



NOBLE ROAD

CORRIDOR PLAN

Final Project
Presentation

Cleveland Heights
&
East Cleveland,
Ohio

07.18.19

camiros

RIDDLE COMPANY
Strategy | Implementation | Impact

Agenda

- 1. Cause for Optimism**
- 2. Reviewing Project Challenges, Opportunities & Goals**
- 3. Increasing the Appeal of the Area**
- 4. Core Concept; Restructuring Noble Road**
- 5. A Multi-Modal Corridor**
- 6. Guidance from Market Analysis**
- 7. Sequencing of Improvements**
- 8. Revised Improvement Recommendations for the 4 Nodes**
 - Noble/Euclid Node
 - Nela Commercial Node
 - Noble/Monticello Node
 - Noble/Mayfield Node

1. Cause for Optimism

While the challenges to improving the Noble Road corridor are significant, the Noble Road Corridor Plan charts a course of action that is on-target relative to the challenges and opportunities present. The core concept underlying the plan is the best strategy to advance reinvestment in the Corridor and sustain long-term improvement. Although the path to achieving sustained improvement is not easy, residents and stakeholders should be encouraged that a clear course of action has been identified and that the actions needed are achievable.



1. Cause for Optimism

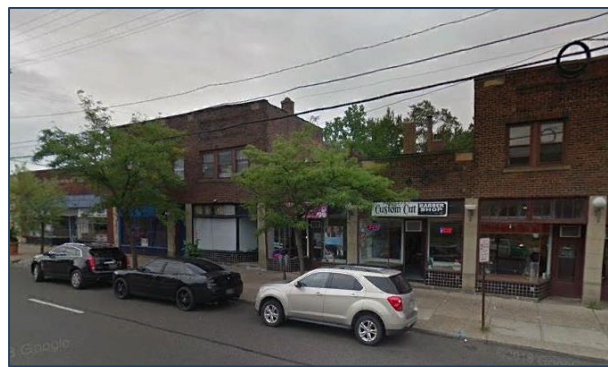
The decline of the Noble Road Corridor was caused by long-term, “mega trends” that were unavoidable, which included:

- The restructuring of the industrial sector of the American economy, which resulted in drastically reduced industrial employment and economic dislocation for many residents of “rust-belt” cities.
- Large Midwestern cities like Detroit, Chicago, Buffalo and Cleveland were particularly impacted by the loss of industrial jobs.
- The economic dislocation created stress on families, which translated into social impacts like divorce, drug abuse and crime.
- The decline in jobs and income translated into increased residential vacancy and lower residential property values.
- Trends in retailing, which are constantly changing, included a decline in neighborhood-oriented shopping in favor of larger, more distant shopping destinations.

1. Cause for Optimism

These long-term, mega trends caused a decline along the Noble Road Corridor that manifested itself as:

- *Declining residential property values*
- *Decreasing quality of businesses along Noble Road*
- *Declining appearance of the Noble Road Corridor*
- *Lack of vitality along Noble Road*
- *Increasing vacant land and storefronts along Noble Road*



1. Cause for Optimism

While decline has occurred, the good news is that:

- *The physical decline in property has been contained by the actions of the two cities, Cleveland Heights and East Cleveland, by policies such as the “point of sale” inspections.*
- *The decline in retail activity is not complete.*
- *The retail nodes always functioned as neighborhood-oriented, convenience shopping areas, which has not changed.*
- *Disinvestment has created an aura of obsolescence, which can be corrected through reinvestment.*
- *Housing in the area is of good quality and is selling at a significant discount relative to replacement costs, which should create demand for residential property.*

1. Cause for Optimism

The core concept for corridor improvement, restructuring the Noble Road right-of-way into an attractive, mixed-use, multi-modal corridor is the right strategy to drive long-term improvement because it:

- *is consistent with the heart and soul of the Noble Neighborhood as a tight-knit, socially conscious neighborhood.*
- *will elevate the appeal of residential property along the corridor and surrounding neighborhood while also improving the appeal of commercial property along Noble Road itself.*
- *does not rely on making the commercial nodes “destination” shopping areas, which they never were and never will be.*
- *appeals to what people want in their communities, a multi-dimensional neighborhood that offers a range of experiences and different ways to interact with their neighbors.*

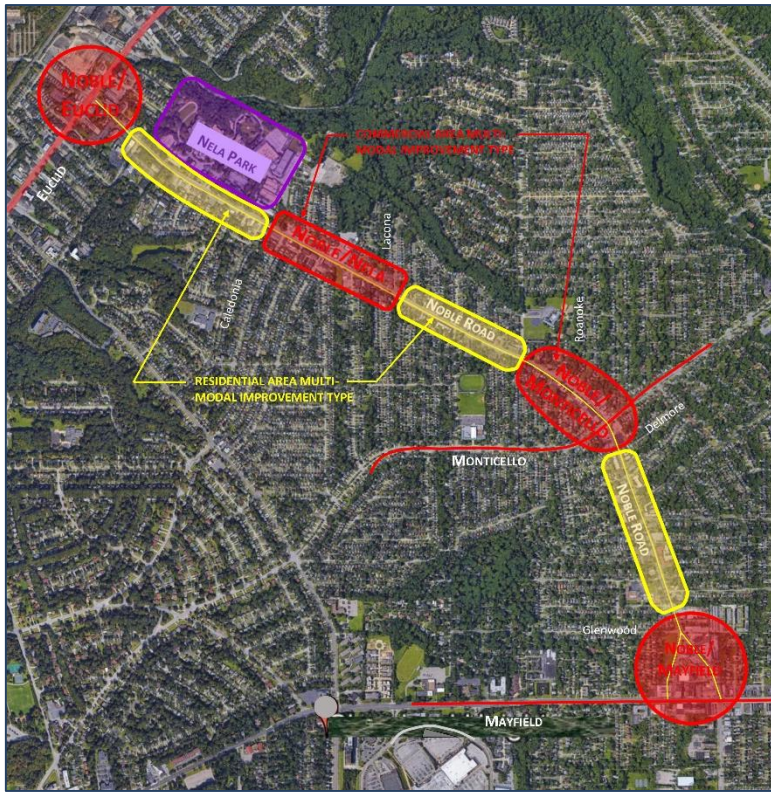
1. Cause for Optimism

Images showing *how the core concept would/could improve* the Noble Road Corridor are shown below.

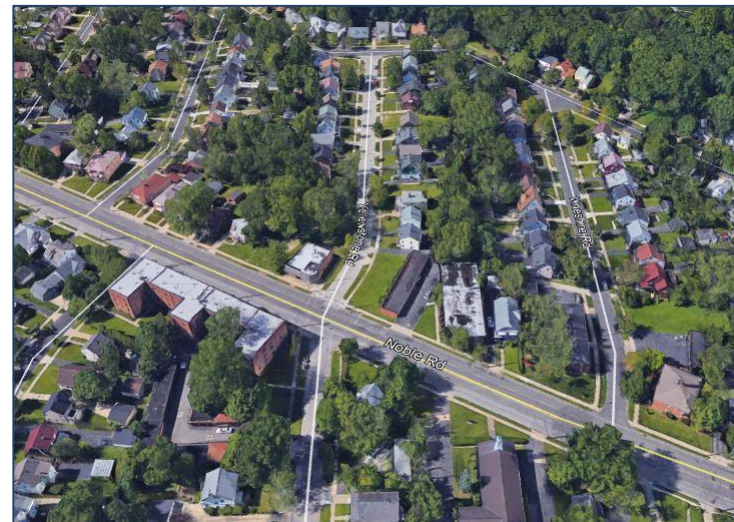


2.Revisiting Existing Conditions

Before presenting the final plan, a brief review of certain existing conditions will be useful to set the context for the Plan's recommendations.

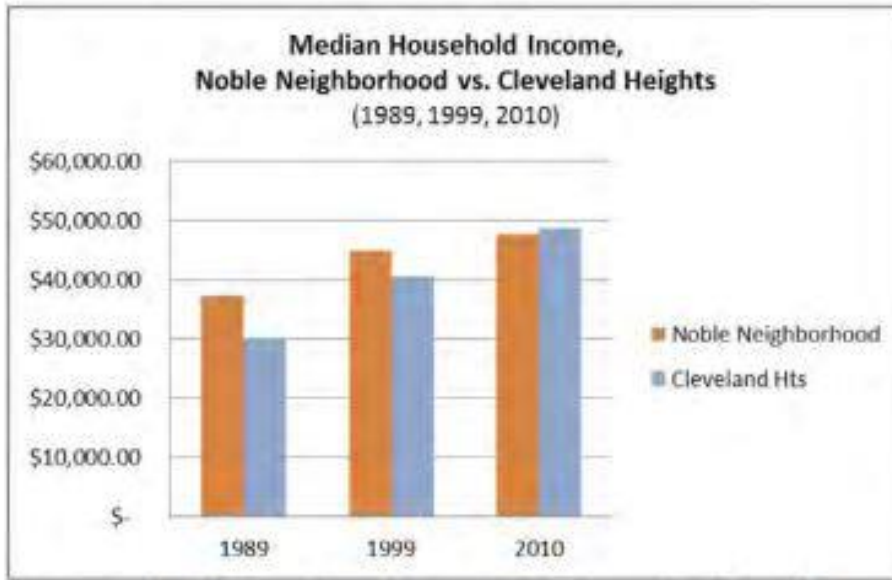


Much of the Noble Road Corridor is residential.



Residential areas are closely connected to Noble Road.

2.Revisiting Existing Conditions



Household income within the Noble Neighborhood has been growing.

Chart from "Noble Neighborhood Community Assessment", Case Western Reserve Study, 2015

POVERTY RATE BY YEAR

Noble Neighborhood			
	1990	2000	2010*
Poverty Rate	4.6	11.3	16.5
Persons living below poverty	693	1,563	2,190
Child Poverty Rate	5.7	17.6	31.2
Children (aged 0-17) living below poverty	230	613	973
Female-headed families with children < 18 living below poverty	72	155	182

The poverty rate has been increasing.

Chart from "Noble Neighborhood Community Assessment", Case Western Reserve Study, 2015

2. Revisiting Existing Conditions

Assessed Property Values



Assessed values in the northwestern portion of the corridor are weaker.

Assessed values in the southeastern portion of the corridor are stronger.



3. Increasing the Appeal of the Area

The key to improving neighborhoods and communities is simple: ***make the area more appealing; make it a place where people choose to live, work and play.*** **How** to achieve this marked increase in appeal is the central challenge to the Plan, and differs from community to community. In considering **how** to make the area more appealing we must ask **why** people would choose the Noble Neighborhood as a place to live, work and play.

Why people would choose the Noble Neighborhood?:

- ***It offers a lifestyle that meets the needs of modern families***
- ***Almost everything residents need is nearby and easily accessible***
- ***Noble Road is attractive and has nice shops and restaurants***
- ***The neighborhood has a special “feel”, it really feels like home***
- ***The area is clearly improving and will be even better in the future***
- ***The housing stock is great and offers strong value***
- ***Property values are poised for nice appreciation***

4. Core Concept: Restructuring

Cameros thinks ***increasing the appeal*** of the Noble Neighborhood starts with restructuring Noble Road to make it a ***major asset to residents*** and central to ***creating the lifestyle that people want today.***

How should Noble Road be restructured to make it appealing?

- ***Make it a place that is fun, interesting, attractive and the focal point of the neighborhood, not just a way to drive from Point A to Point B.***
- ***Make it a place that appeals to people of all ages.***
- ***Make it a place that connects the neighborhood together.***
- ***Make it a place where it is fun to walk and ride a bike.***
- ***Make it a place where using the bus is actually comfortable.***
- ***Make it a place where social/civic activities occur; promoting interaction.***
- ***Make it a place that reflects the diversity of the neighborhood.***
- ***Make it a place that has interesting and special shops, as well as a range of restaurants.***

4. A Multi-Modal Corridor

Restructuring Noble Road into ***an attractive, mixed-use, multi-modal corridor*** is the best way to make the area appealing, and is a ***prerequisite*** to the desired private-sector investments in ***new commercial buildings, shops and restaurants***.

What are the key components of a multi-modal corridor?

