

# GORDON SQUARE COMMUNITY MASTER PLAN

DECEMBER 2014



# ACKNOWLEDGEMENTS

The Gordon Square Arts District Board, under the leadership of Co-Chairs David Doll and Dick Pogue, showed great foresight in commissioning a Community Master Plan even as they were completing their successful \$30 million capital campaign. The plan was designed to explore how to best steward this significant investment while looking forward toward the next phase of physical, economic and artistic growth of the District. We are particularly grateful to the Planning Committee they formed; members spent countless hours, with much thought and creativity, working with us to envision and debate opportunities for the future. Special thanks to Committee Co-Chairs Diane Downing and Cleveland City Council Member Matt Zone, and Kristen Baird-Adams, Fred Bidwell, Raymond Bobgan, Ryan Cross, Judi Feniger, Robert Maschke, Jeff Moreau, Neal Rains, Jenny Spencer, Joe Tegreene and Sean Watterson.

We are grateful to the Gordon Square Arts District staff, including Judi Feniger, President and Theresa Schneider, Development Manager, with whom we worked closely on this plan. We appreciate the help of many members of the Detroit Shoreway Community Development Organization's Gordon Square office, led by Jenny Spencer, Managing Director, who helped gather data and background materials and arrange the public meetings.

The City of Cleveland was very supportive, particularly Trevor Hunt of the City Planning Commission, who provided materials and participated in many of our meetings. We're also grateful for their financial support which helped to make this plan possible, as did support from PNC and several individuals.

Finally, thanks to hundreds of Clevelanders interested in the neighborhood who took the time to participate in public meetings, Stakeholder meetings, interviews, or who gave their input and interacted with each other electronically through the [gsad.mindmixer.com](http://gsad.mindmixer.com) website.

## CONSULTANT TEAM

### MKSK

Chris Hermann, AICP – Senior Principal  
Jeff Pongonis, ASLA – Senior Principal  
Andrew Overbeck, AICP – Senior Associate  
Juliana Silveria – Planner  
Luis Calvo – Planner  
Tyler Clark – Planner

### DEVELOPMENT STRATEGIES

Matt Wetli – Senior Associate

### WRL - Westlake Reed Leskosky

Jonathan Kurtz – Principal  
Antonia Marinucci – Intern Architect





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# EXECUTIVE SUMMARY

As the multi-year, \$30 million capital campaign drew to a close, the Gordon Square Arts District Board of Directors commissioned a Community Master Plan to both steward the existing investment in theatres and streetscape improvements and to look forward to the next phase of physical, economic and artistic growth of the district. Working together with the Detroit Shoreway Community Development Organization, the Cleveland Public Theatre, and the Near West Theatre, on the initial improvements and investments along Detroit Ave., the Gordon Square Arts District has a track record of collaborative planning.

This sense of shared mission continued with the creation of the Gordon Square Community Master Plan. Guided by a representative Planning Committee, the plan was created through an intensive two-and-a-half month process. A diverse group of stakeholders, including arts and culture organizations, local merchants, investors and institutional leaders and developers were convened to discuss the future of the district. Together, the Planning Committee and the stakeholders helped to determine how Gordon Square can build off the successful investment that has been made to date, and how to direct future growth in the district in a way that continues to establish it as a premier arts and culture destination and neighborhood in the City of Cleveland.

Local residents were also invited to participate. Two public meetings were held throughout the process, one to gather input and ideas and the other to share plan concepts, strategies, and recommendations. These meetings were augmented by an interactive website at [gsad.mindmixer.com](http://gsad.mindmixer.com) that allowed for the public to discuss their ideas with each other, ask questions of the planning team, provide comments and feedback, and follow the progress of the plan. Together, this public process garnered nearly 150 participants in-person at meetings and 107 participants online. This produced a total of 499 ideas and comments. This interaction and input was invaluable in the creation of the Gordon Square Community Master Plan.

Through the course of Planning Committee meetings, stakeholder interviews and public input, three clear goals for the Community Master Plan emerged:

- ✦ Build upon and reinforce the arts brand and destination experience of Gordon Square
- ✦ Continue restoring the strength of the neighborhood
- ✦ Focus on the core and Detroit Ave. to build upon the Gordon Square investment and efforts of the community.

The Community Master Plan provides analysis on existing conditions and establishes a Planning Framework for the discussion of the future of the Gordon Square Arts District. Following this analysis, the Community Master Plan focuses on four major sections:

## **Build on the Arts Identity**

Examines traditional and non-traditional approaches, inside and outside spaces, and other avenues to make arts and culture a part of the day-to-day experience of residents and visitors.

## **Build on the Physical Brand**

Outlines opportunities to extend streetscape improvements, enhance wayfinding and add alternative transportation throughout the district.

## **Build on Market Strengths**

Provides a survey of current housing and retail market conditions and opportunities and suggests strategies to address both.

## **Build on Assets**

Taking into account the findings and ideas presented throughout the Community Master Plan, this section identifies how these improvements and investments could begin to take shape to move the district forward.

The results are creative, innovative and strategic approaches to continuing to improve and invest in Gordon Square. Most importantly, the Community Master Plan reflects the ideals, energy and purpose of the district and the artists, residents and business owners that reside in it. To guide implementation, a prioritization timeline and a matrix were created. When completed, these two tools will help to set timelines and establish accountability for implementation and can be updated as items are underway or completed.

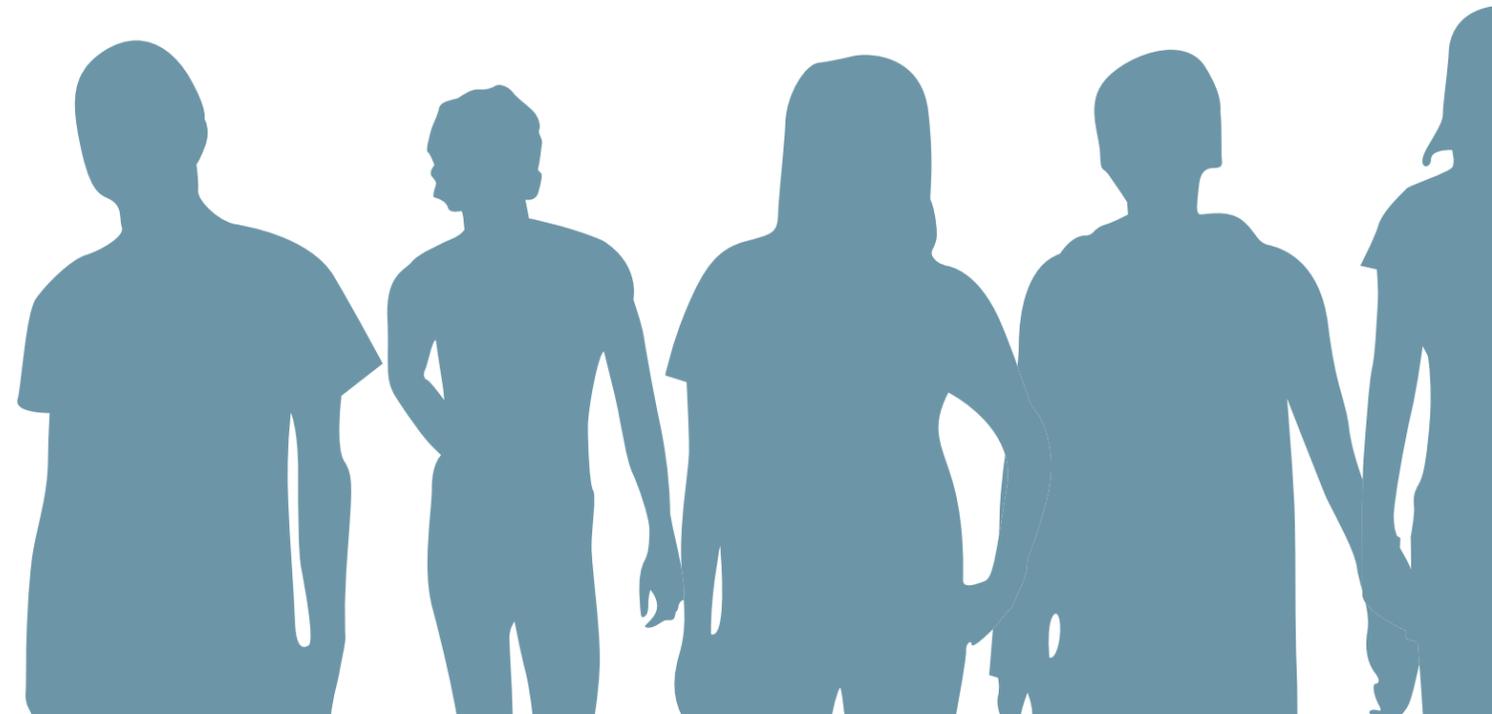
This plan strives to continue the positive momentum that has made Gordon Square and Detroit Ave. into a regional destination for arts and entertainment. The successful implementation of the Community Master Plan will foster the investments made so far, and continue to work toward creating an authentic, arts-driven district that is diverse, livable, walkable, and mixed in use.







# INTRODUCTION



# INTRODUCTION

## WHY A MASTER PLAN?

The Gordon Square Arts District is a unique collaboration between Cleveland Public Theatre, Near West Theatre, and the Detroit Shoreway Community Development Organization. Working together over the past six years, these allied organizations recently completed a \$30 million capital campaign to transform the section of Detroit Ave. between W. 45th St. and W. 80th St. into a vibrant arts and culture destination. Projects funded by the capital campaign include:

- + Streetscape improvements between W. 61st St. and W. 70th St.
- + Three new parking lots
- + Renovations to the Capitol Theatre
- + Creation of a Cleveland Public Theatre campus
- + Design and construction of a state-of-the-art facility for the Near West Theatre

These investments by the public and private sectors in the three theatre anchors and streetscape enhancements have attracted more than 75 new businesses, among them new galleries, restaurants, bars, boutiques, artists and artisans. The district draws nearly 200,000 visitors annually. New residents and residential development have also invested in the Gordon Square Arts District, with more than \$200 million in current and planned real estate projects. More than 700 housing units are planned or soon to be completed. This groundbreaking partnership has created a district that is attracting and retaining young professionals, families and empty nesters alike to live, work, and play.

With the successful completion of its capital campaign, Gordon Square Arts District and its partners are now looking to build on positive momentum and brand recognition to strategically plan for the future. This Master Plan will identify how existing investments can be leveraged to both extend the energy of Gordon Square and ensure a sustainable, vibrant, unique and forward-looking district. The Master Plan will also continue to utilize the arts to attract creativity, increase economic vitality, and grow residential population, employment and property values while also improving the quality of life for this diverse neighborhood.

In addition to the arts anchors and streetscape infrastructure, Gordon Square Arts District is also benefiting from public investment in the lakefront. The State of Ohio has committed \$70 million in funding for the Lakefront West Project that will increase access to Lake Erie, improve park space and bicycle and walking trails, and transform the Shoreway into a lower-speed, tree-lined boulevard. Combined with recent investment in the Battery Park to Edgewater Park tunnel and soon-to-be-completed work on the vehicular underpass to the park at W. 73rd St., Gordon Square Arts District will now be more intricately linked to Lake Erie and Edgewater Park. Strengthening connections both within the neighborhood and to adjacent assets (both the lakefront and surrounding West Side neighborhoods) is a critical component of this Master Plan.



**PRIOR TO 2006**



**PRIOR TO 2006**

- + **ABOUT 25 BUSINESSES**
  - 1 THEATRE [CLEVELAND PUBLIC THEATRE]
  - 1 ART STUDIO
  - 4 SIT-DOWN RESTAURANTS
- + **78th STREET STUDIOS**
  - CONCEPT
  - FIRST TENANT MOVED IN 2001

**GSAD CONCEPT 2006**

- + **GSAD LLC ESTABLISHED 2007**
  - \$30 MILLION CAPITAL CAMPAIGN
  - 3 THEATRES
  - STREETScape & SIGNAGE
  - PUBLIC PARKING

**GSAD TODAY**



**GSAD TODAY**

- + **5 THEATRES**
- + **MORE THAN 100 BUSINESSES**
- + **MORE THAN 50 ART-BASED BUSINESSES**
- + **LIVELY AND VIBRANT SCENE**

# INTRODUCTION

## PLANNING PROCESS

The Gordon Square Arts District Master Plan was an inclusive process that involved arts and institutional leadership, neighborhood stakeholders and the public. Led by a 13-member Planning Committee, this multi-faceted approach included a series of stakeholder interviews, two public meetings and an interactive web site.

Beginning in August the planning team conducted two days of stakeholder interviews to get input from four distinct groups:

1. Gordon Square Merchants
2. Developers, Real Estate Agents and Housing Experts
3. GSAD Investors and Leaders
4. Arts and Culture Community

These interviews provided the planning team with a diverse perspective on the issues and opportunities present in Gordon Square and to develop a more complete community understanding.

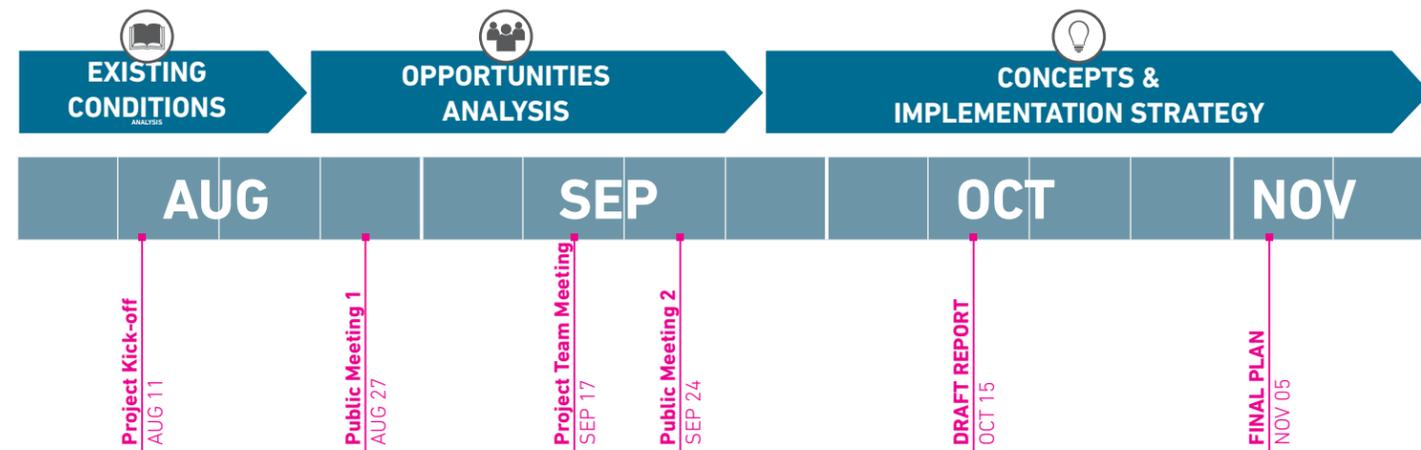
This perspective was augmented by a two-part public process that included two traditional public meetings and an interactive web site at [gsad.mindmixer.com](http://gsad.mindmixer.com). At the first public meeting on August 27, the planning team introduced the Master Plan process and sought input from the public on:

- + What the Master Plan needs to address
- + The role of arts in the future of the district
- + Retail needs and opportunities
- + Housing needs and opportunities
- + Needed connections, pedestrian and alternative transportation improvements
- + Needed parks, plazas, or gathering place improvements
- + Opportunity areas

More than 80 people attended the first public meeting, providing input, collaborating with friends and neighbors and helping to shape the Master Plan for the Gordon Square Arts District. This meeting resulted in more than 230 comments and ideas from attendees. This community conversation continued online at [gsad.mindmixer.com](http://gsad.mindmixer.com) for several weeks. Another 138 ideas and 131 comments were received online.

At a second public meeting on September 24, many of these community ideas were presented and reviewed. The more than 60 attendees were able to ask direct questions and provide comments on the direction of the Master Plan. These Master Plan ideas and concepts were also presented on [gsad.mindmixer.com](http://gsad.mindmixer.com).

Taken together, this input from the Planning Committee, stakeholders and the public helped to inform the Master Plan. Numerous ideas generated through this process have been explored as part of the Master Plan. They are summarized on the following pages, but are also highlighted in the introduction to each section. The power of these ideas provided direction for the plan and will result in the public support and buy-in necessary for successful implementation.



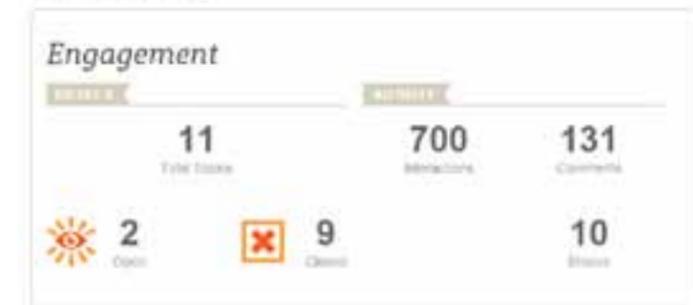
## GSAD.MINDMIXER.COM

### Welcome to GSAD Master Plan's Reporting Interface

This Reporting Interface displays all of the activity from your project.



### All Topics



- + **883 Unique Visitors**
- + **4,651 Page Views**
- + **109 Total Participants**
- + **138 Ideas**
- + **131 Comments**

There are 138 Ideas in this Project

**Edgewater, whiskey island, Perkins- these are incredible spaces**  
 AUTHOR: Tiffany A  
 DETAILS: Leveraging the lake connection to the greatest asset. With a public park space for the music, etc. is enjoyable. It is also repetitive to so many neighborhoods. Leverage the beach which is a unique asset for greater development.  
 0 Seconds 22 Points 0 Comments

**Expand Streetscape**  
 AUTHOR: Katherine H  
 DETAILS: Expand Streetscaping to meet the Edgewater neighborhood to the West, Ohio City to the East and Lorain Ave. to the South. Move ground electrical service to brightly and prove to future. DMAC lighting and the cost of poles and wires is beautiful and reliable.  
 0 Seconds 19 Points 5 Comments

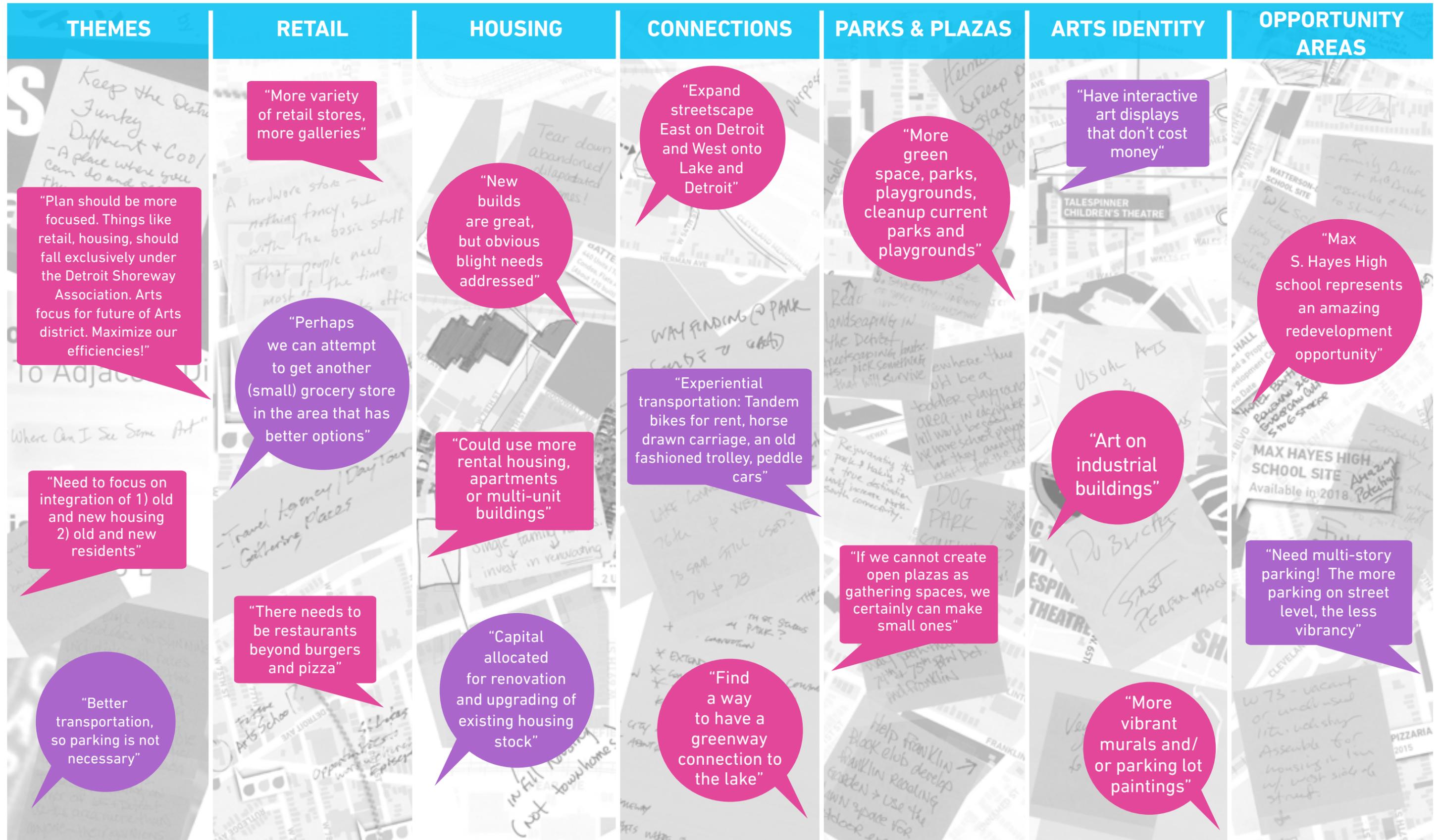
**Comment 1 By Kate T**  
 Totally agree. I love the new upgrades to Edgewater park and I want to see it continue to be fabulous and usable.

**Comment 2 By John M**  
 Bring to close to the lake, any Streetscape plans ought include visible & educational infrastructure to remediate Stormwater issues. Not being able to walk at Edgewater after a storm is a liability of a "modern" park/urban.

**Comment 3 By Sasha O**  
 yes to streetscaping - add benches, art, trees!

**PUBLIC MEETING**





## WHAT WE HEARD

- + THEMES:**
  - Be more focused
  - Integration and affordability (old and new residents)
  - Safety
  - Parking
  - Transportation
  - Sustainability
- + ARTS IDENTITY:**
  - In addition to existing venues, create more opportunities for public art and events
- + RETAIL:**
  - More retail variety, affordability, and options
  - Strong desire for a better grocery store
- + HOUSING:**
  - More diversity in housing types and affordability
  - Resources to address blight and enable upgrades to existing housing stock
- + CONNECTIONS:**
  - Expanded Detroit Streetscape
  - Stronger connections between the lakefront and to GSAD destinations
  - Expanded transportation options
- + PARKS/PLAZAS:**
  - Additional parks and plazas are needed
  - Invest in current parks and playgrounds
- + OPPORTUNITY AREAS:**
  - Max Hayes and Watterson-Lake school sites for mixed-use infill housing and retail
  - Vacant and underutilized lots (strip malls, fast food restaurants, parking lots, etc.)
  - Multi-story parking to replace surface parking lots

## GOALS

- + BUILD UPON AND REINFORCE THE ARTS BRAND AND DESTINATION EXPERIENCE OF GORDON SQUARE**
- + CONTINUE RESTORING THE STRENGTH OF THE NEIGHBORHOOD**
- + FOCUS ON THE CORE AND DETROIT AVE. TO BUILD UPON THE GSAD INVESTMENT AND EFFORTS OF THE COMMUNITY**

## Master Plan Goals

Through the course of Planning Committee meetings, interviews and public input, three clear goals for the Master Plan emerged. First and foremost, the Master Plan needs to build on the arts identity of the neighborhood and enhance the brand and experience that is Gordon Square today. This energy should permeate the surrounding community, leading to a strengthened neighborhood around the core of the arts district. Continuing to build on the Detroit Ave. core of the district and the investments made in the anchor institutions will lead to a more sustainable and vibrant neighborhood.

## How to Use This Plan

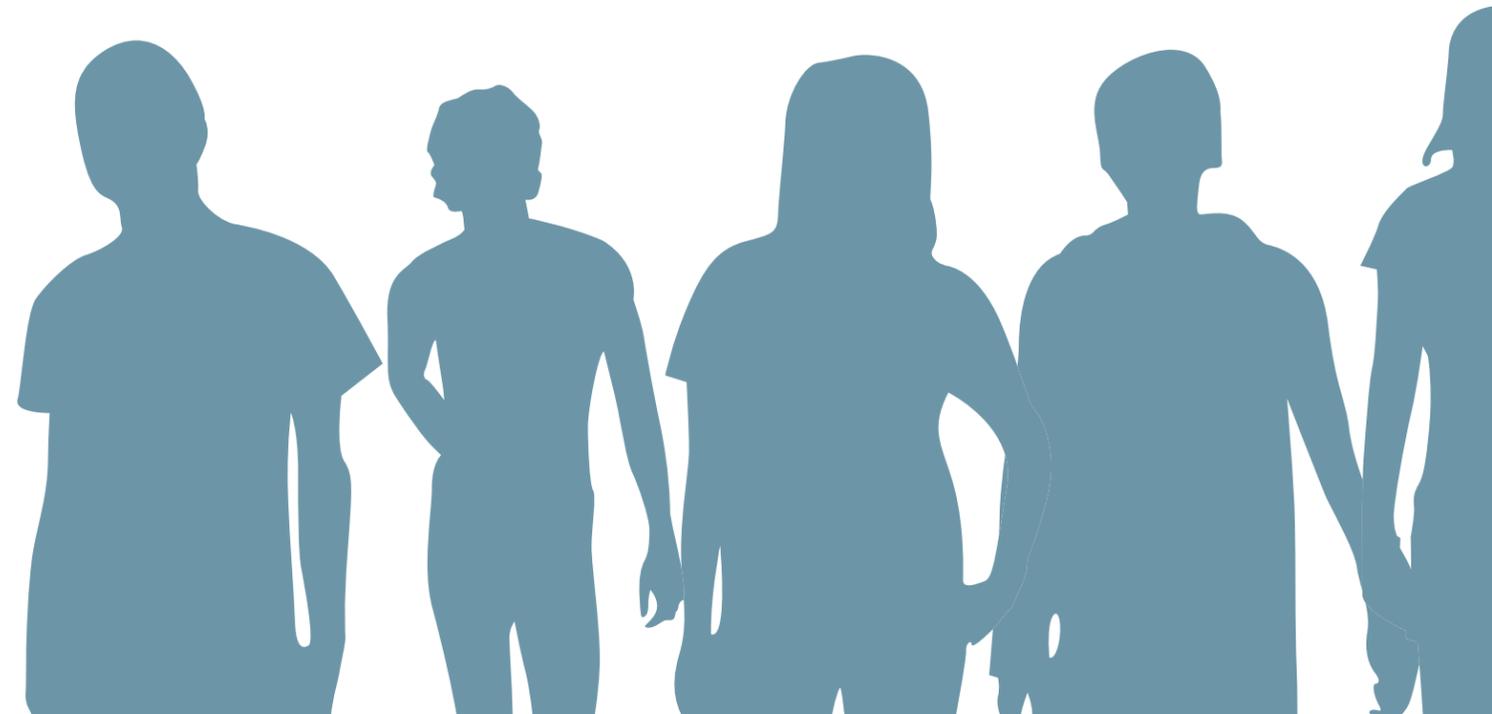
This plan is divided into seven sections. Following this **Introduction**, the **Planning Framework** is outlined. This framework looks at both existing conditions and investments, but also begins to identify future opportunities. These opportunities are explored further in following major sections:

- + Build on the Arts Identity:** Examines traditional and non-traditional approaches, inside and outside spaces, and other avenues to make arts and culture a part of the day-to-day experience of residents and visitors.
- + Build on the Physical Brand:** Outlines opportunities to extend the streetscape improvements, enhance wayfinding and add alternative transportation throughout the district.
- + Build on Market Strengths:** Provides a survey of current housing and retail market conditions and opportunities and suggest strategies to address both.
- + Build on Assets:** Taking into account the findings and ideas presented throughout the Community Master Plan, this section identifies how these improvements and investments could begin to take shape to move the district forward.

The plan concludes with **Implementation Strategies** that takes all of the investments, improvements and policy recommendations present in the plan and creates a matrix to guide implementation. By suggesting initial prioritization and identifying primary and secondary responsibilities, this will be a valuable tool in planning the continued revitalization of the Gordon Square Arts District.



# PLANNING FRAMEWORK



# PLANNING FRAMEWORK

## INTRODUCTION

The Planning Framework reflects the planning team's work with the Planning Committee, stakeholders and the public and represents an analysis of existing conditions. These comments, observations, and ideas have been distilled into seven action items that shaped and informed the physical improvements needed to support the arts institutions, businesses and residents in the Gordon Square Arts District.

These include:

- + Extend the Detroit Ave. Streetscape
- + Extend the Energy of Detroit Ave.
- + Fill in the Gaps in Street Frontage
- + Reuse and Revitalize Existing Buildings
- + Address Connection Issues
- + Accommodate Parking
- + Create Cleveland's Best Lakefront Neighborhood with Detroit Ave. as its Spine

Taken together, these action items provide the basis for continued strategic investment in physical improvements for the Gordon Square Arts District that will support the theatres and the arts community, enable private development, strengthen connections and create a dynamic urban neighborhood. These action items are explored in greater detail in the following pages.



FRAMEWORK PLAN



# PLANNING FRAMEWORK

## STREETSCAPE

Within Gordon Square Arts District, starting at the main intersection at W. 65th St. and Detroit Ave. and moving east and west on the corridor, three distinct streetscapes can be identified. The first one is the "Core" streetscape from W. 61st St. to W. 70th St. This section of the streetscape was fully landscaped and improved as part of GSAD capital campaign investment. These enhancements include vertical elements such as trees and light poles with banners, the GSAD logo on pavers and sidewalk bands, as well as custom designed furnishing such as benches and bus stops. All these elements create the identity and help to brand the district.

As you move outward, to W. 58th St. and W. 73rd St., a second wave of improvements was made consisting mostly of new sidewalks and scattered light pole banners. Consequently the identity and brand of the district starts to fade. The last portion of the corridor, to W. 45th St. and W. 85th St., have not received any improvements. Because of that, district identity is challenged. Extending the streetscape improvements is an opportunity that will be explored as part of this planning process.

In addition to the Detroit Ave. streetscape, the connections to the lake have been improved. Pedestrian tunnels at W. 76th St. and at W. 65th St. were recently updated. A third connection to the lake and streetscape improvement is underway at W. 73rd St. to promote vehicular access. Even with these physical improvements and connections to the lake, wayfinding needs to be clarified so visitors and residents understand how and where to access the lakefront from points throughout the district. Strengthening connections to the lakefront will be explored in greater detail as part of this master planning effort.

**W65thST&DETROIT AVE**



**W65thST&DETROIT AVE**



**PEDESTRIAN TUNNEL W65THST&EDGEWATER PARK**



**DETROIT AVE (WEST OF W65THST)**



**DETROIT AVE (EAST OF W65THST)**



**PEDESTRIAN TUNNEL W76THST&EDGEWATER PARK**



**EXTEND DETROIT AVE STREETScape**



-  Existing Pedestrian Connection
-  W 73rd Underpass [Underway]
-  'Core' Streetscape
-  Extended Streetscape
-  Potential Streetscape Expansion
-  Planned W. 73rd St. Streetscape

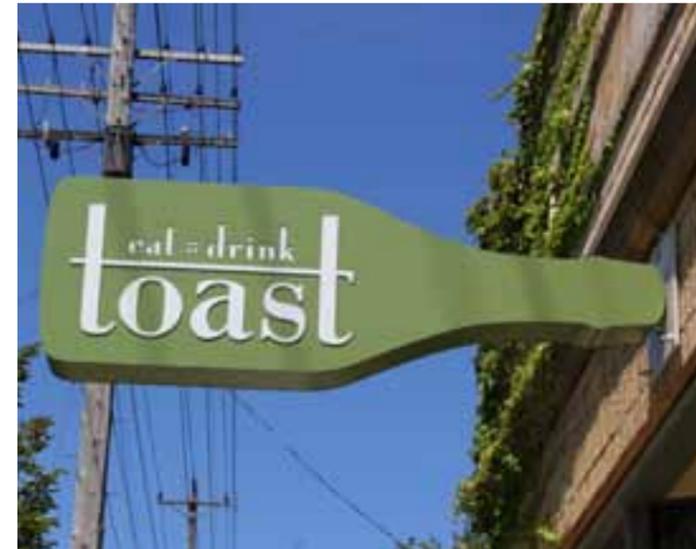
# PLANNING FRAMEWORK

## PULSES OF ACTIVITY

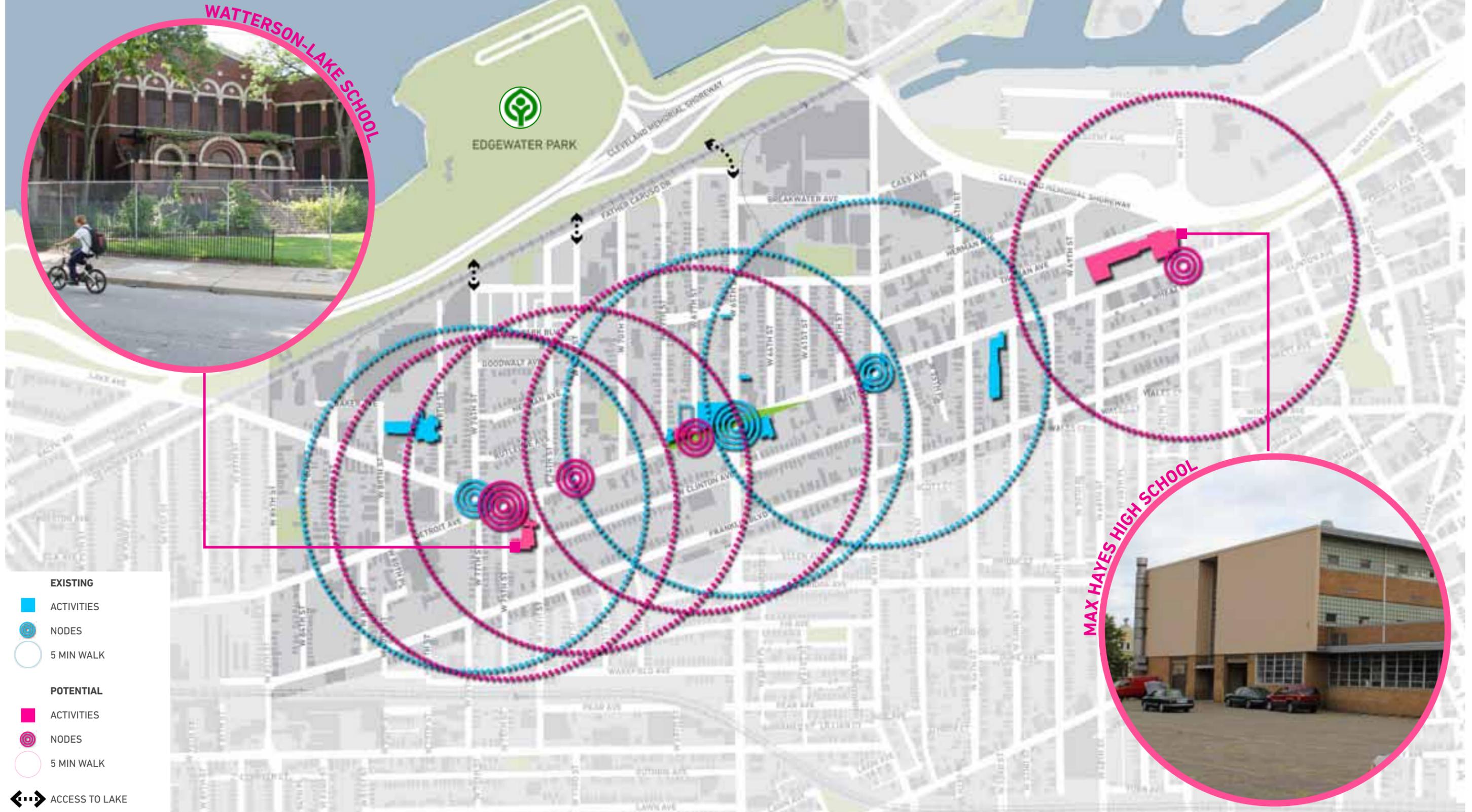
Today there are quite a few unique and interesting destinations located throughout the neighborhood. Beyond the Cleveland Public Theatre and Capitol Theatre places like Happy Dog, Sweet Moses, Yellowcake, Spice, 78th St. Studios, Cleveland Cycleworks draw people from all over town to experience the neighborhood. These destinations are mostly clustered along Detroit Ave. intersections with W. 65th St., W. 58th St. and W. 78th St., whereas a few others are scattered along W. 65th St. toward Lake Erie.

While the areas directly adjacent to these nodes of activity are vibrant, more needs to be done to activate the spaces between them. This will make the corridor more cohesive as a destination. Doing so will help the Gordon Square Arts District evolve from a primarily evening destination into a true day-to-night neighborhood.

