

BROADWAY-SLAVIC VILLAGE
ECODISTRICT

ROADMAP



Land Acknowledgment: *We acknowledge that the Broadway-Slavic Village 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 from which we benefit.*

Roadmap Adoption Date: *December 31, 2022*

Form of Adoption: *The District Team has adopted the Broadway-Slavic Village EcoDistrict Roadmap on behalf of the residents and stakeholders of Broadway-Slavic Village through a consensus-based process described further herein. Once adopted, the Broadway-Slavic Village EcoDistricts Roadmap will be presented to the City of Cleveland City Planning Commission for review, approval, and adoption into Cleveland's City-wide Plan.*

Note: *The Broadway-Slavic Village District Team, a collective of engaged residents and district stakeholder organizations, provides leadership and decision-making on behalf of Broadway-Slavic Village. Because the Broadway-Slavic Village District Team is not a legal entity, the Slavic Village 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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CONTENTS

1. PREFACE.....	7
<i>Introduction.....</i>	<i>8</i>
2. DISTRICT CONTEXT.....	15
<i>District Boundary.....</i>	<i>17</i>
<i>Priority-Based Asset Matrix.....</i>	<i>19</i>
<i>Census of Local Plans, Investments, and Initiatives.....</i>	<i>27</i>
<i>Ongoing and Imminent Activity by Others.....</i>	<i>32</i>
3. PRIORITIES, OBJECTIVES + INDICATORS.....	37
<i>Priorities and Objectives.....</i>	<i>38</i>
<i>Indicators.....</i>	<i>44</i>
<i>Existing Conditions and Baseline Performance Assessment.....</i>	<i>48</i>
<i>Existing Local Targets and Parallel Efforts.....</i>	<i>55</i>
<i>Roadmap Horizon Year.....</i>	<i>59</i>
<i>District Build-out Estimate.....</i>	<i>60</i>
<i>Horizon Year Performance Targets.....</i>	<i>62</i>
4. STRATEGIES.....	65
<i>Potential Strategies.....</i>	<i>66</i>
<i>Strategies Assessment.....</i>	<i>74</i>
5. IMPLEMENTATION.....	85
<i>Responsibilities, Funding and Implementation.....</i>	<i>86</i>
APPENDIX.....	99

1

PREFACE



INTRODUCTION

We, the Broadway-Slavic Village EcoDistrict District Team, are a diverse group of Resident and cross-sector leaders. We are steadfastly committed to implementing a paradigm shift in creating systems-level change to foster inclusion, equity, and more prosperity and wellbeing in our beloved Broadway-Slavic Village neighborhood. The EcoDistricts Protocol is playing a pivotal role in powering our leadership and our cross-sector collaboration, two necessary ingredients for the sometimes messy and often complex work of neighborhood development.

While our prospects are encouraging, significant challenges remain for too many in Broadway-Slavic Village. In response, Slavic Village Development and 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 Broadway-Slavic Village as a certified EcoDistrict.

But, while the EcoDistricts certification process 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 EcoDistricts certification process as we now launch the process



of developing a Neighborhood Master Plan. The EcoDistricts Roadmap will guide us far into the future as the Master Plan evolves 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 in the forthcoming planning process and 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 our Master Plan using the EcoDistricts Protocol as a framework – a distinct paradigm shift itself – we have further insured the prospects for our success.

This report, the Broadway-Slavic Village EcoDistrict Roadmap, follows

the prior submission of two earlier deliverables required for EcoDistricts certification. In November 2020, we submitted an Imperatives Commitment, a written commitment to address equity, resilience comprehensively, and climate protection in all our work. And, in November 2021, we submitted our Declaration of Collaboration, our strategy for collaborative governance to engage and power the neighborhood. Now, this Roadmap will serve as, among other things, our comprehensive “playbook” for the forthcoming Master Plan and all future neighborhood initiatives. This Roadmap is establishing the context, describing baseline conditions, establishing performance indicators, and setting ambitious performance targets while devising the implementation strategies to achieve

our targets by our 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, Broadway-Slavic Village (and too many neighborhoods like it) struggled with the interlocking, systemic challenges of poverty, poor health outcomes, the isolation of the elderly, rising adolescent depression, an opioid addiction crisis, the lack of safe and stable housing fueled, in large part, by too many out of town speculative investors, insufficient transportation options, the lack of access to healthy food and runaway political and social polarization.

And, sadly, issues of race, racial discrimination, and racial profiling are particularly fraught in Broadway-Slavic Village given this history. Well into the 21st century, persons of color, especially African Americans, keenly

felt unwelcome in the neighborhood. Slavic Village Development and other organizations made great strides to increase homeownership particularly among African Americans in the 1990s and 2000s. Frustratingly, many of those same residents who were the first members of their families to buy homes and the first to move into the neighborhood were taken advantage of by predatory lenders. Generational wealth was lost seemingly overnight.

We are keenly aware of the damage that institutional, systematic, structural, and interpersonal racism had inflicted on our neighbors. Looking through this lens, the work of the District Team and Slavic Village Development must be to implement anti-racist strategies and practices across every priority, objective, and indicator. Meeting performance targets without prioritizing the building of wealth and power among persons of color will only perpetuate the inequities that have long plagued our community.

This is challenging work. And, just as progress was beginning to be made in addressing some of our interlocking challenges, COVID hit. The impact to our neighborhood, residents and business owners – the EcoDistricts planning process also became much more challenging – was nothing short of devastating. And, tragically, as with

most crises, the negative impacts were disproportionately felt by People of Color in our neighborhood. As the author, Arundhati Roy, suggested, “COVID offered us a chance to rethink the doomsday machine we have built.” Indeed, for many in Broadway-Slavic Village 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.

Nevertheless, Broadway-Slavic Village is steadfastly committed to addressing the challenges confronting us through 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. Together we commit to putting our learning and leadership to work to support “a flourishing community that works for all” in Broadway-Slavic Village, the collective wisdom, and leadership necessary to solve the social, economic, and environmental challenges of our time.

To that end, the crucial role that our Broadway-Slavic Village Community Stewards, engaged resident leaders, played in the development of our vision cannot be overstated. Our community engagement, even while interrupted by Covid forcing all engagement to remote digital platforms, has been authentic and meaningful thanks, in large part, to our Stewards. The Community Stewards, collectively and individually, committed countless hours of their valuable time to meetings, focus groups, workshops, surveys, and trainings. Their leadership and dedication to this process are a key reason our Priorities and Objectives are hyper local and genuine for our neighborhood.

Each of the cohorts of Community Stewards – there have been three classes of Stewards so far – have represented the full spectrum of the neighborhood’s age, racial and geographic diversity. In addition to stipends, the Stewards receive



extensive leadership, diversity and civic engagement training. The goal is to ultimately have 200 active Community Stewards and to have them, not the Slavic Village Development professional staff, lead the planning and outreach efforts. The Stewards are already independently organizing public events, petition drives, contacting elected officials and making sure that no one in Broadway-Slavic Village feels like they are on the outside looking in.

Today, as we collectively launch the process of developing a broader Neighborhood Master Plan, the District Team is adopting this Broadway-Slavic Village EcoDistrict Roadmap on behalf of the residents and stakeholders of Broadway-Slavic Village through a consensus-based process. Each

member of the District Team has individually and collectively reviewed and considered this Roadmap. We confirm that the community-centric Objectives among all six EcoDistricts Priorities in this EcoDistricts Roadmap are our collective vision. This Roadmap was formally adopted and endorsed December 31, 2022, and will subsequently be presented to the City of Cleveland City Planning Commission for review and adoption into Cleveland's City-wide Plan.

Then, as outlined in our Declaration of Collaboration, the District Team will, through equitable community engagement and shared governance, focus on the development of a forward-thinking Neighborhood Master Plan.

Like our current work, the forthcoming Master Plan will be community focused, performance centric, and data driven.

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 an 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 Broadway-Slavic Village.

The names and affiliations of the adopters of the Broadway Slavic Village EcoDistrict Roadmap are as follows:

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Elizabeth Baptist Church

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2

DISTRICT CONTEXT



DISTRICT BOUNDARY

Broadway-Slavic Village, one of Cleveland’s oldest and most well-known neighborhoods, is a five square mile urban community located two miles southeast of downtown. Encompassing the South Broadway, North Broadway, and Industrial Valley neighborhoods and parts of Ward 2, Ward 5, Ward 6, and Ward 12 of Cleveland, this community is home to a diverse population of nearly 22,000 residents. It contains an array of valuable assets that contribute to the area’s enduring vitality and position it for future growth. The residents of Broadway-Slavic Village are served by Slavic Village Development (SVD), the non-profit Community Development Corporation.

The Broadway-Slavic Village District Team is seeking EcoDistrict certification for the geography described in the District Boundary Map [see Figure 1]. The geography, corresponding to the North and South Broadway Statistical Planning Areas and the service area of Slavic Village Development (SVD), is also our District Boundary. Furthermore, the District Boundary corresponds to the principal focus area of a forthcoming Broadway-Slavic Village Neighborhood Master Plan. And, while the district boundary spans

twelve overlapping census tracts and nine sub-neighborhoods, it represents a distinct identity and character recognized in the wider City and region.

The community’s most significant assets are the people who make Broadway-Slavic Village their home and the rich legacy left by the generations who preceded them. The area was first settled in the 1790s by New Englanders attracted to the fresh water and power provided by the Mill Creek. In the 1820s,

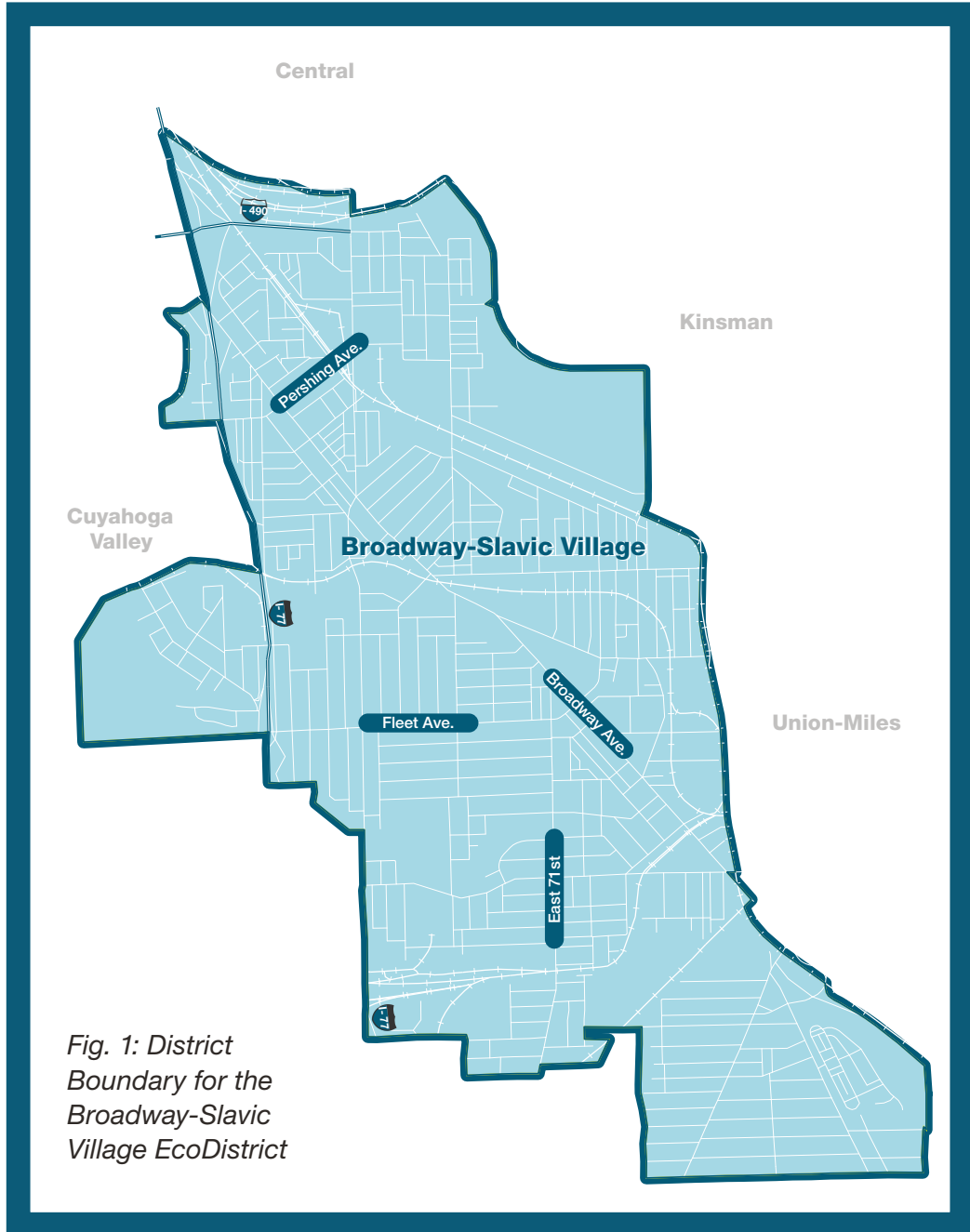


Fig. 1: District Boundary for the Broadway-Slavic Village EcoDistrict



the Ohio & Erie Canal construction led to commercial and industrial growth, and the area soon became a manufacturing center for iron and steel. First, immigrants from England, Scotland, Ireland, and Wales filled these jobs, creating close-knit neighborhoods within walking distance of the factories where they worked. From the late-19th to the mid-20th centuries, subsequent immigrants from Bohemia, Poland, and Slovenia created many of the durable institutions for which our neighborhood is named and play and vital role in our community today. Starting in the 1980s, the area became home to increasing numbers of African Americans, who now comprise over half the population and who bring new life to our community and our institutions. Broadway-

Slavic Village has more recently welcomed a growing Hispanic/Latinx population centered around Our Lady of Lourdes Catholic Church. As with all the groups that preceded them, these new neighbors seek a safe, affordable, and community-oriented place to call home and are actively involved in building a more vital neighborhood.

Unless noted otherwise, data presented herein conforms to the established district boundary in the District Boundary Map [see Figure 1]. But, given that certain data are collected and reported by either statistical planning area or at the census tract, alternate data boundaries are noted accordingly.

PRIORITY-BASED ASSET MATRIX

Sadly, many Broadway-Slavic Village residents see the neighborhood as under-resourced and, in certain fundamental ways, it is. Nevertheless, Broadway-Slavic Village 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 was a healing and transformative effort since many residents are unaware of the available resources due to the digital divide, literacy barriers or intimidation based on power imbalances. Thanks to the EcoDistricts Protocol, our community now enjoys a full community asset map 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 this Roadmap. Looking at assets across priorities and in the context of existing conditions identifies 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. Arts and culture institutions will continue to be underutilized until we use all of the communication channels available to us to promote them. Green infrastructure and investments in public space will continue to be misunderstood as wasted effort and funding without robust education around its benefits for our residents, wildlife and the environment. Lastly, our roads and sidewalks will further deteriorate and elevate able-bodied and automotive mobility over mobility for all without intervention.