- ***Multi-modal simply means “multiple modes” of movement (transportation)***
- ***Instead of designing streets around cars, equal emphasis is placed on walking, biking and bus transit.***
- ***Noble Road will be put on a “road diet” allocating only 2 lanes for cars, plus turn lanes where needed to make sure traffic moves well.***
- ***Part of the space made available by reducing cars to 2 lanes will be put into streetscaping and increased greening/beautification.***
- ***Highly visible and protected bike lanes will be added to make biking a viable and healthy options for getting around the neighborhood.***
- ***A continuous multi-modal corridor is proposed: Mayfield to Euclid***
- ***Separate improvement designs are proposed for the residential and commercial portions of the corridor.***
- ***Enhanced lighting and safety are essential elements.***

4. A Multi-Modal Corridor

Prototypical Design for Residential Areas



PARKWAY TREES SCREEN
UTILITY POLES

HIGHLY VISIBLE, PROTECTED
BIKE LANES

COLORFUL PLANTINGS IN
PARKWAYS

BRICK PEDESTRIAN
CROSSWALKS AT KEY
INTERSECTIONS

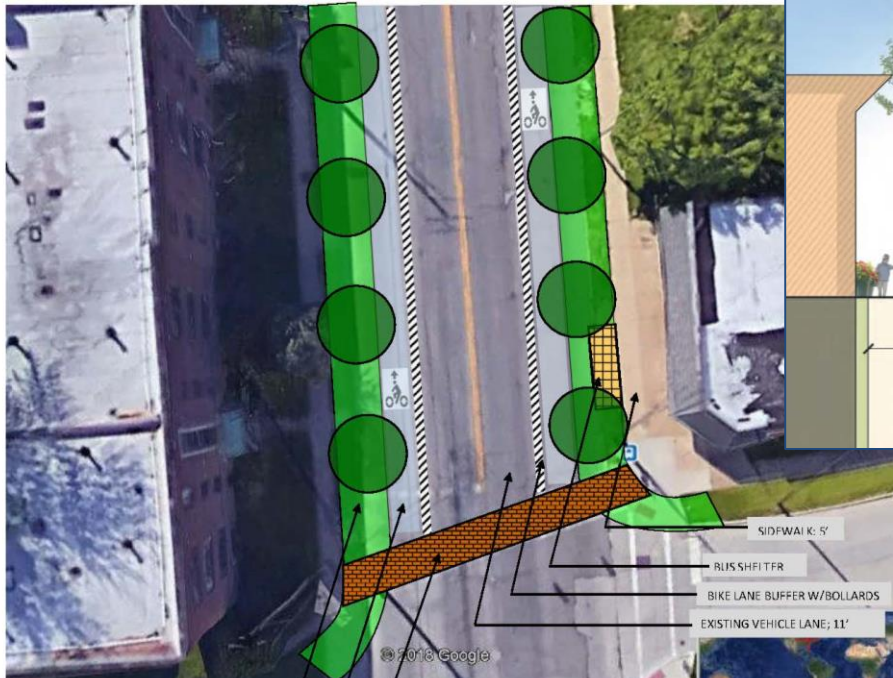
ATTRACTIVE BUS SHELTERS



4. A Multi-Modal Corridor

Prototypical Design for Residential Areas

Plan View



EXPANDED PARKWAY WITH TREES, PERENNIAL FLOWERS & GRASSES, ORNAMENTAL LIGHTING; 11'.

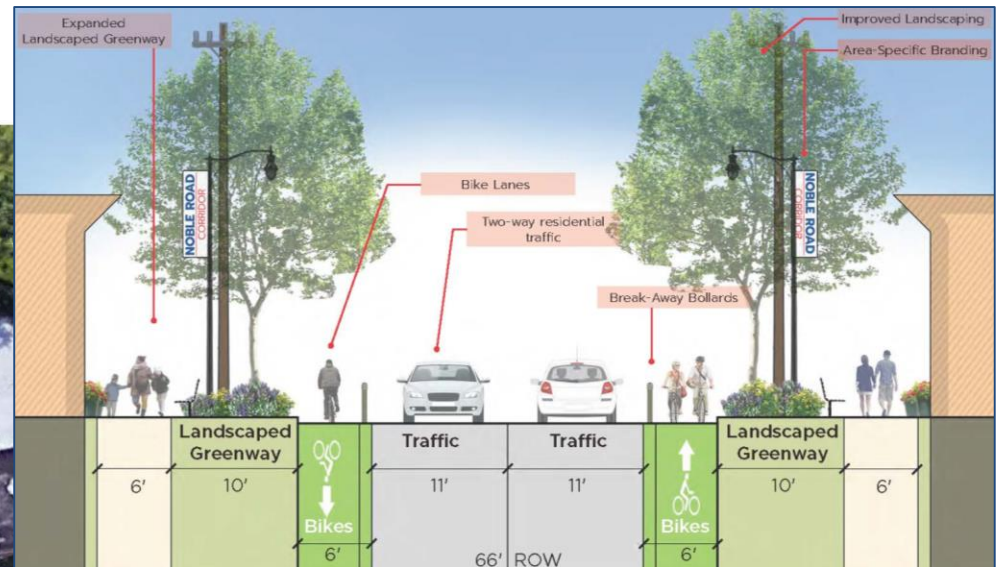
BIKE LANE; 5'

