



CLARK-FULTON/METROHEALTH
ECODISTRICT

ROADMAP

Land Acknowledgement: *We acknowledge that the Clark-Fulton neighborhood and the land that is the city of Cleveland, Ohio, is the un-ceded territory of the Mississauga and Erie people among others, past and present, currently known as Northeast Ohio. We honor with gratitude the land itself and the tribes who stewarded a temperate climate and a beautiful productive landscape, a legacy we benefit from.*

Roadmap Adoption Date: *August 30, 2021*

Form of Adoption: *The District Team will concurrently adopt the Clark-Fulton/MetroHealth EcoDistrict Roadmap and the Clark-Fulton Together Master Plan on behalf of the residents and stakeholders of Clark-Fulton through a consensus-based process described further herein. Both the Clark-Fulton Together Master Plan and the EcoDistricts Roadmap will be presented as companion plans to the City of Cleveland City Planning Commission in September/October 2021. The Clark-Fulton Together Master Plan will be seeking approval and adoption into Cleveland's City-wide Plan. The Executive Summary of the Clark-Fulton Together Master Plan is included in the Appendix of this Roadmap.*

Note: *The Clark-Fulton District Team, a collective of district stakeholder organizations and engaged residents, provides leadership and decision-making on behalf of Clark-Fulton. Because the Clark-Fulton District Team is not a legal entity, the Metro West Community Development Organization, a 501c3 and a member organization of the District Team, serves as the organizational sponsor and backbone for the District Team and the EcoDistrict certification process.*

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PREFACE

CORRESPONDS WITH **SECTIONS 1-3**
OF THE CLARK-FULTON TOGETHER MASTER PLAN





INTRODUCTION

We, the Clark-Fulton/MetroHealth EcoDistrict District Team, are a diverse group of cross-sector and Resident leaders. We are steadfastly committed to implementing a paradigm shift in creating systems-level change to foster inclusion, equity, and more excellent health and well-being in our Clark-Fulton neighborhood. The EcoDistricts Protocol plays a pivotal role in powering our strong leadership and collaboration, two necessary ingredients for the sometimes messy and often complex work of neighborhood development.

While our prospects are encouraging, significant challenges stubbornly remain for too many in Clark-Fulton. In response, the District Team adopted the EcoDistrict Protocol as our planning and implementation framework to guide our initiatives. We seek to foster positive social change and equitable economic development for all in our community. EcoDistricts is a growing movement of thousands of urban and community development leaders across North America and worldwide who, like us, are making neighborhood-scale commitments

to equity, resilience, and climate protection. The EcoDistricts Protocol, a rigorous urban development framework and certification standard, was created to foster a new model of urban regeneration, one that puts people at the center. Having completed significant work to date toward these important goals, the District Team seeks to establish Clark-Fulton as a certified EcoDistrict.

The timing is ripe. Our Clark-Fulton neighborhood is already benefiting significantly from the Mayor's



MEET OUR CLARK-FULTON COMMUNITY AMBASSADORS »

Pictured, left to right: Yomarie Gonzales, Ebonie Joiner, Rodney Lewallen, Julie Miragliotta; seated: Rhonda Jones. Given our unwavering commitment to procedural, structural, distributional and cross-generational equity, we welcomed five additional resident ambassadors to our District Team!

Neighborhood Transformation Initiative (NTI) championed by Cleveland’s Mayor Frank G. Jackson. This bold initiative aims to provide healthy, sustainable, and equitable opportunities to build wealth and stabilize historically fringed neighborhoods. Through NTI, the City and its partners can offer us new tools, programs, and resources to build wealth and stabilize neighborhoods.

We are also benefiting from the MetroHealth Transformation and its emerging \$1B investment in its main hospital campus, an anchor in our Clark-Fulton neighborhood for over 150 years. The once in a generation project is the cornerstone of a broader neighborhood revitalization effort

concurrent with the launch of the Institute for HOPE (Health, Opportunity, Partnership, and Empowerment) which uses a coordinated, collaborative, and strategic approach to help patients with non-medical needs such as healthy food, stable housing, and job training. MetroHealth, one of Cleveland’s big three healthcare giants and an active member of the national Healthcare Anchor Network, recognizes that healthcare nationwide is necessarily changing from a treatment to a prevention mindset. MetroHealth is already a national leader in the transition to value-based care, population health, and the impacts of the social determinants of health. A recently released authoritative index places MetroHealth in the top 98th percentile of 3,300 hospitals and health



systems for community health, equity, and inclusion.

And, among the many other vital initiatives underway in Clark-Fulton, none are likely as important and potentially impactful as our Clark-Fulton Together Master Plan. Championed and supported by local leaders, the year-long, resident-driven planning process now nearing completion has run parallel with the EcoDistricts certification process and the development of this EcoDistricts Roadmap. (See *Fig. 1.*)

But, while the Master Plan is nearly complete, our long-term plan implementation and measuring performance are just beginning. As a collective, we will continue the robust collaboration, and neighborhood engagement started during the development of the Master Plan. The EcoDistricts Roadmap will guide us far into the future as elements in the Master Plan and other initiatives take shape. As a process-centric planning framework based on shared governance and performance measurement, The EcoDistricts Protocol is playing and will continue to play a crucial role in this regard with the countless decisions that impact us all.

By collectively establishing our shared values, a bold vision, and a model of shared governance before the launch of the Master Plan process using the EcoDistricts Protocol as a framework – a distinct paradigm shift itself – we have further insured the prospects for our success. Thanks to the EcoDistricts Protocol, we lead with our shared values rather than our common problems. We have agreed upon what we believe and embrace. We understand what is at stake.

This report, the Clark-Fulton/ MetroHealth EcoDistrict Roadmap, follows the prior submission of two earlier deliverables required for EcoDistricts certification. In March 2019, we submitted an Imperatives Commitment, a written commitment to address equity, resilience, and climate protection comprehensively in all our work. And, in June 2020, we submitted our Declaration of Collaboration, our strategy for collaborative governance to engage and power the neighborhood. Now, this Roadmap, in concert with the Master Plan, will serve as, among other things, our comprehensive “playbook” for all neighborhood initiatives. Taken together, these plans are establishing the context, describing baseline



Fig. 1: Timeline of Transformational Initiatives in the Clark-Fulton Neighborhood



conditions, establishing performance indicators, and setting ambitious performance targets while devising the implementation strategies to achieve our targets by the horizon year.

The complexity of planning long-term for neighborhood development, including the resultant need for adaptability and resilience – a principal reason we adopted a framework planning process – was driven home by COVID19. The pandemic and the resulting economic crash, while entirely unwelcome,

forced us to develop and build the skills, the will, and the resources necessary to imagine a more resilient and more equitable sequel to our current reality.

Long before the pandemic, Clark-Fulton (and too many neighborhoods like it) struggled with the interlocking, systemic challenges of poverty, racial discrimination and profiling, poor health outcomes, the isolation of the elderly, rising adolescent depression, opioid addiction crisis, the lack of affordable housing,

BUILDING A COMMUNITY OF HEALTH

MetroHealth System is a national leader in the transition to value-based care, population health, and the impacts of the social determinants of health. A recently released authoritative index places MetroHealth in the top 98th percentile of 3,300 hospitals and health systems for community health, equity, and inclusion. As a leading healthcare anchor institution, MetroHealth understands the unique role it plays as a stakeholder in the local community to improve community health and well-being, particularly for those impacted by a legacy of divestment and discrimination.

MetroHealth is a proud and vital member of the national Healthcare Anchor Network, a consortium of leading healthcare systems nation-wide building more inclusive and sustainable local economies. Mindful that 80% of our well-being is determined by the conditions in which we are born, grow, live, work and age, MetroHealth launched the Institute for HOPE (Health, Opportunity, Partnership, and Empowerment) which uses a coordinated, collaborative, and strategic approach to help patients with non-medical needs such as healthy food, stable housing, and job training. The system's current projects

in the neighborhood focused on the social determinants of health include, among many others, investments in affordable housing, digital equity, and workforce development and readiness.

MetroHealth is also a national leader in clinical and basic research through the MetroHealth Research Institute which is translating innovations and discoveries to improve health and quality of life especially for vulnerable populations. Seeking to reduce health disparities based on race, socioeconomic status, and other marginalizing factors, a research agenda is forming in around our work, a robust collaboration between MetroHealth and EcoDistricts. MetroHealth keenly understands that community-based research in Clark-Fulton and communities like it cannot merely assess academic “solutions” to the challenges in disadvantaged communities. The MetroHealth Research Institute looks beyond more common “ivory tower” research study approaches in the field. Rather it involves the community in research design, implementation, and analysis of findings, collaborating with the community to design and locate solutions.



“We’re not just trying to build a hospital; we’re trying to build a good life for everyone who lives here.”

*– Dr. Akram Boutros,
President and CEO of MetroHealth*



the high cost of higher education, insufficient transportation options, the lack of access to healthy food and runaway political and social polarization. As the author, Arundhati Roy, recently suggested, “COVID offered us a chance to rethink the doomsday machine we have built.” Indeed, for many in Clark-Fulton and like neighborhoods, nothing could be worse than a return to “normal.” Feeling nostalgia for the time before COVID is, while understandable, insensitive and potentially destructive. It can blind us to the reality that so many, too many, in our community were and still are struggling, feeling pain, lacking opportunity, and living with worry due to racism, discrimination, and economic injustice. Now is the time for us to confront the issues we face in the coming decades head-on, attacking them at the root. A fundamental change at every level of society is needed to address the problems confronting us. Notably, the pandemic and the massive support provided by the December 2020 COVID Relief Bill and the March 2021 American Rescue Recovery Plan demonstrated that extensive programs backed by vast financial resources and real change through collective action are

possible when and where we have the collective will.

Clark-Fulton has the will and is committed to collective action. We believe every member of this great community holds a piece of the solution to the challenges we face, even if we are all engaged on different, overlapping layers. We believe that the experiences we, the community, have lived through, bring wisdom that should be valued, just like other forms of knowledge. We believe everyone means everyone—no exceptions. Together we commit to putting our learning and leadership to work to support “a flourishing community that works for all” in Clark-Fulton, the collective wisdom, and leadership necessary to solve the social, economic, and environmental challenges of our time. What we practice at a small scale can and will reverberate to the largest scale well beyond our beloved neighborhood.

CLARK-FULTON TOGETHER MASTER PLAN

With our District Team’s enthusiastic support and generous funding from the City of Cleveland, Cleveland Foundation, and MetroHealth System, Clark-Fulton launched the comprehensive year-long, resident-driven neighborhood planning process, the Clark-Fulton Together Master Plan. Now nearing completion, this community Master Plan has catalyzed community-wide action and visioning, simultaneously enabling the development of the EcoDistricts Roadmap in the pages that follow.

On behalf of the neighborhood and the District Team, MetroWest Community Development Organization hired WRT, LLC, of Philadelphia, PA, after a competitive national RFP process, as the Clark-Fulton Together Master Plan designer. WRT, an award-winning, interdisciplinary planning and design firm, accepted that the EcoDistricts Roadmap Phase would run synchronously with the Master Plan work and committed to collaborate on planning and community engagement to understand the needs to co-create a vision for Clark-Fulton. Both WRT and the District Team see the EcoDistricts Protocol’s

integration with the Master Plan as synergetic and complementary. These companion efforts, one, the Master Plan, principally focused on the “what” and, the other, the EcoDistricts Roadmap, the “how,” will allow us to create transformative neighborhood impact. The EcoDistricts Roadmap in the pages that follow serves as our action and implementation plan for the Clark-Fulton Together Master Plan, enabling more effective, more significant, and more enduring impact than either process or plan could alone.

Both plans have a common purpose and therefore evolved similarly: we



Fig. 2: Crosswalk of Respective Plan Sections

conducted District Assessments, identified Objectives, and developed Strategies. This shared structure should be evident, and the two plans' respective sections align as shown in in Fig. 2. The Executive Summary of the Clark-Fulton Together Master Plan is included in the Appendix of this EcoDistricts Roadmap for reference.

The work of the Clark-Fulton Together Master Plan allowed for deep and consistent community engagement for the collaborative, interlocking planning processes.

The Master Plan started in January 2019 at a large community meeting with over 100 residents and local stakeholders. In addition to introducing the Master Plan designers and launching the Master Plan with an action-oriented presentation by MetroWest and WRT, ReThink Advisors provided the community and stakeholders in attendance with an overview of the EcoDistricts Protocol and certification process.

Work was, soon after that, disrupted

by the COVID 19 pandemic. After a few weeks of rethinking our modes of engagement and gathering, work on the Master Plan resumed, initially, as a largely virtual effort by necessity. Our phased planning approach proceeded apace.

Project initiation included the following community engagement opportunities:

- › We launched a project website with a timeline, opportunities for engagement, contact information, and an online survey instrument to collect data on assets, priorities, vision, and an online asset mapping tool.
- › We launched a project promotional video on YouTube to drive traffic to the project website.
- › We posted project promotional information on various social media channels to drive traffic to the project website.
- › We sent several project promotional email updates, which also served to drive traffic to the project website.
- › We mailed 5,000 project promotional postcards to drive traffic to the project website.
- › We onboarded and trained 5 additional Resident Ambassadors.

Phase One of the Master Plan started in earnest in June 2020, concurrent with completion, submission, and endorsement of the EcoDistricts Declaration of Collaboration. During Phase One, the five additional Resident Ambassadors were integrated into the District Team, which met bi-weekly.

The work of Phase One of the Master Plan enabled the District Team to finalize the District Boundary. It ground-truthed the priority-based Asset Maps with the Resident Ambassadors and data received from the survey instruments.

Phase One included the following community engagement opportunities:

- › We hosted three virtual Resident Ambassador-led community meetings on May 13, 2020, on Facebook Live with 16 live community participants and 200+ views.
- › We presented a virtual Project Launch event on June 10, 2020, including online poll questions in English and Spanish.
- › We hosted fifteen topic-based virtual Focus Group meetings with presentations and opportunities for feedback.
- › We continued promoting the

Project website highlighting both the online survey instrument to collect data on assets, priorities, vision, and the online asset mapping tool.

Phase Two of the Master Plan started on November 12, 2020, with the launch of “Ideas and Action Week,” a four-day event including the following community engagement opportunities:

- › We hosted a virtual Community Meeting with presentations and opportunities for feedback on Zoom, Facebook Live, and YouTube, as well as seven small breakout discussion groups in both English and Spanish.
- › The virtual Community Meeting garnered a front-page article in the local newspaper, the Plain Dealer.
- › We hosted a two-day, outdoor, in-person Open House following social distancing protocols. The Open House community engagement activities included facilitating feedback on community priorities using printed banners, voting with dots and comments written on post-it notes, two activities – a coloring activity titled “My Vision is” and a scavenger hunt looking for accessibility challenges –

facilitated for children and a neighborhood bike ride for adults to assess bike-ability and safety.

- › We hosted three virtual Resident Ambassador-led community meetings with presentations and opportunities for feedback on priority topics, including a) change and inclusion, b) displacement, and c) aging in place.

Phase Two also included the following community engagement:

- › We hosted six virtual Stakeholder-led community meetings with presentations and opportunities for feedback on priority topics, including a) transit improvements on West 25th Street, b) connectivity and public realm, c) school and library system, d) housing, e) economic prosperity and f) technology.
- › We continued promoting the Project website highlighting both the online survey instrument to collect data on assets, priorities, vision, and the online asset mapping tool.

Phase Three of the Master Plan started in February 2021 and included the following community engagement opportunities:

- › We co-hosted an in-person and virtual Ward 14 Community



Meeting with Councilwoman Jasmin Santana on April 29, 2021, with the presentations by Resident Ambassadors and opportunities for feedback.

- › We hosted a virtual Steering Committee and Key Stakeholders Meeting on June 12, 2021, with presentations and feedback opportunities.
- › We hosted a virtual Community Meeting on June 13, 2021, with presentations and opportunities for feedback on Zoom, Facebook Live, and YouTube, as well as seven small breakout discussion groups in both English and Spanish.
- › We hosted a two-day, outdoor, in-person Open House following social distancing protocols on

June 13-14, 2021. The Open House community engagement activities included facilitating feedback on community priorities using printed banners, voting with dots, and commenting on post-it notes.

- › We hosted four virtual Resident Ambassador-led community meetings with presentations and opportunities for feedback on priority topics, including a) change and inclusion, b) displacement and c) aging in place.
- › We hosted three outdoor, in-person Pop-Up events in the community following social distancing protocols to facilitate feedback on community priorities using printed banners, voting with dots, and comments written on post-it notes.

- › We continued promoting the Project website highlighting both the online survey instrument to collect data on assets, priorities, vision, and the online asset mapping tool.

Today, as the Master Plan nears completion and adoption, the District Team will concurrently adopt the Clark-Fulton/MetroHealth EcoDistrict Roadmap on behalf of the residents and stakeholders of Clark-Fulton through a consensus-based process. Each member of the District Team has individually and collectively reviewed and considered both companion documents to confirm that the Objectives and Goals of the Clark-Fulton Together Master Plan are in alignment with all the community-centric Objectives among all six EcoDistricts Priorities in this EcoDistricts Roadmap. This Roadmap, currently in draft form, is expected to be formally adopted and endorsed in September 2021. Both the Clark-Fulton Together Master Plan and the EcoDistricts Roadmap will be presented as companion plans to the City of Cleveland City Planning Commission in September/October 2021. The Clark-Fulton Together Master Plan will be seeking approval and adoption into Cleveland’s City-wide Plan.

Then, as outlined in our Declaration of

Collaboration, the District Team will, through shared governance, focus on performance assessment and decision-making for implementation. This highly dynamic and ongoing process will require us to regularly re-assess our organizational purpose and regularly reconnect to review our focus areas. As well, with an eye on performance and a keen understanding of complexity, the District Team will seek to use performance-informed “dynamic steering” rather than a predict and control method of decision making to guide implementation. Undoubtedly, we will make mistakes. But the District Team will learn from its mistakes and continue to drive the journey of performance toward a more equitable and resilient future for all in Clark-Fulton.

We are ready to continue this work,
Together! Juntos!

The names and affiliations of the adopters of the Clark-Fulton/MetroHealth EcoDistrict Roadmap are as follows:

Councilwoman Jasmin Santana*

Councilwoman, Ward 14,
City of Cleveland

Ricardo Leon*

Executive Director,
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Eunice Cabrera*

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Greg Zucca*

Director, Economic, and
Community Development,
MetroHealth System

**Members of the Core Team identified in the EcoDistricts Declaration of Collaboration*

*** Resident Ambassadors added as full members of the District Team*

DISTRICT CONTEXT

2



CORRESPONDS WITH **SECTION 4**
OF THE CLARK-FULTON TOGETHER MASTER PLAN



DISTRICT BOUNDARY

Clark-Fulton is a thriving neighborhood full of vibrancy and diversity. Located on Cleveland’s near West Side and with over 12,800 residents, Clark-Fulton is home to the densest Hispanic and Latino population in Ohio. Immigrant Americans in our neighborhood and across the region and country contribute significantly to our culture and community – many are the essential workers that empowered us to survive the lock-downs triggered by the COVID 19 pandemic – and we are all better for having them here.

Clark-Fulton experienced its first wave of Puerto Rican migration in the 1960s. The neighborhood saw a large demographic shift in the 1980s with a second wave of Puerto Rican migrants and its first wave of African American residents from Cleveland’s Hough and Lexington neighborhoods. Beginning in the 1980s many more arrived, some moving south from fast-gentrifying Ohio City and others fleeing the devastation of Caribbean hurricanes. Since 1980 Clark-Fulton’s Hispanic population has nearly tripled. Although the majority of Latinx residents identify as Puerto Rican, there is also a growing number of residents from Central and South America.

The Clark-Fulton Statistical Planning Area is small geographically (roughly one square mile), bounded by I-90 to the north, I-71 to the east and south, and West 44th Street to the west. The Clark-Fulton neighborhood is a subset of Ward 14 of Cleveland and a further subset of the service area of MetroWest Community Development Organization (MWCDO), our area’s nonprofit Community Development Corporation. MWCDO serves as the CDC for five neighborhoods, and Ward 14 is currently represented in Cleveland City Council by Councilwoman Jasmin Santana.

The Clark-Fulton District Team is seeking EcoDistrict certification

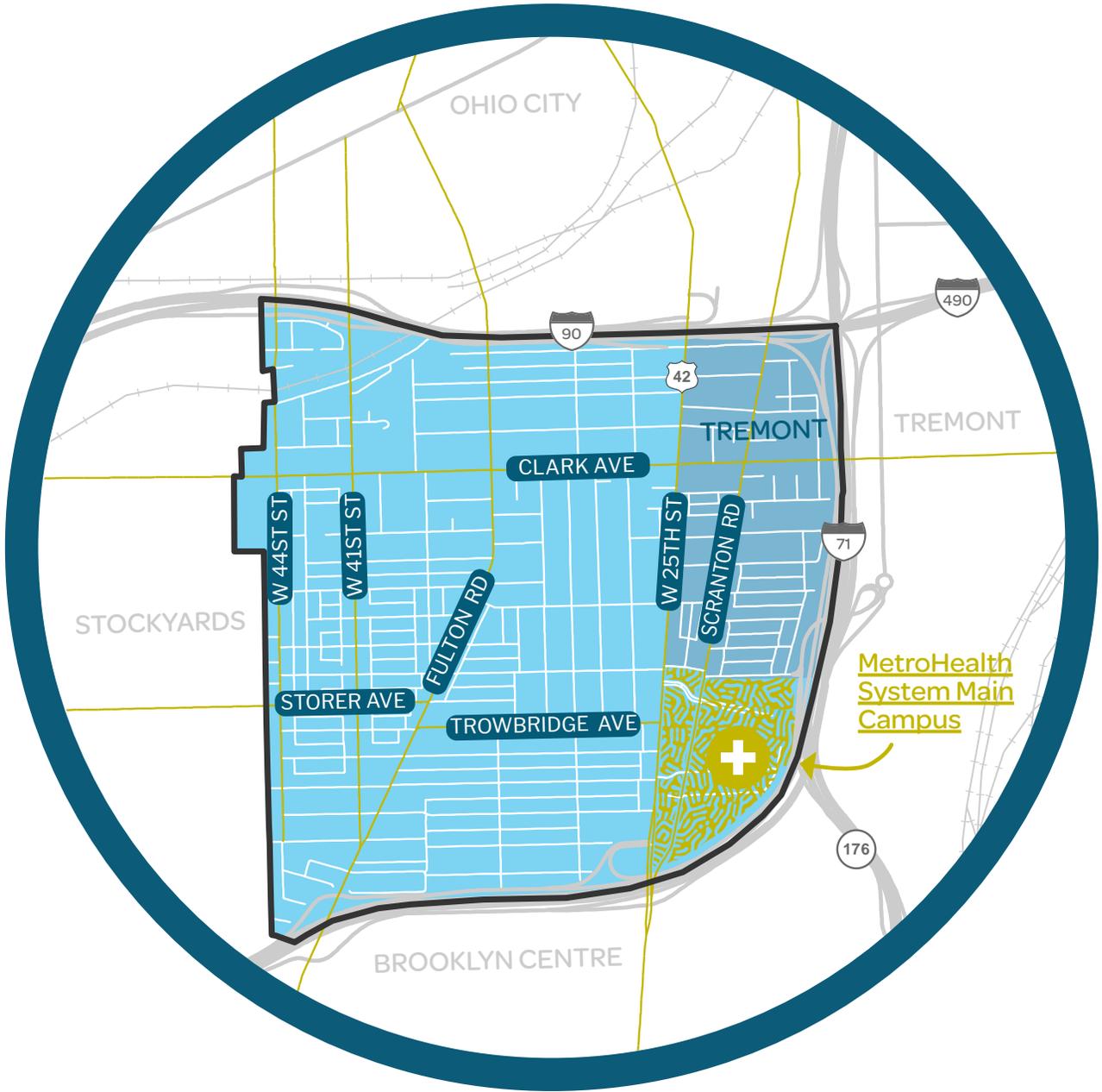


Fig. 3: District Boundary for the Clark-Fulton/MetroHealth EcoDistrict



for the geography described in the District Boundary Map that follows (see Figure 3.) The District Boundary mirrors the principal focus area of the Clark-Fulton Together Master Plan. While the district boundary spans eight overlapping census tracts and doesn't include an entire statistical planning area, it represents a distinct identity and character, one well known and recognized in the wider city and region.

