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CLEVELAND, OH
JUNE 2017

IDA Advisory Panel: Comprehensive Housing Strategy for Downtown Cleveland

June 2017

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- Downtown Cleveland: Dynamic Engine of Talent Driven Economy
- 2016 DCA Annual Report
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 - o Transportation's Role in Economic Restructuring of Cleveland
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- Global Trends Update: Social Equity Benefits the Downtown Economy
- Living Downtown: The New Residential Paradigm, 2016 IDA Residential Council
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 - o Housing Inclusion on the Near West Side of Cleveland

Panel Chair

Brian Scott, *Principal*
BDS Planning & Urban Design
Seattle, WA

Brian Scott, Ph.D., founded BDS Planning & Urban Design in 2009, and has more than 30 years of experience in comprehensive community development. With direct experience in private, nonprofit, and public organizations, he excels at the intersection of multiple sectors, interests, and perspectives. Brian is a widely-respected facilitator, public speaker, and project leader with dozens of professional awards and volunteer assignments to his credit. He holds a Ph.D. in urban studies from Portland State University. He was IDA council chair for the Residential Council in 2016 and serves on the IDA Board of Directors.

Panelists

Rebecca Matheny, *Executive Director*
Louisville Downtown Partnership
Louisville, KY

Rebecca Matheny is the Executive Director of the Louisville Downtown Partnership. After beginning her career in affordable housing, she switched focus to downtown management in 2007. Rebecca has extensive experience in navigating complex bureaucracies, facilitating economic and physical development, building public/private partnerships and demystifying and streamlining local, state and federal policies and procedures, including infrastructure project management, transformation and re-purposing. She is currently serving as council chair for IDA's Alley Activation Council and was selected as one of IDA's 2017 Emerging Leadership Fellows.

Garry Bulluck, *Deputy Chief of Mobility Innovations*
City of Detroit
Detroit, MI

Garry Bulluck is Deputy Chief of Mobility Innovations for the City of Detroit's Mayor's Office. Prior to this position, he was District Manager for the City of Detroit's Department of Neighborhoods, Project Director for Detroit Food and Fitness Collaborative, Community and Economic Development Extension Educator for Michigan State University Extension for the SE Region, Area Planner for the NJ Office of Smart Growth, Senior Planner for the Southeast Michigan Council of Governments, Transportation Planner for the Indian Nations Council of Governments and Planner for the City of Tulsa. Garry holds a Master's of Urban and Regional Planning from Michigan State University.

Maggie Collister, *Research Director*
Charlotte Center City Partners
Charlotte, NC

In February 2014, Maggie joined Charlotte Center City Partners as Research Director. Her responsibilities include providing relevant economic and market data and research on issues impacting the quality of life and business environment in Center City Charlotte and communicating those ideas and findings both internally and to the business community and the public. Previously, Maggie spent 10 years with The

Littlejohn Group as a consultant to residential developers and homebuilders, providing supportive data and analysis for residential and mixed use projects across the southeastern US. She brings a keen awareness of the types of information and analysis that businesses utilize in their development and locational decision making process. She has consulted on a variety of community planning projects, ranging from small area plans to multi-county regional housing studies. Maggie holds a Masters in Geography from UNC Charlotte and a Bachelor's in Industrial Design from the University of Cincinnati. She has served on both IDA's Residential Council and Urban Parks Council.

David T. Downey, CAE, *President and CEO*

International Downtown Association
Washington, DC

A 20-year association professional, David is an accomplished not-for-profit leader in the community building industry. At IDA, David provides overall strategic direction and drives success toward the organization's vision to build a world full of vital and livable urban centers. Prior to IDA, David served as the Managing Director of the Center for Communities by Design at the American Institute of Architects and as Executive Director for the Michigan Society of Planning. He currently serves on the Board of directors for both the Mount Vernon Triangle BID and the Responsible Hospitality Institute (RHI). David has been a city advocate since 1989 receiving his degree in Architecture and Design with a focus on Urban Design from Lawrence Technological University. David and his wife Margie live in northern Virginia with their three sons Connor, Liam, and Declan.

Cole E. Judge, *Director of Research*

International Downtown Association
Washington, DC

Cole E. Judge joined IDA as Director of Research in February 2015 to deliver best practices, trends, and research on the place management industry, working with the Board of Directors and IDA's members to strategize research goals and directives. Cole has a Master's of Urban and Regional Planning from the University of New Orleans and a B.A. in Sociology from William Smith College in New York. Prior to joining IDA, her work included serving as Economic Development Manager for the Downtown Fresno Partnership via the Strong Cities, Strong Communities Fellowship; Research Specialist at the Downtown Denver Partnership; and as an AmeriCorps VISTA and Graduate Assistant working on various resiliency planning strategies in post-Katrina New Orleans. She is originally from New York and currently lives in Washington, D.C.

International Downtown Association

The International Downtown Association is the premier organization for urban place professionals who are shaping and activating dynamic city center districts. Our members are downtown champions who bring urban centers to life, bridging the gap between the public and private sectors. We represent an industry of more than 2,500 place management organizations, employing 100,000 people throughout North America and growing rapidly around the world. Founded in 1954, IDA is a resource center for ideas and innovative best practices in urban place management. For more information, visit www.downtown.org.

Executive Summary:

An Advisory Panel from the International Downtown Association (IDA) spent three days in Downtown Cleveland and its core neighborhoods in late June 2017. Their purpose was to make recommendations related to workforce housing demand and social equity; physical connections in the central city; and opportunities for collaboration on housing issues among various community development organizations. More than fifty Cleveland civic leaders and stakeholders participated in this exercise, together representing all areas of the central city and including the public, private, and nonprofit sectors. This report summarizes the IDA Advisory Panel's findings.

The Panel found Cleveland's civic leaders to be **cautiously optimistic** about downtown Cleveland, its close-in and surrounding neighborhoods, and the prospects for continued residential growth in the central city. Robust residential growth over the last 10-15 years and increasing downtown job growth are important reasons for this optimism. With more than 10,000 new residential units, Cleveland is the envy of many peer cities. At the same time, participants in this exercise are concerned that central Cleveland is not an affordable residential choice for entry-level and service workers, and affordability challenges are getting worse. Downtown Cleveland is the leading economic engine for northern Ohio, and sustaining and growing this role depends on its being accessible to everyone with **housing for all**.

Workforce housing that addresses social equity means that people with average incomes can afford to live in the central city. Whether this is currently a problem is a matter of debate among participants in this exercise, but everyone agrees that it will become an increasing challenge unless workforce housing is a priority in the years ahead. As such, the IDA Panel's first recommendation is for the Downtown Cleveland Alliance to work with partners to promptly fund and complete a **housing demand study**. Once the demand study is complete, programs can address priorities that might include **targeted incentives** to fill gaps in the housing supply; **land banking** to preserve affordability; increasing **for-sale residential units**; residential **assistance programs** to help workers attain appropriate housing; **support services** such as transit, schools, childcare, and outdoor play space; **zoning incentives**; and providing a **clearinghouse** for the various programs that are available to support inclusive housing.