Developing strategies and improvements to both extend the energy of Detroit Ave. and enhance connections to surrounding West Side neighborhoods is a priority of this plan. Opportunity sites have also been identified at either end of the Detroit Ave. corridor that have the potential to serve as new district thresholds and connections. These represent unique infill redevelopment sites that would benefit the district as a whole and help to knit Gordon Square together with surrounding neighborhoods.



EXTEND THE ENERGY OF DETROIT AVE



# PLANNING FRAMEWORK

## BUILDING ANALYSIS

For the purpose of this plan, the building frontage and building stock along Detroit Ave. are grouped into “contributing” and “non-contributing” based on their built form, architecture quality and placement. This analysis is divided into two categories:

- + Building Frontage - Examines the relationship between buildings and the street
- + Building Stock - Assesses the quality and use of existing buildings

### Building Frontage

Contributing frontage has a positive relationship with the street by being built to the sidewalk edge with little or no setback or landscaped areas. This creates an inviting built environment that helps to frame the street and provides storefronts and active first floor uses that engage pedestrians and enable walkability.

Non-contributing frontage refers to the sites with large setbacks or surface parking lots that break the rhythm and scale of the street. This creates an uninviting built environment for pedestrians. The north and south profiles of Detroit Ave. in the diagram at right helps to visualize these building frontage gaps in relationship to the streetscape and begins to focus attention on portions of the corridor that would benefit from reinvestment.

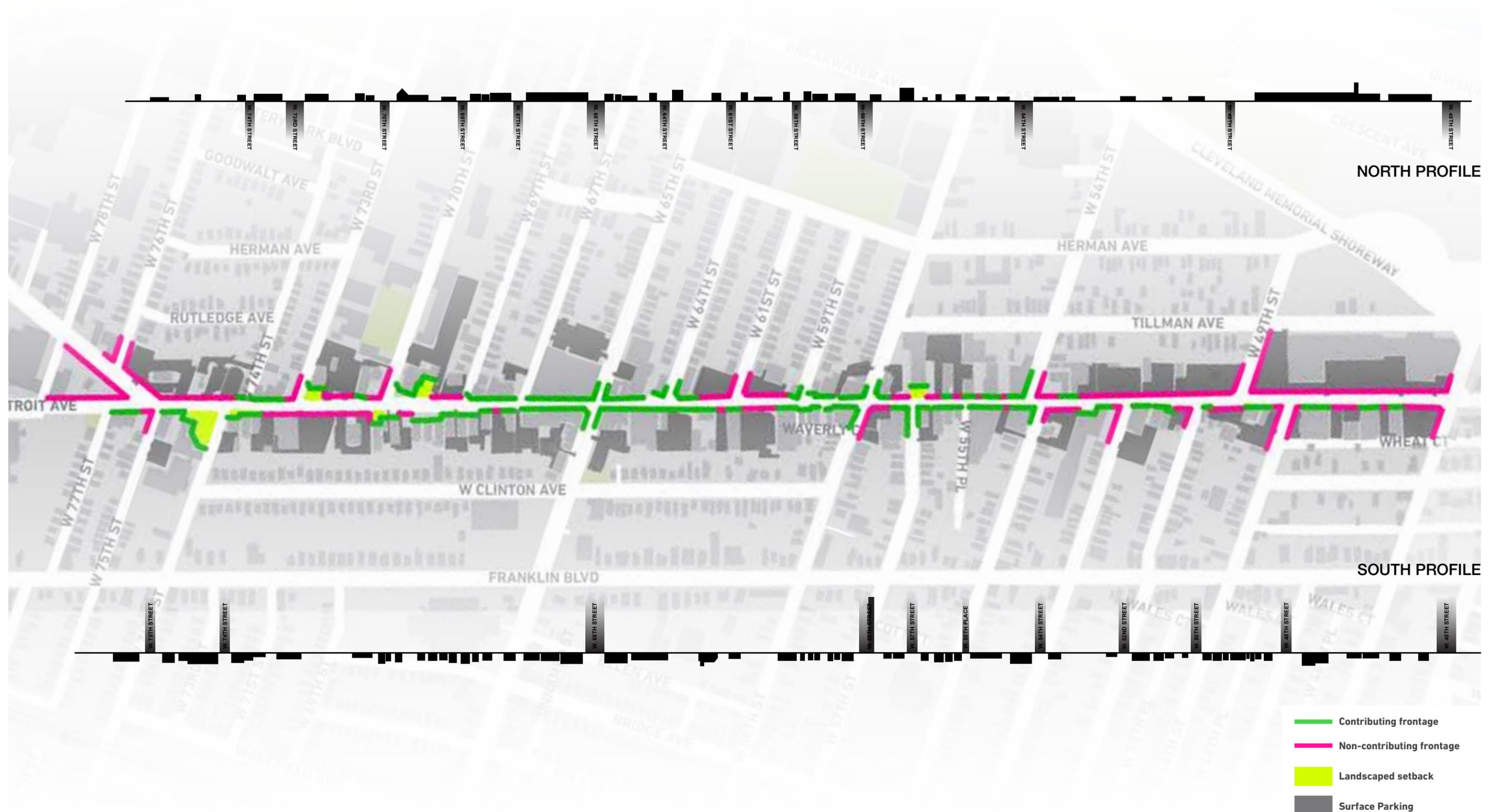
## CONTRIBUTING FRONTAGE



## NON-CONTRIBUTING FRONTAGE



FILL IN THE GAPS ON DETROIT AVE.



# PLANNING FRAMEWORK

## BUILDING ANALYSIS

### Building Stock

The building stock analysis categorizes the existing building stock as “contributing” (blue) or “underutilized/non-contributing” (orange). A contributing building is considered one in good physical condition and containing a business/use that is in line with the neighborhood goals and vision, or serves a meaningful economic or cultural purpose to the residents of Detroit Shoreway and Gordon Square.

An underutilized/non-contributing building is one that may be:

- + In a deteriorating physical state;
- + Vacant;
- + Lots that are not employed to their highest and best use;
- + And businesses that are operational but not necessarily in line with the neighborhood goals and vision, or do not serve a meaningful economic or cultural purpose to the residents of the area.

When looking at the overall length of Detroit Ave., zones of building types emerge. The strongest concentration of contributing buildings is at W. 65th St. and Detroit Ave. This is not unexpected as W. 65th St. and Detroit Ave. intersection anchors the neighborhood as the retail, dining, entertainment, and cultural core. The zones then grade out moving east and west from the center. The west end is dominated by wide-open spaces and clusters of vacant buildings, and the east end has a concentration of both physical and functional gaps in the urban fabric.

## CONTRIBUTING BUILDING STOCK



## NON-CONTRIBUTING BUILDING STOCK



### EXISTING BUILDING STOCK ON DETROIT AVE.



# PLANNING FRAMEWORK

## CONNECTIONS

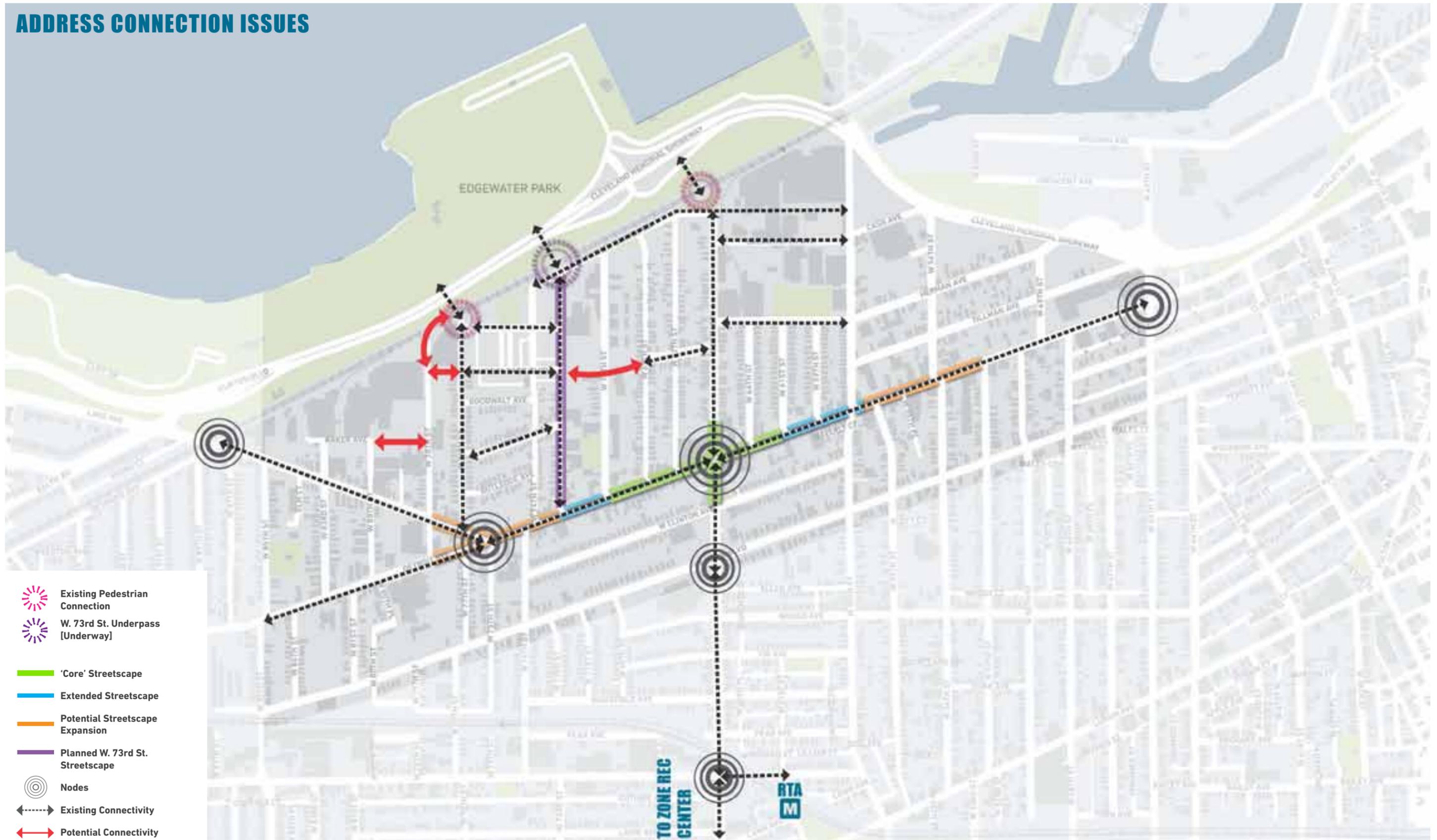
Improving connections to and within the Gordon Square Arts District was a major theme in the stakeholder interview sessions and the public input process. In addition to improving the walkability of Detroit Ave. throughout the district, many cited the need for better lakefront connections to the north, as well as better linkages to the RTA Station and Zone Recreation Center to the south. East-west connectivity is also an issue, especially in the residential neighborhoods north of Detroit Ave. In some cases, these linkages are not possible on existing streets or rights of way. While some of these may be possible using City of Cleveland Land Bank parcels, work should also be done to examine the possibility of pedestrian connections as part of site redevelopment and revitalization. Connecting the pedestrian tunnel and lakefront access point at W. 76th St. directly to W. 78th St. is a prime example. Making this connection would enable more efficient and clear access to 78th Street Studios.

In addition to improving the north-south streets that lead directly to the lakefront (W. 73rd St. and W. 65th St.), additional streetscape improvements should be made along the southern portion of W. 65th St. to strengthen connections and improve walkability between the core of Gordon Square and the RTA Station and the Zone Recreation Center.

### IMPROVE CONNECTIONS TO:



ADDRESS CONNECTION ISSUES



-  Existing Pedestrian Connection
-  W. 73rd St. Underpass [Underway]
-  'Core' Streetscape
-  Extended Streetscape
-  Potential Streetscape Expansion
-  Planned W. 73rd St. Streetscape
-  Nodes
-  Existing Connectivity
-  Potential Connectivity

# PLANNING FRAMEWORK

## PARKING

During the public meetings the community and stakeholders mentioned the need to address parking. It was expressed that the main issue occurs after 5 p.m. when traffic to restaurants and theatres increase. The problem was framed as a near future concern as the community and businesses continue to thrive and Near West Theatre is about to open. Also there were comments suggesting that better wayfinding and signage would reduce parking issues by easily directing visitors to the free surface lots in close proximity to the intersection of Detroit Ave. and W. 65th St. and the free on-street parking on the streets perpendicular to Detroit Ave.

Today a total of 213 parking spaces are provided within the Gordon Square "Core" counting the CPT lot, Arcade lot, W. 61st St. lot, and NWT lot. These include the three new parking lots built by Gordon Square Arts District capital campaign. Visitors also take advantage of 190 parking spaces at 78th Street Studios on "Third Fridays."

Today there are no paid off or on-street parking spaces. There are no on-street meters, nor is there valet service. The lack of demand-driven market devices demonstrates the lack of a severe parking problem today. However, with the opening of the Near West Theatre, continued district growth and the existing event-driven parking pressures, the planning team will explore a range of potential options to address parking concerns.



### ACCOMMODATE PARKING



Existing free off-street parking

## PLANNING FRAMEWORK

### DETROIT AVE. + THE LAKEFRONT

The Gordon Square Arts District is defined by the spine of Detroit Ave.. With the new and renovated theatres, the streetscape improvements and the new retail businesses, Detroit Ave. is the front door of the district. Detroit Ave. is also the physical connection to surrounding West Side neighborhoods, revitalizing urban districts, downtown and the allied arts organizations that are all playing a role in the renaissance of Cleveland. Continued reinvestment in Detroit Ave. both in terms of public realm improvements and catalyst reuse and infill development is critical to the future success of the Gordon Square Arts District.

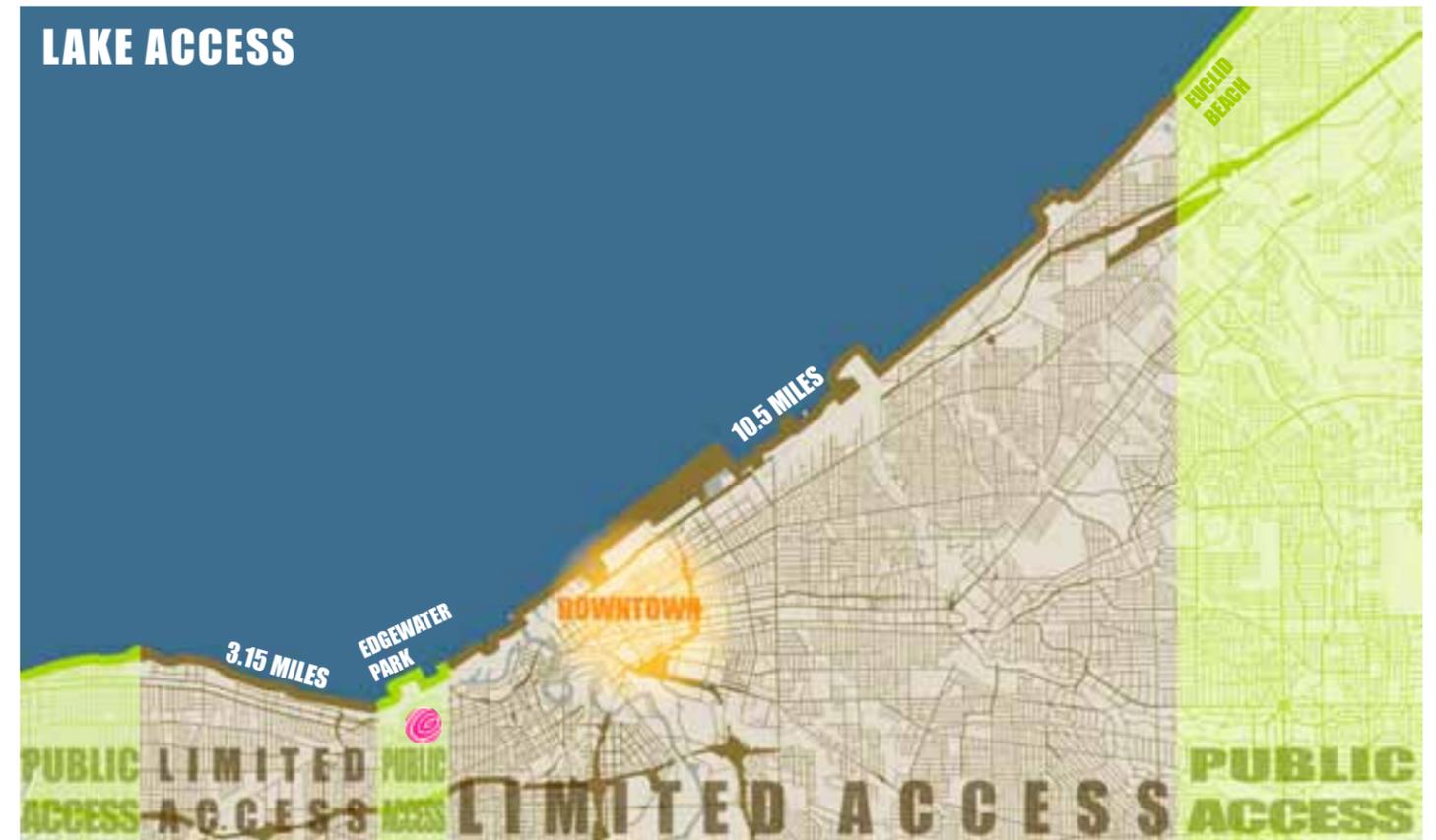
Concurrent with the revitalization of the Gordon Square Arts District and Detroit Ave., investments have also been taking place along the lakefront. The beach at Edgewater Park has been restored by Metroparks and investments have been made in vehicular and pedestrian connections. The private market has also responded, with more than 700 units recently added or under construction. Many of these new residential units are north of Detroit Ave. to take advantage of lakefront proximity and views.

Throughout the public process, this connection to the lakefront was a common theme. While many appreciate the investment that has taken place to date, some felt the need to do more to take advantage of this asset. In the context of greater Cleveland, Gordon Square Arts District has the best example of a neighborhood with public lakefront access. While access exists along the lakefront, in many places it is limited and/or private. There is an opportunity in the Gordon Square Arts District to better integrate the neighborhood with the lakefront.

Continuing to reinvest in Detroit Ave. will strengthen the core of the Gordon Square Arts District. Doing so will continue to lift up the southern portion of the Detroit Shoreway service area. North of Detroit Ave., focusing on improving lakefront connections will ensure that the entire neighborhood has seamless access to Edgewater Park and Lake Erie. Taken together, this will help the district to continue to evolve and become Cleveland's best lakefront neighborhood with Detroit Ave. as its spine.

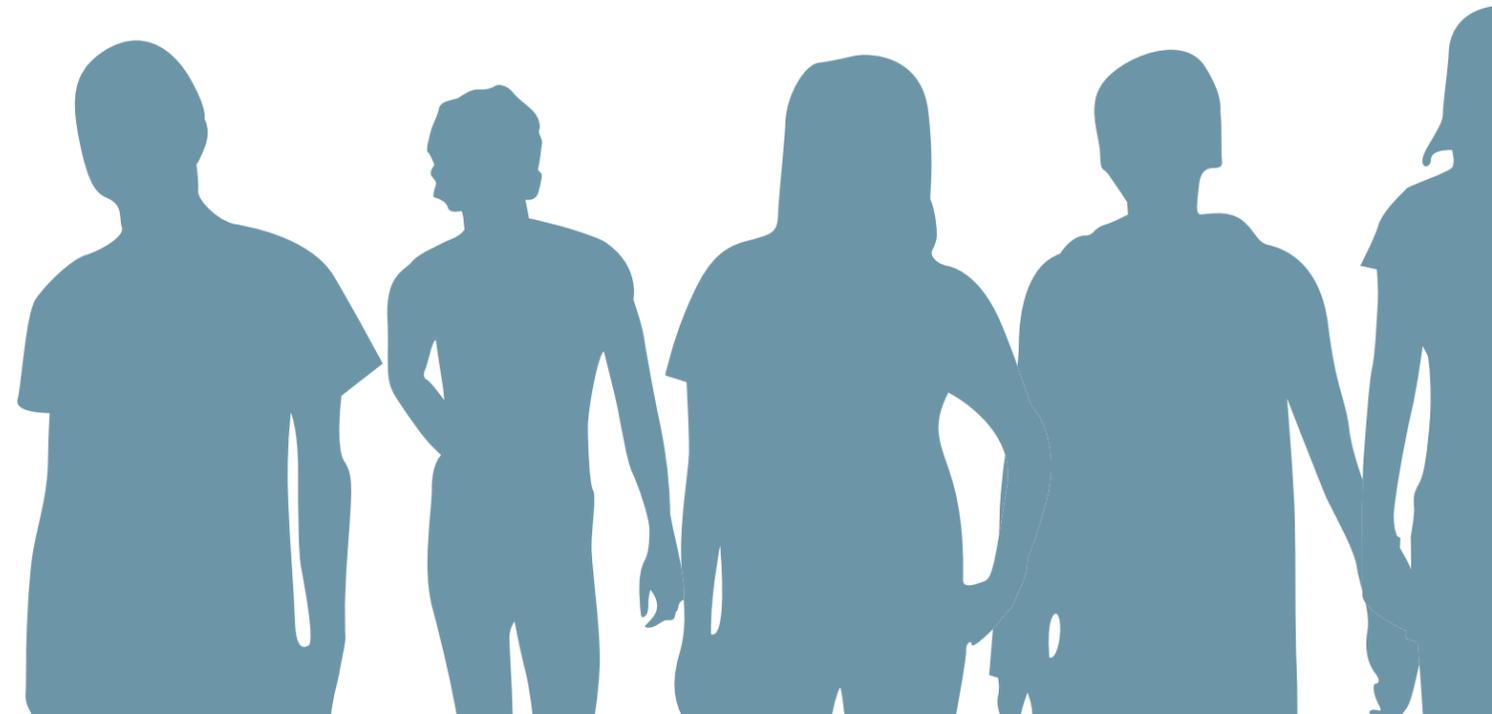
# CLEVELAND'S BEST LAKEFRONT NEIGHBORHOOD WITH DETROIT AVE. AS ITS SPINE







# **BUILD ON THE ARTS IDENTITY**



# BUILD ON THE ARTS IDENTITY

## INTRODUCTION

Arts and culture have played a central role in the revitalization of Gordon Square. The three anchor theatres have attracted visitors and public and private investment and are at the core of the district's identity. Building on the arts identity of the district will be crucial to the continued success of both Gordon Square and the anchor theatres.

In addition to the theatres in Gordon Square there are dozens of arts related businesses, boutiques, organizations and studios. These are generally clustered around the intersection of W. 65th St. and Detroit Ave. and at 78th Street Studios. The Third Fridays event held at 78th Street Studios draws 1,500 visitors monthly to engage with more than 80 gallerists, artists, and designers. This event now spills out into the larger district, with periodic promotions and specials for Gordon Square boutiques, bars and restaurants.

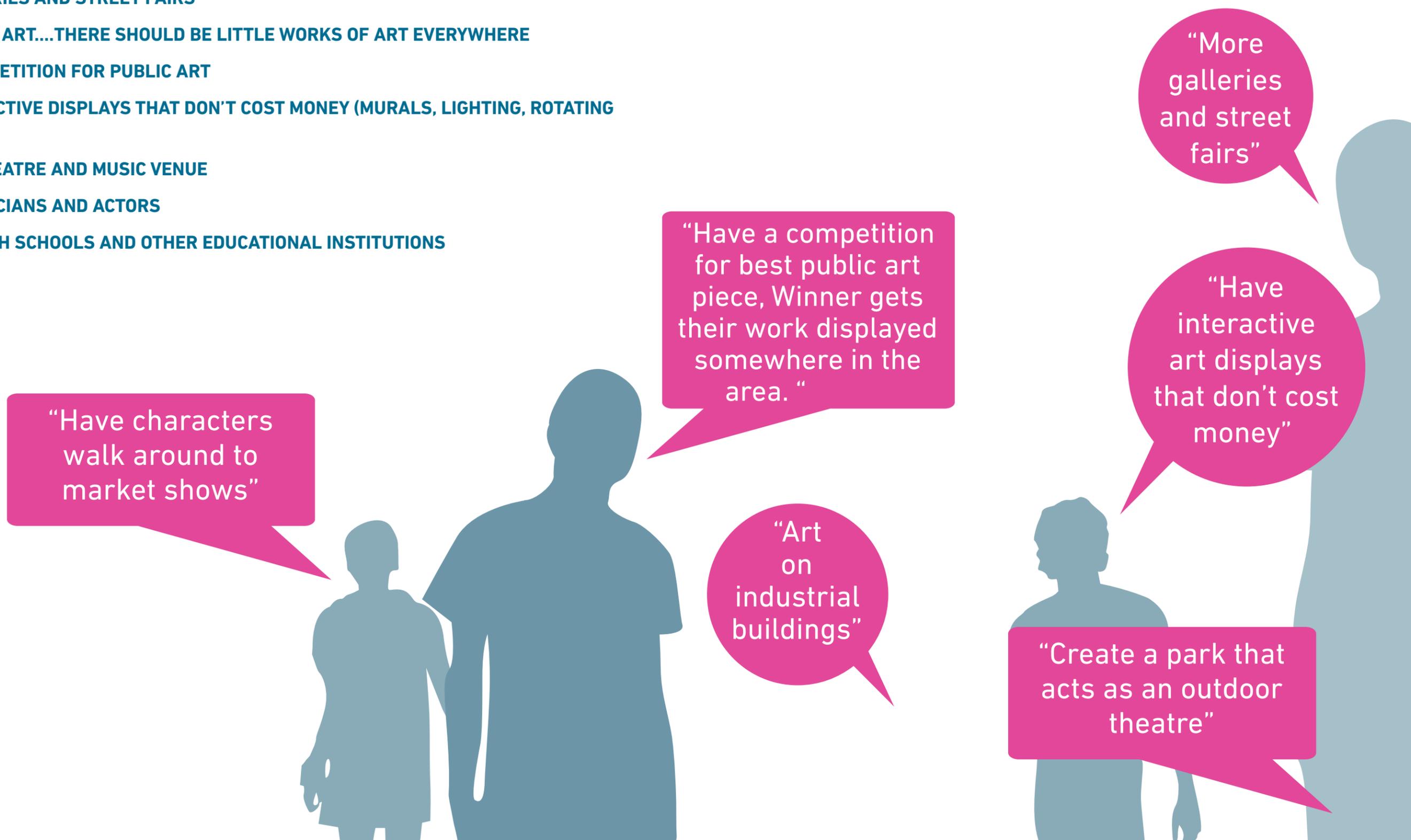
Art is also thoughtfully and spontaneously integrated into the district. The Detroit Ave. streetscape includes artist-designed benches, pavement patterns and bus shelters. Public art is also found at the entrances and exits to the pedestrian tunnels that connect Gordon Square to Edgewater Park. Other playful elements such as the 78th Street Studios water heater lampposts and Edgewater Hill Bluebirds, help to enliven the district. Additional artistic installations include the Bike Box near Happy Dog and the fence and signage for Cleveland Public Theatre. Taken together, these public art elements define the neighborhood and make Gordon Square a unique, creative district.

Outside the arts institutions, there are other music venues in the district. In fact, Happy Dog draws 100,000 people a year to its bar and restaurant to hear live music, readings, and lectures. Embracing and promoting these non-traditional venues will increase Gordon Square's arts identity.



## WHAT WE HEARD

- + ARTS MAKES GSAD DISTINCTIVE, BUT HOW DO WE GET MORE?
- + MORE GALLERIES AND STREET FAIRS
- + MORE PUBLIC ART...THERE SHOULD BE LITTLE WORKS OF ART EVERYWHERE
- + YEARLY COMPETITION FOR PUBLIC ART
- + HAVE INTERACTIVE DISPLAYS THAT DON'T COST MONEY (MURALS, LIGHTING, ROTATING DISPLAYS)
- + OUTDOOR THEATRE AND MUSIC VENUE
- + STREET MUSICIANS AND ACTORS
- + CONNECT WITH SCHOOLS AND OTHER EDUCATIONAL INSTITUTIONS



"Have characters walk around to market shows"

"Have a competition for best public art piece, Winner gets their work displayed somewhere in the area."

"Art on industrial buildings"

"More galleries and street fairs"

"Have interactive art displays that don't cost money"

"Create a park that acts as an outdoor theatre"

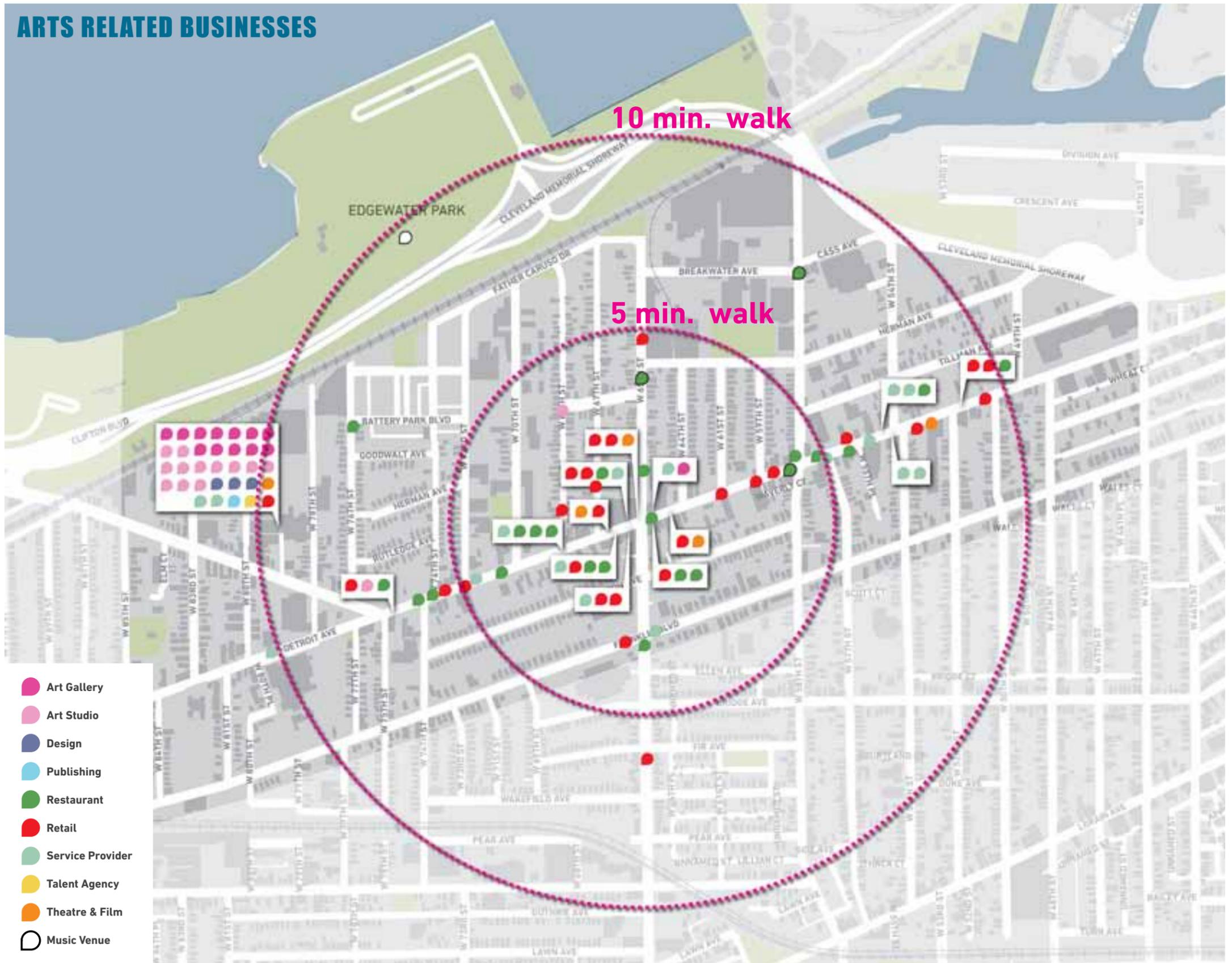
# BUILD ON THE ARTS IDENTITY

Despite the diversity of arts and public art in Gordon Square, feedback from stakeholders and the public indicated that there was a need to expand the arts identity of the district. Merchants specifically mentioned that customers routinely visit their shops and inquire, "Where are the galleries?" There is a sense that the district needs to broaden the arts and culture experience beyond the current theatre offerings and the concentration of galleries and art studios at 78th Street Studios. Doing so would not only elevate the district as a creative center and arts destination, but would also help the existing theatres and arts-related businesses by developing a critical mass of arts and culture.

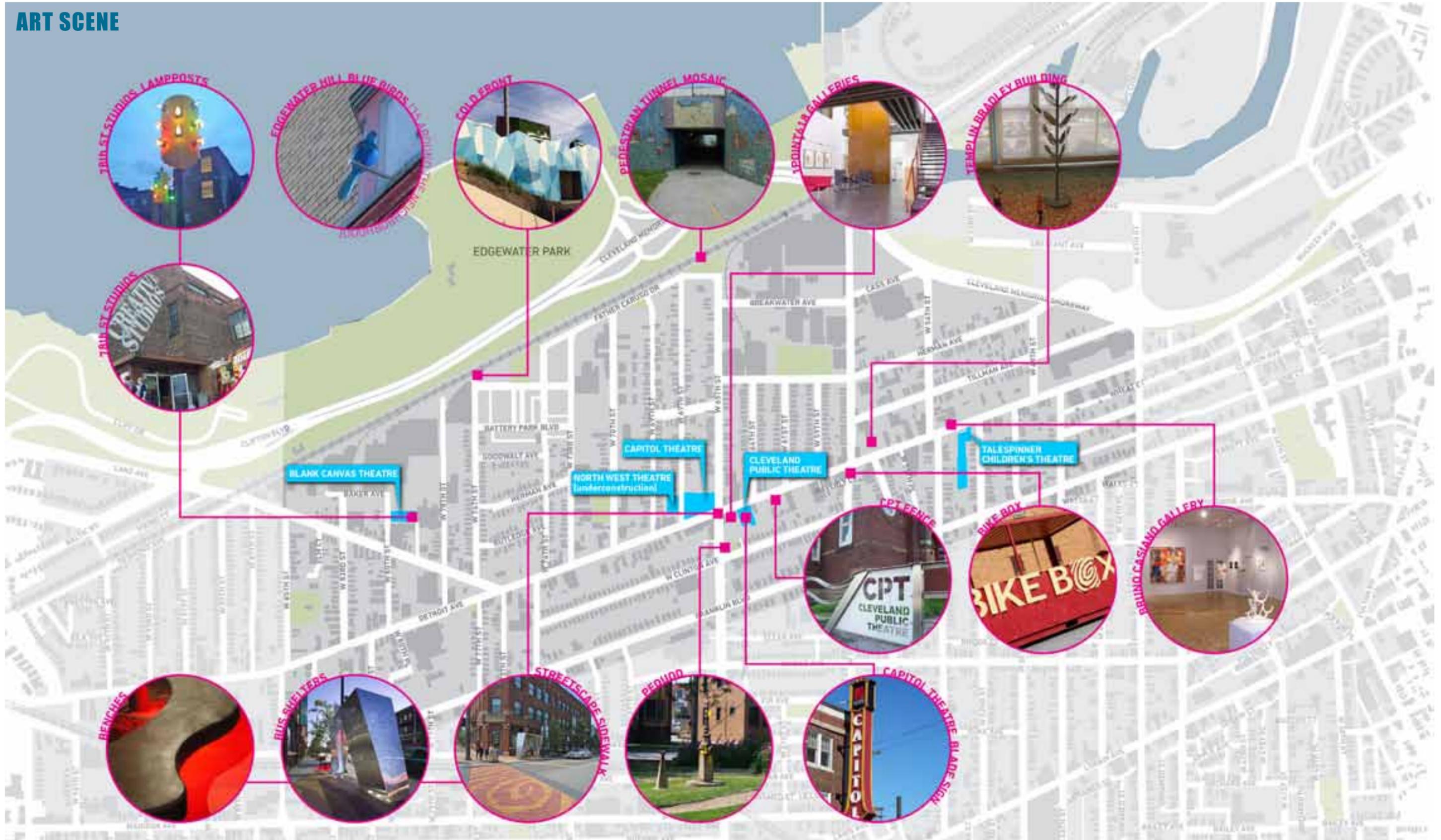
The planning team received numerous creative ideas about how Gordon Square could extend and expand upon its arts identity. These include:

- + Galleries and Studios
- + Outdoor theatre venue and street performances
- + Outdoor music
- + Plaza and Parks Space
- + Art Happenings
- + Art in Streetscape
- + Art in Schools

These ideas will be defined in the following pages and suggest additional investments in arts, place, programming and events that could build on the arts identity of the Gordon Square Arts District.



