Tax-Increment Financing (TIF) tied to TOD
- OH State Capital Improvement Program (SCIP): up to 50% of construction
- ODNR Nature Works grant program
- City, County, State & EPA Brownfield funds
- Private sources (sponsorships, foundations)

Site III: RTA Station and Triskett Subdivision Plan



History of West Park Station



C & M Railway

Industrial Use

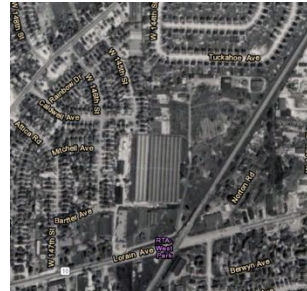
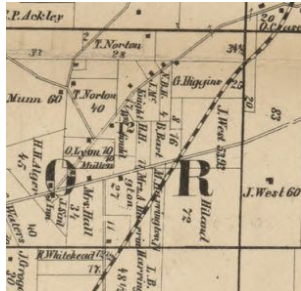
Triskett Subdivision

West Park Station Built

Station Renovated

Rockport Greenhouse, Lumber

Original terminus of Red Line Rapid Transit until 1968 extension to airport



Current Conditions - Site Layout



Current Conditions



- Strong transit presence
- Proximity to employment centers
- Isolated
- 30% utilization of parking lot
- Impervious Surfaces
- Lacking Tree Canopy
- Lighting and safety concerns
- Blank Slate
 - No Retail
 - No Dining Options
 - No Amenities
 - No Attractions
 - No Housing



Key Objectives



Redevelop West Park Station by:

- Improving Mobility & Access
- Establish Sustainability
- Creating Active & Inclusive Public Spaces
- Providing Diverse Housing Options
- Introducing Retail



Image courtesy of Nine Mile Station, RNL Design (Aurora, Colorado)

Mobility



Mobility - Real Time Info



Potential Red Line Greenway West



Source: Viking Planning Group, 2019

Recommendation

- **Develop 3.4-mile greenway** on unused RR right of way adjacent to RTA tracks
- **Contiguous car-free route** connecting Kamm's, West Park, Cudell & Lakewood
- **Expands on-street bike network**
- **Connects existing parks & greenspaces** as well as proposed 4-acre park & soccer field
- **Enhances pedestrian & bike connection** to West Park Station & TOD from Gramatan Ave.

Short-Term

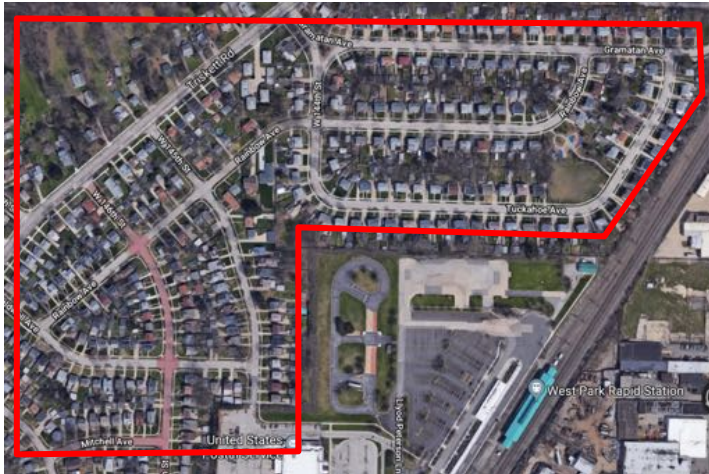
- **Build neighborhood support** for the vision
- **Prioritize planning & implementation** with via Cuyahoga County Greenways and City

Sustainability - Initial Assessment



Current Conditions

- Impermeable surfaces
- Lacking urban tree canopy
- Underutilized site
- Lacking connectivity
- Unsustainable mobility patterns



Images courtesy of GoogleMaps, 2019

Sustainability Proposals



Urban Tree Canopy

Green Infrastructure

General Greening



Image courtesy of Virginia Association of Soil and Water Conservation Districts, 2019



Image courtesy of Cuyahoga County Planning Commission, 2019



Image courtesy of Washington University St Louis, 2019

Public Space



Proposals:

- Create active & inclusive spaces
- Create a plaza to serve diverse users
- Create a small community park
- Develop Red Line Greenway West

Components:

- Active Equipment
- Planned events
- Swing area under W. 140th Bridge at Gramatan
- *Public feedback required to finalize features*



Market-Rate

- Owner-Occupied
 - Priced \$150,000 to \$299,999
- Renter-Occupied
 - Priced \$1,250 to \$2,499

Affordable

- Owner-Occupied
 - Not feasible
- Renter-Occupied
 - Tenant pays \$374 or less
 - Heavily subsidized