This geography with our anchor hospital campus represents a significant further opportunity for us to, in collaboration with MetroHealth, explore powerful new models of how

to improve the health and well-being of the residents of Clark-Fulton and, thereby, the region, the state, and the country.

The process of developing our Imperatives Commitment as a collaborative effort served to center tough but productive conversations on race and racism and added urgency to MetroHealth's efforts to shrink the health gap between whites and People of Color in Cleveland. Cleveland is one of at least 20 cities nationwide to declare racism a public health crisis.

Having consulted and collaborated

with the Population Health Research and the Community Responsive Care Institutes at MetroHealth and other related research centers on its development, our EcoDistricts Roadmap provides a unique opportunity to improve the health of a specific population served by the hospital system, our cherished neighborhood. The EcoDistricts Protocol reminds us that health is interdependent with place, prosperity, connectivity, natural systems, and sustainability. As well, like we do, MetroHealth understands that health is inextricably linked with climate change with the negative health outcomes driven by climate change impacting communities of color disproportionately.

So, unless noted otherwise, data presented herein conforms to the established district boundary in the District Boundary Map. But, given that health data is largely collected and reported by either statistical planning area or at the census tract, alternate data boundaries are noted accordingly. Alternate data boundary maps by ZIP code, statistical planning area, census tract, block group and city council ward are included in the Appendix for reference.

PRIORITY-BASED ASSET MATRIX

Sadly, many Clark-Fulton residents see the neighborhood as under-resourced and, in fundamental ways, it is. Nevertheless, Clark-Fulton is rich with numerous place-based assets, including significant anchor institutions, arts and cultural organizations, vibrant businesses, and many social and economic support services and programs. The process of gathering data on the community assets based on priorities and presenting them geographically with a related database was a healing and transformative effort since many residents are unaware of the available resources due to language or literacy barriers or intimidation based on power imbalances. Thanks to the EcoDistricts Protocol, our community now enjoys an online community asset map with hotlink access to further contact information for each asset. The community asset maps are available online, and a parallel Priority-based asset matrix is included below in Table 1.

The District Team has used the following Priority-based asset matrix to select our Objectives for our Roadmap. Looking at assets across priorities and in the context of existing conditions, highlights gaps that need to be filled and interdependencies that need to be understood. For example, multiple, high-quality job training programs without the necessary job opportunities for trainees limit our ability to foster the change we seek.

TABLE 1: PRIORITY-BASED ASSET MATRIX

ECODISTRICT PRIORITY	PRIMARY ASSET <i>Located & controlled within district</i>	SECONDARY ASSET <i>Located in district, controlled outside district</i>	TERTIARY ASSET <i>Located and controlled outside district</i>
PLACE	<p>Affordable Housing Stock; Artist Community; Block Club - Bush Ave Block; Block Club - Clark/Scranton; Block Club - International Village; Block Club - Jones Home; Block Club - MetroNorth; Block Club - Roberto Clemente; Block Club - W. 73rd Coalition; Caring & Engaged Faith Organizations; City Life Center; City of Cleveland Department of Aging; Community + Historic Character; Family Ministry Center; Fulton Road Community Church; Iglesia Nueva Vida; Jones Home National Historic District; Journey Church; La Placita Festival; La Villa Hispana; LatinUs Theater Company; MetroHealth Faith Communities Outreach; MetroHealth Neighborhood Innovation Center; MetroHealth System and Hospital; MetroWest Community Development; Newcomer’s Haven; Prince of Peace Outreach and Deliverance Ministries; Saint Rocco Parish; Scranton Road Ministries; The Pivot Center for Art, Dance and Expression; Vibrant Community Events; Ward 14 Council Rep Office</p>	<p>Clark-Fulton Recreation Center; Boys and Girls Clubs; Cleveland Public Library - Fulton Branch; Cleveland Public Library - South Branch; Cleveland Public Library System; Lofts at Lion Mills; May Dugan Center; Shalom & Tranquility Community Garden</p>	<p>Art House; Building Hope in the City - Rally CLE; Cleveland Christian Home (CCH); Cleveland Hope Exchange; Cleveland Housing Network; Cleveland Neighborhood Progress; Cleveland Public Theater; Community Housing Solutions; Global Cleveland; Hispanic Pastors Association; Julia de Burgos Cultural Arts Center; LAND Studio; Levin College Cleveland State University; Neighborhood Connections; Neighborhood Housing Services; Refugee Services Collaborative; The Refugee Response; Wagner Awning Apartments; Zone Rec Center</p>
PROSPERITY	<p>Anchor Employment Procurement; Anchor Institutions Attract Investment; Entrepreneurial Spirit; Esperanza; Hispanic Alliance; Hispanic Business Center; Las Tienditas; MetroHealth Economic Opportunity Center; MetroHealth System and Hospital; MetroWest Community Development; Open Table; Proximity to Industrial Employers; Strong Local Capacity; Ward 14 Council Rep Office</p>	<p>Buhrer Language Academy; Clark Elementary School; Horizon Science Academy Denison School; Lincoln Park Hope Academy; Lincoln West School of Global Studies; Lincoln West Science and Health; Local Banks; Luis Munoz Marin Junior High School; Private + Charter Schools; Thomas Jefferson International Newcomers Academy; Walton Elementary School</p>	<p>Center for Families and Children Job Training; Cleveland Foundation; Cleveland Metropolitan School District; Cleveland Owns; CWRU Mandel School of Applied Social Sciences; ECDI; Food Service Training; Fund for Our Economic Future; Gund Foundation; HFLA; ioby; Kresge Foundation; NAACP Cleveland Branch; New Voices; Ohio State Extension; Refresh Collective; Towards Employment; Training for Adults with Developmental Disabilities; Transgender Job Fair; Tremont Storefront Incubator Program; Unify Labs (Unify Project)</p>

ECODISTRICT PRIORITY	PRIMARY ASSET <i>Located & controlled within district</i>	SECONDARY ASSET <i>Located in district, controlled outside district</i>	TERTIARY ASSET <i>Located and controlled outside district</i>
HEALTH & WELL-BEING	Cleveland Fresh, SEEDS Program; Cleveland UMADAOP; Freshly Rooted; MetroHealth + Affiliated Education Programs*; MetroHealth Food as Medicine Initiative; MetroHealth Food Box Delivery; MetroHealth Institute for H.O.P.E.; MetroHealth Police Headquarters; MetroHealth Programs*; MetroHealth System and Hospital; MetroWest Community Development; Other Programs*; Tony's Market; Ward 14 Council Rep Office	Save-A-Lot Grocery Store; Cleveland Police Department 2nd District; Meyer Pool	Better Health Partnership; Center for Health Affairs; City of Cleveland Office of Minority Health; Cleveland Department of Public Health; Cleveland Division of Fire; Cleveland Division of Police; Cleveland Fresh; Cleveland Innovation District; Community Trauma Initiative; CWRU School of Medicine; Dave's Supermarket; Environmental Health Watch; Freshly Rooted; Greater Cleveland Food Bank; Lead Safe Cleveland Coalition; Lutheran + Other Area Hospitals; MetroHealth Foundation; The FARE Project, Heart Smarts; West Side Market
CONNECTIVITY	Bicycle Infrastructure; "Diverse Corridor Types"; MetroHealth System and Hospital; MetroWest Community Development; Proximity to Highways; Ward 14 Council Rep Office;	GCRTA Bus Routes	Bike Cleveland; City of Cleveland Government; Cuyahoga County Government; Digital C; Greater Cleveland Regional Transit; La Mega Cleveland Radio (online); League of Women Voters of Greater Cleveland; National Digital Inclusion Alliance; Northeast Ohio Areawide Coordinating Agency; Open Streets Cleveland; Policy Matters Ohio; Slow Roll Cleveland; Vision Zero; Voter Registration
LIVING INFRASTRUCTURE	MetroHealth System and Hospital; MetroWest Community Development; Roberto Clemente Park; Saint Mary's Cemetery; Tremont Park; Tremont/Clark Field; Trent Park; Ward 14 Council Rep Office		Alliance for the Great Lakes; Black Environmental Leaders; Brookside Park/Reservation; Cleveland Comprehensive Environmental Policy Platform; Cleveland Metroparks; Cleveland Metroparks Zoo; Cuyahoga River; Cuyahoga Soil & Water Conservation District; Holden Arboretum; Lake Erie; Lower Big Creek; NE Ohio Regional Sewer District; Ohio Environmental Council; Organic Connects; Riverside Cemetery; The Trust for Public Land; Towpath Trail; US Environmental Protection Agency; West Creek Conservancy; Western Reserve Land Conservancy
RESOURCE REGENERATION	MetroHealth Central Utility Plant; MetroHealth System and Hospital; MetroWest Community Development; Ward 14 Council Rep Office	Commitment to Green Streets Design Tools	Circular Cleveland; City of Cleveland Office of Sustainability; Cleveland Public Power; Cleveland Solar Cooperative; Cuyahoga County Department of Sustainability; First Energy; Rust Belt Riders; Solar United Neighbors

OUR KEY ASSETS:

GOVERNMENT

- › **City of Cleveland**, an anchor for the region and the county seat of Cuyahoga County
- › **Cleveland 2nd District Police Station**, our principal law enforcement agency

NON-PROFIT INSTITUTIONS AND ORGANIZATIONS

- › **MetroHealth System**, a nationally ranked, non-profit public healthcare system
- › **MetroWest Community Development Organization**, our non-profit service and development organization
- › **Hispanic Business Center**, a non-profit bilingual business development service
- › **Esperanza**, a non-profit bilingual youth leadership development service
- › **Fulton Branch Library**, a branch of the Cleveland Public Library
- › **South Branch Library**, a branch of the Cleveland Public Library
- › **Digital C**, a non-profit digital literacy, and broadband service

- › **Cuyahoga Community College**, our nationally ranked public community college

SCHOOLS

- › **Lincoln West High School**, a public high school for grades 9-12
- › **Luis Munoz Marin**, a public dual language academy for grades PreK-8
- › **Walton Elementary**, a public school for grades PreK-8
- › **Thomas Jefferson International Newcomers Academy**, a public school for grades PreK-12 supporting immigrant and refugee students and their families
- › **Buhrer Dual Language Academy**, a public dual language academy for grades PreK-8
- › **Lincoln Park Hope Academy**, a public charter school for grades PreK-8

FAITH-BASED ORGANIZATIONS

- › **Building Hope in the City**, a ministry offering community services
- › **City Life Center**, a faith-based youth services organization
- › **Family Ministry Center**, a Presbyterian church, offering community services
- › **Fulton Road Community Church**, a Baptist church, offering community services
- › **Journey Church**, a ministry offering community services
- › **Scranton Road Ministries**, a ministry offering community services
- › **Saint Rocco's Parish**, a Catholic church offering community services

ARTS AND CULTURE

- › **Julia de Burgos Cultural Arts Center**, a non-profit arts center for families and youth

PARKS AND RECREATION

- › **Robert Clemente Park**, a public park with baseball fields
- › **Meyer Pool**, an outdoor public swimming pool
- › **Trent Park**, a public park with soccer field and basketball courts
- › **St. Mary's Cemetery**, an historic Catholic burial site

BLOCK CLUBS

- › **Roberto Clemente**, representing residents living near the park
- › **Clark/Scranton**, representing residents living near the intersection
- › **Metro-North**, representing residents living near the border with Tremont
- › **Jones Home District**, representing residents living in the historic district
- › **Bush Avenue**, representing residents living on or near Bush Avenue

CENSUS OF LOCAL PLANS, INVESTMENTS, AND INITIATIVES

Cleveland has a long legacy of innovation in city planning and substantial generosity from a comprehensive list of local community and private foundations. Furthermore, Cleveland has one the most robust ecosystems of community development organizations, CDFIs, and funding intermediaries in the country, a model many cities look to as best practices. And, while the Clark-Fulton neighborhood has been the beneficiary of many innovations and significant generosity of investment – the Mayor’s Neighborhood Transformation Initiative and the MetroHealth Transformation are once-in-a-generation momentous investment efforts – there is always more needed. Furthermore, there is a significant need for more coordination among the many initiatives and a fuller understanding of community needs, capital flows, and capital gaps.

Our effort to compile a census of the many plans and initiatives that follow provided new perspectives and opportunities to better coordinate investments and services to meet community needs and the

community’s vision. The Clark-Fulton Together Master Plan and our EcoDistricts Roadmap identifies more substantial investment opportunities while endeavoring to build trust and facilitate cross-sector conversations for greater coordination and efficacy. These companion documents will ideally also attract a wider variety and higher quality of investors to our neighborhood.

The District Team used the following Priority-based census of state, municipal, and other agency plans and initiatives to select the Objectives in this Roadmap (see Table 2). And by looking at projects and initiatives across priorities and in the context of existing conditions, it identifies gaps that need to be filled and interdependencies that need to be understood. This matrix also ensures that the performance targets we set for our work will meet or exceed the targets in parallel plans.

TABLE 2: CENSUS OF LOCAL PLANS, INVESTMENTS, AND INITIATIVES IN THE CLARK-FULTON/METROHEALTH ECODISTRICT

PLACE	PROSPERITY	HEALTH & WELL-BEING
<p>Clark-Fulton Together Neighborhood Master Plan</p> <p>Mayor’s Transformation Initiative</p> <p>MetroHealth Transformation</p> <p>City of Cleveland Neighborhood Development Programs</p> <p>City of Cleveland Vacant Property Initiative</p> <p>Senior Homeowner Assistance Grant Program</p> <p>1-2-Family Housing Rehab Program</p> <p>Home Weatherization Assistance Program</p> <p>Repair a Home Loan Program</p> <p>Cleveland Gap Finance Program</p> <p>FHAct50 Building Opportunity Fund</p> <p>Painting a Better Picture Program</p> <p>City of Cleveland Equity Planning</p> <p>NEA-funded Public Art Initiative</p> <p>10-Year Housing & Investment Plan</p> <p>Racial Equity and Inclusion Training (including 200+ managers at Metrohealth in 2020)</p> <p>The Land Code (Form-Based Code Districts)</p> <p>Ward 14 Clean up and Anti Dumping Initiative</p> <p>Ward 14 Housing Pilot Program</p> <p>Code Enforcement Initiative</p> <p>NACEDA Build Healthy Places Network</p> <p>City of Cleveland Land Bank</p> <p>Cuyahoga County Land Bank</p> <p>MH Arts in Health Program</p> <p>Cleveland Spaces Vital Places Program</p> <p>Creative Fusion</p> <p>CUDC “Making Our Own Space” Design-Build Program</p> <p>Meyer Pool Mural</p> <p>Clark Ave Streetscape Public Art</p> <p>ioy CAC</p>	<p>Clark-Fulton Together Neighborhood Master Plan</p> <p>Mayor’s Transformation Initiative</p> <p>MetroHealth Transformation</p> <p>Mayor’s NTI Loan Program</p> <p>City of Cleveland Neighborhood Retail Assistance program</p> <p>City of Cleveland Small Business Initiative</p> <p>City of Cleveland Equipment Loan Program</p> <p>Cleveland Housing Network Down payment Assistance Program</p> <p>Ohio Housing Finance Corporation Your Choice Program</p> <p>Ohio Housing Finance Corporation Home Repair Loans</p> <p>Housing Enhancement Loan Program</p> <p>Education and Job Training Access Centers</p> <p>Opportunity Zones</p> <p>CMSD Say Yes to Education Initiative</p> <p>Shared Prosperity Partnership</p> <p>Community Benefits Agreements</p> <p>Open Table</p> <p>Cleveland Housing Network and Cleveland Housing Capital Believe Mortgage</p> <p>CHN Lease to Own Program</p> <p>Cleveland Investment Fund</p> <p>Cleveland Innovation District</p> <p>CMSD Say Yes to Education Initiative</p> <p>La Villa Hispana + CentroVilla25</p> <p>Partnership for Raising Opportunity in Neighborhoods</p>	<p>Clark-Fulton Together Neighborhood Master Plan</p> <p>Mayor’s Transformation Initiative</p> <p>MetroHealth Transformation</p> <p>City of Cleveland Office of Minority Health</p> <p>City of Cleveland Healthy Neighborhoods Committee</p> <p>MH Institute for HOPE</p> <p>MH Community Responsive Care Institute</p> <p>MH Trauma-Informed Care Approach</p> <p>MH Trauma Recovery Center</p> <p>Unite Ohio</p> <p>Lead Hazard Control Program</p> <p>University Hospital</p> <p>Cleveland Clinic</p> <p>MH Food as Medicine Initiative</p> <p>Center for Reducing Health Disparities</p> <p>Health Improvement Partnership (HIP Cuyahoga)</p> <p>MetroHealth Park</p> <p>Population Health Research</p> <p>School-Based Health Program</p> <p>Nurse Family Partnership</p> <p>Project DAWN (Deaths Avoided With Naloxone)</p> <p>Lead Safe Cleveland Coalition</p> <p>MH Police Headquarters (W. 25th)</p> <p>First Year Cleveland</p> <p>BUILD Health 2.0 - Cleveland Healthy Home Data Collaborative</p> <p>EHW Healthy Homes Program</p> <p>HAN Healthy Housing Initiative</p> <p>SEEDS Freshly Rooted</p> <p>Cleveland Police Department 2nd District Citizens’ Police Academy and Safety Meetings</p>

CONNECTIVITY	LIVING INFRASTRUCTURE	RESOURCE REGENERATION
<p>Clark-Fulton Together Neighborhood Master Plan</p> <p>Mayor's Transformation Initiative</p> <p>MetroHealth Transformation</p> <p>West 25th Corridor Plan + BRT</p> <p>Vision Zero Task Force & Action Plan</p> <p>Connecting Cleveland 2020 Citywide Plan</p> <p>City of Cleveland's Bikeway Master Plan</p> <p>Digital Equity Coalition</p> <p>Digital C Connectivity Broadband, EmpowerCLE+</p> <p>NOACA Long Range Action Plan, eNEO2050</p> <p>Vibrant NEO 2040</p> <p>IOT Collaborative</p> <p>Barrier Free Cleveland Plan</p> <p>City of Cleveland's Bikeway Master Plan</p> <p>Redline Greenway Planning</p> <p>City of Cleveland's Complete & Green Streets</p> <p>Scranton Road Bicycle Infrastructure Planning</p> <p>Transportation for Livable Communities Initiative (TLCI)</p> <p>City of Cleveland's Language Access Plan</p> <p>MetroParks Trail Connections</p>	<p>Clark-Fulton Together Neighborhood Master Plan</p> <p>Mayor's Transformation Initiative</p> <p>MetroHealth Transformation</p> <p>Cleveland Tree Plan</p> <p>Healthy Urban Tree Canopy Grant Program</p> <p>Holden People for Trees Initiative</p> <p>Regional Stormwater Management Program</p> <p>Project Clean Lake</p> <p>Green Infrastructure Grant Program</p> <p>Community Cost Share Program</p> <p>Member Community Infrastructure Programs</p> <p>Phunkenship Pocket Park Plan</p>	<p>Clark-Fulton Together Neighborhood Master Plan</p> <p>Mayor's Transformation Initiative</p> <p>MetroHealth Transformation</p> <p>Cleveland Climate Action Plan</p> <p>Cuyahoga County 5-year Sustainability Strategic Plan & Climate Action Plan</p> <p>Cleveland Green Building Standards</p> <p>Cleveland Owns</p> <p>Circular Cleveland Community Grants</p> <p>Cleveland 2030 District</p> <p>Grid Resilience Plan</p> <p>Biden Climate Plan (emerging)</p> <p>Energy Efficiency Resource Standard (State)</p> <p>NE Ohio Health Systems Climate Initiatives in collaboration with Better Health Partnership</p> <p>Energy Efficiency Audits</p>

OUR KEY PLANS, INVESTMENTS, AND INITIATIVES BY PRIORITY:

PLACE

- › **Mayor’s Neighborhood Transformation Initiative**, adopted in 2018, an innovative municipal partnership to stabilize historically fringed neighborhoods offering new tools, programs, and resources to foster vibrancy and inclusion. This initiative is related to the Place Priority as it seeks to create inclusive and vibrant communities with diverse and affordable housing.
- › **FHAct50 Building Opportunity Fund**, appropriated in 2018, a pilot program to bring \$3M in low-income housing tax credits to increase affordable housing. This initiative is related to the Place Priority as it seeks to create inclusive and vibrant communities with diverse and affordable housing.
- › **10-Year Housing Investment Plan**, adopted in July 2020, a planning process to inform and guide the City of Cleveland’s housing investment strategy going forward to create diverse and affordable housing. This initiative is related to the Place Priority as it seeks to create inclusive and vibrant communities with varied and affordable housing.
- › **Middle Neighborhoods Strategy, presented in 2020**, a Cleveland City Council initiative to address the unique needs of middle neighborhoods to foster vibrancy and inclusion. This initiative is related to the Place Priority as it seeks to create inclusive and vibrant communities with diverse and affordable housing.
- › **Growing Racial Equity in Northeast Ohio**, now in its third year, presented by Cleveland Neighborhood Progress in collaboration with Third Space Action Lab, this awareness and action program has trained over 3,000 concerned citizens from across the region. This initiative is related to the Place Priority as it seeks to create inclusive and vibrant communities.
- › **Neighborhood Leadership Development Program**, a community-wide program to uniquely develop the diverse leadership abilities of engaged Clevelanders who are committed to creating a city that works for everyone. This initiative is related to the Place Priority as it seeks to build the districts social capital.
- › **Assembly for the Arts**, a



collective of like-minded artists, storytellers, non-profit organizations, creative enterprises and professionals that unite around a shared set of values. Empowering all through advocacy, activism, racial equity, and creative resources for the arts. This initiative is related to the Place Priority as it seeks to create inclusive and vibrant communities through the celebration of arts and culture.

- › **Arts in Health**, a MetroHealth program dedicated to transforming health and healing through the arts. The effort integrates the arts in a variety of settings: in the hospital, clinics, and health centers, and the neighborhoods served by the hospital. This initiative is

related to the Place Priority as it seeks to create inclusive and vibrant communities through the celebration of arts and culture.

- › **Creative Fusion**, an arts residency program sponsored by the Cleveland Foundation now in its thirteenth year. The effort has brought more than 100 accomplished or rising artists from the around the world to Cleveland and collaborated with local Cleveland artists. This initiative is related to the Place Priority as it seeks to create inclusive and vibrant communities through the celebration of arts and culture.

PROSPERITY

- › **Mayor’s Neighborhood Transformation Initiative**, adopted in 2018, an innovative municipal partnership to stabilize historically fringed neighborhoods offering new tools, programs, and resources to foster vibrancy and inclusion. This initiative is related to the Prosperity Priority as it seeks to create inclusive and vibrant communities with diverse and affordable housing.
- › **Mayor’s Neighborhood Transformation Initiative Forgivable Loans**, provides financial assistance to businesses and landlords located in Clark-Fulton which aim to fill vacancies and reactivate commercial corridors. This initiative is related to the Prosperity Priority as it seeks to create inclusive and vibrant communities with diverse and affordable housing.
- › **Neighborhood Retail Assistance Program**, a program of the City of Cleveland Office of Economic Development that assists existing and start up small businesses and entrepreneurs. This initiative is related to the Prosperity Priority as it seeks to build economic opportunities.
- › **Business Incentives and Financing**, a program of the City of Cleveland Office of Economic Development offering a variety of loans and grants to expand or relocate companies to Cleveland including the Job Creation Incentive Program, Municipal Small Business Initiatives, Equipment Loans, Vacant Property Initiative and the Working Capital Loan Program. This initiative is related to the Prosperity Priority as it seeks to build economic opportunities.
- › **American Rescue Recovery Plan** adopted March 2021, a federal bill to provide \$350B in emergency relief for state and local governments to support families and businesses devastated by the current public health crisis and resulting economic crises. This initiative is related to the Prosperity Priority as it seeks to build (and rebuild) prosperity and accelerate innovation.
- › **JP Morgan Chase Investment Fund**, adopted in 2019, a program investment fund providing below-market-rate lending to foster economic opportunities. This initiative is related to the Prosperity Priority as it seeks to build prosperity and accelerate innovation through entrepreneurial innovation and business startups.