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 Velodrome University Settlement	Barkwill Park Broadway Health Center Cleveland 3rd and 4th District Police Stations Forest City Park Harding Park Hyacinth Park Mill Creek Falls Morgana Bluffs Nature Preserve Stormwater Wetlands Morgana Park Oman Park Regent Park Stella Walsh Recreation Center Warsaw Park Washington Reservation	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 Heart Smarts Lead Safe Cleveland Coalition MetroHealth Foundation The FARE Project
CONNECTIVITY	Morgana Run Trail	Digital C	Bike Cleveland City of Cleveland Government Cuyahoga County Government Digital C Greater Cleveland Regional Transit National Digital Inclusion Alliance Northeast Ohio Areawide Coordinating Agency Ohio and Erie Canal Trail Open Streets Cleveland Policy Matters Ohio Slow Roll Cleveland Vision Zero

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>
LIVING INFRASTRUCTURE	<ul style="list-style-type: none"> Barkwill Park Forest City Park Harding Park Hyacinth Park Morgana Bluffs Nature Preserve Morgana Park Morgana Run Trail Oman Park Regent Park Warsaw Park 		<ul style="list-style-type: none"> Alliance for the Great Lakes Black Environmental Leaders Cleveland Comprehensive Environmental Policy Platform Cleveland Metroparks Cuyahoga River Cuyahoga Soil & Water Conservation District Holden Arboretum Lake Erie NE Ohio Regional Sewer District Ohio and Erie Canal Trail Ohio Environmental Council Organic Connects The Trust for Public Land Towpath Trail US Environmental Protection Agency Western Reserve Land Conservancy
RESOURCE REGENERATION		<ul style="list-style-type: none"> Fleet Avenue Stormwater Retention Basin Union Avenue Stormwater Retention Basin 	<ul style="list-style-type: none"> 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

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	Bohemian National Hall Broadway Christian Church Center of Hope Bible Fellowship Church of God Prophecy Church of the Immaculate Heart of Mary Community of Faith Assembly Elizabeth Baptist Church Holy Name Parish Our Lady of Lourdes People of Praise Christian Community Polish American Cultural Center Saint John Nepomucene Saint Stanislaus Church Slavic Village Development Slavic Village Historical Society Slovenian National Hall Third Federal Savings and Loan	AB Hart Block Club Barkwill Park Boys and Girls Club City of Cleveland Cleveland Public Library Fleet Branch East 50th Street/SVR Forest City Neighborhood Association Forest City Park Fullerton Block Club Harding Park Hyacinth Community Coalition Hyacinth Park Mill Creek Falls Mill Creek Homeowners Association Morgana Bluffs Nature Preserve Morgana Park Mound Block Club Oman Park Orchard Civic Regent Park Warner Turney Neighborhood Organization and Connecticut Block Club Warsaw Park Warszawa/East 63rd Street Block Club Washington Reservation	Cleveland Housing Network Cleveland Neighborhood Progress Community Housing Solutions Global Cleveland LAND Studio Levin College Cleveland State University Neighborhood Connections Neighborhood Housing Services
PROSPERITY	Broadway P-16 Third Federal Savings and Loan	AB Hart Elementary School Brightside Academy Broadway Broadway Academy Broadway School of Music and the Arts Cleveland Central Catholic High School Cleveland College Preparatory School Cleveland Public Library Fleet Branch George Voinovich High School Holy Name Parish Mound Elementary School Regent High School Saint Stanislaus Elementary Warner Girls' Leadership Academy	ArcelorMittal Center for Families and Children Job Training Cleveland Foundation Cleveland Metropolitan School District Cleveland Owns Cuyahoga Community College CWRU Mandel School of Applied Social Sciences ECDI Fund for Our Economic Future Gund Foundation HFLA Kresge Foundation NAACP Cleveland Branch PBCLE Refresh Collective Step Forward (formerly CEOGC) Towards Employment

OUR KEY ASSETS:

GOVERNMENT

- › **City of Cleveland**, an anchor for the region and the county seat of Cuyahoga County
- › **Cleveland 3rd and 4th District Police Stations**, our principal law enforcement agency

NON-PROFIT INSTITUTIONS AND ORGANIZATIONS

- › **Slavic Village Development**, our non-profit service and development organization
- › **University Settlement**, a non-profit social service provider
- › **Broadway P-16**, a wraparound services provider for young people, an initiative of the Third Federal Foundation
- › **Broadway Health Center**, a multi-specialty outpatient health center, operated by MetroHealth, a non-profit public healthcare system
- › **Cleveland Public Library Fleet Branch**, a branch of the Cleveland Public Library

- › **Boys and Girls Club**, a non-profit youth services provider
- › **Bohemian National Hall**, a social, cultural and educational organization in an historic landmark building
- › **Polish American Cultural Center**, a social and cultural organization
- › **Slovenian National Hall**, a social and cultural organization
- › **Slavic Village Historical Society**, a history, education and cultural organization
- › **Cleveland Neighborhood Progress**, our community development intermediary
- › **Digital C**, a non-profit digital literacy and broadband services
- › **Cuyahoga Community College**, our nationally ranked public community college

BUSINESSES

- › **Third Federal Savings and Loan**, a mid-size bank and anchor for 80 years

- › **ArcelorMittal**, a multi-national steel manufacturing corporation

SCHOOLS

- › **Mound Elementary School**, a STEM public school for grades PreK-8
- › **AB Hart Elementary School**, a public school for grades PreK-8
- › **Warner Girls' Leadership Academy**, a girls' public school for grades PreK-8
- › **Cleveland Central Catholic High School**, a private co-ed high school for grades 9-12
- › **Broadway School of Music and the Arts**, a non-profit community school for the arts
- › **Broadway Academy**, a public charter school for grades PreK-8
- › **Cleveland College Preparatory School**, a public charter school for grades PreK-8
- › **George Voinovich High School**, a public charter high school for grades 9-12
- › **Regent High School**, a public charter high school for grades 9-12
- › **Saint Stanislaus Elementary**, a private Catholic school for grades PreK-8
- › **Holy Name Parish**, a private Catholic school for grades PreK-8
- › **Brightside Academy Broadway**, a private childcare and early education center

FAITH-BASED ORGANIZATIONS

- › **Elizabeth Baptist Church**, a Baptist church offering community services
- › **Saint Stanislaus Church**, a Catholic church offering community services
- › **Holy Name Parish**, a Catholic church offering community services
- › **Our Lady of Lourdes**, a Catholic church offering community services
- › **Church of the Immaculate Heart of Mary**, a Catholic church offering community services and elementary school
- › **Saint John Nepomucene**, a Catholic church offering community services

- › **Broadway Christian Church**, a ministry offering community services
- › **Community of Faith Assembly**, a ministry offering community services
- › **People of Praise Christian Community**, a ministry offering community services
- › **Center of Hope Bible Fellowship**, a ministry offering community services
- › **Church of God Prophecy**, a ministry offering community services

PARKS AND RECREATION

- › **Morgana Run Trail**, a multi-use paved trail along former rail corridor
- › **Morgana Bluffs Nature Preserve**, a 4-acre nature preserve and education center
- › **Mill Creek Falls**, a public park with scenic overlook of a waterfall
- › **Washington Reservation**, a public park with 9-hole golf course
- › **Ohio and Erie Canal Trail**, a multi-use paved trail connecting the

Cuyahoga Valley National Park to downtown Cleveland

- › **Stella Walsh Recreation Center**, a full-service recreation center with fitness facilities, indoor pool and meeting rooms
- › **Warsaw Park**, a public park with an outdoor pool, tennis courts, basketball courts, play fields and playgrounds
- › **Morgana Park**, a public park with baseball fields
- › **Hyacinth Park**, a public park with baseball fields
- › **Regent Park**, a public park with play fields and basketball courts
- › **Barkwill Park**, a public park with play fields and basketball courts
- › **Harding Park**, a public park with play fields and playgrounds
- › **Forest City Park**, a public park with a play field
- › **Oman Park**, a public park with play fields and playgrounds
- › **Cleveland Velodrome**, an open-air velodrome with 166-meter banked track

BLOCK CLUBS

- › **Mound Block Club**, representing residents living near the school
- › **Forest City Neighborhood Association**, representing residents living near the border of Newburgh Heights
- › **East 50th Street/SVR**, representing residents living along Fleet Avenue
- › **AB Hart Block Club**, representing residents living near the school
- › **Warner Turney Neighborhood Organization and Connecticut Block Club**, representing residents living near the intersection
- › **Mill Creek Homeowners Association**, representing residents living in the development
- › **Orchard Civic**, representing residents living near East 71st Street and Harvard Avenue
- › **Fullerton Block Club**, representing residents living near the street
- › **Warszawa/East 63rd Street Block Club**, representing residents living near the street
- › **Hyacinth Community Coalition**, representing residents living near the park

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 of 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 Broadway-Slavic Village neighborhood has been the beneficiary of many innovations and significant generosity of investment, there is always more needed. Furthermore, there is a significant need for more coordination among the many initiatives and a better understanding of community needs, capital flows, and capital gaps.

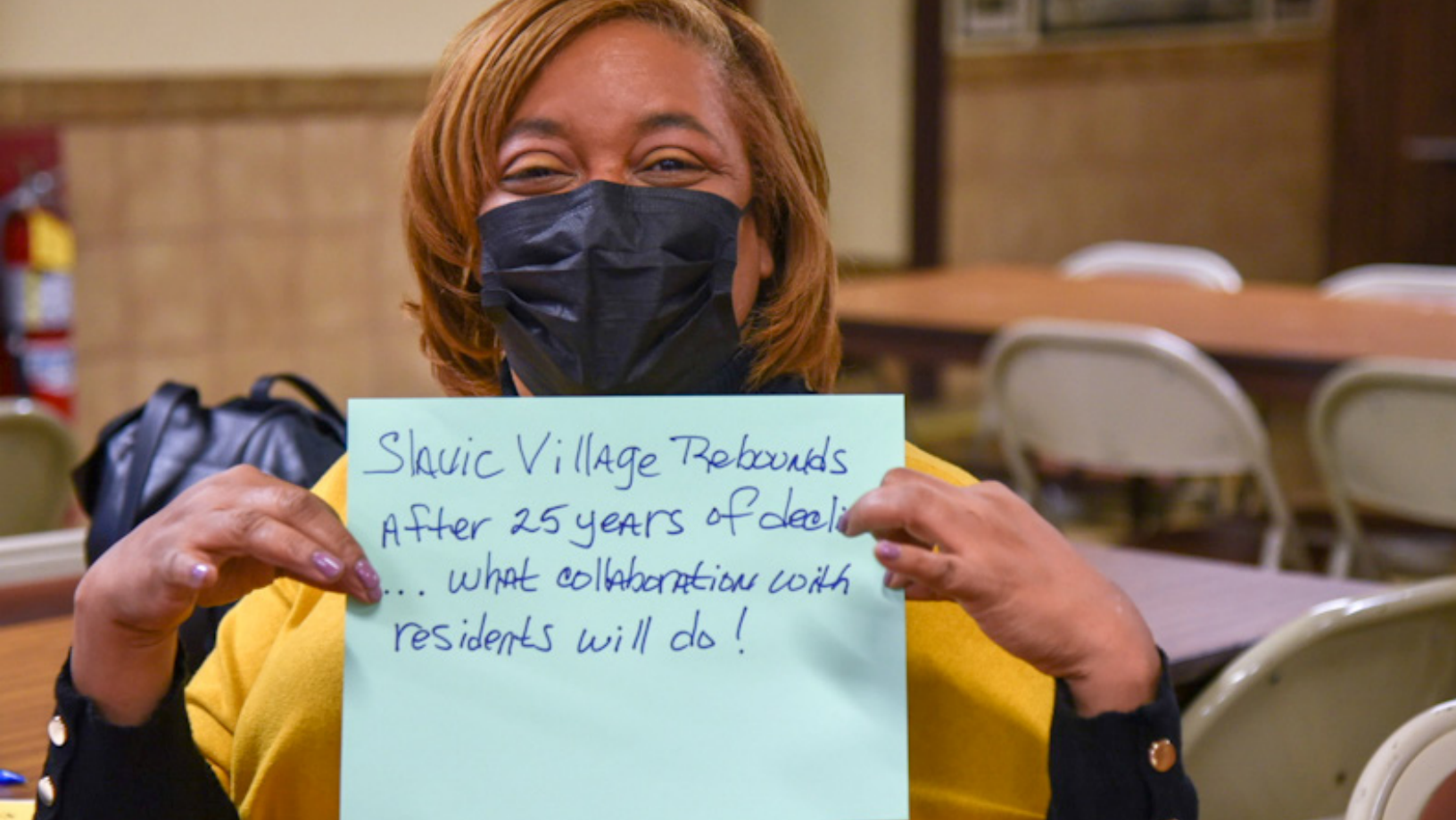
Our effort to compile a census of the many plans and initiatives that follow provided new perspectives and opportunities to better coordinate investments and services to meet community needs and the community's vision. This EcoDistricts Roadmap identifies more substantial investment opportunities while

endeavoring to build trust and facilitate cross-sector conversations for greater coordination and efficacy. The forthcoming Broadway-Slavic Village Master Plan will ideally attract an even wider variety 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 our Objectives included in this Roadmap. 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 BROADWAY-SLAVIC VILLAGE ECODISTRICT

PLACE	PROSPERITY	HEALTH & WELL-BEING		
<ul style="list-style-type: none"> › 5115 at the Rising › Celebrate Slavic Village › Community Stewards › Healthy Homes Initiative › Homeowner Property Tax Payment Plan Assistance › Housing Court Intervention › Hyacinth Lofts › Neighbors Invest in Broadway › Night at the Races › Rooms to Let: CLE › Slavic Village Rediscovered 	<ul style="list-style-type: none"> › Broadway/East 55th Street Historic District › Fleet Avenue/East 65th Street Business District › Harvard Avenue Business District › North and South Broadway Business Districts › P-16 › Warner Road Business District › Little Free Library › MyCom 	<ul style="list-style-type: none"> › MetroHealth in the Schools 		
<ul style="list-style-type: none"> › Vacant & Distressed Property Investigation › 50/50 Repair Program › Down Payment Assistance › Family Stability Initiative › Home Energy Assistance Program › Home Repair Loan Program › Legal Aid Society › Side Yard Expansion › Storefront Renovation Program › Tax Abatement 	<th data-bbox="594 1056 1024 1108">CONNECTIVITY</th> <td data-bbox="1024 1056 1453 1516"> <th data-bbox="1024 1056 1453 1108">RESOURCE REGENERATION</th> </td>	CONNECTIVITY	<th data-bbox="1024 1056 1453 1108">RESOURCE REGENERATION</th>	RESOURCE REGENERATION
	<ul style="list-style-type: none"> › Downtown Trail Connector › Booth Avenue Connector 	<ul style="list-style-type: none"> › Water Champions, assisting residents with water/sewer bills and water conservation 		



KEY PLANS, INVESTMENTS, AND INITIATIVES BY PRIORITY:

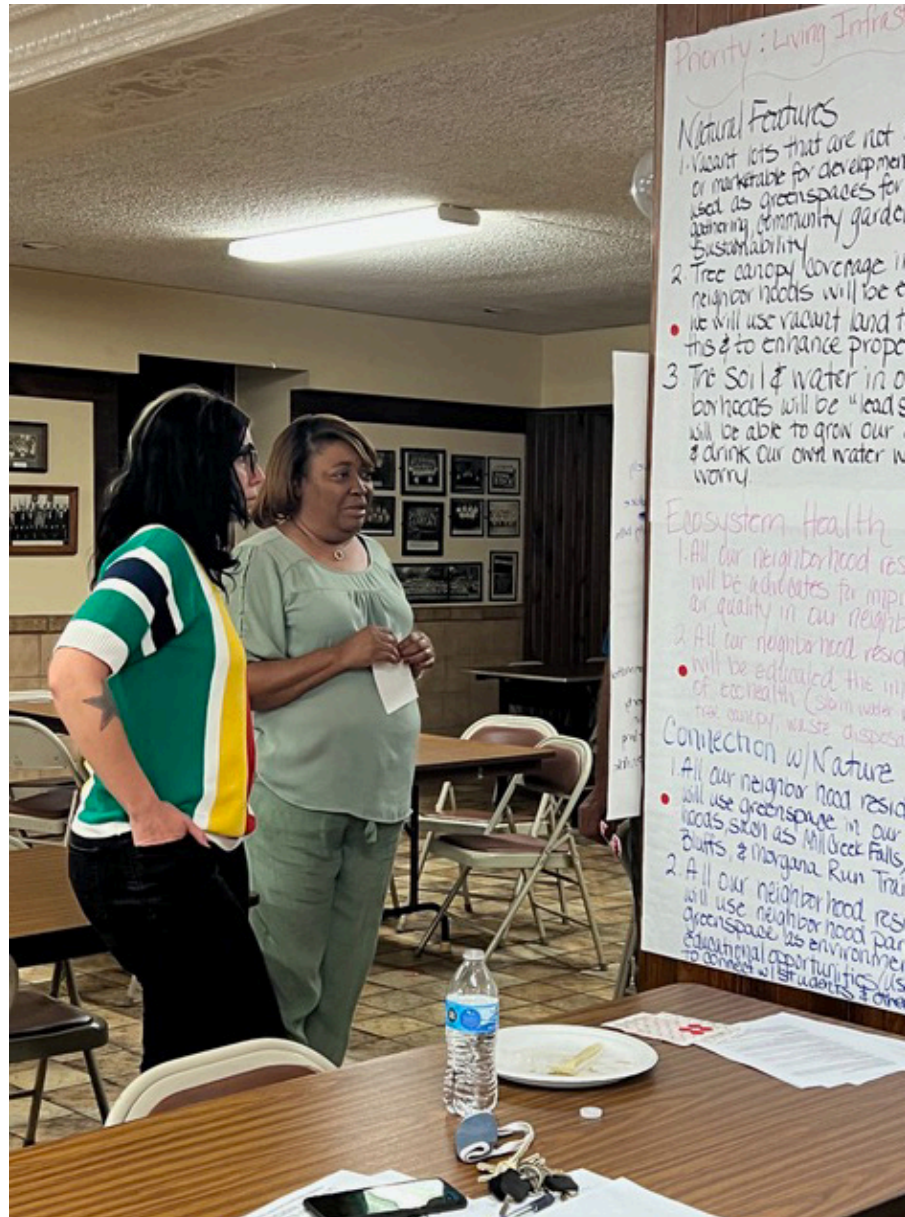
PLACE

- › **Community Stewards**, an ongoing program for selected residents connecting around leadership, learning, capacity building, and pursuing targeted projects and programs funded by mini grants
- › **5115 at the Rising**, a mixed-use development with affordable housing, community gathering space and the headquarters of University Settlement
- › **Hyacinth Lofts**, a live/workspace for artists and others
- › **Healthy Homes Initiative**, an initiative abating lead and asthma triggers from homes throughout the city of Cleveland
- › **Vacant & Distressed Property Investigation**, an initiative of community and agencies removing distressed properties and restoring vacant properties to good use
- › **Housing Court Intervention**, an initiative working with effected parties through Housing Court to reduce evictions
- › **Homeowner Property Tax Payment Plan Assistance**, an initiative assisting residents who qualify for reductions in property