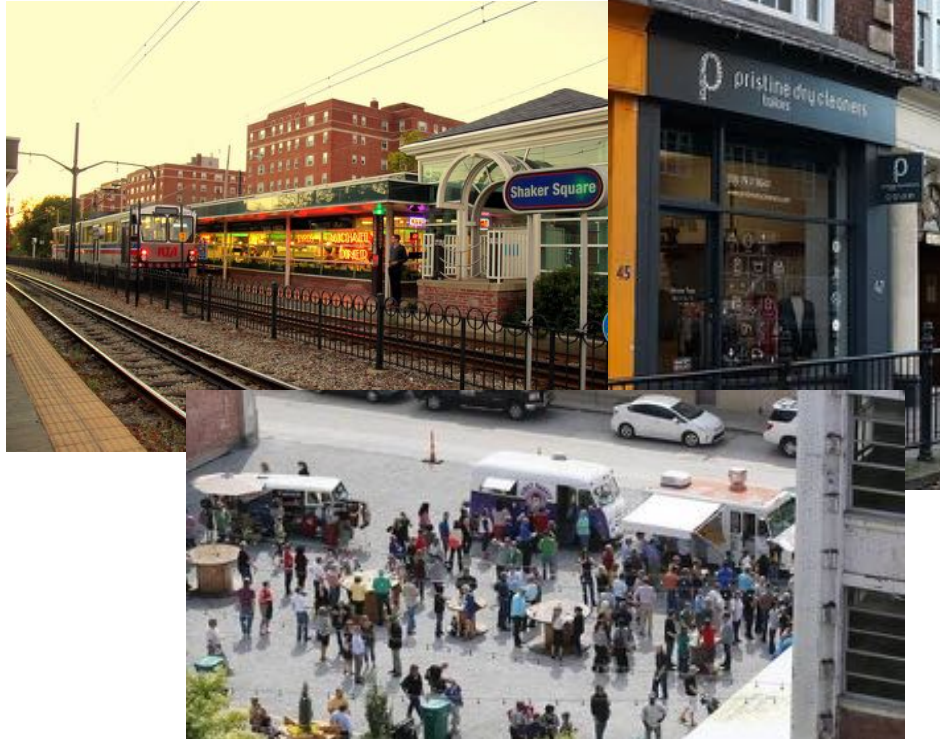
Townhouses

- 80 for-sale townhouses
- Sales price of \$250,000

Apartments

- 310 apartments
 - 180 market-rate at \$1,300/mo. - \$2,000/mo.
 - 117 family market-rate
 - 63 senior market-rate
 - 130 affordable at \$785/mo.
 - 87 family affordable
 - 43 senior affordable





Proposals:

- Introduce Retail & Dining Options
- Create quick service options for transit-users
- Create amenities for new residents & community

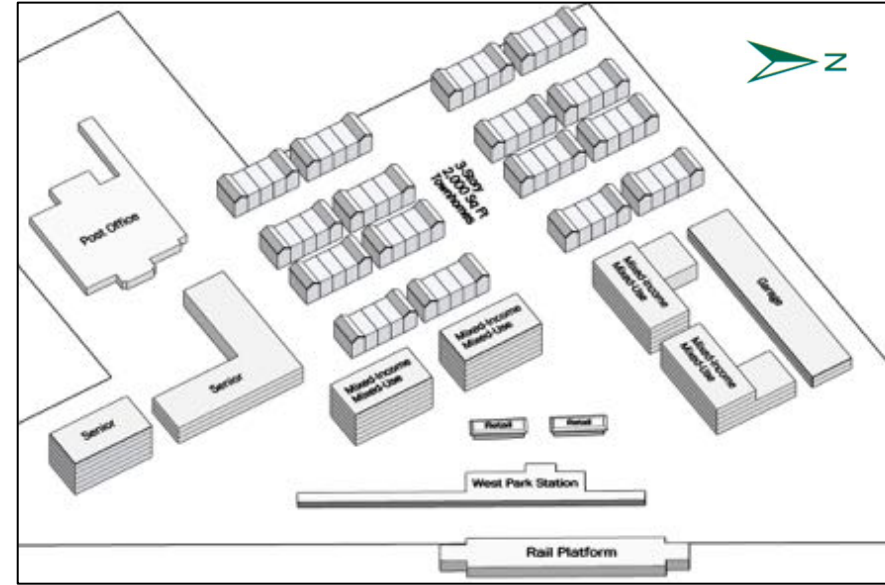
Components:

- Cafe & convenience store
- Vending machines
- Pop-up retail
- Sit-down restaurant
- Gym & daycare
- Co-working space

Site Plan Concept



Massing Concept



Development Costs

- 80 townhouses
 - \$229,000 each
 - \$18.3 million total
- 310 apartments
 - \$213,000 average per unit
 - \$66.1 million total

	Market-Rate		Affordable
	Townhouses	Apartments	Apartments
Family			
Total Sq Ft	166,400	105,200	78,200
Units	80	117	87
Rents (monthly)		\$ 1,300	\$ 785
Sales Price	\$ 250,000		
Senior			
Total Sq Ft		56,700	39,100
Units		63	43
Rents (monthly)		\$ 2,000	\$ 785
Development Costs per Sq Ft	\$ 110	\$ 245	\$ 225
Development Costs per Unit	\$ 228,800	\$ 220,500	\$ 202,500
Total Development Costs	\$ 18,304,000	\$ 39,665,500	\$ 26,392,500
Total Sales Revenue	\$ 20,000,000	\$ -	\$ -
Annual Rent Revenue	\$ -	\$ 3,335,467	\$ 1,227,740

Household Income

- Average household income of \$47,334
- 390 new households
- \$18.5 million in potential new household income

Population

- Average of 1.5 people per household
- 390 new households
- 585 potential new residents



Connecting West Park Site Plan



STRATEGIES FOR IMPLEMENTATION



Potential Partners

- Neighborhood Groups
- Local Businesses
- Community Organizations
- Regional Institutes
- Private Property Owners
- Local Foundations
- Public Organizations



Sources of Funding

Non-Profit

- Community Organizations
- Foundations

Private

- Banks
- Tech, Airlines

Public

- City of Cleveland
- Cuyahoga County/Regional
- State, Federal

THE GEORGE GUND FOUNDATION



ACKNOWLEDGEMENTS



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QUESTIONS?