ART SCENE



# BUILD ON THE ARTS IDENTITY

## GALLERY + ART STOREFRONTS

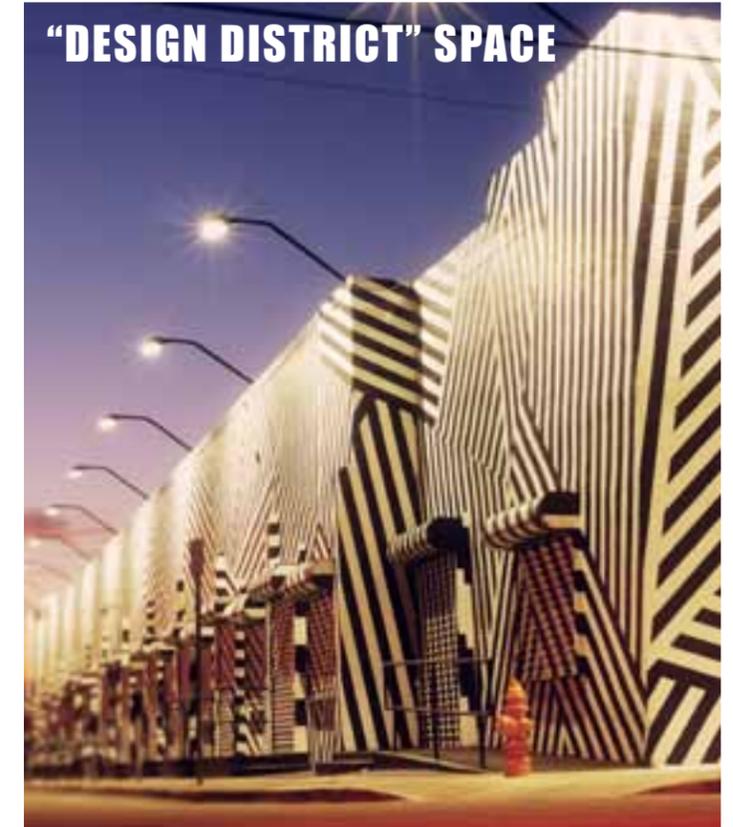
The gallery market is a notoriously difficult, yet important element in an arts district because it provides art in one of its most readily-visible forms. Galleries add vitality to a district precisely because they exist at the intersection of art and commerce. Where clustered together, they can help activate an entire street, serving—collectively—as an anchor that draws people in from great distances, benefiting complementary businesses by extending the purchasing power of a district well-beyond that of the surrounding neighborhood.

Due to the frequent need for below market-rate rents, galleries tend to migrate toward areas with cheap rents, sometimes flourishing in otherwise less desirable neighborhoods. They also sometimes rely on benevolent landlords, foundations, or other sources of subsidy. In established neighborhoods this dynamic becomes more difficult to manage, with galleries either successfully offering higher-end art, or migrating to new, burgeoning arts districts.

Given the strategic impetus to have gallery space as another anchor in the Gordon Square Arts District, there are short and long-term approaches that could be taken. A short-term approach involves a continuation of hosting pop-up storefronts and galleries in vacant or Detroit Shoreway-owned buildings (such as Near West Lofts). This is a low-cost way to host numerous art exhibits that highlight a variety of different types of art and artists. While somewhat antithetical to the “pop-up” approach, these could be hosted on a quarterly basis and curated to showcase local artists. This would provide another consistent center of arts and culture within the district and create a unique destination.

To maintain the presence of gallery spaces over the long-term, Detroit Shoreway and Gordon Square Arts District could work proactively with property owners, landlords and developers to enable the continued provision of affordable storefronts throughout the district—even as market rents begin to escalate. Additional building acquisition, subsidy, management, and curation are part of strategies aimed at ensuring a lasting gallery presence in Gordon Square.

Taken a step further, the idea of creating a “Design District” in Gordon Square, with additional studio space and storefronts, is a strategy worth pursuing in the long-term. This would be an opportunity to attract all of the design professions in one district and create a unique job center that plays off the arts energy of Gordon Square and provides more daytime activity and additional employment.



## OUTDOOR PERFORMANCE SPACES



## BUILD ON THE ARTS IDENTITY

### OUTDOOR THEATRE & MUSIC

#### Outdoor Theatre + Street Performance

One of the more consistent messages the planning team heard during the planning process was the desire of the community to have a space for outdoor theatre performances. Such spaces would further enliven the street environment and also provide a gathering space for Gordon Square. While limited to the warmer months of the year, such a public space would enable more variety in terms of events and performances that take place within the district. Between the five theatre companies active within Gordon Square, this space could easily be programmed on a weekly basis and provide another reason for visitors to come to the district.

Another similar idea from the public was to have shorter street theatre performances that take place sporadically throughout Gordon Square. One refinement of this idea suggested that the theatre groups in Gordon Square have actors conduct street performances in the weeks prior to a show opening to both promote the show and provide additional street activity.

#### Outdoor Music

Similar to outdoor theatre, there were many idea submissions from the public asking for an outdoor music venue. Located thoughtfully, this could share the same venue as the outdoor theatre space and diversify programming. Beyond one venue, encouraging and perhaps even curating street musicians and buskers could enliven the entire district. While this would need to be done in a way that was sensitive to the noise and potential disturbance to nearby residential streets, enabling this type of programming would be another pulse of activity within the district.

#### Coordination and Curation

Coordinating, programming, and in some ways curating, these outdoor theatre and music performance spaces would be a potential new role for the Gordon Square Arts District staff to play in the future. These ideas help to extend the district's art identity and make the art that is taking place within Gordon Square more visible and accessible to residents and visitors alike.

# BUILD ON THE ARTS IDENTITY

## PLAZA

### Plaza Space

Providing a public space for an outdoor theatre and music venue in Gordon Square would provide a new outlet for the anchor theatres and other groups to showcase their talents. With no common greenspace truly embedded in the Detroit Ave. corridor, the planning team examined the potential of the planned 5,500 square foot plaza space for the Near West Theatre. The design of this space should be done in a way that is flexible and allows for multiple types of uses and events – a design tenet that is embraced by the artistic philosophy of the Near West Theatre. Poplar Park in the Short North Arts District in Columbus is one example of such a space. While smaller, at 5,000 square feet, Poplar Park allows for performances and features movable seating that is used by residents, visitors and customers. Multiple retail storefronts and a coffee bar spill out into this public space that is activated from day to night.

Just as Poplar Park serves many different users, so too will the plaza space adjacent to the Near West Theatre. Primarily, this plaza space should clearly link the entrance to the Near West Theatre to Detroit Ave. Guiding visitors to this new theatre anchor could be further enhanced by both planned graphics on the theatre façade as well as graphics on the adjacent building wall. In addition to facilitating theatre access, the plaza space should also have a flexible design that accommodates or integrates a stage structure, either temporary or permanent. Movable seating and shade are also critical design components that will make this plaza space usable and attractive during non-event times. To further activate this space 24/7, Detroit Shoreway should strongly consider activating the Near West Lofts ground floor space that is adjacent to the plaza space, possibly extending this use along the entirety of the building frontage along the plaza. Adding a bar, restaurant or café to this spaces, adding building entrances and increasing transparency will not only activate this building, but also provide a constant stream of activity to the plaza space even on days when there are not performances or events.

## PLAZA SPACES



POTENTIAL PLAZA COMPONENTS



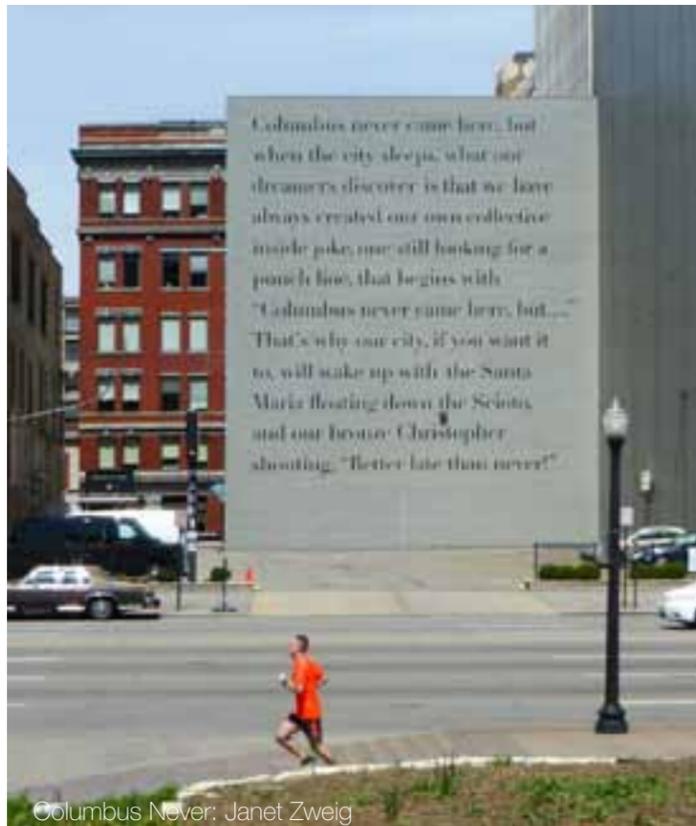
# BUILD ON THE ARTS IDENTITY

## ART HAPPENINGS

Another potential opportunity identified by the public process was the curation of additional works of public art and holding art events and fairs. In the words of two community members, "there should be little works of art everywhere" and the neighborhood should "have interactive displays that don't cost money." While the arts community does hold numerous events during the year and there is a music series at Edgewater Park, there are other potential arts-related "happenings" that could further define Gordon Square as an arts district. These non-traditional events and curated public art displays are another opportunity to make arts and culture part of the daily experience of Gordon Square for residents and visitors.

In Columbus, there are different example events that have created both permanent and temporary works of public art that draw visitors and create additional neighborhood vitality. The Short North Arts District has commissioned works of public art as part of the monthly Gallery Hop that create unique curiosities and add to the artistic fabric to the neighborhood. Urban Scrawl is a two-day festival in the burgeoning Franklinton neighborhood that invites local artists to create live murals that are then weather sealed and mounted throughout the neighborhood or auctioned off to support the event or other programs within the neighborhood. Another example of a curated public art event is Finding Time, year long celebration of the 200th birthday of the City of Columbus. This event featured new public art installations each month ranging from original music composed and played on church bells, to the lighting of the façade of the Center of Science and Industry, to a mural-sized, crowd-sourced poem on the side of a building, to "plein-air" paintings that were painted onto the sides of buildings. While some were temporary and others were permanent, all of them added a level of excitement and anticipation to downtown Columbus throughout 2012.

These examples are a starting point to developing art happenings that could be curated and programmed on a yearly basis in Gordon Square. Doing so would solidify the arts identity in a unique and powerful way.



Columbus Never: Janet Zweig



Breath of Life: Stuart Williams



Urban Plein Air: Central Ohio Plein Air



**Arts in Streets**

Another type of art happening that cities and neighborhoods are embracing is guerilla art-style installations. Again, whether temporary or permanent, these art installations offer the ability to highlight urban spaces throughout a neighborhood or district in a way that adds to the discovery for both residents and visitors. Using found objects, buildings, and urban infrastructure as the canvas, these often whimsical works of art enliven neighborhoods in a way that is truly unique and one-of-a-kind.

A local example of this type of installation are the art-wrapped traffic signal boxes in University Circle. Installed, managed and curated by University Circle, Inc. these traffic signal boxes were a blank canvas for local student artists. Reclaiming this found space with art helped to add another level of vibrancy to the streetscape and define the neighborhood identity.

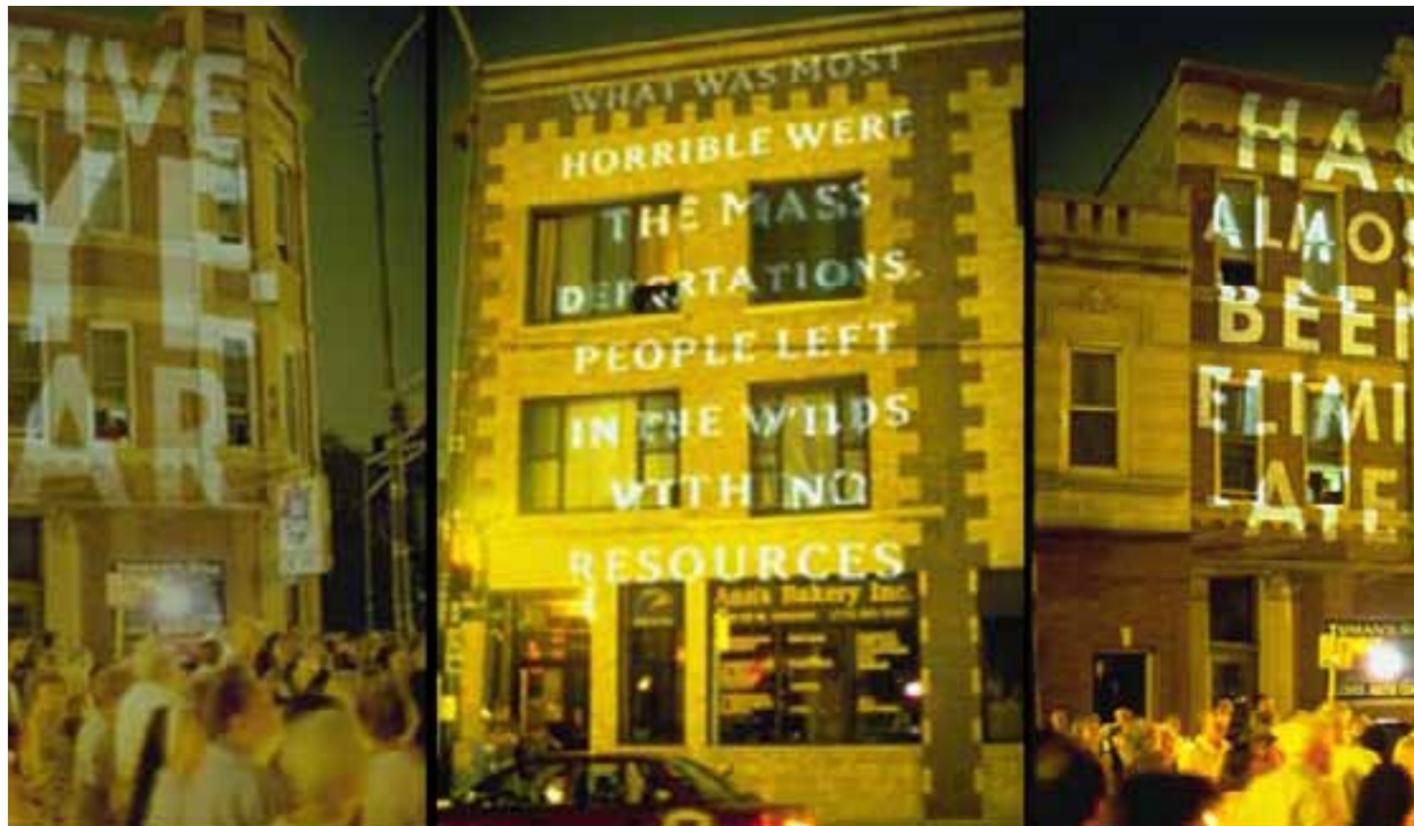
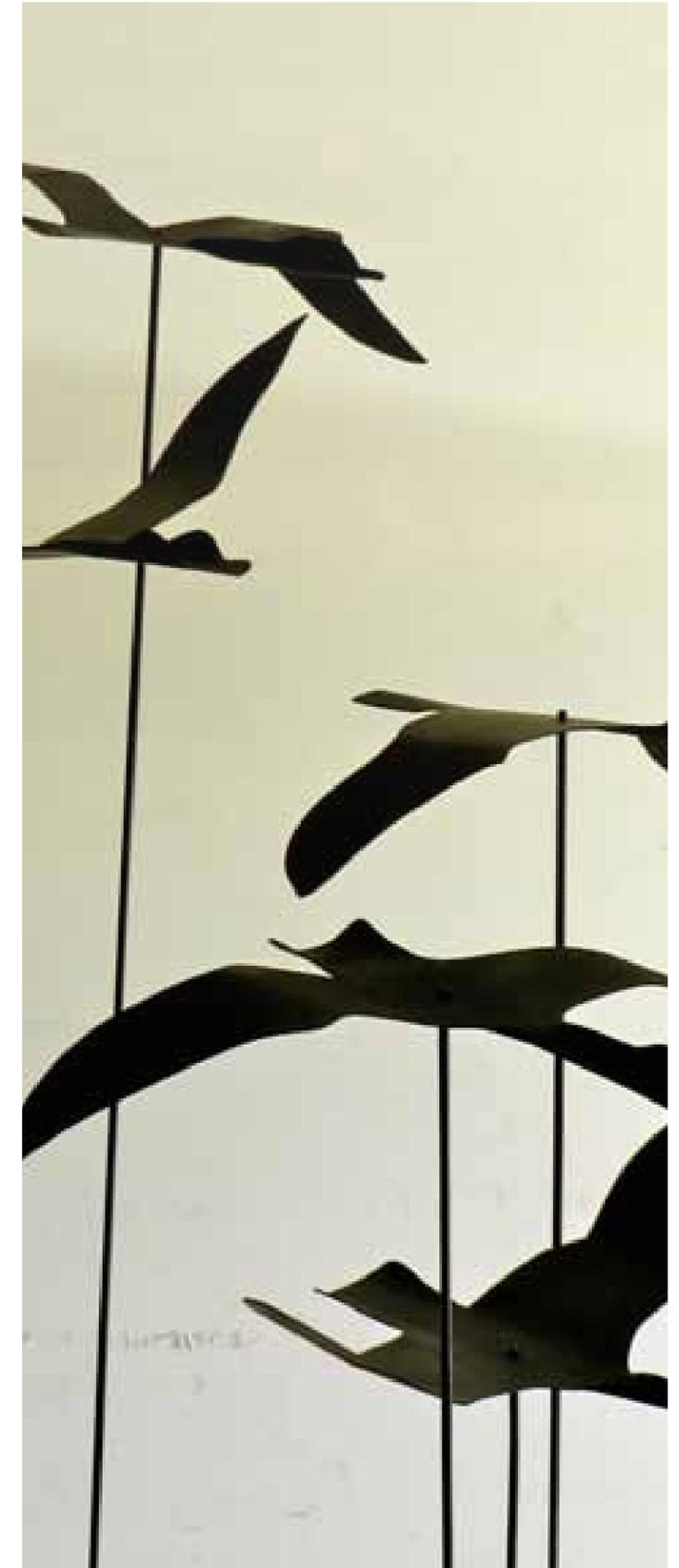


# BUILD ON THE ARTS IDENTITY

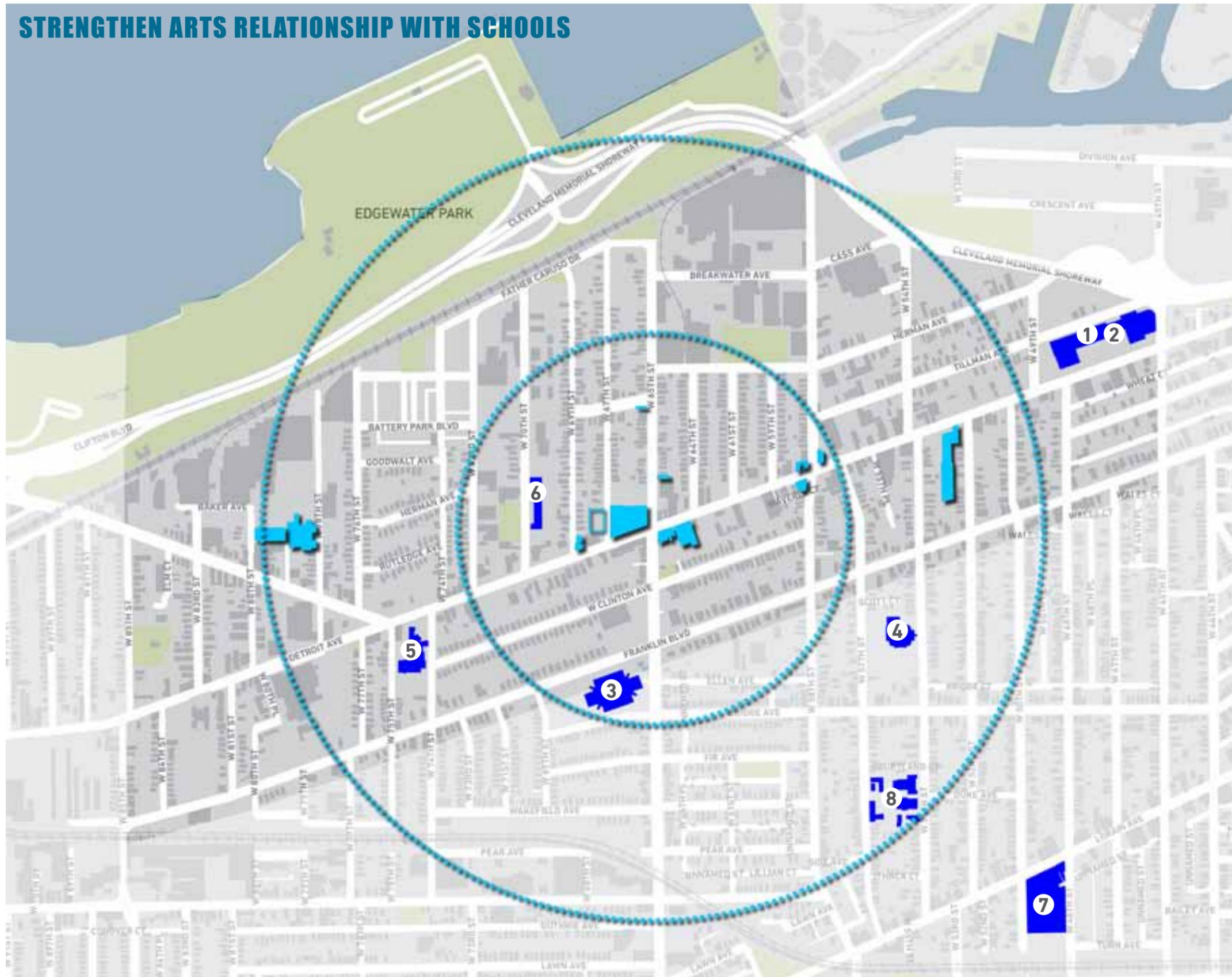
## ART IN WAYFINDING

### Art in Wayfinding

Wayfinding presents another opportunity for public art to be incorporated into the streetscape and the neighborhood fabric of Gordon Square. Beyond the typical signage and kiosks associated with wayfinding infrastructure, public art can be an iconic addition to public spaces that both attract visitors and residents and guide them to places of interest or highlight connections. This can be done on the sides of buildings along Detroit Ave. with super graphics or murals that highlight theatres, other attractions, or neighborhood history. At the entrance to the tunnels to the lakefront, unique public art could be a visual cue that a pedestrian or vehicular connection is present and serve to draw people to the parks and spaces at that edge of the neighborhood.



**STRENGTHEN ARTS RELATIONSHIP WITH SCHOOLS**



**Art in Schools**

Gordon Square Arts District and its theatres and art organizations have done more than just attract visitors to the neighborhood. They have given back to the community they work in and involved long-time residents in the work that they do. Throughout the stakeholder interviews and public process, many felt that this mission should continue and that more should be done to integrate the arts organizations into the local community through cooperating with schools. While the Max Hayes High School and the Watterson-Lake Elementary School are slated to close in the near future, there are six other schools within the neighborhood that could be partners in arts education.

Several studies have shown promising results for communities that invest in early childhood education. In low-income areas, more rigorous education intervention can greatly enhance a child's economic prospects later in life. Gordon Square could complement efforts at early childhood education by providing arts education programming. For example, music education has been demonstrated to enhance cognitive development. Participating in a program that brings performing artists into a classroom environment could yield positive, long-term results in the community.

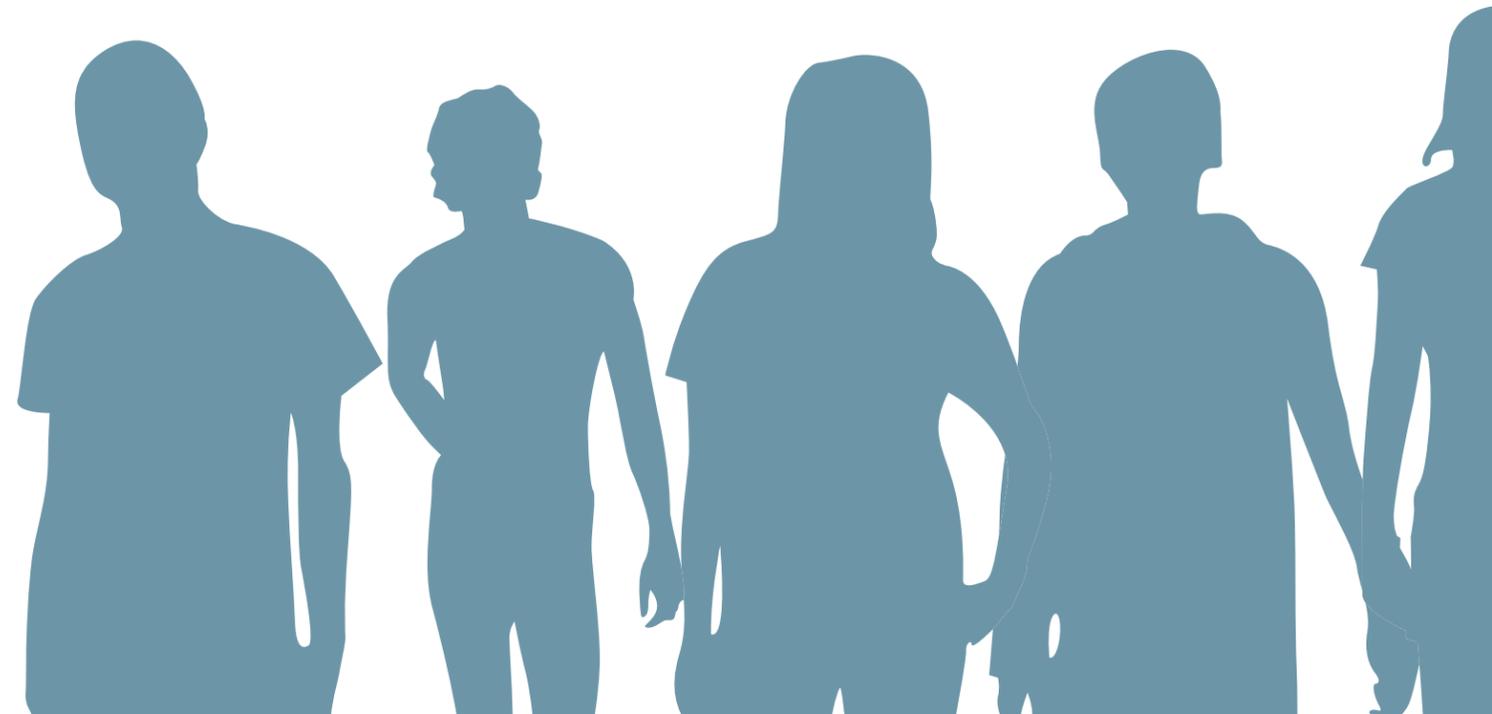
Whether it is through performances, classes, or direct involvement as actors, Gordon Square arts institutions should be involved with community schools. While each are doing this to some degree, the Gordon Square Arts District could become a central clearinghouse for these types of activities and help to facilitate involvement in local schools.

**Area Schools:**

- 1 - Max Hayes High School**
- 2 - New Tech West at Max Hayes**
- 3 - Joseph M. Gallagher Elementary**
- 4 - Waverly Elementary**
- 5 - Watterson-Lake Elementary**
- 6 - Our Lady of Mt. Carmel School**
- 7 - Urban Community School**
- 8 - Metro Catholic School**



# **BUILD ON THE PHYSICAL BRAND**



# BUILD ON THE PHYSICAL BRAND

## INTRODUCTION

In addition to the investment made in the three anchor theatres a parking lots, the installation of a uniquely designed streetscape defined a physical brand for the Gordon Square Arts District. Investing in an artistic streetscape from W. 61st St. to W. 70th St. links the theatres and retail storefronts together and establishes the intersection of W. 65th St. and Detroit Ave. as the center of the district. The addition of signage and banners furthers this district identity and provides wayfinding for pedestrians and vehicles. Bike lanes and sharrows accommodate bicyclists and make it easier for them to navigate Detroit Ave.

Throughout the public process it is clear that stakeholders and residents appreciate this investment in high quality streetscape design, landscaping, wayfinding and bicycle infrastructure—and that they want more. At the top of the list is the desire to expand the Detroit Ave. streetscape beyond the “core” of Gordon Square to connect to other neighborhood assets and retail and bar and restaurant establishments. There was also a need expressed to add to the investments being made in pedestrian tunnels and vehicular underpasses to the lakefront by improving the streets that lead to Edgewater Park and to improve overall lakefront connections and wayfinding. In addition to better and more complete bicycle accommodation throughout the neighborhood, investing in different and better transportation options were also a key concern.



## WHAT WE HEARD

- + EXPAND THE STREETScape ON DETROIT AVE. TO THE EAST AND WEST TO CONNECT TO OTHER NEIGHBORHOODS/DISTRICTS AND HIGHLIGHT THE ASSETS IN GORDON SQUARE
- + CONNECT TO THE LAKEFRONT, WHICH IS THE NEIGHBORHOOD'S STRONGEST ASSET
- + BETTER SIGNAGE, WAYFINDING AND CONNECTIONS TO THE LAKEFRONT AND ALONG DETROIT AVE.
- + NEW NORTH-SOUTH STREETScaPES IN ADDITION TO W. 73RD ST.
- + MORE BIKE FRIENDLY
- + BETTER TRANSPORTATION OPTIONS



"The Lakefront is a unique asset in Greater Cleveland"

"One way to create connectivity is making it easier to bike"

"Expand streetscape East on Detroit and West onto Lake and Detroit"

"Our proximity to the lake and Edgewater is pretty special and we can do more to take advantage of it"

"We need more signs on how to get to the lake"

# BUILD ON THE PHYSICAL BRAND

## STREETSCAPE COMPONENTS

### Core Streetscape

The new streetscape in the core of Gordon Square creates a unique and inviting pedestrian environment. The brand of Gordon Square is established on multiple planes. On the ground, paver bands embedded with the Gordon Square logo interrupt the sidewalk periodically. A wider curb and colored sidewalk panels further define this as a special place. Large and long tree planters green up the streetscape, while for the most part still accommodating sidewalk dining and other uses. The most defining feature, however, is at the intersection of Detroit Ave. and W. 65th St. where the Gordon Square logo is integrated into the colored paver pattern in the intersection crosswalks. This powerful visual cue establishes this intersection as the heart of the district and lets people know they have arrived in Gordon Square. In this portion of Detroit Ave., sharrows provide bicycle accommodation.

In the vertical plane, in addition to the street trees, new street lights with banners frame the street. Artistic benches and bus shelters offer a unique version of often standard issue furnishings, further augmenting the arts identity of the district. While not consistent throughout, Gordon Square Arts District directional signage, parking lot signs and banners help with branding and wayfinding.

### Outside the Core Streetscape

To a lesser extent, other portions of Detroit Ave. have also been improved. Between W. 58th St. and 61st St. and between W. 70th St. and W. 73rd St., there are new curbs and sidewalks. Existing street furnishings and street lights remain in place. There are no trees and banners are present only sporadically. In this wider street section, on street parking is accommodated in addition to a bike lane. Wayfinding elements are also found at certain intersections, but in general it is difficult to discern in these sections of Detroit Ave. if you are truly in Gordon Square Arts District or not. As a visitor, this lack of clarity could likely mean that this may not be entirely clear until you arrive at the intersection of Detroit Ave. and W. 65th St. At this point, the “end” of the core streetscape is near. The need to extend the brand and the energy and uniqueness it brings to the neighborhood is of upmost importance to the continued success of the neighborhood.



**DETROIT AVE. & W. 65TH ST | STREETScape COMPONENTS**



BUILD ON THE PHYSICAL BRAND  
STREETScape COMPONENTS



**DETROIT AVE. & W. 58TH ST | STREETScape COMPONENTS**



BUILD ON THE PHYSICAL BRAND  
STREETScape KIT OF EXISTING PARTS

**PAVERS**



**TREES**



**BIKE RACK**



**LIGHT POLE**



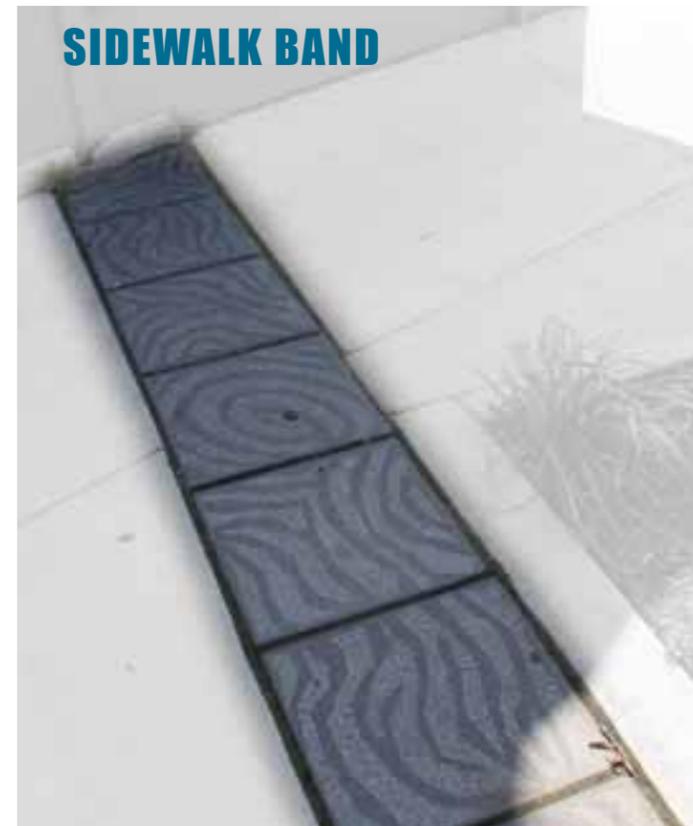
**BUS SHELTER**



**BENCHES**



**SIDEWALK BAND**



# BUILD ON THE PHYSICAL BRAND

## POTENTIAL NEW ELEMENTS

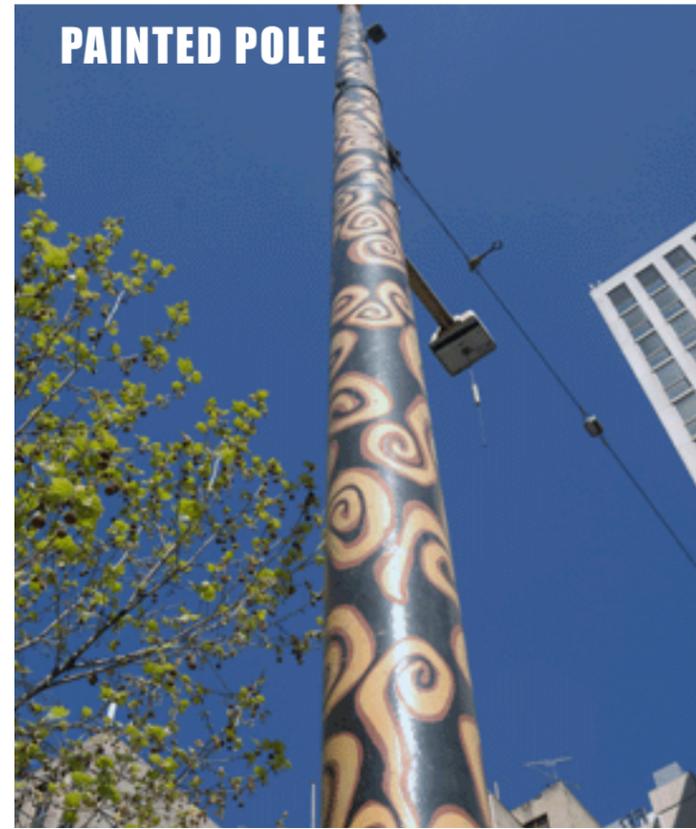
### Extended Streetscape

Given the cost of extending all of the features of the core streetscape along the length of Detroit Ave., the planning team investigated potential design elements that could accomplish this task more affordably, while still offering a unique, artistically designed streetscape. The Gordon Square-branded paver intersection crosswalks represent the most defining design component of the core streetscape. However, this is one of the most expensive components as well and requires twice-yearly maintenance to ensure that the intricately designed and cut pavers stay in place and remain a safe for pedestrians.

While extending the paver intersection crosswalks along the length of Detroit would likely be cost prohibitive, there is an option available to create the same look and feel at every intersection in a different, more affordable material. The use of thermoplast or paint applications as the defining feature of intersections along Detroit would enable the use of the branded Gordon Square logo design in the same bright colors and intricate pattern. Or, other designs could be identified through an artist-led design process that further extends the funky vibe and feel of the district. Thermoplast or paint applications are very flexible and encourage unique designs that build on the district's character. While these applications will still require maintenance and will suffer from wear and tear to a greater degree than pavers, this remains a low-cost investment to extend the brand of Gordon Square along Detroit Ave.

Another potential for artistic improvements to the other portions of Detroit Ave. is to look at the existing street lights not as liabilities but as a blank canvas. Simply painting these existing streetlights would make a huge difference in their appearance. If artists were invited to design the paint schemes it would also further the arts identity of the neighborhood. An art competition for the dozens of streetlights along Detroit Ave. would turn these mundane streetlights into a unique asset for the neighborhood. To further define Gordon Square, the existing banners should be added to all streetlights along Detroit Ave.