Physical connections mean ensuring that it is easy to get from affordable housing to entry level and service jobs in the central city. The challenge here is that land prices are high enough in downtown Cleveland that new construction needs to be mid- to high-rise to be economically viable, and this generally makes new housing too expensive for those with modest means. The nearby neighborhoods of Tremont and Ohio City have seen considerable success with housing improvement and infill development in recent years, and as such are also becoming economically inaccessible to workers with average incomes. On the other hand, central Cleveland's close-in eastside neighborhoods of **Central, Midtown, and St. Clair Superior** offer remarkable development opportunities that are (or can be) readily accessible to downtown's jobs. This opportunity is doubly appealing with the significant and growing employment opportunities in **University Circle** just to the east of these neighborhoods. The challenge is **transit service and housing incentives** in these promising neighborhoods (along with the aforementioned west-side neighborhoods). The **Health-Line Bus Rapid Transit** route is already prospering between Downtown and University Circle, and incentives should encourage building housing and living along that route in Midtown. North-south transit connections connecting the Health-Line with St. Clair Superior and Central should also be a priority. Additionally, targeted investments and incentives should focus on **transit-oriented development and amenities** in these neighborhoods.

Collaboration means recognizing that the future of Downtown Cleveland is inevitably tied to the futures of its surrounding neighborhoods, and acting accordingly. The **Downtown Cleveland Alliance** and **Community Development Corporations (CDCs)** in the **Warehouse District, Flats, Gateway District, Playhouse Square,** and **Campus District** already work closely together every day. It is important that recent efforts to collaborate with Cleveland Neighborhood Progress (St. Clair Superior, Midtown, Central/Kinsman, Tremont and Ohio City) around issues of common interest such as workforce housing, transit service, public safety, and job growth continue and are strengthened. The City of Cleveland, Cuyahoga County, Global Cleveland, and the CDCs in the St. Clair-Superior, Midtown, Central/Kinsman, and Ohio City neighborhoods adjacent to Downtown should continue to be critical partners in this effort.

Finally, there are many important efforts for the long-term viability of Cleveland, its central city, and surrounding region that must continue and grow, but are nonetheless beyond the scope or control of the Downtown Cleveland Alliance. As such, the **DCA should support the efforts of others** in these issues, including **workforce development** (led by the community colleges, Global Cleveland), **transit** (led by Greater Cleveland Regional Transit Authority), **schools** (led by the Cleveland School District), and direct **housing development** (led by DCA's partner CDCs, the Cuyahoga Metropolitan Housing Authority, Cleveland Housing Network, Enterprise Community Partners, and private developers).

The IDA Advisory Panel shares local leaders' cautious optimism about central Cleveland's future as everybody's neighborhood, and applauds their efforts to address workforce housing demand and expand physical connections and collaborations throughout the central city.

Problem Statement:

The Downtown Cleveland Alliance (DCA) enlisted IDA's Advisory Panel Service to visit the downtown and to identify best practices and provide recommendations for tackling workforce housing in the downtown area. This report is the panel's findings, as well as recommendations about the Alliance's role as a leader and collaborator in addressing workforce housing needs. The panel engaged a variety of stakeholder groups to assess the environment for providing workforce housing, and offer best practices recommendations on housing incentives, multi-modal transportation, and collaborations to support workforce housing. This report also offers some strategy examples from comparable cities.

Specifically, the DCA asked the panel to identify best practices and recommendations to address the following issues:

- Meeting **demand** for workforce housing in a manner that addresses **social equity**.
- Sustaining the development of Downtown Cleveland as an employment center and visitor destination by cultivating and promoting the **physical connections** between entry level and support staff, hospitality jobs and service workers and employees in Downtown and adjacent neighborhoods.
- Cultivating and improving **collaboration** around issues related to connecting jobs and housing among Downtown Cleveland Alliance; Downtown and neighborhood community development organizations; philanthropic institutions, and local and regional governmental entities.

This report is organized into those three categories — demand and social equity; physical connections; and collaboration — as well as noting several issues that are essential to successful workforce housing, but beyond DCA's scope or control. The Alliance should support various partner agencies in these efforts. A summary of conclusions and immediate next steps closes this report, followed by a list of references and sources of additional information.

Demand and Social Equity:

Targeted Actions based on Solid Research

Workforce housing is an often-used but vaguely defined term. In general, it means housing for those with average incomes. More specifically, it means housing for those who make too much money to qualify for government-funded housing assistance but too little money to afford a wide variety of housing options. In many cities, real estate economics make it difficult for these people to find housing within their means. Equally problematic, when such housing is available it may be so far away from their jobs that transportation and housing together consume too much of their money and time to allow for a reasonable quality of life.

The IDA panel asked many stakeholders if workforce housing is a problem in central Cleveland, with very mixed response. Some said that workers have many housing choices because many choices are available throughout the city and close-in suburbs within a 20-minute drive. Others noted that their workers struggle to afford housing that they want within a reasonable commute. Everyone seems to agree that workforce housing will become an increasing issue if it isn't addressed. The IDA panel recommends a comprehensive housing demand study to quantify current needs.

The IDA panel also identified several programs that can and should be pursued, with priorities based on the results of the demand study. These might include targeted incentives to fill gaps in the housing supply; land banking to preserve affordability; increasing for-sale residential units; residential assistance programs to help workers attain appropriate housing; support services such as transit, schools, childcare, and outdoor play space; zoning incentives; and providing a clearinghouse for the various programs that are available to support inclusive housing.

Housing for All

The main goal here is to ensure housing for all in Cleveland's central city. This means that DCA and its partners should conspicuously adopt an inclusive attitude and practice. Let everyone know that downtown is everybody's neighborhood, and make it so.

It is already true that Clevelanders with above-average incomes have many housing options in Downtown, Tremont, and Ohio City, although many of those interviewed see additional potential within this market. It is also true that the Cuyahoga Metropolitan Housing Authority and several Community Development Corporations provide considerable housing for those with qualifying lower incomes (again with ongoing unmet need). A focused new priority should be ensuring that those falling between these extremes can afford a home that is readily accessible to their job as well.

Demand Analysis

This fall DCA will surpass 15,000 downtown residents. The week of September 18, 2017, DCA will announce that the existing pipeline of projects that are already under construction or planned will take the Downtown Cleveland population to 20,000 by the end of the decade. Because of the strength of the short-term pipeline, DCA plans to position the demand analysis as an assessment to help guide housing beyond 2020 and the current development cycle.

It is recommended that the group complete a comprehensive market analysis of the Downtown Cleveland housing market. This will be a useful tool to help determine the extent of the affordability issue, guide solutions and help frame the discussion with public and private sector partners. It should be a guiding document for downtown, while providing valuable information for neighboring CDC's

development plans. The market study should include the entire range of housing in the region and not just focus on workforce housing.

DCA understands demand analyses of this to include a "trade area" at least as large as the county that would focus on downtown itself, while providing information helpful to the neighboring CDC leaders and letting collaboration on the demand analysis evolve more organically.

- The report should answer several questions:
 - What supply gaps exist in the Downtown Cleveland housing market and where are those buyers or renters electing to go as an alternative?
 - What areas offer potential to fill that gap?
 - What needs to occur to attract that product type and buyer?

- Components:
 - Supply: For Sale, Rental, Price Points, Location, Size
 - Demand: Sales Price, Location of Sales, Rental Rates by Location, Rent and Sales Price trends by location, Demographics and Commute patterns for downtown workforce
 - Future Supply: Projects planned, proposed, under construction
 - Analysis with recommendations that address the above questions

- How to Use the Market Study:
 - As a planning tool to develop a toolkit of incentives and strategies to produce the desired mix of housing aligned with strong transit corridors
 - As a marketing piece to help sell and create interest in housing development in Downtown Cleveland
 - As a tool to start productive conversations with public and private partners that provide real data and numbers to help minimize the conversations based on "extremes"

Case Study: Brightwalk- Charlotte North Carolina

Brightwalk is a mixed-income community located about 5 minutes north of Uptown Charlotte in a predominantly industrial area. The site used to house a dilapidated public housing complex. The complex was demolished and the 98-acre site was master planned by the CMHP to become a mixed income community that includes affordable apartments for seniors and families up to 50% AMI and over 250 for sale town homes and single family homes at market rate. The project also has plans for future retail, a greenway connection and public art program.