- › **MetroHealth Economic Opportunity Center**, planned to open in 2022 and operated in partnership with Cuyahoga Community College, will offer job training and financial and digital literacy training to provide equitable access to career pathways. This initiative is related to the Prosperity Priority as it seeks to support education and build prosperity through equitable access to career pathways.
- › **Cleveland Investment Fund**, currently in the pilot phase, Clark-Fulton, through the Fund for Our Economic Future, is launching a community investment fund to allow for the aggregation of capital from residents to cooperatively purchase assets in their neighborhood. Investment ideally will include community real estate investment funds, pooled income funds, charitable loan funds and qualified Opportunity Zone funds. This initiative is related to the Prosperity Priority as it seeks to build economic opportunities.
- › **SEEDS**, a women’s empowerment and development program aimed to develop women personally, professionally, and socially to create healthy, equitable, and sustainable communities.

This initiative is related to the Prosperity Priority as it seeks to support education and build prosperity through equitable access to career pathways and entrepreneurial innovation.

HEALTH AND WELL-BEING

- › **MetroHealth Transformation**, launched in 2018, a \$1B investment in the hospital’s main campus and a long-term broader neighborhood revitalization effort to nurture people’s health. This initiative is related to the Health and Well-being Priority as it seeks to nurture people’s health and achieve equitable health outcomes.
- › **MetroHealth Institute for HOPE**, launched in 2019, an institute designed to understand better the complete picture of patients and their lives beyond the hospital’s walls, identify and help eliminate barriers to health and well-being, and fix the root causes of health disparities. This initiative is related to the Health and Well-being Priority as it seeks to nurture people’s health and achieve equitable health outcomes.
- › **MetroHealth Community Responsive Care Institute**, launched in 2021, a multi-faceted effort to monitor diseases at the



grassroots level, to develop new health delivery models to focus on prevention. This initiative is related to the Health and Well-being Priority as it seeks to nurture people’s health and achieve equitable health outcomes.

- › **Freshly Rooted**, a free community-based 10-week course of instruction offered to a 12-person cohort to teach local Latinx residents, in most cases women, how to prepare their favorite ethnic dishes healthier. The successful program now beginning its third cohort, showed immediate impact with, in some cases, dramatic weight loss and

improvements in participants’ blood pressure. This initiative is related to the Health and Well-being Priority as it seeks to nurture people’s health and achieve equitable health outcomes.

- › **Healthcare Innovation District**, announced in 2021, a collaboration among three major hospitals, including MetroHealth and two universities on research and job development in healthcare seeking to foster equitable health outcomes and economic opportunity. This initiative is related to the Health and Well-being Priority as it

aims to nurture people’s health and achieve equitable health outcomes.

- › **Lead Safe Cleveland**, launched in 2017 with legislation adopted by Cleveland City Council in 2020, a public-private partnership formed to address lead poisoning through education screening and remediation of toxic environments. On average, nearly 90% of our housing stock was built before 1978. This initiative is related to the Health and Well-being Priority as it seeks to nurture people’s health and achieve equitable health outcomes.
- › **Health Improvement Partnership (HIP-Cuyahoga)**, a diverse collective of over 100 agencies across sectors committed to fostering health and wellness for all in Cuyahoga County through policy, community engagement, collective impact, and perspective transformation. This initiative is related to the Health and Well-being Priority as it seeks to nurture people’s health and achieve equitable health outcomes.
- › **The Trust for Public Land**, recently released research to help the City of Cleveland prioritize building and improving parks in

the neighborhoods that need them more. The findings also illustrate the economic benefits these additional parks could have for the community. This initiative is related to the Health and Well-being Priority as it seeks to foster active living.

CONNECTIVITY

- › **West 25th Street/25 Connects**, expected adoption in August 2021, a community planning process by the Greater Cleveland Regional Transit Authority to provide design recommendations and the tools to support a future West 25th Street corridor focused on walkable, transit-supportive mixed-use community development. This initiative is related to the Connectivity Priority as it seeks to build effective connections between people and places through multiple modes of travel and shared mobility options.
- › **City of Cleveland Complete and Green Streets Ordinance**, adopted in 2011 and in effect in 2012, an ordinance requiring implementation of sustainable policies and guidelines within the public rights of way, creating a walking, biking, and public transportation-friendly City. This initiative is related

to the Connectivity Priority. It seeks to build effective connections between people and places through a street network that accommodates diverse ages and abilities and multiple modes of travel.

- › **Digital C/EmpowerCLE+**, launched in 2019, an initiative to provide access to technology and bring reliable, high-speed broadband Internet to under-connected and unconnected communities. This initiative is related to the Connectivity Priority as it seeks to build effective connections between people and places through a high-quality digital network.

LIVING INFRASTRUCTURE

- › **Cleveland Tree Plan**, launched in 2015 and updated in 2020, a community-wide collaboration to rebuild the urban forest with new healthy trees. This initiative is related to the Living Infrastructure Priority as it seeks to enable flourishing ecosystems through healthy trees and a broader tree canopy.
- › **Regional Stormwater Management Program/Project Clean Lake**, established in 2012 as part of Northeast Ohio Regional Sewer District's combined sewer

overflow long-term control plan under a consent decree, addresses flooding, erosion, and water-quality issues. This initiative is related to the Living Infrastructure Priority as it seeks to enable flourishing ecosystems through clean water and healthy soils.

RESOURCE REGENERATION

- › **Circular Cleveland Community Grants**, launched in 2021, a program offering financial assistance to grassroots neighborhood groups to support work related to the circular economy. This initiative is related to the Resource Regeneration Priority as it seeks to work toward net positive energy, water, and waste through innovation and more efficient use of resources.
- › **Cleveland Climate Action Plan**, launched in 2013 and updated in 2018, a City of Cleveland plan establishing a greenhouse gas reduction goal of 80% below 2010 emissions by 2050. This initiative is related to the Resource Regeneration Priority as it seeks to work toward net positive energy through energy efficiency and renewable energy production that reduce greenhouse gas emissions.

ONGOING AND IMMINENT ACTIVITY BY OTHERS

Thanks to effective and engaged leadership by our loyal elected officials, our competent community development organizations, our mission-driven anchor institutions, and many trusted stakeholders, Clark-Fulton is seeing significant development activity by both public and private players. Nevertheless, while development activity is frequently desirable, we must continue to ask, with every investment in the district, “who will benefit?” and “who could be burdened?”. Investments, well-intentioned as they may be, often benefit players that do not live and work in this district. And, even more troubling, investments can, if not seen through the lens of equity, cause significant hardship and unintended negative consequences for some, especially the most vulnerable, in Clark-Fulton.

The District Team used the following Priority-based matrix of ongoing and imminent activities by other entities

in the district to select the Objectives in this Roadmap. And by looking at continuing and imminent activities by other entities in the neighborhood and the context of existing conditions, it identifies gaps that need to be filled and interdependencies that need to be understood.

TABLE 3: MATRIX OF ONGOING AND IMMINENT ACTIVITIES BY OTHERS

PLACE	PROSPERITY	HEALTH & WELL-BEING
<p>MetroHealth Transformation MetroHealth Park Pivot Center for Arts, Dance and Expression Northern Ohio Blanket Mills Historic Rehabilitation St. Michael School Senior Housing Development by CHN Housing Partners St. Michael the Archangel Community Room Renovation MetroHealth Affordable + Workforce Housing Development The Community Builders Clark Ave Affordable Housing Front Steps Housing and Services Aragon Ballroom Renovation TREO Development Tappan Development</p>	<p>MetroHealth Transformation Lincoln West High School Replacement Centro Villa 25 and Mercado Villa Hispana</p>	<p>MetroHealth Transformation MetroHealth Hospital WELL Building Certification MetroHealth Park Meyer Pool Enhancements Cleveland Police Department 2nd District Citizens’ Police Academy and Safety Meetings Public Vaccination Sites</p>
CONNECTIVITY	LIVING INFRASTRUCTURE	RESOURCE REGENERATION
<p>MetroHealth Transformation MetroHealth Parking Garage EV Charging Stations Clark Ave Streetscape and Resurfacing Scranton Rd Resurfacing and Restriping Fulton Rd Reconstruction Upgrades to the Burher Road Pedestrian and Bike Bridge MetroHealth Proposed Towpath Trail Connection Proposed TIGER Trail (Metroparks) CMSD, Digital C Collaboration on High-speed Internet Open Streets</p>	<p>MetroHealth Transformation MetroHealth Park Expanded Park at Clark Avenue Recreation Center Upgrades to Roberto Clemente Park</p>	<p>MetroHealth Transformation MetroHealth Central Utility Plant MetroHealth South Campus Stormwater Management (removed from combined sewer system)</p>

OUR KEY ONGOING AND IMMINENT ACTIVITIES BY OTHERS BY PRIORITY:

PLACE

- › **CentroVilla25**, the adaptive reuse of a former factory into commercial and office uses in La Villa Hispana aimed at driving economic and community development through a unique neighborhood gathering space with El Mercado, a market with vendor kiosks, storefront retail, an anchor restaurant, and a commercial kitchen. This Project impacts the Place Priority by creating an inclusive and vibrant community through the celebration of culture and identity. It also affects the Prosperity Priority by building prosperity through entrepreneurial innovation and business startups.
- › **Pivot Center for Art, Dance, and Expression**, the adaptive reuse of a former factory into an arts center combining creative offerings such as performance, exhibits, lessons, workshops, and festivals with social services. This Project impacts the Place Priority by creating an inclusive and vibrant community through the celebration of culture and identity.

PROSPERITY

- › **Lincoln-West High School Replacement**, the renovation, and rebuilding of the public high school serving much of the near West Side to improve education. This Project impacts the Prosperity Priority by supporting education and seeking equitable access to quality education and career pathways.
- › **La Villa Hispana**, a collaborative plan to establish Clark-Fulton as the economic and cultural center of the Latinx community in Greater Cleveland. This Project impacts the Prosperity Priority by building prosperity through entrepreneurial innovation and business startups. It also affects the Place Priority by creating an inclusive and vibrant community by celebrating culture and identity.

HEALTH AND WELL-BEING

- › **Health Improvement Partnership (HIP-Cuyahoga)**, a diverse collective of over 100 agencies across sectors committed to fostering health and wellness for all in Cuyahoga County through policy, community engagement, collective impact, and perspective transformation. This Project impacts the Health and Well-being Priority by nurturing people's health through seeking equitable health outcomes based on accessible, affordable healthcare.

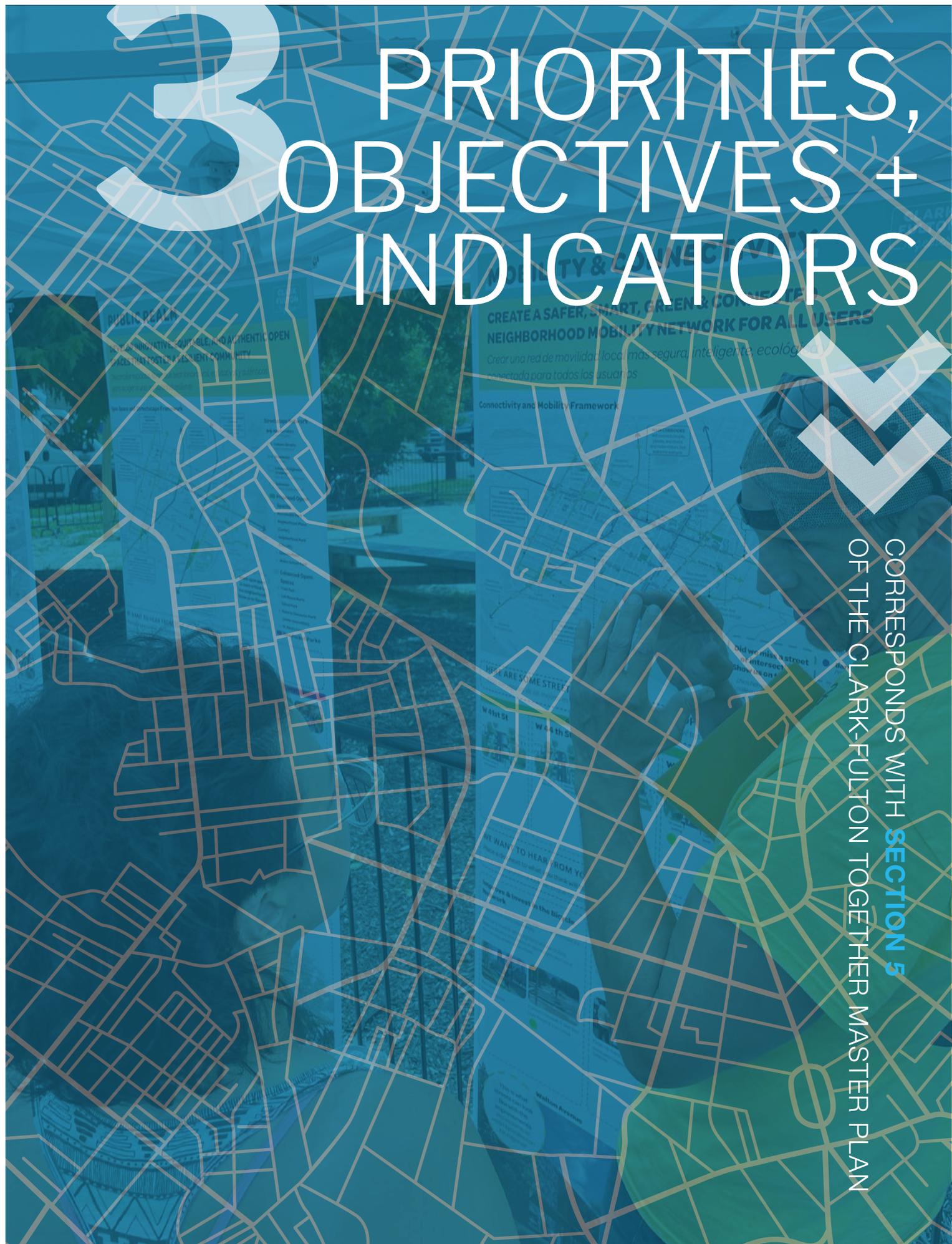
CONNECTIVITY

- › **Clark Avenue Streetscape Improvements**, infrastructure, landscape, and signage improvements to this principal commercial corridor in the district. This Project impacts the Connectivity Priority by building effective connections between people and places through a high-quality street network. It also affects the Health and Well-being Priority by enhancing walkability and bike-ability.
- › **Scranton Road Resurfacing**, infrastructure, landscape, and signage improvements to this principal mixed-use corridor in the district. This Project impacts the Connectivity Priority by building effective connections between people and places through a high-quality street network. It also affects the Health and Well-being Priority by enhancing walkability and bike-ability.

3 PRIORITIES, OBJECTIVES + INDICATORS



CORRESPONDS WITH **SECTION 5**
OF THE CLARK-FULTON TOGETHER MASTER PLAN



PRIORITIES AND OBJECTIVES

With the District Assessment completed and having reviewed all findings and data, the District Team began formulating Objectives for each EcoDistrict Priority and determining how to measure success. This effort will ensure that we seek the proper outcomes and achieve the meaningful results we desire. Our planning process involved and engaged hundreds of Clark-Fulton residents and stakeholders in countless ways catalyzing community-wide action and visioning. With a new focus and steadfast commitment, our agenda for the future of Clark-Fulton is set.

It should be evident that we prioritize the need to invest in our people just as we invest in our places and infrastructure. We must direct capital toward Black and Latinx renters, homeowners, and entrepreneurs. We must remove policies that extract wealth from Black and Latinx communities like ours. We must foster a sense of belonging, power, autonomy, culture, and identity, all unique for this Clark-Fulton community.

In the context of the challenges we face as a community and region, this effort also fostered tough but necessary conversations. Cross-

sector collaboration is inherently subject to differing priorities, particularly the priorities of individual stakeholders and community residents. The EcoDistricts Protocol effectively guided important and broader conversations about race and racial discrimination, power, power-sharing, gentrification, and displacement, all of fundamental importance to Clark-Fulton.

Moreover, the critical role that our Clark-Fulton Community Ambassadors played in the development of our Priorities and Objectives cannot be overstated. Through countless hours of

workshops and focus groups designed and facilitated by the Ambassadors and their study and research, key hyper-local Priorities and Objectives emerged that might have otherwise not been heard or emphasized. For example, in addition to the common concern for the profoundly destructive challenges of systemic racism and racial discrimination, the Ambassadors identified the priorities of displacement, aging in place, and food systems as paramount concerns among residents of our community.

Among our priorities for places and infrastructure, housing is a crucial issue in Clark-Fulton. In addition to fostering housing affordability and, long term, to decommodify the housing market, we must address the mismatch between living patterns and our housing inventory. Americans aged 23-38 are not forming the same housing arrangements as their predecessors. And our senior residents are living longer while needing less space. We need smaller dwelling units for these non-traditional households as they comprise an ever-growing share of the market.

So, our Priorities and Objectives, as indicated herein: a supportive community, more significant



opportunity and mobility, better health and well-being, and a cleaner environment as critical examples, are essential to driving our comprehensive equity and sustainability agendas. These conversations, still ongoing, should be amply evident in the pages that follow (see Table 4.)

When reading the companion documents, it should be noted that the underlying values in the Clark-Fulton Together Master Plan and the EcoDistrict Roadmap are entirely consistent and deeply shared. Nevertheless, the vocabulary used in the respective documents to describe our vision differs somewhat. In somewhat differing lexicons, what the EcoDistricts Protocol defines as an Imperative Commitment, the Master Plan refers to as a “Vision Statement.” That statement is as follows:

“Clark-Fulton is a community that is safe, unique, and welcomes diversity and multi-cultural expression. We enjoy the fragrance and color of our art, food, and festivals. We treat everyone with respect regardless of their race, age, and history. We love and support our local business. We make sure all community members have resources and opportunities to build wealth and age in place. We are healthy, active with access to quality open space, amenities, and services. We empower people to be at the forefront of all decision making.”

Moreover, and as noted in the Introduction, what the EcoDistricts Protocol defines as Objective Categories and Objectives, the Master Plan describes as “Guiding Principles” and “Forward Moves” respectively.

TABLE 4: MATRIX OF PRIORITIES AND OBJECTIVES

	Selected Objectives	Potential Additional/Future Objectives
PLACE		
Engagement and Inclusion	<ul style="list-style-type: none"> › We fight racial discrimination and foster healing by making inclusion inescapable and we have the necessary tough conversations (Equity) › Our Resident Ambassadors are fully engaged leaders in the community; they are well supported and valued (Equity) 	<ul style="list-style-type: none"> ◆ <i>We are building the capacity of our existing Resident Ambassadors and actively identifying new local leaders for participation</i> ◆ <i>Our residents regularly attend community meetings and forums and participate in shared decision making</i> ◆ <i>Our residents participate in the process of reviewing commercial and residential real estate development in the neighborhood</i> ◆ <i>Our immigrant and refugee neighbors feel safe, welcome, and supported</i> ◆ <i>Our residents participate in local and national elections in increasing numbers</i>
Culture and Identity	<ul style="list-style-type: none"> › Our residents participate in local cultural events in increasing numbers; civic participation is growing (Equity) › Our local arts and culture organizations support economic vitality and education efforts (Equity) 	<ul style="list-style-type: none"> ◆ <i>Identity and branding such as banners and signage for the neighborhood, its destinations and its districts are culturally relevant and ethnically authentic</i> ◆ <i>We continue to dismantle the language barriers for those whom English is not their first language</i> ◆ <i>Public art outreach is growing, and installations are increasing</i> ◆ <i>Our local faith-based organizations are well coordinated for maximum effectiveness</i> ◆ <i>We preserve local historic buildings and sites</i>
Public Spaces	<ul style="list-style-type: none"> › Our new and existing community places, neighborhood gateways, mixed use corridors and destinations are of high quality, welcoming and vibrant (Equity) › Our public spaces and recreation facilities offer high quality programmed activities for residents of all ages (Equity) 	<ul style="list-style-type: none"> ◆ <i>Commercial storefronts in our neighborhood are increasingly being improved</i> ◆ <i>Our public spaces are increasingly accessible to all</i> ◆ <i>Our public spaces are increasingly clean and illegal dumping is reduced</i> ◆ <i>Our public spaces have ample trash and recycling receptacles with regularly scheduled pick up</i>

	Selected Objectives	Potential Additional/Future Objectives
Housing	<ul style="list-style-type: none"> › Our housing stock is safe and livable and includes varied typologies and sizes to meet current and future needs for all especially our legacy shareholders; we are developing zoning overlays where needed (Equity) › Our housing stock is affordable, and our residents are decreasingly cost burdened by housing choices (Resilience) › Housing is created in the neighborhood using new sustainable, high performance technologies for residential construction (Resilience) 	<ul style="list-style-type: none"> ♦ <i>Our legacy shareholders have ample opportunities to age in place with easy access to helpful resources and services</i> ♦ <i>Our residents are increasingly protected from negative bias in home appraisals</i> ♦ <i>Our residents have access to a robust array of financial resources, opportunities, and support to achieve enduring home ownership and for maintaining their homes</i> ♦ <i>Our housing stock is well maintained, and our neighborhood is served by responsible residential contractors</i> ♦ <i>We are using code enforcement to mitigate the negative effects of predatory lenders and absentee investors</i> ♦ <i>Our residents who rent their housing are increasingly protected by tenant unions</i> ♦ <i>Our vacant lots and buildings are being repurposed and improved</i> ♦ <i>Our Community Land Trust is serving to foster housing affordability</i> ♦ <i>The number of unhoused people in our neighborhood is decreasing</i>

PROSPERITY

Access to Opportunity	<ul style="list-style-type: none"> › Our residents are empowered economically and have increasing opportunities for business ownership and wealth creation including small dollar investments and cooperative ownership (Resilience) › Our residents have access to a robust array of opportunities to establish career pathways, new economy trade skills, and job placement; barriers to obtaining living wage employment are decreasing (Resilience) › Inequality of educational attainment by race, ethnicity and gender is decreasing (Resilience) 	<ul style="list-style-type: none"> ♦ <i>Our schools are achieving greater quality of education and improved educational outcomes</i> ♦ <i>The levels of educational attainment for our youth are increasing</i> ♦ <i>Our residents' rate of enrollment in community college is increasing</i> ♦ <i>Income inequality by race, ethnicity and gender is decreasing</i> ♦ <i>Wealth inequality by race, ethnicity and gender is decreasing</i> ♦ <i>The child poverty rate is decreasing</i> ♦ <i>Our residents' median duration of home ownership is increasing</i> ♦ <i>Our residents and businesses have increasing access to community purchasing agreements</i> ♦ <i>Our residents have access to a robust array of opportunities to build financial literacy and education</i> ♦ <i>Our residents have access to a wide offering of Pre-K programs</i> ♦ <i>Employees of our anchor institutions and local businesses are increasingly living and investing in the neighborhood</i>
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	Selected Objectives	Potential Additional/Future Objectives
Economic Development	<ul style="list-style-type: none"> › Employment in the neighborhood is increasing (Resilience) 	<ul style="list-style-type: none"> ◆ <i>Employment inequality by race, ethnicity and gender is decreasing</i> ◆ <i>Job quality in the neighborhood is increasing</i> ◆ <i>Our business districts are attracting new businesses and jobs especially in the manufacturing, construction, healthcare, food & beverage, and technology sectors</i> ◆ <i>Our local businesses have access to a robust array of resources to support growth including greater access to capital, mentorships, and sufficient space</i> ◆ <i>Our available vacant sites, where appropriate, are being increasingly used for infill residential and infill commercial development</i> ◆ <i>Our local businesses and anchor institutions are hiring employees that live in the neighborhood</i>
Innovation	<ul style="list-style-type: none"> › Our resident entrepreneurs have increasing opportunities with mutual support (Resilience) 	<ul style="list-style-type: none"> ◆ <i>Our neighborhood is attracting businesses and job in emerging sectors such as healthcare</i> ◆ <i>Incubators, accelerators, maker spaces and co-workspaces in our neighborhood are increasing</i> ◆ <i>Our Maker Zone is increasingly a vibrant hub for emerging sector businesses</i>