PEDESTRIAN CROSSWALK W/BRICK PAVING

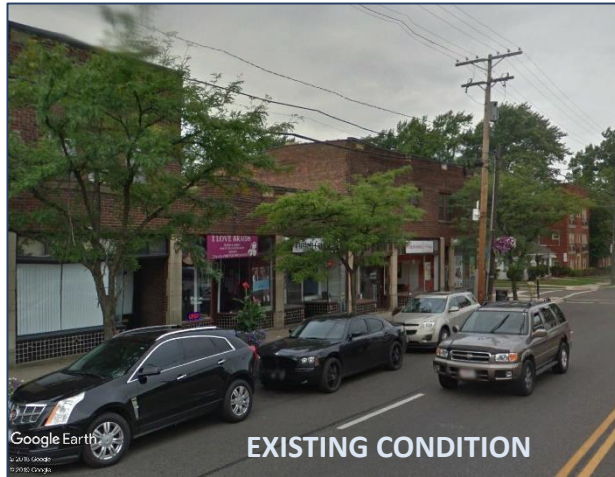
**MULTI-MODAL IMPROVEMENT DIAGRAM;
RESIDENTIAL AREA**

NOBLE ROAD CORRIDOR PLAN

SECTION



4. A Multi-Modal Corridor



Prototypical Design for Commercial Nodes

STREET TREES CREATE CANOPY AND PEDESTRIAN SCALE

ORNAMENTAL STREET LIGHTS AND BANNERS

CONSISTENT SIGNAGE AND AWNINGS

COLORFUL AND PROTECTED BIKE LANES

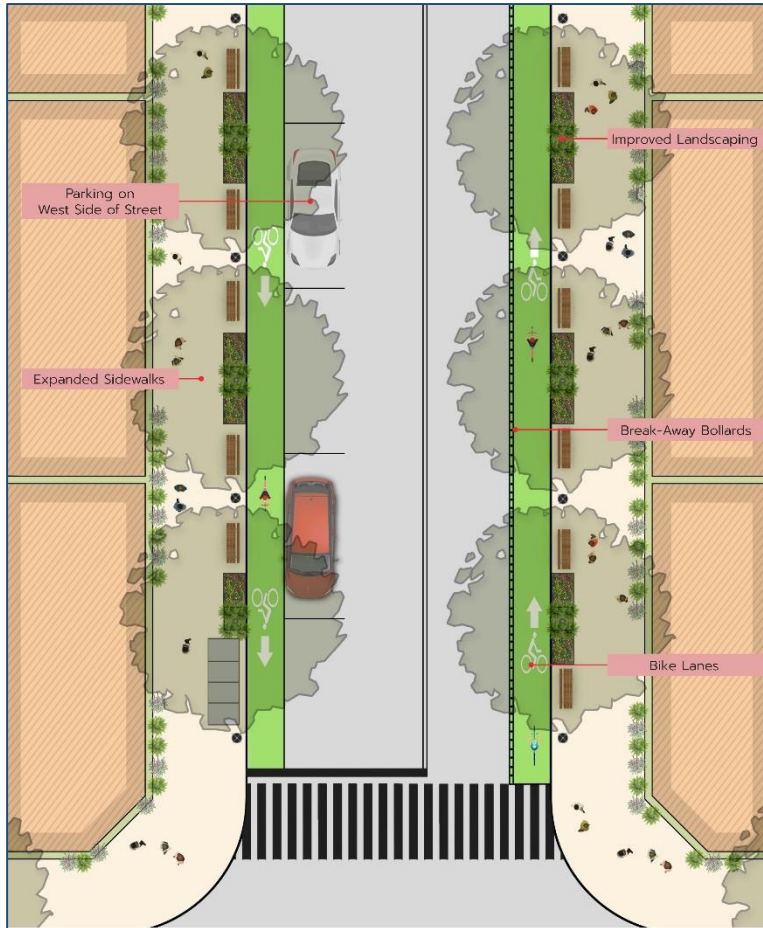
ENHANCED PEDESTRIAN ZONE W/BRICK PAVING



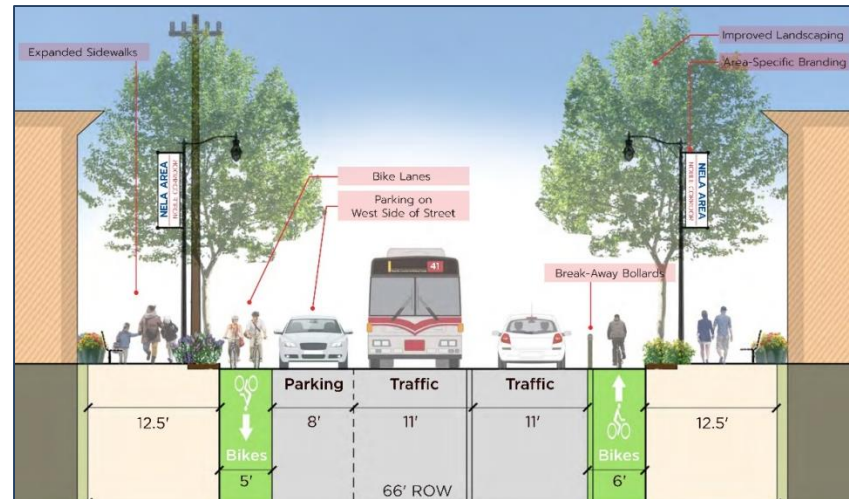
4. A Multi-Modal Corridor

Prototypical Design for Commercial Nodes

Plan View



SECTION

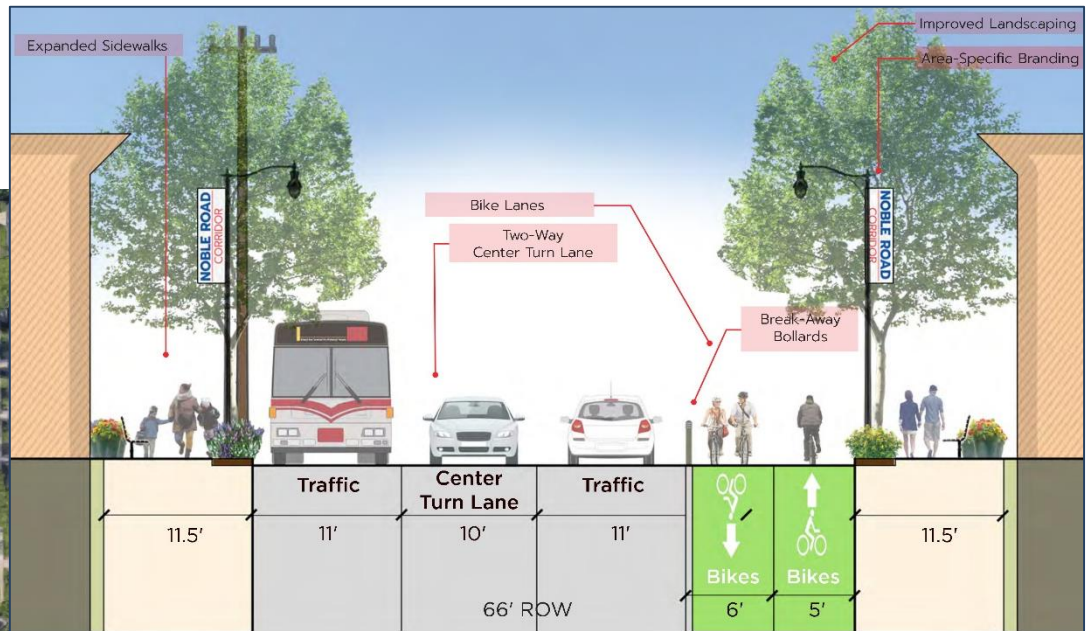


5. A Multi-Modal Corridor

Prototypical Commercial Design w/Center Turn Lane

SECTION

PLAN VIEW



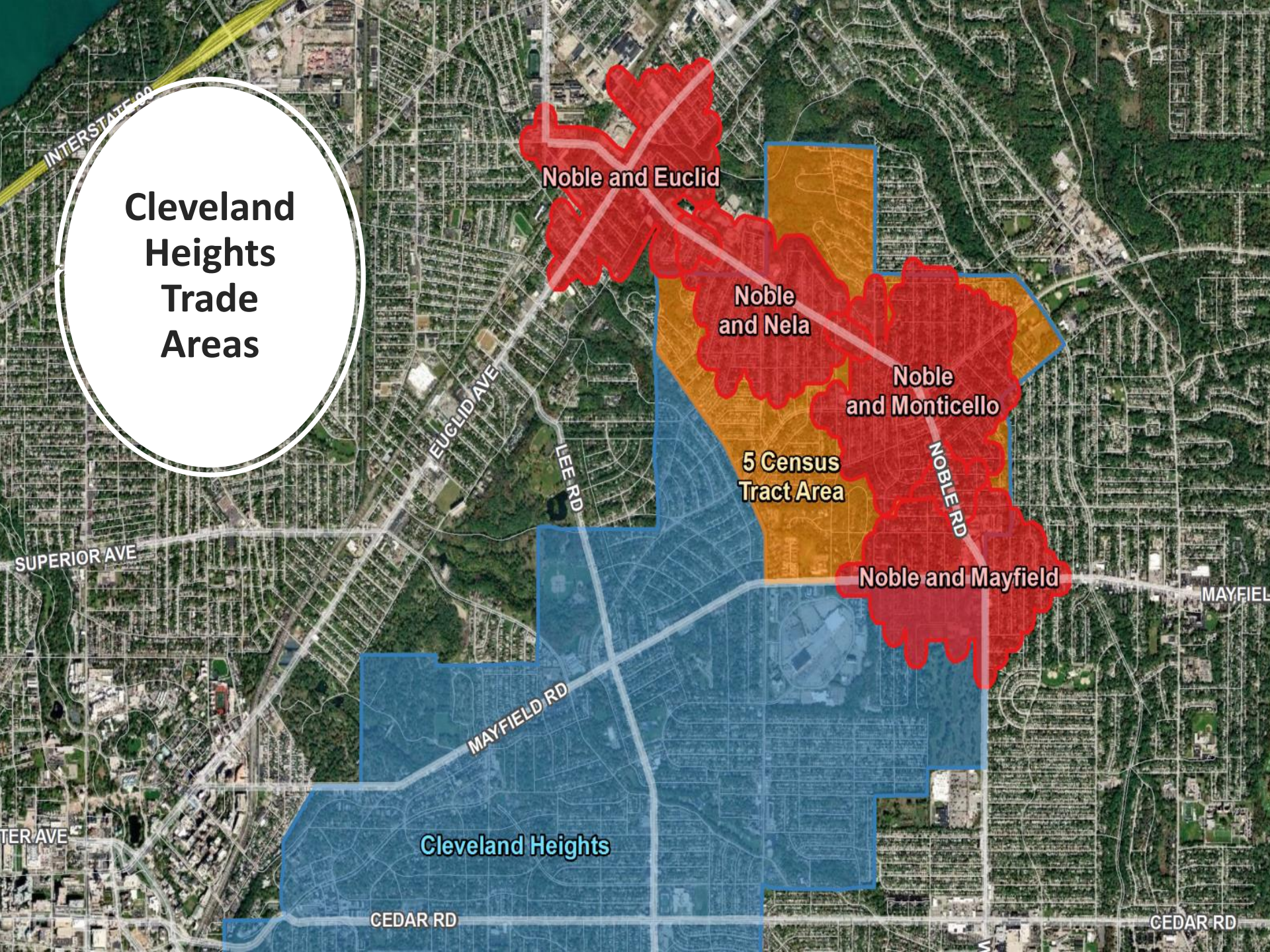
5. Guidance from the Market Analysis

Prepared by:

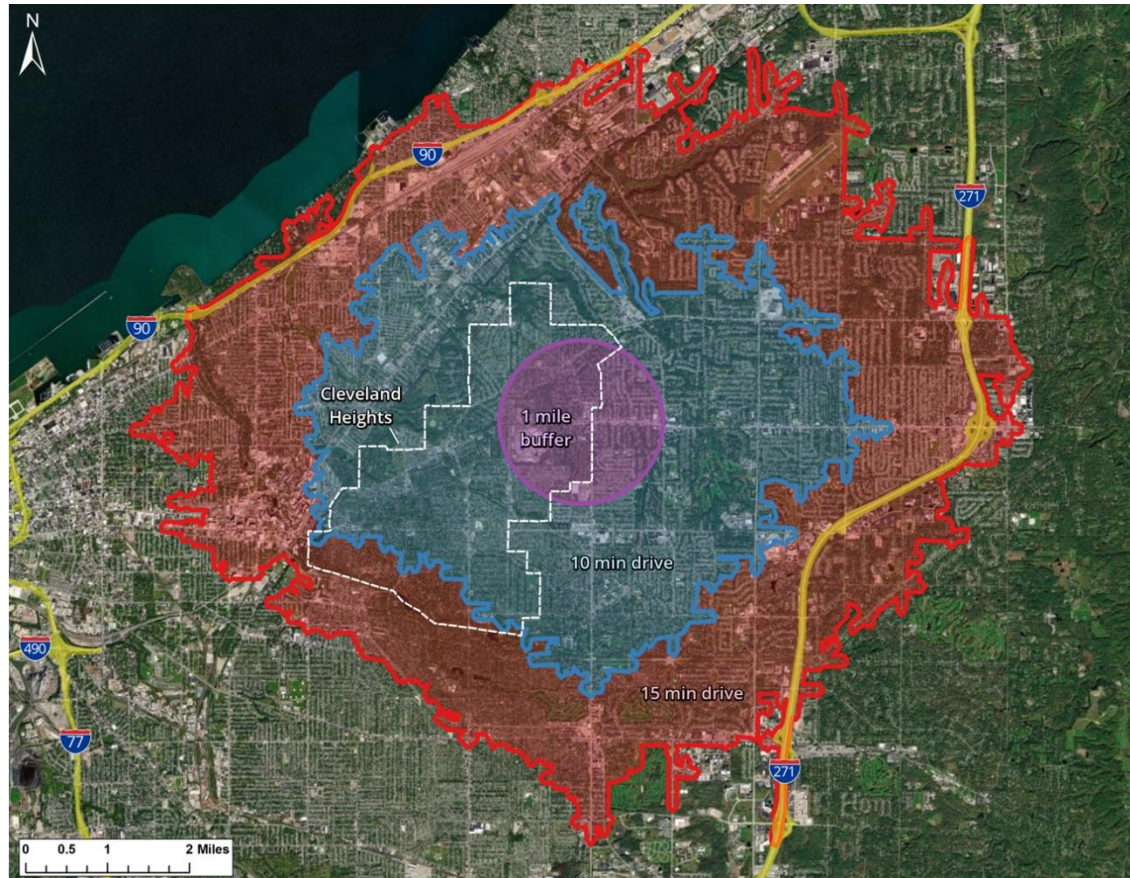
Catherine Timko

THE RIDDLE COMPANY

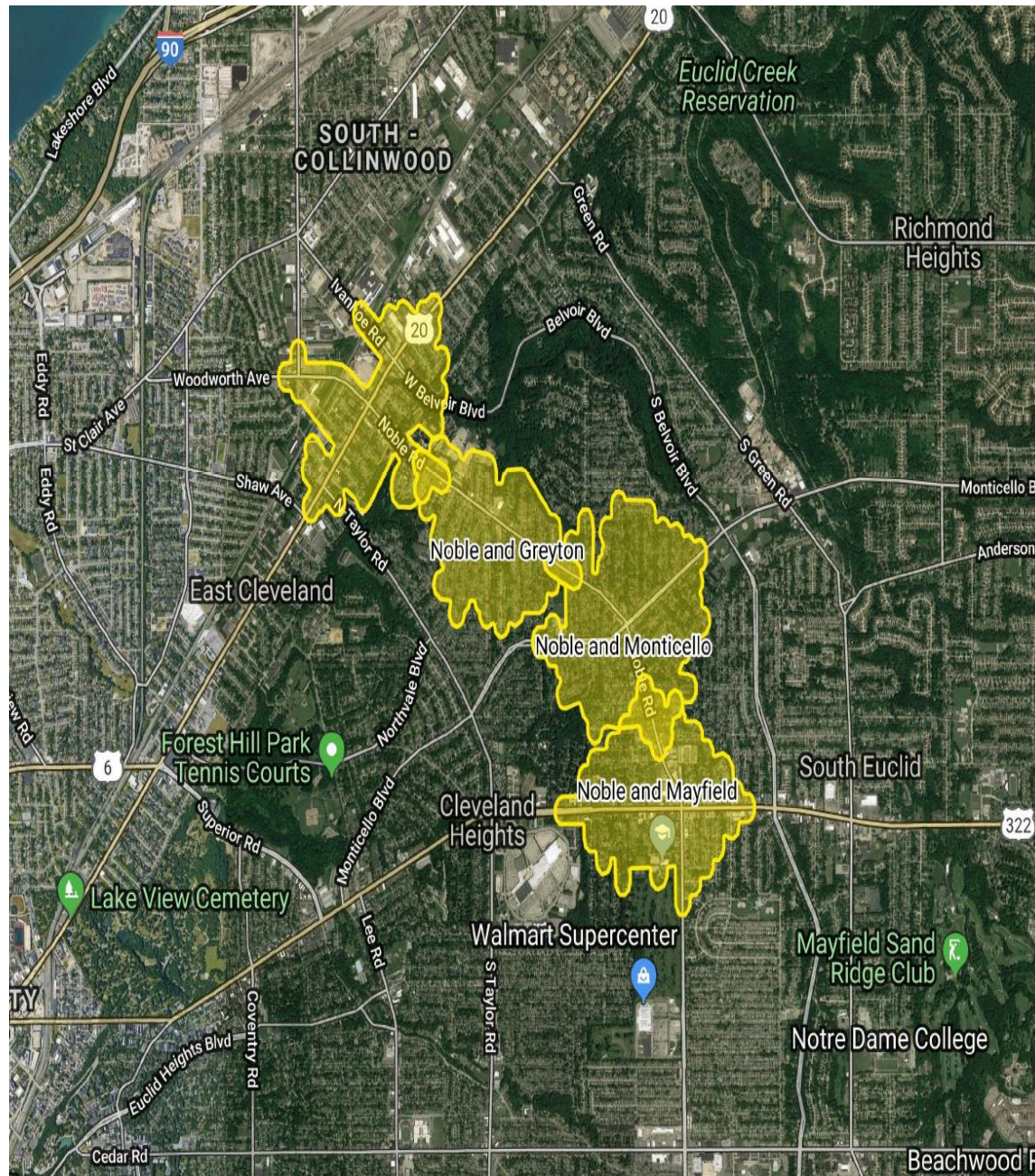
Cleveland Heights Trade Areas



Noble & Mayfield Intersection: Primary and Regional Trade Areas



Noble Corridor Intersections 10 Min. Walk Times



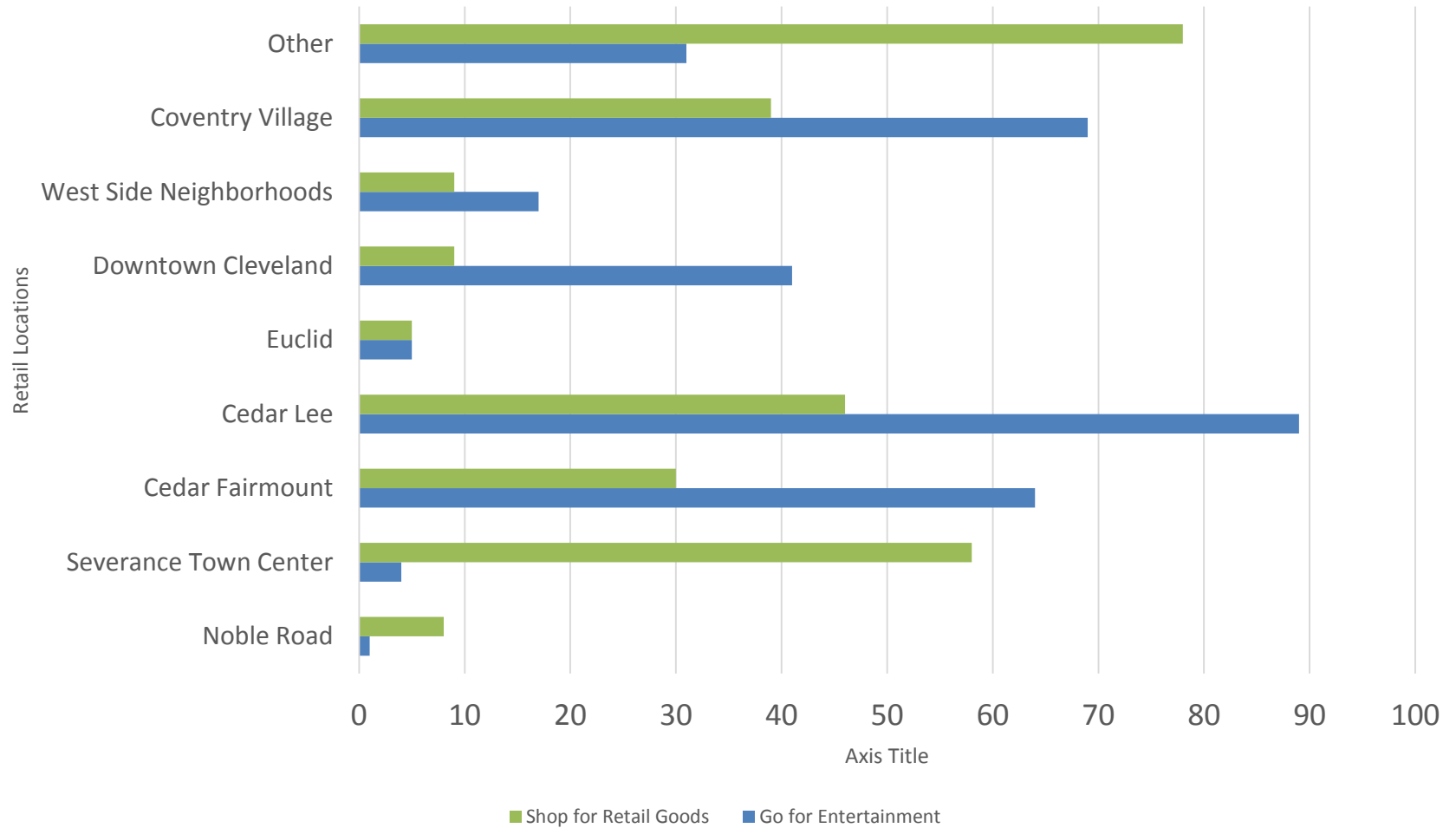
Market Overview

Demographic Trends in Cleveland Heights and Other Study Areas							
Geography	Period	Population	Median Age	Households	Average Household Size	Median Housing Value	Median Household Income
Cleveland Heights	2010	46,121	35.9	220,973	2.27	-	-
	2018	45,807	37.1	20,090	2.24	\$144,985	\$53,787
	2023	45,246	37.6	19,972	2.23	\$160,996	\$60,119
	2018 to 2023 Change	-1.20%	1.35%	-0.59%	-0.06%	11.04%	11.77%
5 Census Tract Area	2010	12,500	39	5,338	2.34	-	-
	2018	12,420	41	5,379	2.3	\$116,054	\$49,611
	2023	12,256	41.5	5,345	2.29	\$123,861	\$55,065
	2018 to 2023 Change	-1.30%	0.5	-0.60%	-0.13%	6.70%	11.00%
Noble and Euclid	2010	1,949	40.3	967	1.99	-	-
	2018	1,823	43.3	916	1.97	\$72,756	\$24,958
	2023	1,767	44.7	893	1.96	\$75,166	\$27,715
	2018 to 2023 Change	-3.10%	1.4	-2.50%	-0.51%	3.30%	11.00%
Noble and Nela	2010	2,944	38.3	1,244	2.36	-	-
	2018	2,808	40.3	1,200	2.33	\$95,989	\$35,175
	2023	2,737	41	1,178	2.32	\$106,893	\$38,841
	2018 to 2023 C	-2.50%	0.7	-1.80%	-0.37%	11.40%	10.40%
Noble and Monticello	2010	4,456	36.3	1,847	2.41	-	-
	2018	4,433	38.3	1,859	2.38	\$108,449	\$50,562
	2023	4,376	38.9	1,847	2.37	\$113,836	\$55,849
	2018 to 2023 Change	-1.30%	0.6	-0.60%	-0.13%	5.00%	10.50%
Noble and Mayfield	2010	3,518	39.9	1,658	2.12	-	-
	2018	3,417	41.9	1,625	2.1	\$121,734	\$51,897
	2023	3,352	42.5	1,600	2.09	\$133,740	\$59,160
	2018 to 2023 Change	-1.90%	0.6	-1.50%	-0.31%	9.90%	14.00%
Source: ESRI (2019)							

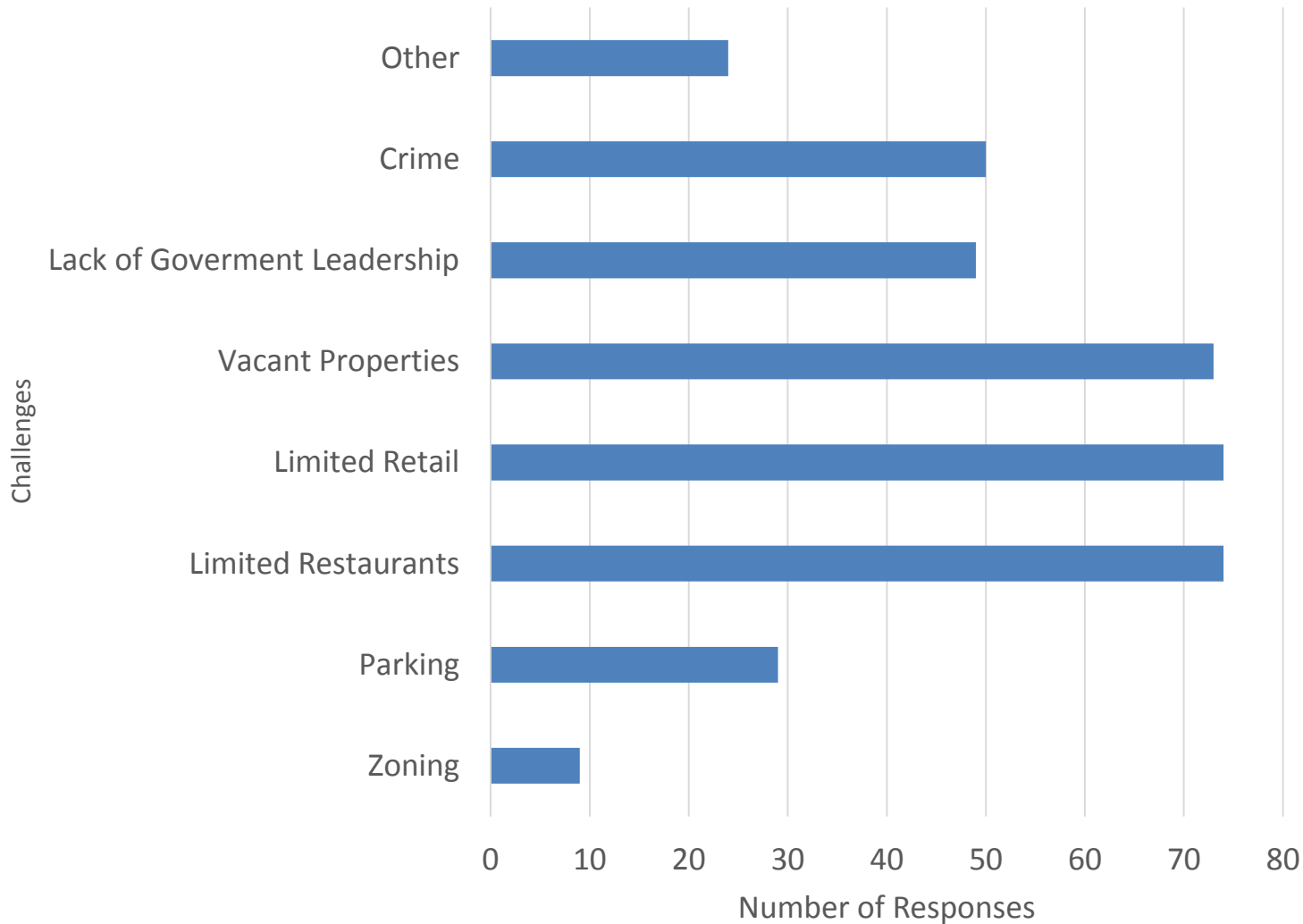
Retail Gap Analysis: Surplus & Leakage

Cleveland Heights Retail Market Supply & Demand Nov. 2018				
Cleveland Heights	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage Factor
Total Retail Trade and Food & Drink	\$726,312,544	\$404,166,578	\$322,145,966	28.5
Total Retail Trade	\$654,919,215	\$361,377,030	\$293,542,185	28.9
Total Food & Drink	\$71,393,329	\$42,789,548	\$28,603,781	25.1
5 Census Tract Area	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage Factor
Total Retail Trade and Food & Drink	\$164,363,304	\$25,894,315	\$138,468,989	72.8
Total Retail Trade	\$148,803,960	\$24,097,428	\$124,706,532	72.1
Total Food & Drink	\$15,559,344	\$1,796,887	\$13,762,457	79.3
Noble & Euclid	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage Factor
Total Retail Trade and Food & Drink	\$16,002,195	\$11,767,572	\$4,234,623	15.2
Total Retail Trade	\$14,526,137	\$9,548,798	\$4,977,339	20.7
Total Food & Drink	\$1,476,058	\$2,218,774	(\$742,716)	-20.1
Noble and Nela	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage Factor
Total Retail Trade and Food & Drink	Re	\$2,721,582	\$22,756,432	80.7
Total Retail Trade	\$23,087,133	\$1,600,353	\$21,486,780	87
Total Food & Drink	\$2,390,881	\$1,121,229	\$1,269,652	36.2
Noble Monticello	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage Factor
Total Retail Trade and Food & Drink	\$55,317,184	\$11,934,840	\$43,382,344	64.5
Total Retail Trade	\$50,047,674	\$11,479,669	\$38,568,005	62.7
Total Food & Drink	\$5,269,510	\$455,170	\$4,814,340	84.1
Noble Mayfield (10 min walk)	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage Factor
Total Retail Trade and Food & Drink	\$54,019,307	\$23,638,156	\$30,381,151	39.1
Total Retail Trade	\$48,837,698	\$18,973,527	\$29,864,171	44
Total Food & Drink	\$5,181,609	\$4,664,629	\$516,980	5.3
Noble Mayfield (1 mile)	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage Factor
Total Retail Trade and Food & Drink	\$259,484,169	\$191,012,383	\$68,471,786	15.2
Total Retail Trade	\$234,622,694	\$175,400,040	\$59,222,654	14.4
Total Food & Drink	\$24,861,475	\$15,612,343	\$9,249,132	22.9
Noble Mayfield (10 min drive)	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage Factor
Total Retail Trade and Food & Drink	\$1,751,295,304	\$1,285,176,064	\$466,119,240	15.4
Total Retail Trade	\$1,581,667,575	\$1,105,521,825	\$476,145,750	17.7
Total Food & Drink	\$169,627,729	\$179,654,239	(\$10,026,510)	-2.9
Noble Mayfield (15 min drive)	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage Factor
Total Retail Trade and Food & Drink	\$3,654,988,219	\$2,726,554,673	\$928,433,546	14.5
Total Retail Trade	\$3,299,382,651	\$2,395,038,917	\$904,343,734	15.9
Total Food & Drink	\$355,605,568	\$331,515,755	\$24,089,813	3.5

Where people go to shop and for entertainment?



Greatest challenges in the neighborhood that impact Noble Road?



67.8% =
limited
retail and
restaurants

66.9% -
vacant
properties

6. Sequencing of Improvements

The sequencing of improvements and initiatives is ***critical to the success of the plan***. Time will be needed to implement the various components and the market will need time to adjust to the improvements.