In 2007, the Housing Partnership created a market study to assess the demand for market rate housing in advance of seeking a homebuilder to execute that section of the project. The study showed that there was demand for single family and town house product priced from \$100,000 to \$250,000. Many households who were renting in Uptown desired more space than condominiums could offer, yet were priced out of surrounding neighborhoods that offered a mix of renovated homes from \$300,000 and up OR tear down options. They were underserved, and either choosing to stay in small homes (and take advantage of storage units) or move to the suburbs.

Homebuilders were skeptical of the site, particularly as it was an unproven location in an urban market. Standard Pacific Homes (Cal Atlantic) had an interest in more urban sites and had product that fit the gap illustrated by the market analysis. The homebuilder could purchase an initial phase of lots at a low cost.

The community quickly took hold, with regular price increases and rapid sales. Notably buyers closely matched the identified market gap of existing intown residents looking for more space at a low price.

While many factors have contributed to the success of the Brightwalk project, the initial step of a market analysis allowed the CMHP to better market the opportunity to homebuilders and allowed the homebuilders to hit the market with the right product type for the gap.

Potential Targeted Actions (depending on demand)

Once the demand analysis is complete, DCA and its partners should design and pursue a comprehensive set targeted actions to address this demand. This probably means a land strategy, a housing strategy, and a transit strategy working in concert along with supporting efforts in services and other actions. Several promising examples are discussed below.

Incentives

Cleveland has had considerable success in offering property tax abatements for those who make improvements to qualified housing. Many homeowners and residential renters are benefitting from a temporary (15-year) elimination in property taxes on the cost of improvements to residential property. The City of Cleveland also features an income tax level that is lower for individuals who work and live in the city than the regional income tax paid by many suburban dwellers who work in the city. Although with federal and state historic tax credit programs, these programs are a major reason for Cleveland's remarkable increase in downtown living in recent years. Nonetheless, these programs do not target specific neighborhoods or income groups, but rather are available to anyone throughout the city. As such, the most desirable neighborhoods are benefitting disproportionately, with Downtown, Tremont, and Ohio City seeing much of the benefit, while other close-in neighborhoods have had less success in attracting residential investment. Similarly, those who can afford housing choices are benefitting more than those in the average income workforce.

If the demand study indicates a need, Cleveland can build on its successful housing incentives, with new programs that build on existing programs to disproportionately favor workforce housing in targeted neighborhoods. This might mean that you get abatement throughout the city, but even more incentives the eastside close-in neighborhoods, such as Central, Midtown, and St. Clair Superior. It might also mean that those with average incomes not only get tax abatements, but also grants or rebates to set off housing improvement costs. Low or no-interest loans or rental assistance programs are other options for targeted benefits for certain neighborhoods or income groups. The point is that **the easiest thing to build should be exactly what you want to be built**. You want more central city workforce housing, so target new incentives for workforce housing in opportunity neighborhoods.

Columbus Incentives:

<https://www.columbus.gov/development/Housing-Division/>

https://www.columbus.gov/development/housing-division/Residential-Tax-Incentives_M

Land banking

A consistent concern expressed by those interviewed is that central Cleveland's success may inevitably produce significant affordability problems. San Francisco and Seattle were often-cited examples of central cities that are currently booming, but facing extreme affordability challenges. It is simple supply and demand economics that desirable places get more expensive as more people choose to live there. There is only so much land, and as it gets more people want it the price goes up.

An effective intervention to mitigate rising prices is land banking, in which a governmental or nonprofit intermediary buys and holds land in the long-term while making it available for housing for those with limited means. Cleveland has already seen considerable success with land banking (through the Cleveland Land Bank and Cuyahoga Land Bank), but to date this has been primarily in areas distant from downtown, including the outskirts of close-in neighborhoods like Central, Midtown, and St. Clair Superior. If the demand study indicates a need, Cleveland can extend existing land banking programs to target the inner-reaches of these neighborhoods and other central city areas as a long-term safeguard for workforce housing affordability.

As an example of land banking to protect inner-city affordability, Washington's local land trust Forterra (<http://forterra.org/>) is partnering with Africatown Community Land Trust, an advocacy organization to acquire land for Seattle's African American population, and a private developer (Lake Union Partners – lakeunionpartners.com) to purchase and redevelop an underused site in the Central District as a combination of affordable housing, market rate apartments, and commercial space (<http://crosscut.com/2017/05/development-seattle-gentrification-save-black-community-central-district/>).

For Sale Housing

For sale units

An important part of providing an inclusive housing market is to offer a range of for-sale housing options for a broad range of income levels. For all incomes, home ownership can create an enhanced sense of commitment to a community, an ability to accumulate wealth through home equity and create a more stable community. It makes displacement or gentrification more difficult, and helps prevent decline.

Akron's Residential Tax Abatement Program- addresses new development and existing homeowners <http://www.akronohio.gov/cms/ResidentialTaxAbatement/index.html>

Down Payment Programs

Assistance programs (i.e., down payments)

Down Payment programs offer a tool to help make home ownership more viable for a range of income levels. Programs vary, but they all seek to close the gap for homebuyers who can afford a mortgage payment but who may have challenges saving a down payment. This is particularly important in today's environment where the largest hurdle for a first-time buyer is often saving a down payment while simultaneously paying high rents. This program helps eliminate that potential barrier to home ownership.

Programs can offer forgivable loans, low interest loans, and lump sum payments. Parameters may include tenure requirements, location limitations, courses in home ownership, income restrictions or be based on employer. Operators of these programs vary from municipalities, non-profits, employers, and religious institutions. Several program examples are included in the appendix.

House Charlotte (Government)

<http://www.cmhp.org/homeownership/housecharlotte-program/>

Detroit/Quicken

Rehabbed and Ready, www.buildingdetroit.org/rehabbedandready. The City of Detroit/Detroit Land Bank partnered with Quicken Loans and Home Depot to establish a rehabbed purchase program. The land bank property is rehabbed with Home Depot acting as the General Contractor after which the property is listed on the MLS for sale. The rehab work is funded by a combination of city, private and philanthropic resources. Homes usually sell for 80% of the rehab price. This effort served two purposes, increasing the number of comps in neighborhoods that had seen very few home loans written, as well as preserving quality housing stock in some of our medium density neighborhoods.

Live Midtown, www.livemidtown.org, an initiative of the Henry Ford Health System to encourage employees to live near its midtown and downtown facilities. The program provided financial support to current and future renters and homeowners.

Cuyahoga County

Support services

In addition to cost alone, support services can be a barrier to inner-city living for average income households. Convenient transit service is an obvious example that is addressed elsewhere in this report, but schools, childcare, outdoor play spaces, groceries, and other services can also be a challenge. Depending on the results of the demand study, DCA and its partners might work to develop these services for average income workers. They might encourage the school district to improve or expand central city schools. They might develop and/or subsidize childcare. They might build playgrounds and other places for outdoor play. They might seek out modestly-priced grocery stores and other businesses that cater to average-income families, and perhaps provide incentives for these to locate in Cleveland's inner city.