- tax bills or homestead exemptions
- › **Family Stability Initiative**, an initiative assisting residents at risk of eviction or foreclosure
 - › **Home Energy Assistance Program**, an initiative assisting residents with paying heating bills
 - › **Legal Aid Society**, an initiative representing residents in a variety of civil legal matters
 - › **Side Yard Expansion**, an initiative assisting homeowners with the purchase of adjacent land bank property at a nominal cost
 - › **50/50 Repair Program**, an initiative assisting seniors with home repair projects
 - › **Home Repair Loan Program**, an initiative assisting residents with energy-efficiency upgrades and property improvements
 - › **Down Payment Assistance**, an initiative assisting homebuyers with down payment assistance through partner financial institutions
 - › **Tax Abatement**, an initiative assisting homeowners to access residential tax abatement in new development or redevelopment
 - › **Slavic Village Rediscovered**, an initiative of home rehabilitation and assisting homebuyers
 - › **Neighbors Invest in Broadway**, an initiative of home rehabilitation and assisting homebuyers
 - › **Storefront Renovation Program**, an initiative of assisting business owners with storefront rehabilitation in neighborhood retail districts
 - › **Nite at the Races**, an annual benefit to support housing assistance, business development, community building and youth literacy
 - › **Rooms to Let: CLE**, an annual exhibition of artists repurposing vacant spaces
 - › **Celebrate Slavic Village**, an annual benefit to support the work of Slavic Village Development

PROSPERITY

- **P-16**, created by The Third Federal Foundation, an initiative to aggregate resources and wrap around support to make sure neighborhood young people receive a quality education from preschool through college
- **MyCom**, a county-wide initiative to provide young people with positive experiences and caring adults to achieve their full potential
- **Little Free Library**, a national initiative to promote youth literacy
- **Broadway/East 55th Street Historic District**, the neighborhood's historic "Main Street" with diverse commercial buildings
- **North and South Broadway Business Districts**, commercial districts flanking the historic district home to a variety of businesses
- **Fleet Avenue/East 65th Street Business District**, a commercial district focused on shops with ethnic foods, imported goods and restaurants
- **Harvard Avenue Business District**, a commercial district focused on a unique mix of shops and services



ONGOING AND IMMINENT ACTIVITY BY OTHERS

Thanks to effective and engaged leadership by our dedicated elected officials, our competent community development organizations, and many trusted stakeholders, Broadway-Slavic Village sees 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 Broadway-Slavic Village.

The District Team used the following Priority-based matrix of ongoing and imminent activities by other entities in the district to select our Objectives included in this Roadmap. And by looking at continuing and immanent 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
10-Year Housing Investment Plan Middle Neighborhoods Strategy	Opportunity Corridor American Rescue Recovery Plan	Health Improvement Partnership (HIP-Cuyahoga) Lead Safe Cleveland
CONNECTIVITY	LIVING INFRASTRUCTURE	RESOURCE REGENERATION
City of Cleveland Complete and Green Streets Ordinance Digital C/EmpowerCLE+	Cleveland Tree Plan	Circular Cleveland Community Grants Cleveland Climate Action Plan Regional Stormwater Management Program/ Project Clean Lake

OUR KEY ONGOING AND IMMINENT ACTIVITIES BY OTHERS BY PRIORITY:

PLACE

- › **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. 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 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.

PROSPERITY

- › **Opportunity Corridor**, an economic development zone and linear boulevard that connects I-77 and I-490 to University Circle, a major regional job hub
- › **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.

HEALTH AND WELLBEING

- › **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. This initiative is related to the Health and Wellbeing 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 Project impacts the Health and Wellbeing Priority by nurturing people's health through seeking equitable health outcomes based on accessible, affordable healthcare.

CONNECTIVITY

- › **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.

RESOURCE REGENERATION

- › **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.
- › **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. 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.

- › **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.

3

PRIORITIES, OBJECTIVES + INDICATORS



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 target. With a new focus and steadfast commitment, and, as we launch our first Neighborhood Master Plan process in many years, our agenda for the future of Broadway-Slavic Village is set.

Our vision represents the aspirations of the collective and is, in accordance with the EcoDistricts Protocol, based on imperatives, priorities and measurable objectives. Our planning process involved and engaged scores of Broadway-Slavic Village residents and stakeholders in various ways catalyzing community-wide action and imagination.

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 fundamentally important to Broadway-Slavic Village. We must continue to foster a sense of belonging, power, autonomy, culture, and identity, all unique for our community, as we launch the next planning process.

So, our Priorities and Objectives, as indicated herein: a deep commitment to anti-racism and equity, more significant opportunity and mobility,

better health and wellbeing, and a cleaner environment as critical examples, are essential to driving our comprehensive equity and sustainability agenda. These conversations, still ongoing, should be amply evident in the pages that follow.

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 having the necessary tough conversations. (Equity) › Our residents have safe, accessible and welcoming places to meet, celebrate and learn. (Equity) 	<ul style="list-style-type: none"> ♦ Our residents feel well served by neighborhood institutions including Slavic Village Development and our elected City Council members. ♦ Our residents are encouraged to contribute to the civic life of the neighborhood.
Culture and Identity	<ul style="list-style-type: none"> › Our civic, religious, educational and cultural institutions adapt to the needs of our residents. (Equity) › Our residents learn about and celebrate the various cultures and identities of our neighborhood that have developed over time and through the arts. (Equity) 	<ul style="list-style-type: none"> ♦ We encourage expressions of diversity and local culture in our neighborhood retail and commercial areas. ♦ We encourage the development of new institutions as anchors of our new, emerging cultures. ♦ Our residents honor and support our enduring neighborhood institutions.
Public Spaces	<ul style="list-style-type: none"> › Our residents have access to high-quality, safe greenspaces for gathering and play. (Equity) 	<ul style="list-style-type: none"> ♦ Our neighborhood's wide diversity is reflected in our public spaces and in our festivals and celebrations.
Housing	<ul style="list-style-type: none"> › We acknowledge the disproportional impact of the 2008 housing crisis in BSV for BIPOC and work to remedy the conditions in which those impacts took place. (Equity) › Safe, accessible and affordable housing is a priority in all our neighborhoods; we adapt to meet everyone's housing needs. (Equity) › Housing quality is improving for all residents, especially low-income homeowners and tenants. (Equity) › Our neighborhood's population is increasing. (Resilience) › Our neighborhood's housing stock is increasing. (Resilience) 	<ul style="list-style-type: none"> ♦ Our housing is high-quality and marketable; there is an array of housing options for all people who wish to live in the neighborhood. ♦ We support local homeowners with the necessary resources to maintain high quality housing in our neighborhood. ♦ We support our residents in becoming homeowners as a way of building wealth and creating and maintaining high quality housing stock. ♦ Quality of life and resident retention is improving while blight is decreasing. ♦ We pursue target code enforcement through parcel-by-parcel surveying supported by HHI resources.

	Selected Objectives	Potential Additional/Future Objectives
PROSPERITY		
Access to Opportunity	<ul style="list-style-type: none"> > Our residents have access to workforce and literacy training so they can meet the needs of an evolving employment market. (Resilience) > Inequity of educational attainment is decreasing. (Equity) > Our residents have access to employment that provides a stable living wage and jobs that are accessible by public transit. (Equity) 	<ul style="list-style-type: none"> ◆ We support our neighborhood families with children and their educational needs. ◆ Inequity of literacy rates by race and ethnicity is decreasing. ◆ Working parents in our neighborhood have access to high quality, affordable childcare which enables them to attend job interviews and pursue employment that provides a stable living wage.
Economic Development	<ul style="list-style-type: none"> > We attract all sizes of businesses including manufacturing. (Resilience) > We attract women and minority-owned businesses to our neighborhood by providing targeted businesses support and access to resources and tools. (Equity) 	<ul style="list-style-type: none"> ◆ We support business development in the neighborhoods by addressing barriers.
Innovation	<ul style="list-style-type: none"> > We attract new economy employers to our neighborhoods in part by providing educational and training opportunities for a changing economy for our residents. (Resilience) 	<ul style="list-style-type: none"> ◆ Our neighborhoods attract businesses and jobs in emerging sectors such as healthcare and technology.
HEALTH & WELL-BEING		
Active Living	<ul style="list-style-type: none"> > We foster and support activities that are good for physical and mental health and we invest in high quality recreation facilities for all ages and abilities. (Equity) > We design our streets to support walking, wheelchairs, biking, traffic calming and with street trees. (Equity) 	<ul style="list-style-type: none"> ◆ TBD
Health and Wellbeing	<ul style="list-style-type: none"> > Our residents have access to high quality, affordable mental and physical healthcare. (Equity) > Inequity in health outcomes by race, ethnicity and household income is decreasing. (Equity) 	<ul style="list-style-type: none"> ◆ Our residents have access to participation in the arts to help support their total/holistic wellbeing.
Safety	<ul style="list-style-type: none"> > We acknowledge that public safety, both perception and reality, is a complex and often fraught issue for our residents and businesses; we inclusively engage all in our neighborhood including our youth on what safety means to them and we use what we learn in our work. (Equity) 	<ul style="list-style-type: none"> ◆ We collect a wide variety of data on public safety, both perception and reality, and do not rely solely on government-sanctioned crime statistics.
Food Systems	<ul style="list-style-type: none"> > Our residents have access to healthy, fresh and affordable food from locally owned markets and/or local community gardens. (Resilience) 	<ul style="list-style-type: none"> ◆ TBD

	Selected Objectives	Potential Additional/Future Objectives
CONNECTIVITY		
Street Network	› Our sidewalks are increasingly safe, well-maintained, well-lit and ADA compliant. (Equity)	♦ TBD
Mobility	› Our neighborhood is increasingly accessible either by public transit, biking, walking or wheelchair. (Resilience)	<ul style="list-style-type: none"> ♦ Cycling is a safe and accessible mode of transportation; we add to and improve our neighborhood bicycle infrastructure including protected bike lanes, bike boulevards, and separated bike paths. ♦ All our neighborhood residents live within a 10-minute walk of at least one bus line. ♦ Our elderly and disabled residents have increasing access to public transportation.
Digital Network	› Our neighborhood advocates for digital connectivity in BSV and across the region. (Resilience)	<ul style="list-style-type: none"> ♦ Our residents have access to high-speed broadband internet services to meet their needs. ♦ Our businesses have access to high-speed broadband services to meet their needs and the needs of their customers. ♦ Our residents have access to the equipment they need for work, school, telehealth and to stay connected to friends and family. ♦ Our neighborhood embraces and utilizes cutting edge technology to connect, share information and promote our neighborhood.
LIVING INFRASTRUCTURE		
Natural Features	› Tree canopy coverage in our neighborhood is expanding. We use vacant land to accomplish this and to enhance properties. (Resilience)	<ul style="list-style-type: none"> ♦ Vacant lots and side lots that are not suitable or marketable for development are used as greenspaces for community gathering, gardening and sustainability. ♦ The soil and water in our neighborhood are lead safe; we grow our own food and drink our water without worry of contamination. ♦ Our green spaces are increasingly well-maintained including tree trimming and pest control.
Ecosystem Health	› Our residents are educated in the importance of ecosystem health (i.e., storm water management, tree canopy, waste disposal). (Resilience)	♦ Our residents advocate for improved air quality.
Connection with Nature	› Our residents use the greenspaces in our neighborhood such as Mill Creek Falls, Morgana Bluffs and Morgana Run Trail. (Equity)	♦ Our residents use our neighborhood parks and greenspaces as environmental education opportunities.

	Selected Objectives	Potential Additional/Future Objectives
RESOURCE REGENERATION		
Air and Climate	<ul style="list-style-type: none"> ➤ Our air is increasingly clean and does not negatively impact our health. (Climate) 	<ul style="list-style-type: none"> ◆ Our residents reduce their energy consumption through home weatherization and thereby lower their utility bills.
Water	<ul style="list-style-type: none"> ➤ Our water is clean and does not negatively impact our health. (Resilience) 	<ul style="list-style-type: none"> ◆ Our residents are educated on the benefits of green storm water management practices such as rain barrels and rain gardens. ◆ We work with the City Department of Public Works and the Sewer District to keep our storm water inlets clean, especially in the fall when leaves accumulate.
Waste	<ul style="list-style-type: none"> ➤ Littering and dumping are decreasing in our neighborhood. (Climate) ➤ We support the efforts of the sewer district to manage stormwater overflow and keep our lake clean. (Climate) 	<ul style="list-style-type: none"> ◆ Our residents have properly sized waste and recycling bins for their homes; education around proper recycling practices is sufficient and accessible.



INDICATORS

Having established the context and background of the district and, having selected Priorities and Objectives that express our collective vision, the District Team further assembled a set of Indicators that will allow us to measure performance relative to our established targets. The Indicators and Targets herein 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 Broadway-Slavic Village neighborhood. Therefore, while 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

	Selected Objective	Indicator
PLACE		
Engagement and Inclusion	› We fight racial discrimination and foster healing by making inclusion inescapable and having the necessary tough conversations. (Equity)	♦ Residents participating in REI training or facilitated dialogues on race and equity as the percentage of total population per year and demographic makeup of civic participation by race and ethnicity per year.
	› Our residents have safe, accessible and welcoming places to meet, celebrate and learn. (Equity)	♦ Results of a triennial resident survey to assess perception of public places in BSV.
Culture and Identity	› Our civic, religious, educational and cultural institutions adapt to the needs of our residents. (Equity)	♦ Residents engaging with local anchor institutions as the number per year. ♦ Results of a triennial resident survey to assess perceptions of community and resident needs met.
	› Our residents learn about and celebrate the various cultures and identities of our neighborhood that have developed over time and through the arts. (Equity)	♦ Local arts and culture events as the number per year and demographic make-up of participation by race and ethnicity per year.
Public Spaces	› Our residents have access to high-quality, safe greenspaces for gathering and play. (Equity)	♦ Residents living within a ten-minute walk of a high-quality public park as a percentage of total population.
Housing	› We acknowledge the disproportional impact of the 2008 housing crisis in BSV for BIPOC and work to remedy the conditions in which those impacts took place. (Equity)	♦ Number of homeowners receiving HHI services and demographic makeup of services received by race, ethnicity and income. ♦ Number of residents referred to legal and eviction prevention resources per year.
	› Safe, accessible and affordable housing is a priority in all our neighborhoods; we adapt to meet everyone’s housing needs. (Equity)	♦ Relevant residential improvement projects as the number of passed final inspections per year. ♦ Affordable housing units in BSV as percent housing stock by tenure per year
	› Housing quality is improving for all residents, especially low-income homeowners and tenants. (Equity)	♦ Dwelling units deemed in poor condition as the percentage of total dwelling units per three years.
	› Our neighborhood’s population is increasing. (Resilience)	♦ Number of residents per year residing in BSV and population change year-to-year
	› Our neighborhood’s housing supply is increasing. (Resilience)	♦ Number of housing units and number of vacant lots in BSV per year

PROSPERITY

Access to Opportunity	<ul style="list-style-type: none"> › Our residents have access to workforce and literacy training so they can meet the needs of an evolving employment market. (Resilience) 	<ul style="list-style-type: none"> ♦ Residents participating in workforce education and training as a number per year.
	<ul style="list-style-type: none"> › Inequity of educational attainment is decreasing. (Equity) 	<ul style="list-style-type: none"> ♦ Race and ethnicity by educational attainment as percentage per year.
	<ul style="list-style-type: none"> › Our residents have access to employment that provides a stable living wage and jobs that are accessible by public transit. (Equity) 	<ul style="list-style-type: none"> ♦ Residents living within a ten-minute walk of a transit stop as percentage of total working age population.
Economic Development	<ul style="list-style-type: none"> › We attract all sizes of business including manufacturing. (Resilience) 	<ul style="list-style-type: none"> ♦ New businesses by sector opened as a number per year and the size make-up for those new businesses by employees per year.
	<ul style="list-style-type: none"> › We attract women and minority-owned businesses to our neighborhood by providing targeted business support and access to resources and tools. (Equity) 	<ul style="list-style-type: none"> ♦ New women and minority owned businesses opened as the number per year.
Innovation	<ul style="list-style-type: none"> › We attract new economy employers to our neighborhoods in part by providing educational and training opportunities for a changing economy for our residents. (Resilience) 	<ul style="list-style-type: none"> ♦ Residents participating in training programs for new economy sectors as a number per year.