In the absence of large tree planters and landscaping, there is an opportunity to use public art to frame the street and define the district. Other communities have accomplished this by installing bases or pedestals in the streetscape that can then accept a rotating or permanent pieces of public art. Placing these pedestals periodically would create a unique character to these portions of Detroit Ave. and provide additional visual interest.





BUILD ON THE PHYSICAL BRAND  
EXTENDED STREETScape

**EXTEND DETROIT AVE STREETScape**





# BUILD ON THE PHYSICAL BRAND

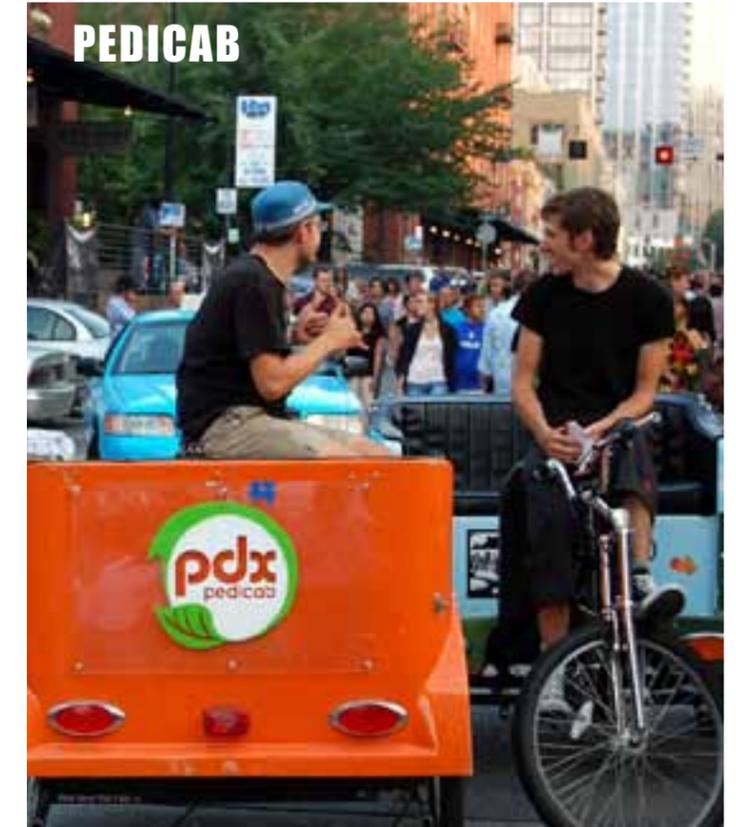
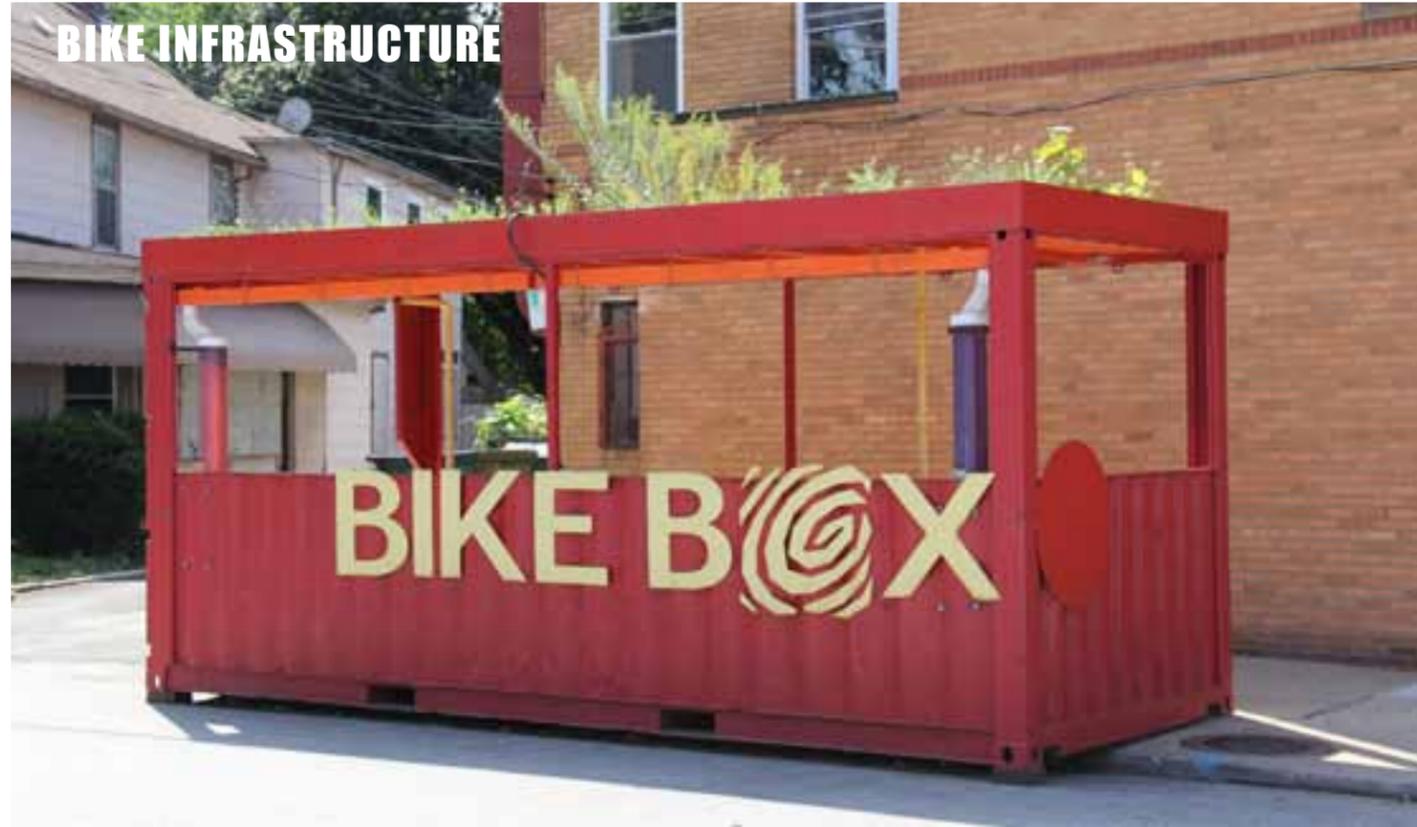
## TRANSPORTATION OPTIONS

### Alternative Transportation

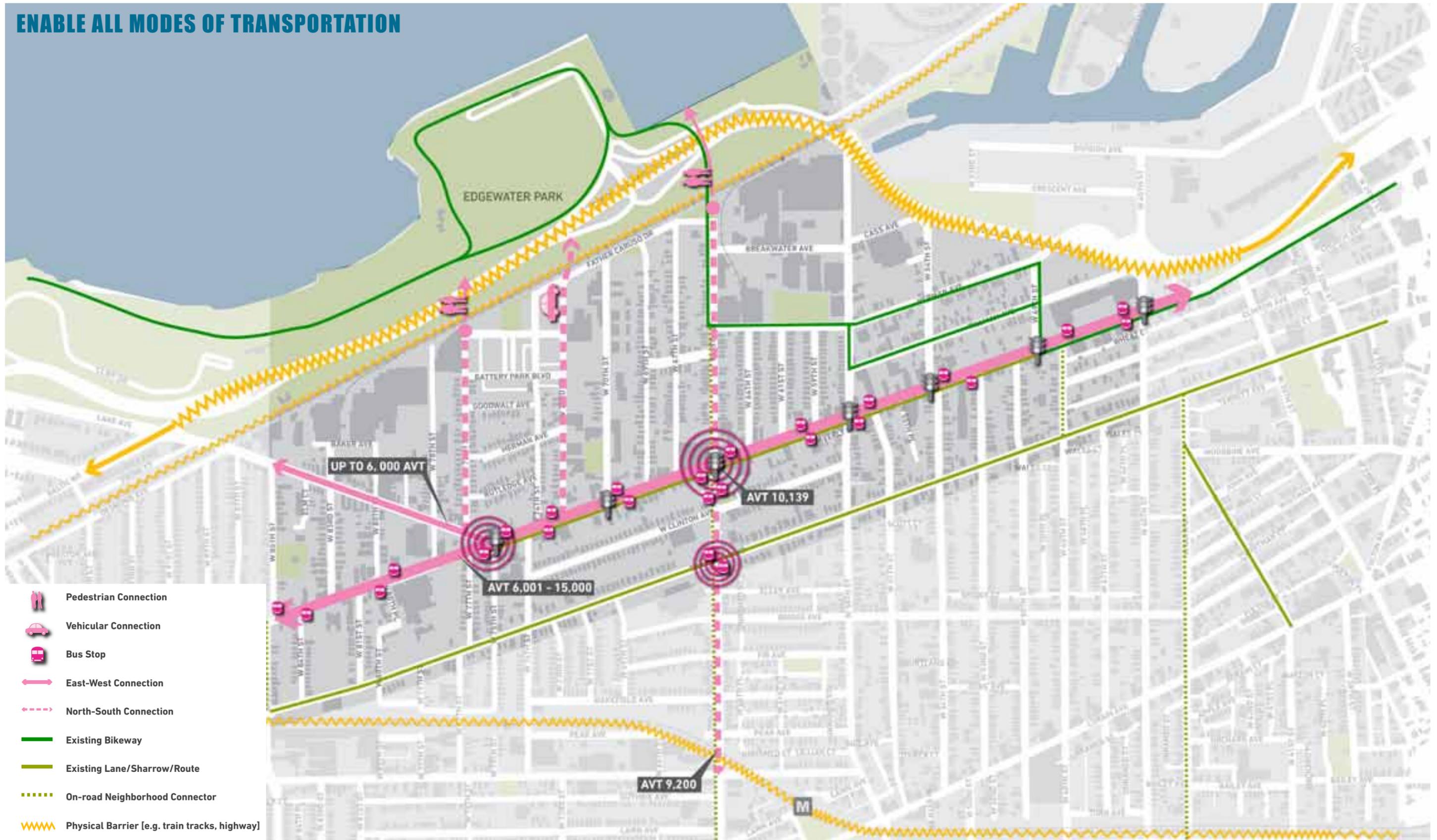
With new sharrows, bike lanes and a bike box on Detroit Ave. and bike trail additions along the lakefront, bicycle accommodation has been improved significantly. More needs to be done, especially to add bike infrastructure on the lakefront connectors on W. 65th St., W. 73rd St., and W. 76th St. to make neighborhood linkages. To encourage bikability within the neighborhood, more bike parking (both shelters like the Bike Box and bike racks) should be added throughout the district. Bike share would also be valuable to add to the district to enable both greater access and transportation within the neighborhood. Extending the existing Zagster service that exists in Ohio City and adjacent neighborhoods should be investigated.

Beyond bike infrastructure, there are other forms of alternative transportation that should be considered. Bus service should be improved by adding greater frequency as demand warrants. While the Gordon Square Loop shuttle service is a great way to get around on Third Fridays, additional shuttle service should be added. Another day of service would be valuable during the summer concert series at Edgewater Park to connect the lakefront to Gordon Square. A low-cost solution to shuttle service, and one that could operate regularly during warmer weather, are pedicabs.

Outside Gordon Square, a shuttle service should also be investigated that links the district to surrounding neighborhoods. While this may only be feasible during events or busy weekends, it would make the district more accessible for residents, workers and visitors.



**ENABLE ALL MODES OF TRANSPORTATION**



-  Pedestrian Connection
-  Vehicular Connection
-  Bus Stop
-  East-West Connection
-  North-South Connection
-  Existing Bikeway
-  Existing Lane/Sharrow/Route
-  On-road Neighborhood Connector
-  Physical Barrier [e.g. train tracks, highway]

# BUILD ON THE PHYSICAL BRAND

## WAYFINDING

### Introduction

Current wayfinding in Gordon Square is well-designed and carries the message of the brand well. Whether its parking signage, district identity signage, or banners, there is a strong overall presence. The Gordon Square logo is also well integrated into other signage such as the Capitol Theatre sign and the streetscape both in the crosswalk pattern and sidewalk paver bands. Given the strength of the overall brand, the one consistent message the planning team heard during both stakeholder and focus group sessions was the need to extend the brand and make sure that people know when they are in Gordon Square. This is especially problematic at the edges of the district, where components like banners and directional signage are sporadic, and the streetscape improvements are lacking.

Another opportunity for improvement identified through the planning process was the need to take advantage of Gordon Square's proximity to Lake Erie and Edgewater Park. While improvements to connections have been made and more are being planned, the community felt that more needed to be done to let people know how close they are to the lake and the best routes to take to get there. With the success of the renovated Edgewater Park and the summer concert series, many identified the opportunity to draw more people to Gordon Square during these events.

The current wayfinding from Detroit Ave. to the lakefront is limited. There are a collection of small scale signs that direct people to Cleveland Metroparks and to the pedestrian tunnels. Other signs direct people to the Cleveland Lakefront Bikeway, but these signs are also small in scale and are only located along bike routes or at the access points themselves.

This portion of the Master Plan will examine opportunities to improve pedestrian and vehicular wayfinding along Detroit Ave. and make better connections to and from Edgewater Park to build on the physical brand of Gordon Square and enhance the neighborhood. The diagram at right shows the potential locations for wayfinding signage that should be studied further and implemented as part of this Master Plan.

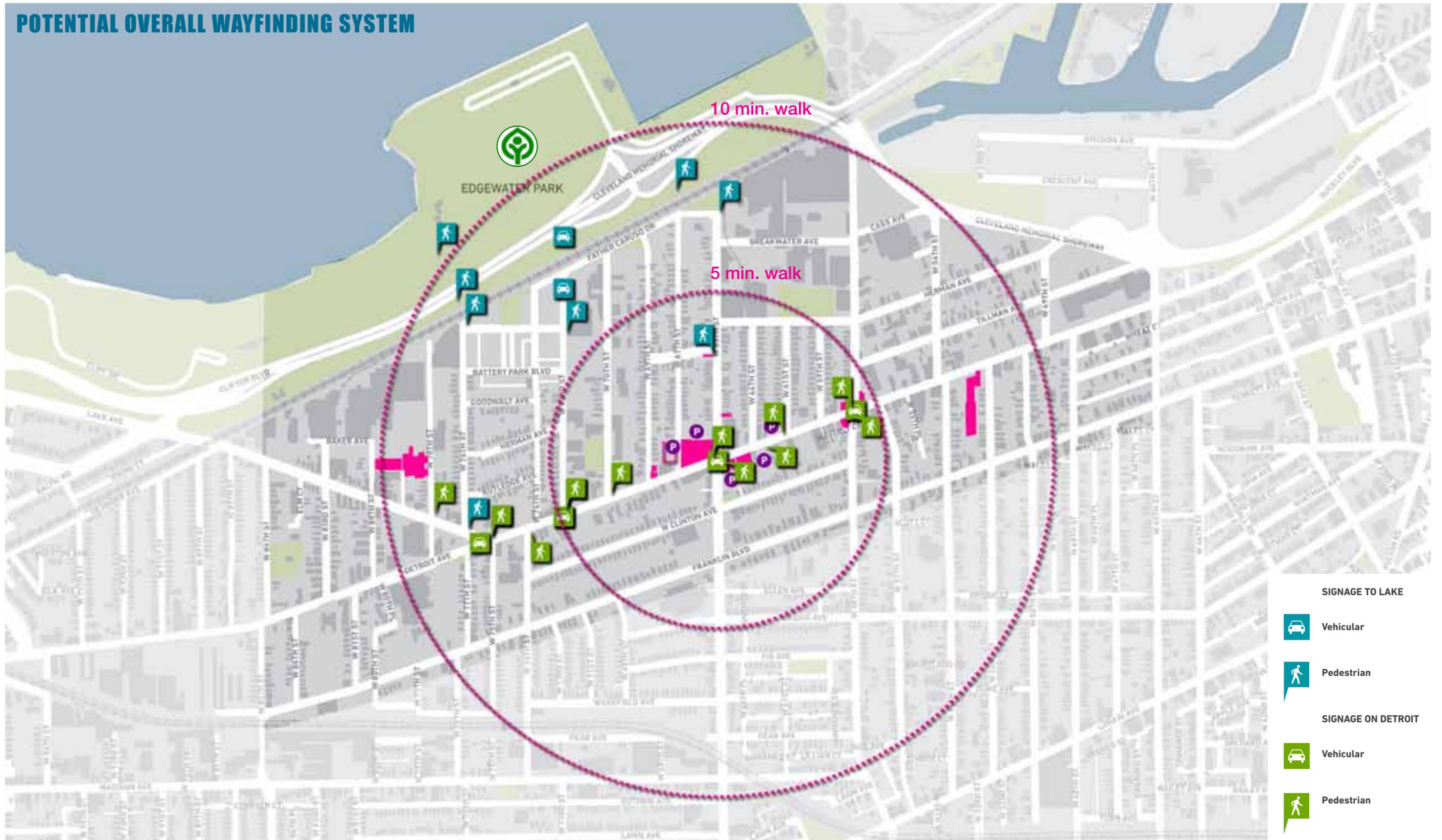
### CURRENT WAYFINDING AT DETROIT AVE



### CURRENT WAYFINDING TO LAKE



POTENTIAL OVERALL WAYFINDING SYSTEM



- SIGNAGE TO LAKE**
-  Vehicular
-  Pedestrian
- SIGNAGE ON DETROIT**
-  Vehicular
-  Pedestrian

# BUILD ON THE PHYSICAL BRAND

## WAYFINDING

### Detroit Ave. – Pedestrian

As the planning team investigated the walkability of the neighborhood, two common observations about walking habits were cause for concern. One was that theatregoers will routinely drive from Cleveland Public Theatre to Happy Dog instead of walk. Others reported not feeling comfortable walking the distance between Sweet Moses and Happy Dog. As you can see on the diagram at right, both of these locations are within an easy 5-minute walk of one-another. While this will also be addressed by extending the streetscape and brand of Gordon Square to reach restaurants like Happy Dog, well-placed and thoughtful wayfinding signage should be put in place along Detroit Ave. to encourage pedestrians to take advantage of what is already a very walkable district in terms of distance.

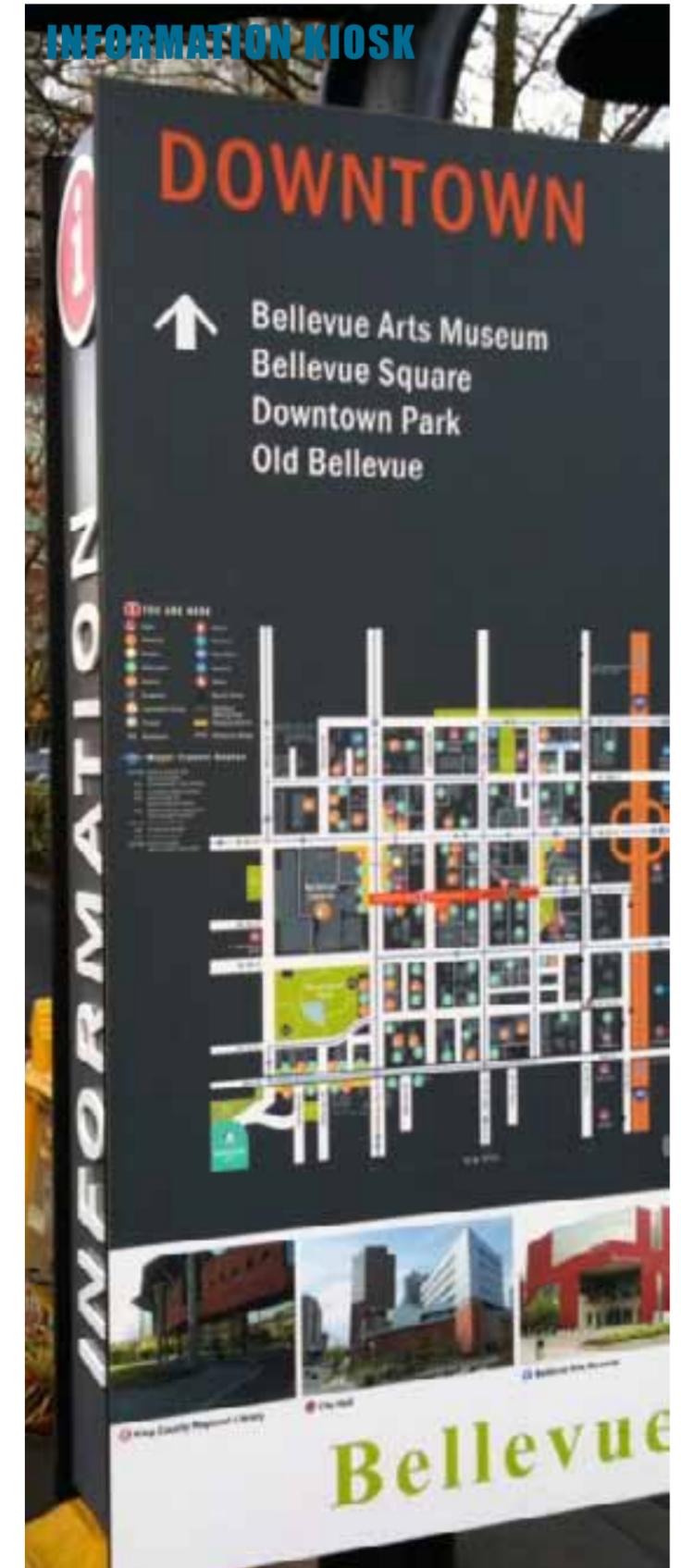
Pedestrian wayfinding is an opportunity to make a statement about the neighborhood and make it more accessible to visitors. Signs might have an interpretive component that shares interesting or historical information about the district or they may include maps and walking times along with directing to specific destinations. In addition to the banner system and the district directional signage already in place, there are some other signage types that could enhance the pedestrian wayfinding in Gordon Square.

Potential solutions include directional signs that help visitors determine where attractions and businesses are located, and how much time it will take to walk there. These need to be placed at or near district destinations and parking lots to guide visitors to locations in Gordon Square. There are multitude of types of directional signs, some complex, some simple. They can be freestanding signs, mounted on the back of walk signals, or put onto banners that allow for cheap and quick updates and changes. Another necessary sign type is an informational kiosk that provides a map of the district and its attractions as well as some information on about the neighborhood. Some also include a historic or interpretive element.

Enhancing the pedestrian wayfinding along Detroit Ave. will improve both the visitor experience and the brand identity of the district. Businesses and residents will both benefit from these public realm improvements that will make the neighborhood more approachable and vibrant.



**DIRECTIONAL SIGNAGE**



**INFORMATION KIOSK**

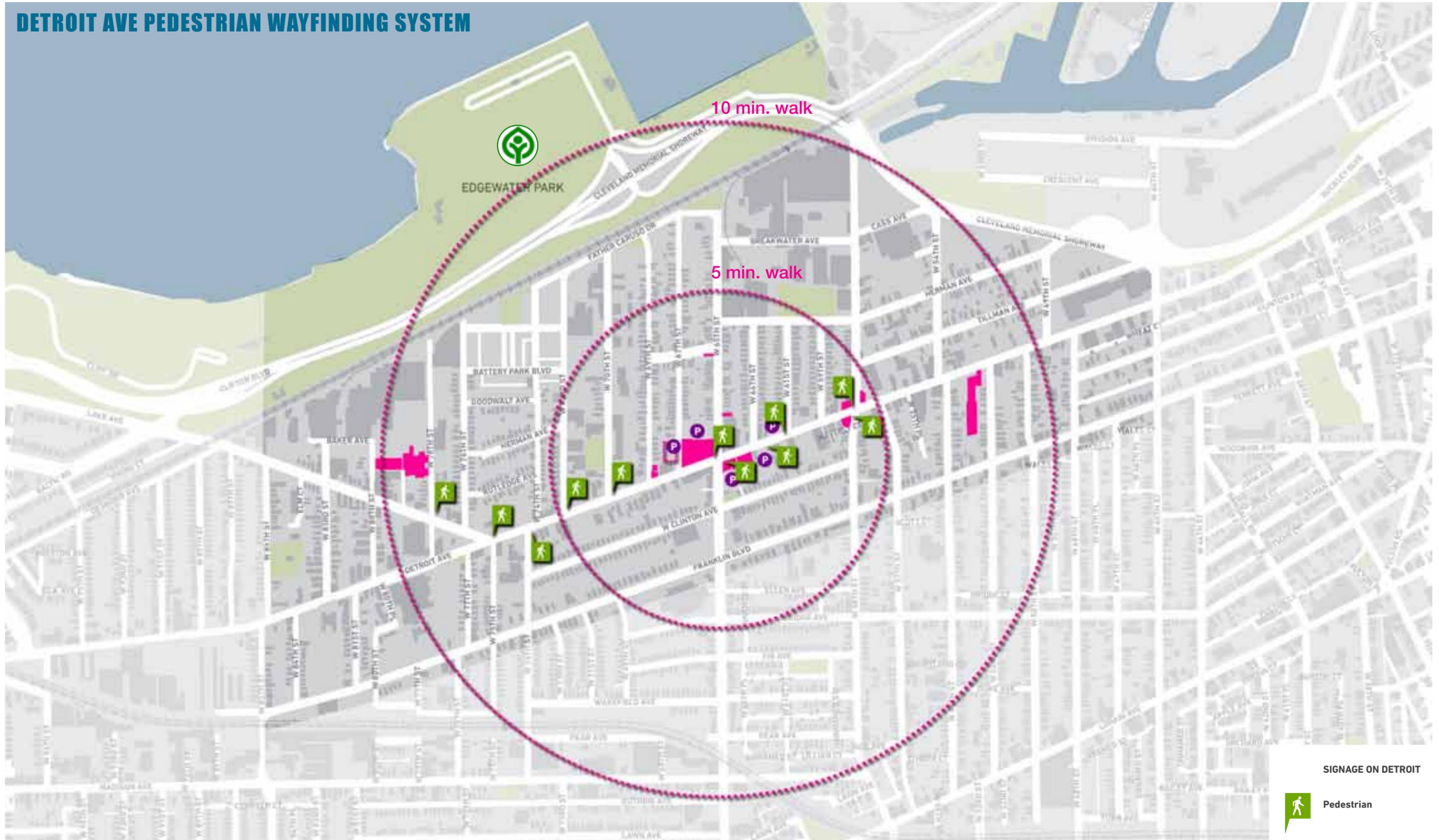


**DISTRICT MAP**



**DIRECTIONAL SIGNAGE**

### DETROIT AVE PEDESTRIAN WAYFINDING SYSTEM



# BUILD ON THE PHYSICAL BRAND

## WAYFINDING

### Detroit Ave. – Vehicular

Vehicular wayfinding takes place on a much larger scale. Vehicular wayfinding signage along Detroit Ave. should identify the district, direct to people to public parking, and direct people to destinations. While some of this already exists in the district, more needs to be done to increase the clarity and visibility of the signage. For example, the parking signs on buildings at W. 65th St. and Detroit Ave. are located in a place where one usually expects to find building or storefront signage. Making directional parking and attraction signage more apparent within the district will aid in wayfinding and improve the overall user experience.

Another opportunity, and one that will be mentioned in greater detail over the next few pages, will be highlighting the proximity to the lakefront. This need exists along Detroit Ave. to guide vehicles to the new underpass connection and to make visitors more aware of how close Edgewater Park is to Gordon Square.

Gateway signage at district thresholds is another branding opportunity for Gordon Square. Done properly it can build on the physical brand and play a role in defining the district from a wayfinding perspective--while also reflecting the arts identity of the neighborhood. While some are concerned about "watering down" the strength of the core, there is a need to make it clear where the district begins and ends. On the diagram at right, a few potential locations are shown. While the appropriate scale and design of district thresholds will need be determined, these seem like logical starting points for discussion. For example, the railroad bridge on Lake Ave. may be too far beyond the core for some, but offers a unique piece of urban infrastructure to use in a gateway. The intersection of Lake Ave. and Detroit Ave. on the west, and 45th St. and Detroit Ave. on the east, seem like logical places for district thresholds. To the north and south, the intersection of Franklin Boulevard and W. 65th St. and the vehicular underpass at W. 73rd St. seem to be appropriate places for gateway treatment. Whatever the placement, these gateway features should be part of the overall discussion of the streetscape enhancements made along Detroit Ave. and W. 73rd St. so that they fit in the overall design context and contribute to the overall brand and arts identity of the Gordon Square Arts District.

**DISTRICT THRESHOLDS**



**BEACH ACCESS**



**PARKING**



**DISTRICT THRESHOLDS**



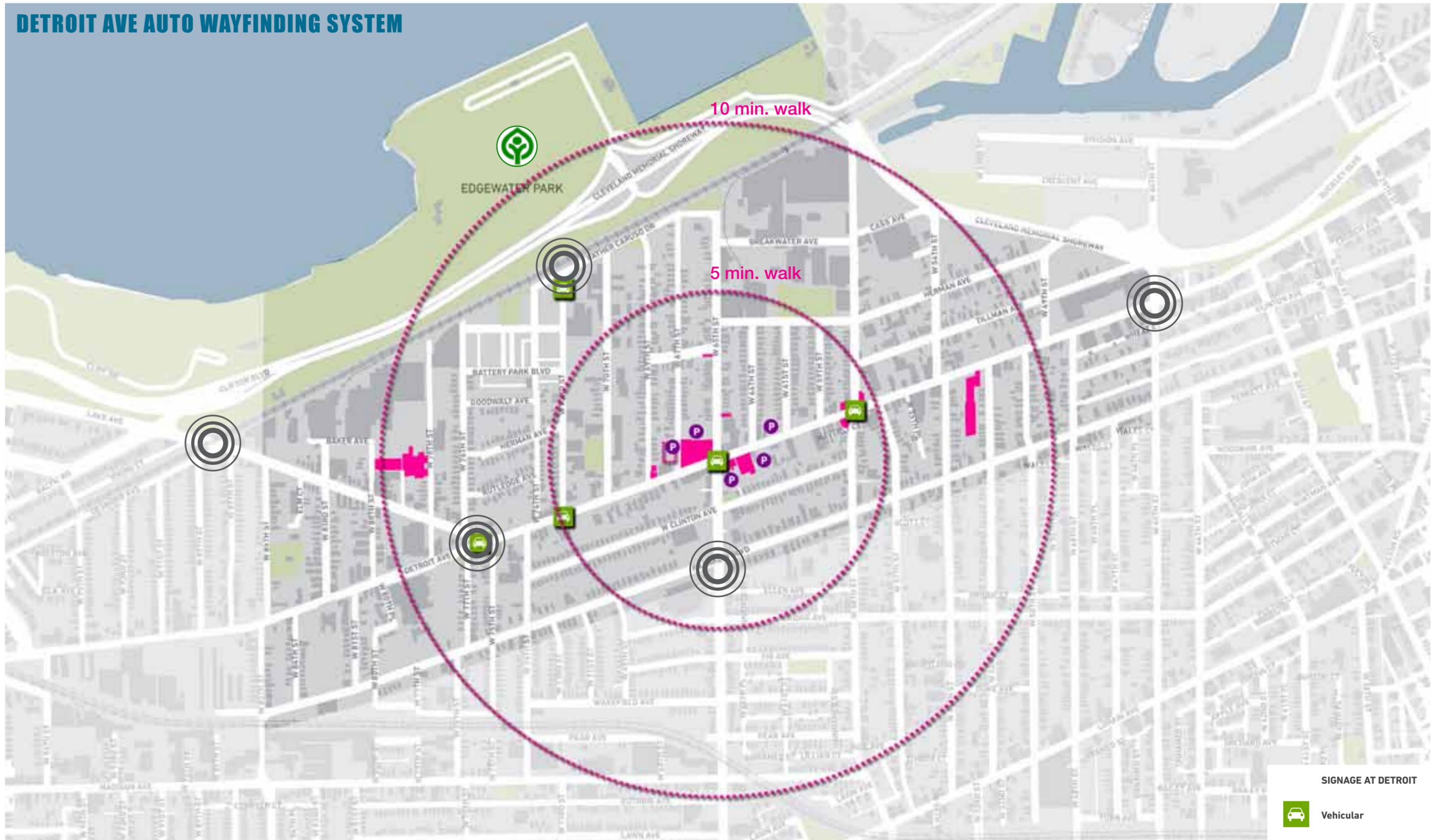
**DIRECTIONAL SIGNAGE**



**PARKING**



### DETROIT AVE AUTO WAYFINDING SYSTEM



# BUILD ON THE PHYSICAL BRAND

## WAYFINDING

### To the Lake

There is an opportunity to reconnect the neighborhood with the lakefront. With the heavy industry no longer along the lakefront, the boulevard replacing the Shoreway, and new connections being built to a renovated beach at Edgewater Park, there are already improvements underway. The next step is to strengthen those linkages to Detroit Ave. and the rest of Gordon Square.

The current wayfinding signage is lacking in terms of information and attractiveness. More visible signage should direct people specifically to Edgewater Park and to the beach. While the pedestrian tunnels have been upgraded, directing signage to tunnels is unlikely going to make people feel comfortable walking five to 10 minutes to reach a tunnel. Instead, signage should read something more inviting like "beach access" or "lakefront connection." In addition to being more inviting and direct, this signage could also be artistic, playful and whimsical, making it unique to the Gordon Square Arts District.





# BUILD ON THE PHYSICAL BRAND

## WAYFINDING

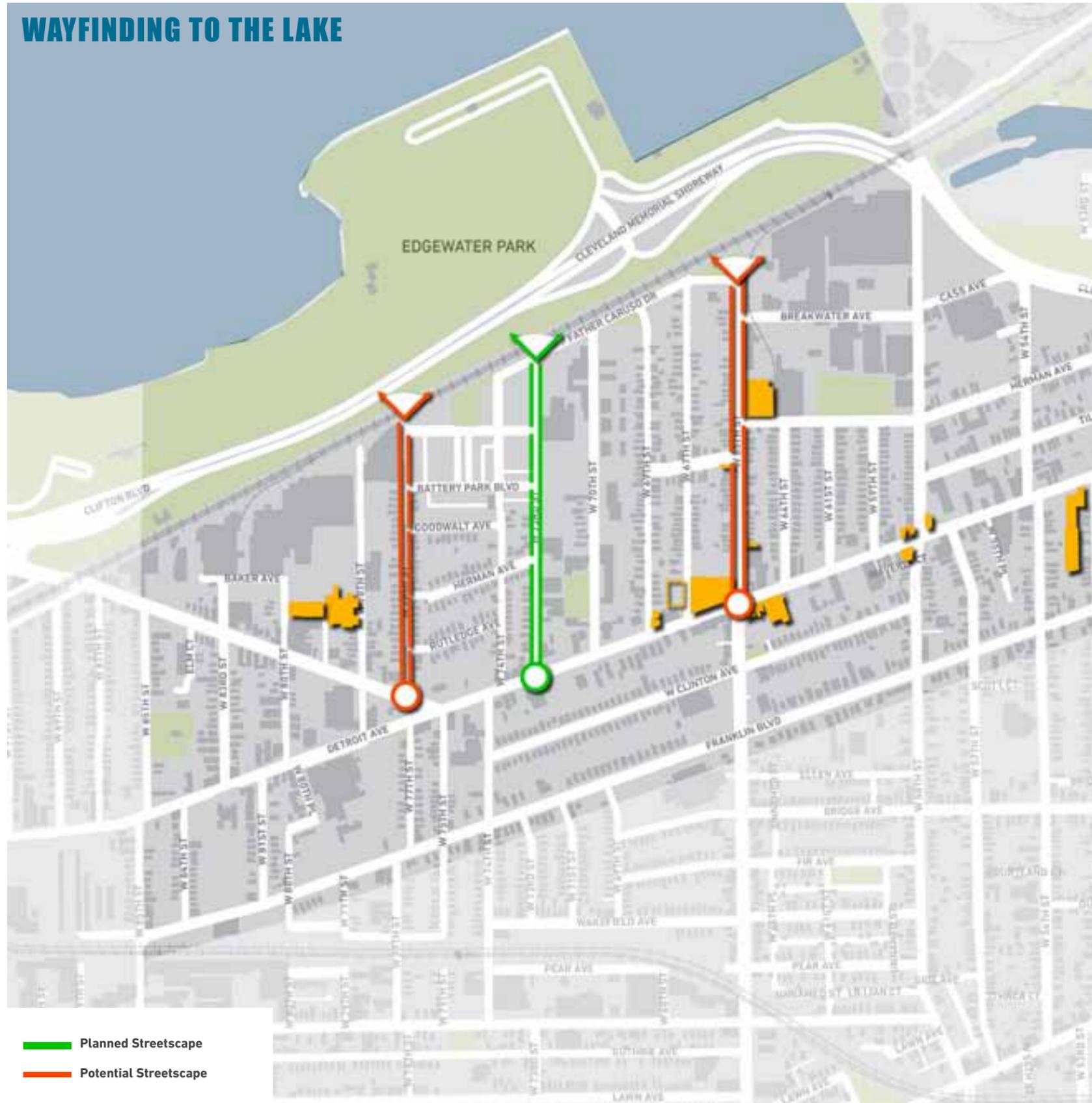
### Streetscapes

Beyond signage, the pedestrian experience on the streets that connect to the lakefront are an important part of wayfinding. The planned improvement to W. 73rd St. include new street trees, sidewalks and bike accommodation. This approach should also be applied to W. 76th St. and W. 65th St.