As an example, a kid- and family-friendly center city is a top priority of the Downtown Seattle Association. The Association built a playground in the city's central square (Westlake Park - <http://redtri.com/seattle/just-opened-a-playground-in-the-heart-of-downtown/>), advocates for amenities to retain and attract families, and is leading the charge to build a downtown public school to support the exploding population of school-age children in the city's fastest growing neighborhood. (<https://downtownseattle.org/about/strategic-plan/>)

TOD Zoning/ Specialty Zoning

Zoning incentives – all downtown housing must get a variance

Zoning can be an effective tool to help shape housing development, particularly around transit investments. Giving developers density bonuses for building near transit or including affordable housing can help make project financials work or encourage development in unproven areas.

Case Study: Historic South End TOD

When the light rail was built in Charlotte, parcels adjacent to the investment were rezoned to TOD-M. The zoning allowed for higher density residential, reduced parking requirements and allowed for mixed use development. For apartment developers, this zoning was less restrictive than land zoned multifamily. The parcels were rezoned in groups by the city, which meant that the developers could acquire parcels that were essentially shovel ready with in place guidelines. This saved development time and the risk of a failed rezoning.

The result was a housing boom in an area that was mainly light industrial. In the past 6 years, thousands of

units have been built, making it one of the nation's most active neighborhoods for apartment development. To date, the light rail corridor has created homes for over 6000 new residents who can take advantage of the connection to the Uptown employment center.

Additional Recommendation

Recommendation: Create a clearinghouse of all the good programs to support inclusive housing

The network of programs designed to help make housing more affordable to the end user is very broad. There are many groups and programs that can help get housing built and can help end users afford to live in each community. Often the most effective solution is a mix of programs which are housed across a variety of levels of government and non-profits. Many programs are not marketed well, and thus are underused.

It is recommended that the DCA create a database that assembles all the available products and programs- from a federal to a neighborhood level that can help make housing more attainable for the community. Having this information available to developers, employers, residents and community groups will help them more effectively use existing resources and help build the "toolkit" of the community. It will also help in developing new tools by avoiding potentially re-inventing the wheel.

By undertaking this task, the DCA can become a more effective convener on the topic by being aware of all the groups working towards a common goal. It is not necessary to assess the programs or fully understand how they work, just simply knowing where they are housed and the correct "connection" will allow the group to make introductions effectively. It can also make all the groups housing these resources feel like they have a place on the team to better the housing market in Cleveland.

Sustain economic development efforts

The DCA provides strong economic development services, providing an opportunity to leverage those relationships to support and potentially produce workforce housing. These efforts are also important generators of demand for workforce housing, both in terms of the jobs they provide and in proving a need for housing resources. Business attraction efforts routinely bring outside experience and ideas from other communities that can be locally leveraged. Workforce housing experience and need should be a fundamental part of these conversations and efforts. Additionally, business retention initiatives often reveal issues that reveal more systemic challenges to success downtown for those organizations that should also include workforce housing supply and need. These have the potential to identify policy advocates, leaders and potential organizational collaborations.

Physical Conditions:

Expanding the CBD with an Equity Focus

While downtown Cleveland is enjoying substantial residential growth, land prices are high enough that new construction needs to be mid- to high-rise to be economically viable, which usually makes new housing too expensive for those with modest means. This is especially true with Cleveland's soft real estate market and relatively easy commutes providing many housing choices that are distant from the central city. The nearby neighborhoods of Tremont and Ohio City have seen considerable success with housing improvement and infill development, but are also becoming economically inaccessible to workers with average incomes.

The biggest opportunities for substantial workforce housing and related services may be in the close-in east side neighborhoods of Central, Midtown, and St. Clair Superior, which are (or can be) readily accessible to downtown's jobs. The growing employment opportunities in University Circle just to the east of these neighborhoods make this even more appealing.

Transit service and housing incentives in these promising neighborhoods should be top priorities. The Health-Line Bus Rapid Transit route is already prospering between Downtown and University Circle, and incentives should encourage building housing and living along that route in Midtown. North-south transit connections connecting the Health-Line with St. Clair Superior and Central should also be a priority. Additionally, targeted investments and incentives should focus on transit-oriented development and amenities in these neighborhoods.

Transit

The need to increase other transit options for varying working types on both the east and west sides will potentially require partnership to implement some routes have a 24-hour nature, dial-a-ride, jitney or guaranteed ride home programs. These ideally should be collaborations between the employment sector, transit authority and city administration. The benefit of these programs would be to allow for access to worker housing that is not located in the downtown core, but still provide viable transportation alternatives. It also increases the job pool/talent for the employers and provides a useful needed service to employees. Each of these options have a public-sector function, but the jitney and guaranteed ride home programs are also adaptable as private model. (Houston Jitney Ordinance)

Traditionally, late-night services such as these are limited in many cities. Nevertheless, the advantages of these services are many. Benefits include safe travel home for nightlife participants, a travel option for workers at bars and restaurants, increased access to the nighttime economy, and reduced parking encroachment into surrounding neighborhoods. Late-night transit service would serve central Cleveland well, but may be cost-prohibitive in comparison to the smaller-scale and more flexible options outlined above.

It is encouraging that DCA is planning to partner with the downtown neighborhoods and the transit authority to develop and implement a Downtown Transportation Management Plan.

Eastern Neighborhoods

Midtown, St. Clair Superior, Central/Kinsman

- Develop or identify a Midtown node that serves as a connector between CBD/CSU and University Circle. Targeting an underutilized area in the urban setting that is opened up to begin creating a

sense of place and encourages social inclusion. This space should have a human centric design that encourages walkability, safety and accessibility as well as emphasize mass transit or limited car access.

- Additionally, north-south connections from Central to Midtown to St. Clair Superior via E. 55th, E. 79th, and E. 93rd (all rail line stopes) may provide opportunities for development.
- Identification of "Transit Oriented Development" study area for ODOT, NOACA, DCA and Midtown CDC to work on. Chester Avenue represents an opportunity to examine the design and extra capacity that exist in the corridor. Exploring development opportunities on the north side will open up the access for the neighborhood and support the need for enhanced connection north and south between Downtown and University Circle. A road diet application to Chester Avenue, may enhance development opportunities for non-motorized and pedestrian facilities, as well as open space.
- Review opportunities to decrease or slow down the tunnel, outbound travel nature of the east/west roads from Downtown to University Circle to allow retail, residential and light industrial development. (Chester and Carnegie). Potentially slowing the speeds or creating concentrations of activities will encourage development leakage.
- Develop targeted commercial/business incubation programs for vacant and open commercial fronts in this corridor for a "Cleveland Business/Entrepreneur Match, and façade improvement" program. The city of Detroit partnered with the local Economic Growth Corporation to develop Motor City Match. The program systematically connects owners of vacant business space, with entrepreneurs and match the space with the business need. Commercial space can qualify for cash and in-kind service awards to make the space ready for business, as well as entrepreneurs can win cash and services to prepare them to start their business. Categorizing the availability of commercial space along Chester and Euclid Avenue that could potentially be activated would be a first start to building new business and attracting housing investment outside of neighborhood markets that are flourishing. (www.motorcitymatch.com)

University Circle

University Circle

- Partner with Hospital/University to co-develop an incentive housing program west of the Circle. Emphasis on reclaiming Midtown properties, land bank and employer lead rehab/purchase models may be applicable. North Dakota in conjunction with its state housing development authority developed housing where a portion were reserved for "essential service workers" employed by facility that are in the lower wage categories.
- A simple basic needs strategy– initial investment of improvement of basic services west of the Circle, lights, public spaces, garbage collection, etc., anything that indicates investment. The infrastructure needs of area targeted for growth will benefit from these simple basic investments. Once the adjacent neighborhoods and property owners see the city "preparing" the area for development, pressure on existing property owners on city code issues help begin the transformation.