HEALTH AND WELLBEING

Active Living	<ul style="list-style-type: none"> › We foster and support activities that are good for physical and mental health and we invest in high quality recreation facilities for all ages and abilities. (Equity) 	<ul style="list-style-type: none"> ♦ Census of current recreational amenities, program hours offered, condition, and gaps in service.
	<ul style="list-style-type: none"> › We design our streets to support walking, wheelchairs, biking, traffic calming and with street trees. (Resilience) 	<ul style="list-style-type: none"> ♦ Results of a triennial walk survey to assess walkability, bike-ability, ADA compliance and presence/ health of street trees.
Health and Wellbeing	<ul style="list-style-type: none"> › Our residents have access to high quality, affordable mental and physical healthcare. (Equity) 	<ul style="list-style-type: none"> ♦ Results of a triennial resident survey to assess local resident knowledge of available mental and physical healthcare resources.
	<ul style="list-style-type: none"> › Inequity in health outcomes by race, ethnicity, and household income is decreasing. (Equity) 	<ul style="list-style-type: none"> ♦ Rates of morbidity and chronic illness by household income, race and ethnicity.
Safety	<ul style="list-style-type: none"> › We acknowledge that public safety, both perception and reality, is a complex and often fraught issue for our residents and businesses; we inclusively engage all in our neighborhood including our youth on what safety means to them and we use what we learn in our work. (Equity) 	<ul style="list-style-type: none"> ♦ Residents participating in safe and authentic facilitated dialogues on public safety as the percentage of total population per year by age range, gender, race and ethnicity.
Food Systems	<ul style="list-style-type: none"> › Our residents have access to healthy, fresh and affordable food from locally owned markets and/or local community gardens. (Resilience) 	<ul style="list-style-type: none"> ♦ Residents living within a ten-minute walk of a locally owned market or community garden as a percentage of total population.

CONNECTIVITY

Street Network	<ul style="list-style-type: none"> › Our sidewalks are increasingly safe, well-maintained, well-lit and ADA compliant. (Equity) 	<ul style="list-style-type: none"> ♦ Results of a triennial walk survey to assess walkability, conditions of sidewalks, bike-ability, ADA compliance and rates of public transit use.
Mobility	<ul style="list-style-type: none"> › Our neighborhood is increasingly accessible either by public transit, biking, walking or wheelchair (Resilience) 	<ul style="list-style-type: none"> ♦ Residents living within a ten-minute walk of a transit stop as a percentage of total population.
Digital Network	<ul style="list-style-type: none"> › Our neighborhood advocates for digital connectivity in BSV and across the region. › (Resilience) 	<ul style="list-style-type: none"> ♦ Residents engaged in advocacy on public policy with commercial or non-profit internet providers or relevant government agencies or groups by number per year.

LIVING INFRASTRUCTURE

Natural Features	<ul style="list-style-type: none"> › Tree canopy coverage in our neighborhood is expanding. We use vacant land to accomplish this and to enhance properties. (Resilience) 	<ul style="list-style-type: none"> ♦ High-quality trees planted and maintained as the number of trees by type per year.
Ecosystem Health	<ul style="list-style-type: none"> › Our residents are educated in the importance of ecosystem health (i.e., storm water management, tree canopy, waste disposal). (Resilience) 	<ul style="list-style-type: none"> ♦ Residents participating in education programs for ecosystem health as a number per year.
Connection with Nature	<ul style="list-style-type: none"> › Our residents use the greenspaces in our neighborhood such as Mill Creek Falls, Morgana Bluffs and Morgana Run Trail. (Equity) 	<ul style="list-style-type: none"> ♦ Results of a triennial resident survey to assess rates of use of public greenspaces.

RESOURCE REGENERATION

Air and Climate	<ul style="list-style-type: none"> › Our air is increasingly clean and does not negatively impact our health. (Climate) 	<ul style="list-style-type: none"> ♦ Air quality index score (average AQI)
Water	<ul style="list-style-type: none"> › Our water is clean and does not negatively impact our health. (Resilience) 	<ul style="list-style-type: none"> ♦ Water quality index score (in number of detected contaminants vs total possible contaminants).
Waste	<ul style="list-style-type: none"> › Littering and dumping are decreasing in our neighborhood. (Climate) 	<ul style="list-style-type: none"> ♦ Waste collected quantified by type including legal vs. illegal by weight as pounds per year. ♦ Residents participating in cleanup events as number per year.
	<ul style="list-style-type: none"> › We support the efforts of the Regional Sewer District to manage stormwater overflow and keep our lake clean. 	<ul style="list-style-type: none"> ♦ Residents participating in education programs for stormwater management and green infrastructure as the number per year.

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. This demographic data, and existing assets outlined in our Priority-Based Asset Matrix, informed our selection of Objectives,

allowed us to establish baseline performance levels for many of the Indicators mentioned herein, and set Targets for performance. Unless noted otherwise, all data has been normalized for the year 2018 as our baseline.



TABLE 6A: EXISTING CONDITIONS AND BASELINE PERFORMANCE ASSESSMENT

EXISTING CONDITIONS	
DEMOGRAPHICS	
BROADWAY-SLAVIC VILLAGE NEIGHBORHOOD <i>(Sources: 2019 ACS 5-Year Estimates and Cleveland Progress Index)</i>	
Population	20,150 residents Under age 18 = 25% Ages 18-64 = 64% Ages 65+ = 11%
Race and Ethnicity	8% Hispanic 42% White, non-Hispanic 50% Black, non-Hispanic 0% Asian, non-Hispanic
Income	\$26,407 median household income (vs Cleveland overall \$30,907) \$718 median gross rent per month 39.8% of residents living below poverty (vs Cleveland overall 32.7%) 61.0% of children (0-17) living below poverty (vs Cleveland overall 48.2%)
Employment and Education	44.3% of working-age adults are not in labor force 22.4% less than high school diploma 40.6% high school diploma or equivalent (GED) 27.9% some college or associate degree 9.2% bachelor's degree or higher
Health	7.9% no health insurance coverage 51.8% Medicaid coverage (alone or in combination) 21.8% disability status (with a disability, all ages) 41.1% older adult disability status (with a disability. Age 65+) 15.5% low birth weight (under 5.5 pounds) 15.6% preterm birth (less than 37 weeks) 49 teen births (births per 1,000, females aged 15-19) 69 year life expectancy
Safety	1,575 part I crimes (2018) 2,014 part II crimes (2018)
Housing	93% of homes built prior to 1979 (lead paint common) Median parcel price: \$25,100 Median home price: \$58,000
Health and Human Services <i>(Cleveland Progress Index)</i>	7.9% residents without health insurance coverage Elevated blood lead level: 16.5% children under six years-old 3,704 Households receiving SNAP benefits

INDICATORS BY PRIORITY

	Objective Indicator	Baseline Performance
PLACE		
Engagement and Inclusion	Residents participating in REI trainings or facilitated dialogues on race and equity as the percentage of total population per year and demographic make-up of civic participation by race and ethnicity per year.	<1%, TBD white vs non-white
	Results of a triennial resident survey to assess perceptions of public places in BSV.	TBD pending survey
Culture and Identity	Residents engaging with local anchor institutions as the number per year by anchor institution.	TBD resident by institution, see Priority-Based Asset Matrix: Place
	Results of a triennial resident survey to assess perceptions of community and resident needs met.	TBD pending survey
	Number of local arts and culture events per year and the demographic make-up of arts and culture events participation by race and ethnicity per year.	TBD events and participants by white vs non-white
Public Spaces	Residents living within a ten-minute walk of a high-quality public park as the percentage of total population	95% residents, see Priority-Based Asset Matrix: Living Infrastructure
Housing	Number of homeowners receiving HHI services and demographic makeup of services received by race, ethnicity and income	340 households, TBD white vs non-white; TBD median income
	Number of residents referred to eviction prevention services per year	45 residents
	Relevant residential improvement projects as the number of passed final inspections per year	TBD passed final inspections; Reach out to building and housing for this bi-annually
	Affordable housing in BSV as percent housing stock by tenure per year	48% affordable rental occupancy, 76% affordable owner occupancy
	Dwelling units deemed in poor condition as the percentage of total dwelling units per three years.	8%
	Number of residents per year residing in BSV and population change year-to-year	20,150 residents; TBD% population change
	Number of housing units and number of vacant lots in BSV per year	16,140 housing units; TBD vacant lots

	Objective Indicator	Baseline Performance
PROSPERITY		
Access to Opportunity	Residents participating in workforce education and training as the number per year.	TBD residents
	Race and ethnicity by educational attainment as percentage per year.	78% White, 95% Black, 59% Hispanic
	Residents living within a ten-minute walk of a transit stop as percentage of total working age population.	95%, see Priority-Based Asset Matrix: Connectivity
Economic Development	New businesses by sector opened as the number per year and the size make-up for those new businesses by employees per year.	2 businesses, 4 employees
	New women and minority owned businesses opened as the number per year.	1 business
Innovation	Residents participating in training programs for new economy sectors as the number per year.	TBD residents
HEALTH AND WELLBEING		
Active Living	Census of current recreational amenities, program hours offered, condition, and gaps in service.	TBD pending census, see Priority-Based Asset Matrix: Health & Well-Being
	Results of a triennial walk survey to assess walkability, bike-ability, ADA compliance and presence/ health of street trees.	TBD pending survey, see Priority-Based Asset Matrix: Connectivity, Living Infrastructure and Resource Regeneration
Health	Results of a triennial resident survey to assess local resident knowledge of available mental and physical healthcare resources.	TBD pending survey, see Priority-Based Asset Matrix: Health & Well-Being
	Rates of morbidity and chronic illness by household income, race, ethnicity and gender.	TBD by income and white vs non-white
Safety	Residents participating in safe and authentic facilitated dialogues on public safety as the percentage of total population per year by age range, gender, race and ethnicity.	TBD% white vs non-white, TBD% by gender, TBD% by age range
Food Systems	Residents living within a ten-minute walk of a locally owned market or community garden as the percentage of total population.	TBD% residents, see Priority-Based Asset Matrix: Health & Well-Being

	Objective Indicator	Baseline Performance
CONNECTIVITY		
Street Network	Results of a triennial walk survey to assess walkability, conditions of sidewalks, bike-ability, ADA compliance and rates of public transit use.	TBD pending survey, see Priority-Based Asset Matrix: Connectivity
Mobility	Residents living within a ten-minute walk of a transit stop as the percentage of total population.	95%, see Priority-Based Asset Matrix: Connectivity
Digital Network	Residents engaged in advocacy on public policy with commercial or non-profit internet providers or relevant government agencies or groups by the number per year.	6 residents
LIVING INFRASTRUCTURE		
Natural Features	High-quality trees planted and maintained in number of trees by type per year.	20 vacant lot trees, 61 public ROW trees
Ecosystem Health	Residents participating in education programs for ecosystem health as the number per year.	20 residents
Connection with Nature	Results of a triennial resident survey to assess rates of use of public greenspaces.	TBD pending survey
RESOURCE REGENERATION		
Air and Climate	Air quality index score (average AQI)	25
Water	Water quality index score (in number of detected contaminants vs total possible contaminants)	12/24
Waste	Waste collected quantified by type including legal vs. illegal by weight as pounds per year.	TBD legal pounds, TBD illegal pounds
	Residents participating in cleanup events as number per year.	Baseline Performance: 400 residents
	Residents participating in education programs for stormwater management and green infrastructure as the number per year.	TBD residents, see Priority-Based Asset Matrix: Living Infrastructure and Resource Regeneration

TABLE 6B: DISTRICT EMISSIONS INVENTORY

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	917	-	34,180	-	-	37,865		
Commercial/Institutional	665	-	53,354	-	-	54,019		
Manufacturing/Construction	1,186	-	186,267	-	-	187,453		
Buildings Subtotal	2,768	-	273,801	-	-	279,337		
TRANSPORTATION (VEHICLE MILES TRAVELED)								
Passenger Motor Vehicles	-	155,282,9725	-	-	-			
Transit Vehicles/Commercial	-	11,670,014	-	-	-			
Transportation Subtotal	-	116,952,986	-	-	-			
INFRASTRUCTURE								
Street Lighting & Traffic Control	-	-	-	-	Note 1	Note 1	Note 1	
Infrastructure Subtotal	-	-	-	-	Note 1	Note 1	Note 1	
TOTAL								
District Total	2,768	-	273,801			279,337	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: DISTRICT 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	48,662	-	22,308	-	-	70,970	20%	
Commercial/Institutional	35,265	-	20,724	-	-	55,989	16%	
Manufacturing/Construction	62,906	-	84,797	-	-	147,703	41%	
Buildings Subtotal	146,833	-	127,829	-	-	274,662	76%	
TRANSPORTATION								
Passenger Motor Vehicles	-	66,244	-	-	-	66,244	18%	
Transit Vehicles/Commercial	-	19,875	-	-	-	19,875	6%	
Transportation Subtotal	-	86,119	-	-	-	86,119	24%	
INFRASTRUCTURE								
Street Lighting & Traffic Control	-	-	-	-	Note 1	Note 1	Note 1	
Infrastructure Subtotal	-	-	-	-	Note 1	Note 1	Note 1	
TOTAL								
District Total	146,833	86,119	127,829	-		360,781	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 Broadway-Slavic

Village 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.

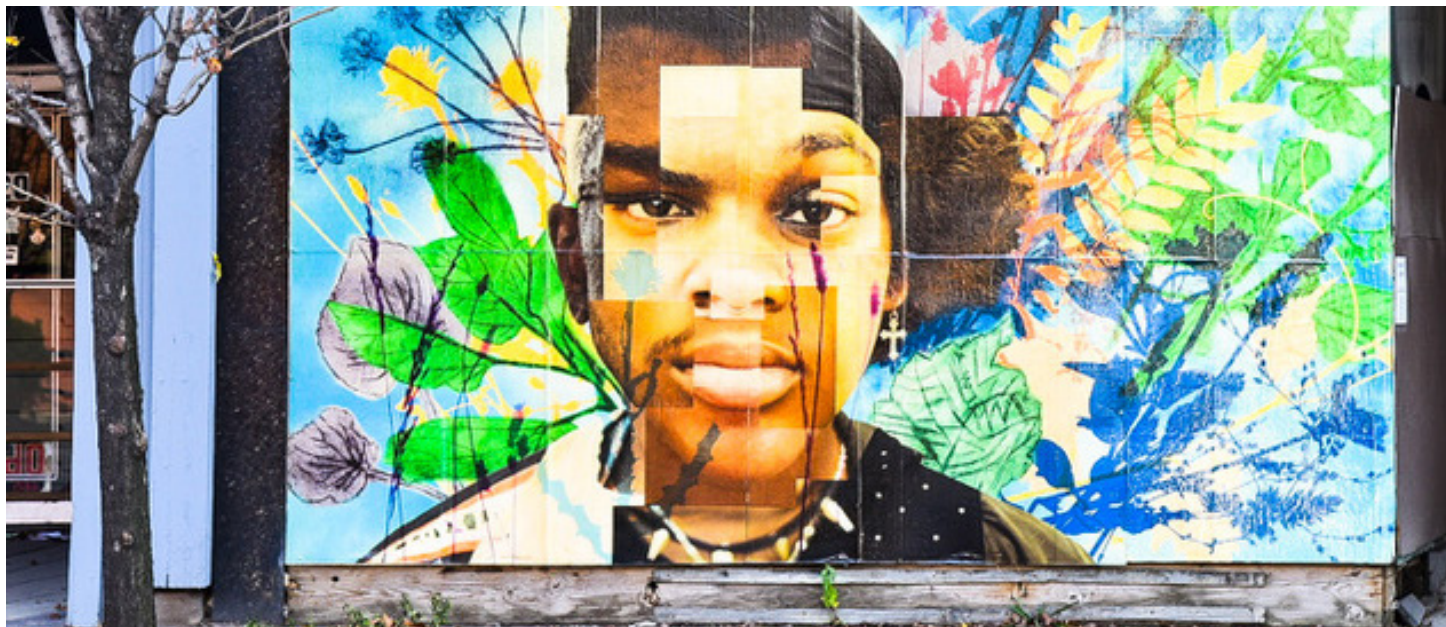


TABLE 7: MATRIX OF LOCAL PARALLEL EFFORTS

	Parallel Efforts
PLACE	
Engagement and Inclusion	<ul style="list-style-type: none"> › National Institute on Mixed Income Communities, housed at the Mandel School of Applied Social Sciences at Case Western Reserve University, this academic center provides resources on creating and making sustainable mixed income communities. The mission is reducing urban poverty and promoting successful mixed-income communities by conducting high-quality research and making information and evidence easily available to policymakers and practitioners. › Growing Racial Equity in Northeast Ohio, now in its sixth 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.
Public Spaces	<ul style="list-style-type: none"> › 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"> › 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. › 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"> › Broadway P-16, an initiative of the Third Federal Foundation, this program convenes and supports existing organizations in the neighborhood bringing together resources to make sure kids in the neighborhood receive a quality education, from preschool to college, helping not just students but their families, too. › 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. › 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.
Economic Development	<ul style="list-style-type: none"> › 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"> › 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"> › 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"> › Institute for HOPE, an initiative of MetroHealth System, this institute works to address the racial and economic disparities and improve health outcomes for all. The institute knows that roughly 80% of each person's health depends on factors beyond medical care: where you live, what's going on around you, your socioeconomic status, your education level and your habits. The institute has three focus areas: 1) healthy families and thriving communities, 2), transformative knowledge and education, and 3) innovative practices. › Trauma Recovery Center, an initiative of MetroHealth System, this institute works to strengthen communities by building healthy and lasting connections through advocacy, access and education. › 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.