HEALTH & WELL-BEING

Active Living	<ul style="list-style-type: none"> › Our local parks and the programming therein are improving in quality and accessibility; utilization rates are increasing (Equity) › Our residents live within a ten-minute walk of a quality park in greater numbers (Equity) 	<ul style="list-style-type: none"> ◆ <i>Our neighborhood’s open space network and walkability are improving</i> ◆ <i>Our neighborhood’s pedestrian and bike infrastructure are robust</i> ◆ <i>Our neighborhood’s access to regional all-purpose trails is improving</i>
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	Selected Objectives	Potential Additional/Future Objectives
Health	<ul style="list-style-type: none"> › Health outcome inequality by race, ethnicity and gender is decreasing (Equity) › The health outcomes of our residents are improving, and life expectancy among our residents is increasing (Equity) › Lead poisoning rates in our neighborhood are reduced especially for our children (Equity) 	<ul style="list-style-type: none"> ♦ <i>Our residents' access to quality affordable healthcare, and mental health treatment and services is improving; trauma-informed care is inescapable</i> ♦ <i>Our residents' have health care coverage at increasing rates; use of the Emergency Department is decreasing</i> ♦ <i>Our rates of obesity are decreasing</i> ♦ <i>Our rates of adolescent depression and suicide are decreasing</i> ♦ <i>Our residents' access to drug treatment programs is improving and the rates of opioid addiction are decreasing.</i> ♦ <i>Our ability to collaborate across population health organizations is increased</i> ♦ <i>Our resident's access to telehealth options is increasing</i>
Safety	<ul style="list-style-type: none"> › Public safety in our neighborhood is enhanced; rates of violent crime and property crime are decreasing (Resilience) 	<ul style="list-style-type: none"> ♦ <i>The perception of public safety among our residents is rising</i> ♦ <i>Development projects in our neighborhood are incorporating the principles of CPTED</i> ♦ <i>Our streets are safer for all modes of travel and connectivity</i>
Food Systems	<ul style="list-style-type: none"> › Our residents' access to fresh and affordable healthy food is improving (Equity) 	<ul style="list-style-type: none"> ♦ <i>Food production in our neighborhood through community gardens is increasing</i> ♦ <i>Our residents in need of Food Assistance Program benefits are increasingly able to access such services</i> ♦ <i>Rates of food insecurity among our residents are decreasing</i> ♦ <i>Our residents' adoption of plant forward eating is increasing</i>

CONNECTIVITY

Street Network	<ul style="list-style-type: none"> › Our streets are designed for all modes of connectivity including pedestrians and bicycle riders (Equity) › Our neighborhood is increasingly barrier free (Equity) 	<ul style="list-style-type: none"> ♦ <i>Pedestrian safety improvements at streets, crosswalks and sidewalks in our neighborhood are increasing</i> ♦ <i>Streetscape improvements in our neighborhood are of high quality and consistent with well-understood design standards</i> ♦ <i>The bicycle infrastructure in our neighborhood is growing; protected bike lanes are a priority</i> ♦ <i>Our key east/west streets feature low-stress connections such as protected bike lanes for bicycle riders</i> ♦ <i>Our alleys are preserved and improved</i>
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	Selected Objectives	Potential Additional/Future Objectives
Mobility	<ul style="list-style-type: none"> › Our residents’ access to and use of safe and affordable public transit and first/last mile multi-modal connections are improving (Resilience) › The transit infrastructure in our neighborhood including clean and safe shelters at transit stops is improving 	<ul style="list-style-type: none"> ◆ <i>The number of EV charging stations in our neighborhood is growing</i> ◆ <i>Our anchor institutions’ fleets are increasingly transitioning to EVs</i> ◆ <i>Shared mobility and mobility as a service options in our neighborhood are growing</i>
Digital Network	<ul style="list-style-type: none"> › Our residents’ access to affordable wired and wireless high-speed broadband service is improving (Resilience) › Our residents’ access to technology and technology training is improving (Resilience) 	<ul style="list-style-type: none"> ◆ <i>Our residents’ access to “digital ambassadors” is increasing</i>

LIVING INFRASTRUCTURE

Natural Features	<ul style="list-style-type: none"> › Our natural features are increasingly protected (Resilience) › Our tree canopy is expanding (Climate) 	<ul style="list-style-type: none"> ◆ Our vacant lots are increasingly reused as accessible greenspace or pocket parks
Ecosystem Health	<ul style="list-style-type: none"> › Our contaminated land is being remediated (Resilience) 	<ul style="list-style-type: none"> ◆ Our pollinator populations are increasing ◆ Our rainwater is increasingly being managed naturally and on site with low-impact green infrastructure; pervious paving materials are a priority ◆ Our natural habitats are increasingly being protected and preserved
Connection with Nature	<ul style="list-style-type: none"> › Our access to regional trails and recreation amenities is enhanced and expanded (Equity) 	

RESOURCE REGENERATION

Air and Climate	<ul style="list-style-type: none"> › Our air is increasingly clean, and our air quality is improving (Climate) › Our residents are reducing their energy consumption especially through weatherization and achieving lower energy bills (Climate) 	<ul style="list-style-type: none"> ◆ Rates of asthma among our residents is decreasing especially for our children ◆ Our Scope 1 and Scope 2 energy use in all sectors is decreasing ◆ Our Scope 1 and Scope 2 carbon emissions in all sectors are decreasing ◆ Our deployment of renewable energy sources especially solar energy and ability to use power storage technology is increasing ◆ We remain on target along our pathway toward carbon neutrality ◆ Our residents have increasing access to resilience hubs and energy resilience is increasing
Water	<ul style="list-style-type: none"> › Our water is increasingly clean, and our water quality is improving through improvements to our water infrastructure (Resilience) 	<ul style="list-style-type: none"> ◆ Our water efficiency is improving, and we are using alternatives for non-potable needs
Waste	<ul style="list-style-type: none"> › Our residents and businesses are recycling and reusing resources at increasing rates (Climate) › Our businesses are diverting waste from landfills at increasing rates (Climate) 	<ul style="list-style-type: none"> ◆ Rates of composting among our residents and businesses are increasing

INDICATORS

Having established the context and background of the district and, in concert with the Clark-Fulton Together Master Plan process, having selected Priorities and Objectives that express our collective vision, the District Team has further assembled a set of indicators that will allow us to measure performance relative to our established targets. The indicators and targets herein (see Table 5) were chosen based on the impacts we seek to achieve and the relative access to reliable data sources. Moreover, the District Team has developed a set of indicators and targets that are locally responsive and relevant to our community, our

neighbors, and the neighborhood. Therefore, while certain specific indicators are ones already in use, some are indicators used elsewhere, in some cases by communities we aspire to emulate who have done exemplary work in this regard or utilized in other rating systems we respect and admire.

TABLE 5: MATRIX OF SELECTED INDICATORS BY PRIORITIES AND OBJECTIVES

	Objective	Indicator
PLACE		
Engagement and Inclusion	› We fight racial discrimination and foster healing by making inclusion inescapable and we have the necessary tough conversations (Equity)	♦ Residents participating in REI training as percentage of total population per year and demographic make-up of civic participation by race per year
	› Our Resident Ambassadors are fully engaged leaders in the community; they are well supported and valued (Equity)	♦ Hours volunteered by Resident Ambassadors as number per year and average satisfaction index per year (by survey)
Culture and Identity	› Our residents participate in local cultural events in increasing numbers; civic participation is growing (Equity)	♦ Residents participating in local cultural events as number per year and demographic make-up of cultural event as participation by race per year
	› Our local arts and culture organizations support economic vitality and education efforts (Equity)	♦ Relevant projects and programs by relevant arts and culture organizations as number per year
Public Spaces	› Our new and existing community places, neighborhood gateways, mixed use corridors and destinations are of high quality, welcoming and vibrant (Equity)	♦ Relevant high-quality place-based improvement projects and programs as number per year
	› Our public spaces and recreation facilities offer high quality programmed activities for residents of all ages (Equity)	♦ High-quality programs in both indoor and outdoor public spaces and for all ages as number per year
Housing	› Our housing stock is safe and livable and includes varied typologies and sizes to meet current and future needs for all especially our legacy shareholders; we are developing zoning overlays where needed (Equity)	♦ Housing diversity index score and dwelling units in good condition as percentage of total units
	› Our housing stock is affordable, and our residents are decreasingly cost burdened by housing choices (Resilience)	♦ Dwelling units at affordable levels as percentage of total units
	› Housing is created in the neighborhood using new sustainable, high performance technologies for residential construction (Resilience)	♦ New dwelling units that meet a recognized performance standard such as Energy Star, Emerald Green or similar as percentage of total units per year
PROSPERITY		
Access to Opportunity	› Our residents are empowered economically and have increasing opportunities for business ownership and wealth creation including small dollar investments and cooperative ownership (Resilience)	♦ Available capital investment programs in dollars invested per year, number of participants per year and average investment per year
	› Our residents have access to a robust array of opportunities to establish career pathways, new economy trade skills, and job placement; barriers to obtaining living wage employment are decreasing (Resilience)	♦ Relevant business and career training programs in number per year and number of participants per year
	› Inequality of educational attainment by race, ethnicity and gender is decreasing (Resilience)	♦ Graduation rates in percentage per year by race and gender

	Objective	Indicator
Economic Development	› Employment in the neighborhood is increasing (Resilience)	♦ rate of quality job employment in percentage of total adult population
Innovation	› Our resident entrepreneurs have increasing opportunities with mutual support (Resilience)	♦ available business startup training/mentoring programs in number per year and number of participants per year

HEALTH & WELL-BEING

Active Living	› Our local parks and the programming therein are improving in quality and accessibility; utilization rates are increasing (Equity)	♦ High-quality programs in outdoor venues in number per year and number of participants per year
	› Our residents live within a ten-minute walk of a quality park in greater numbers (Equity)	♦ Residents living within a 0.25 mile walk of a high-quality public park in percentage of total population
Health	› Health outcome inequality by race, ethnicity and gender is decreasing (Equity)	♦ Rates of cardiovascular disease and obesity in percentage of total population
	› The health outcomes of our residents are improving, and life expectancy among our residents is increasing (Equity)	♦ Life expectancy in years on average
	› Lead poisoning rates in our neighborhood are reduced especially for our children (Equity)	♦ Rates of elevated blood-lead levels (children under 6 years of age) in percentage of total population
Safety	› Public safety in our neighborhood is enhanced; rates of violent crime and property crime are decreasing (Resilience)	♦ Composite index score of crime per year
Food Systems	› Our residents' access to fresh and affordable healthy food is improving (Equity)	♦ Dwelling units within a 0.5 mile walk of healthy fresh food source in percentage of total dwelling units

CONNECTIVITY

Street Network	› Our streets are designed for all modes of connectivity including pedestrians and bicycle riders (Equity)	♦ Protected bike lane in new linear feet per year
	› Our neighborhood is increasingly barrier free (Equity)	♦ Public realm improvement projects that remove accessibility barriers in number of projects per year
Mobility	› Our residents' access to and use of safe and affordable public transit and first/last mile multi-modal connections are improving (Resilience)	♦ Mode split of daily-person-trips in percentage/mode
	› The transit infrastructure in our neighborhood including clean and safe shelters at transit stops is improving	♦ New high-quality transit stops in number per year
Digital Network	› Our residents' access to affordable wired and wireless high-speed broadband service is improving (Resilience)	♦ Dwelling units connected to high-quality high-speed internet in number of units per year
	› Our residents' access to technology and technology training is improving (Resilience)	♦ High-quality technology training programs in number per year and number of participants per year

	Objective	Indicator
LIVING INFRASTRUCTURE		
Natural Features	› Our natural features are increasingly protected (Resilience)	◆ Natural land designated as unbuildable in new acres per year
	› Our tree canopy is expanding (Climate)	◆ High-quality street trees planted in number of trees per year
Ecosystem Health	› Our contaminated land is being remediated (Resilience)	◆ Currently contaminated land made suitable for reuse in new acres per year
Connection with Nature	› Our access to regional trails and recreation amenities is enhanced and expanded (Equity)	◆ Population within a 1.0 mile walk of a regional trailhead in percentage of total population
RESOURCE REGENERATION		
Air and Climate	› Our air is increasingly clean, and our air quality is improving (Climate)	◆ Air quality index score (average AQI)
	› Our residents are reducing their energy consumption especially through weatherization and achieving lower energy bills (Climate)	◆ Energy use index score (average EUI)
Water	› Our water is increasingly clean, and our water quality is improving through improvements to our water infrastructure (Resilience)	◆ Water quality index score (in number of detected contaminants vs total possible contaminants)
Waste	› Our residents and businesses are recycling and reusing resources at increasing rates (Climate)	◆ Population regularly recycling in percentage of total population (by survey)
	› Our businesses are diverting waste from landfills at increasing rates (Climate)	◆ CY of diverted non-hazardous of waste in percentage of total waste (by survey)

EXISTING CONDITIONS AND BASELINE PERFORMANCE ASSESSMENT

Having assembled a set of indicators that will allow us to measure performance relative to our established targets, the District Team has also reconfirmed our profile of existing conditions in the table that follows (see Table 6A.) This demographic data informed our selection of Objectives and allowed us to establish baseline performance levels for many of the indicators mentioned herein

and set targets for performance. Unless noted otherwise, all data on existing conditions and baseline performance has been normalized for the year 2018 as our baseline year.

TABLE 6A: EXISTING CONDITIONS AND BASELINE PERFORMANCE ASSESSMENT

EXISTING CONDITIONS	
DEMOGRAPHICS	
Population <i>(2018 ACS for Clark-Fulton Study Area)</i>	12,801 residents 8% Ages 0 to 5 17% Ages 5 to 17 10% Ages 18 to 24 54% Ages 25 to 64 11% Ages 64+ 7% foreign-born (vs. 6% citywide) 18% limited English proficiency (vs. 6% citywide) <i>*Over the last five years, the area has seen an influx of non-Hispanic White residents and an exodus of non-Hispanic Black residents</i> <i>*Since 2009-2013, the area has seen a small population decline</i>
Race and Ethnicity <i>(2018 ACS for Clark-Fulton Study Area)</i>	46% Hispanic 36% White, non-Hispanic 15% Black, non-Hispanic 1% Asian, non-Hispanic
Income <i>(2018 ACS for Clark-Fulton Study Area)</i>	\$28,175 median family income 40% of residents live in poverty
Employment and Education <i>(2018 ACS for Clark-Fulton Study Area)</i>	45% of working-age adults are not in labor force 16% of labor force is unemployed 69% of residents 25yr+ have no college education Top 4 Resident Job Sectors: <ol style="list-style-type: none"> 1. Health Care + Social Assistance (20%) 2. Manufacturing (10%) 3. Accommodation + Food Service (10%) 4. Retail Trade (10%)
Land Use	Zoned mainly for residential, with pockets of Commercial and Light Industrial along the main corridors. MetroHealth Main Campus is designed as an Institutional District overlay Walk Score: 70 of 100 (8th most walkable in Cleveland)
Housing	93% of homes built prior to 1979 (lead paint common) 9% of homes received code violation for maintenance issues or other health and safety deficiencies Median home price: \$25,750 61% renters Est. 86% of home sales were cash sales (2014-2018) Est. 42% homes sold to investors (2014-2018) vs. 39% for City New construction homes listed at 3x price of existing homes

<p>Health and Human Services <i>(Cleveland Progress Index)</i></p>	<p>Life Expectancy: 73 years (US 79 years) Lead Exposure: 19% Children under seven years-old 5,665 residents with inadequate access to grocery options 12% adults with early diabetes diagnosis 14% adults eating 5 or more fruit/vegetable servings per day 46% households receiving SNAP benefits 12% residents without health insurance</p>
<p>Public Safety <i>(Cleveland Progress Index)</i></p>	<p>1,742 violent crimes per 100,000 population (20 of 34 CLE neighborhoods) 5,976 property crimes per 100,000 population (27 of 34 CLE neighborhoods)</p>
<p>Transportation <i>(ACS Communities Survey, Five Year Estimates 2014-2018)</i></p>	<p>80% of households own car Primary Mode of Transportation: 79% cars, 9% public transit 25% of median family income spent on transportation costs (\$7,089 annually)</p>
<p>Water Infrastructure</p>	<ul style="list-style-type: none"> ➤ The district is within the Cuyahoga River Watershed between the Big Creek tributary sub-watershed and the Cuyahoga River Ship Channel. The Cuyahoga River flows into nearby Lake Erie, one of the five lakes comprising the Great Lakes. In total, the Great Lakes contain roughly 21% of the Earth's freshwater. ➤ Cleveland Water provides drinking water services to the City of Cleveland, among other municipalities and the district, through its network of treatment plants and its extensive distribution system. Cleveland Water sources fresh surface water drawn from Lake Erie. ➤ The Northeast Ohio Regional Sewer District (NEORS), a regional wastewater utility, serves Cleveland among other municipalities and the district. The sewer system within the city and neighborhood is primarily a combined sewer system prone to flooding and combined sewer overflows during heavy rainfall. The State of Ohio, the NEORS, and the USEPA entered a consent decree in 2011 requiring specific CSO control and monitoring measures and a Green Infrastructure Plan implemented over 25 years.
<p>Natural Environment</p>	<ul style="list-style-type: none"> ➤ The City of Cleveland and the district are in the Cuyahoga Bioregion, characterized by a temperate continental climate buffered by Lake Erie. Nevertheless, due to Lake Erie warming and cooling more slowly than the land, the lake delays spring and fall and produces much higher average snowfall principally southeast of the lake. ➤ The topography of the district is generally flat, with a bluff at the edge between the district and the Cuyahoga River Ship Channel roughly 100 feet below. ➤ The district is nearly entirely urbanized and bounded by interstate freeways on three sides. The adjacent valley of the Cuyahoga River is the home of heavy industry, including steel production and minerals distribution. The district includes several small urban parks and two cemeteries and otherwise lacks biodiversity, green space, and natural features. ➤ The air quality in Cleveland fails to meet USEPA standards for ozone and PM2.5 positioning the city #31 (out of 226 US metros) for high ozone days and #14 (out of 199 US metros) for annual particle pollution. Principle sources of air pollution include the oil and gas industry, motor vehicles and diesel powered commercial trucks and trains, factories and power plants that use coal and natural gas as fuel sources and construction and road repairs.

Recreation Facilities and Programs	Neighborhood Parks › Roberto Clemente Field › St. Mary's Cementary › Trent Park › Meyer Pool › City Life Center › Clark Recreation Center
Education Facilities and Programs	› Lincoln West High School › Thomas Jefferson Academy › Walton Elementary › Luis Munoz Marin School › Buhner Dual Language › South Branch Library › Fulton Branch Library

INDICATORS BY PRIORITY

	Objective Indicator	Baseline Performance
PLACE		
Engagement and Inclusion	Residents participating in REI training as percentage of total population per year and demographic make-up of civic participation by race per year	<1%, TBD white vs non-white
	Hours volunteered by Resident Ambassadors as number per year and average satisfaction index per year (by survey)	2,200 hours, TBD pending survey
Culture and Identity	Residents participating in local cultural events as number per year and demographic make-up of cultural event as participation by race per year	500 residents, TBD white vs non-white
	Relevant projects and programs by relevant arts and culture organizations as number per year	12 projects and programs
Public Spaces	Relevant high-quality place-based improvement projects and programs as number per year	6 projects and programs
	High-quality programs in both indoor and outdoor public spaces and for all ages as number per year	6 programs
Housing	Housing diversity index score and dwelling units in good condition as percentage of total units	0.25, 50%
	Dwelling units at affordable levels as percentage of total units	5%
	New dwelling units that meet a recognized performance standard such as Energy Star, Emerald Green or similar as percentage of total units per year	5%

	Objective Indicator	Baseline Performance
PROSPERITY		
Access to Opportunity	Available capital investment programs in dollars invested per year, number of participants per year and average investment per year	\$5,000.00, 10 participants, \$500.00 per resident
	Relevant business and career training programs in number per year and number of participants per year	5 programs, 50 participants
	Graduation rates in percentage per year by race and gender	80% white, 80% non-white
Economic Development	Rate of quality job employment in percentage of total adult population	60%
Innovation	Available business startup training/mentoring programs in number per year and number of participants per year	6 programs, 100 participants
HEALTH & WELL-BEING		
Active Living	High-quality programs in outdoor venues in number per year and number of participants per year	6 programs, 100 participants
	Residents living within a 0.25 mile walk of a high-quality public park in percentage of total population	10%
Health	Rates of cardiovascular disease and obesity in percentage of total population	20%
	Life expectancy in years on average	73 years
	Rates of elevated blood-lead levels (children under 6 years of age) in percentage of total population	10.7%
Safety	Composite index score of crime per year	0.5 in 2018
Food Systems	Dwelling units within a 0.5 mile walk of healthy fresh food source in percentage of total dwelling units	5%
CONNECTIVITY		
Street Network	Protected bike lane in new linear feet per year	0 feet in 2018
	Public realm improvement projects that remove accessibility barriers in number of projects per year	3 projects
Mobility	Mode split of daily-person-trips in percentage/mode	TBD
	New high-quality transit stops in number/year	0 new transit stops
Digital Network	Dwelling units connected to high-quality high-speed internet in number of units per year	0 dwelling units
	High-quality technology training programs in number per year and number of participants per year	0 programs, 0 participants

	Objective Indicator	Baseline Performance
LIVING INFRASTRUCTURE		
Natural Features	Natural land designated as unbuildable in new acres per year	0 acres
	High-quality street trees planted in number of trees per year	0 trees
Ecosystem Health	Currently contaminated land made suitable for reuse in new acres per year	0 acres
Connection with Nature	Population within a 1.0 mile walk of a regional trailhead in percentage of total population	10%
RESOURCE REGENERATION		
Air and Climate	Air quality index score (average AQI)	25
	Energy use index score (average EUI)	TBD
Water	Water quality index score (in number of detected contaminants vs total possible contaminants)	12/24
Waste	Population regularly recycling in percentage of total population (by survey)	25% estimate pending survey
	CY of diverted non-hazardous of waste in percentage of total waste (by survey)	10% estimate pending survey

TABLE 6B: CLARK-FULTON'S BASELINE ENERGY USE

Source: City of Cleveland GHG Inventory, Reporting Year 2018

BASE YEAR ENERGY USE								
Energy End-Uses	Energy Use (million Btu/year)						Total Annual Energy Use	% of Total Annual Energy Use
	Scope 1		Scope 2					
	Buildings Using Natural Gas/Fuel Oil	Internal Transportation Fuels	Grid-Supplied Electricity (Note 2)					
			Buildings	Internal Transportation	District Infrastructure			
BUILDINGS								
Residential	183	-	37,718	-	-	37,901		
Commercial/Institutional	133	-	35,110	-	-	35,243		
Manufacturing/Construction	237	-	143,518	-	-	143,755		
Buildings Subtotal	553	-	216,346	-	-	216,899		
TRANSPORTATION (VEHICLE MILES TRAVELED)								
Passenger Motor Vehicles	-	31,056,594	-	-	-			
Transit Vehicles/Commercial	-	2,334,000	-	-	-			
Transportation Subtotal	-	33,390,594	-	-	-			
INFRASTRUCTURE								
Street Lighting & Traffic Control	-	-	-	-	Note 1	Note 1	Note 1	
Infrastructure Subtotal	-	-	-	-	Note 1	Note 1	Note 1	
TOTAL								
District Total	553	-	216,346			216,899	100%	

Note 1: City of Cleveland GHG Inventory includes street lighting and traffic control energy use and emissions in Scope 2 non-residential buildings/commercial/institutional category.