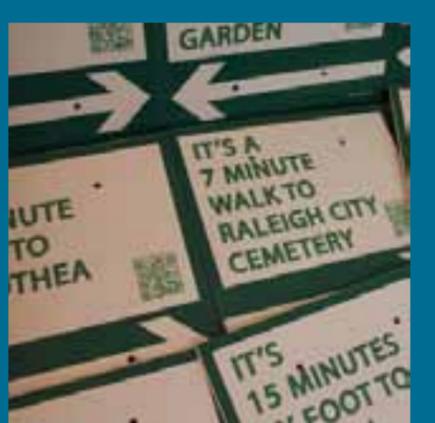
Improvements to the public realm will improve walkability, but another key piece of this equation are pulses of activity along these corridors. On W. 65th St., there are numerous active storefronts and businesses that guide people down the street toward the lakefront connection. Starting at Detroit and W. 65th St., which is the core of Gordon Square, there are two restaurants—Toast and Stone Mad—that draw foot traffic. Farther down is Cleveland Cycleworks, that while not officially a storefront, makes the walk more interesting. With the planned housing development at Breakwater Bluffs, W. 65th St. will have a residential anchor at the northern edge of Gordon Square that will provide another activity center.

### Breadcrumbs

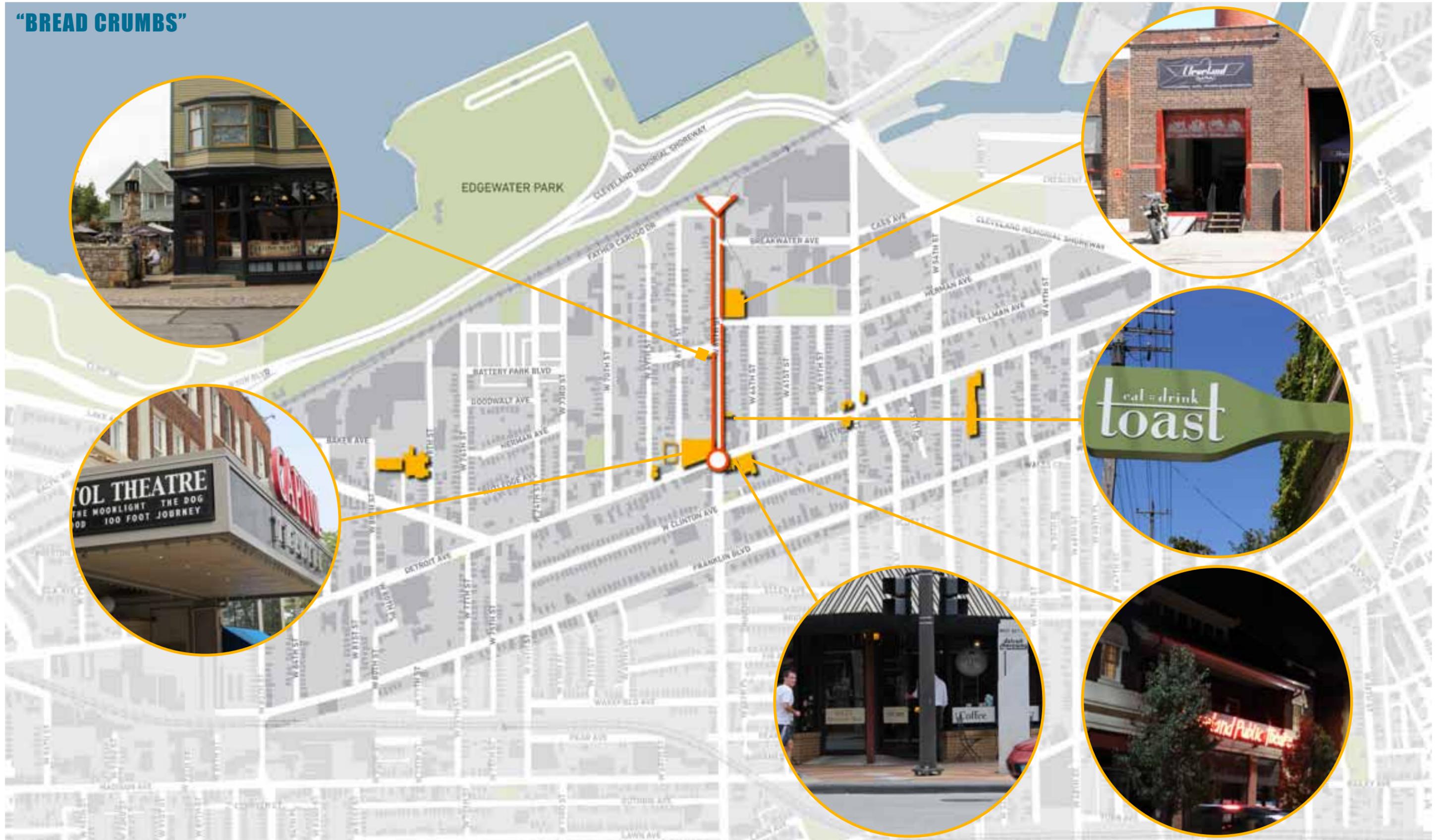
These pulses of activity can be linked together by using wayfinding to guide people to the lakefront. While this can be achieved by signage, especially signage that tells people how long it will take to get to a destination, there are other methods. Embedding graphics, text or pavement patterns or markings into the sidewalk itself is a creative approach that could be taken in Gordon Square. Involving artists in the creation of these streetscape installations is another way the unique brand of the district could be extended.



## BREADCRUMBS



“BREAD CRUMBS”



# BUILD ON THE PHYSICAL BRAND

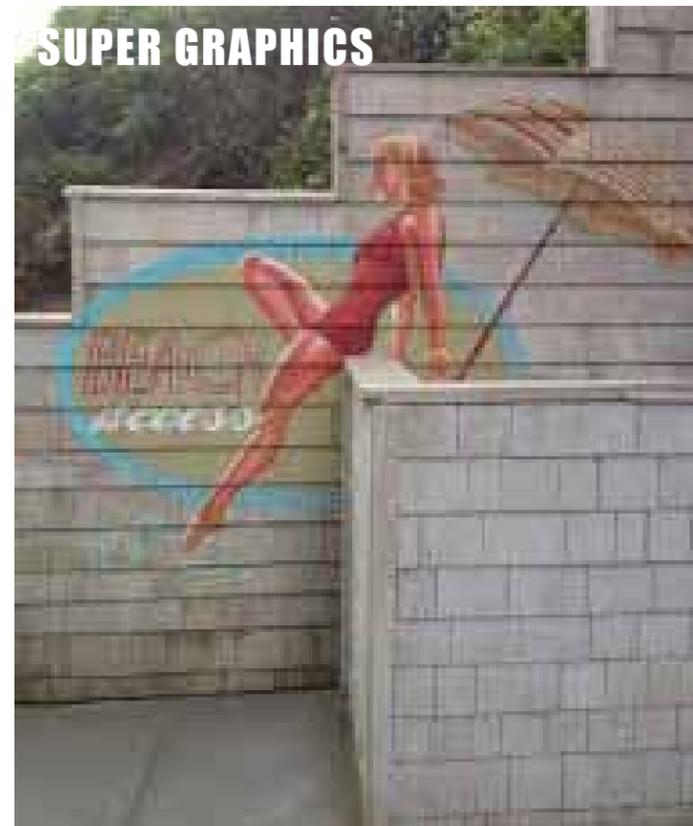
## WAYFINDING

### To Lake

At the pedestrian tunnel entrances at W. 65th St. and W. 76th St. and at the vehicular access at W. 73rd St., there is an opportunity draw people to the lake by making these terminating vistas iconic and visually appealing. Installations could hint at the presence of the lake with themed elements that may take the form of signage details, public art, street furnishings, and strategically located graphics. Themes may include fish, birds, boats, surfboards, anchors, and sand.

At the corner of Father Caruso Dr. and W. 65th St., where the vista is limited and the pedestrian tunnel is only evident when you get right to the end of the street and join the path that leads to Edgewater Park, there are numerous opportunities to highlight the presence of the lake and beach access. Potential improvements include a large lake-themed sculpture and/or an observation tower. These improvements would serve to activate this underutilized park space and provide an attraction for the neighborhood and visitors. The observation tower would not only provide views of the lake and downtown, but would also be visible from Detroit Ave., providing a visual linkage to the core of Gordon Square.

In addition to activating the park space, there are other visual improvements that could be made. Limbing up trees would improve views, while preserving the tree canopy. Other potential improvements include painted power poles and banners that visually connect to Detroit Ave. Improved sidewalks and the addition of bike lanes would accommodate bicyclists and improve the pedestrian experience.

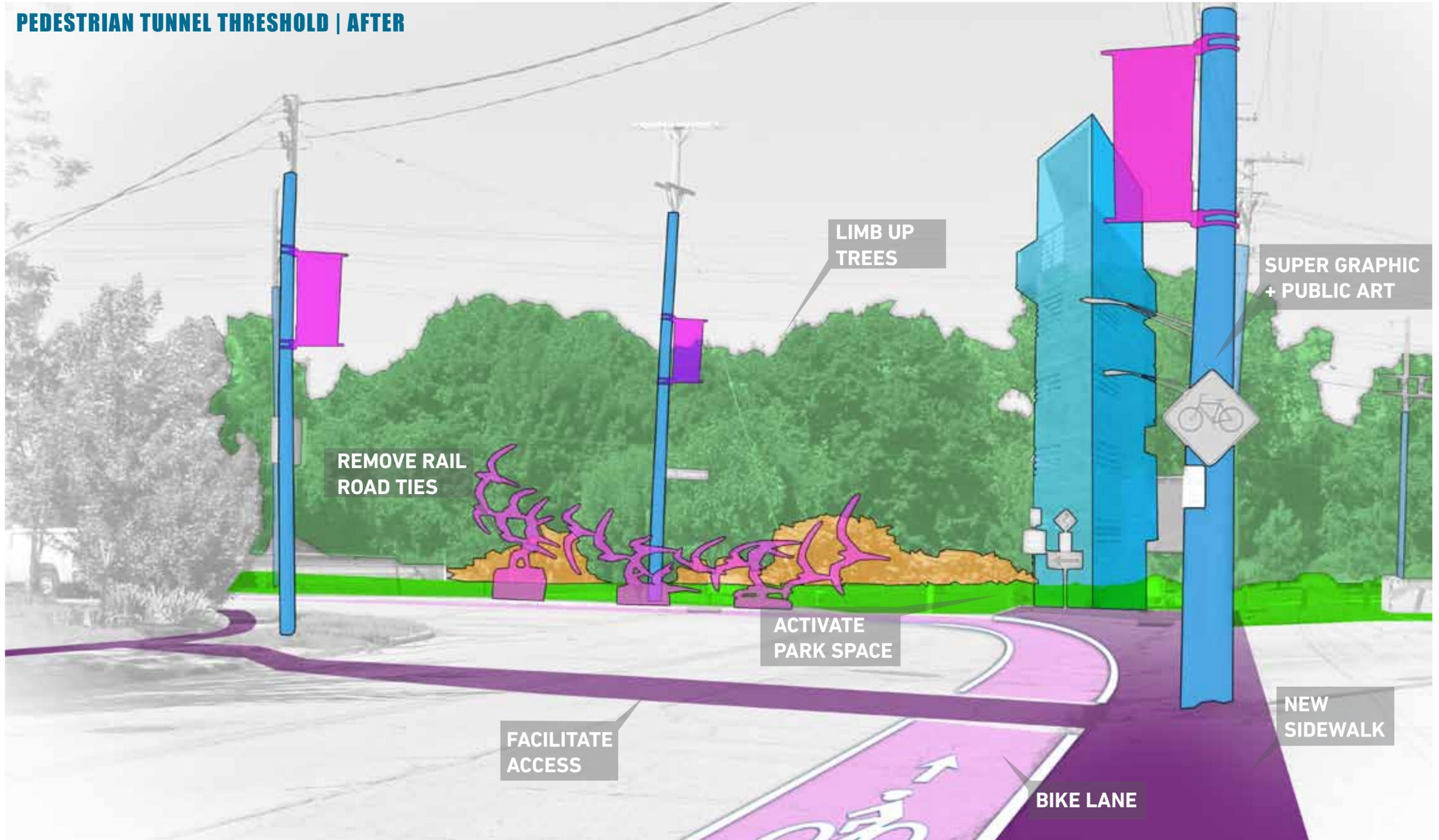




**PEDESTRIAN TUNNEL THRESHOLD | BEFORE**



**PEDESTRIAN TUNNEL THRESHOLD | AFTER**



# BUILD ON THE PHYSICAL BRAND

## WAYFINDING

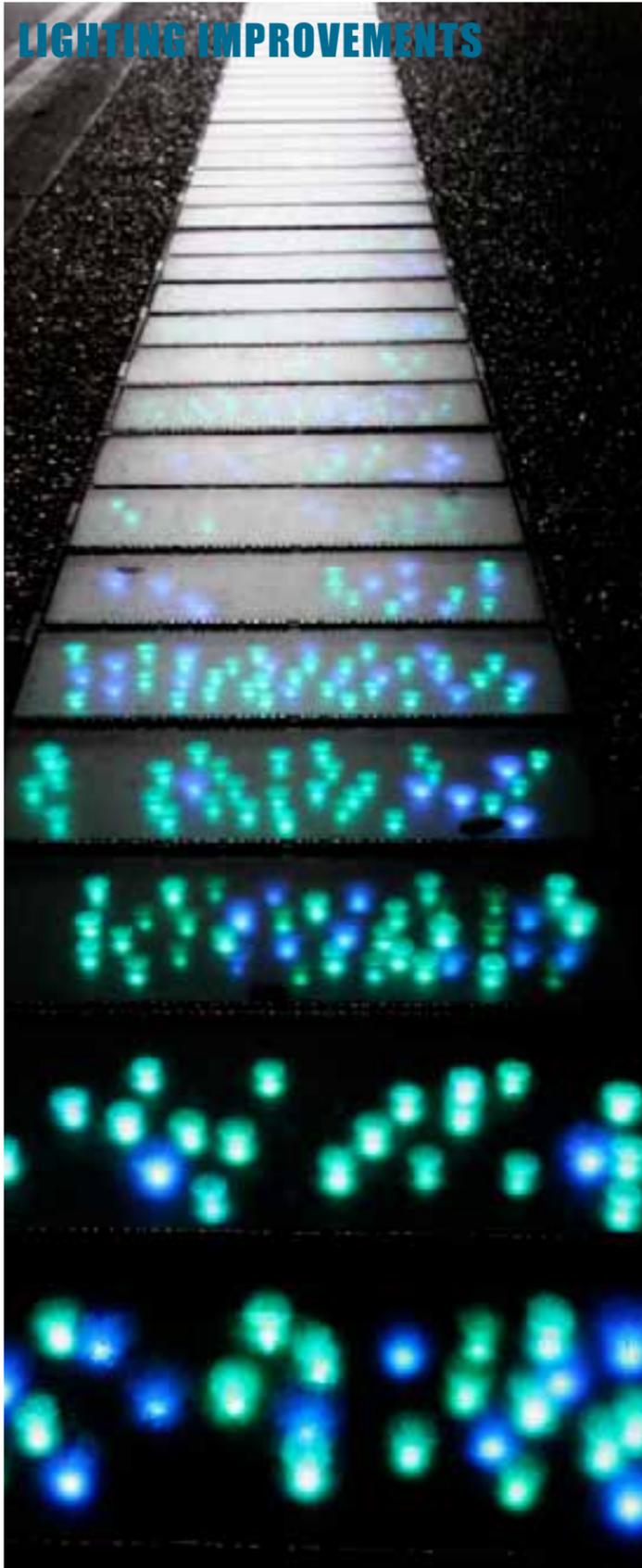
### Lighting

The public art improvements made to the pedestrian tunnels have added visual interest and in many ways made them more approachable, safe and iconic. However, the tunnels themselves are still dark spaces even on a bright, sunny day. There are numerous lighting options available that could be designed in a way that integrates with existing public art. From energy efficient LED lighting that can be designed artistically and in numerous colors to simply applying traffic reflectors, there are technologies and approaches that would make the interior of these tunnels more inviting, safe and interesting.

Some of the potential applications from simple to complex are shown at right. These lighting improvements would enhance the safety and appeal of these critical connections and make them more welcome 24 hours a day.



LIGHTING IMPROVEMENTS

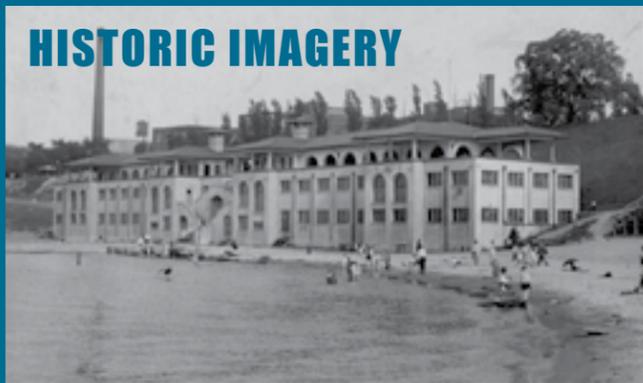


# BUILD ON THE PHYSICAL BRAND

## WAYFINDING

### At Lake

The final piece of wayfinding improvements is making the connection between Gordon Square and the lakefront at Edgewater Park itself. With the recent investment by Metroparks in Edgewater Park and the advent of a summer concert series there is an opportunity to draw visitors to the park to the Gordon Square Arts District. Through directional signage that points to destinations and attractions, visitors will be more aware and comfortable using the pedestrian tunnels to access Gordon Square. There is also an opportunity to install wayfinding kiosks and interpretive signs that tell the store of the lake and its relationship to Gordon Square and Detroit Shoreway.

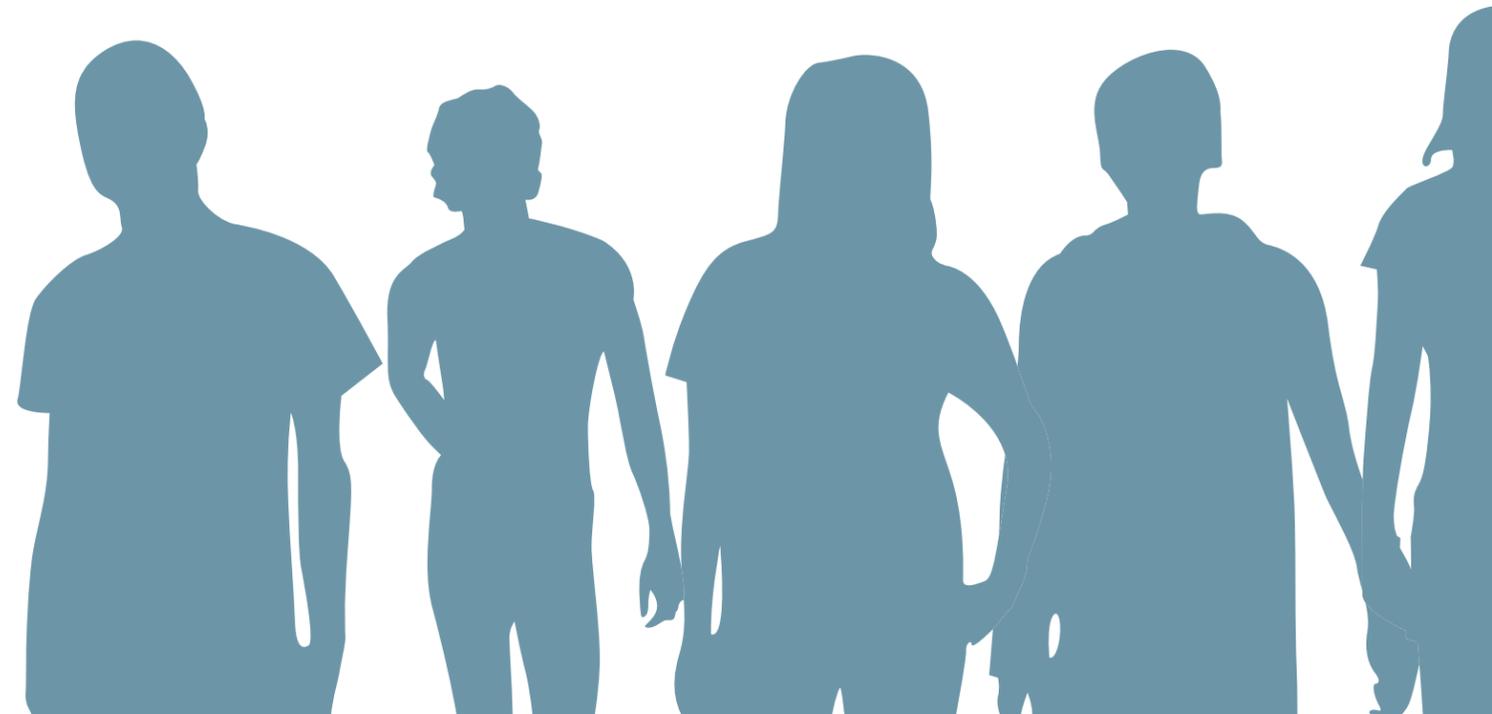


WAYFINDING TO THE LAKE





**BUILD ON MARKET STRENGTHS**



# BUILD ON MARKET STRENGTHS

## INTRODUCTION

### Market Survey

Through working with the Planning Committee, stakeholders and the public, the planning team received input on the community's needs and desires related to both housing and retail. On the housing front, this includes more mixed-use development, a greater diversity of housing type and price and the need to continue to provide resources for renovations and upgrades. Typical of most urban neighborhoods, the most mentioned retail desire was a better, full-service grocery store. Other commonalities included more service retail, more affordable options and a greater diversity in terms of the types of retail offered. Many feel the district needs to transition from being an evening destination to a neighborhood that is active from day to night.

To assess these needs and desires, the planning team conducted a survey of market opportunities. The survey considers site context, marketability opportunities and constraints, socioeconomic trends and characteristics, and competitive supply; these analyses result in conclusions about the likely direction of future market performance and rate at which the development can occur.

The Gordon Square Arts District and greater Detroit Ave. corridor are currently in a critical moment in their evolution as new high-end market rate construction continues to the north along the lakefront, while the retail potential continues to improve as the neighborhood renewal continues and the district's primary cultural anchors—Capitol Theatre, Cleveland Public Theatre, and the soon-to-open Near West Theatre—attract patrons and attention. Ohio City and Tremont—Gordon Square's counterpart neighborhoods on the West Side—have been in the process of redevelopment and revitalization for the last 10 to 15 years, and now Gordon Square has the potential to follow in the path of these neighborhoods in terms of housing and retail growth. The challenge is to target the right sites for development in order to enhance the study area's competitiveness as a residential location and retail destination. This section will provide a summary assessment of current conditions in the study area's residential and retail markets and identify opportunities for further investment that will continue to advance the upward trajectory of Gordon Square.

### Process

While demand for housing in places that promote a more urban lifestyle is significant, competition, economic realities, and site constraints typically reduce the total amount of development that is supportable at a given site. Demand, supply, and site opportunities are therefore interrelated variables in any development that are evaluated separately and then reconciled to arrive at an economically sustainable program. Determining market support for housing at a given site requires analysis of many interdependent variables—specifically, those relating

to demand, competitive supply, and site opportunities and constraints.

Many times, demand for housing at desirable urban infill sites exceeds supply—both present and potential future supply. This is often because available sites for development are limited, or because the cost of acquisition is so high that only upscale housing or high-density housing are economically viable (because they generate greater returns). As a result, many middle-income families that desire modestly priced single family housing are “priced out” and move to more remote locations.

Competition also plays a large role in “whittling down” demand that would otherwise be available at a particular site by luring or “capturing” prospective residents to other locations. Of course, competitive supply also provides invaluable information on the types of products that need to be provided to appeal to different consumer groups.

Last (but not least), site analysis is an essential, but often overlooked, element of market analysis. Some sites lend themselves to high-rise, multifamily condos, for example, because they offer the convenience, address and name recognition, image, and views associated with a major thoroughfare, mixed-use district, or prominent public space, while other sites lend themselves to low-density townhomes on tree-lined streets.

Market opportunities are very dependent on site conditions—which are the sum of amenities, assets, and linkages, as well as barriers, constraints, and incompatibilities—and are shaped and informed by competition (or lack thereof). Therefore, while demand analysis sometimes yields a high volume of support, this demand is necessarily passed through the “filters” of competition and site analysis, leading to a lower number of supportable or marketable units for a site.



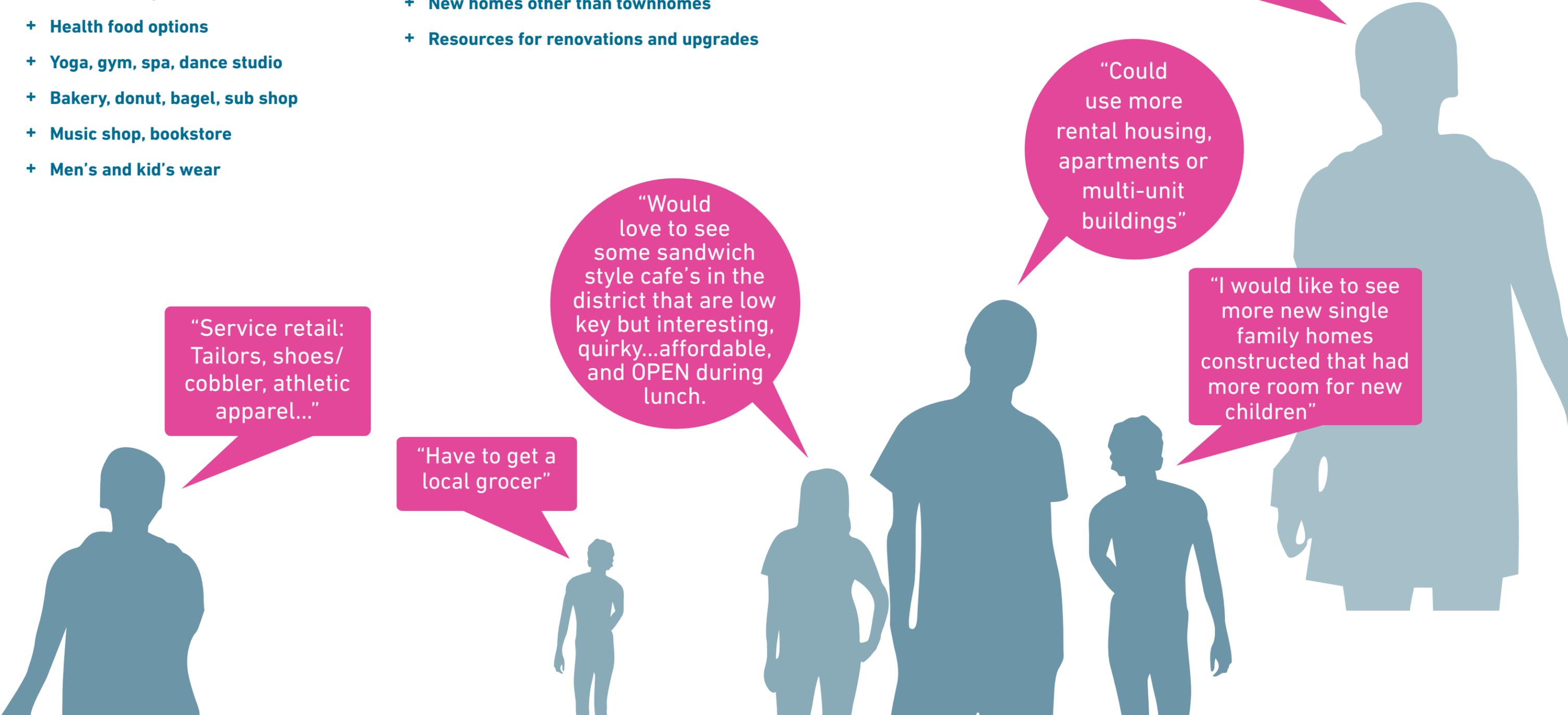
## WHAT WE HEARD

### RETAIL:

- + Better, full-service grocery store
- + More service retail to support neighborhood
- + Affordable options for all income levels
- + Health food options
- + Yoga, gym, spa, dance studio
- + Bakery, donut, bagel, sub shop
- + Music shop, bookstore
- + Men's and kid's wear

### HOUSING:

- + Mixed-use development
- + Apartments
- + Affordable live/work units
- + New homes other than townhomes
- + Resources for renovations and upgrades



"Service retail:  
Tailors, shoes/  
cobbler, athletic  
apparel..."

"Have to get a  
local grocer"

"Would  
love to see  
some sandwich  
style cafe's in the  
district that are low  
key but interesting,  
quirky...affordable,  
and OPEN during  
lunch."

"Could  
use more  
rental housing,  
apartments or  
multi-unit  
buildings"

"I would like to see  
more new single  
family homes  
constructed that had  
more room for new  
children"

"...new construction  
housing at costs of  
\$100,000-\$150,000  
to cater to middle  
class workers with  
families"

# BUILD ON MARKET STRENGTHS

## TRENDS

### Demographic and Cultural Shift

In order to understand the housing and retail development potential for Gordon Square and the greater Detroit Shoreway neighborhood, it is important to recognize general trends in demographics and consumer preferences across the county. The proportion of “traditional” households (married couple with children) is declining, whereas non-family households consisting of singles, couples with few or no children, and non-related roommates are increasing. In fact, some projections indicate that by 2025, approximately 72 percent of households in American will be non-family households. (Martha Farnsworth Riche) According to a survey by the National Association of Realtors, 66 percent of households would compromise larger housing and larger lots to be closer to work and in a walkable area with a mix of uses. This has a direct impact on the size and types of housing that cities must provide to accommodate these changing housing preferences.

According to a 2009 study by CEOs for Cities, there was a 26 percent increase of young professionals (25 to 34 year olds with a four year college degree) across the 51 largest MSAs in “close-in neighborhoods” (i.e., neighborhoods located in and around downtowns), compared to a 13 percent increase in this demographic group outside of close-in neighborhoods. Cleveland is unique since this demographic has actually decreased in the MSA as a whole, but increased in close-in neighborhoods by 49 percent. In other words, young professionals continue to leave the region, but those young professionals living in suburban areas have found a reason to move into the city center.

When considering the retail environment, the internet has changed the way people shop—according to the U.S. Census, from 1999 to 2010, web-based electronic sales increased by an astounding 3,700 percent. This has taken a toll on brick-and-mortar retailers across the county; however, in many cities, strong urban main streets and retail corridors have managed to survive despite these trends. Though the internet has created a global marketplace regardless of location, people still support some local retailers.

### Market Segmentation

Target market analysis is used to determine demand based not only on geography and demographic traits, but also on consumer preferences. As a result, desired product types can be determined, in addition to affordability. This is particularly useful with respect to Gordon Square and neighboring West Side neighborhoods, where a diverse group of market segments could be appealed to with an array of housing products.

Just as market segmentation and target marketing are used to determine tendencies to buy different types of consumer products—including products as diverse as cars, computers, and dish soap—the planning team analyzed market segmentation data to identify demand for different types of housing products at a particular location. Market segmentation analysis provided

a clearer understanding of how many households might be attracted to a project (or community), who those households will consist of, and where they will come from. Ultimately, this guides the type, pricing, and market position of housing product to be offered at a given site.

### Residential Demand

Two target markets were identified as being likely to live in the study area: Urban Professionals and Displaced Urbanites.

**Urban Professionals:** This group tends to be highly educated, earn high incomes, and have a strong preference toward urban living. This segment tends to support cultural institutions, attend rock concerts, own the latest technology (e.g. laptops, handheld devices), read, travel, and eat ethnic food. Households tend to be civic-minded.

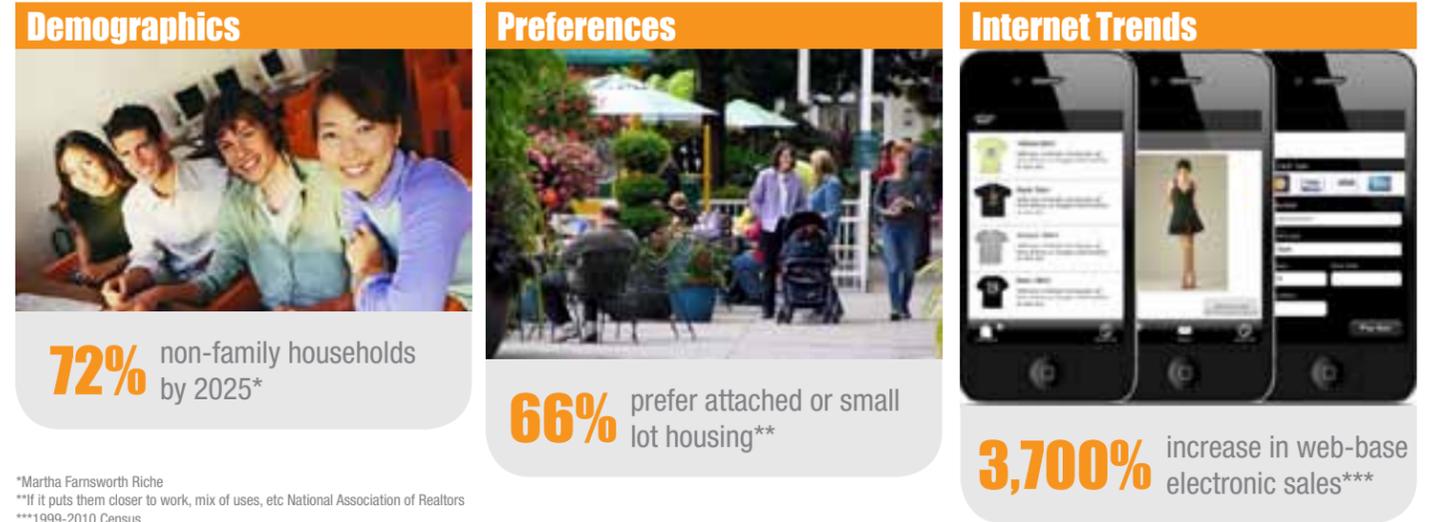
This group can be further subdivided into Metropolitans, Urban Chic, Metro Renters, and Connoisseurs.

**Displaced Urbanites:** This group consists of a wide variety of households that, for reasons cultural or practical, are strong candidates for urban or—even more likely—urbane living, but currently live in suburban locations. The Young and Restless group is young, transient, single, and well-educated—an ideal market for the Study Area.

Enterprising Professionals are more likely to have children, but culturally are very similar to Urban Professionals. This group, along with the Young and Restless, is likely to be lured by new housing. The In Style group consists of many young professional families and is not typically pioneers. Connoisseurs are very affluent and enticed to live in the new high-end housing closer to the lakefront, but they are more likely to wait until a neighborhood is fully revitalized. Ultimately, Gordon Square is best-positioned to attract Metropolitans and Young and Restless.

The chart below demonstrates that there are significant numbers of these populations in the metro area, from which Gordon Square could capture a portion. In particular, there are large numbers of Metropolitans and In Style segments, although Metropolitans are more likely to serve as pioneers in an edgy, urban place like Gordon Square.