Collaborations:

Cleveland as a Holistic Economy

The future of Downtown Cleveland is inevitably tied to the futures of its surrounding neighborhoods, the whole city, and the entire economic region. Civic leaders in these areas must work together toward their mutual benefit.

The **Downtown Cleveland Alliance** and **Community Development Corporations (CDCs)** in the **Warehouse District, Flats, Gateway District, Playhouse Square, Campus District, and Nine/Twelve District** already work closely together every day. It is important that recent efforts to include **St. Clair Superior, Midtown, Central / Kinsman, Tremont, and Ohio City** in this network are strengthened into a similar daily collaboration around issues of common interest such as workforce housing, transit service, public safety, and job growth. **Cleveland Neighborhood Progress** is and should continue to be a critical partner in this effort.

Similar collaborations with University Circle, Inc. (the organization responsible for the growth of University Circle) and regional economic development efforts are also important.

Focus on opportunities that stretch the proven markets

The neighborhoods that surround the downtown core are ideally located to help supply near-in affordable housing. These areas, however, are not seen by the local real estate community as providing the opportunity an outside perspective believes they can. There are several ways in which these areas might be redeveloped. Strengthening and increasing access to existing CDC relationships between DCA and others could allow those organizations to have access to the extensive professional banking and development partners, providing them with additional resources to do their own work. The underlying land value of the property available in the area is also ideal for smaller and less entrenched developers to do projects at a scale that can lower costs. "Small Developer" workshop trainings can provide tools to these potential developers and others wanting to enter the housing development market.

Demonstration projects

One of the most vexing challenges in realizing innovative or locally untested development patterns is finding comparable projects for lenders to use in justifying their underwriting. Many of the participants in the advisory panel effort had stories about banks telling them that the closest comparable project to something they were proposing was several miles away or even in another city.

A time-honored response to the lack of comparable projects is to create one or more projects with non-traditional finance. These alternatively-financed projects then become the comparisons for ongoing development efforts. DCA and its CDC partners might undertake one or more demonstration projects toward this end. Funding for such projects often comes from philanthropy, corporations, and governments.

One example of a relevant demonstration project is CityLife: The Urban Show of Homes, a demonstration project of infill housing in an existing neighborhood in close-in Portland, Oregon. At a time when city goals called for infill development, but city policies, market bias, and neighborhood resistance made such development very difficult, the City Life project demonstrated the market viability and neighborhood acceptance of well-designed multi-family housing. A partnership the local architecture association, a community development corporation, the homebuilders association, a community livability nonprofit, and the City of Portland collaborated to design, build, sell, and host a highly visible show of 18 new homes on

a one-acre site. As a result, the neighborhood gained 18 new families with 20 children among them, living across the street from an elementary school and half a block from two bus lines. During the two-week opening show of homes, 10,000 people viewed the project and convinced area home builders that a real market did exist for compact development in existing neighborhoods. Area lenders also noted the eager market for mixed-income multi-family housing and began offering new to new products for this type of development. (<http://www.bdsplanning.com/city-life/>).

Housing diversity partnerships

Universities

Universities are often natural partners in stabilizing neighborhoods with university focused housing which could support the notion of stretching the market discussed earlier. University program-specific needs, such as medical workers and other lower compensated university workforce, should be a discussion point with those institutions for hard unit development to retain and attract high quality workers. Many models exist across the country as well where universities own interest in the neighborhoods around them and their developments have resulted in significant commitment of institutional resources for direct funding or the development of incentive programs.

Retail strategy

DCA's *Step up Downtown Market Assessment* identifies niche retail development opportunities to meet the needs of the growing downtown residential population.

The Step Up Downtown Vision and Tactical Plan recommended that DCA conduct a retail demand survey to better understand what downtown residents, employees, and visitors want in shopping experience. The Retail Cohort of DCA's City Advocates completed this survey in 2014. The survey was developed with the help of local retail brokers and the staff of DCA and their neighborhood-based partners. Among the survey's key findings were:

- 82 percent of respondents prefer downtown over suburban shopping;
- 78 percent of respondents are willing to walk ½ mile (approximately 10 minutes) from their place of employment or residence;
- 74 percent of respondents are willing to bicycle, bus, or drive 20 minutes to shop, indicating a trade area that reaches Cleveland's East and West Side neighborhoods and inner-ring suburbs.

The survey also yielded additional information regarding the types of businesses that downtown shoppers desire that provides a tool for brokers and staff to use in recruiting potential new businesses.

Downtown Retail Survey

The Retail Cohort of Downtown Cleveland Alliance's City Advocates program is in the midst of launching a retail survey to better understand what downtown residents, employees and visitors want in a shopping experience. The survey is being developed with the help of local retail brokers and the staff of DCA and their neighborhood-based partners. The information yielded from the survey will provide a tool for brokers and staff to use in recruiting potential new businesses. The survey will launch in July 2014.

Support Others:

For issues beyond your control or scope

There are many more important efforts for the long-term viability of Cleveland, its central city, and surrounding region that must continue and grow. These are beyond the scope or control of the Downtown Cleveland Alliance. The DCA should support the efforts of others in these issues, including workforce development, transit, schools, and direct housing development, and others.

Transit

Recommendations around transit to be further examined:

- Examine North South Corridors and level of existing transit, starting at E. 30th, E. 55th, E. 79th and E. 93rd. Increasing the opportunities that neighborhoods have to access downtown via the BRT Line and opportunities in University Circle increases residents of greater Cleveland to all the development happening throughout the city. It avoids growing to a region where certain amenities are not considered for all residents.
- Develop a long-term plan for transit system efficiency and connectivity. Examining what other existing north south streets have the capacity to accommodate additional transit traffic. Avoiding large street improvement projects, but building upon existing infrastructure, and maybe adding lights, shelter and signage to increase connectivity. Promote rapid fixed route bus movements east of downtown by examining routes with headways 30+minute for optimization, reduction or removal. Health Line BRT should not be the only option for quick access east and west, especially if transit access from the south of the line is limited. What are other viable options to mimic the rapid movements?
- Transit service optimization on routes that have dead weight ends South of Woodland and North Chester/ Superior. If the traditional model of fixed route transit is not warranted, tie circulator/feeder service out of less dense areas to high frequency routes to maximize resources and access of residents. Large line-haul buses are cost prohibitive to effect service delivery in areas of lower density. Modeling feeder and circulator routes supplied by some on demand service options, opens many possibilities for job access because you're not dependent on the one bus that comes every hour to get you to the higher frequency service.
- Opportunities for BRT light routes, that may mimic the headways, frequency, limited stops, and signal priority without implementing the expensive infrastructure stop design. Making transit use attractive via reliability and availability is an asset in the growth of underdeveloped areas suitable for worker housing development.

Schools

Quality schools are essential to every city.

An example of a downtown consortium stepping up for urban schools is Portland, Oregon's 25-Year Vision for Central Portland (www.bdsplanning.com/25-year-vision). The process involved more than 500 community leaders. Despite the dramatic success of Portland's downtown, participants agreed that school funding was in trouble, that the river was sick, and downtown was not yet an easy place to live. The resulting vision led to the City of Portland's decisions to make school funding, the health of the Willamette River, and diverse and complete central city neighborhoods top priorities. In the decade since the vision was completed, Portland saw a dramatic resurgence of its excellent public school system, including better funding and the first new school in more than a decade.