- Current conditions, for the most part, ***reflect market demand/opportunity***.
- Improvement that ***increases the appeal of the corridor/neighborhood*** is needed to increase market demand/opportunity.
- The ***Noble/Mayfield Node*** may be able to ***support redevelopment*** without broader area improvement due to its ***exposure to a wider market***.
- ***The first initiative*** to be implemented is the ***restructuring of Noble Road*** into an attractive, multi-modal corridor. This will ***fundamentally change the functionality*** of the corridor, which will translate into an ***enhanced lifestyle*** for residents.
- ***Improvements to activate the corridor***, such as social parks, would be implemented in the various nodes ***when conditions are right***.
- ***private-sector investment***.

6. Sequencing of Improvements

- Initial private-sector investment will take the form of ***improvements to existing businesses*** and new businesses in existing vacant space. ***Lease rates need to rise.***
- Redevelopment/new buildings will come after ***vacancy declines & lease rates rise.***
- ***Public finance*** can/should be used to ***accelerate private-sector investment.***

7. Improvement Proposals for 4 Nodes

Intervention on Distressed Properties

Noble/Euclid Improvement Strategies

*Stabilize and
enhance
infrastructure to
appeal to regional
uses*

1. Address distressed properties along Euclid, particularly mixed-use buildings.
2. Improve the Euclid Right-Of-Way
3. Advance and improve property maintenance



Intervention is best done by a local CDC with real estate expertise. The CDC needs to have the capacity to:

- a) Buy and sell distressed property;
- b) Manage construction and renovation;
- c) Prepare a financial feasibility study and get funding for a demonstration project;
- d) Undertake a demonstration project showing how to make distressed mixed-use buildings generate positive cash flow;
- e) Lease up apartments in newly renovated buildings with good tenants;
- f) Obtain a commitment from the public housing authority for directing good Section 8 voucher holders to the buildings to fill gaps in market-rate tenants; and
- g) Lease up the ground floor space to business tenants.

7. Improvement Proposals for 4 Nodes

Noble/Euclid Improvement Strategies

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Improve the Euclid Avenue Right-of-Way



The purpose of infrastructure upgrades is to correct the visual cues that the corridor is neglected and deterioration is progressing. While the optics of Euclid Avenue are negative, the condition of the street infrastructure is relatively good. The sidewalks, curbs, gutters and the street surface are in generally good condition. Two improvements would do much to create positive optics for the street: 1) ornamental street lighting; and 2) street trees. Street lighting is quite poor, existing only on one side of the street. Poor lighting is especially negative for distressed neighborhoods because it reinforces existing stereotypes of crime. Decorative street lighting is needed. The second improvement, street trees, would soften the urban optics of Euclid Avenue and mask some of the building deterioration. It would also send a signal that the community cares about this commercial district, which will help draw private-sector investment.

7. Improvement Proposals for 4 Nodes

Noble/Euclid Improvement Strategies

*Stabilize and enhance
infrastructure to
appeal to regional uses*

1. Address distressed properties along Euclid, particularly mixed-use buildings.
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3. Advance and improve property maintenance

A range of maintenance improvement is needed.



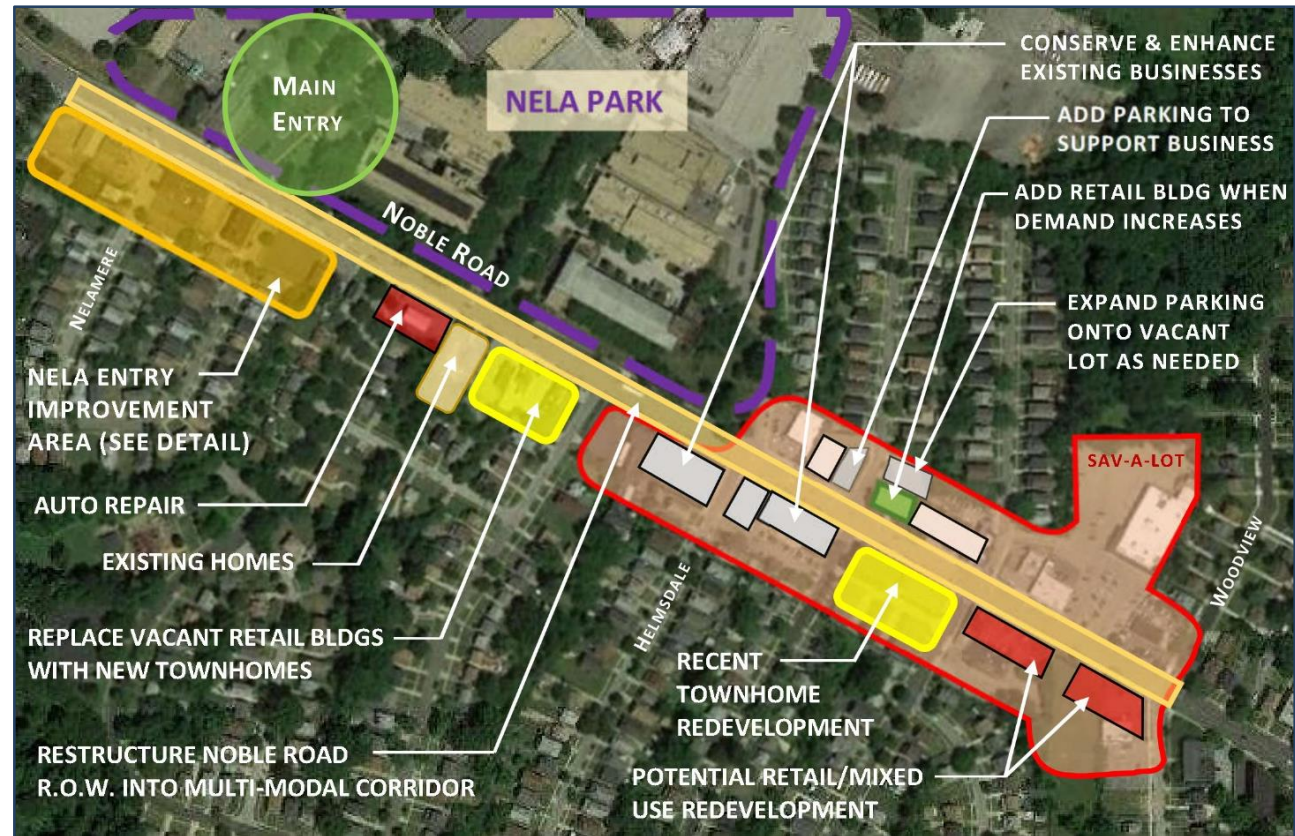
7. Improvement Proposals for 4 Nodes

Noble/Nela Improvement Strategies

Promote the Node as a neighborhood-oriented commercial district, maximizing the Nela connection.

1. Repurpose the under-performing commercial land across from Nela Park.
2. Promote selective infill commercial/mixed-use development.
3. Achieve stabilization and improvement before implementing open space & park features.

The Noble/Nela Node Improvement Plan is based on focused conservation and selective redevelopment.



7. Improvement Proposals for 4 Nodes

Noble/Nela Improvement Strategies

Improve the area across from the Nela Park Main Entry to maximize the Nela connection.

1. Enhance the church and gas station through on-site and right-of-way landscaping.
2. Focus commercial property improvement on the block opposite the Main Entry.
3. Promote a new Nela Inn on the existing parking lot at Noble and Neladale Road.
4. Enhance residential property by removing front yard parking and landscaping these front yards as well as expanded parkways.

Promote selective investment in existing commercial property and infill development.



7. Improvement Proposals for 4 Nodes

Noble/Nela Improvement Strategies

Improve the area across from the Nela Park Main Entry to maximize the Nela connection.

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Promote selective infill commercial/mixed-use development.



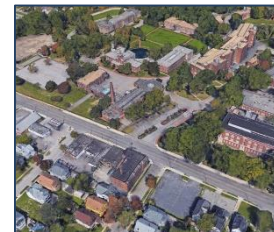
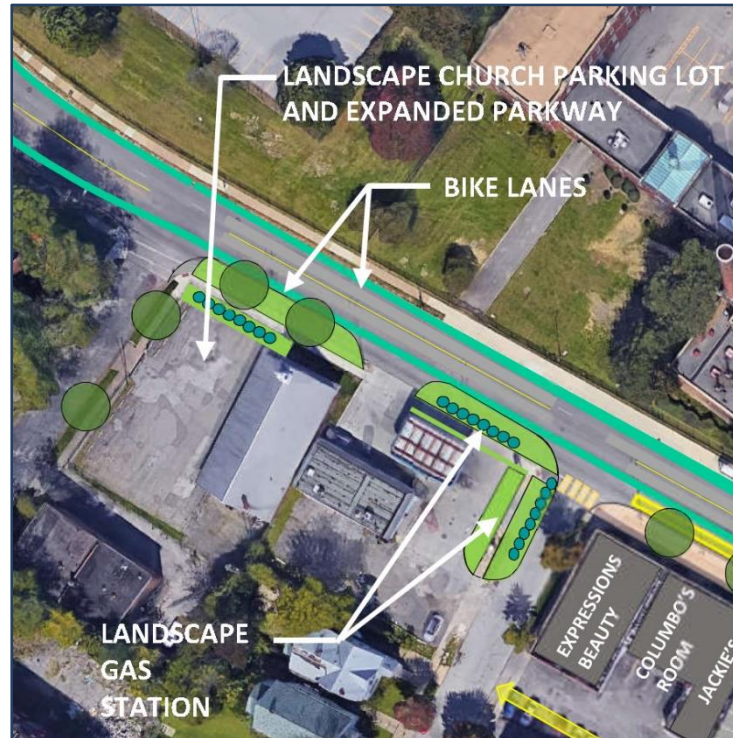
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Enhancement of expanded parkway and property frontage is proposed.



7. Improvement Proposals for 4 Nodes

Noble/Nela Improvement Strategies

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Improve solid commercial block through streetscaping, better signage, & multi-modal street design changes.



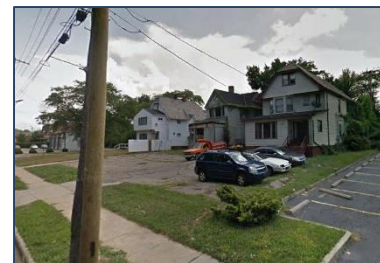
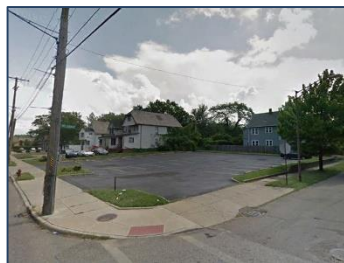
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Noble/Nela Improvement Strategies

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4. Enhance residential property by removing front yard parking and landscaping these front yards as well as expanded parkways.

Upgrade a weak section of the Entry Area



7. Improvement Proposals for 4 Nodes

Noble/Monticello Improvement Strategies

1. Emphasize the Monticello Node as the defining neighborhood commercial area.
2. Elevate the Noble/Monticello intersection area in terms of activity and branding.
3. Make more efficient use of current parking resources.

The Noble/Monticello Node has the potential to be a successful neighborhood business district. The intersection of Noble and Monticello creates a “neighborhood crossroads” area that should profile the character and identity of the neighborhood. The intersection area must be upgraded visually and with uses that reflect the neighborhood, such as the proposed “community kitchen” on the NE corner. Major visual improvement is proposed through increased greening of street medians, special corner streetscape treatments and the multi-modal improvement. Increased street parking will help calm traffic and activate the street.



7. Improvement Proposals for 4 Nodes

Noble/Monticello Intersection Improvements

Emphasize the Monticello Node as the defining neighborhood commercial area.

1. Elevate the Noble/Monticello intersection area in terms of activity and branding.
2. Make more efficient use of current parking resources.

The Noble/Monticello intersection area needs to become pedestrian friendly to fulfill its function as the defining neighborhood commercial area. Special streetscape treatment is proposed for the intersection area to visually elevate it as a place of prominence within the neighborhood. The proposed redevelopment of the existing gas station on the NE corner as a “community kitchen” is a key recommendation. It will provide shared commercial kitchen facilities to “incubate” local restaurateurs to get their start, with an emphasis on ethnic foods.

Elevate the Noble/Monticello intersection area in terms of activity and branding.