Note 2: Includes CEI and CPP combined

TABLE 6C: CLARK-FULTON'S CO₂ EMISSIONS INVENTORY

Source: City of Cleveland GHG Inventory, Reporting Year 2018

BASE YEAR ENERGY USE								
Energy End-Uses	Emissions (mtCO ₂ e/year)						Total Annual Energy Use	% of Total Annual Energy Use
	Scope 1		Scope 2					
	Buildings Using Natural Gas/Fuel Oil	Internal Transportation Fuels	Grid-Supplied Electricity (Note 2)					
Buildings			Internal Transportation	District Infrastructure				
BUILDINGS								
Residential	9,732	-	4,461	-	-	14,193	20%	
Commercial/Institutional	7,053	-	4,145	-	-	11,198	16%	
Manufacturing/Construction	12,581	-	16,959	-	-	29,540	41%	
Buildings Subtotal	29,366	-	25,565	-	-	54,931	76%	
TRANSPORTATION								
Passenger Motor Vehicles	-	13,245	-	-	-	13,245	18%	
Transit Vehicles/Commercial	-	3,975	-	-	-	3,975	6%	
Transportation Subtotal	-	17,220	-	-	-	17,220	24%	
INRASTRUCTURE								
Street Lighting & Traffic Control	-	-	-	-	Note 1	Note 1	Note 1	
Infrastructure Subtotal	-	-	-	-	Note 1	Note 1	Note 1	
TOTAL								
District Total	29,366	17,220	25,565	-	-	72,151	100%	
ADJUSTED BASE YEAR EMISSIONS								
On-Site Sequestration (CO ₂ metric tons/year)	-	-	-	-	-	-	-	
Excess Renewable Power Sales Offset (CO ₂ metric tons/year)	-	-	-	-	-	-	-	
Adjusted District Total (CO ₂ metric tons/year)	-	-	-	-	-	-	-	

Note 1: City of Cleveland GHG Inventory includes street lighting and traffic control energy use and emissions in Scope 2 non-residential buildings/commercial/institutional category.

Note 2: Includes CEI and CPP combined

EXISTING LOCAL TARGETS AND PARALLEL EFFORTS

Except for the Cleveland Climate Action Plan, the forgoing Census of Local Plans sets no quantified future performance targets that would inform our Objective indicator targets. Nevertheless, numerous parallel local community-scale programs are supporting nearly all the Objectives. Those parallel efforts are described in Table 7 below. Concerning targets for climate protection, the Clark-Fulton/MetroHealth EcoDistrict is committed to achieving the

performance targets set in the 2013 Cleveland Climate Action Plan, updated in 2018, including the greenhouse gas reduction goal of 80% below 2010 emissions by 2050, with an interim goal of 40% reduction by 2030.

TABLE 7: MATRIX OF LOCAL PARALLEL EFFORTS

	Parallel Efforts
PLACE	
Engagement and Inclusion	<ul style="list-style-type: none"> › Growing Racial Equity in Northeast Ohio, now in its third year, presented by Cleveland Neighborhood Progress in collaboration with Third Space Action Lab, this awareness and action program has trained over 3,000 concerned citizens from across the region. › Neighborhood Leadership Development Program, a community-wide program to uniquely develop the diverse leadership abilities of engaged Clevelanders who are committed to creating a city that works for everyone.
Culture and Identity	<ul style="list-style-type: none"> › Assembly for the Arts, a collective of like-minded artists, storytellers, non-profit organizations, creative enterprises and professionals that unite around a shared set of values. Empowering all through advocacy, activism, racial equity, and creative resources for the arts. › Arts in Health, a MetroHealth program dedicated to transforming health and healing through the arts. The effort integrates the arts in a variety of settings: in the hospital, clinics, and health centers, and the neighborhoods served by the hospital. › Creative Fusion, an arts residency program sponsored by the Cleveland Foundation now in its thirteenth year. The effort has brought more than 100 accomplished or rising artists from the around the world to Cleveland and collaborated with local Cleveland artists.
Public Spaces	<ul style="list-style-type: none"> › MetroHealth Community Park Plan, a plan to, through consolidation of facilities, expand the current 2 acres of campus greenspace to 25 acres, nearly half the total property. The centerpiece of the plan is an 8-acre urban community park between West 25th Street and Scranton Road, giving residents, patients and visitors a space to relax, walk and enjoy the outdoors. › West 25th Street/25 Connects, expected adoption in August 2021, a community planning process by the Greater Cleveland Regional Transit Authority to provide design recommendations and the tools to support a future West 25th Street corridor focused on walkable, transit-supportive mixed-use community development. › Cleveland Spaces Vital Places, a series of seven (7) workshops presented by Sustainable Cleveland designed to inform residents about resources and practices needed to revitalize vacant lots in their community.
Housing	<ul style="list-style-type: none"> › Mayor’s Neighborhood Transformation Initiative, adopted in 2018, an innovative municipal partnership to stabilize historically fringed neighborhoods offering new tools, programs, and resources to foster vibrancy and inclusion. › 10-Year Housing Investment Plan, adopted in July 2020, a planning process to inform and guide Cleveland’s housing investment strategy going forward to create diverse and affordable housing. › Cleveland Division of Neighborhood Services, a vital division of the City of Cleveland Office of Community Development, offering programs that strengthen Cleveland neighborhoods and services to homeowners, tenants, merchants and institutions to preserve homes. Programs include direct loans/grants to property owners for repair, renovation, energy conservation, and safety improvements. › Ward 14 Housing Pilot, a program enabled by legislation sponsored by Councilwoman Jasmin Santana, to rehabilitate vacant and blighted homes in Ward 14 to sell at affordable prices. › Cleveland Green Housing Policy and Green Building Standards, in effect since in 2009, all projects seeking public funding and incentives must meet the requirements set forth in the “Cleveland Green Standard.” The standard established is based on the nationally recognized green building criteria and standards of Enterprise Green Communities Initiative.

Parallel Efforts	
PROSPERITY	
Access to Opportunity	<ul style="list-style-type: none"> › Mayor’s Neighborhood Transformation Initiative, adopted in 2018, an innovative municipal partnership to stabilize historically fringed neighborhoods offering new tools, programs, and resources to foster vibrancy and inclusion. › Mayor’s Neighborhood Transformation Initiative Forgivable Loans, provide financial assistance to businesses and landlords located in Clark-Fulton which aim to fill vacancy and reactivate commercial corridors. › Neighborhood Retail Assistance Program, a program of the City of Cleveland Office of Economic Development that assists existing and start up small businesses and entrepreneurs. › Business Incentives and Financing, a program of the City of Cleveland Office of Economic Development offering a variety of loans and grants to expand or relocate companies to Cleveland including the Job Creation Incentive Program, Municipal Small Business Initiatives, Equipment Loans, Vacant Property Initiative and the Working Capital Loan Program. › MetroHealth Economic Opportunity Center, planned to open in 2022 and operated in partnership with Cuyahoga Community College, will offer job training and financial and digital literacy training to provide equitable access to career pathways. › Shared Prosperity Partnership, as an SP2 City, Cleveland, through the Fund for Our Economic Future, is engaging civic, community and business leaders to develop targeted strategies that promote equitable growth and support Black and Latinx communities living with low incomes. › Cleveland Investment Fund, currently in the pilot phase, Clark-Fulton, through the Fund for Our Economic Future, is launching a community investment fund to allow for the aggregation of capital from residents to cooperatively purchase assets in their neighborhood. Investment ideally will include community real estate investment funds, pooled income funds, charitable loan funds and qualified Opportunity Zone funds.
Economic Development	<ul style="list-style-type: none"> › Mayor’s Neighborhood Transformation Initiative, adopted in 2018, an innovative municipal partnership to stabilize historically fringed neighborhoods offering new tools, programs, and resources to foster vibrancy and inclusion. › Towards Employment, a leader in workforce development connecting people with jobs and companies with good workers through job readiness training, career planning coaching, and skill building as well as supportive services, assistance for transportation, tools and uniforms and legal assistance.
Innovation	<ul style="list-style-type: none"> › Hispanic Center for Economic Development, a host organization to the Small Business Development Centers program, the Northeast Ohio Hispanic Chamber of Commerce and the lead organization for the redevelopment and placemaking initiative, La Villa Hispana. › Jump Start, a venture development organization, combining the principles of (private) venture capital and (non-profit) economic development to help entrepreneurs start and grow companies.

HEALTH & WELL-BEING

Active Living	<ul style="list-style-type: none"> › MetroHealth Community Park Plan, a plan to, through consolidation of facilities, expand the current 2 acres of campus greenspace to 25 acres, nearly half the total property. The centerpiece of the plan is a 12-acre urban community park between West 25th Street and Scranton Road, giving residents, patients and visitors a space to relax, walk and enjoy the outdoors. › The Trust for Public Land, recently released research to help the City of Cleveland prioritize building and improving parks in the neighborhoods that need them more. The findings also illustrate the economic benefits these additional parks could have for the community.
Health	<ul style="list-style-type: none"> › MetroHealth Institute for HOPE, launched in 2019, an institute designed to understand better the complete picture of patients and their lives beyond the hospital's walls, identify and help eliminate barriers to health and well-being, and fix the root causes of health disparities. › MetroHealth Community Responsive Care Institute, launched in 2021, a multi-faceted effort to monitor diseases at the grassroots level, to develop new health delivery models to focus on prevention. › Healthcare Innovation District, announced in 2021, a collaboration among three major hospitals, including MetroHealth and two universities on research and job development in healthcare seeking to foster equitable health outcomes and economic opportunity. › Lead Safe Cleveland, launched in 2017 with legislation adopted by Cleveland City Council in 2020, a public-private partnership formed to address lead poisoning through education screening and remediation of toxic environments. › Health Improvement Partnership (HIP-Cuyahoga), a diverse collective of over 100 agencies across sectors committed to fostering health and wellness for all in Cuyahoga County through policy, community engagement, collective impact, and perspective transformation.
Food Systems	<ul style="list-style-type: none"> › Food as Medicine, sponsored by MetroHealth, a food clinic for patients at MetroHealth. It's part of a pilot program to address food insecurity issues in Cuyahoga County. › Freshly Rooted, an innovative enterprise aimed at empowering individuals to make healthy food and lifestyle choices that can be sustained for a lifetime. The organization offers cooking classes and educational workshops to help the community better understand the importance of eating whole foods and proper nutrition.

	Parallel Efforts
CONNECTIVITY	
Street Network	<ul style="list-style-type: none"> › City of Cleveland Complete and Green Streets Ordinance, adopted in 2011 and in effect in 2012, an ordinance requiring implementation of sustainable policies and guidelines within the public rights of way, creating a walking, biking, and public transportation-friendly City.
Mobility	<ul style="list-style-type: none"> › West 25th Street/25 Connects, expected adoption in August 2021, a community planning process by the Greater Cleveland Regional Transit Authority to provide design recommendations and the tools to support a future West 25th Street corridor focused on walkable, transit-supportive mixed-use community development. › Bike and Scooter Share, offered by Bike Cleveland, provides various options and easy availability to move around Cleveland car-free.
Digital Network	<ul style="list-style-type: none"> › Digital C/EmpowerCLE+, launched in 2019, an initiative to provide access to technology and bring reliable, high-speed broadband Internet to under-connected and unconnected communities.
LIVING INFRASTRUCTURE	
Natural Features	<ul style="list-style-type: none"> › Cleveland Tree Plan, launched in 2015 and updated in 2020, a community-wide collaboration to rebuild the urban forest with new healthy trees.
Connection with Nature	<ul style="list-style-type: none"> › Cuyahoga Greenways, a county wide initiative to envision, plan, and implement greenways and urban trails throughout Cuyahoga County. › Cleveland MetroParks 2020 Plan, outlines how the Park District can have greater impact by addressing different levels of concern, including the surrounding communities, the core service area (Cuyahoga County and Hinckley Township in Medina County), and the larger region.
RESOURCE REGENERATION	
Air and Climate	<ul style="list-style-type: none"> › Cleveland Climate Action Plan, launched in 2013 and updated in 2018, a plan establishing a greenhouse gas reduction goal of 80% below 2010 emissions by 2050.

ROADMAP HORIZON YEAR

The District Team for the Clark-Fulton/MetroHealth EcoDistrict has confirmed our horizon year as the year 2030, twelve years beyond our baseline year of 2018. The District Team is targeting that the district will be climate neutral by the year 2050. These milestones are consistent with the most recent update of the Cleveland Climate Action Plan from

2018 and the Biden Administration's goals for climate action in particular, as indicated in the Energy Policy Act of 2020 and the American Jobs Plan of 2021.

DISTRICT BUILD-OUT ESTIMATE

Clark-Fulton is a relatively densely developed traditional urban neighborhood, albeit with some evidence of abandonment and vacancy. As such, there is little available land for large-scale commercial or residential development. Much of the district is zoned for residential use, while infill parcels along the arterials

are zoned commercial and light industrial. The anomaly, given the current development density and the most significant new construction project, by far, is the 710,000 square foot, 11-story, new hospital tower now underway, built by MetroHealth System. The MetroHealth campus is zoned institutional. Construction of the new hospital tower will permit a

substantial consolidation of campus facilities yielding roughly 25 acres of open space when the unification is complete. Nearly half of the resulting campus open space will be devoted to a 12-acre community park, a substantial gift by MetroHealth to the Clark-Fulton neighborhood.

The significant investment in the neighborhood by MetroHealth has and will continue to catalyze private market development pressure for new market-rate housing and commercial uses. Several affordable housing projects are currently underway – MetroHealth is developing Via Sana, a 72-unit building with 36,000 square feet of ground-floor retail – and others are foreseen. But the neighborhood has expressed significant concerns about displacement since adjacent neighborhoods have seen a substantial increase in the development of higher-priced, market-rate housing.

The tables that follow provide additional detail about the forecasted population and employment growth in Clark-Fulton between today and the horizon year of 2030 and an estimate of residential and non-residential new construction and significant renovation projected for the same period (see Table

8A.) A further description of the expected performance levels of new construction and substantial renovation are included (see Table 8B). Of note, the new MetroHealth hospital is setting a high bar by adhering to several premier sustainability performance standards. The hospital tower is expected to achieve LEED certification under LEED BD+C, Healthcare v4, WELL Building certification under WELL v2, and meet all the required benchmarks for sustainability required by Practice Green Health.

TABLE 8A: DISTRICT BUILD-OUT ESTIMATES

	Short Term, 2018-2025	Medium Term to Horizon Year, 2025-2030	Carbon Neutral Year, 2030-2050
Population growth, adults	100	100	250
Employment growth, jobs	50	50	150
Residential construction, new, dwelling units	75 DUs	125 DUs	175 DUs
Residential construction, renovated, dwelling units	60 DUs	60 DUs	100 DUs
Commercial construction, new, square feet (SF)	750,000 SF (includes MH hospital)	250,000 SF (includes MH outpatient pavilion)	100,000 SF
Commercial Construction, renovated, square feet (SF)	150,000 SF	150,000 SF	250,000 SF

TABLE 8B: EXPECTED PERFORMANCE LEVELS OF CONSTRUCTION

Residential Construction, new	Energy Star Certified, with EUI below median
Residential Construction, renovated	Energy Star Certified
Commercial Construction, new	LEED Certified, v4, with EUI below median
Commercial Construction, renovated	LEED Certified, v4

HORIZON YEAR PERFORMANCE TARGETS

Having selected 36 Priority-driven Objectives that express our collective vision, including at least one indicator for each Objective, indicators which will allow us to measure performance, we have further determined quantitative

horizon year performance targets for each Objective as indicated in the following table (see Table 9.)

TABLE 9: HORIZON YEAR PERFORMANCE TARGETS, 2030

	Objective Indicator	2030 Target
PLACE		
Engagement and Inclusion	Residents participating in REI training as percentage of total population per year and demographic make-up of civic participation by race per year	8%, TBD white vs non-white
	Hours volunteered by Resident Ambassadors as number per year and average satisfaction index per year (by survey)	4,000 hours, TBD pending survey
Culture and Identity	Residents participating in local cultural events as number per year and demographic make-up of cultural event as participation by race per year	1,000 residents, TBD white vs non-white
	Relevant projects and programs by relevant arts and culture organizations as number per year	18 projects and programs
Public Spaces	Relevant high-quality place-based improvement projects and programs as number per year	12 projects and programs
	High-quality programs in both indoor and outdoor public spaces and for all ages as number per year	12 programs
Housing	Housing diversity index score and dwelling units in good condition as percentage of total units	0.50, 75%
	Dwelling units at affordable levels as percentage of total units	10%
	New dwelling units that meet a recognized performance standard such as Energy Star, Emerald Green or similar as percentage of total units per year	8%
PROSPERITY		
Access to Opportunity	Available capital investment programs in dollars invested per year, number of participants per year and average investment per year	\$25,000, 25 participants, \$1,000 per resident
	Relevant business and career training programs in number per year and number of participants per year	10 programs, 100 participants
	Graduation rates in percentage per year by race and gender	88% white, 88% non-white
Economic Development	Rate of quality job employment in percentage of total adult population	80%
Innovation	Available business startup training/mentoring programs in number per year and number of participants per year	12 programs, 200 participants

	Objective Indicator	2030 Target
HEALTH & WELL-BEING		
Active Living	High-quality programs in outdoor venues in number per year and number of participants per year	12 programs, 200 participants
	Residents living within a 0.25 mile walk of a high-quality public park in percentage of total population	75%
Health	Rates of cardiovascular disease and obesity in percentage of total population	TBD
	Life expectancy in years on average	77.5 years
	Rates of elevated blood-lead levels (children under 6 years of age) in percentage of total population	5%
Safety	Composite index score of crime per year	0.25
Food Systems	Dwelling units within a 0.5 mile walk of healthy fresh food source in percentage of total dwelling units	25%
CONNECTIVITY		
Street Network	Protected bike lane in new linear feet per year	500 new feet
	Public realm improvement projects that remove accessibility barriers in number of projects per year	6 projects
Mobility	Mode split of daily-person-trips in percentage/mode	TBD
	New high-quality transit stops in number/year	3 new transit stops
Digital Network	Dwelling units connected to high-quality high-speed internet in number of units per year	100 dwelling units
	High-quality technology training programs in number per year and number of participants per year	5 programs, 100 participants
LIVING INFRASTRUCTURE		
Natural Features	Natural land designated as unbuildable in new acres per year	10 new acres
	High-quality street trees planted in number of trees per year	25 new trees
Ecosystem Health	Currently contaminated land made suitable for reuse in new acres per year	5 new acres
Connection with Nature	Population within a 1.0 mile walk of a regional trailhead in percentage of total population	25%
RESOURCE REGENERATION		
Air and Climate	Air quality index score (average AQI)	20
	Energy use index score (average EUI)	TBD
Water	Water quality index score (in number of detected contaminants vs total possible contaminants)	8/24
Waste	Population regularly recycling in percentage of total population (by survey)	50% estimate pending survey
	CY of diverted non-hazardous of waste in percentage of total waste (by survey)	20% estimate pending survey

OUR NEIGHBORHOOD VISION

4

STRATEGIES



FULTON WEST
A vibrant residential neighborhood that has the access to Fulton Rd shops, and serves as a link and connection to the Stockyards community.

NEIGHBORHOOD CENTER
A neighborhood center for residents to gather, play, celebrate, and entertain.

CLARK & WALTON AVE
A place to teach, produce, and create! Preserve the semi-industrial heritage, businesses and encourage more business and activity.

W 25TH ST
A mixed-use destination for health and entertainment. Extend the reach of MetroHealth and leverage the accessibility the BRT line will bring.

GREENWAYS
These streets have bike lanes and sidewalks that make it easy and safe to get around the neighborhood. Greenways will connect to the regional trail system.

FULTON ROAD
A place for small, local mom & pop shops.



CORRESPONDS WITH SECTION 6 OF THE CLARK-FULTON TOGETHER MASTER PLAN

6
Create Welcoming, Accessible, and Authentic Open Spaces
Crear Espacios Libres que Sean Accesibles, Accesibles y Auténticos

6
Create Welcoming, Accessible, and Authentic Open Spaces
Crear Espacios Libres que Sean Accesibles, Accesibles y Auténticos



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POTENTIAL STRATEGIES

Having confirmed our Priorities, Objectives and Indicators, the District Team, in concert with the Clark-Fulton Together Master Plan process, began formulating potential strategies to achieve our collective vision. These potential strategies are identified in the pages that follow. This effort included numerous meetings and presentations, both with the community and as a team with consultants, to identify and classify potential strategies for achieving the performance targets that inform our vision.

We assembled at least one feasible strategy for each Objective although certain strategies serve multiple Objectives (see Table 10.)

We consistently strove to include potential strategies that avoid duplication of effort with others in the

community while, at the same time, exploring the gaps of unmet needs and unexplored opportunities.

TABLE 10: POTENTIAL STRATEGIES

	Strategies
PLACE	
Engagement and Inclusion	<ul style="list-style-type: none"> › Develop and offer a community-wide, free, REI training program › Increase the current capacity and impact of the Resident Ambassadors program
Culture and Identity	<ul style="list-style-type: none"> › Implement cross-sector collaboration on planning and marketing for local cultural events
Public Spaces	<ul style="list-style-type: none"> › Implement cross-sector collaboration on planning for local public realm improvements › Implement cross-sector collaboration on planning programs in both indoor and outdoor public spaces and for all ages
Housing	<ul style="list-style-type: none"> › Incentivize and reward residential development projects that achieve a housing diversity index score of 0.5 or greater. › Incentivize and reward residential development projects that achieve housing affordability of 80% AMI for rental units and 100% AMI for for-sale dwelling units › Implement additional targeted code enforcement › Incentivize, and reward residential development projects that achieve performance of Energy Star certified.
PROSPERITY	
Access to Opportunity	<ul style="list-style-type: none"> › Implement cross-sector collaboration on planning for capital investment programs including establishing a Community Investment Fund › Partner with career training organizations including Tri-C on additional targeted business and career training programs › Implement cross-sector collaboration with Esperanza and CMSD on planning and execution of mentoring and tutoring programs for high school students
Economic Development	<ul style="list-style-type: none"> › Implement cross-sector collaboration with the HBC, GCP and FOEF on planning and execution of job creation in targeted industries and sectors
Innovation	<ul style="list-style-type: none"> › Implement cross-sector collaboration with the HBC and Esperanza on planning and execution of business startups in targeted industries and sectors
HEALTH & WELL-BEING	
Active Living	<ul style="list-style-type: none"> › Implement cross-sector collaboration with the City of Cleveland on planning and execution of park programming › Implement cross-sector collaboration with the City of Cleveland on planning and construction of park development on infill lots
Health	<ul style="list-style-type: none"> › Implement cross-sector collaboration with MetroHealth on planning and execution of active living programming › Implement cross-sector collaboration with MetroHealth on planning and execution of food as medicine programming
Safety	<ul style="list-style-type: none"> › Offer a community-wide, free, training program on environmental security planning and design
Food Systems	<ul style="list-style-type: none"> › Implement cross-sector collaboration with the MWCDO on planning and execution of fresh food retail in existing or new construction

Strategies	
CONNECTIVITY	
Street Network	<ul style="list-style-type: none"> › Implement cross-sector collaboration with the MWCDO on planning and execution of public realm projects including bike infrastructure
Mobility	<ul style="list-style-type: none"> › Educate, incentivize, and reward residents and employees that utilize public transportation
Digital Network	<ul style="list-style-type: none"> › Implement cross-sector collaboration with MetroHealth, Digital C and EmpowerCLE+ on planning and execution of broadband connections › Implement cross-sector collaboration with MetroHealth, Digital C and EmpowerCLE+ on planning and execution of a digital mentor program
LIVING INFRASTRUCTURE	
Natural Features	<ul style="list-style-type: none"> › Implement cross-sector collaboration with MWCDO, WRLC and the City and County Landbanks on aggregating and controlling land bank lots › Implement cross-sector collaboration with MWCDO and the City and County Tree Canopy programs
Ecosystem Health	<ul style="list-style-type: none"> › Implement cross-sector collaboration with MWCDO, WRLC and the City and County Landbanks on aggregating and controlling land bank lots
Connection with Nature	<ul style="list-style-type: none"> › Implement cross-sector collaboration with Cleveland MetroParks on planning and construction of regional trails
RESOURCE REGENERATION	
Air and Climate	<ul style="list-style-type: none"> › Educate, incentivize, and reward residential development projects that achieve performance of Energy Star certified. › Educate, incentivize, and reward residents and employees that utilize public transportation
Water	<ul style="list-style-type: none"> › Educate, incentivize, and reward residents to conserve water
Waste	<ul style="list-style-type: none"> › Educate, incentivize, and reward residents to recycle and compost › Educate, incentivize, and reward businesses to divert non-hazardous waste from landfills

STRATEGIES ASSESSMENT

Furthermore, the District Team has assessed the potential strategies described in the forgoing section using a range of feasibility criteria to evaluate the likelihood of each strategy achieving our performance targets (see Tables 11A, 11B, 11C, and 11D.) Feasibility criteria considered include technical readiness, financial soundness, risk of inaction, capacity to manage, level of stakeholder support and concurrence with the Clark-Fulton Together Master Plan. This assessment was crucial in determining our final proposed

strategies for implementation, as our proposed strategies are those that ranked highest among all strategies considered. Such assessment will remain crucial in the coming years as strategies adapt. The tables that follow outline the results of our initial strategy assessments.