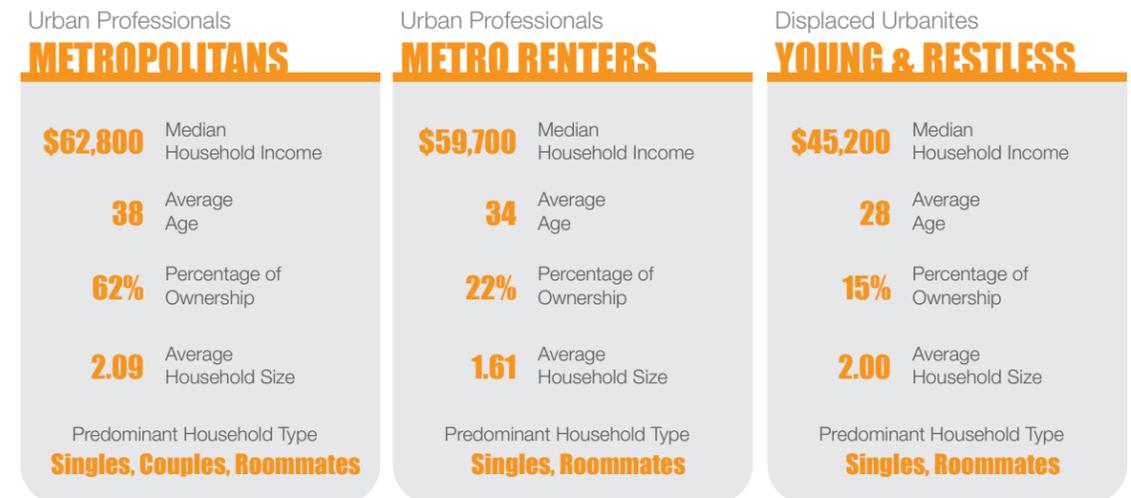
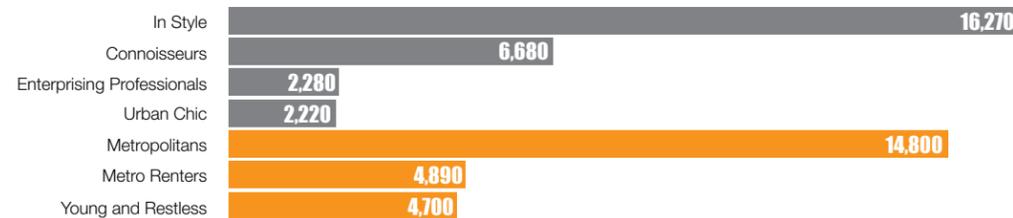
## THE WORLD IS REORDERING ITSELF ECONOMICALLY AND SOCIALLY



## HOUSING: RESIDENTIAL DEMAND BY TARGET MARKETS

### Number of Households by Tapestry Segment

Cleveland MSA  
Source: ESRI 2013



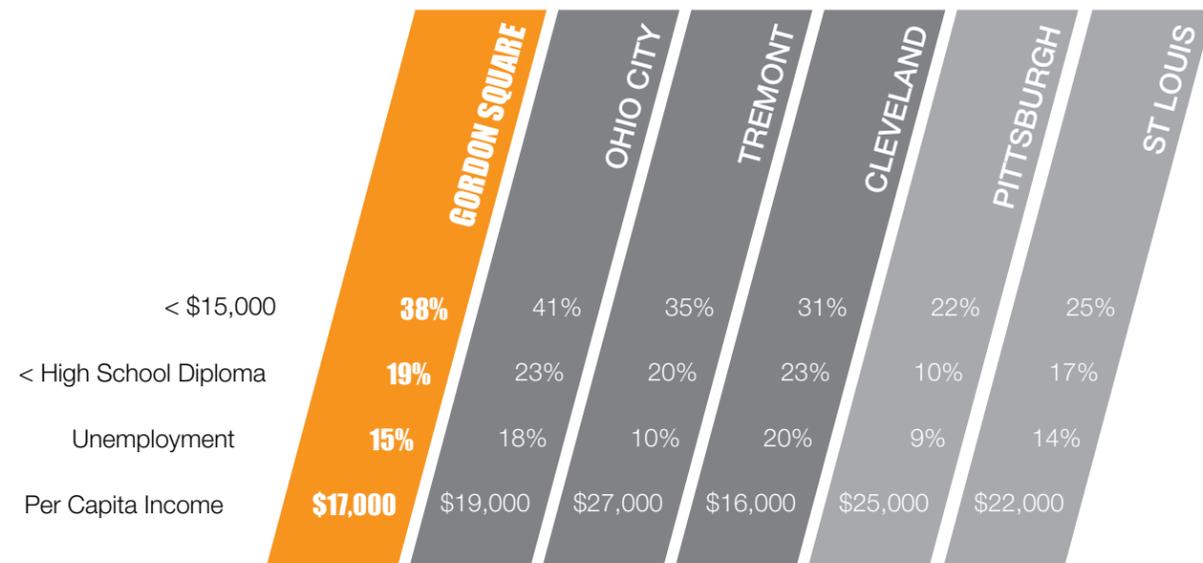
**MARKET ANALYSIS AND STRATEGIES**

**Demographic Profile with Peer Cities**

The City of Cleveland is underperforming in several socioeconomic indicators compared to two of its peer cities: St. Louis and Pittsburgh. The per capita income in Cleveland is \$16,000; lower than St. Louis (\$22,000) and Pittsburgh (\$25,000). The percent of the population without a high school diploma in Cleveland (23 percent) is also higher than St. Louis (17 percent) and Pittsburgh (10 percent). Both of these indicators correlate with higher unemployment rate in Cleveland (20 percent) versus St. Louis (14 percent) and Pittsburgh (9 percent).

Gordon Square is generally comparable demographically to the adjacent neighborhood of Ohio City, yet behind Tremont in a number of these indicators.

**Demographic Profile  
Adjacent Neighborhoods and Peer Cities**



Source: ESRI 2014

**Rental and For-Sale Pricing**

The American Community Survey provides data that indicates how much people pay for housing, both owner-occupied and rental. The following charts show the distribution of housing affordability for renters and homeowners in the Detroit Shoreway neighborhood. The for-sale affordability chart assumes a mortgage with a 5.5 percent interest rate over a 30 year period with a 10 percent down payment in addition to 25 percent no top of the monthly mortgage payment for taxes, insurance, maintenance, and utilities. The rental chart assumes all inclusive monthly payments for rent and utilities.

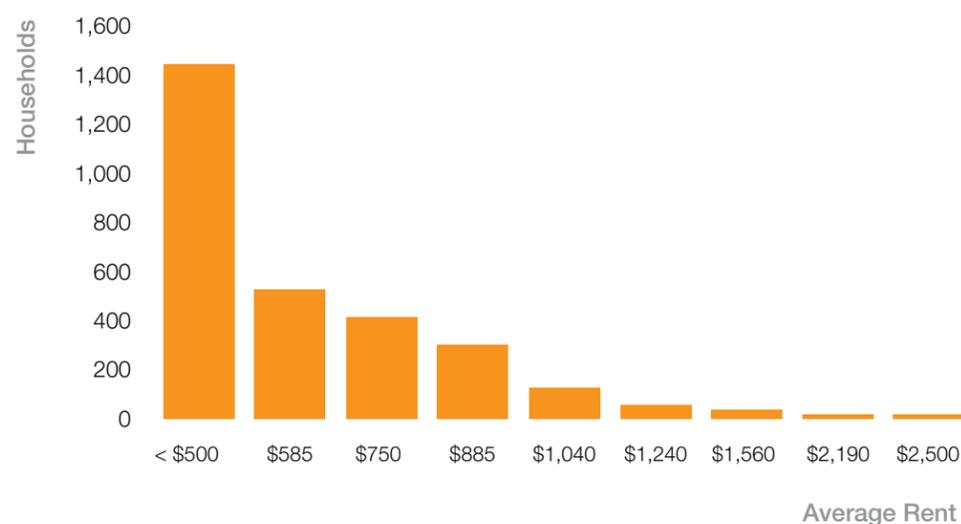
Nearly half of renter households in Detroit Shoreway are very low-income and can only afford units for less than \$500 per month, indicating that many of the available rental units in the neighborhood are likely subsidized or accept Housing Choice Vouchers (aka Section 8 vouchers). Only about nine percent of households can afford units at or above \$1,000 per month.

Excluding very low-income households from the for-sale market analysis (those with a household income of less than \$15,000 annually), approximately 40 percent of owner households could afford homes around \$80,000 to \$110,000 thousand, while only about 17 percent of owner households could afford homes over \$200,000. The newest housing products on the market are generally priced at \$225,000 or above, making these products unaffordable to the majority of existing households in the neighborhood. In other words, most new demand for these products is coming from outside the neighborhood. Given the cost of construction, most new for-sale products cannot be built for less than \$175,000 without subsidy, but there is high demand for products in the \$175,000 to \$225,000 range.

The Ohio City neighborhood has a higher proportion of households that can afford homes above \$200,000 (roughly 27 percent), but the distribution of affordability is generally comparable to Detroit Shoreway.

**Rental Market Demand by Product Pricing**

Detroit Shoreway



**For-Sale Market Demand by Product Pricing**

Detroit Shoreway



# BUILD ON MARKET STRENGTHS

## MARKET ANALYSIS AND STRATEGIES

### For-Sale Properties on West Side

Given constraints of development costs, there is a challenge for the market to support quality housing in the \$175,000 to \$200,000 range without subsidy, and most of the new for-sale housing products built in the Near West Side target a higher-income market. Most of these units start at around \$250,000, although some smaller units are on the market for less. The asking price is roughly around \$150 per square foot.

Chicle Townhomes in Edgewater are some of the most affordable products on the market, starting at around \$150,000, but the units are of average quality and are smaller (around 1,000 square feet), which still reflects the \$150 per square foot average. Battery Park is the newest large development in Gordon Square, with the first phases built in 2013 and additional phases currently underway targeting the upper-income market. Given the relative affordability of much of the existing housing stock in Gordon Square, the most market potential in the \$175,000 to \$225,000 range could be delivered through the renovation/rehabilitation of this existing housing stock and could be an effective way of attracting more medium- to high-income households.

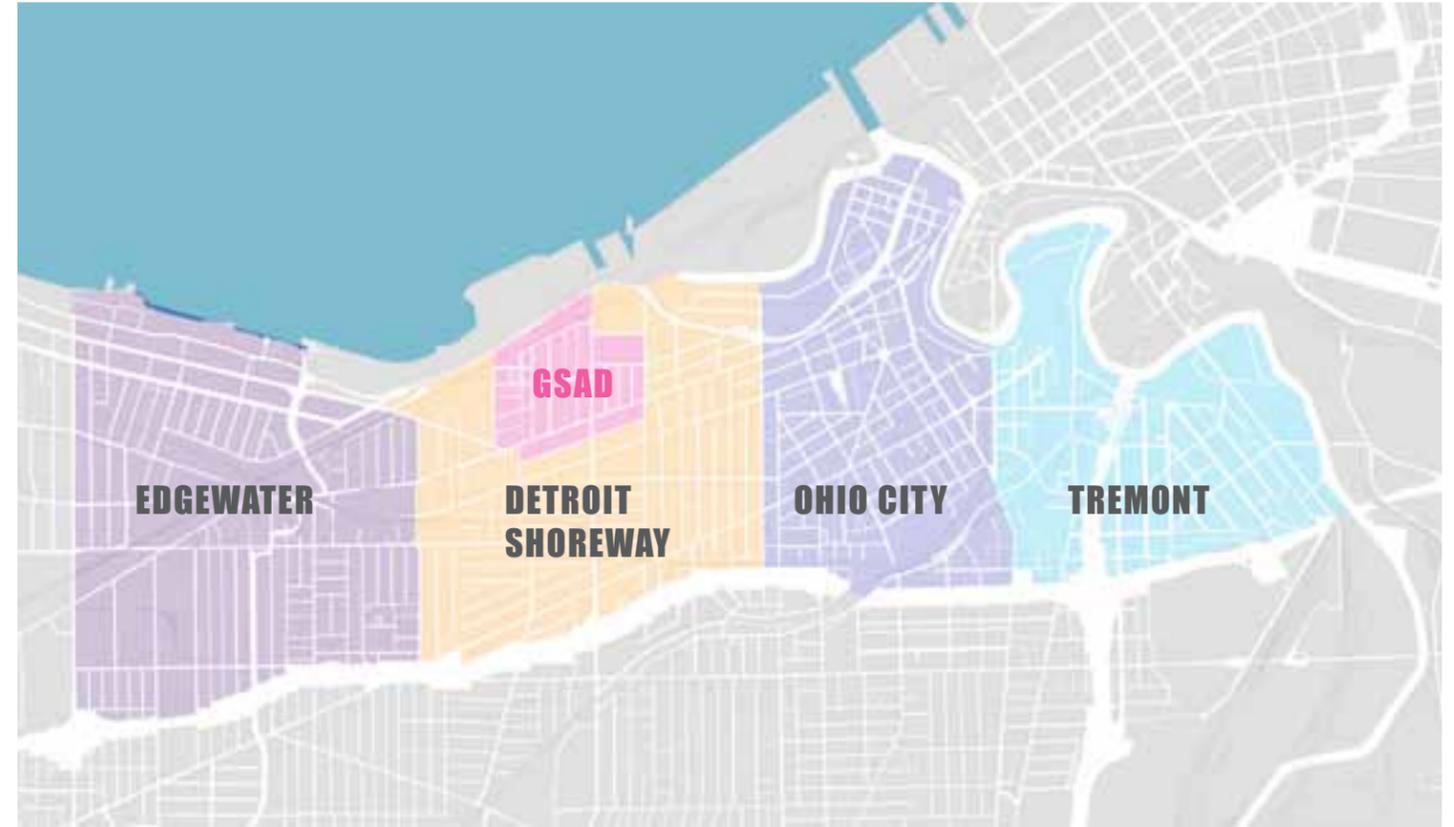
### Rental Properties on West Side

In order for a developer to maintain profitability, new rental housing products need to achieve rents in the \$1.30 to \$1.50 per square foot range at a minimum. However, there are very few rental products on the West Side that reach this rent threshold. There are a number of proposed properties at or above this threshold in Ohio City, however, none have been developed at this time. In Tremont rents are generally below \$1.30 per square foot and rents in Gordon Square and Detroit Shoreway are around \$1.00 per square foot or lower. Until the rental market in Tremont and Ohio City matures, new rental development in Gordon Square will not be attractive to developers and investors. On the flip side, once these neighborhoods begin to hit these targets, development interest in Gordon Square is sure to grow.

### Median Home Prices

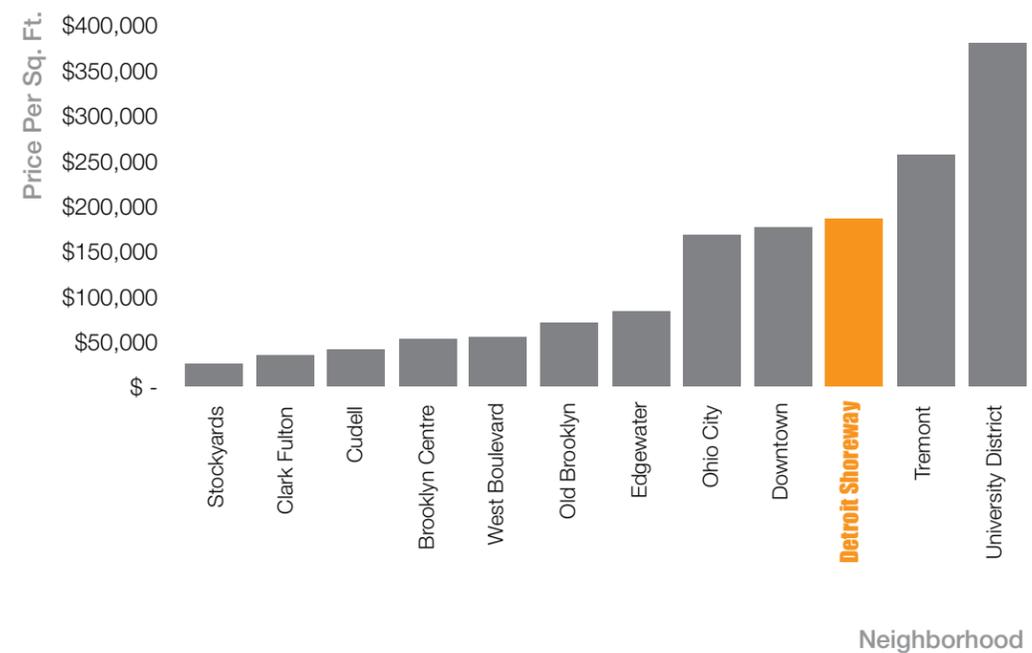
Given the increasing construction activity in Detroit Shoreway over the last few years, primarily from the development of Battery Park, Harbor View, and Waverly Station, Detroit Shoreway had the third highest median listing price for homes and condos in Cleveland at around \$200,000, behind Tremont and University Circle (Zillow, 2014). One caveat to this data is that this only represents current listings on the market and not median housing value across all housing units. In other words, these three neighborhoods have the highest priced listings in the city and not necessarily the highest value of real estate across the entire neighborhood. When considering the Zillow Housing Price Index (HPI) that takes into account all housing units, the average housing value in Detroit Shoreway was \$61,200, lower than Tremont (\$67,200), Ohio City (\$67,600), Downtown (\$89,800), and Edgewater (\$101,800). Still, this is a strong indicator that new housing product is performing better in Gordon Square than all but a few places in the city.

Since 2009, the median listing price per square foot in Detroit Shoreway, Ohio City, and Tremont have increased, while median listing price in Edgewater has decreased. The median listing price per square foot in Detroit Shoreway is less than Ohio City and Tremont, but has been increasing since 2012.



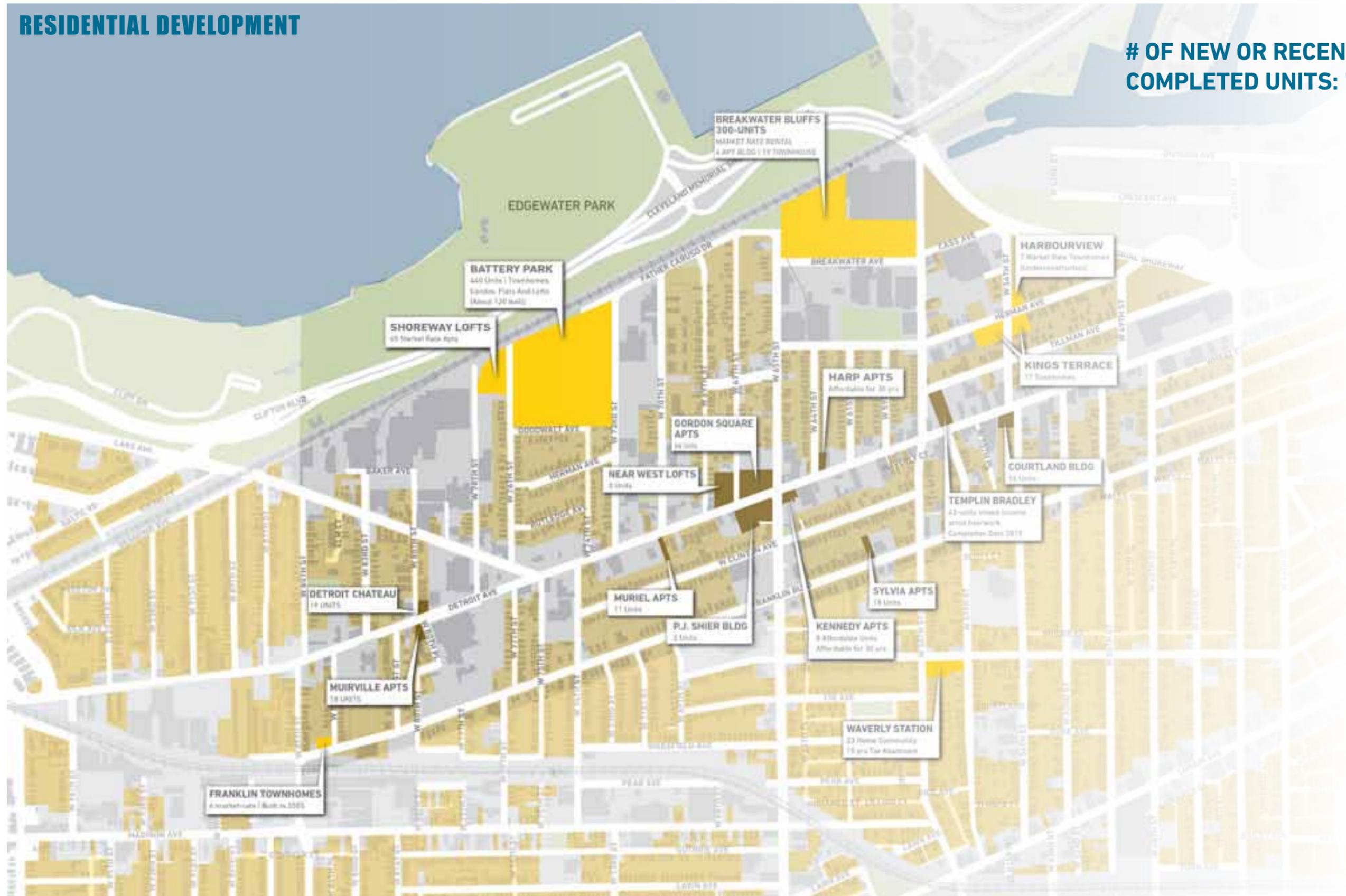
### Median Listing Price for Condos/Homes by Neighborhood

Source: Zillow, July 2014



**RESIDENTIAL DEVELOPMENT**

**# OF NEW OR RECENTLY COMPLETED UNITS: 714**



# BUILD ON MARKET STRENGTHS

## RETAIL ANALYSIS

### Retail Demand

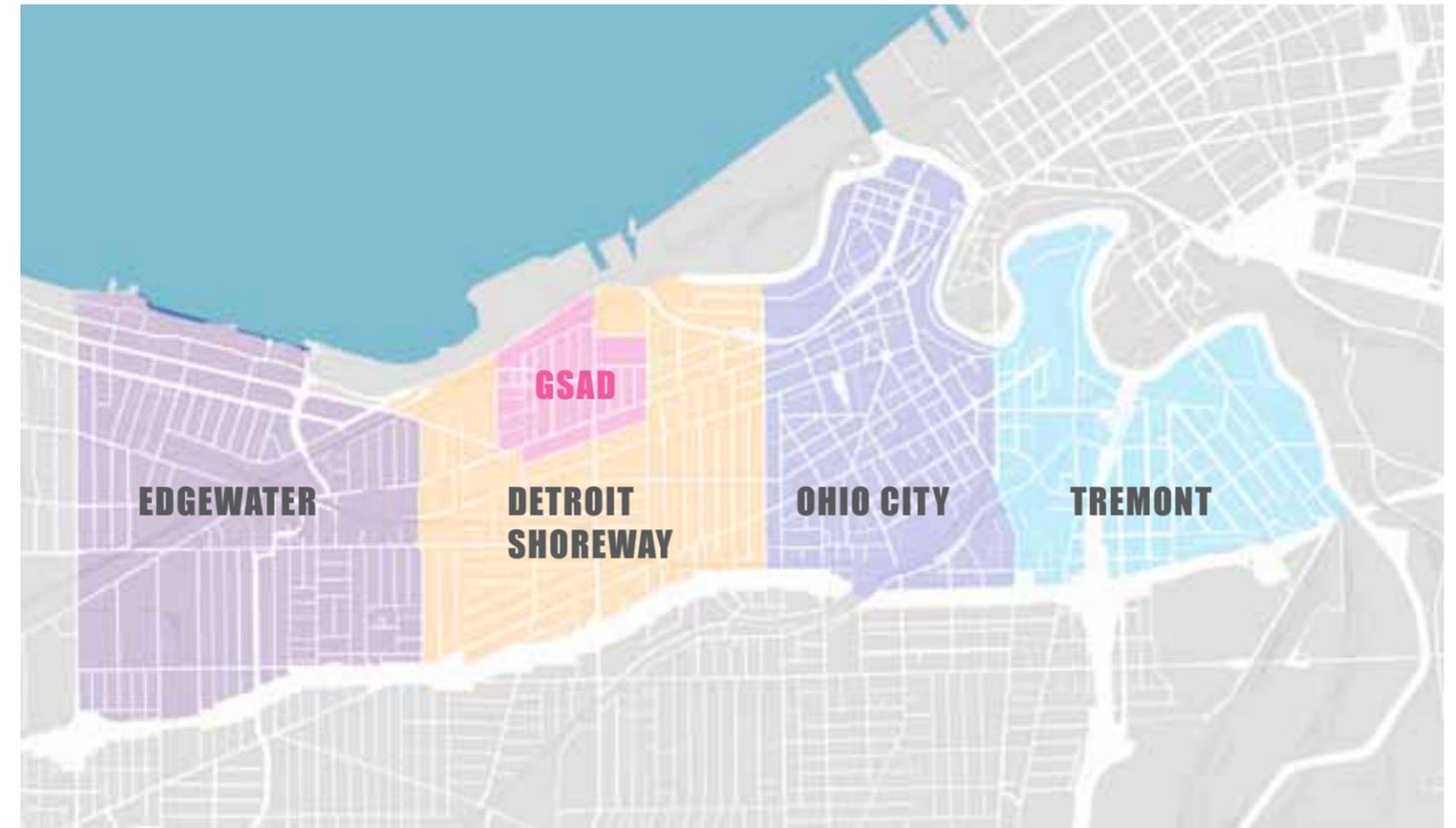
The retail market in the Gordon Square Arts District and throughout the Detroit Ave. corridor can be made to serve two distinct customer profiles: 1) residents of the Detroit Shoreway neighborhood (and potentially, Cleveland's West Side), and 2) theatregoers and other visitors that come to the district to experience its events and cultural amenities. Based on consumer preferences and market demand, these are two very distinct groups with unique needs—residents support retail serving their daily needs (such as grocery stores, dry cleaners, pharmacies, and apparel), while theatregoers support destination retail (such as bars, restaurants, cafes, galleries, and boutique stores) to complement an outing in the district.

### Demand Gap Analysis

Based on estimates of total annual expenditures by retail type throughout the Greater West Side Study Area, residents spend the most at General Merchandise Stores, Grocery Stores, Gasoline Stations, Pharmacies, and Limited-Service Eating Places (i.e., fast casual restaurants). In fact, over 70 percent of total retail spending is in these four categories.

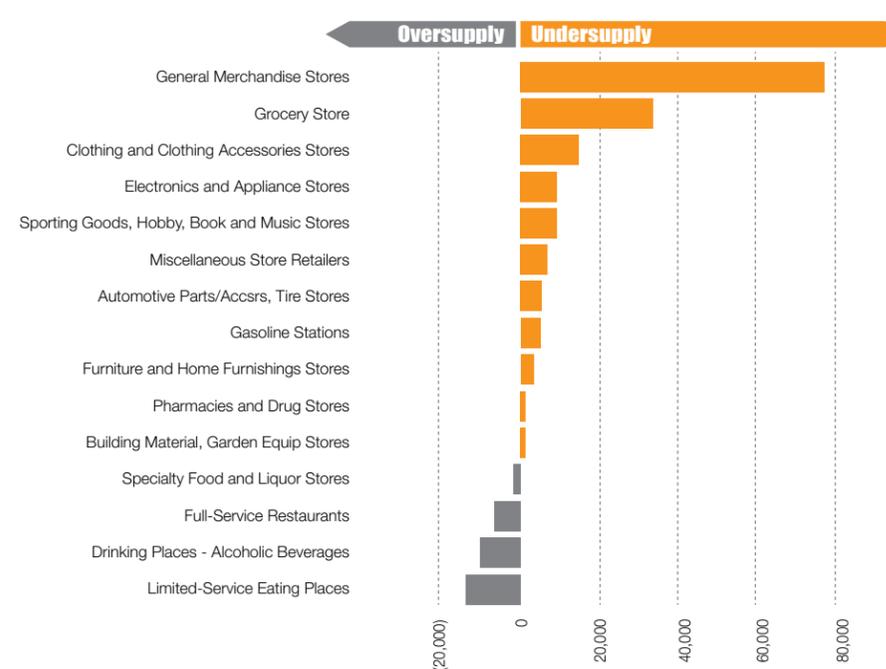
When incorporating the estimated retail sales by area businesses, typical store size, and typical sales per square foot by retail type, there is a significant undersupply of retail space for general Merchandise Stores and Grocery Stores and some limited excess demand for Clothing Stores, Electronics and Appliance Stores, and Sporting Goods, Hobby, Book, & Music Stores. In other words, the study area is experiencing leakage in these retail categories and residents must seek out these needs in other parts of the city or region.

The study area has an “oversupply” of Specialty Food and Liquor Stores, Full-Service Restaurants, Drinking Places, and Limited-Service Eating Places. This does not necessarily mean that there are too many bars and restaurants in the area—it means that local residents alone cannot sustain them and the area must continue to attract visitors to support/expand these uses. In some ways, if the Gordon Square Arts District is going to continue to support increasing demand by theatregoers and visitors, the “oversupply” of bars and restaurants will likely increase.



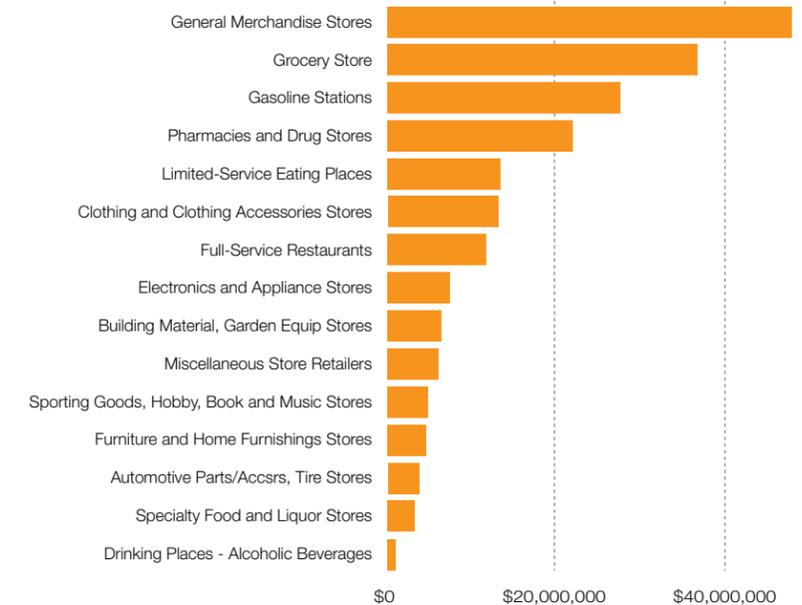
### Residentially-Driven Retail Demand in Square Feet

Demand Minus Supply  
Greater West Side Study Area  
Sources: ULI Dollars and Cents, BizStats, Development Strategies, 2014



### Total Annual Residential Retail Spending

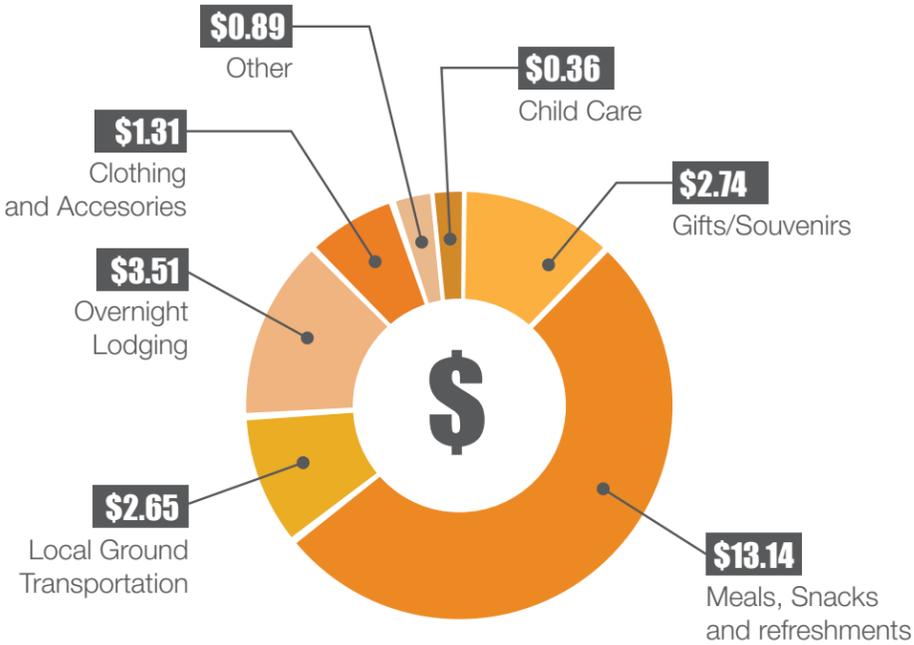
Greater West Side Study Area  
Source: ESRI, 2014



**LARGER MARKET AREA**

	<b>Grocery Store</b> 30,000 - 40,000 SF
	<b>Pharmacy</b> 10,000 - 15,000 SF
	<b>Electronics</b> 2,500 - 5,000 SF
	<b>Fast Casual Ethnic Rest.</b> 3,000 SF

**Average Per Person Audience Expenditures: \$24.60**



**Theatre Retail Demand**

The three anchors of the Gordon Square Arts District, the Cleveland Public Theatre, Capitol Theatre, and Near West Theatre had approximately 107,000 attendees in 2013. These theatregoers also supported local businesses in the district, but the amount of retail that can be supported by theatregoers alone is minimal. Based on industry standards on spending patterns for theatregoers and visitors to arts districts, audiences spend an average of \$24.60 per person per visit in the district (not including admission costs), which is broken down in the chart at left. Assuming the 2013 attendance numbers represent a typical year, in addition to ticket sales, Gordon Square theatre patrons spend an estimated \$2.6 million annually on meals, transportation, shopping, and other costs such as childcare and lodging. Of the spending that supports retail uses (excluding childcare, lodging, and other), Gordon Square theatre patrons can support 4,000 square feet of restaurant, bar, and café space and 1,200 square feet of apparel and boutique space. If attendance to the Gordon Square theatres doubled, theatre patrons could support roughly one more restaurant/bar/cafe and one more boutique shop.

**Future Retail Demand: Population and Income Growth**

For the Gordon Square Arts District and greater Detroit Ave. Corridor to grow its retail base and balance both daily needs and destination retail, it will need to continue to increase its population and household income base. Based the Consumer Expenditure Survey 2011 from the U.S. Census Bureau and estimated sales per square foot required to support brick and mortar retail, 100 households earning \$75,000 have the purchase power to support approximately 7,500 square feet of retail.

**ART DISTRICT CORE**

	<b>Apparel</b> 5,000 SF
	<b>Cafe</b> 2,500 SF
	<b>Bakery</b> 2,500 SF
	<b>Gastropub</b> 2,500 SF
	<b>Bar</b> 2,500 SF

**Gordon Square Arts District Estimated Theatre Attendee Spending\***

Average Arts District/Event Spending	\$24.60
Meals - 50%	\$13.14
Transportation (parking, transit, gas, other)	\$2.65
Clothing, Gifts and Other Retail	\$4.05
Other (lodging, child care, other)	\$4.76

**Gordon Square Arts District Theatre Attendees (2013)**

Cleveland Public Theatre	37,000
Capitol Theatre	63,000
Near West Theatre	7,000

**Estimated Spending by Gordon Arts District Theatre Attendees**

Food and Drink	\$1,405,980
Transportation (parking, transit, gas)	\$283,550
Other Retail	\$433,350

\*Not Including admissions costs

**Retail Supported by Gordon Square Arts District Theatre Patrons**

Annual Patron Spending by Category	Annual Spending	Est. Sales per SF**	Retail Supported by Theatre Patrons
Restaurants/Bars/Cafes	\$1,406,000	\$350	4,020
Apparel, boutiques, etc.	\$433,000	\$350	1,240
Total/Average	\$1,839,000	\$350	5,260

\*\*Estimate based on industry standards

**Market Conclusions**

Based on market conditions, it is likely that high-end townhomes will continue to be developed north of Detroit Ave. Along Detroit Ave., a market for market rate rental housing is likely to emerge, but only after rental prices begin to consistently exceed \$1.30 per square foot in Ohio City and Tremont.

In terms of retail, an urban grocer (30,000 square foot format) is viable at the Max Hayes site, as is a pharmacy, and a fast-casual ethnic restaurant. Within the core of Gordon Square, a gastropub and bakery would be attractive, complementary uses near the theatres.

# BUILD ON MARKET STRENGTHS

## MARKET STRATEGY

### Housing

Housing, too, can have a key role to play as part of a revitalization strategy for the Detroit Ave. Corridor. There is insufficient retail demand to fill the entire corridor and this will likely continue for at least a decade without a significant influx (i.e. 5,000) of new residents. Housing can provide an excellent infill opportunity where market demand for commercial uses is limited—especially if the design is such that residences can be integrated into a main street environment.

The marketability of new, upscale townhomes (generally priced above \$275,000) has generally been validated in areas north of Detroit Ave. and close to Edgewater Park. Though the pace of sale of these units may not exceed 30 to 50 in any given year, their continued development will likely continue to transform that portion of Gordon Square/Detroit Shoreway.

However, it cannot be assumed that this type of product is marketable on Detroit Ave. in the near-term. Rather, a multi-phased market strategy is likely needed to infill and transform the portion of Detroit Ave. that lies between the existing and potential retail/entertainment hubs at W. 65th St. and Detroit Ave., and W. 45th St. and Detroit Ave.

Such a strategy might focus more on the rental market, making use of various buildings that lend themselves, in the near-term, to conversion and use as artists' lofts and artist gallery/live-work space. Such a strategy could make use of various tax-credit programs (such as LIHTC), make use of existing buildings, provide low-rent space to a desired group of urban pioneers—all while building on the brand of Gordon Square as an arts district. This could be a desired interim solution for beginning to fill the gaps between the two potential commercial nodes.

A longer term "end game" is likely one that attracts young professionals—the "Young and Restless" and "Metropolitans" consumer groups—in from the suburbs, and accommodates some portion of them in mid-density, main street-supporting

apartment properties in the area—properties that contribute more to the city's tax base, while providing more density and buying power to support neighborhood retail. Such density (perhaps of the 25 to 40 units per acre variety) could alter the underlying economic landscape in such a way that replacing some of the Detroit Ave. Corridor's more derelict properties becomes more viable—more feasible. These apartment properties, and the young professional demographic they would target, would also sit relatively comfortably next to artist studios and lofts, likely providing an increase in regular patronage for nearby galleries.

Over the next several years, new apartment products in the core of Ohio City and Tremont are likely to be tested. At present, these properties are achieving rents of approximately \$1.05 to \$1.25 per square foot—solid economic indicators, but not quite sufficient to stimulate significant amounts of new, market rate development. As rents for these properties (as well as new developments) increase, however, developers and lenders will begin to focus on eye toward Gordon Square. This will likely occur when quality rental products begin to achieve rents of between \$1.30 and \$1.50 per square foot in the two neighborhoods to the east.