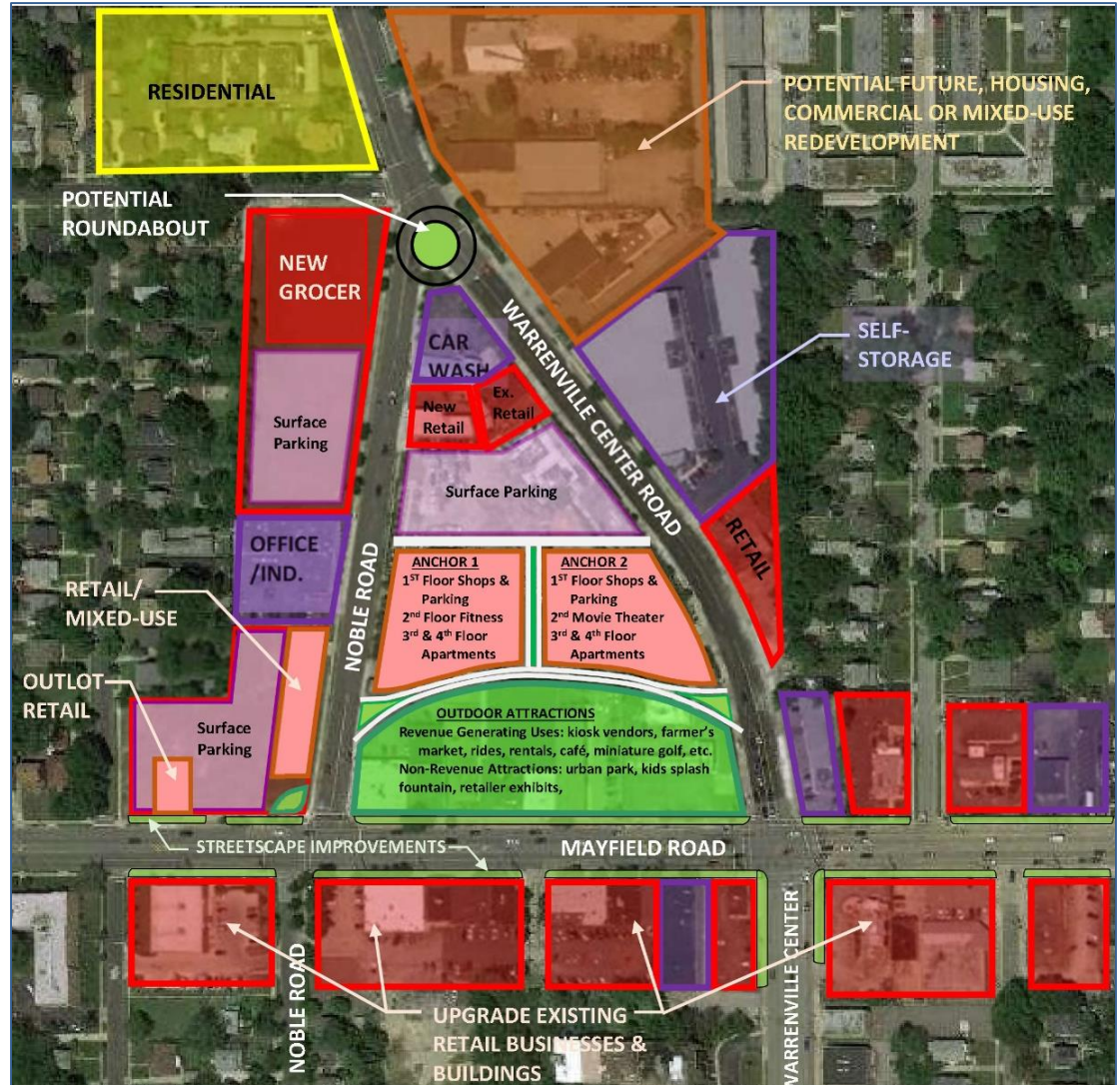


7. Improvement Proposals for 4 Nodes

Noble/Mayfield Redevelopment Option A

Create an "entertainment-oriented" mixed-use retail/residential development.

1. Place outdoor attractions along Mayfield Road to generate visual interest and allow views to the site's interior.
2. The new buildings will be located along a pedestrian promenade that connects Noble Road to Warrensville-Center Road.
3. Program focused on two entertainment anchors with shops facing the pedestrian promenade and two levels of apartments above.
4. The south side of Mayfield Road will be upgraded, both in terms of building renovation and streetscape improvements.



7. Improvement Proposals for 4 Nodes

Noble/Mayfield Redevelopment Option A

*Examples of
entertainment-oriented
retail.*

OUTDOOR PROGRAM

INDOOR PROGRAM



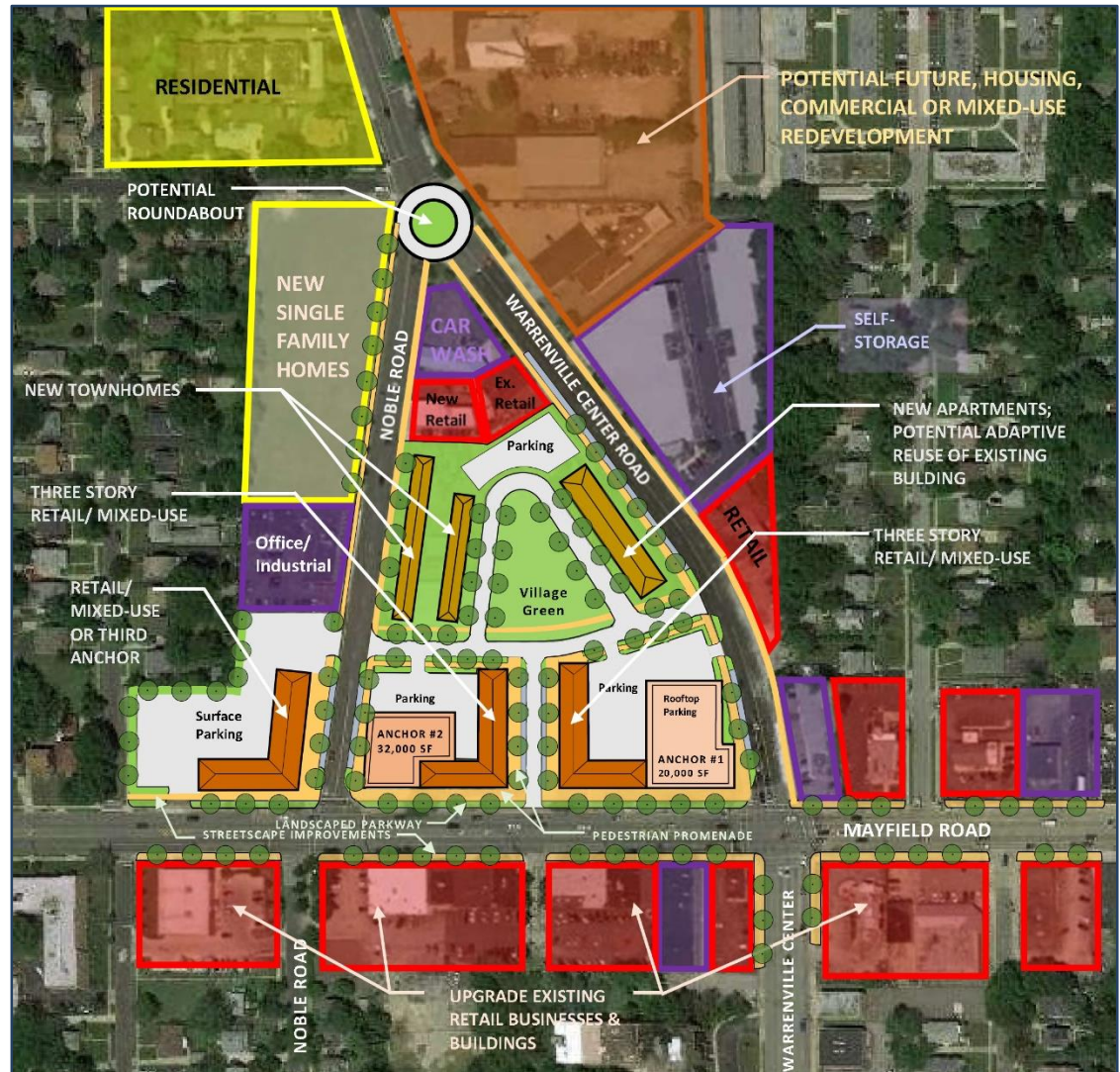
7. Improvement Proposals for 4 Nodes

Noble/Mayfield Redevelopment Option B

Create a new "urban village" combining new retail with new housing in a pedestrian setting.

1. Focus retail along Mayfield.
2. Pedestrian-oriented retail that is an amenity for the residential program.
3. Anchor uses could include a grocery store, health club or other "amenity" uses.

The "urban village" concept is based on creating a discrete, walkable mixed-use community. A short drive from University Circle, this urban village could be an alternative for those who want an urban setting in a suburban community, and one that is also more affordable.



7. Improvement Proposals for 4 Nodes

Noble/Mayfield Redevelopment Option B

*Examples of “urban
village” redevelopment*



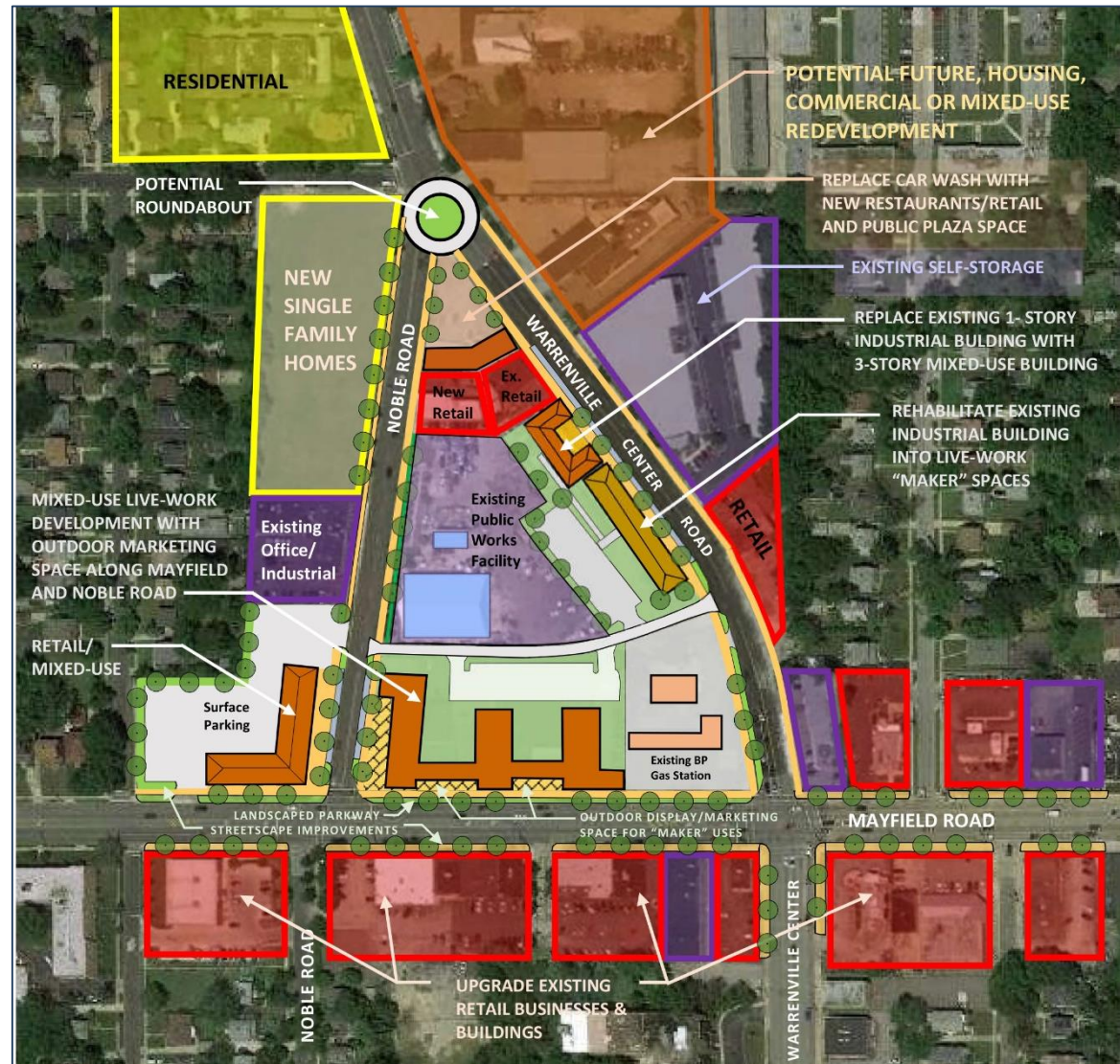
7. Improvement Proposals for 4 Nodes

Noble/Mayfield Redevelopment Option C

Assume less redevelopment, which occurs on individual sites and is focused on neighborhood-oriented uses.