	Parallel Efforts
Food Systems	<ul style="list-style-type: none"> › 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.
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"> › 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"> › 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. › 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. 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. › 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.

ROADMAP HORIZON YEAR

The District Team for the Broadway-Slavic Village 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

Broadway-Slavic Village 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.

That said, one large development project is notable: the 5115 Rising mixed-use, mixed-income development sponsored by University Settlement, is the most extensive new construction in the neighborhood in a generation. Phase One, just completed, includes 88 accessibly priced one-, two, and three-bedroom apartments, 12 three-bedroom townhomes and new commercial space part of which serves as the new headquarters for University Settlement. The significant investment

in the neighborhood by University Settlement and its development partner, NRP, has and will continue to catalyze private market development pressure for new market-rate housing and commercial uses.

The tables that follow provide additional detail about the forecasted population and employment growth in Broadway-Slavic Village 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. A further description of the expected performance levels of new construction and substantial renovation are included.

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)	25,000 SF	50,000 SF	75,000 SF
Commercial Construction, renovated, square feet (SF)	50,000 SF	100,000 SF	125,000 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 32 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.

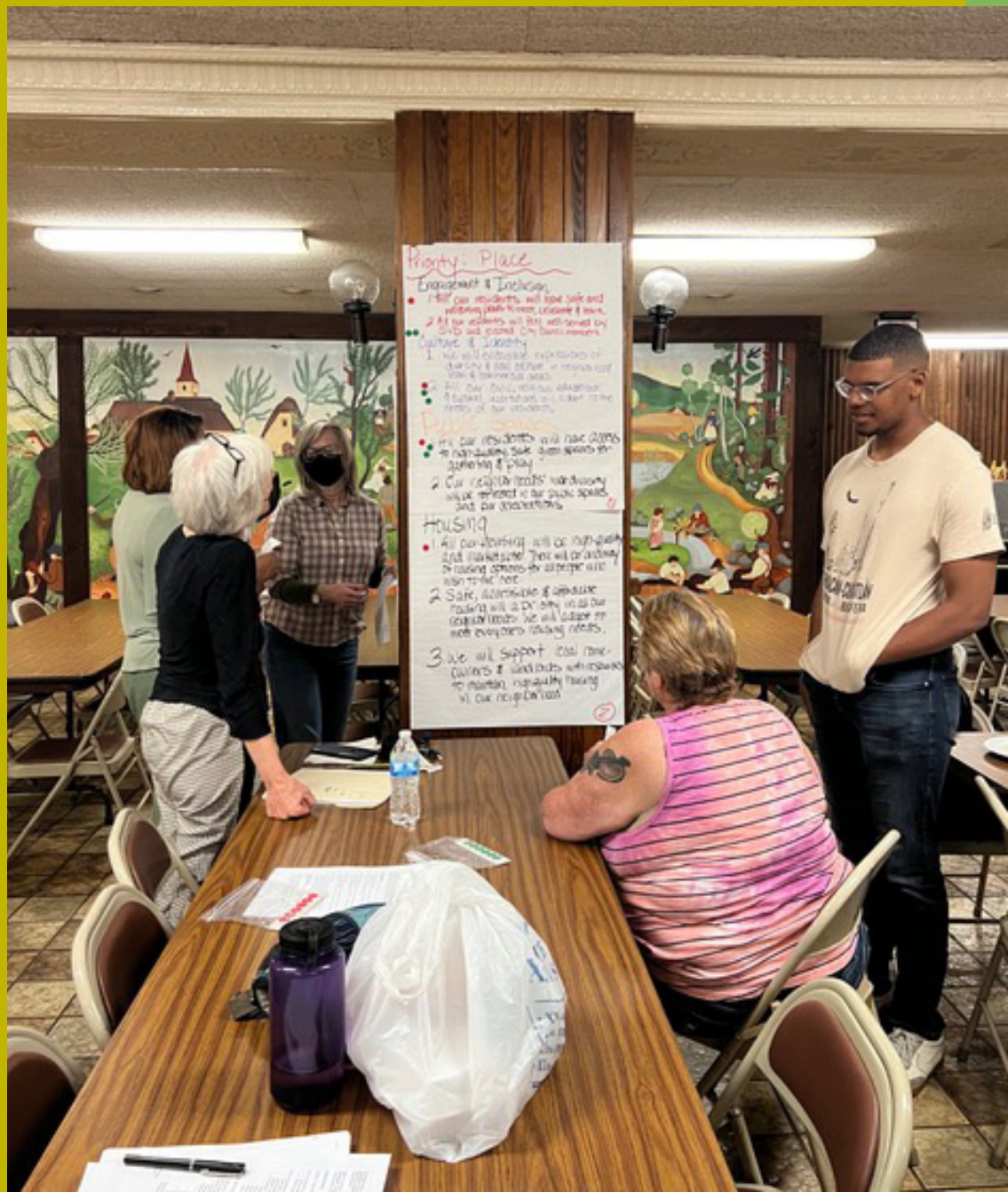
TABLE 9: HORIZON YEAR PERFORMANCE TARGETS

	Objective Indicator	2030 Target
PLACE		
Engagement and Inclusion	Residents participating in REI training or facilitated dialogues on race and equity as the percentage of total population per year and demographic makeup of civic participation by race and ethnicity per year.	5%, TBD white vs non-white
	Results of a triennial resident survey to assess perception of public places in BSV.	TBD pending survey
Culture and Identity	Residents engaging with local anchor institutions as the number per year.	500 residents, TBD white vs non-white
	Results of a triennial resident survey to assess perceptions of community and resident needs met.	TBD pending survey
	Local arts and culture events as the number per year and demographic make-up of participation by race and ethnicity per year.	10 events, 500 residents, TBD white vs non-white
Public Spaces	Residents living within a ten-minute walk of a high-quality public park as a percentage of total population.	98%
Housing	Number of homeowners receiving HHI services and demographic makeup of services received by race, ethnicity and income.	300 households, TBD white vs non-white, TBD median income
	Number of residents referred to legal and eviction prevention resources per year.	50 residents
	Relevant residential improvement projects as the number of passed final inspections per year.	30 inspections
	Affordable housing units in BSV as percent housing stock by tenure per year.	50% affordable renter occupied, 75% affordable owner occupied
	Dwelling units deemed in poor condition as the percentage of total dwelling units per three years.	<1%
	Number of residents per year residing in BSV and population change year-to-year	22,165 residents, +10% population change
	Number of housing units and number of vacant lots in BSV per year	16,290 units; TBD vacant lots
PROSPERITY		
Access to Opportunity	Residents participating in workforce education and training as a number per year.	100 residents
	Race and ethnicity by educational attainment as percentage per year.	95% White, 95% Black, 95% Hispanic
	Residents living within a ten-minute walk of a transit stop as percentage of total working age population.	98%
Economic Development	New businesses by sector opened as a number per year and the size make-up for those new businesses by employees per year.	10 businesses, 50 employees
	New women and minority owned businesses opened as the number per year.	5 businesses
Innovation	Residents participating in training programs for new economy sectors as a number per year.	100 residents

	Objective Indicator	2030 Target
HEALTH & WELL-BEING		
Active Living	Census of current recreational amenities, program hours offered, condition, and gaps in service.	TBD pending census
	Results of a triennial walk survey to assess walkability, bike-ability, ADA compliance and presence/ health of street trees.	TBD pending census
Health	Results of a triennial resident survey to assess local resident knowledge of available mental and physical healthcare resources.	TBD pending survey
	Rates of morbidity and chronic illness by household income, race and ethnicity.	TBD by income and white vs non-white
Safety	Residents participating in safe and authentic facilitated dialogues on public safety as the percentage of total population per year by age range, gender, race and ethnicity.	50% Black, 50% White, 50% male, 50% female, 20% ages 15-17, 50% ages 18-64, 30% ages 65+
Food Systems	Residents living within a ten-minute walk of a locally owned market or community garden as a percentage of total population.	98%
CONNECTIVITY		
Street Network	Results of a triennial walk survey to assess walkability, conditions of sidewalks, bike-ability, ADA compliance and rates of public transit use.	TBD pending survey
Mobility	Residents living within a ten-minute walk of a transit stop as a percentage of total population.	98%
Digital Network	Residents engaged in advocacy on public policy with commercial or non-profit internet providers or relevant government agencies or groups by number per year.	20 residents
LIVING INFRASTRUCTURE		
Natural Features	High-quality trees planted and maintained as the number of trees by type per year.	250 trees
Ecosystem Health	Residents participating in education programs for ecosystem health as a number per year.	50 residents
Connection with Nature	Results of a triennial resident survey to assess rates of use of public greenspaces.	TBD pending survey
RESOURCE REGENERATION		
Air and Climate	Air quality index score (average AQI)	25
Water	Water quality index score (in number of detected contaminants vs total possible contaminants)	12/24
Waste	Waste collected quantified by type including legal vs. illegal by weight as pounds per year.	2,000 legal pounds, 3,000 illegal pounds
	Residents participating in cleanup events as number per year.	250 residents
	Residents participating in education programs for stormwater management and green infrastructure as the number per year.	50 residents

4

STRATEGIES >>>



POTENTIAL STRATEGIES

Having confirmed our Priorities, Objectives and Indicators, the District Team began formulating potential Strategies to achieve our collective vision. These potential strategies are identified in Table 10 below.

This effort included numerous meetings and presentations, both with the community and as a team, 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. 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	
<p>Engagement and Inclusion</p> <ul style="list-style-type: none"> › We fight racial discrimination and foster healing by making inclusion inescapable and having the necessary tough conversations. (Equity) › Our residents have safe, accessible and welcoming places to meet, celebrate and learn. (Equity) 	<ul style="list-style-type: none"> ♦ Implement a series of REI training and facilitated dialogues on race and equity; consult with REI experts to design programming in safe places that meets the needs of all ages, gender and races. ♦ Implement strategies to strengthen the identity of each of our sub- neighborhoods as defined by their unique geography, history and culture. ♦ Implement plans to establish strong central meeting places for each sub- neighborhood where all residents can meet as equals; include at least one principal outdoor place and one principal indoor place in each sub- neighborhood. ♦ Increase the capacity and impact of the Community Stewards program in each of our sub-neighborhoods. ♦ Implement cross sector collaboration with the Community Center, Boys and Girls Club and other place-based organizations for information sharing and to seek resident input on community gathering. ♦ Implement wide and robust communications across multiple channels to maximize direct communication with residents and stakeholders to increase awareness of opportunities for community gathering as well as local and regional services, day care and schools; use hand-delivered flyers, mailings and all forms of digital media. ♦ Develop a storytelling series with the intention of preserving and elevating oral histories of BIPOC in BSV. ♦ Support the capacity of resident-led grassroots arts and culture programming such as book clubs through funding and expanding reach.
<p>Culture and Identity</p> <ul style="list-style-type: none"> › Our civic, religious, educational and cultural institutions adapt to the needs of our residents. (Equity) › Our residents learn about and celebrate the various cultures and identities of our neighborhood that have developed over time and through the arts. (Equity) 	<ul style="list-style-type: none"> ♦ Implement regular programming featuring local culture at local churches, arts venues, community places and the Boys and Girls Clubs with relevant guest speakers. ♦ Implement wide and robust communications across multiple channels to maximize direct communication with residents and stakeholders to increase awareness of opportunities to engage in local arts and culture and with local anchor institutions; use hand-delivered flyers, mailings and all forms of digital media. ♦ Take inventory and develop a resident-friendly arts and culture programming guide for BSV.

	Strategies
<p>Public Spaces</p> <p>› Our residents have access to high-quality, safe greenspaces for gathering and play. (Equity)</p>	<ul style="list-style-type: none"> ◆ Develop and implement a Broadway Slavic Village Master Plan with an emphasis on high-quality greenspaces for gathering and play. ◆ Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit new, enhanced and expanded greenspaces.
<p>Housing</p> <p>› We acknowledge the disproportional impact of the 2008 housing crisis in BSV for BIPOC and work to remedy the conditions in which those impacts took place. (Equity)</p> <p>› Safe, accessible and affordable housing is a priority in all our neighborhoods; we adapt to meet everyone’s housing needs. (Equity)</p> <p>› Housing quality is improving for all residents, especially low-income homeowners and tenants. (Equity)</p> <p>› Our neighborhood’s population is increasing. (Resilience)</p> <p>› Our neighborhood’s housing stock is increasing. (Resilience)</p>	<ul style="list-style-type: none"> ◆ Develop and implement a Broadway Slavic Village Master Plan with an emphasis on housing options for all. ◆ Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit new housing of all types. ◆ Implement a robust home repair and weatherization program seeking to improve 12-24+ housing units per year. ◆ Collaborate with city, county and state to incentivize and reward the preservation of historic and older, architecturally distinctive homes. ◆ Collaborate with city, county and state to incentivize and reward the construction of new homes on recently vacated parcels, with the expressed goal of meeting housing demand. ◆ Collaborate with city, county and state to incentivize and reward residential development projects that achieve a housing diversity index score of 0.5 or greater. ◆ Collaborate with city, county and state to incentivize and reward residential development projects that achieve housing affordability of 80% AMI for rental units and 100% AMI for for-sale dwelling units. ◆ Conduct parcel-by-parcel annual property survey to refer code violations to the Department of Building and Housing and/or Healthy Homes Initiative staff. ◆ Advocate for rehabilitation dollars for existing multi-family residential and mixed use. ◆ Collaborate with legal resource partners in the “Eviction Prevention Pilot Program.” ◆ Collaborate with Cuyahoga County Land Reutilization to abate nuisance properties. ◆ Organize sub-neighborhoods around common themes of resident retention and blight reduction/improved quality of life. ◆ Introduce a suite of tools to resident groups that increase property values, combat gentrification and build intergenerational wealth such as mixed-income community land trusts. ◆ Promote historic and architecturally distinctive homes in BSV, in print and online. ◆ Develop a storytelling series with the intention of elevating BIPOC experiences of the 2008 housing crisis in BSV.

PROSPERITY

Access to Opportunity

- › Our residents have access to workforce and literacy training so they can meet the needs of an evolving employment market. (Resilience)
- › Inequity of educational attainment is decreasing. (Equity)
- › Our residents have access to employment that provides a stable living wage and jobs that are accessible by public transit. (Equity)

- ♦ Implement cross sector collaboration with Tri-C, Cleveland Public Library workforce development and job skills training programs for adults.
- ♦ Implement cross sector collaboration with the Boys and Girls Club and Youth Opportunities Unlimited to provide and expand job skills training for youth.
- ♦ Implement cross sector collaboration with P-16, MyCom, Seeds of Literacy, The Literacy Cooperative, Literacy for the Arts and Cleveland Book Bank to promote early learning and life-long literacy.

Economic Development

- › We attract all sizes of businesses including manufacturing. (Resilience)
- › We attract women and minority-owned businesses to our neighborhood by providing targeted businesses support and access to resources and tools. (Equity)

- ♦ Develop and implement a Broadway Slavic Village Master Plan with an emphasis on the assessing and expanding sites for building advanced manufacturing facilities; concentrate manufacturing zones along transit lines.
- ♦ Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit advanced manufacturing.
- ♦ Retrofit existing industrial sites to be suitable for future/potential manufacturing enterprise.
- ♦ Collaborate with City of Cleveland, CNP and developers to advocate for white-box funding for commercial and mixed-use rehab that attracts small business.
- ♦ Encourage public-private partnership for economic development, investment and rehab, in partnership with Cleveland Chamber of Commerce-GCP.
- ♦ Collaborate with business growth agencies to provide resources, tools and funding to attract, support and retain minority and women-owned businesses.

Innovation

- › We attract new economy employers to our neighborhoods in part by providing educational and training opportunities for a changing economy for our residents. (Resilience)

- ♦ Develop and implement a robust and consistent workforce and job skills development referral program in the neighborhood.
- ♦ Implement cross-sector collaboration with local training providers such as Tri-C, Towards Employment, OhioGuidestone, Passages, Dress For Success and SCORE Cleveland.

HEALTH AND WELLBEING

Active Living

- › We foster and support activities that are good for physical and mental health and we invest in high quality recreation facilities for all ages and abilities. (Equity)
- › We design our streets to support walking, wheelchairs, biking, traffic calming and with street trees. (Equity)

- ♦ Develop and publish a user-friendly recreation guide for residents of the neighborhood.
- ♦ Incentivize and reward neighborhood amateur sports teams, wellness groups, and walking clubs as well as activities such as fun runs.
- ♦ Collaborate with neighborhood residents and City Planning Commission to conduct walk surveys documenting conditions of sidewalks, ADA compliance, bike and pedestrian safety and street tree presence/health.