Rounding out a housing strategy, if the housing stock to the south of Detroit Ave. can be preserved, it likely will begin to be rehabilitated by homeowners, and perhaps someday achieving sales points of \$175,000 to \$225,000, thus providing a quality, but more affordable, alternative to the new and higher-priced townhomes on the north side of Detroit Ave. Given the relative low price of for-sale housing in this area today, and the general pace of revitalization, even in Cleveland's choicest neighborhoods, this is likely to be a long-term market strategy that requires a great deal of investment to happen organically, through homeowners with the means and pride of ownership to gradually improve properties.

## HOUSING

### For-Sale Market

- + Continued townhome development in \$300,000-plus price range north of Detroit is likely
- + Demand exists for \$180,000 to \$240,000 price points, but difficult to deliver new product to market
- + \$180,000 To \$240,000 market would be better served in rehabs between Detroit and Franklin and east of W. 65th St.
- + Due to bluffs and views, Max Hayes Site could accommodate very high end condos

### Rental Market

- + Artist rehabs attractive on Detroit between W. 58th St. and W. 48th St.
- + Long-term strategy of Main Street residential between W. 58th St. and W. 48th St.
- + Market for young professionals, but need more rentals in Ohio City (@ \$1.30+ Psf) first



**RETAIL**

**Larger Market Area**

- + Underserved market in Detroit Shoreway, Ohio City, and Tremont
- + Grocery store anchor is viable, making a site like Max Hayes attractive for other tenants
- + Certain tenants would likely pay high rents and require minimal subsidy in a development

**Gordon Square @ W. 65th St.**

- + Focus on strength of theatre anchors, placemaking, and local retail
- + Dependent on increased arts traffic (subsidizing galleries is an attractive market strategy)
- + Growth may be incremental as neighborhood population base builds



**Retail**

Building on the market survey conducted for this study, a market strategy begins to emerge—one that builds on the unique assets of both the core of Gordon Square (at W. 65th St. and Detroit Ave.) and the former Max Hayes high school site (at W. 45th St. and Detroit Ave.). In the case of the core, continued curation of local, distinctive retailers and restaurants complements the existing theatres and their patrons, who (based on a map of consumer segments most likely to support performing arts) may be driving in from the eastern and western suburbs, and are seeking an authentic and unique experience in a destination retail/entertainment environment. With retail lease rates in the range of \$9.00 to \$12.00 per square foot, economics will ensure that most new retail occurs within existing building structures, in the near-term.

These low achievable lease rates are also supportive of independent businesses, and especially art galleries—an excellent use that should be encouraged as a means of building on the Gordon Square Arts District brand, activating retail storefronts, and enlivening the district with the increased traffic brought on by a destination arts/entertainment district.

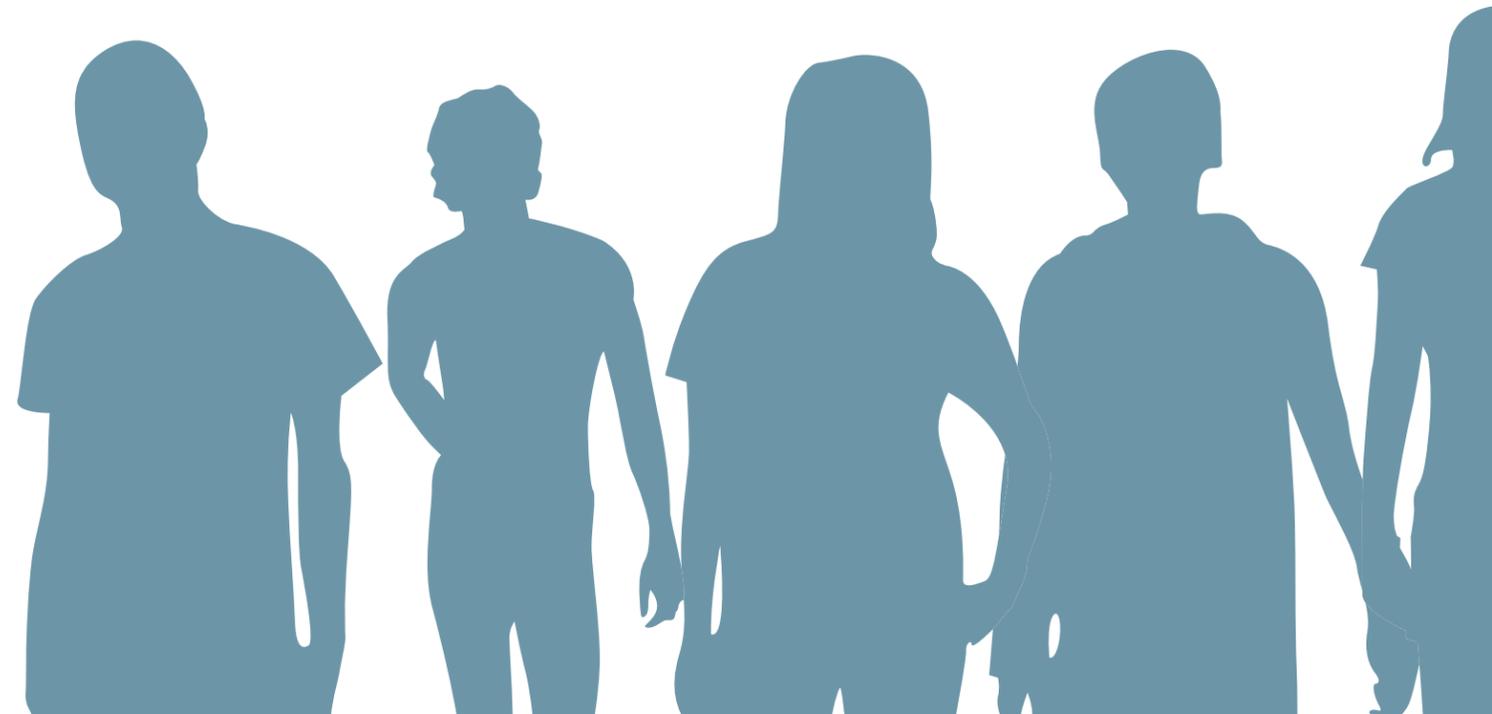
Conversely, the area on and around the Max Hayes site, with its greater traffic counts, access to Cleveland Memorial Shoreway, and proximity to the revitalizing and underserved neighborhoods of Ohio City and Tremont, has much more appeal to a mix of chain and anchor retail that could provide a greater amount of services to Detroit Shoreway and Near West neighborhoods. Such retailers could pay higher rents (perhaps \$20 per square foot, in some instances) and would require little to no subsidy in occupying newly-constructed buildings.

In such a way, the core of Gordon Square could continue to build upon its historic character, while the Max Hayes site (and environs) could be better-leveraged to serve the needs of nearby residents.

One further note on retail is that many successful and thriving retail environments revitalized in spite of similarly challenging socioeconomic circumstances and shortage of neighborhood buying power. Such places include the Short North in Columbus, the Delmar Loop in St. Louis, and Carson Street in Pittsburgh. In each instance, the power of attraction—particularly with respect to a well-defined space with burgeoning arts, entertainment, and/or entrepreneurialism—of a great space overcame great obstacles and brought together visitors and residents alike. Therefore, efforts to concentrate retail in two distinctive areas is a wise strategy to creating a critical mass of activity at defined nodes. However, as part of a longer term strategy, this should not preclude retail development in other areas once the supply of space in those nodes is inadequate to meet demand for desired retail storefronts.



# **BUILD ON ASSETS**



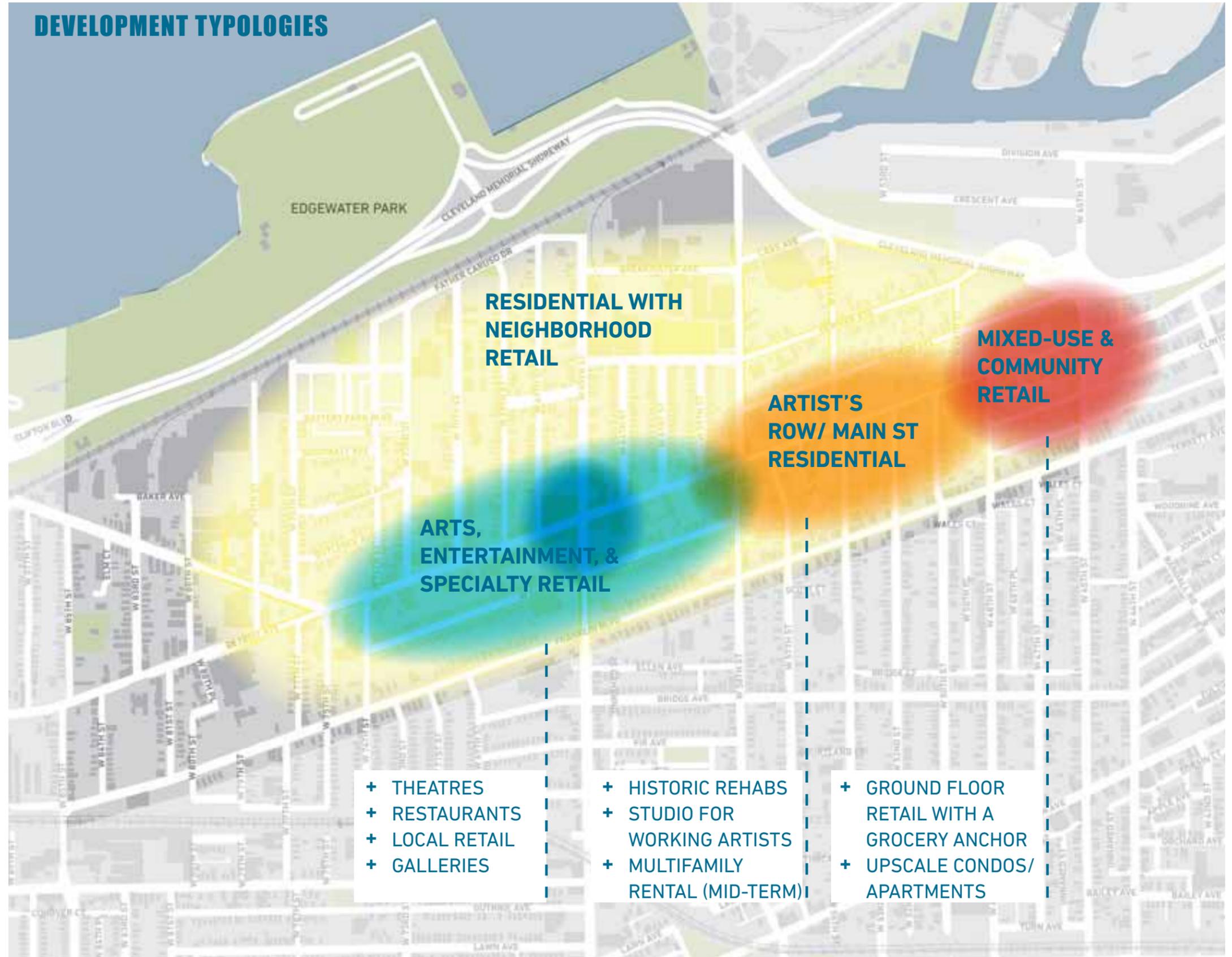
# BUILD ON ASSETS

## DEVELOPMENT TYPOLOGIES

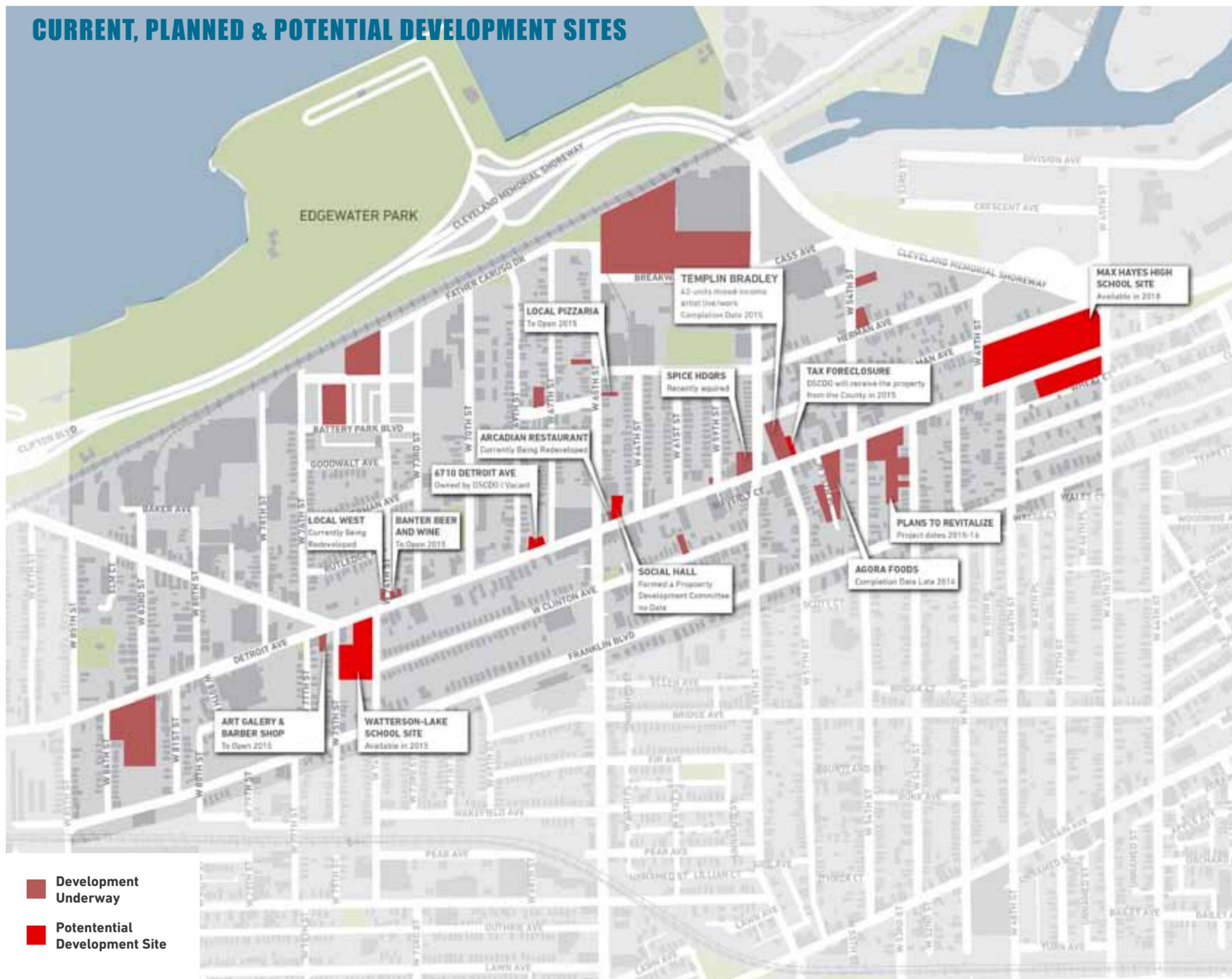
Using input from the Planning Committee, the stakeholders, and the public, along with planning analysis and the market survey, the planning team created development typologies that are both appropriate for the neighborhood and have market potential. These development typologies, along with potential parking strategies, are examined in greater detail in this section.

There are four major development typologies:

- + Arts, Entertainment and Specialty Retail - Radiating out from the core of the district at Detroit Ave. and W. 65th St. there is an opportunity to build on the existing destination arts, entertainment and specialty retail that has defined Gordon Square.
- + Artist's Row/Main St. Residential - To the east of the core, past W. 58th St., reuse of existing buildings and eventually also infill could have an artist's row feel with Main St. residential uses.
- + Mixed Use and Community Retail - At the far eastern edge of the district where it meets the Shoreway and intersects with Hingetown, Ohio City and Tremont, there is a potential opportunity for mixed-use redevelopment and community retail that serves a need in both Gordon Square and the greater West Side neighborhoods.
- + Residential With Neighborhood Retail - Underlying the entire district are opportunities to develop infill sites and rehab existing structures to provide both lower-scale housing and smaller retail establishments that serve the neighborhood and diversify the overall housing stock.



**CURRENT, PLANNED & POTENTIAL DEVELOPMENT SITES**



There are already numerous redevelopment efforts underway within Gordon Square, from new housing developments along the lakefront to new businesses, rehabs and reuse projects along Detroit Ave. When looking at future opportunities, the planning team—using the development typologies as a starting point—focused on both short and long term strategies to guide reinvestment and make Gordon Square a more vibrant and complete district. In addition to the Near West Theatre plaza space and improved lakefront access, there are other opportunities outlined in this section. These include strategies for corridor infill, longer-term redevelopment opportunities at both Max Hayes High School and Watterson-Lake Elementary School, and a range of potential parking solutions.

# BUILD ON ASSETS

## DEVELOPMENT TYPOLOGIES

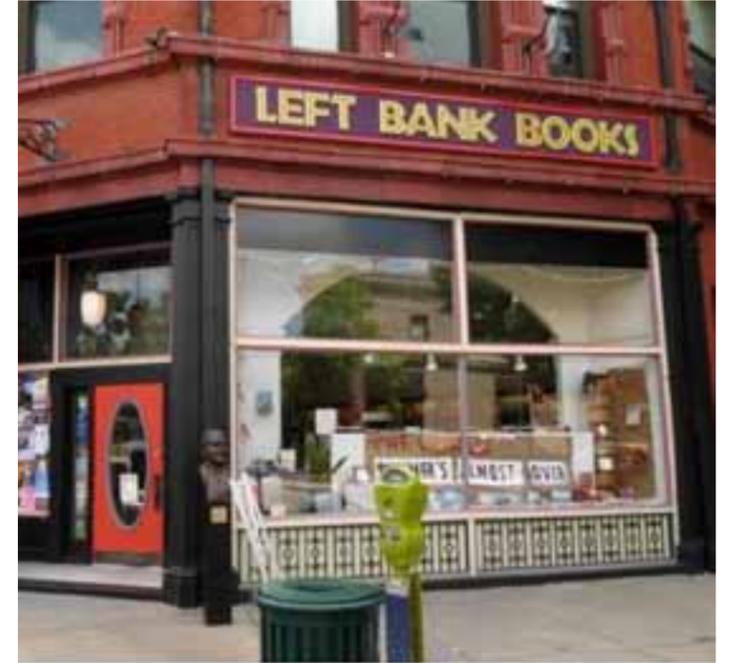


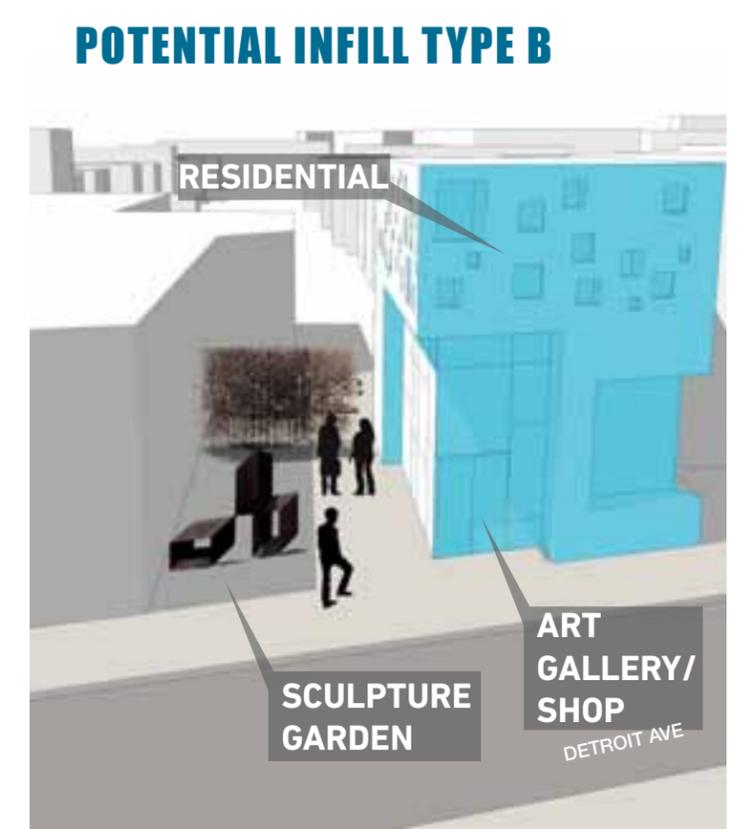
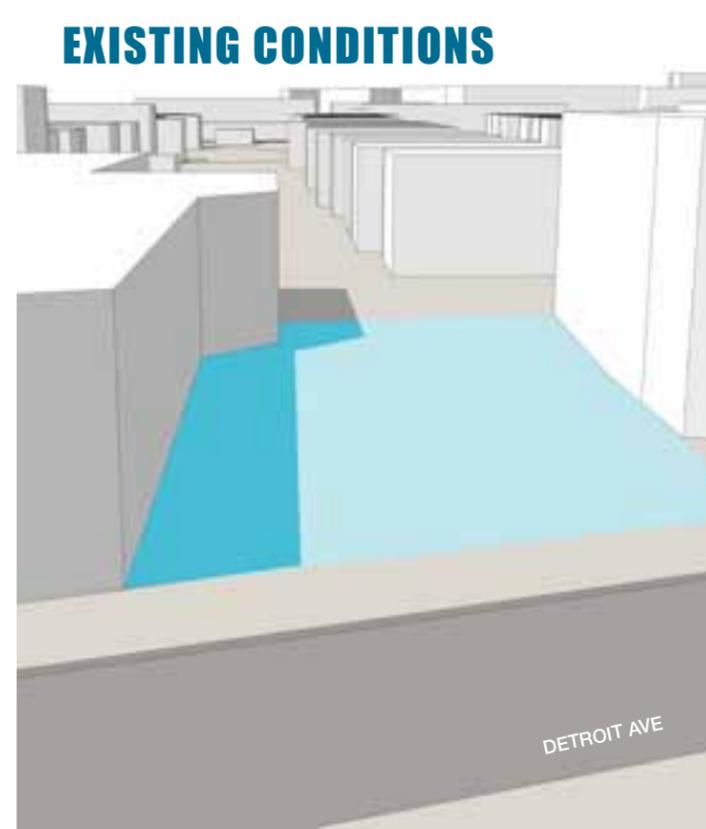
### ARTS, ENTERTAINMENT, & SPECIALTY RETAIL

In the heart of Gordon Square, emphasis on local retail, art galleries, and entertainment should continue to be reinforced, since they have synergies with performing arts that can take advantage of the relatively low rents available in the neighborhood and enhance the marketability of the District for housing and retail. Most revitalized and thriving urban main street environments, such as Carson St. in Pittsburgh and the Short North in Columbus, are often built upon this foundation of arts, entertainment, and complementary retail.

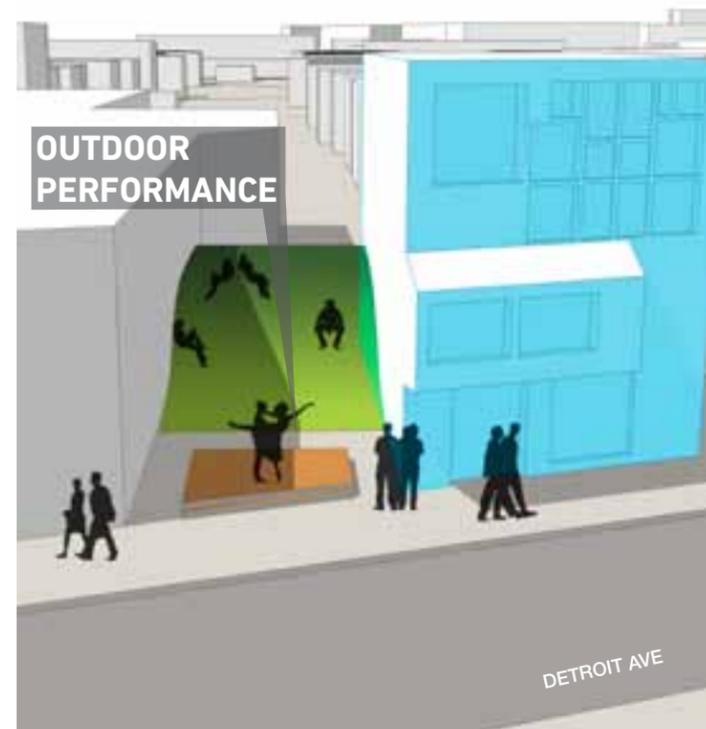
In addition to the reuse of existing and vacant storefronts to support the Arts & Entertainment uses in the core, the concept for this area explores how the treatment of “in between spaces” can help differentiate this creative neighborhood as unique from others in the city. The idea centers on asking what happens when a “brick and mortar” shop is introduced to an already strong central hub, and how does this new addition contribute to the area beyond adding another retail or housing option? Integrating designed public space between structures enhances individuality and character. A variety of programming can establish a sense of “place,” whether it be café seating, a public recital nook, or a peek at the “performance” of theatre, play or recreation.

Thoughtful treatment of negative space creates dynamic interest, keeping people moving along the length of the corridor whether it’s in search of the next discovery or as a welcome surprise when walking from dinner to dessert. The idea is not mutually exclusive to the Arts & Entertainment Core and the neighborhood would benefit from thoughtful, creative treatment of open space throughout the entire area.





**ACTIVATION OF SPACES**



# BUILD ON ASSETS

## DEVELOPMENT TYPOLOGIES

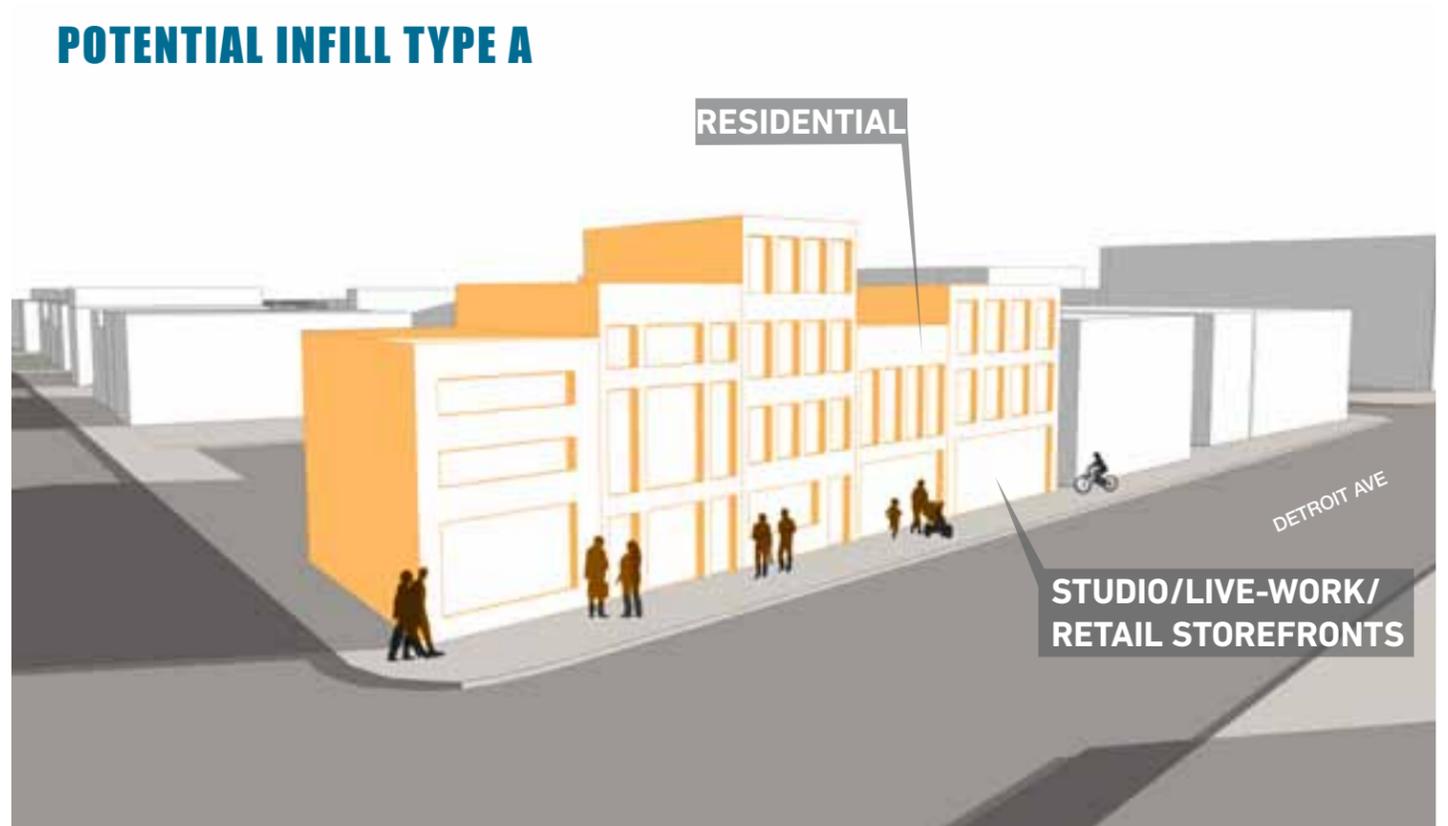
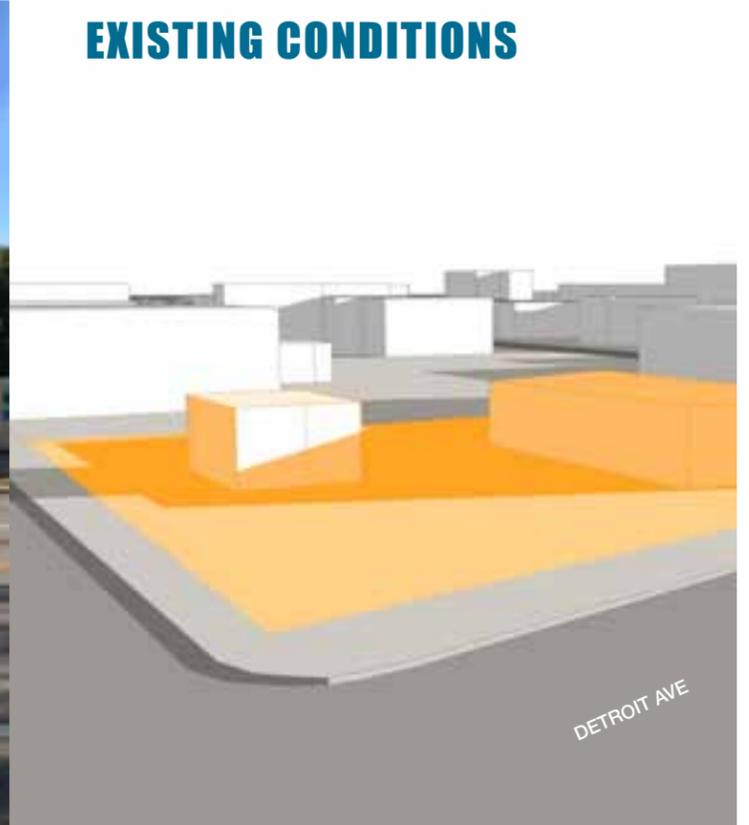
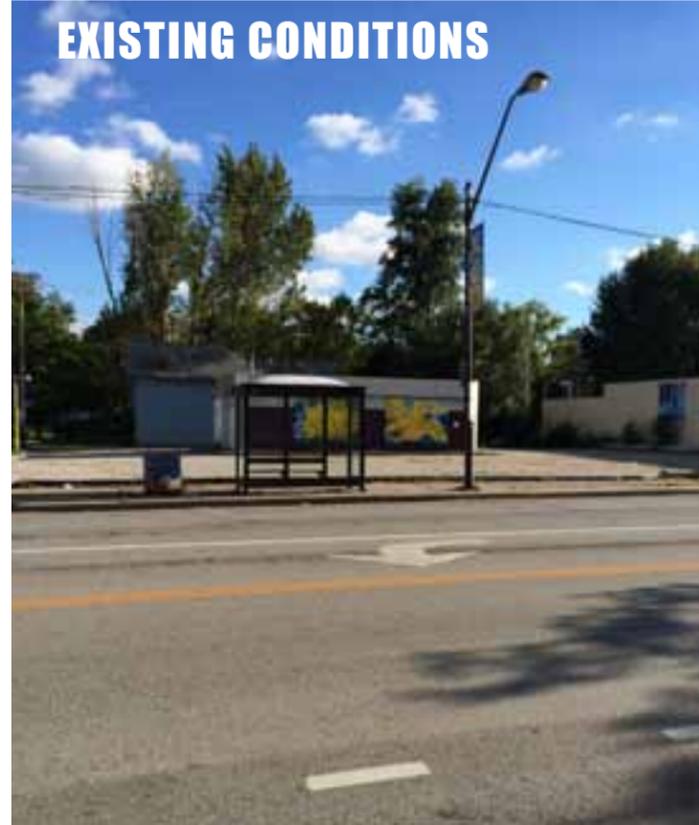


### ARTIST'S ROW/ MAIN ST. RESIDENTIAL

Between W. 45th St. and W. 65th St. are a number of low-rise buildings—many of which were originally designed for heavy commercial uses and are now underutilized—that could lend themselves for adaptive reuse as inexpensive artist studio or live/work space. Tax credits might be used to restore facades and rehabilitate these buildings, without “pricing out” the intended target market. Funky eclecticism, including building murals and street art, should be encouraged. This strategy is attractive not just because artists are often willing urban pioneers, but because many other potential markets—i.e., various types of urban professionals—follow artists as residents of once-transitional neighborhoods.

Because retail demand is not—and may never be—sufficient to fill all of Detroit Ave. with occupied storefronts, residential uses (including those that do not have ground-floor retail) will need to be introduced onto Detroit Ave. in order to complete a transformation and revitalization of Gordon Square’s primarily thoroughfare. While some of the stretch between W. 45th St. and W. 65th St. contain buildings that can be converted into artist studios, some properties are undeveloped or have derelict buildings. These properties need to be targeted for residential infill and redevelopment, and some level of density (25 to 40 units per acre) will likely be needed to make such a market-based transformation economically viable. Efforts should be made to develop housing that continues to provide human-scaled, visual interest at the street level, and to provide first floor units that have sufficient privacy to be marketable (either through space separation or height separation from street-level pedestrians).

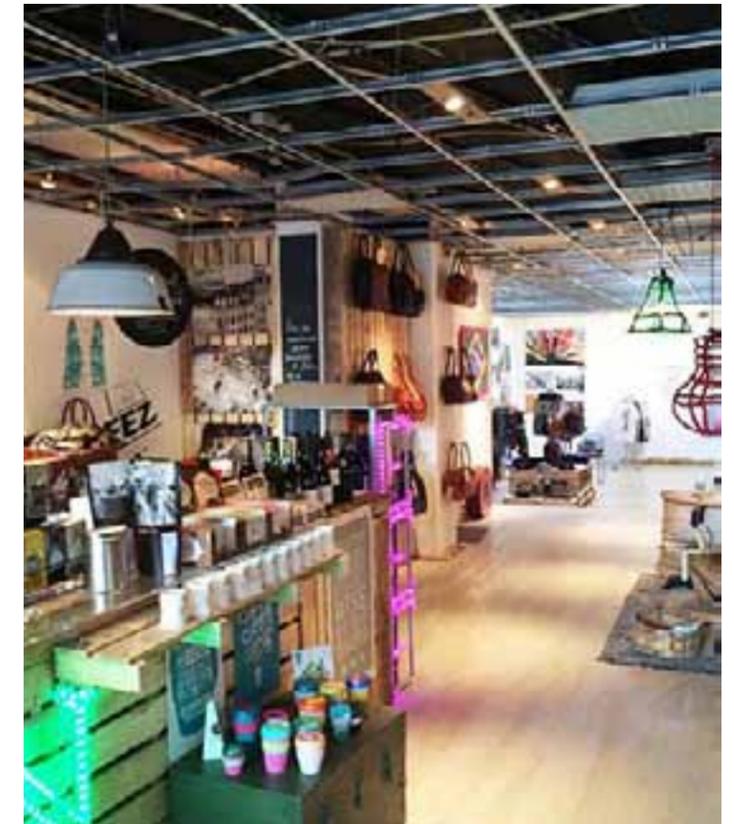
Importantly, housing in this area should not exclude ground-floor retail but design guidelines should be in place to ensure that, in the event that retail demand continues to be insufficient to fill the Detroit Ave. corridor, visual interest and residential marketability are not lost.