Housing development (w/CMHA & CDCs)

The local CDC community in Cleveland is very engaged in the work they do and seemed anxious to expand. DCA in addition to greater access to the business community can provide strong policy advocacy support at the local, regional and state level to support their work directly. Indirect support can also be provided in the form of transportation network influence, local funding allocations and professional talent development. Continued communication which DCA seems to have made a strong step toward will be crucial to this effort.

Currently, DCA's level of engagement with CMHA should continue to evolve and grow stronger. CMHA needs to understand its own role in downtown housing provision including which properties DCA sees as part of its core footprint. CMHA, and indeed the larger public housing industry, is in a rapidly changing environment, and has a very large conventional public housing and Housing Choice Voucher Program. Strategically the organization sees strong value in the de-concentration of both programs. By choosing to participate in the RAD program, CMHA has considerable flexibility in its approach to replacing hard public housing units. They also have some flexibility in capital investments when replacement happens. What, if any program, will follow Choice Neighborhoods, CMHA is strongly focused on redeveloping its large swath of properties in the Central neighborhood area. Scattered site replacement units, which could be included in market rate private developments, are a strong opportunity. The additional resource of Housing Choice Vouchers, which could provide stable subsidy in developments either tied to specific units or floating, can provide a stable resource for developers and can also act as vacancy deterrents. CMHA's policy of working with definitionally "over income" (over 60% AMI for conventional public housing and 80% of AMI for Housing Choice Voucher) means additional flexibility in stable tenancies and a potential rental pool of market rate tenants.

Conclusions and Next Steps:

The IDA Panel and Cleveland's civic leaders share a **cautious optimism** for downtown Cleveland, and the prospects for continued residential growth in the central city. Nevertheless, central Cleveland is not an affordable residential choice for many entry-level and service workers, and affordability challenges are getting worse. Sustaining Downtown Cleveland's role as the leading economic engine for northern Ohio, and depends on the central city being accessible to everyone with **housing for all**. The Downtown Cleveland Alliance should focus on strategies to expand workforce housing, physical connections, and collaborations with many partners who share common objectives.

Expanding workforce housing in a socially equitable manner addresses requires several near-term actions, beginning with a **housing demand study**. Following the demand study, programs should address **targeted incentives, land banking, increasing for-sale residential units, residential assistance programs, support services, zoning incentives;** and a **clearinghouse** for the various programs. DCA is well-positioned to be a catalyst for these programs and convener of many interested parties to make them happen.

Physical connections means making it easier to get between central Cleveland's close-in eastside neighborhoods of **Central, Midtown, and St. Clair Superior** and downtown's jobs. A partnership with **University Circle** just to the east of these neighborhoods can accelerate this opportunity. **Transportation options and housing incentives** in these promising neighborhoods should be top priorities. Incentives should encourage building housing and living along the **Health-Line Bus Rapid Transit** in Midtown between Downtown and University Circle. North-south transit connections connecting the Health-Line with St. Clair Superior and Central should also be a priority.

Collaboration toward a prosperous future for both **Downtown Cleveland** *and* **its surrounding neighborhoods** is essential. The **Downtown Cleveland Alliance** and **Community Development Corporations** should continue and extend to include **St. Clair Superior, Midtown, Central / Kinsman, Tremont, and Ohio City**. **Cleveland Neighborhood Progress** should continue to be a critical partner in this effort.

Finally, DCA should continue to support the efforts of others in workforce development, transit, and direct housing development.

Immediate next steps include:

- Fund and complete a housing demand study.
- Convene relevant partners to develop a strategy for building transportation connections between close-in eastside neighborhoods and Downtown and University Circle jobs, as well as incentives for transit-oriented housing development in these neighborhoods.
- Work with Cleveland Neighborhood Progress to strengthen and expand the central city CDC network to actively include St. Clair Superior, Midtown, Central / Kinsman, Tremont, and Ohio City.

Appendices Overview

Step Up Downtown: Vision & Tactical Plan for Downtown Cleveland, July 2014

Downtown Cleveland is experiencing a surge of new development, accompanied by a renewed appreciation for existing assets. Property owners are to be credited for the decision to invest in Downtown's future by creating the Special Improvement District (SID), and Downtown Cleveland Alliance (DCA) as the organization to manage and serve it, in 2005. Their support over the last decade has positioned Downtown to take advantage of the national and global trends (described fully within this report) that are now favoring downtown development. Since the SID's inception, property owners have contributed over \$30.7 million through their assessments, which have leveraged nearly \$20 million in additional support from foundations and corporate sponsorships. As DCA works with its strategic partners to advance Downtown Cleveland, *Step Up Downtown* recommends that "connectivity" become the focal point of this work over the next five to seven years.

http://www.downtowncleveland.com/DCA/media/DCA_Media/About%20DCA/step-up-downtown-vision-plan-2014.pdf

2015 State of Downtown Cleveland

Downtown Cleveland's population is on the upswing. Since 2000, Downtown Cleveland's residential population has increased more than 79% following the national trend of residents moving into walkable, amenity rich neighborhoods with access to public transit and a deep pool of jobs. This resurgence of Downtown Cleveland's population has fueled the \$6 billion dollars of investment that has led to an increase in retail and amenities in our central business district, which in turn creates even more reasons for businesses to choose a downtown address. In fact, in 2015 alone, 52 businesses relocated or recommitted to Downtown Cleveland, creating and retaining over 5,000 jobs.

http://www.downtowncleveland.com/DCA/media/DCA_Media/Work/Reports/The-State-of-Downtown-Cleveland-2015_digital_pages-compressed.pdf

Downtown Cleveland: The Dynamic Engine of a Talent-Driven Economy, Cleveland State University

No other neighborhood in Greater Cleveland has redeveloped as quickly and noticeably around the "live, work, play" model as Downtown Cleveland. The following details this shift, with the intent to not only discuss what these changes mean for the future of Downtown, but what Downtown Cleveland's evolution means for the region as a whole. For now, it is enough to say that the strategy has arguably helped Cleveland's urban core rebound from the Great Recession. From 2005 to 2010, estimated market values for Downtown parcels went from an inflation-adjusted \$3.531 billion to \$3.207 billion—a decline of 9% (See Figure 1)¹. By 2015, market values rebounded over pre-recession levels (\$3.598 billion), increasing by 12% since 2010. Now, the analysis turns to speculating on why this growth occurred, and whether or not it is sustainable.

http://www.downtowncleveland.com/DCA/media/DCA_Media/News/2016%20News/Talent-Driven-Economy-Study-2016-digital.pdf