TABLE 11A: MATRIX OF STRATEGY ASSESSMENT

Criteria	Score 1	Score 2	Score 3
Impact on Targets	This project/program would make minor progress towards achieving our performance targets	This project/program would make moderate progress towards achieving our performance targets	This project/program would make significant progress towards achieving our performance targets
Human Resources	We do not yet have the human resources to manage this project/program.	We have some of the human resources to manage this project/program.	We have sufficient human resources to manage this project/program.
Technical Resources	We do not yet have the technical resources or expertise to manage this project/program.	We have some of the technical resources or expertise to manage this project/program.	We have sufficient technical resources or expertise to manage this project/program.
Capital Costs	We do not have sufficient capital funding to implement this project/program.	We have partial capital funding to implement this project/program.	We have sufficient capital funding to implement this project/program.
Operational Costs	We do not have sufficient operational funding to implement this project/program.	We have partial operational funding to implement this project/program.	We have sufficient operational funding to implement this project/program.
Duplication of Resources	This project/program is being fully implemented by others in the community or region	This project/program is being partly implemented by others in the community or region	This project/program is not being implemented by others in the community or region
Risk of Inaction	The risk of not implementing this project/program is low	The risk of not implementing this project/program is moderate	The risk of not implementing this project/program is severe
Master Plan Priority	This project/program is a low priority in the Clark-Fulton Together Master Plan	This project/program is a moderate priority in the Clark-Fulton Together Master Plan	This project/program is a high priority in the Clark-Fulton Together Master Plan

TABLE 11B: MATRIX OF STRATEGY IMPACT ON HORIZON YEAR PERFORMANCE

Applicable Strategy	Assessment Score (x/24)	Impact on 2030 Targets
Develop and offer a community-wide, free, REI training program	17	2%
Increase the current capacity and impact of the Resident Ambassadors program	17	2%
Implement cross-sector collaboration on planning and marketing for local cultural events	14	1%
Implement cross-sector collaboration on planning for local public realm improvements	17	2%
Implement cross-sector collaboration on planning programs in both indoor and outdoor public spaces and for all ages	17	2%
Incentivize and reward residential development projects that achieve a housing diversity index score of 0.5 or greater.	19	2%
Incentivize and reward residential development projects that achieve housing affordability of 80% AMI for rental units and 100% AMI for for-sale dwelling units	19	2%
Implement additional targeted code enforcement	20	2%
Incentivize, and reward residential development projects that achieve performance of Energy Star certified.	18	5%
Implement cross-sector collaboration on planning for capital investment programs including establishing a Community Investment Fund	20	5%
Partner with career training organizations including Tri-C on additional targeted business and career training programs	18	2%
Implement cross-sector collaboration with Esperanza and CMSD on planning and execution of mentoring and tutoring programs for high school students	18	2%
Implement cross-sector collaboration with the HBC, GCP and FOEF on planning and execution of job creation in targeted industries and sectors	18	2%
Implement cross-sector collaboration with the HBC and Esperanza on planning and execution of business startups in targeted industries and sectors	18	2%
Implement cross-sector collaboration with the City of Cleveland on planning and execution of park programming	17	1%
Implement cross-sector collaboration with the City of Cleveland on planning and construction of park development on infill lots	18	2%

Applicable Strategy	Assessment Score (x/24)	Impact on 2030 Targets
Implement cross-sector collaboration with MetroHealth on planning and execution of active living programming	21	3%
Implement cross-sector collaboration with MetroHealth on planning and execution of food as medicine programming	21	3%
Offer a community-wide, free, training program on environmental security planning and design	18	1%
Implement cross-sector collaboration with the MWCDO on planning and execution of fresh food retail in existing or new construction	21	5%
Implement cross-sector collaboration with the MWCDO on planning and execution of public realm projects including bike infrastructure	20	3%
Educate, incentivize, and reward residents and employees that utilize public transportation	20	5%
Implement cross-sector collaboration with MetroHealth, Digital C and EmpowerCLE+ on planning and execution of broadband connections	22	5%
Implement cross-sector collaboration with MetroHealth, Digital C and EmpowerCLE+ on planning and execution of a digital mentor program	20	2%
Implement cross-sector collaboration with MWCDO, WRLC and the City and County Landbanks on aggregating and controlling land bank lots	21	5%
Implement cross-sector collaboration with MWCDO and the City and County Tree Canopy programs	21	5%
Implement cross-sector collaboration with Cleveland MetroParks on planning and construction of regional trails	16	1%
Educate, incentivize, and reward residents to conserve water	17	2%
Educate, incentivize, and reward residents to recycle and compost	17	2%
Educate, incentivize, and reward businesses to divert non-hazardous waste from landfills	17	2%
SubTotal Impact		80%
Regional, National and Global Strategies Required		20%
Total Impact		100%

TABLE 11C: MATRIX OF STRATEGY IMPACT ON CARBON NEUTRALITY

Applicable Strategies	Impact on 2030 Targets	Impact on 2050 Targets
Implement cross-sector collaboration on planning for local public realm improvements	1%	2%
Incentivize, and reward residential development projects that achieve performance of Energy Star certified.	2%	5%
Implement cross-sector collaboration with the HBC, GCP and FOEF on planning and execution of job creation in targeted industries and sectors	1%	2%
Implement cross-sector collaboration with the HBC and Esperanza on planning and execution of business startups in targeted industries and sectors	1%	2%
Implement cross-sector collaboration with the City of Cleveland on planning and construction of park development on infill lots	1%	2%
Implement cross-sector collaboration with MetroHealth on planning and execution of active living programming	1%	2%
Implement cross-sector collaboration with MetroHealth on planning and execution of food as medicine programming	1%	2%
Implement cross-sector collaboration with the MWCDO on planning and execution of fresh food retail in existing or new construction	1%	2%
Implement cross-sector collaboration with the MWCDO on planning and execution of public realm projects including bike infrastructure	2%	5%
Educate, incentivize, and reward residents and employees that utilize public transportation	2%	5%
Implement cross-sector collaboration with MWCDO and the City and County Tree Canopy programs	2%	5%
Implement cross-sector collaboration with Cleveland MetroParks on planning and construction of regional trails	1%	2%
Educate, incentivize, and reward residents to recycle and compost	1%	2%
Educate, incentivize, and reward businesses to divert non-hazardous waste from landfills	1%	2%
SubTotal Impact	18%	40%
Regional, National and Global Strategies Required	12%	60%
Total Impact	30%	100%

TABLE 11D: ILLUSTRATIVE DECARBONIZATION STRATEGIES

CARBON NEUTRALITY PATHWAY					
Illustrative Decarbonization Strategies by Sector	Base Year CO2 Emissions (metric tons/year)	Carbon Neutrality Targets (% CO2 emissions reduction from base year)			Neutrality Year Results
		Short-Term Milestone Year 2030	Mid-Term Milestone Year 2040	Neutrality Year 2050	
BUILDINGS					
Residential & Non-Residential	54,931				
State renewable portfolio standard improvement		1,600	1,700	2,193	5,493
State building code energy efficiency improvement		1,600	1,700	2,193	5,493
Appliance & technology efficiency improvement		800	850	1,096	2,746
Net zero/net positive energy design – new construction		1,600	1,700	2,193	5,493
High-efficiency retrofits – lighting/space conditioning		1,600	1,700	2,193	5,493
Vegetative cooling/carbon sequestration		800	850	1,096	2,746
Onsite renewable power generation		1,600	1,700	2,193	5,493
Carbon free district heating & cooling		800	850	1,096	2,746
TRANSPORTATION					
Motor Vehicles	13,245				
Fuel efficiency improvements		1,250	1,350	1,373	3,973
Fuel switching to electricity & clean vehicles		800	900	949	2,649
Mode switch to walk/bike – service facility improvements/land use & design improvements		1,250	1,350	1,373	3,973
Transit/Commercial Vehicles	3,975				
Transit vehicle fuel switching to electricity & clean vehicles		500	525	565	1,590
Mode switch to walk/bike – service facility improvements/land use & design improvements		500	525	565	1,590

INFRASTRUCTURE					
Water Supply	Included above				
Demand reduction – water efficient fixtures, rainwater harvesting					
Wastewater Treatment	Included above				
Onsite treatment using onsite renewable power					
Rainwater Management	Included above				
Discharge reduction from reuse, infiltration, evapotranspiration					
Solid Waste Management	Included above				
Reduction from onsite composting, reuse, recycling					
Total – Building, Transportation, Infrastructure	72,151				449,478
NEUTRALITY YEAR RESULTS (CO₂ METRIC TONS/YEAR)					
Total emissions remaining to be offset					22,673
Less onsite sequestration and excess renewable power sales					2,000
Total adjusted emissions to be externally offset					20,673
Less offsets at neutrality year					10,000
Renewable energy certificates					10,000
Verified reduction & removal credits					673
Carbon Neutrality					Zero

IMPLEMENTATION



CORRESPONDS WITH **SECTION 7**
OF THE CLARK-FULTON TOGETHER MASTER PLAN



RESPONSIBILITIES, FUNDING AND IMPLEMENTATION

The District Team will, as a full-scale community of practice, seek to implement the vision outlined in the Clark-Fulton Together Master Plan and this EcoDistricts Roadmap. We will do so with strategic intention and diligence while always engaging the often-overlooked voices in Clark-Fulton with respect and care.

We acknowledge that the implementation of our bold vision will occur during years of significant and continued uncertainty and complexity. This context will require that we continually adapt and adjust to make dynamic and adaptive decisions while learning from our inevitable mistakes.

The table that follows outlines the responsibilities, funding and schedule for addressing our proposed strategies (see Table 12.)

TABLE 12: RESPONSIBILITIES, FUNDING AND SCHEDULE

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
PLACE				
Engagement and Inclusion				
› Develop and offer a community-wide, free, REI training program	Ward 14 office, MWCDO	\$12,000/year	Foundations	Start as soon as funding is secured
› Increase the current capacity and impact of the Resident Ambassadors program	Ward 14 office, MWCDO	\$18,000/year	Foundations	Start as soon as funding is secured
Culture and Identity				
› Implement cross-sector collaboration on planning and marketing for local cultural events	Ward 14 office, MWCDO	\$5,000/year	Cultural arts organizations	Start as soon as funding is secured
Public Spaces				
› Implement cross-sector collaboration on planning for local public realm improvements	Ward 14 office, MWCDO	\$250,000/year	City/County Capital Funds	Bi-annual budget rounds
› Implement cross-sector collaboration on planning programs in both indoor and outdoor public spaces and for all ages	Ward 14 office, MWCDO	\$25,000/year	Foundations	Start as soon as funding is secured
Housing				
› Incentivize and reward residential development projects that achieve a housing diversity index score of 0.5 or greater.	Ward 14 office, MWCDO, City Admin	\$0	None required	Start immediately
› Incentivize and reward residential development projects that achieve housing affordability of 80% AMI for rental units and 100% AMI for for-sale dwelling units	Ward 14 office, MWCDO, City Admin	\$0	None required	Start immediately
› Implement additional targeted code enforcement	Ward 14 office, MWCDO, City Admin	\$0	None required	Start immediately
› Incentivize, and reward residential development projects that achieve performance of Energy Star certified.	Ward 14 office, MWCDO, City Admin	\$0	None required	Start immediately

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
PROSPERITY				
Access to Opportunity				
› Implement cross-sector collaboration on planning for capital investment programs including establishing a Community Investment Fund	Ward 14 office, MWCDO, FOEF	\$100,000/initial, \$25,000/year	FOEF, Banks, Foundations	Start as soon as funding is secured
› Partner with career training organizations including Tri-C on additional targeted business and career training programs	Ward 14 office, MWCDO, Tri-C, MetroHealth	\$100,000/year	JumpStart, FOEF, Banks, Foundations	Start as soon as funding is secured
› Implement cross-sector collaboration with Esperanza and CMSD on planning and execution of mentoring and tutoring programs for high school students	Ward 14 office, MWCDO, Esperanza, MetroHealth	\$25,000/year	JumpStart, FOEF, Banks, Foundations	Start as soon as funding is secured
Economic Development				
› Implement cross-sector collaboration with the HBC and Esperanza on planning and execution of business startups in targeted industries and sectors	Ward 14 office, MWCDO, HBC, GCP and FOEF	\$100,000/year	FOEF, Banks, Foundations	Start as soon as funding is secured
Innovation				
› Implement cross-sector collaboration with the HBC and Esperanza on planning and execution of business startups in targeted industries and sectors	Ward 14 office, MWCDO, Esperanza, MetroHealth	\$25,000/year	HBC, Esperanza, JumpStart, FOEF, Banks, Foundations	Start as soon as funding is secured
HEALTH & WELL-BEING				
Active Living				
› Implement cross-sector collaboration with the City of Cleveland on planning and execution of park programming	Ward 14 office, MWCDO, City, MetroHealth	\$25,000/year	City, Foundations	Start as soon as funding is secured
› Implement cross-sector collaboration with the City of Cleveland on planning and construction of park development on infill lots	Ward 14 office, MWCDO, Landbanks	\$100,000/initial, \$25,000/year	Landbanks, City, Banks, Foundations	Start as soon as funding is secured
Health				
› Implement cross-sector collaboration with MetroHealth on planning and execution of active living programming	Ward 14 office, MWCDO, MetroHealth	\$100,000/initial, \$25,000/year	Banks, Foundations	Start as soon as funding is secured

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
› Implement cross-sector collaboration with MetroHealth on planning and execution of food as medicine programming	Ward 14 office, MWCDO, MetroHealth	\$100,000/initial, \$25,000/year	Banks, Foundations	Start as soon as funding is secured
Safety				
› Offer a community-wide, free, training program on environmental security planning and design	Ward 14 office, MWCDO	\$10,000/year	Foundations	Start as soon as funding is secured
Food Systems				
› Implement cross-sector collaboration with the MWCDO on planning and execution of fresh food retail in existing or new construction	Ward 14 office, MWCDO	\$50,000	Foundations	Start as soon as funding is secured
CONNECTIVITY				
Street Network				
› Implement cross-sector collaboration with the MWCDO on planning and execution of public realm projects including bike infrastructure	Ward 14 office, MWCDO, City	\$250,000/year	City/County Capital Funds	Bi-annual budget rounds
Mobility				
› Educate, incentivize, and reward residents and employees that utilize public transportation	Ward 14 office, MWCDO, GCRTA	\$25,000/year	Foundations, Transportation Funding	Start as soon as funding is secured
Digital Network				
› Implement cross-sector collaboration with MetroHealth, DigitalC and EmpowerCLE+ on planning and execution of broadband connections	Ward 14 office, MWCDO, DigitalC, EmpowerCLE+	\$100,000/year	Foundations, DigitalC, CMDS	Started
› Implement cross-sector collaboration with MetroHealth, Digital C and EmpowerCLE+ on planning and execution of a digital mentor program	Ward 14 office, MWCDO, DigitalC, EmpowerCLE+	\$10,000/year	Foundations, DigitalC, CMDS	Start as soon as funding is secured

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
LIVING INFRASTRUCTURE				
Natural Features				
› Implement cross-sector collaboration with MWCDO, WRLC and the City and County Landbanks on aggregating and controlling land bank lots	Ward 14 office, MWCDO, Landbanks	\$100,000/initial, \$25,000/year	Landbanks, City, Banks, Foundations	Start as soon as funding is secured
› Implement cross-sector collaboration with MWCDO and the City and County Tree Canopy programs	Ward 14 office, MWCDO, City, County	\$50,000/initial, \$20,000/year	City, Banks, Foundations	Start as soon as funding is secured
Ecosystem Health				
› Implement cross-sector collaboration with MWCDO, WRLC and the City and County Landbanks on aggregating and controlling land bank lots	Ward 14 office, MWCDO, WRLC, Landbanks	\$100,000/initial, \$25,000/year	Landbanks, City, Banks, Foundations	Start as soon as funding is secured
Connection with Nature				
› Implement cross-sector collaboration with Cleveland MetroParks on planning and construction of regional trails	Ward 14 office, MWCDO, MetroParks	\$50,000/initial, \$20,000/year	City, Banks, Foundations	Start as soon as funding is secured
RESOURCE REGENERATION				
Air and Climate				
› Educate, incentivize, and reward residential development projects that achieve performance of Energy Star certified.	Ward 14 office, MWCDO, City Admin	\$0	None required	Start immediately
› Educate, incentivize, and reward residents and employees that utilize public transportation	Ward 14 office, MWCDO, GCRTA	\$25,000/year	Foundations, Transportation Funding	Start as soon as funding is secured
Water				
› Educate, incentivize, and reward residents to recycle and compost	Ward 14 office, MWCDO, City	\$25,000/year	City, Foundations	Start as soon as funding is secured
Waste				
› Educate, incentivize, and reward residents to conserve water	Ward 14 office, MWCDO, City	\$25,000/year	City, Foundations	Start as soon as funding is secured
› Educate, incentivize, and reward businesses to divert non-hazardous waste from landfills	Ward 14 office, MWCDO, City	\$25,000/year	City, Foundations	Start as soon as funding is secured

APPENDIX



This Appendix includes the Executive Summary of the Clark-Fulton Together Master Plan and Alternate Data Boundary Maps.

APPENDIX I

Executive Summary
Clark-Fulton Together Master Plan

01

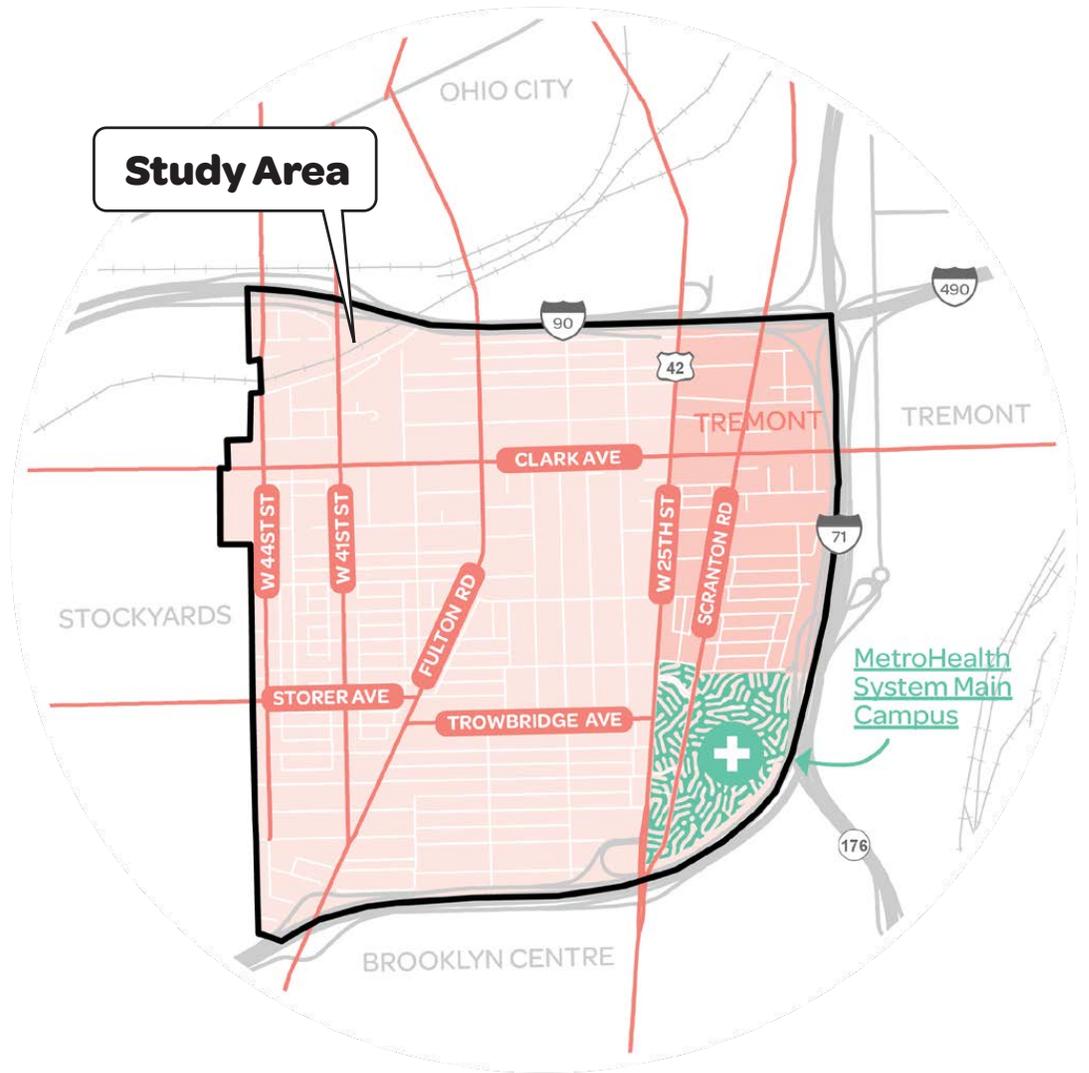
Executive Summary

A brief overview of the assignment, purpose of this plan, a summary of all of the plan elements and actions, and a framework for how to use this plan and key terms and definitions.

Una breve descripción de la misión, el propósito de este plan, un resumen de todos los elementos y acciones del plan, y un marco de referencia sobre cómo utilizar este plan y los términos y definiciones clave.

01 02 03 04 05 06 07 08

12 **Clark-Fulton Together** - Draft Plan 2



14 Clark-Fulton Together - Draft Plan 2

The Assignment

A resident-driven master planning vision for Clark-Fulton, a neighborhood on the near west side of Cleveland. A vision that will help transform Clark-Fulton into a more healthy, equitable, and sustainable community. This plan will serve as a guiding document for the future of the neighborhood.

Una visión de planificación impulsada por los residentes para Clark-Fulton, un barrio en el lado oeste de Cleveland. Una visión que ayudará a transformar Clark-Fulton en una comunidad más saludable, equitativa y sostenible. Este plan servirá como documento guía para el futuro del barrio.

What is a Master Plan?

A master plan is a comprehensive framework and roadmap to envision and guide the future growth of a neighborhood or area. This plan is a guiding document and action plan, with an implementable vision and definitive reference tools, and playbook for development.

This master plan was built from the ground up, with a focus on a community-driven process that centered the voice of residents. The vision, strategies, and implementation in this plan were created with core team, stakeholder, and community input throughout the entire process to ensure that the voice of the community was heard and incorporated into every aspect of the plan.

¿Qué es un Plan Maestro?

Un Plan Maestro es un marco global y una hoja de ruta para visualizar y guiar el futuro crecimiento de un barrio o zona. Este plan es un documento guía y un plan de acción con una visión implementable y herramientas de referencia definitivas y un libro de jugadas para el desarrollo.

Este plan maestro se construyó desde cero, con un enfoque en un proceso impulsado por la comunidad que se centró en la voz de los residentes. La visión, las estrategias y la aplicación de este plan se crearon con el equipo central, las partes interesadas y las aportaciones de la comunidad a lo largo de todo el proceso para garantizar que la voz de la comunidad se escuchara y se incorporara en todos los aspectos del plan.

STUDY AREA

The study area is bounded by I-71 to the east and south, I-90 to the north, and West 44th to the west, including the MetroHealth System's Main Campus in the lower southeast. For the purposes of this plan, we will refer to the Clark-Fulton Study Area as Clark-Fulton or Study Area. Please note that the Clark-Fulton Study Area Boundary is not the same as the official neighborhood, ward, or CDC service area boundaries.

El área de estudio está limitada por I-71 al este y al sur, I-90 al norte y West 44th al oeste, incluyendo el Campus Principal de MetroHealth System en la parte baja del sureste. A efectos de este plan, nos referiremos al área de estudio de Clark-Fulton como Clark-Fulton o área de estudio. Tenga en cuenta que el límite del área de estudio de Clark-Fulton no es el mismo que los límites oficiales del vecindario, el distrito o el área de servicio del CDC.