1. Preserve public works yard.
2. Create major live-work and “maker-space” development along Mayfield Road.
3. Adaptive reuse of industrial building on Warrensville Center Road.
4. Emphasize upgrading retail uses

The “neighborhood-oriented” concept is based on promoting redevelopment on individual sites rather than a single large site. Some regional draw could still be leveraged, particularly for the “maker space” development along Mayfield Road.



7. Improvement Proposals for 4 Nodes

Noble/Mayfield Redevelopment Option C

*Examples of
"neighborhood-oriented"
redevelopment*



8. Economic Development & Implementation

The Core Concept underlying the plan projects that a number of economic benefits will result from implementing the Plan. These economic benefits include:

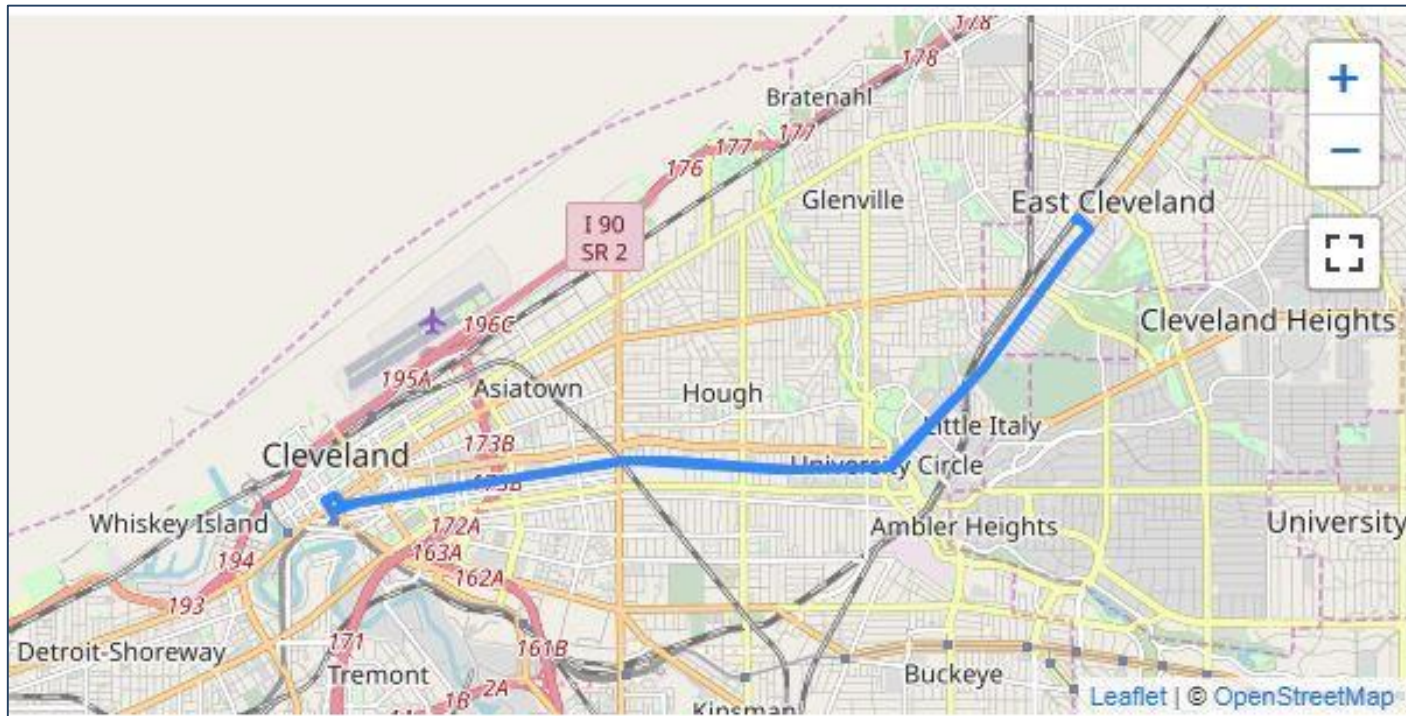
- Higher rents for commercial space and rental apartments along Noble Road.
- Higher property values for commercial and residential properties along Noble Road.
- Higher property values for residential properties in the broader Noble Neighborhood that benefit from the multi-modal corridor.
- Attraction of new businesses to commercial space along Noble Road.
- Renovation of commercial buildings along Noble Road.
- Improvement of rental apartment buildings along Noble Road.
- Ultimately, new development will be attracted to Noble Road.

A follow-up economic study should be done to ascertain the degree to which these economic benefits will result from the investment in new infrastructure to create *an attractive, mixed-use, multi-modal corridor*.

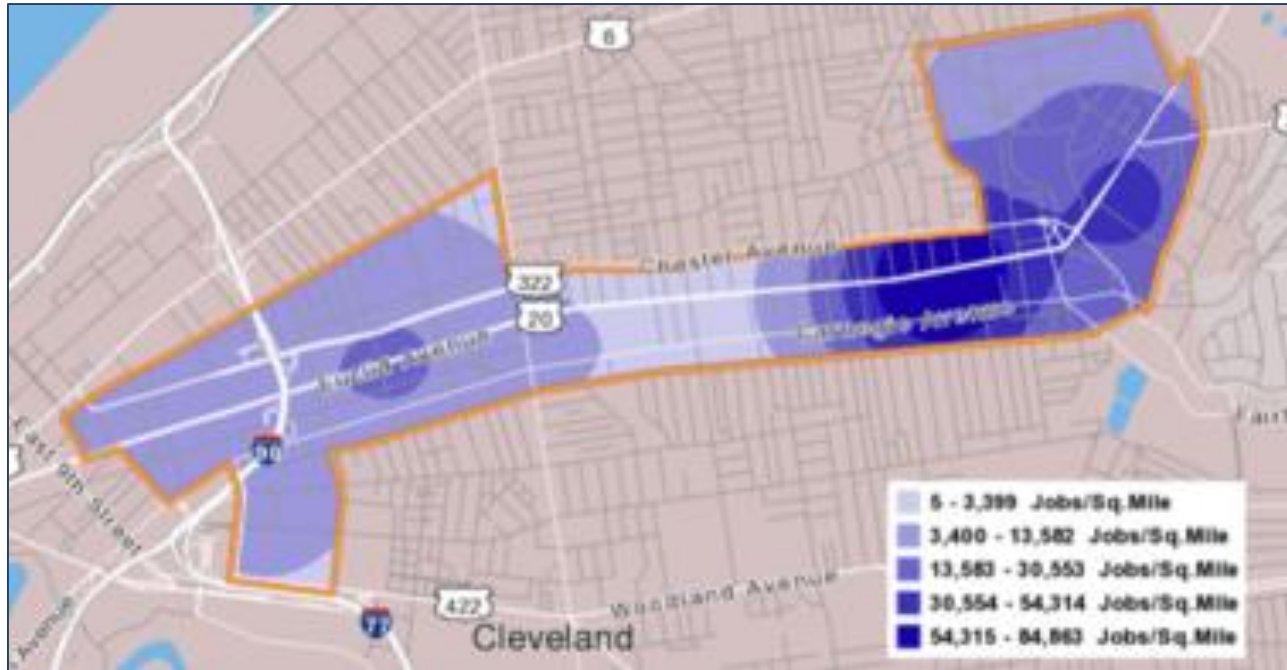
8. Economic Development & Implementation

Numerous studies of transportation-related infrastructure improvements have shown that broad economic benefits accrue to the area benefitting from the improvements.

The Health Line BRT transit corridor, while a much larger scale improvement, is an example of a transportation improvement that has produced significant economic benefits to the surrounding area.



8.Economic Development & Implementation



The Health Line is the most successful BRT Line in the U.S. in terms of ridership and has increased employment along its corridor.



8. Economic Development & Implementation

Central to improving the Noble Road Corridor is identifying economic development strategies to leverage the funds needed to make the infrastructure improvements to create the multi-modal corridor.

- Creative approaches will be needed, possibly involving new applications of public finance mechanisms.
- The proposed infrastructure improvements are area-wide in nature and public finance strategies need to adapt accordingly.
- A number of options exist to fund the infrastructure improvements, creating a fluid situation relative to the use of public finance.
- The Plan identifies a range of options for public finance to provide a means of implementation regardless of the actual eventualities.

8. Economic Development & Implementation

- A wide-range of stakeholders have a vested interest in the improvement of the Noble Road Corridor, and the strategy for public finance should be based on sharing the cost burden.
- An initial “order of magnitude” estimate of the cost of the infrastructure improvements is \$6.25M to \$10M.
- The following public finance mechanisms were assessed as part of an economic development strategy.
 - ❖ Community Reinvestment Area (property tax abatement)
 - ❖ Special Improvement District (property tax surcharge)
 - ❖ Tax-increment financing (value capture)
 - ❖ General obligation bonds (city-wide borrowing)
- Consensus-building among stakeholders will be needed to determine which public finance mechanisms will be used and for what portion of the improvement costs.

8. Economic Development & Implementation

Community Reinvestment Area

- Offers incentives for new development in the form of property tax abatement
- Cannot be used to pay for public infrastructure improvements
- Not highly effective in areas with declining property values

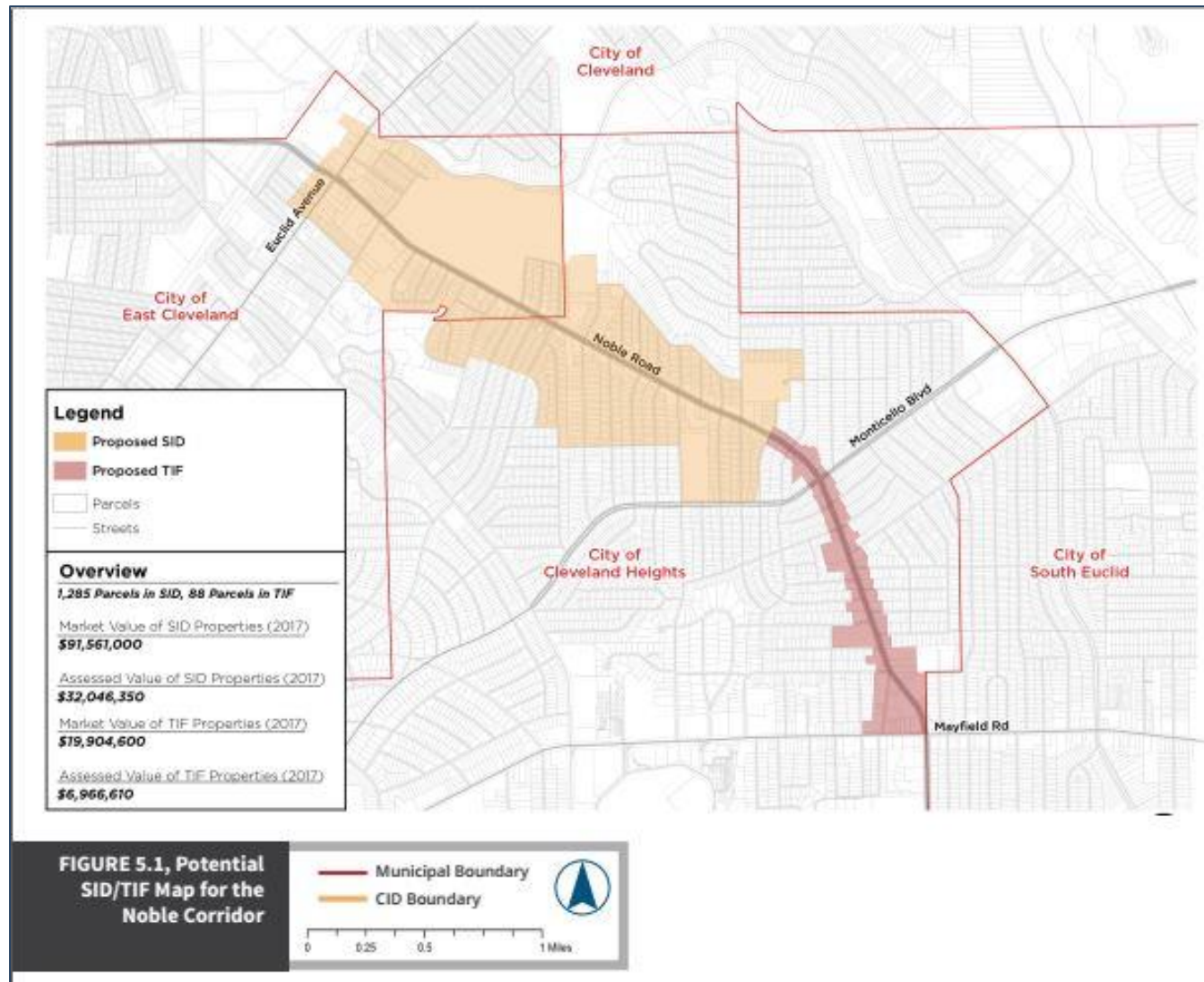
Special Improvement District

- Designed specifically to fund public improvements
- Raises funds through a property tax surcharge on property within the district
- SID is a potential public finance mechanism for improvements