2016 DCA Annual Report

Downtown Cleveland Alliance celebrated 10 years of serving the central business district. Downtown Cleveland also produced memorable results in attracting talent, jobs, and amenities. 2016's highlights include: 70 employers leasing 1,213,141 square feet of office space and creating or retaining 6,932 jobs in Downtown. Downtown's residential population increasing to more than 14,000 while maintaining annual residential occupancy of 95 percent for a sixth consecutive year. Major homegrown retailers like Monica Potter Home, J3 Clothing, and Cleveland Clinic Express Care opening downtown locations. 1,000 hotel rooms were added to the market to feed the growing tourism industry. Although Downtown has made

much progress and enjoys powerful momentum, much work remains. Downtown needs to build more housing to grow our residential population to more than 25,000. We need to attract new businesses, help our existing businesses expand, and attract more entrepreneurs to start and grow more businesses to fill our office building. Critically, the Federal and Ohio Historic Tax Credits provide an indispensable financing tool that preserve Downtown Cleveland's storied heritage and meet pent-up demand for downtown living and working. These programs also help create a market to attract new mixed-use construction, creative and knowledge-based jobs, and new retail amenities. Without the state and federal historic tax credit programs as financing tools, many of Downtown's architecturally significant buildings which are part of our history may be lost forever, diluting the authenticity that makes Downtown unique. http://www.downtowncleveland.com/getmedia/22505da6-269e-4826-862f-25d35e253164/DCA_AnnualReport2016_Spreads

Q1 DCA Quarterly Report 2017

As Downtown Cleveland entered 2017, the central business district continued to feed off the success of 2016, while still working to improve livability, connectivity and decrease commercial vacancy. This quarter, Millennia Companies purchased Key Tower and announced the move of their staff to the building. This announcement was followed by Forest City Enterprises announcing they will keep their headquarters in Downtown and move into Key Tower on Public Square. Additionally, 2017 will be an important year for residential growth. While few units were added in 2016, this year an estimated 1,100 units will be added to the market, bringing the downtown population to 16,000 by early 2018. As new apartment units are added, retailers are adding amenities new residents will value. Downtown is now home to two quick service health care providers, Cleveland Clinic Express which opened in mid-2016 and MetroHealth Walk-in Clinic at the Downtown Parker Hannifin Downtown YMCA in Q1 2017. Other resident focus retail includes work-out facilities. In Q1 2017, Downtown Cleveland became home to Yoga Strong, Barre Fly and Inner Bliss with Harness Cycle Downtown under construction in the Garfield Building. These retail additions mean residents don't have to leave Downtown to complete their daily routines and add to the critical mass of retailers. Downtown needs to spur further development. http://www.downtowncleveland.com/DCA/media/DCA_Media/Work/Reports/Q1-2017-Market-Update-2017-spreads.pdf

The Fifth Migration: A Study of Cleveland Millennials, 2016, by Cleveland State University

From 2010-2013, the migration of millennials to the core city of Cleveland was sizable and outpacing some of our peer cities. In fact, the impact can be seen not only in the downtown central business district—but also throughout the city. The study shows that we need to take note of the impact of both millennials with college degrees and those with high school degrees—it's a diverse group with diverse needs to anticipate. Due to the pace of change happening with this generation, Cleveland will have to act nimbly to leverage those opportunities that could come from harnessing the re-population power of millennials. We can see significant changes in the impacts of technology (the sharing economy), desires for new and multiple modes of transportation, very different patterns of housing (rental versus home ownership), and a generation that will change the future of work and work environments. All of these changes will have both policy and physical implications for Cleveland. http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2339&context=urban_facpub

Center for Population Dynamics Quarterly Brief, January 2017: Transportation's Role in Economic Restructuring of Cleveland, by Cleveland State University

Greater Cleveland is undergoing a fairly rapid transformation from an industrial- to knowledge-based economy. A new study from the Cleveland Fed, for instance, found that Providence, Cleveland, Milwaukee, Pittsburgh, Indianapolis, and Philadelphia "had the most pronounced transition from

manufacturing to degree-intensive industries” from 1980 to 2014. This pivot from industry to knowledge has also corresponded with a nascent shift in the region of where the jobs are located. Corresponding realities—i.e., the remaining manufacturing intensity in the Cleveland metro and the sprawling of manufacturing firms and associated back office operations as part of the “exit ramp” economy”—has led to what has been described as a “spatial mismatch” between jobs and people. This mismatch affects both employees and employers. Specifically, the Cleveland Fed found that lower-skilled residents in the region’s most populous county, Cuyahoga, have the least job access to the jobs they are qualified for (e.g., manufacturing, retail), as these jobs exist in the peripheries of the metropolitan area.
http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2431&context=urban_facpub

Global Trends Update: Social Equity Benefits the Downtown Economy (PUMA, 2015)

A 2015 report that PUMA published on how social equity benefits the downtown economy. PUMA was also the consultant that worked with Downtown Cleveland Alliance on the vision and tactical plan quoted in the problem statement. As an example, it cites the type of employer-based best practice used in Downtown Detroit to incentivize workers to rent or own in the downtown area that we are interested in.
<http://www.pumaworldhq.com/page.php?p=global-trends>

Living Downtown: The New Residential Paradigm, Executive Summary and Full Report

A 2016 IDA Top Issues Council Report- explores the importance of downtown residential activity, reviews efforts to attract housing development into downtowns and discusses many of the elements of accommodating downtown residents once they are there. <https://www.ida-downtown.org/eweb/dynamicpage.aspx?webcode=publications>

Superior Arts District: Business Improvement District

The time is right to form a BID for the following reasons: over the last 3 years, the Superior Arts District has attracted new employers, investments and development; the BID area is poised to further capitalize on Downtown’s momentum created by residential and employment growth and investments made by Campus District institutions; the BID establishes private control and accountability to provide specific, enhanced services. [Business development, clean, safe]

Neighborhood Plan for Central and Kinsman, March 2016

Build sustainable properties along with: develop community assets in a way that supports economic opportunity; address safety within the community; enhanced perceptions of the neighborhoods; build the economic vitality of the neighborhood; promote and support health and wellness, and education of our community; and build social fabric.

Housing Inclusion on the Near West Side of Cleveland, January 2017

The near west side of Cleveland is seeing a surge in demand for housing of all types that has not been seen in a generation, perhaps two. For over 30 years, Tremont West, Ohio City Inc. and our Community Development Corporation counterparts have worked diligently to address the most pressing needs of our communities and, through working with our partners in government and private enterprise, create neighborhoods with quality of life amenities for our residents while attracting capital and investment. In recent years, Tremont and Ohio City have seen an explosion in growth of market rate housing attributable to a number of factors including proximity to downtown, increased desirability of urban neighborhoods from baby boomers and millennials, walkability, and quality of life amenities. Hundreds of for sale single family houses and townhomes and more recently, apartments have been built. Yet, demand continues to outstrip supply. High demand for these neighborhoods increases competition for housing stock, causing a rise in asking price. If the demand continues unabated and without intervention,

the current affordable housing stock being provided by the market (rental and for sale) will transition to higher income individuals and the neighborhoods will become more and more unattainable for those at the lower and middle portion of the income spectrum.

Additional Resources

Information on Cleveland Schools

- Great Schools ratings- <http://www.greatschools.org/search/search.page?q=Cleveland&state=OH>
- Cleveland school district- <http://www.clevelandmetroschools.org/domain/24>
- Interactive school report card- <http://reportcard.education.ohio.gov/Pages/default.aspx>
(Cleveland report card- <http://reportcard.education.ohio.gov/Pages/District-Report.aspx?DistrictIRN=043786>)

DCA Partner Information

- [Cleveland Neighborhood Progress](#)
- [Enterprise Community Partners](#)
- Adjacent CDCs – [Ohio City](#), [Tremont](#), [St Clair Superior](#), [MidTown](#), [Central](#)
- Downtown CDCs – [Flats Forward](#), Historic [Warehouse District](#), Historic [Gateway District](#), Playhouse Square, [Campus District](#)
- [Destination Cleveland](#)
- [Global Cleveland](#)
- [City of Cleveland](#)
- [Cuyahoga County](#)
- [NOACA](#)- Northeast Ohio Area Coordinating Agency
- [GCRTA](#)- Greater Cleveland Regional Transit Authority
- [The George Gund Foundation](#)
- [Cleveland Foundation](#)
- Kent H. Smith Charitable Trust
- [Greater Cleveland Partnership](#)

Federal Resources

- *Access to Opportunity*, Office of Economic Resilience, Office of Community Planning and Dev, HUD.
- Environmental Protection Agency: Smart Growth and Affordable Housing, 2017: <https://www.epa.gov/smartgrowth/smart-growth-and-affordable-housing>.
- LEHD, On the Map, Inflow and outflow mapping (live/work).
- Choice Neighborhoods.
- Prosperity Playbook Toolkit and Solutions Database by HUD under Julian Castro: <https://www.huduser.gov/portal/pp/home.html>.