Position in the Region + City

Located on the west side, the Clark-Fulton study area is located between three major highways. The majority of the study area falls within the service area for Metro West Community Development Organization. However, a portion west of W 25th Street and north of MetroHealth falls within the service area for Tremont West Development Corporation. The study area is within the Ward 14 Boundary, and includes the MetroHealth Main Campus, Jones Home Historic District, and the Scranton South Side Historic District.

Situada en el lado oeste de la ciudad, el área de estudio de Clark-Fulton se encuentra situada entre tres grandes autopistas. La mayor parte del área de estudio se encuentra dentro del área de servicio de la organización Metro West Community Development. Sin embargo, una parte al oeste de W 25th Street y al norte de MetroHealth se encuentra dentro del área de servicio de Tremont West Development Corporation. El área de estudio se encuentra dentro del límite del Ward 14 e incluye el campus principal de MetroHealth, Jones Home Historic District y Scranton South Side Historic District.

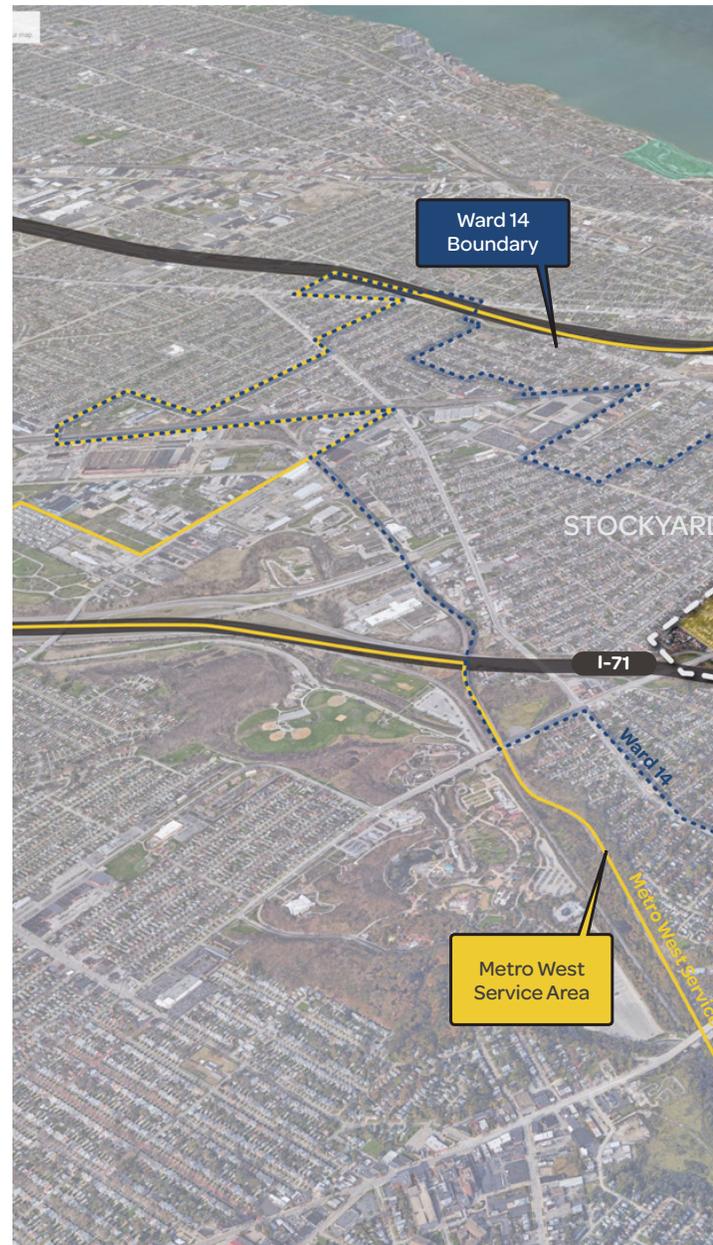
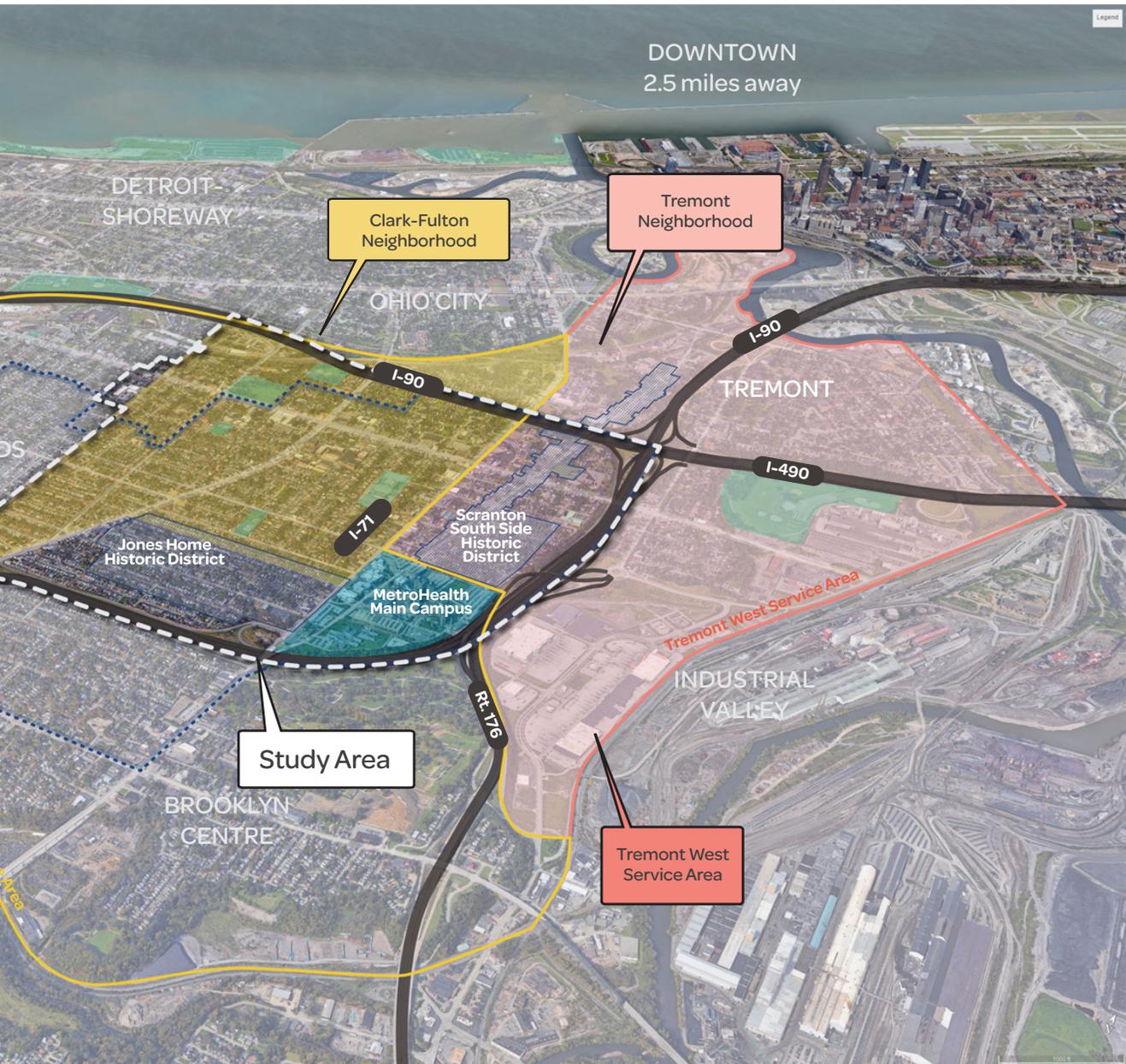


FIGURE 1 Clark-Fulton in the region



PURPOSE OF THE PLAN

This master plan is a comprehensive and inclusive document that incorporates the ideas, actions, and vision of the community members. It provides a cohesive, holistic, and implementable vision for the community that upholds the guiding principles of Equity + Wellbeing, Togetherness, Inclusive + Connected, Identity + Expression, and Resilient + Sustainable. Using what we heard from the residents and stakeholders of Clark-Fulton, this plan places the interests, energies, and commitments of the community members at the center to provide definitive reference tools and a playbook for the community to move forward with for the next 10 years.

Este plan maestro es un documento completo e inclusivo que incorpora las ideas, las acciones y la visión de los miembros de la comunidad. Proporciona una visión cohesiva, holística y aplicable para la comunidad que mantiene los principios rectores de Equidad + Bienestar, Unión, Inclusión + Conexión, Identidad + Expresión y Resiliencia + Sostenibilidad. Utilizando lo que escuchamos de los residentes y las partes interesadas de Clark-Fulton, este plan coloca los intereses, las energías y los compromisos de los miembros de la comunidad en el centro para proporcionar herramientas de referencia definitivas y un libro de tácticas para que la comunidad avance durante los próximos 10 años.

**The time is now!
Clark-Fulton
has revealed its
solidarity, strength,
and opportunity
through a global
pandemic by
sticking “Together.”**

*¡El momento es
ahora! Clark-Fulton
ha mostrado su
solidaridad, fuerza y
oportunidad durante
una pandemia
global al mantenerse
“Juntos.”*

This plan came at a very special time for Clark-Fulton—ripe with opportunity and rich in momentum, but also a time of struggle and reinvention. Clark-Fulton is in the midst of a surge of on-going and planned investments and is benefiting from a broad coalition of visionary community leaders working “Together” to support their community and create positive change. With this convergence of hardship, cooperation, and investment, this master plan came at a critical point in time. This plan prioritizes and will help guide on-going and future investments towards a collective impact that holistically addresses community needs and aspirations.

Este plan llegó en un momento muy especial para Clark-Fulton, lleno de oportunidades y abundante en impulso pero también un momento de lucha y reinención. Clark-Fulton se encuentra en medio de una oleada de inversiones, tanto en curso como planificadas, y se beneficia de una amplia coalición de líderes comunitarios visionarios que trabajan “juntos” para apoyar a su comunidad y crear un cambio positivo. En esta convergencia de dificultades, cooperación e inversión, este plan maestro llegó en un momento crítico. Este plan prioriza y ayudará a guiar las inversiones actuales y futuras hacia un impacto colectivo que aborde las necesidades y aspiraciones de la comunidad de una forma holística.

This plan prioritizes, integrates, and aligns the implementation of key ongoing and planning investment initiatives focused on Clark-Fulton; these investment initiatives include:

Este plan prioriza, integra y alinea la implementación clave de inversiones presentes y futuras que se enfocan en Clark-Fulton. Estas incluyen:



Mayor Frank Jackson’s Neighborhood Transformation Initiative

Clark-Fulton is targeted as one of four neighborhoods to receive funding for revitalization efforts.

Clark-Fulton es uno de los cuatro barrios que recibirán financiación para sus esfuerzos de revitalización.



MetroHealth’s Campus Transformation and Initiatives

The campus redevelopment and adjacent W 25th Street Development that includes housing, retail, and commercial space.

La reurbanización del campus y W 25th Street Development, que incluye viviendas, tiendas y espacios comerciales.



MetroHealth Line Transit Oriented Development Planning Project

Thoughtful development opportunities that leverage the Bus Rapid Transit investment that RTA is making along the W 25th St corridor.

Oportunidades de desarrollo consideradas que aprovechen la inversión en el tránsito rápido de autobuses que la RTA está realizando a lo largo del corredor de W 25th St.



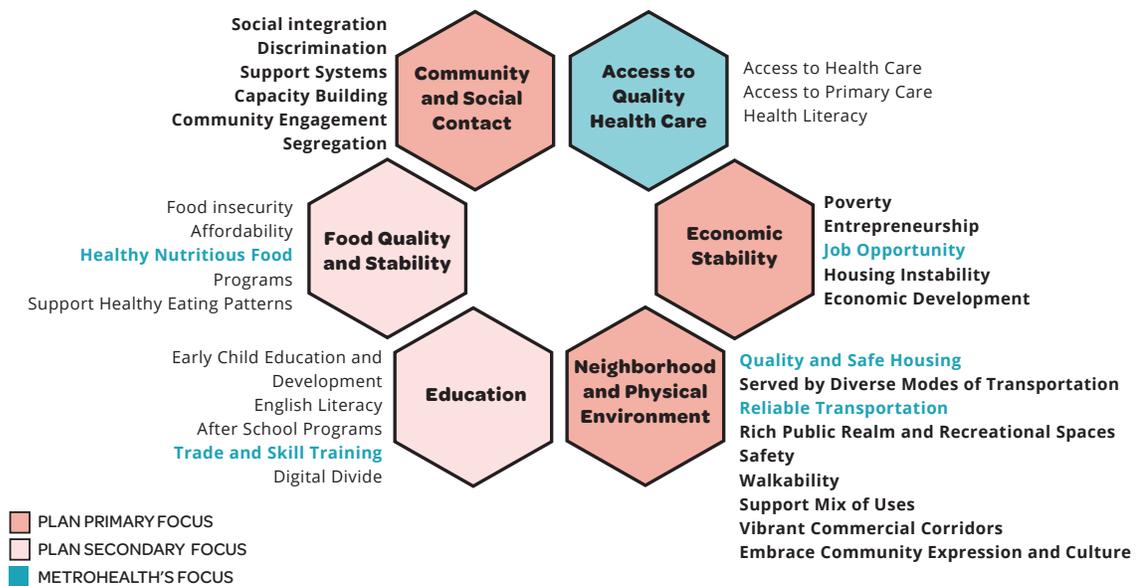
FHAct50 Funding for Affordable Housing

Through the State of Ohio, it offers federal funds for affordable housing to create a more diverse and accessible community.

A través del estado de Ohio, ofrece fondos federales para viviendas asequibles con el fin de crear una comunidad más diversa y accesible.

In addition to aligning with ongoing plans and investment initiatives, the Clark-Fulton Neighborhood Master Plan strives to fulfill the Social Determinants of Health and align with the EcoDistricts Protocol.

Además de alinearse con los planes e iniciativas de inversión que están en curso, el Plan Maestro del Vecindario de Clark-Fulton se esfuerza por cumplir los Determinantes Sociales de la Salud y alinearse con el Protocolo de EcoDistritos.



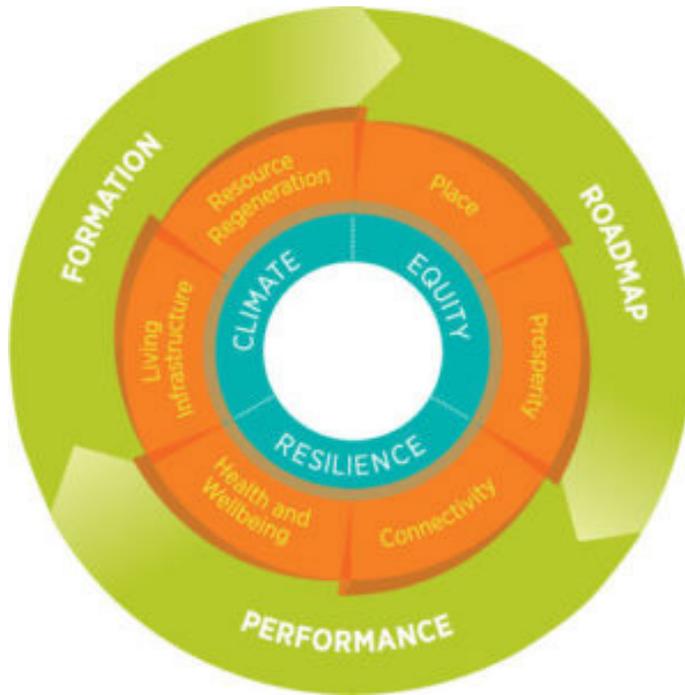
Social Determinants of Health

The Social Determinants of Health (SDOH) are the economic, environmental, and social conditions that influence 80% of our well-being, they are conditions in which people are born, grow, live, work, and age.

This master plan strives to achieve community development through the lenses of the Social Determinants of Health. Clark-Fulton Together focuses primarily on Community and Social Contact, Economic Stability, and Neighborhood and Physical Environment. However, Food Quality and Stability and Education are important factors that this plan, and the Core Team acknowledges and addresses through the actions and implementation.

Los Determinantes Sociales de la Salud (DSS) son las condiciones económicas, ambientales y sociales que influyen en el 80% de nuestro bienestar, son condiciones en las que las personas nacen, crecen, viven, trabajan y envejecen.

Este plan maestro se esfuerza por lograr el desarrollo de la comunidad a través de las lentes de los Determinantes Sociales de la Salud. Clark-Fulton Together se centra principalmente en la Comunidad y el Contacto Social, la Estabilidad Económica y el Entorno Vecinal y Físico. Sin embargo, la Calidad y Estabilidad Alimentaria y la Educación son factores importantes que este plan, y el Equipo Principal reconoce y aborda a través de las acciones y la implementación.



What is the EcoDistrict Protocol?

EcoDistricts is a growing movement of thousands of urban and community development leaders across North America and worldwide who are making neighborhood-scale commitments to equity, resilience, and climate protection. The EcoDistricts Protocol, a rigorous urban development framework and certification standard, was created to foster a new model of urban regeneration, one that puts people at the center.

In Clark-Fulton, the EcoDistrict Protocol is a way to address the Social Determinants of Health, and as a planning and implementation framework to help guide the ongoing and planned initiatives in a way that ensure positive social change and equitable economic development. It will measure local progress against the Protocol's imperatives and priorities. Once certified, Clark-Fulton will be the first hospital-anchored, certified EcoDistrict in the world.

El proceso de EcoDistrito es una forma de organizar la comunidad y las partes interesadas para implementar y medir el impacto.

En Clark-Fulton, el Protocolo de EcoDistrito es una forma de abordar los Determinantes Sociales de la Salud además de ser un

marco de planificación e implementación para ayudar a guiar las iniciativas presentes y planificadas de manera que garanticen un cambio social positivo y un desarrollo económico equitativo. Medirá el progreso local con respecto a los imperativos y prioridades del protocolo. Una vez certificado, el Clark-Fulton será el primer EcoDistrito en el mundo que, anclado por un hospital, estará certificado.

How does it relate to the Master Plan?

This Master Plan, in concert with the EcoDistricts Roadmap, will serve as, among other things, our comprehensive “playbook” for all neighborhood initiatives. Taken together, these plans are establishing the context, describing baseline conditions, establishing performance indicators, and setting ambitious performance targets while devising the implementation strategies to achieve our targets by the horizon year.

Este plan maestro es un plan de acción con una visión y una acción catalizadora en toda la comunidad, con la que la Hoja de Ruta de los EcoDistritos trabajará en paralelo. La hoja de ruta de los EcoDistritos proporcionará un marco para la toma de decisiones en la ejecución de proyectos y programas, la medición de los avances y un método de recogida de datos que sirva de base para la futura toma de decisiones.

PLANNING PROCESS

As a resident-driven neighborhood master plan, the planning process was centered around the community voices. Despite the challenges and setbacks from an unprecedented pandemic, community members coalesced (virtually and in-person) to shape the future of their neighborhood.

In order to adjust to the unprecedented COVID-19 global pandemic, alternative outreach and engagement activities and tools had to be employed to ensure all community voices were heard and were informed about the master plan throughout the process. A mix of online tools, virtual meetings, in-person meetings, in-person open houses and activities were used to get the word out and gather feedback. (See Chapter 3 for more in-depth detail about the various activities and tools)

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Engagement Phases + Goals

The master plan was developed through a collaborative planning process divided into three flexible and overlapping phases, with. This sequence of steps allowed room for community input at every stage to deliver a plan that is thorough, actionable, and supported by the community.

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Phase 1: Inventory + Assessment



Learning about the neighborhood needs and opportunities by listening and learning through the eyes of the community. The goals of this phase were to validate the data, learn about the assets, concerns, and initial opportunities.

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Phase 2: Plan Development



Exploring issues, opportunities, and initial design ideas in a multi-day Ideas + Action Week through a series of interactive, “hands-on” engagement activities. The goal was to validate Phase 1 findings and work towards creating a Vision, Ideas and Actions.

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Phase 3: Final Plan



Final phase included working with the community to validate the recommendations and ideas in the Draft Plan. Gathering and synthesizing all comments, responses, and feedback from the community to produce a Final Plan to guide the future of Clark-Fulton.

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PLAN FRAMEWORK

The Clark-Fulton Master Plan is made up of a vision, supported by Guiding Principles, implemented by Forward Moves, Catalyst Projects, and provides a roadmap for implementation.

El Plan Maestro de Clark-Fulton se compone de una visión que se apoya en los Principios Rectores, está implementada por Forward Moves y Proyectos Catalizadores, y proporciona una hoja de ruta para su implementación.

VISION

Vision Statement offers a view of what we heard from the community about what they envision the future of Clark-Fulton to look like.

Vision Statement ofrece una visión de lo que escuchamos de la comunidad sobre cómo imaginan el futuro de Clark-Fulton.

Guiding Principles

Describe the future goals and values, and act as an umbrella under which the forward moves and actions are developed. The principles this plan follows are: Equity + Wellbeing, Connected + Inclusive, Resilient + Sustainable, Identity + Expression, Togetherness

Describe los objetivos y valores futuros y actúa como paraguas bajo el cual se desarrollan los movimientos y acciones futuras. Los principios que sigue este plan son: Equidad + Bienestar, Conexión + Inclusión, Resiliencia + Sostenibilidad, Identidad + Expresión y Convivencia

Forward Moves

Describe the development opportunities, key actions, and strategies to execute the plan. Each forward move relates to a specific theme or area in Clark-Fulton: Placemaking; Healing, Health, and Safety; Housing; Economic Prosperity; Corridors; Public Realm; Mobility; Technology

Describe las oportunidades de desarrollo, las acciones clave y las estrategias para ejecutar el plan. Cada Forward Move se relaciona con un tema o área específica de Clark-Fulton: Creación de Lugares; Recuperación, Salud y Seguridad; Vivienda; Prosperidad Económica; Corredores; Espacio Público; Movilidad; Tecnología.

Catalyst Projects

Illustrate the overall vision for the Clark-Fulton neighborhood through a more detailed representation and concept design of key sites with transformative potential.

Ilustra la visión global del barrio de Clark-Fulton mediante una representación más detallada y un diseño conceptual de los lugares clave con potencial de transformación.

IMPLEMENTATION

Keys in all of the pieces of the Master Plan (guiding principles, forward moves, and catalyst projects) and prioritizes and identifies all of the projects, programs, partners, and funding opportunities.

Introduce todas las piezas del Plan Maestro (principios rectores, forward moves y proyectos catalizadores) y prioriza e identifica todos los proyectos, programas, socios y oportunidades de financiación.

Guiding Principles



Equity & Wellbeing
Equidad & Bienestar



Togetherness
Convivencia



Inclusive & Connected
Inclusión & Conexión



Identity & Expression
Identidad & Expresión

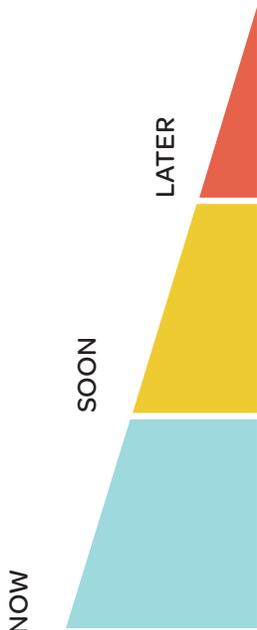


Resilient & Sustainable
Resiliencia & Sostenibilidad

Forward Moves

- F1.** Strengthen and create new **community places and destinations**.
- F2.** Foster **healing, health, and inclusivity** for a strong neighborhood.
- F3.** Preserve and create **housing** opportunities without displacement.
- F4.** Build **community prosperity** through equitable economic and educational empowerment.
- F5.** Cultivate unique, vibrant, and prosperous mixed **corridors**.
- F6.** Create welcoming, accessible, and authentic **public realm**.
- F7.** Create a safer, smart, green and connected neighborhood **mobility network** for all users.
- F8.** Advance efforts to build capacity and infrastructure for an inclusive, accessible, and robust **digital and resilient community**.

Implementation



Transformational

Large scale projects and actions that will help move the directions of the community.