Tax-increment financing

- Collects “incremental” increases in property tax revenue within the TIF district to pay for infrastructure costs
- Does not increase taxes on property owners
- Can be used on a “project” or “area-wide” basis
- TIF is a potential public finance mechanism for improvements

8. Economic Development & Implementation



8. Economic Development & Implementation

The Case for a Special Improvement District

FIGURE 5.2
*Financial Benefits
of a Noble Road
SID to an Average
Homeowner*

Typical Property Value; Single Family Residence:	\$60,000
Projected Twenty Year Appreciation:	\$18,000
Annual SID Tax Surcharge:	\$200
Total Twenty Year Tax Surcharge:	\$2,000
Net Gain to Property Owner:	\$16,000
Total Number of Properties in the SID:	\$1,285
Current Assessed Value of SID:	\$32,046,350
Hypothetical Tax Rate of Surcharge:	1.0%
Annual Tax Revenue Produced by SID:	\$320,046

8. Economic Development & Implementation

The Case for a Tax-Increment Finance District

ORDER OF MAGNITUDE PROJECTION OF ANNUAL PROPERTY TAX REVENUE CONCEPT A; NOBLE/MAYFIELD NODE REDEVELOPMENT				
Development Component	Unit Type	Unit Value	Units	Value
Ground Floor Retail Shops A	Square Feet	\$150	14,000	\$2,100,000
Ground Floor Retail Shops B	Square Feet	\$150	14,000	\$2,100,000
2nd Floor Anchor A	Square Feet	\$125	40,000	\$5,000,000
2nd Floor Anchor B	Square Feet	\$125	40,000	\$5,000,000
3rd/4th Floor Apartments A	Square Feet	\$175	32,000	\$5,600,000
3rd/4th Floor Apartments B	Square Feet	\$175	32,000	\$5,600,000
Outdoor Entertainment Space	Square Feet	\$25	114,000	\$2,850,000
Enclosed Surface Parking	Square Feet	\$15	26,000	\$390,000
Open Surface Parking	Square Feet	\$2	60,000	\$120,000
Outlot Mixed Use	Square Feet			
1st Floor Retail	Square Feet	\$150	16,000	\$2,400,000
2nd/3rd Floor Apartments	Square Feet	\$175	32,000	\$5,600,000
Outlot Retail	Square Feet	\$150	4,000	\$600,000
Outlot Surface Parking	Square Feet	\$2	4,000	\$8,000
New Grocery Store	Square Feet	\$125	30,000	\$3,750,000
Total Value				\$41,118,000
Existing Market Value				\$4,500,000
Net Market Value				\$36,618,000
Tax Rate				0.08812
Incremental Annual Tax Revenue				\$3,226,778

8. Economic Development & Implementation

Action Agenda

The critical period for advancing the implementation of any project is the beginning. Many projects die from *initial inertia* due to inaction. If a project is demonstrated to be *valid and worthwhile*, and actions are undertaken to move it forward, it will likely *build momentum* that will carry it forward to implementation.

The Action Agenda within the Plan is designed to organize stakeholders to take the initial actions needed to move the project forward over the first three years. Among the highest priority actions is conducting follow up studies to validate the Plan's *Core Concept*.

- A *transportation study* to validate that an appealing multi-modal transportation facility can be accommodated within the Noble Road R.O.W.
- An *economic study* to validate that the broad economic benefits the Plan projects will result from the infrastructure improvement will occur.
- A *redevelopment study* of the Noble/Mayfield Node to validate that major redevelopment is feasible for this area.
- *Early Action Projects* should continue until infrastructure improvements are made.

8. Economic Development & Implementation

Action Agenda

Initiative #1:	Benefits/Outcomes	
Implement Early Action Project; Flower Planting	a) Provides timely evidence of stakeholders' capacity to carry out actions to improve the corridor. b) Provide immediate aesthetic improvement of the entire corridor.	
Actions	Carried Out By	Timing
1) Identify funding for plantings	FutureHeights	January 1, 2020
2) Identify who will plant the flowers.	FutureHeights; Noble Neighbors City of East Cleveland; City of Cleveland Heights	March 15, 2020
3) Identify maintenance/ watering program	FutureHeights; Noble Neighbors City of East Cleveland; City of Cleveland Heights	March 15, 2020
4) Launch Project	FutureHeights & partners	May 1, 2020
Funding	Order of Magnitude Cost: Low	Source: Donations & Grants

Initiative #2:	Benefits/Outcomes	
Conduct a Technical Multi-Modal Study	a) Defines the multi-modal corridor (MMC) as the core improvement strategy b) Resolves technical issues/questions c) Allows units of government to put the MMC in formal capital documents	
Actions	Carried Out By	Timing
1) Forge a consensus among stakeholders for the MMC	City Staff	Three Months
2) Secure funding for the study	City Staff, City Council & County Officials	Six Months
3) Consultant selection	Consulting engineer w/City Staff	Two Months
4) Conduct the study	General contractor w/ City contract admin.	Six Months
Funding	Order of Magnitude Cost: Low	Source: County of Cuyahoga, City of East Cleveland, City of Cleveland Heights; Grant and State funding to be explored.

8. Economic Development & Implementation

Action Agenda

Initiative #3:	Benefits/Outcomes	
Conduct a Technical Analysis of Economic Benefits of Corridor Improvement	a) Delineates the likely economic benefits from corridor improvement. b) Justifies the investment in infrastructure improvements along Noble Road by the full range of stakeholders.	
Actions	Carried Out By	Timing
1) Secure funding for the study	City of Cleveland Heights; City of East Cleveland; Future Heights	Twelve Months
2) Issue RFP and select consultant	City of Cleveland Heights; City of East Cleveland; Future Heights	Two Months
3) Conduct study	Consultant	Six Months
Funding	Order of Magnitude Cost: Low	Source: Future Heights staff

Initiative #4:	Benefits/Outcomes	
Conduct In-Depth Redevelopment Feasibility Assessment of the Noble/ Mayfield Node	a) Frames realistic potentials for key redevelopment site. b) Informs City relative to action on possible TIF District or other public finance options. c) If major redevelopment is feasible, value capture could help fund corridor-wide improvements. d) Could justify the City's issuance of a development RFP.	
Actions (assuming feasibility)	Carried Out By	Actions (assuming feasibility)
1) City to commission redevelopment feasibility study focused on Noble/Mayfield Node	City Staff at the direction of the City Council;	City to commission redevelopment feasibility study focused on Noble/Mayfield Node
2) City to issue development RFP	City Staff at the direction of the City Council;	City to issue development RFP
3) Select development proposal	City Staff	Select development proposal
4) Establish TIF District	City Staff at the direction of the City Council;	Establish TIF District
Funding	Order of Magnitude Cost: Mod	Funding
Funding	Order of Magnitude Cost: Mod	Source: City funds for study; Developer funds for TIF

8. Economic Development & Implementation

Action Agenda

Initiative #5:	Benefits/Outcomes	
NOAH to Take Steps to Expand into Community-Based Real Estate Development	a) NOAH builds capacity to intervene on distressed property in the East Cleveland portion of the corridor. b) Helps to make the Euclid Avenue corridor/node more attractive to commercial development.	
Actions	Carried Out By	Timing
1) NOAH creates a business plan for intervention on distressed properties to demonstrate how they can become viable investments.	NOAH and stakeholder partners	January 1, 2020
2) Approach foundations and other funding sources for funds to expand staff and execute a demonstration project.	NOAH and stakeholder partners	January 1, 2020
3) Upon receiving grant funding, expand NOAH staff to include real estate project manager.	NOAH	June, 2020
4) Carry out initial demonstration project.	NOAH	August, 2020 to August 2021
4) Begin to replicate the demonstration project on other distressed properties.	NOAH, stakeholder partners and private investors	January 2022 and beyond
Funding	Order of Magnitude Cost: Capacity Building - Low Demonstration Project - High	Source: Capacity Building - Grant Demonstration Project - Grants

8. Economic Development & Implementation

Action Agenda

Initiative #6:	Benefits/Outcomes	
East Cleveland to Pursue Infrastructure Improvements to Euclid Avenue	a) Significantly improves the image and attractiveness of Euclid Avenue. b) Helps to attract new investments in real estate/new commercial uses.	
Actions	Carried Out By	Timing
1) Quantify order of magnitude costs for decorative street lights and street trees along Euclid Ave.	City Staff & Partners	January 2020
2) Assess potential funding sources.	City Staff & Partners	March 2020
3) Begin lobbying for funds from ODOT, Federal sources.	City Staff & Partners; Paid lobbyist	April 2020 to March 2021
4) Assess effectiveness of lobbying	City Staff & Partners;	March 2021 and beyond
Funding	Order of Magnitude Cost: Low	Source: Grant Funds for paid lobbyist

Initiative #7:	Benefits/Outcomes	
Petition Major Foundations to include the North of Mayfield Portion of Cleveland Heights in their Priority Areas	a) Makes this portion of Cleveland Heights eligible for financial assistance from the major Cleveland area foundations. b) Allows the Cleveland Heights and East Cleveland portions of the corridor to be treated holistically in terms of foundation assistance.	
Actions	Carried Out By	Timing
1) Assess conditions needed for foundations to include the North of Mayfield area.	FutureHeights and the Noble Road stakeholders	Three Months
3) Hold informal discussions with Major Foundations.	FutureHeights, City of East Cleveland and City of Cleveland Heights	Two Months
3) Prepare formal petition/study	Futureheights/Consultant	Six Months
Funding	Order of Magnitude Cost: Low	Source: FutureHeights staff

8. Economic Development & Implementation

Action Agenda

Initiative #8:	Benefits/Outcomes	
Advance the Establishment of a Working Relationship with Nela Park	a) Explore mutually beneficial initiatives b) Identify points of cooperation to benefit Nela Park and Community c) Potential Nela Park investment in property opposite Main Entrance d) Cooperation on "Nela-themed" lighting design for the Nela Node e) Increase interaction between Nela Park and the Nela Node f) Discuss support for a Nela Inn and restaurant	
Actions	Carried Out By	Timing
1) Develop "talking points" on the potential mutually beneficial initiatives	City of East Cleveland, NOAH & FutureHeights	September 2019
2) Develop line of communications with the purchaser of the GE Lighting Division	City of East Cleveland, NOAH & FutureHeights	March 2020 (based on timing of GE transaction)
3) Develop plan for implementing mutually beneficial initiatives	City of East Cleveland, NOAH & FutureHeights	June 2020
4) Initiate implementation on mutually beneficial initiatives	City of East Cleveland, NOAH & FutureHeights	January 2021
Funding	Order of Magnitude Cost: Low	Source: Dedication of Stakeholders staff time

8. Economic Development & Implementation

Summary

While significant challenges must be overcome to realize the Plan's vision for a vital, active and current Noble Road Corridor, a good foundation exists from which to build upon:

- ❖ Physical deterioration of the corridor has been contained.
- ❖ The long term "mega trends" that caused much of the decline are waning.
- ❖ Viable businesses exist along the corridor to anchor new business development.
- ❖ The two cities, Cleveland Heights and East Cleveland, are willing partners in the improvement effort.
- ❖ The Core Concept is a valid proposition for restructuring the corridor.
- ❖ The Plan illustrates how the prospects for economic development can support public finance strategies to pay for the investment in new infrastructure.



NOBLE ROAD

CORRIDOR PLAN

**Final Project
Presentation**

**Cleveland Heights
&
East Cleveland,
Ohio**

**Thank
You!**

camiros
RIDDLE COMPANY
Strategy | Implementation | Impact