Health and Wellbeing

- › Our residents have access to high quality, affordable mental and physical healthcare. (Equity)
- › Inequity in health outcomes by race, ethnicity, gender and household income is decreasing. (Equity)

- ♦ Implement a partnership with MetroHealth to map and market healthcare resource services and locations.
- ♦ Implement wide and robust communications across multiple channels to maximize direct communication with residents and stakeholders to increase awareness of opportunities to engage in local arts and culture and with local anchor institutions; use hand-delivered flyers, mailings and all forms of digital media.
- ♦ Implement collaboration with local arts institutions and healthcare providers to develop programming and survey indicators related to holistic health and the arts.

Safety

- › We acknowledge that public safety, both perception and reality, is a complex and often fraught issue for our residents and businesses; we inclusively engage all in our neighborhood including our youth on what safety means to them and we use what we learn in our work. (Equity)

- ♦ Implement a series of facilitated dialogues on public safety; consult with REI experts to design programming in safe places that meets the needs of all ages, gender and races.
- ♦ Implement programs to keep main streets and ‘orphan’ lots clean and well maintained using paid and volunteer assistance
- ♦ Implement reporting of objective crime data obtained from credible research databases as a means to supplement, not replace, subjective measures of safety.
- ♦ Implement various programs to incentivize opportunities for residents to meet their neighbors.
- ♦ Implement outdoor street-based community programming to add life to streets.

Strategies	
<p>Food Systems</p> <p>› Our residents have access to healthy, fresh and affordable food from locally owned markets and/or local community gardens. (Resilience)</p>	<ul style="list-style-type: none"> ♦ Incentivize and reward collaboration with locally and regionally owned supermarket chains willing to establish stores in the neighborhood to insure convenience and relevance. ♦ Implement cross sector collaboration with locally and regionally owned supermarket chains on the processing, packaging and distribution of healthy food in the neighborhood. ♦ Implement programs to turn vacant lots into community gardens as part of a robust and sustainable system including food production and composting to capitalize on local economic development opportunities. ♦ Implement high quality and culturally relevant nutrition and cooking classes with residents of the neighborhood.
CONNECTIVITY	
<p>Street Network</p> <p>› Our sidewalks are increasingly safe, well- maintained, well-lit and ADA compliant. (Equity)</p>	<ul style="list-style-type: none"> ♦ Implement programs to keep main streets and ‘orphan’ lots clean and well maintained using paid and volunteer assistance. ♦ Collaborate with neighborhood residents and City Planning Commission to conduct walk surveys documenting conditions of sidewalks for lighting, repair and ADA compliance. ♦ Target information distribution of the City’s sidewalk repair program to increase awareness and improve sidewalk conditions.
<p>Mobility</p> <p>› Our neighborhood is increasingly accessible either by public transit, biking, walking or wheelchair. (Resilience)</p>	<ul style="list-style-type: none"> ♦ Develop and implement a Broadway Slavic Village Master Plan with an emphasis on the increasing transit use and non-car mobility. ♦ Expand reach of Clevelanders for Public Transit and Bike Cleveland to develop advocacy groups in BSV to lobby RTA for service changes as needed. ♦ Incentivize and reward the construction of buffered and/or protected bike lanes on all main streets as part of street infrastructure projects.
<p>Digital Network</p> <p>› Our neighborhood advocates for digital connectivity in BSV and across the region. (Resilience)</p>	<ul style="list-style-type: none"> ♦ Implement programs to make laptops and tablets widely available for residents; partner with (https://www.pcsforpeople.org/). ♦ Implement programs to provide access to digital literacy education, computer labs and Wi-Fi at locations and times convenient to residents. ♦ Implement programs to enhance broadband service in the neighborhood and to make it more affordable (https://www.fcc.gov/acp). ♦ Determine which internet providers offer service in BSV, what types of packages they offer and if there are income-based options for service. ♦ Create and distribute resident-friendly materials that include available service providers for BSV, affordable options for each provider and information about reporting outages. ♦ Work with Greater Cleveland Digital Equity Coalition to track average internet service cost by provider over time and to calculate feasible cost for internet services for BSV residents by income.

	Strategies
Digital Network (continued)	<ul style="list-style-type: none"> ♦ Work with Greater Cleveland Digital Equity Coalition to incentivize and reward cell carriers for better coverage in the neighborhood. ♦ Implement installation of a digital kiosks to provide communications about neighborhood programs, services, events and small businesses. ♦ Partner with Digital C, Jumpstart and other business support providers to understand internet needs for different types of business and to connect BSV with connectivity options. ♦ Build out technical literacy among neighborhood stakeholders to understand broadband landscape on the neighborhood, city and regional levels. ♦ Collaborate with the Greater Cleveland Digital Equity Coalition to understand wider digital connectivity goals on the regional, city and neighborhood levels. ♦ Foster competitive and collaborative options for internet service by working with Greater Cleveland Digital Equity Coalition to reduce monopolies in our neighborhood. ♦ Seek collaboration between affordable and market-rate internet providers to include fiberoptic infrastructure in residential projects that supports customer choice and affordability. ♦ Expand the reach of Greater Cleveland Digital Equity Coalition by distributing materials that are resident-friendly and relevant to BSV. ♦ Work with internet providers and City of Cleveland officials to share information about major infrastructure project timelines and improvements to internet service. ♦ Advocate for added transparency in service/value provided such as including uptime and downtime in internet service on customers' bills. ♦ Advocate for service level agreements that reduce internet bills relating to the amount of service downtime especially for remote workers.

LIVING INFRASTRUCTURE

<p>Natural Features</p> <p>Tree canopy coverage in our neighborhood is expanding. We use vacant land to accomplish this and to enhance properties. (Resilience)</p>	<ul style="list-style-type: none"> • Implement cross-sector collaboration with the Cleveland Tree Coalition and Western Reserve Land Conservancy; encourage and train residents to become tree stewards. • Incentivize and reward tree planting to meet and exceed a goal of 30% tree canopy coverage for BSV. • Maintain tree canopy database Arborscope in coordination with Bartlett Tree Experts and WRLC's Thriving Communities work. • Implement a program to provide community education and training on the tree canopy and value of tree variety.
<p>Ecosystem Health</p> <p>› Our residents are educated in the importance of ecosystem health (i.e., storm water management, tree canopy, waste disposal). (Resilience)</p>	<ul style="list-style-type: none"> ♦ Implement cross-sector collaboration with relevant municipal and non-profit organizations engaged in ecosystem stewardship. ♦ Implement a program to provide community education and training on the tree canopy and value of tree variety.

	Strategies
<p>Connection with Nature</p> <p>› Our residents use the greenspaces in our neighborhood such as Mill Creek Falls, Morgana Bluffs and Morgana Run Trail. (Equity)</p>	<ul style="list-style-type: none"> ♦ Implement cross-sector collaboration with relevant organizations engaged in operations and maintenance of public greenspace such as the Holden Forests and Gardens, MetroParks and the Trust for Public Land. ♦ Implement active outreach and cross-sector collaboration between our local schools and relevant educational organizations such as the Cleveland Museum of Natural History; develop lesson plans as needed. ♦ Develop and publish digital and analog maps that identify local greenspaces and the activities provided in each. ♦ Implement a social media campaign featuring neighborhood green spaces.

RESOURCE REGENERATION

<p>Air and Climate</p> <p>› Our air is increasingly clean and does not negatively impact our health. (Climate)</p>	<ul style="list-style-type: none"> ♦ Implement a robust home repair and weatherization program seeking to improve 12-24+ housing units per year. ♦ Incentivize and reward the participation of local steel manufacturers in our community meetings.
<p>Water</p> <p>› Our water is clean and does not negatively impact our health. (Resilience)</p>	<ul style="list-style-type: none"> ♦ Implement cross-sector collaboration with relevant organizations engaged in water conservation such as the Greater Cleveland Water Alliance and the Water Champions.
<p>Waste</p> <p>› Littering and dumping are decreasing in our neighborhood. (Climate)</p> <p>› We support the efforts of the sewer district to manage stormwater overflow and keep our lake clean. (Climate)</p>	<ul style="list-style-type: none"> ♦ Implement programs to keep main streets and ‘orphan’ lots clean and well maintained using paid and volunteer assistance. ♦ Collaborate with organizations, developers and small businesses to pursue green infrastructure investment for projects that divert stormwater run-off such as a stormwater basin, green roof, living wall or permeable parking lot. ♦ Implement a series of educational programs and trainings on stormwater management and green infrastructure; leverage the relevant expertise of our Community Stewards.



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. This assessment was crucial

in determining our final proposed Strategies for implementation. 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 Neighborhood Master Plan	This project/program is a moderate priority in the Neighborhood Master Plan	This project/program is a high priority in the Neighborhood Master Plan

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

Applicable Strategy	Assessment Score (x/24)	Impact on 2030 Targets
Implement a series of REI trainings and facilitated dialogues on race and equity; consult with REI experts to design programming in safe places that meets the needs of all ages, gender and races.	20	1
Implement strategies to strengthen the identity of each of our sub-neighborhoods as defined by their unique geography, history and culture.	16	1
Implement plans to establish strong central meeting places for each sub-neighborhood where all residents can meet as equals; include at least one principal outdoor place and one principal indoor place in each sub-neighborhood.	17	1
Increase the capacity and impact of the Community Stewards program in each of our sub-neighborhoods.	19	0.5
Implement cross sector collaboration between the Community Center, Boys and Girls Club and other place-based organizations for information sharing and to seek resident input on community gathering.	16	1
Implement wide and robust communications across multiple channels to maximize direct communication with residents and stakeholders to increase awareness of opportunities for community gathering as well as local and regional services, day care and schools; use hand-delivered flyers, mailings and all forms of digital media.	16	0.5
Develop a storytelling series with the intention of preserving and elevating oral histories of BIPOC in BSV.	16	1
Support the capacity of resident-led grassroots arts and culture programming such as book clubs through funding and expanding reach.	16	1
Implement regular programming featuring local arts and culture at local churches, arts venues, community places and the Boys and Girls Clubs with relevant guest speakers.	16	0.5
Implement wide and robust communications across multiple channels to maximize direct communication with residents and stakeholders to increase awareness of opportunities to engage in local arts and culture and with local anchor institutions; use hand-delivered flyers, mailings and all forms of digital media.	18	0.5
Take inventory and develop a resident-friendly arts and culture programming guide for BSV.	16	0.5
Develop and implement a Neighborhood Master Plan with an emphasis on high-quality greenspaces for gathering and play.	20	1
Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit new and enhance and expand existing greenspaces.	20	1
Develop and implement a Neighborhood Master Plan with an emphasis on housing options for all.	20	1
Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit new housing of all types.	20	1
Implement a robust home repair and weatherization program seeking to improve 12-24+ housing units per year.	19	1
Collaborate with city, county and state to incentivize and reward the preservation of historic and older, architecturally distinctive homes.	19	1
Collaborate with city, county and state to incentivize and reward the construction of new homes on recently vacated parcels, with the expressed goal of meeting housing demand.	20	1

Applicable Strategy	Assessment Score (x/24)	Impact on 2030 Targets
Collaborate with city, county and state to incentivize and reward residential development projects that achieve a housing diversity index score of 0.5 or greater	18	1
Collaborate with city, county and state to incentivize and reward residential development projects that achieve housing affordability of 80% AMI for rental units and 100% AMI for for-sale dwelling units.	18	1
Conduct parcel-by-parcel annual property survey to refer code violations to the Department of Building and Housing and/or Healthy Homes Initiative staff.	20	1
Advocate for rehabilitation dollars for existing multi-family residential and mixed use.	18	1
Collaborate with legal resource partners in the “Eviction Prevention Pilot Program.”	19	1
Collaborate with Cuyahoga County Land Reutilization to abate nuisance properties.	19	1
Organize sub-neighborhoods around common themes of resident retention and blight reduction/improved quality of life.	19	1
Introduce a suite of tools to resident groups that increase property values, combat gentrification and build intergenerational wealth such as mixed-income community land trusts.	18	1
Promote historic and architecturally distinctive homes in BSV, in print and online.	18	0.5
Develop a storytelling series with the intention of elevating BIPOC experiences of the 2008 housing crisis in BSV.	19	1
Implement cross-sector collaboration with Tri-C, Cleveland Public Library workforce development, and job skills training programs for adults.	17	1
Implement cross-sector collaboration with the Boys and Girls Club and Youth Opportunities Unlimited to provide and expand job skills training for youth.	17	1
Implement cross sector collaboration with P-16, MyCom, Seeds of Literacy, The Literacy Cooperative, Literacy for the Arts, and Cleveland Book Bank to promote early learning and life-long literacy.	17	1
Develop and implement a Neighborhood Master Plan with an emphasis on the assessing and expanding sites for building advanced manufacturing facilities; concentrate manufacturing zones along transit lines.	19	1
Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit advanced manufacturing.	18	1
Retrofit existing industrial sites to be suitable for future/potential manufacturing enterprise.	18	1
Collaborate with City of Cleveland, CNP and developers to advocate for white-box funding for commercial and mixed-use rehab that attracts small business.	19	1
Encourage public-private partnership for economic development, investment and rehab, in partnership with Cleveland Chamber of Commerce-GCP.	17	1
Collaborate with business growth agencies to provide resources, tools and funding to attract, support and retain minority and women-owned business.	16	1
Develop and implement a robust and consistent workforce and job skills development referral program in the neighborhood.	18	1
Implement cross-sector collaboration with local training providers such as Tri-C, Towards Employment, OhioGuidestone, Passages, Dress For Success and SCORE Cleveland.	16	1

Applicable Strategy	Assessment Score (x/24)	Impact on 2030 Targets
Develop and publish a user-friendly recreation guide for residents of the neighborhood	16	0.5
Incentivize and reward neighborhood amateur sports teams, wellness groups, and walking clubs as well as activities such as fun runs.	17	1
Collaborate with neighborhood residents and City Planning Commission to conduct walk surveys documenting conditions of sidewalks, ADA compliance, bike and pedestrian safety and street tree presence/health.	16	1
Implement a partnership with MetroHealth to map and market healthcare resource services and locations.	20	0.5
Implement collaboration with local arts institutions and healthcare providers to develop programming and survey indicators related to holistic health and the arts.	16	1
Implement a series of facilitated dialogues on public safety; consult with REI experts to design programming in safe places that meets the needs of all ages, gender and races.	21	1
Implement programs to keep main streets and 'orphan' lots clean and well maintained using paid and volunteer assistance.	20	1
Implement reporting of objective crime data obtained from credible research databases as a means to supplement, not replace, subjective measures of safety.	18	1
Implement various programs to incentivize opportunities for residents to meet their neighbors.	17	1
Implement outdoor street-based community programming to add life to streets.	17	1
Incentivize and reward collaboration with locally and regionally owned supermarket chains willing to establish stores in the neighborhood to insure convenience and relevance.	19	1
Implement collaboration with locally and regionally owned supermarket chains on the processing, packaging and distribution of healthy food in the neighborhood.	19	1
Implement programs to turn vacant lots into community gardens as part of a robust and sustainable system including food production and composting to capitalize on local economic development opportunities.	18	1
Implement high quality and culturally relevant nutrition and cooking classes for residents of the neighborhood.	17	1
Collaborate with neighborhood residents and City Planning Commission to conduct walk surveys documenting conditions of sidewalks for lighting, repair and ADA compliance.	17	1
Target information distribution of the City's sidewalk repair program to increase awareness and improve sidewalk conditions.	19	1
Develop and implement a Neighborhood Master Plan with an emphasis on increasing accessibility, transit use and non-car mobility.	20	1
Expand reach of Clevelanders For Public Transit and Bike Cleveland to develop advocacy groups in BSV to lobby RTA for service changes as needed	18	1
Incentivize and reward the construction of buffered and/or protected bike lanes on all main streets as part of street infrastructure projects.	16	1
Implement programs to make laptops and tablets widely available for residents; partner with (https://www.pcsforpeople.org/).	17	1
Implement programs to provide access to digital literacy education, computer labs and Wi-Fi at locations and times convenient to residents.	16	1