Proyectos de gran escala y acciones que ayudarán a moverse en la dirección de la comunidad.

Progressive

Substantial efforts that could have major impacts in the community. Can be implemented in a phased approach with additional funding and partners.

Esfuerzos sustanciales de mayor impacto en la comunidad. Pueden implementarse por etapas con financiación y socios adicionales.

Basic

Extend existing effort, prepare for progressive and transformational work, short-term with low-cost and minimal coordination.

Ampliar el esfuerzo existente, preparar el trabajo progresivo y de transformación a corto plazo con bajo coste y mínima coordinación.

Vision Statement

This vision statement is what we heard from the community about what they envision the future of Clark-Fulton to look like.

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Guiding Principles

Guiding Principles guide the master plan and describe the future goals and values. They are the umbrella under which the framework and vision for the plan were developed. These principles are intended to remain constant, providing a base line for new frameworks to be developed and the master plan to evolve to meet changing conditions as time goes on.

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VISION

Clark-Fulton is a community that is safe, unique and welcomes diversity and multi-cultural expression. We enjoy the fragrance and color of our art, food and festivals. We treat everyone with respect regardless their race, age, and history. We love and support our local business. We make sure all community members have resources and opportunities to build wealth, and age-in-place. We are healthy, active with access to quality open space, amenities and services. We empower people to be at the forefront of all decision making.

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GUIDING PRINCIPLES



Equity & Wellbeing

Cultivate a welcoming process that encouraged participation from all residents to provide input on a level playing field.

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Togetherness

Clark-Fulton is a community that honors the individualism and resources that each community member brings to the table. We provide a safe and respectful environment to all members and partners to work together on projects and initiatives focused on advancing our vision for the neighborhood.

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Inclusive & Connected

Clark-Fulton is a connected and inclusive neighborhood. We enhance the quality of our homes, streets, and parks, and connect people to technology, amenities, training, and jobs. We welcome all people and generations and discourage displacement.

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Identity & Expression

Clark-Fulton is a multi-cultural community that is unique and celebrates expression. We are a welcoming, safe, and collaborative space for the community to express and share cultural identity and formative experiences through words, arts, and food. We use expression to bring people together, foster healing, reconciliation, pride, and mutual respect.

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Resilient & Sustainable

Clark-Fulton is a resilient and sustainable community. We embrace transformative changes, and adapt overtime to social, economic, technology and climate changes, while preserving our community values.

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F1

Strengthen and create new community places and destinations.

Strengthen and create new community places and destinations.

Clark-Fulton is already a welcoming neighborhood, asset-rich neighborhood; however, there is a need to emphasize and strengthen the connection between the people and these places. In order to do this, the distinct character areas should be emphasized to support inclusive and diverse uses that will also encourage positive, community-oriented redevelopment in the neighborhood.

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F1-A

Create seven distinct character areas.

Create seven distinct character areas.

F1-B

Identify, preserve, and restore iconic buildings.

Identify, preserve, and restore iconic buildings.

F1-C

Identify, acquire, and acquire sites for development opportunities.

Identify, acquire, and acquire sites for development opportunities.

F2

Foster healing, health, and inclusivity for a strong neighborhood.

Foster healing, health, and inclusivity for a strong neighborhood. new community places and destinations.

To be a strong neighborhood, the community needs to continue the work led by the Community Ambassadors during the planning process. Through community capacity building, fostering difficult, but crucial, conversations around quality of life, the Ambassadors highlighted the importance of collaboration between all members of the community and uplifted the voices of those often not heard to bring long-lasting, impactful change to the neighborhood.

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F2-A

Continue to build community capacity through Community Ambassadors.

Continue to build community capacity through Community Ambassadors.

F2-B

Retain and support residents to age-in-place and avoid displacement from gentrification.

Retain and support residents to age-in-place and avoid displacement from gentrification.

F2-C

Foster community conversations around race and inclusion in the neighborhood.

Foster community conversations around race and inclusion in the neighborhood.

F2-D

Ensure a healthy and safe life for all residents.

Ensure a healthy and safe life for all residents.

F3

Preserve and create housing opportunities without displacement.

Preserve and create housing opportunities without displacement.

Clark-Fulton struggles with a mismatch between household sizes and the physical size of homes. While housing is affordable, there are gentrification pressures that are threatening residents' ability to age in place in a safe, livable, and efficient manner. Providing access and education to already available programs, grants, loans, and resources to homeowners will help preserve housing opportunities. Building financial literacy programs and a community investment fund will also create opportunities for new housing in the neighborhood that meets the needs of the community.

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F3-A

Ensure housing stock remains safe, livable, and efficient.

Ensure housing stock remains safe, livable, and efficient.

F3-B

Develop housing supply to meet the needs of all current and future residents.

Develop housing supply to meet the needs of all current and future residents.

F3-C

Provide financial resources to increase home ownership and retention.

Provide financial resources to increase home ownership and retention.

F3-D

Build financial literacy, trade skills, and education of current and future residents.

Build financial literacy, trade skills, and education of current and future residents.

F3-E

Create a community land trust to provide affordable housing in perpetuity.

Create a community land trust to provide affordable housing in perpetuity.

F4

Building community prosperity through equitable economic and educational empowerment.

Building community prosperity through equitable economic and educational empowerment.

Residents and businesses in Clark-Fulton struggle due to the lack of access to support and tools to help them succeed. In order to bridge this gap, securing support, education, and resources to all residents and business owners will help build community prosperity. Providing workforce development opportunities with existing resources and networks will help business owners and residents expand their skills and help them thrive.

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F4-A

Strengthen and support Clark-Fulton’s current business owners by connecting them to the resources and information they need to thrive.

Strengthen and support Clark-Fulton’s current business owners by connecting them to the resources and information they need to thrive.

F4-B

Create opportunities for workforce development training and enhance job placement programs to support Clark-Fulton residents.

Create opportunities for workforce development training and enhance job placement programs to support Clark-Fulton residents.

F4-C

Develop assets to support the growth of new small-scale entrepreneurs in next-gen manufacturing, construction, healthcare, food & beverage, technology, and the arts.

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F5

Cultivate unique, vibrant, and prosperous mixed corridors.

Cultivate unique, vibrant, and prosperous mixed corridors.

Clark-Fulton has the reputation as a welcoming, affordable, and safe place for newcomers, immigrant-, and minority-owned businesses; however, there is room for improvement to make them places of destination for residents and visitors. Establishing corridor characters and identities through storefront improvement programs and development of adequate guidelines for new development will help achieve the vision for each corridor as a unique, vibrant, and prosperous place.

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F5-A

Create a brand and character for each corridor to become places of destination.

Create a brand and character for each corridor to become places of destination.

F5-B

Provide support to property owners for property and safety improvements.

Provide support to property owners for property and safety improvements.

F5-C

Establish programs that offer support and help stabilize local businesses.

Establish programs that offer support and help stabilize local businesses.

F5-D

Develop adequate parcel and block infrastructure guidelines.

Develop adequate parcel and block infrastructure guidelines.

F6

Create welcoming, accessible, and authentic public realm network.

Create welcoming, accessible, and authentic public realm network.

The neighborhood has several open and recreational spaces that are within a 10-minute walk of most residents. However, many of the spaces suffer from underutilization due to the lack of programming, safety, and cost of maintenance. There is great opportunity to build off of the existing spaces to create a more robust and comprehensive open space framework. Using systematic design tools, enhancements to the public realm will improve connections to local and regional assets, as well as provide complete and resilient streetscapes to create a unique sense of place.

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F6-A

Create a comprehensive open space framework with systematic design tools to implement.

Create a comprehensive open space framework with systematic design tools to implement.

F6-B

Ensure connectors promote safety through the creation of complete and resilient streetscapes that enhance the sense of place.

Ensure connectors promote safety through the creation of complete and resilient streetscapes that enhance the sense of place.

F6-C

Emphasize gateways as opportunities to welcome, celebrate, and engage the Clark-Fulton community.

Emphasize gateways as opportunities to welcome, celebrate, and engage the Clark-Fulton community.

F6-D

Promote healthy, flexible, and vibrant open space amenities, for all ages, that improve the quality of the public realm experience, building upon the neighborhood's existing infrastructure.

Promote healthy, flexible, and vibrant open space amenities, for all ages, that improve the quality of the public realm experience, building upon the neighborhood's existing infrastructure.

F7

Create a safer, smart, green, and connected neighborhood mobility network for all users.

Create a safer, smart, green, and connected neighborhood mobility network for all users.

With highways forming a physical barrier around the neighborhood, Clark-Fulton struggles with poor connections outside of the neighborhood and a dependence of private vehicles as the primary mode of transportation. However, Clark-Fulton is one of the most walkable neighborhoods in Cleveland and has the potential to connect to surrounding neighborhoods and assets through alternative modes of transportation. This includes investing and improving in the corridors and street network to improve connections and ease of use for all modes and users.

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F7-A

Develop a comprehensive mobility and connectivity framework for all modes and users.

Develop a comprehensive mobility and connectivity framework for all modes and users.

F7-B

Improve and invest in the bicycle network.

Improve and invest in the bicycle network.

F7-C

Re-design key corridors and leverage new development.

Re-design key corridors and leverage new development.

F7-D

Preserve and improve character and use of alleys.

Preserve and improve character and use of alleys.

F7-E

Increase use of public transit and shelter improvements through regional collaboration.

Increase use of public transit and shelter improvements through regional collaboration.

F8

Advance efforts to build capacity and infrastructure for an inclusive, accessible, and robust digital and resilient community.

Advance efforts to build capacity and infrastructure for an inclusive, accessible, and robust digital and resilient community.

The COVID-19 pandemic has shifted daily life towards digital platforms and technologies, which has only widened the digital divide in Clark-Fulton. This new normal is another barrier for residents and business owners, many of whom were not equipped to adapt as quickly as others. To ensure the neighborhood grows in an inclusive and resilient manner, partnerships with digital literacy programs and advocates is critical to ensure that all members of the community have equal access to digital tools and understanding on how to conduct daily operations in this new normal. With these digital advancements also comes the needs to update aging infrastructure in order to support advancing technologies and protect residents and business owners in times of emergency.

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F8-A

Close the digital divide by focusing on literacy and skills development programs.

Close the digital divide by focusing on literacy and skills development programs.

F8-B

Provide adequate investments to infrastructure to support advancing technologies.

Provide adequate investments to infrastructure to support advancing technologies.

F8-C

Partner with local and regional coalitions working to advance digital and sustainable technology.

Partner with local and regional coalitions working to advance digital and sustainable technology.

F8-D

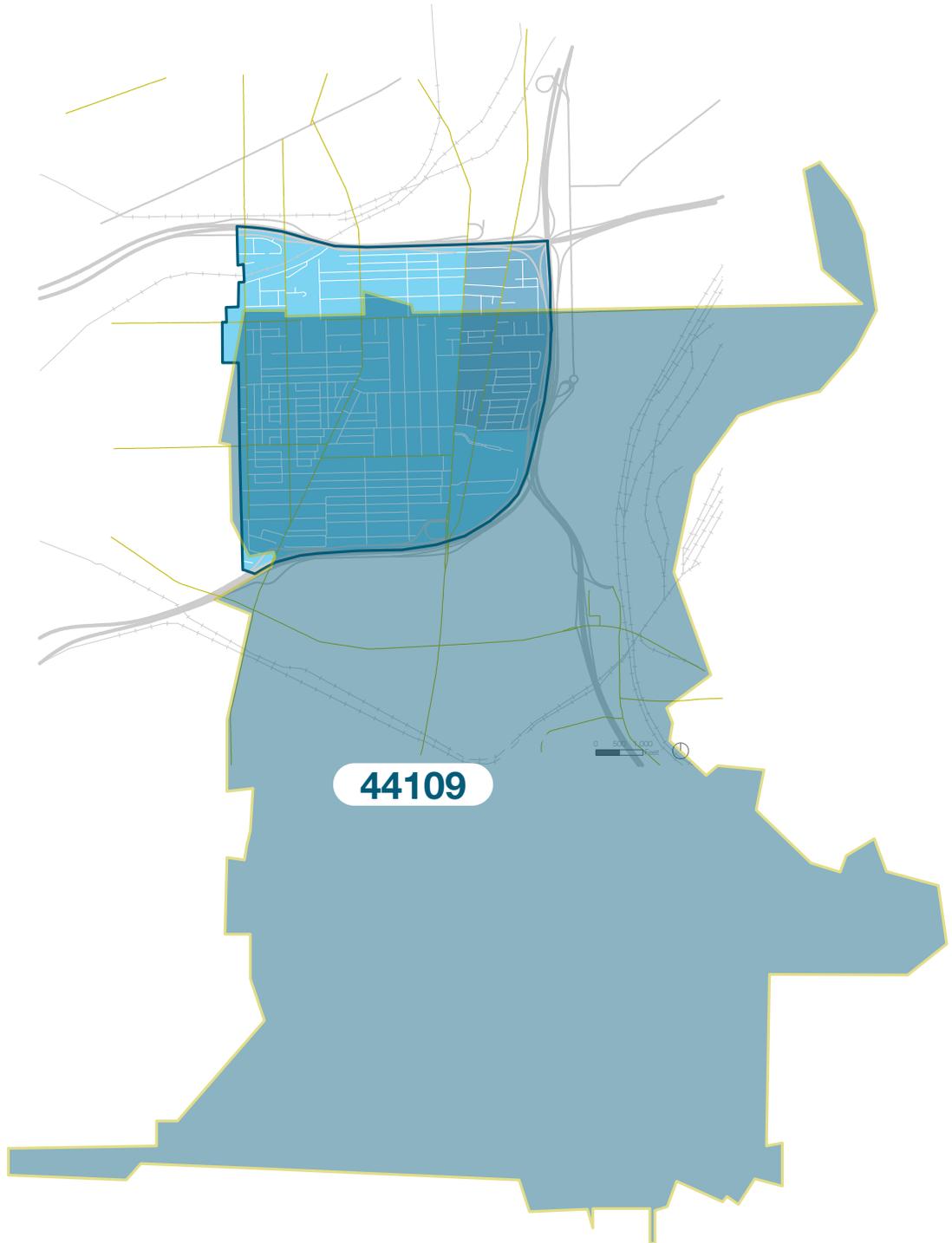
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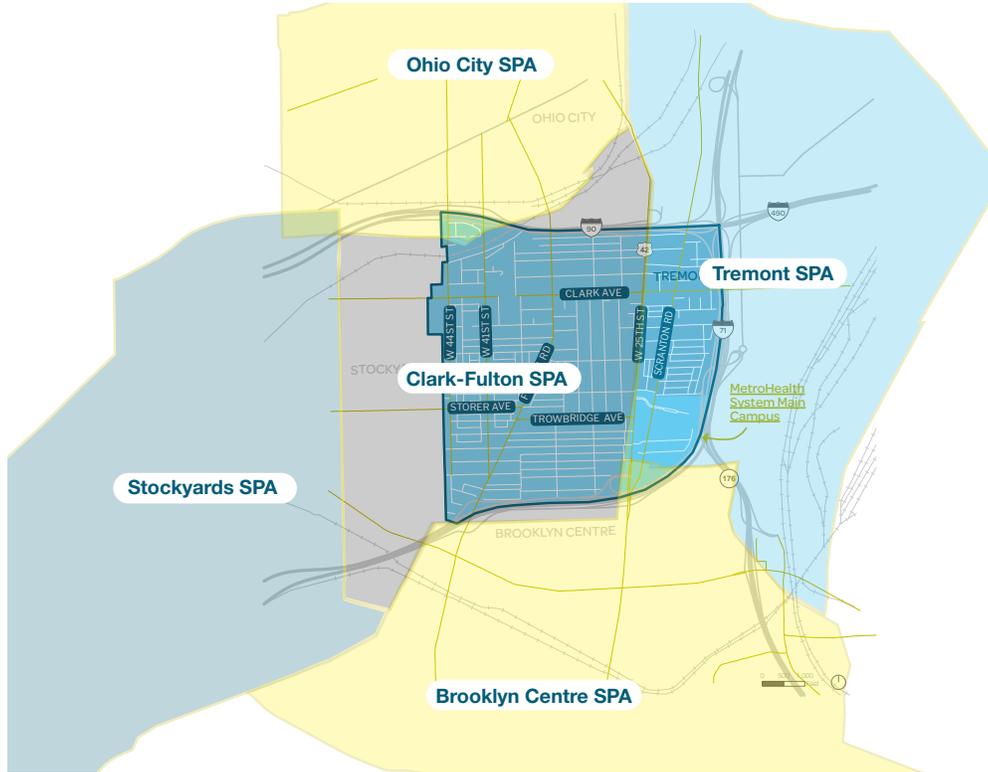
APPENDIX II

Alternate Data Boundary Maps

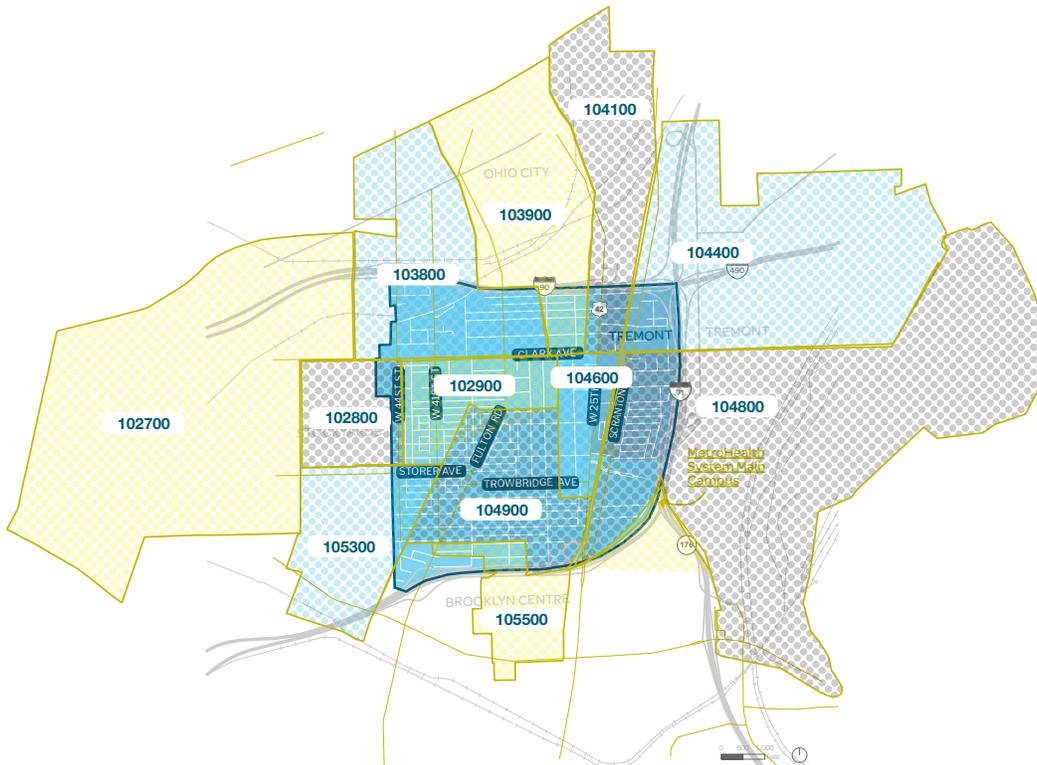
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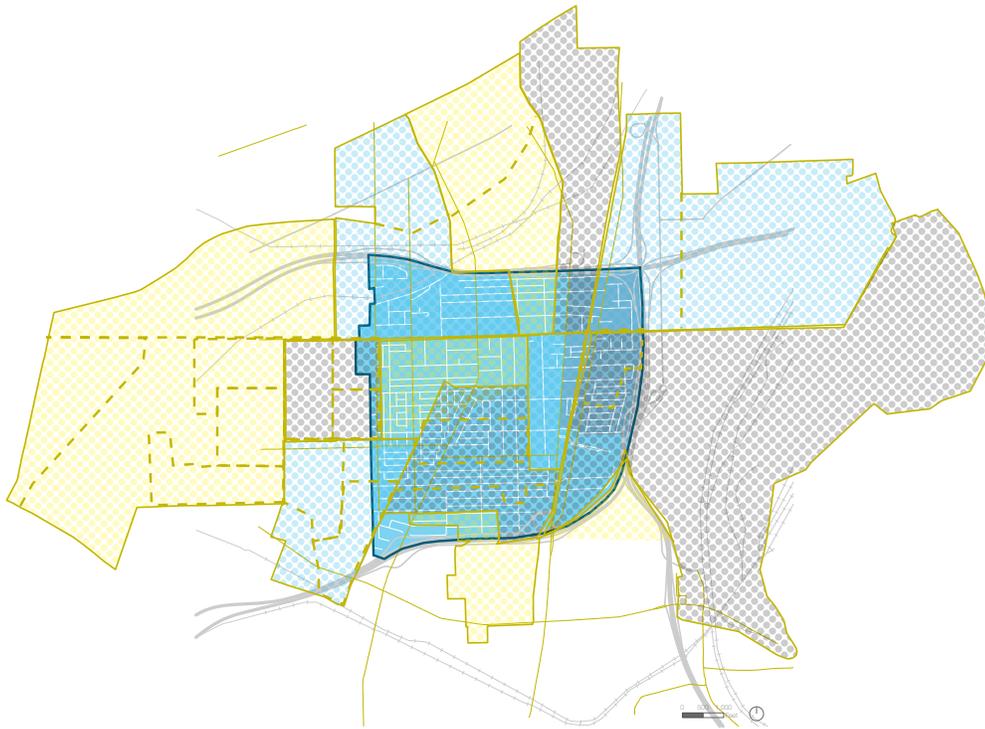
ADJACENT STATISTICAL PLANNING AREAS + DISTRICT BOUNDARY



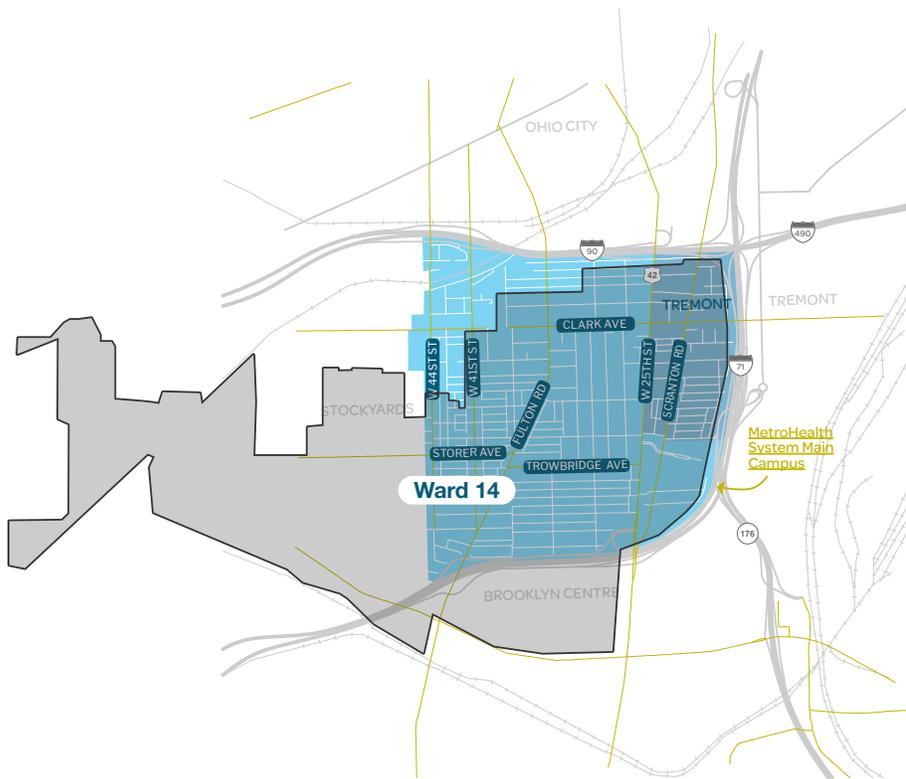
CENSUS TRACTS + DISTRICT BOUNDARY



BLOCK GROUPS + DISTRICT BOUNDARY



CITY COUNCIL WARD 14 + DISTRICT BOUNDARY



rethink

This report was compiled and edited by ReThink Advisors, Inc.

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