State Resources

- Ohio: Affordable Housing: https://development.ohio.gov/cs/cs_affordhousing.htm.
- Ohio: <http://ohiohome.org/ppd/htc.aspx>.

Articles

- Gillian B. White. *For Renters, a Bleak Future: America's housing crisis will likely worsen during the next decade, with millions more struggling to make monthly payments.* CityLab. September 2015.
- "How the Atlanta Beltline Broke its Promise of Affordable Housing," CityLab, 2017. <http://www.myajc.com/news/local/how-the-atlanta-beltline-broke-its-promise-affordable-housing/0VXnu1BIYC0IbA9U4u2CEM/>

- https://www.citylab.com/equity/2017/06/the-problem-with-how-we-measure-affordable-housing/531378/?utm_source=feed
- <http://www.tennessean.com/story/opinion/2017/05/19/how-transit-oriented-development-can-provide-affordable-housing/101829866/>
- Yglesias, Matthew. "A promising new coalition looks to rewrite the politics of urban housing." Vox. July 24, 2017. Link: <https://www.vox.com/policy-and-politics/2017/7/24/16010720/dc-comprehensive-plan>.

Toolkits

- "All in Cities," Toolkit, 2017. <http://allincities.org/toolkit>
- All in Denver: <https://www.allindenver.org/home>
- Cities in Transition- A Guide for Practicing Planners, APA, PAS568.
- Community Wealth Building: <http://community-wealth.org/>
- Creating Connected Communities: A Guidebook for improving transportation connections for low and moderate income households in small and mid-sized cities, HUD, April 2014.
- *Equitable Development Toolkit: Affordable Housing Development 101* by PolicyLink, 2008.
- H&T Affordability Index: <http://htaindex.cnt.org/> .
- *Housing Development Toolkit*, The White House, September 2016.
- Index that measures displacement pressure and revitalization in likelihood in Los Angeles- <https://www.arcgis.com/home/item.html?id=70ed646893f642ddbca858c381471fa2>
- SC2 National Resource Network <http://www.nationalresourcenetwork.org/en/home/>.
- Urban Institute, Toolkit to calculate the true cost of affordable housing. <http://apps.urban.org/features/cost-of-affordable-housing/>. This is a great tool that is useful for helping people understand why it's almost impossible to build "affordable housing" without subsidy, significant subsidy.

Housing

- "Affordable-Accessible Housing in a Dynamic City: Why and How to Increase Affordable Housing in Accessible Neighborhoods" by Todd Litman, Victoria Transport Policy Institute, May 2017.
- Living Downtown: The New Residential Paradigm by the 2016 IDA Residential Council <https://www.ida-downtown.org/eweb/dynamicpage.aspx?webcode=publications>
- Allison Charette, Chris Herbert, Andrew Jakobovics, Ellen Tracy Marya, Daniel T. McCue. *Projecting Trends in Severely Cost-Burdened Renters: 2015 –2025*. Enterprise Community Partners, Inc. and the Joint Center for Housing Studies of Harvard University, 2015.
- *Bay Area in 2015: A ULI Survey of Views on Housing, Transportation and Community in the Greater San Fran Bay Area*, ULI, 2015.
- *Bending the Cost Curve: Solutions to Expand the Supply of Affordable Rentals*, ULI Terwilliger Center for Housing, ULI, 2014.
- *Built to Last: Strengthening the Foundations of Housing in Canada*, Federation of Canadian Municipalities, Focus Consulting and Carleton University Centre for Urban Research, May 2015.
- Beauty in My Backyard- bimby.org.uk
- Center for Community Progress: *Where Will People Live: New Orleans' Growing Rental Housing Challenge*, June 2016, Prepared for New Orleans Redevelopment Authority.
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- Hollander, Justin B., and Jeremy Nemeth. 2011. "The bounds of smart decline: A foundational theory for planning shrinking cities." *Housing Policy Debate* 21(3): 349-367.

- Innovative Housing Institute: <http://www.inhousing.org/> .
- Joint Center for Housing Studies at Harvard University: <http://www.jchs.harvard.edu/>
- LISC: <http://www.lisc.org/> - Resource Library
- Placemaking in Legacy Cities, New Solutions Group LLC, Dec 2013.
- Robert Hickey. *Making Inclusionary Housing More Flexible: Four Ideas for Urban Settings*. Center for Housing Policy, National Housing Conference. July 2015.
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- *Housing and Opportunity*, Arthur Acolin and Susan Wachter, Penn IUR, Feb 2017.
- *Housing Solutions*, e-book, Next City, 2016.
- *Rating Middle-Income Housing Affordability: 13th Annual Demographia International Housing Affordability Survey: 2017*, Performance Urban Planning, The New Zealand Initiative, 2017.
- *The GAP: A Shortage of Affordable Homes*, National Low Income Housing Coalition, March 2017.
- Missing Middle: Demand for Walkable Urban Housing, <http://www.missingmiddlehousing.com>
- National Housing Institute and Shelterforce: <http://www.nhi.org/>, <http://www.shelterforce.org/>
- National Association of Housing Cooperatives: <http://coophousing.org/>
- *Housing Booms and City Centers* by Ed Glaeser, Joshua Gottlieb, Kristina Tobio, Working Paper 17914, National Bureau of Economic Research, March 2012.
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- Pew Research Center, Richard Fry, Senior Researcher, *More Millennials Living With Family Despite Improved Job Market*, July 2015.
- Shrinking Cities Bibliography by APA: <https://www.planning.org/resources/ontheradar/dynamic/shrinkingbibliography.htm>.
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Transportation

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- Handbook on Urban Infrastructure Finance, Dr. Julie Kim, Senior Fellow, New Cities Foundation, 2016.
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- *The Last Mile: Connecting Workers to Places of Employment*, Public Policy Forum, Joe Perterangelo, 2017.
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- Metropolitan Transportation Systems Financing Using the Value Capture Concept- L. Miguel Martinez, Jose Manuel Viegas, CESUR, Dept of Civic Engineering, Portugal.
- *Mobility, Economic Opportunity and NYC Neighborhoods*, Sarah Kaufman, NYU Wagner Rudin Center 2015.
- *The Mobility Opportunity: Improving public transport to drive economic growth*; Siemens AG.
- National Summit on Design & Urban Mobility – American Architectural Foundation and the University of Pittsburgh
Over the course of the three-days, 120 of the nation’s leading minds and innovators from government, industry, design, advocacy, and technology met in intensive work sessions to develop actionable, practical, and meaningful strategies for cities across North America. Summit Multimedia Resources: <https://urbanmobilitysummit.org/final-report>; <https://urbanmobilitysummit.org/s/NSDUM-Summary-Report.pdf>
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