Applicable Strategy	Assessment Score (x/24)	Impact on 2030 Targets
Implement programs to enhance broadband service in the neighborhood and to make it more affordable (https://www.fcc.gov/acp).	16	1
Determine which internet providers offer service in BSV, what types of packages they offer and if there are income-based options for service.	20	1
Create and distribute resident-friendly materials that include available service providers for BSV, affordable options for each provider and information about reporting outages.	16	1
Work with Greater Cleveland Digital Equity Coalition to track average internet service cost by provider over time and to calculate feasible cost for internet services for BSV residents by income.	16	1
Work with Greater Cleveland Digital Equity Coalition to incentivize and reward cell carriers for better coverage in the neighborhood.	16	1
Implement installation of digital kiosks to provide communications about neighborhood programs, services, events and small businesses.	17	0.5
Partner with Digital C, Jumpstart and other business support providers to understand internet needs for different types of businesses and to connect BSV businesses with connectivity options.	19	1
Build out technical literacy among neighborhood stakeholders to understand broadband landscape on the neighborhood, city and regional levels	18	1
Collaborate with the Greater Cleveland Digital Equity Coalition to understand wider digital connectivity goals on the regional, city and neighborhood levels.	20	1
Foster competitive and collaborative options for internet service by working with Greater Cleveland Digital Equity Coalition to reduce monopolies in our neighborhood.	17	1
Seek collaboration between affordable and market-rate internet providers to include fiberoptic infrastructure in residential projects that supports customer choice and affordability.	17	1
Expand the reach of Greater Cleveland Digital Equity Coalition by distributing materials that are resident-friendly and relevant to BSV.	18	0.5
Work with internet providers and City of Cleveland officials to share information about major infrastructure project timelines and improvements to internet service.	18	0.5
Advocate for added transparency in service/value provided such as including uptime and downtime in internet service on customers' bills.	18	1
Advocate for service level agreements that reduce internet bills relating to the amount of service downtime especially for remote workers.	18	1
Implement cross-sector collaboration with the Cleveland Tree Coalition and Western Reserve Land Conservancy; encourage and train residents to become tree stewards.	19	1
Incentivize and reward tree planting to meet and exceed a goal of 30% tree canopy coverage for BSV.	19	1
Maintain tree canopy database Arborscope in Coordination with Bartlett Tree Experts and WRLC's Thriving Communities work.	19	1
Implement a program to provide community education and training on the tree canopy and value of tree variety.	17	1
Implement cross-sector collaboration with relevant municipal and non-profit organizations engaged in ecosystem stewardship.	19	1

Applicable Strategy	Assess- ment Score (x/24)	Impact on 2030 Targets
Implement cross-sector collaboration with relevant organizations engaged in operations and maintenance of public greenspace such as the Holden Forests and Gardens and the Trust for Public Land.	16	1
Implement active outreach and cross-sector collaboration between our local schools and relevant educational organizations such as the Cleveland Museum of Natural History; develop lesson plans as needed.	16	1
Develop and publish digital and analog maps that identify local greenspaces and the activities provided in each.	17	0.5
Implement a social media campaign featuring neighborhood green spaces.	17	0.5
Incentivize and reward the participation of local steel manufacturers in our community meetings.	16	0.5
Implement cross-sector collaboration with relevant organizations engaged in water conservation such as the Cleveland Water Alliance and the Water Champions.	19	1
Implement a series of educational programs and trainings on stormwater management and green infrastructure; leverage the relevant expertise of our Community Stewards.	20	1
Subtotal Impact		80%
Regional, National and Global Strategies Required		20%
Total Impact		100%

TABLE 11C: MATRIX OF STRATEGY IMPACT ON CARBON NEUTRALITY

Applicable Strategies	Assessment Score (x/24)	Impact on 2050 Targets
Implement plans to establish strong central meeting places for each sub-neighborhood where all residents can meet as equals; include at least one principal outdoor place and one principal indoor place in each sub- neighborhood.	17	3%
Develop and implement a Neighborhood Master Plan with an emphasis on high-quality greenspaces for gathering and play.	20	5%
Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit new and enhance and expand existing greenspaces.	20	5%
Develop and implement a Neighborhood Master Plan with an emphasis on housing options for all.	20	3%
Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit new housing of all types.	20	3%
Implement a robust home repair and weatherization program seeking to improve 12-24+ housing units per year.	19	3%
Collaborate with city, county and state to incentivize and reward the preservation of historic and older, architecturally distinctive homes.	19	3%
Collaborate with city, county and state to incentivize and reward the construction of new homes on recently vacated parcels, with the expressed goal of meeting housing demand.	20	3%
Develop and implement a Broadway Slavic Village Master Plan with an emphasis on the assessing and expanding sites for building advanced manufacturing facilities; concentrate manufacturing zones along transit lines.	19	2%
Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit advanced manufacturing.	18	2%
Develop and publish a user-friendly recreation guide for residents of the neighborhood	16	1%
Incentivize and reward neighborhood amateur sports teams, wellness groups, and walking clubs as well as activities such as fun runs.	17	1%
Implement programs to keep main streets and ‘orphan’ lots clean and well maintained using paid and volunteer assistance	20	2%
Implement outdoor street-based community programming to add life to streets.	17	2%
Incentivize and reward collaboration with locally and regionally owned supermarket chains willing to establish stores in the neighborhood to insure convenience and relevance.	19	2%
Implement cross sector collaboration with locally and regionally owned supermarket chains on the processing, packaging and distribution of healthy food in the neighborhood.	19	2%
Implement programs to turn vacant lots into community gardens as part of a robust and sustainable system including food production and composting to capitalize on local economic development opportunities.	18	2%
Implement high quality and culturally relevant nutrition and cooking classes for residents of the neighborhood.	17	2%
Develop and implement a Broadway Slavic Village Master Plan with an emphasis on increasing accessibility, transit use and non-car mobility.	20	2%

Applicable Strategies	Assessment Score (x/24)	Impact on 2050 Targets
Expand reach of Clevelanders for Public Transit and Bike Cleveland to lobby RTA for service changes as needed	17	2%
Incentivize and reward the construction of buffered and/or protected bike lanes on all main streets as part of street infrastructure projects.	17	2%
Implement cross-sector collaboration with the Cleveland Tree Coalition and Western Reserve Land Conservancy; encourage and train residents to be tree stewards.	19	3%
Incentivize and reward tree planting to meet and exceed a goal of 30% tree canopy coverage for BSV.	19	3%
Maintain tree canopy database Arborscope in coordination with Bartlett Tree Experts and WRLC's Thriving Communities work.	19	2%
Implement a program to provide community education and training on the tree canopy and value of tree variety.	17	2%
Implement cross-sector collaboration with relevant municipal and non-profit organizations engaged in ecosystem stewardship.	19	2%
Implement cross-sector collaboration with organizations engaged in operations and maintenance of public greenspace such as the Holden Forests and Gardens, Metroparks and the Trust for Public Land.	16	3%
Develop and publish digital and analog maps that identify local greenspaces and the activities provided in each.	17	2%
Implement a social media campaign featuring neighborhood green spaces.	17	2%
Incentivize and reward the participation of local steel manufacturers in our community meetings.	16	2%
Implement cross-sector collaboration with relevant organizations engaged in water conservation such as the Cleveland Water Alliance and the Water Champions.	19	2%
Collaborate with organizations, developers and small businesses to pursue green infrastructure investment for projects that divert stormwater run-off such as a stormwater basin, green roof, living wall or permeable parking lot.	19	3%
Implement a series of educational programs and trainings on stormwater management and green infrastructure; leverage the relevant expertise of our Community Stewards.	20	2%
Sub Total Impact		80%
Regional, National and Global Strategies Required		20%
Total Impact		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	274,662				
State renewable portfolio standard improvement		3,200	3,400	4,386	10,986
State building code energy efficiency improvement		3,200	3,400	4,386	10,986
Appliance & technology efficiency improvement		1,600	1,700	2,192	5,492
Net zero/net positive energy design – new construction		3,200	3,400	4,386	10,986
High-efficiency retrofits – lighting/space conditioning		3,200	3,400	4,386	10,986
Vegetative cooling/carbon sequestration		1,600	1,700	2,192	5,492
Onsite renewable power generation		3,200	3,400	4,386	10,986
Carbon free district heating & cooling		1,600	1,700	2,192	5,492
TRANSPORTATION					
Motor Vehicles	66,244				
Fuel efficiency improvements		2,500	2,700	2,746	7,946
Fuel switching to electricity & clean vehicles		1,600	1,800	1,898	5,298
Mode switch to walk/bike – service facility improvements/land use & design improvements		2,500	2,700	2,746	7,946
Transit/Commercial Vehicles	19,875				
Transit vehicle fuel switching to electricity & clean vehicles		1,000	10,50	1,130	3,180
Mode switch to walk/bike – service facility improvements/land use & design improvements		1,000	10,50	1,130	3,180

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	360,000				2,247,390
NEUTRALITY YEAR RESULTS (CO₂ METRIC TONS/YEAR)					
Total emissions remaining to be offset					11,365
Less onsite sequestration and excess renewable power sales					10,000
Total adjusted emissions to be externally offset					103,365
Less offsets at neutrality year					50,000
Renewable energy certificates					50,000
Verified reduction & removal credits					3,365
Carbon Neutrality					Zero

5

IMPLEMENTATION



RESPONSIBILITIES, FUNDING AND IMPLEMENTATION SCHEDULE

With a range of Strategies identified, the District Team worked diligently to rank each strategy, identify performance targets and, in each case, the organization with primary responsibility for implementation. Keenly aware that implementing this vision in parallel with the development of a long-range Neighborhood Master Plan will require significant resources, both human and financial, the District Team has further identified the amounts and sources of funding required for implementation and a schedule for the work.

The District Team understands that further deep and authentic community engagement, individually and collectively, is crucial to the success of our work. We know this from experience. Seeking broad community input on recent planning – the 2016 Strategic Plan is a prime example – has, even with the best of intentions and deploying a wide range of conventional participation tools, yielded only modest results in diversity and authenticity. Now, by

using the EcoDistricts Protocol, we have established a solid foundation for efforts to engage with strategic intention and diligence always engaging the often-overlooked voices in Broadway-Slavic Village with respect and care. The Community Stewards have effectively used their individual personal networks and will continue to do so during implementation. This engaged citizenry with a deep commitment to equitable and authentic engagement will make the Neighborhood Master Plan process that much more effective.

While the current engagement results are promising, it hasn't been easy. The development of the Roadmap and the necessary community engagement was severely tested by the pandemic and restrictions on community meetings. Many of our institutions and their leadership were also tested by the emergency. Fortunately, the EcoDistricts Protocol fosters adaptability and continuous improvement. It is understood

that the Priorities, Objectives and Indicators herein are a merely starting point and are intended to be continually improved upon as community engagement widens and deepens.

And, importantly for implementation, the District Team understands that this sort of wide and deep community engagement requires, as already mentioned, significant resources. The implementation plan herein acknowledges the human and financial resources needed for extensive surveys, public participation events, data gathering platforms and tools, and robust communication across platforms including some which will require new technology and special consultants to report on performance to widest possible constituency. Moreover, financial resources are required to pay stipends to Community Stewards and to provide microgrants for their passion projects, as well as for offering valuable compensation to community participants in exchange

for sharing their information and for devoting their valuable time.

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.

TABLE 12: RESPONSIBILITIES, FUNDING AND SCHEDULE

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
PLACE				
Engagement and Inclusion				
Implement a series of REI training and facilitated dialogues on race and equity; consult with REI experts to design programming in safe places that meets the needs of all ages, gender and races.	SVD, Cleveland Neighborhood Progress, Neighborhood Connections	\$15,000/year	Foundations	Started
Implement strategies to strengthen the identity of each of our sub-neighborhoods as defined by their unique geography, history and culture.	SVD, Faith-Based Institutions, Cultural Centers, Block Clubs, Community Stewards	\$5,000 initial, \$1,500/year	Foundations, SVD	Medium priority Start as soon as funding is secured, 2024 Q3
Implement plans to establish strong central meeting places for each sub-neighborhood where all residents can meet as equals; include at least one principal outdoor place and one principal indoor place in each sub-neighborhood.	SVD, Faith-Based Institutions, Cultural Centers	\$5,000 initial, \$1,500/year	Foundations	Started
Increase the capacity and impact of the Community Stewards program in each of our sub-neighborhoods.	SVD, Cleveland Neighborhood Progress, Neighborhood Connections	Included in neighborhood master plan	Foundations	Started
Implement cross sector collaboration with the Community Center, Boys and Girls Club and other place-based organizations for information sharing and to seek resident input on community gathering.	SVD, Community Center, Boys and Girls Club	\$5,000 initial, \$1,500 year	Foundations	Started
Implement wide and robust communications across multiple channels to maximize direct communication with residents and stakeholders to increase awareness of opportunities for community gathering as well as local and regional services, day care and schools; use hand-delivered flyers, mailings and all forms of digital media.	SVD, Faith-Based Institutions, Stella Walsh	\$10,000 initial, \$2,000/year	Foundations	Started
Develop a storytelling series with the intention of preserving and elevating oral histories of BIPOC in BSV.	SVD, Cultural Centers, Faith-Based Institutions, Stella Walsh	\$5,000 initial, \$1,500/year	Foundations	Medium priority Start as soon as funding is secured, 2024 Q4

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
Support the capacity of resident-led grassroots arts and culture programming such as book clubs through funding and expanding reach.	SVD, Cleveland Public Library, Cultural Centers, Faith-Based Institutions	\$2,000/year	Foundations	Started

Culture and Identity

Implement regular programming featuring local culture at local churches, arts venues, community places and the Boys and Girls Clubs with relevant guest speakers.	SVD, Boys and Girls Clubs, Broadway School of Music, Stella Walsh, Cultural Centers, Faith-Based Institutions	\$5,000 initial, \$2,000/year	Foundations	Medium priority Start as soon as funding is secured, 2025 Q1
Implement wide and robust communications across multiple channels to maximize direct communication with residents and stakeholders to increase awareness of opportunities to engage in local arts and culture and with local anchor institutions; use hand-delivered flyers, mailings and all forms of digital media.	SVD, media outlets, Stella Walsh, Faith-Based Institutions	\$5,000 initial, \$2,000/year	Foundations	Started
Take inventory and develop a resident-friendly arts and culture programming guide for BSV.	SVD, City of Cleveland, Destination Cleveland, Cultural Centers	\$5,000 initial, \$2,500/year	Foundations, Destination Cleveland, Cuyahoga Arts and Culture	Medium priority Start as soon as funding is secured, 2024 Q3

Public Spaces

Develop and implement a Broadway Slavic Village Master Plan with an emphasis on high-quality greenspaces for gathering and play.	SVD City of Cleveland	\$250,000	Foundations	High priority Start as soon as funding is secured, 2023 Q3
Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit new, enhanced and expanded greenspaces.	SVD, City of Cleveland	included in Neighborhood Master Plan	Foundations	High priority Start as soon as funding is secured, 2023 Q3

Housing

Develop and implement a Neighborhood Master Plan with an emphasis on housing options for all.	SVD, City of Cleveland	\$250,000	Foundations	High priority Start as soon as funding is secured, 2023 Q3
Develop and implement a Neighborhood Land Use Plan including the necessary zoning changes required to permit new housing of all types.	SVD, City of Cleveland	included in Neighborhood Master Plan	Foundations	Started
Implement a robust home repair and weatherization program seeking to improve 12-24+ housing units per year.	SVD, Cleveland Housing Network, City of Cleveland	\$120,000/year	Foundations, City of Cleveland, Federal Home Loan Bank, McGregor Pace	Started

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
Collaborate with city, county and state to incentivize and reward the preservation of historic and older, architecturally distinctive homes.	SVD, City of Cleveland, Cleveland Restoration Society, Cleveland Neighborhood Progress	\$5,000/year	Foundations, City of Cleveland, CNP	Started
Collaborate with city, county and state to incentivize and reward the construction of new homes on recently vacated parcels, with the expressed goal of meeting housing demand.	SVD, City of Cleveland, County Land Bank, Private and Nonprofit Developers, CNP, Enterprise	\$20,000/year	Foundations, City of Cleveland, CNP	Started
Collaborate with city, county and state to incentivize and reward residential development projects that achieve a housing diversity index score of 0.5 or greater.	SVD, City of Cleveland, County Land Bank, CBP, Enterprise	\$15,000/year	Foundations, City of Cleveland, CNP	Started
Collaborate with city, county and state to incentivize and reward residential development projects that achieve housing affordability of 80% AMI for rental units and 100% AMI for for-sale dwelling units.	SVD, City of Cleveland, Ohio Finance Agency, Enterprise	\$10,000/year	OHFA, City of Cleveland	Started
Conduct parcel-by-parcel annual property survey to refer code violations to the Department of Building and Housing and/or Healthy Homes Initiative staff.	SVD, City of Cleveland, Western Reserve Land Conservancy	\$30,000/year	City of Cleveland	Started
Advocate for rehabilitation dollars for existing multi-family residential and mixed use.	SVD, CNP, Ohio Finance Agency, City of Cleveland	\$0	None required	Started
Collaborate with legal resource partners in the “Eviction Prevention Pilot Program.”	SVD, City of Cleveland, Legal Aid Society, Ohio State Bar Foundation, Enterprise	\$30,000 for 3 years	Enterprise, OSBF	Started
Collaborate with Cuyahoga County Land Reutilization to abate nuisance properties.	SVD, County Land Bank, WRLC	\$20,000/year	City of Cleveland	Started
Organize sub-neighborhoods around common themes of resident retention and blight reduction/improved quality of life.	SVD, CNP	\$0	None required	Started
Introduce a suite of tools to resident groups that increase property values, combat gentrification and build intergenerational wealth such as mixed-income community land trusts.	SVD, CNP, Enterprise	\$0	None required	Started

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
Promote historic and architecturally distinctive homes in BSV, in print and online.	SVD, Cleveland Historical Society	\$5,000 initial, \$1,500/year	Foundations	Low priority Start as soon as funding is secured, 2025 Q1
Develop a storytelling series with the intention of elevating BIPOC experiences of the 2008 housing crisis in BSV.	SVD, Art Institutions, Faith-Based Institutions, Legal Aid Society	\$5,000 initial, \$2,000/year	Foundations	Medium priority Start as soon as funding is secured, 2024 Q3

PROSPERITY

Access to Opportunity

Implement cross sector collaboration with Tri-C, Cleveland Public Library workforce development and job skills training programs for adults.	SVD, Cleveland Public Library, Boys & Girls Club, University Settlement	\$0	None required	Start immediately
Implement cross sector collaboration with the Boys and Girls Club and Youth Opportunities Unlimited to provide and expand job skills training for youth.	SVD, Boys and Girls Club, Youth Opportunities Unlimited	\$0	None required	Start immediately
Implement cross sector collaboration with P-16, MyCom, Seeds of Literacy, The Literacy Cooperative, Literacy for the Arts and Cleveland Book Bank to promote early learning and life-long literacy.	SVD, Literacy for the Arts, P-16, My Com, Seeds of Literacy, Cleveland Book Bank, Literacy Cooperative	\$0	None required	Start immediately

Economic Development

Develop and implement a Broadway Slavic Village Master Plan with an emphasis on the assessing and expanding sites for building advanced manufacturing facilities; concentrate manufacturing zones along transit lines.	SVD, City of Cleveland	\$250,000	Foundations	High priority Start as soon as funding is secured, 2023 Q3
Develop and implement a neighborhood Land Use Plan including the necessary zoning changes required to permit advanced manufacturing.	SVD, City of Cleveland	included in Neighborhood Master Plan	Foundations	High priority Start as soon as funding is secured, 2023 Q3
Retrofit existing industrial sites to be suitable for future/potential manufacturing enterprise.	SVD, City of Cleveland, Greater Cleveland Partnership, JobsOhio	\$0	None required	Started
Collaborate with City of Cleveland, CNP and developers to advocate for white-box funding for commercial and mixed-use rehab that attracts small business.	SVD, City of Cleveland, CNP, GCP	\$40,000/year	City, Regional and State	Started

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
Encourage public-private partnership for economic development, investment and rehab, in partnership with Cleveland Chamber of Commerce-GCP.	SVD, City of Cleveland, GCP	\$0	None required	Started
Collaborate with business growth agencies to provide resources, tools and funding to attract, support and retain minority and women-owned businesses.	SVD, GCP, City of Cleveland, CNP	\$5,000 initial, \$2,000/year	Foundations	Started

Innovation

Develop and implement a robust and consistent workforce and job skills development referral program in the neighborhood.	SVD, University Settlement	\$0	None required	Started
Implement cross-sector collaboration with local training providers such as Tri-C, Towards Employment, OhioGuidestone, Passages, Dress For Success and SCORE Cleveland.	SVD, Boys & Girls Club, University Settlement	\$0	None required	Started

HEALTH & WELL-BEING

Active Living

Develop and publish a user-friendly recreation guide for residents of the neighborhood.	SVD, City of Cleveland, Metroparks	\$15,000	Foundations	Medium priority Start as soon as funding is secured, 2024 Q3
Incentivize and reward neighborhood amateur sports teams, wellness groups, and walking clubs as well as activities such as fun runs.	SVD, City of Cleveland, Stella Walsh, Boys & Girls Club, University Settlement	\$10,000/year	Foundations, City of Cleveland	Started
Collaborate with neighborhood residents and City Planning Commission to conduct walk surveys documenting conditions of sidewalks, ADA compliance, bike and pedestrian safety and street tree presence/health.	SVD, City of Cleveland	\$5,000 initial, \$2,000/year	Foundations	Started

Health

Implement a partnership with MetroHealth to map and market healthcare resource services and locations.	Slavic Village Development, MetroHealth System	\$0	None required	Start immediately
Implement wide and robust communications across multiple channels to maximize direct communication with residents and stakeholders to increase awareness of opportunities to engage in local arts and culture and with local anchor institutions; use hand-delivered flyers, mailings and all forms of digital media.	SVD, media outlets, Arts & Culture Institutions	\$10,000 initial, \$2,500/year	Foundations	Low priority Start as soon as funding is secured, 2025 Q1

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
Implement collaboration with local arts institutions and healthcare providers to develop programming and survey indicators related to holistic health and the arts.	SVD, MetroHealth System, Arts & Culture Institutions	\$5,000 initial, \$2,000/year	Foundations	Start as soon as funding is secured

Safety

Implement a series of facilitated dialogues on public safety; consult with REI experts to design programming in safe places that meets the needs of all ages, gender and races.	SVD, CNP, Neighborhood Connections, Peace Maker's Alliance, Boys & Girls Club	\$15,000/year	Foundations	Medium priority Start as soon as funding is secured, 2024 Q3
Implement programs to keep main streets and 'orphan' lots clean and well maintained using paid and volunteer assistance	SVD, City of Cleveland, County Land Bank, City Council Members	\$20,000/year	Foundations, City of Cleveland, Cuyahoga County, County Land Bank	Medium priority Start as soon as funding is secured, 2024 Q3
Implement reporting of objective crime data obtained from credible research databases as a means to supplement, not replace, subjective measures of safety.	SVD, City of Cleveland, Levin College of Urban Affairs	\$5,000/year	Foundations	Started
Implement various programs to incentivize opportunities for residents to meet their neighbors	SVD, Faith-Based Institutions, Culture Institutions	\$5,000 initial, \$2,000/year	Foundations	Started
Implement outdoor street-based community programming to add life to streets.	SVD, Boys & Girls Club, University Settlement, Arts and Culture Institutions, Faith-Based Institutions	\$5,000 initial, \$2,000/year	Foundations	Started

Food Systems

Incentivize and reward collaboration with locally and regionally owned supermarket chains willing to establish stores in the neighborhood to insure convenience and relevance.	SVD, City of Cleveland, JobsOhio	\$12,000/year	City, Regional and State Budget	Started
Implement cross sector collaboration with locally and regionally owned supermarket chains on the processing, packaging and distribution of healthy food in the neighborhood.	SVD, City of Cleveland, JobsOhio, Cleveland Food Bank, University Settlement	\$12,000/year	Foundations, Regional Budget	Started
Implement programs to turn vacant lots into community gardens as part of a robust and sustainable system including food production and composting to capitalize on local economic development opportunities.	SVD, City of Cleveland, County Land Bank, Solid Waste District	\$15,000 initial, \$2,000/year	Foundations	Started

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
Implement high quality and culturally relevant nutrition and cooking classes with residents of the neighborhood.	SVD, Stella Walsh, Faith-Based Institutions, MetroHealth System	\$5,000 initial, \$2,000/year	Foundations	Low priority Start as soon as funding is secured, 2025 Q1

CONNECTIVITY

Street Network

Implement programs to keep main streets and 'orphan' lots clean and well maintained using paid and volunteer assistance.	SVD, City of Cleveland, County Land Bank	\$20,000/year	Foundations	Started
Collaborate with neighborhood residents and City Planning Commission to conduct walk surveys documenting conditions of sidewalks for lighting, repair and ADA compliance.	SVD, City of Cleveland	\$5,000 initial, \$2,000/year	Foundations, City of Cleveland	Started
Target information distribution of the City's sidewalk repair program to increase awareness and improve sidewalk conditions.	SVD, City of Cleveland, City Council Members	\$5,000 initial, \$2,000/year	Foundations	Started

Mobility

Develop and implement a Broadway Slavic Village Master Plan with an emphasis on the increasing transit use and non-car mobility.	SVD, City of Cleveland	\$250,000	Foundations	High priority Start as soon as funding is secured, 2023 Q3
Expand reach of Clevelanders for Public Transit and Bike Cleveland to develop advocacy groups in BSV to lobby RTA for service changes as needed.	SVD, RTA, Bike Cleveland, Clevelanders for Public Transit	\$5,000 initial, 2,000/year	Foundations	Medium priority Start as soon as funding is secured, 2024 Q1
Incentivize and reward the construction of buffered and/or protected bike lanes on all main streets as part of street infrastructure projects.	SVD, RTA, NOACA, City of Cleveland, ODOT, Bike Cleveland	\$0	None required	Started

Digital Network

Implement programs to make laptops and tablets widely available for residents; partner with (https://www.pcsforpeople.org/).	SVD, PCs for People	\$5,000 initial, \$2,000/year	Foundations	Medium priority Start as soon as funding is secured, 2024 Q3
Implement programs to provide access to digital literacy education, computer labs and Wi-Fi at locations and times convenient to residents.	SVD, CNP, Greater Cleveland Digital Equity Coalition	\$20,000 initial, \$2,500/year	Foundations	Low priority Start as soon as funding is secured, 2025 Q1
Implement programs to enhance broadband service in the neighborhood and to make it more affordable (https://www.fcc.gov/acp).	SVD, CNP, Greater Cleveland Digital Equity Coalition, PCs for People	\$50,000/year	CNP	Started

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
Determine which internet providers offer service in BSV, what types of packages they offer and if there are income-based options for service.	SVD, CNP, Greater Cleveland Digital Equity Coalition	Included in programs to enhance broadband service	CNP	Started
Create and distribute resident-friendly materials that include available service providers for BSV, affordable options for each provider and information about reporting outages.	SVD, CNP, Greater Cleveland Digital Equity Coalition, PCs for People	Included in programs to enhance broadband service	CNP	Started
Work with Greater Cleveland Digital Equity Coalition to track average internet service cost by provider over time and to calculate feasible cost for internet services for BSV residents by income.	SVD, CNP, Greater Cleveland Digital Equity Coalition	Included in programs to enhance broadband service	CNP	Started
Work with Greater Cleveland Digital Equity Coalition to incentivize and reward cell carriers for better coverage in the neighborhood.	SVD, CNP, Greater Cleveland Digital Equity Coalition	\$0	None required	Started
Implement installation of a digital kiosks to provide communications about neighborhood programs, services, events and small businesses.	SVD, City of Cleveland	\$10,000 initial, \$1,000/year	City of Cleveland	Low priority Start as soon as funding is secured, 2025 Q1
Partner with Digital C, Jumpstart and other business support providers to understand internet needs for different types of business and to connect BSV with connectivity options.	SVD, CNP, Digital C, Jumpstart	\$10,000/year	Foundations, CNP	Low priority Start as soon as funding is secured, 2024 Q4
Build out technical literacy among neighborhood stakeholders to understand broadband landscape on the neighborhood, city and regional levels.	SVD, CNP, Greater Cleveland Digital Equity Coalition, Digital C	\$0	None required	Started
Collaborate with the Greater Cleveland Digital Equity Coalition to understand wider digital connectivity goals on the regional, city and neighborhood levels.	SVD, CNP, Greater Cleveland Digital Equity Coalition	\$0	None required	Started
Foster competitive and collaborative options for internet service by working with Greater Cleveland Digital Equity Coalition to reduce monopolies in our neighborhood.	SVD, CNP, GCDEC	\$0	None required	Started
Seek collaboration between affordable and market-rate internet providers to include fiberoptic infrastructure in residential projects that supports customer choice and affordability.	SVD, CNP, GCDEC	\$0	None required	Start immediately

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
Expand the reach of Greater Cleveland Digital Equity Coalition by distributing materials that are resident-friendly and relevant to BSV.	SVD, CNP, GCDEC	Included in programs to enhance broadband service	CNP	Started
Work with internet providers and City of Cleveland officials to share information about major infrastructure project timelines and improvements to internet service.	SVD, City of Cleveland, CNP, GCDEC	\$0	None required	Started
Advocate for added transparency in service/value provided such as including uptime and downtime in internet service on customers' bills.	SVD, CNP, GCDEC	\$0	None required	Start immediately
Advocate for service level agreements that reduce internet bills relating to the amount of service downtime especially for remote workers.	SVD, CNP, GCDEC	\$0	None required	Start immediately

LIVING INFRASTRUCTURE

Natural Features

Implement cross-sector collaboration with the Cleveland Tree Coalition and Western Reserve Land Conservancy; encourage and train residents to become tree stewards.	SVD, Cleveland Tree Coalition, City of Cleveland, WRLC	\$2,500/year	Foundations, City of Cleveland, Cuyahoga County	Started
Incentivize and reward tree planting to meet and exceed a goal of 30% tree canopy coverage for BSV.	SVD, Cleveland Tree Coalition, City of Cleveland, Cuyahoga County	\$50,000/year	Foundations, City of Cleveland, Cuyahoga County	Started
Maintain tree canopy database Arborscope in coordination with Bartlett Tree Experts and WRLC's Thriving Communities work.	SVD	\$5,000/year	Foundations, City of Cleveland, Cuyahoga County	Started
Implement a program to provide community education and training on the tree canopy and value of tree variety.	SVD, CTC, WRLC	\$5,000 initial, \$2,500/year	Foundations, City of Cleveland, Cuyahoga County	High priority Start as soon as funding is secured, 2023 Q3

Ecosystem Health

Implement cross-sector collaboration with relevant municipal and non-profit organizations engaged in ecosystem stewardship.	SVD, CTC, WRLC	\$0	None required	Started
Implement a program to provide community education and training on the tree canopy and value of tree variety.	SVD, CTC, WRLC	\$5,000 initial, \$2,000/year	Foundations, City of Cleveland, Cuyahoga County	High priority Start as soon as funding is secured, 2023 Q3

Connection with Nature

	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
Implement cross-sector collaboration with relevant organizations engaged in operations and maintenance of public greenspace such as the Holden Forests and Gardens, MetroParks and the Trust for Public Land.	SVD, Holden Forests and Gardens, Trust for Public Land, Metroparks	\$0	None required	Started
Implement active outreach and cross-sector collaboration between our local schools and relevant educational organizations such as the Cleveland Museum of Natural History; develop lesson plans as needed.	SVD, My Com, P-16, CMSD, Arts and Culture Institutions	\$5,000 initial, \$2,000/year	Foundations, City of Cleveland, Cuyahoga County	Low priority Start as soon as funding is secured, 2025 Q1
Develop and publish digital and analog maps that identify local greenspaces and the activities provided in each.	SVD, Trust for Public Land, City of Cleveland, Metroparks, Cuyahoga County Planning Commission	\$5,000 initial, \$2,000/year	Foundations	Medium priority Start as soon as funding is secured, 2024 Q3
Implement a social media campaign featuring neighborhood green spaces.	SVD	\$5,000 initial, \$2,000/year	Foundations	Medium priority Start as soon as funding is secured, 2024 Q3

RESOURCE REGENERATION

Air and Climate

Implement a robust home repair and weatherization program seeking to improve 12-24+ housing units per year.	SVD, Cleveland Housing Network, City of Cleveland	\$120,000/year	Foundations, City of Cleveland, Federal Home Loan Bank, McGregor Pace	Started
Incentivize and reward the participation of local steel manufacturers in our community meetings.	SVD, Cleveland Cliffs, MAGNET	\$2,000/year	Foundations, Cleveland Cliffs	Started

Water

Implement cross-sector collaboration with relevant organizations engaged in water conservation such as the Greater Cleveland Water Alliance and the Water Champions.	SVD, Cleveland Water Alliance, Water Champions, NEORSD, CHN	\$0	None required	Started
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Waste

Implement programs to keep main streets and 'orphan' lots clean and well maintained using paid and volunteer assistance.	SVD, City of Cleveland, County Land Bank, City Council Members	\$20,000/year	Foundations, City of Cleveland, Cuyahoga County, County Land Bank	Started
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	Responsible Parties	Estimated Implementation Cost	Potential Funding Sources	Implementation Schedule
Collaborate with organizations, developers and small businesses to pursue green infrastructure investment for projects that divert stormwater runoff such as a stormwater basin, green roof, living wall or permeable parking lot.	SVD, City of Cleveland, Greater Cleveland Partnership, JobsOhio, NEORS, University Settlement	\$250,000 initial, \$3,000/year	NEORS, JobsOhio, City of Cleveland, Cuyahoga County	Started
Implement a series of educational programs and trainings on stormwater management and green infrastructure; leverage the relevant expertise of our Community Stewards.	SVD, NEORS, City of Cleveland	\$5,000 initial, \$2,000/year	Foundations, NEORS, City of Cleveland, Cuyahoga County	Medium priority Start as soon as funding is secured, 2024 Q3

APPENDIX



rethink

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

Design by Collective Reach Consulting, LLC.
www.collective-reach.com