POTENTIAL INFILL TYPE B



POTENTIAL INFILL TYPE C



# BUILD ON ASSETS

## DEVELOPMENT TYPOLOGIES

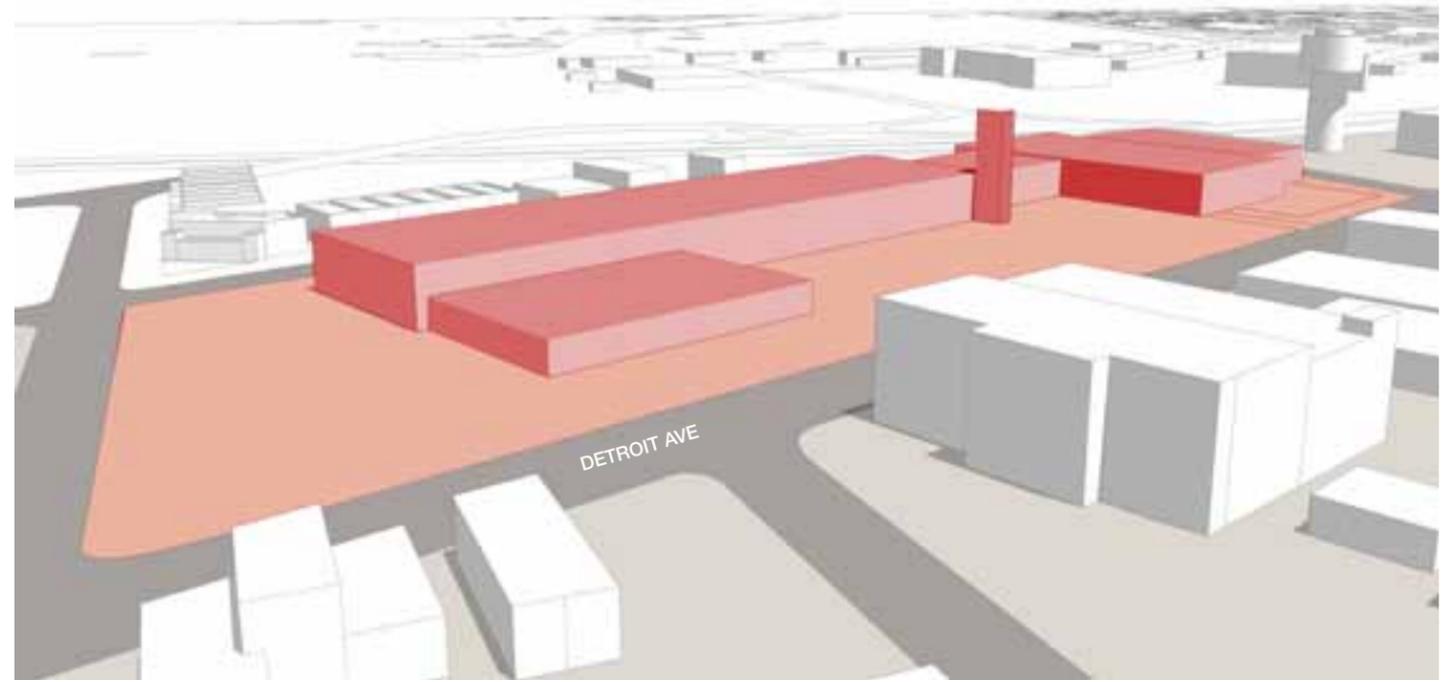


### MIXED-USE & COMMUNITY RETAIL

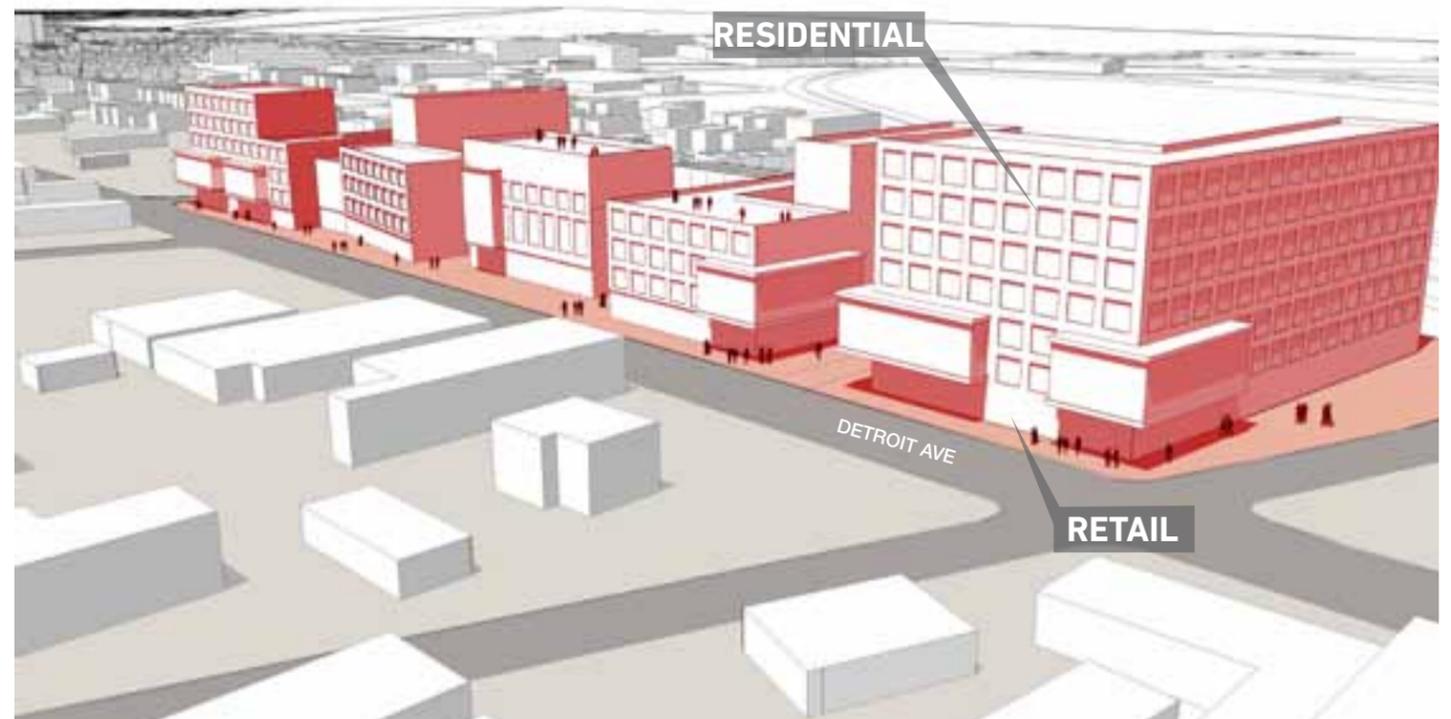
The mixed-use typology is intended to be targeted on and around the Max Hayes High School site. Here, the intersection of a great residential site (views of Downtown Cleveland and Lake Erie would be exceptional in a mid-rise property, due to location and topography) and a great retail site (close to Hingetown, Ohio City and Tremont; at a Memorial Shoreway interchange) converge to enable financially complex mixed-use properties to be economically viable. A mid-rise condominium property would be highly marketable at this site, taking advantage of excellent view premiums. Retail would also be successful, particularly if an anchor store, such as a grocer that is competitively differentiated from the current offerings in the underserved Near West side. Such an anchor would likely attract some amount of relatively high-rent paying inline retail, making ground floor retail in a mixed-use building more viable.

The possibility of structured parking should be explored, since it would enable the Max Hayes site to be developed more intensely, and since market conditions would make it more economically viable here than other places in Detroit Shoreway/Gordon Square. However, public-private partnerships may still be necessary to realize this component of the mixed-use typology.

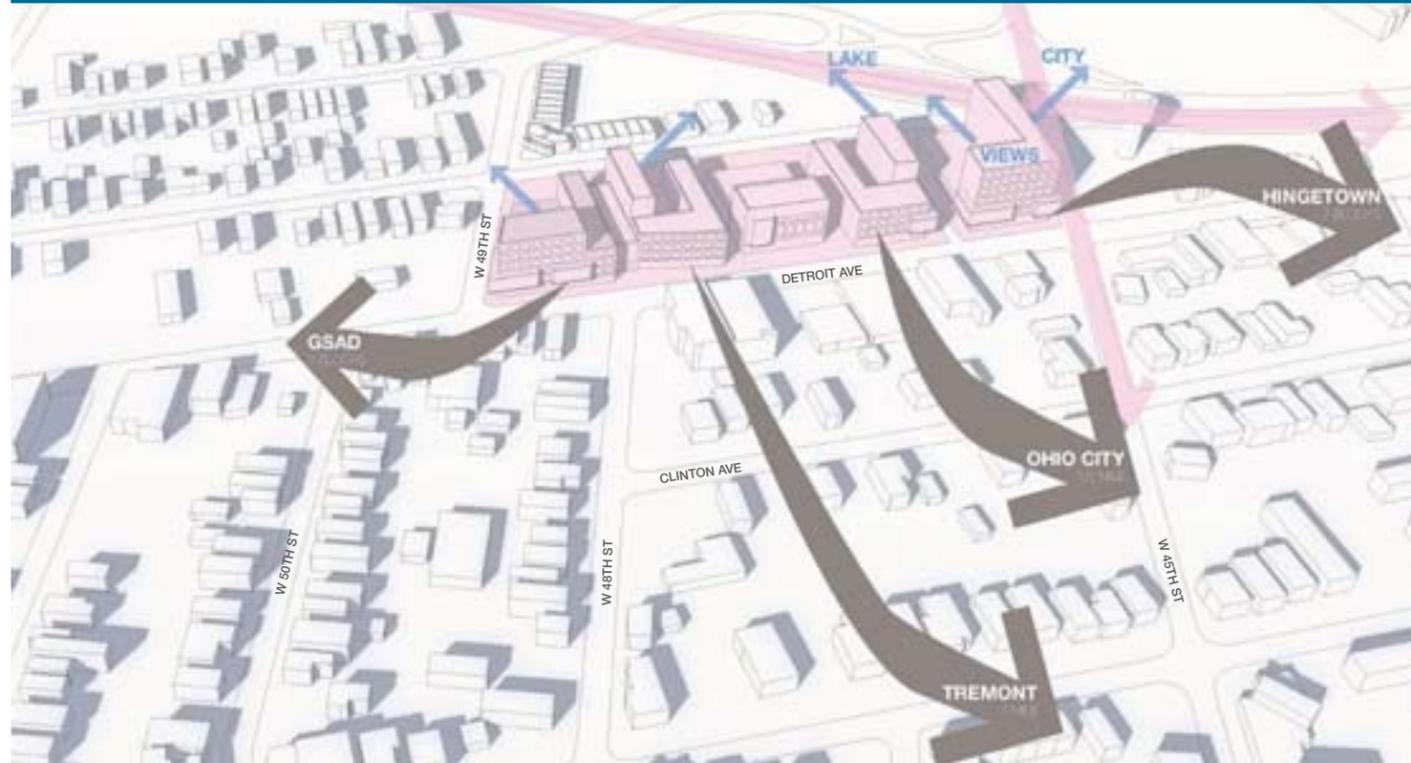
### MAX HAYES SITE - EXISTING CONDITIONS



### POTENTIAL MAX HAYES REDEVELOPMENT OPPORTUNITY



### MAX HAYES SITE - PROXIMITY TO OTHER DISTRICTS



### MAX HAYES SITE - PEDESTRIAN AMENITIES & SPACES



### MAX HAYES SITE - BUILDING



### MAX HAYES SITE - DEVELOPMENT IMPACT



# BUILD ON ASSETS

## DEVELOPMENT TYPOLOGIES



### RESIDENTIAL WITH NEIGHBORHOOD RETAIL

Watterson-Lake Elementary is another school site that is slated to be removed from service in the near future. Located at the western edge of the district, this site is integrated into the existing single family neighborhoods and redevelopment here would need to take this context into account. To illustrate what could happen with redevelopment on this site, the planning team considered neighborhood appropriate infill that met a stated need amongst the stakeholders and public to provide a diversity of housing options. Using Battery Park as a model, townhomes and single family housing were placed on the site, with a retail building and associated parking added to the Detroit Ave. portion of the site. The scale of the development here would match the existing character of the neighborhood along with reinserting the street grid to break up the block and provide connections. Redevelopment along this end of the Detroit Ave. corridor would serve to extend the high quality housing and character of Clinton Ave. and Franklin Blvd. farther to the east and establish an anchor on the eastern edge of the district. Reinvestment here would hopefully also make the vacant lots and underutilized parcels along this part of Detroit Ave. more attractive for reinvestment and redevelopment.



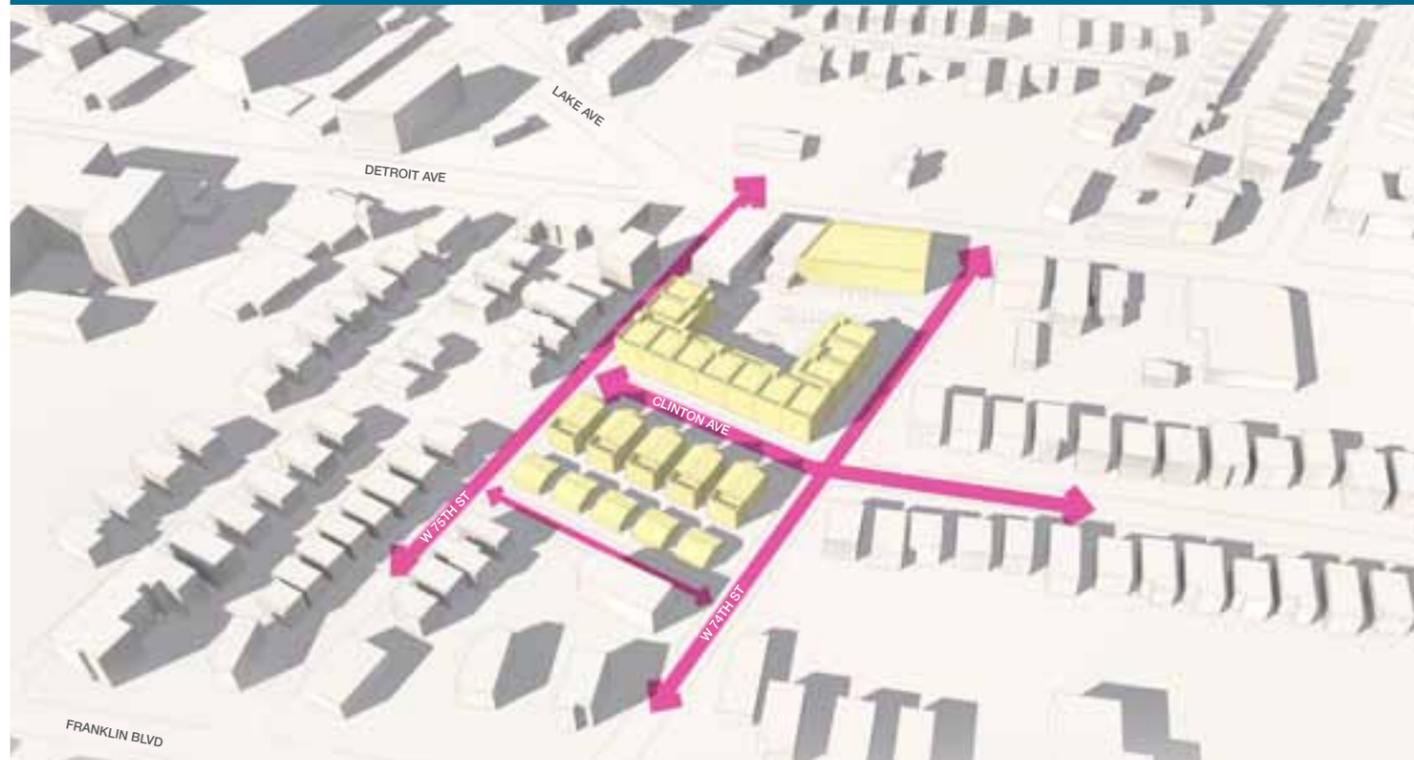
### WATTERSON-LAKE SITE - BUILDING USE



### WATTERSON-LAKE SITE - PARKING ACCESS



### WATTERSON-LAKE SITE - REINFORCING THE GRID



### WATTERSON-LAKE SITE - SURROUNDING IMPACT



# BUILD ON ASSETS

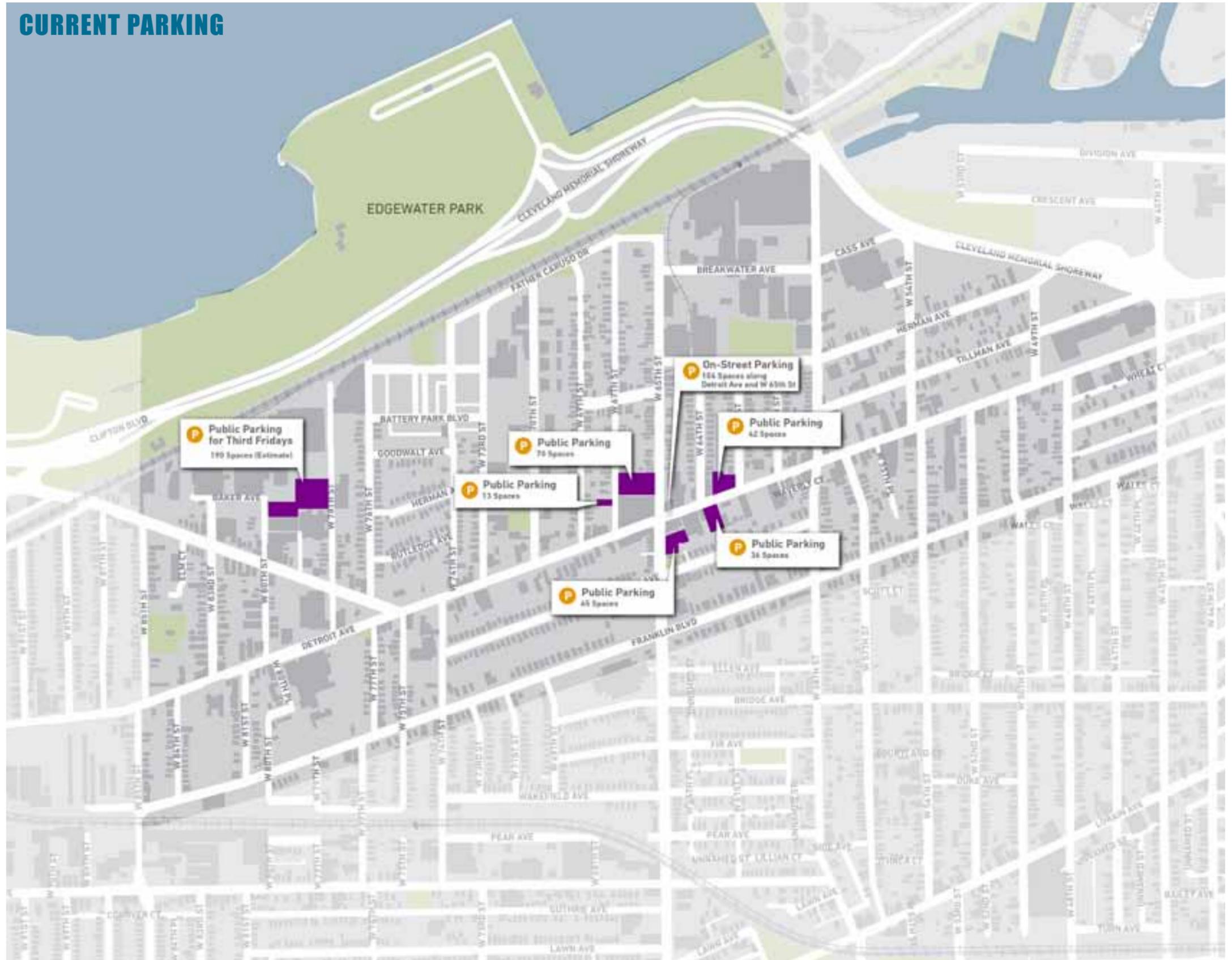
## PARKING

### Introduction

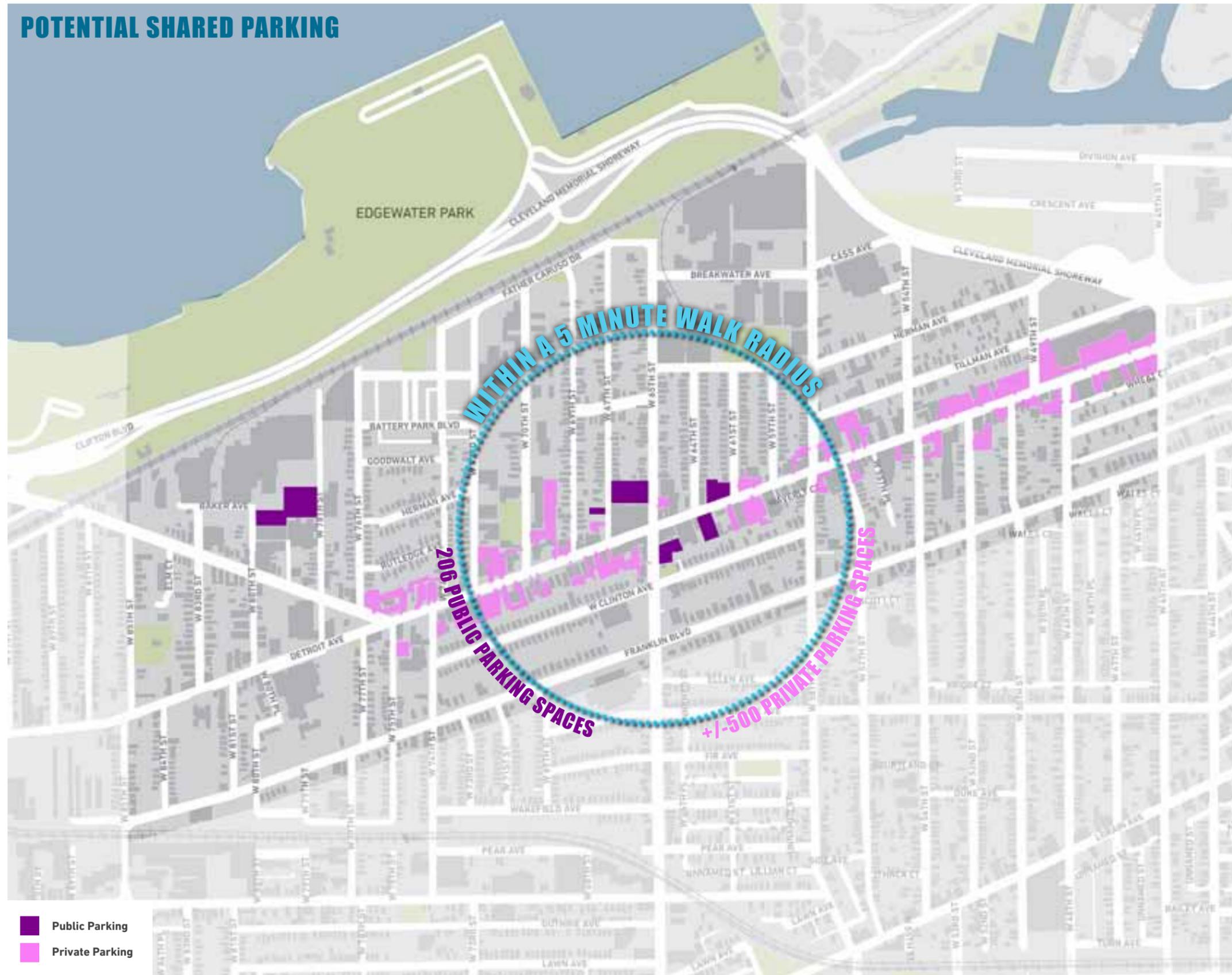
To support existing uses and anchors on Detroit Ave. and to enable and support future development along the corridor, parking solutions must be considered.

Today there are 260 free public parking spaces in Gordon Square and Detroit Shoreway and Gordon Square have taken a proactive approach to providing necessary off-street parking in a way that is additive to the district. While there are surface lots, they do not loom over the district or hamper walkability. All on-street parking spaces are free of charge with little to no hour restrictions in place. There is no valet parking available in the district. All of these facts indicate that parking is working out well in Gordon Square.

However, throughout the Planning Committee, stakeholder interview and public meeting process, parking came up consistently. With the Near West Theatre set to open and additional development anticipated for Detroit Ave., many are concerned that there will not be enough available parking in the district and that the parking pressure will begin to spread to neighborhood streets. There are a number of low, medium and high cost parking solutions that should be studied by Gordon Square to address the seemingly growing needs of the district.



POTENTIAL SHARED PARKING



Low-Cost Solution

The low cost solution to parking in Gordon Square is focused on making better use of the current supply of parking. This comes in two forms. One, developing shared parking agreements with private users. Within a five minute walk of Detroit Ave. and W. 65th St. there are 206 public parking spaces, yet approximately 500 private parking spaces. Certainly the private lots will not all be available for public parking purposes, but a portion of these lots, especially at certain times could be made available. Strategically targeting private lots in proximity to major users in Gordon Square should be a priority moving forward.

Another strategy would be to revisit regulations on on-street parking. If installing parking meters is not yet feasible, at minimum the two-hour parking restriction on Detroit Ave. should be enforced. Doing so would allow visitors and residents to park on-street at their convenience, and not allow people to leave their cars parked in spaces that serve retail and business storefronts 24 hours a day.

# BUILD ON ASSETS

## RIGHT-SIZE PARKING

### Moderate Cost Solution

The medium cost solution to the parking issues in Gordon Square is to continue to strategically acquire parking lots or vacant lots and convert them to public parking lots. This has been used to date with great success and there are certainly other opportunities to continue this approach. It should be cautioned, however, that this should still be viewed as a shorter term strategy. Too many surface parking lots along street frontage will kill the vitality of the district and begin to have an adverse effect on the public realm. The ideal long-term strategy should be to eventually convert some of the surface lots to redevelopment and infill.

Acquiring redevelopment parcels and existing building stock along Detroit Ave. in a strategic manner is one way to influence and advance the continued revitalization of the corridor. In many ways Gordon Square and Detroit Shoreway have taken this approach by acquiring buildings like the pop-up space, building strategically located surface parking lots, and rehabbing buildings for residential and artist lofts (Templin Bradley). Building on this approach, Gordon Square and Detroit Shoreway should work together to identify future opportunities to acquire both vacant and underutilized parcels and buildings.

Illustrated at right is a hypothetical situation that shows such distressed properties (of which there are many on Detroit Ave.). As a short-term solution, reusable buildings could be repurposed as subsidized artist space or retail storefronts, while non-contributing buildings could be replaced with temporary surface parking lots where a parking need exists. To minimize the impact of surface parking lots on the walkability of the district, the street frontage should be adequately screened and landscaped. The "Small Box" pop-up shops that have been added in the Warehouse District are another potential screening alternative and would activate the pedestrian environment.

As the neighborhood evolves, these surface lots should be prioritized for market rate uses and infill development. Over time, as this strategy is applied along the corridor, new storefronts and buildings could be added that activate Detroit Ave. and extend the critical mass of Gordon Square.



**SHORT TERM**

**MEDIUM TERM**

**LONG TERM**



EXISTING CONDITIONS



PROXIMITY TO THEATRES



5-MINUTE WALK SHED



High-Cost Solution

The highest cost approach would be the construction of a parking garage. Due to the high cost of building structured parking—anywhere from \$10,000 per space for a single deck garage and \$15,000-\$20,000 for a multi-story garage—the location should be considered with thoughtfulness. Locating any potential garage should be done in such a way that maximizing the potential users it serves. Doing so will improve the ability to sell each parking space multiple times during the day, ensuring that there is adequate revenue to cover operating and maintenance expenditures.

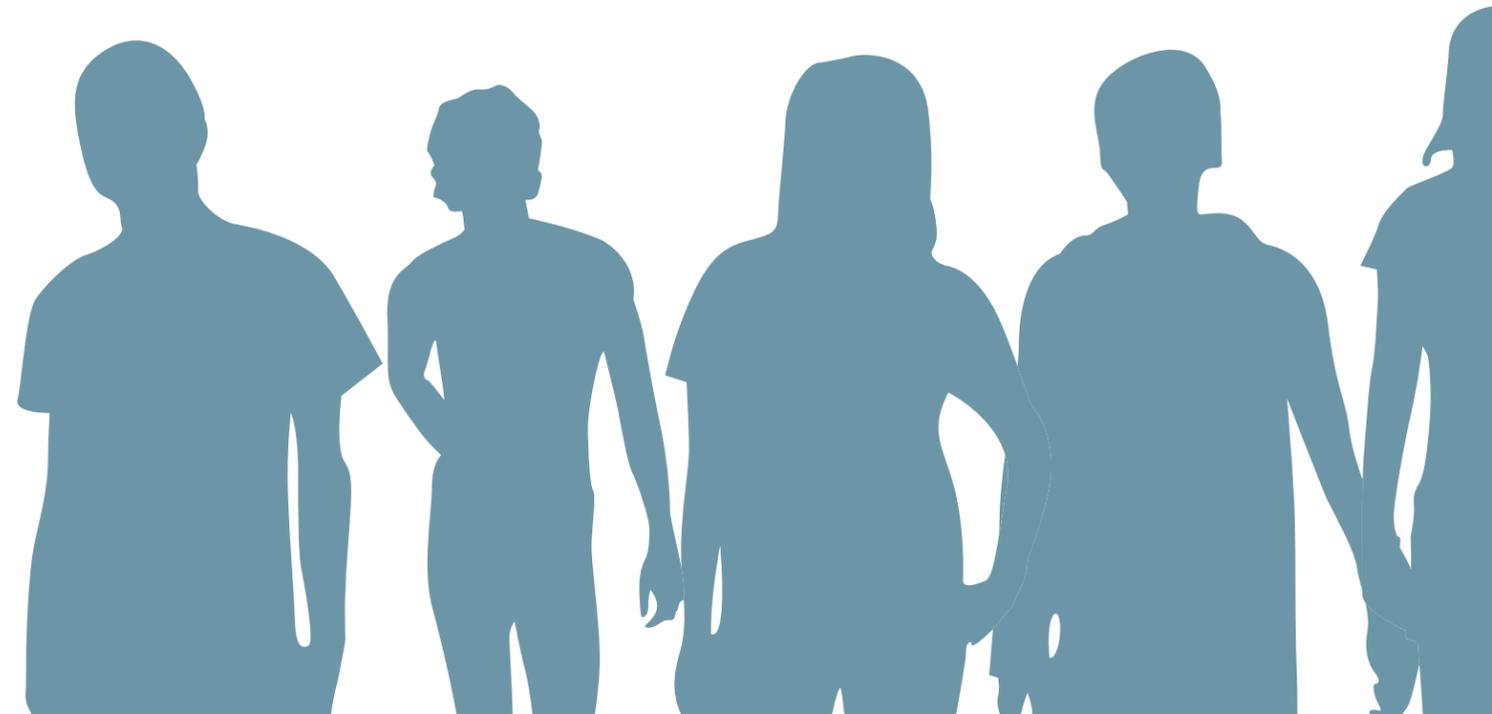
The parking lot behind the Arcade and the Capitol Theatre has been considered as a potential garage site in the past. While past plans have called for a garage with ground floor uses and residential above, for the purposes of this Master Plan, a simple parking garage on this location was studied. There are currently 70 total spaces provided in the lot today. Converting this lot into a garage would require the acquisition of the house in the northwest corner of the existing lot. With that in control, it would be possible to build a three story parking garage with +/- 270 total spaces.

The advantage of a garage on this site are threefold. One, it is within a five minute walk of the three theatre anchors in Gordon Square. Two, it is located in the heart of the district and is likely to be used by residents and visitors that are patronizing local stores, bars and restaurants. Third, it is in close proximity to other vacant lots or underutilized buildings. By building essentially a parking sink for the core of the district, it would be possible for redevelopment to take place within walking distance of the garage that would not need to require all, if any, of their parking on-site.





# IMPLEMENTATION STRATEGIES



# IMPLEMENTATION STRATEGIES

## Introduction

The Gordon Square Arts District Community Master Plan strives to continue the momentum in making Gordon Square and Detroit Ave. into a regional destination for arts and entertainment as well as an authentic place that is livable, walkable, and mixed in use.

## Economic Development Strategy

Improving the physical condition of Gordon Square, including the street and public realm, as well as the architecture and private realm is of the utmost importance. In this way, the public realm becomes a sort of non-traditional anchor that brings people in from outside the community, along with the theatres, arts organizations, and new development. Identifying complementary tenants and businesses, especially those that are arts related, will activate Gordon Square and increase economic activity. Increasing traffic, visibility, and visitation through the identification of additional anchors and improvements is directly related to the quality and desirability of place. Since anchors typically serve as a draw that benefits nearby businesses, the increased traffic they create can be leveraged to support additional retailers and residential development.

## Community Development Strategy

Given the socioeconomic characteristics of the existing community, efforts should be made to leverage the economic growth of the Gordon Square Arts District in an equitable way. This includes a focus on:

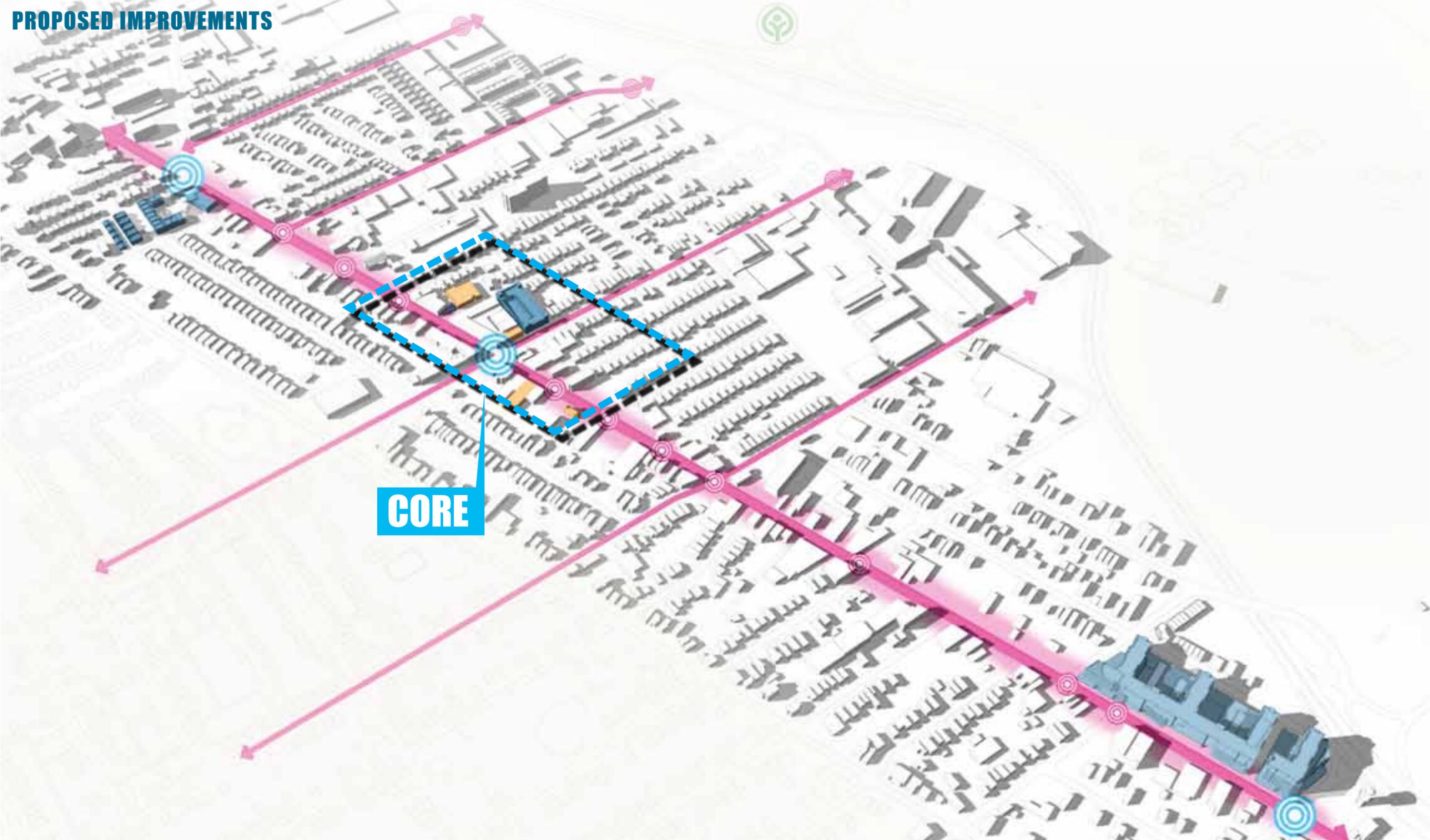
- + Education – The Gordon Square Arts District could complement efforts at early childhood education by coordinating and increasing arts education programming and tying it more explicitly back to the neighborhood.
- + Workforce Readiness – There is an opportunity to work with local and growing businesses in Gordon Square to align existing residents' skills with those needed by those businesses, in order to grow jobs and economic opportunity in Detroit Shoreway.
- + Development Opportunities – Partner with private developers to help realize market rate and mixed income development opportunities along Detroit Ave. by assembling land, securing incentives, providing community outreach, etc.

## Implementation Tools

To guide implementation, two tools have been created. One is a prioritization chart that outlines all the improvements, policies and strategies contained in the Master Plan and organizes them by timeframe (short term, 1-3 years; intermediate term 3-5 years; and long term 5+ years). Working with the Planning Committee, initial discussions on developing a matrix that identifies the organization(s) that should take the lead role, and the organization(s) that should take the supporting role in implementing the Master Plan have taken place and will continue. These tools will help to set timelines and establish accountability for implementation, and should be updated as items are underway or completed.

	Arts	Wayfinding	Streetscape & Connections	Parking	Catalytic Sites	Community Development
Short Term (1-3 years)	<ul style="list-style-type: none"> <li>+ <b>Popup Art Storefront</b></li> <li>+ <b>Program Actors/Musicians on street in advance of performances/off-nights</b></li> <li>+ <b>Public Art Competitions</b></li> <li>+ <b>Outdoor Movie Nights</b></li> <li>+ <b>Public Art in Neighborhood</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Add GSAD Banners</b></li> <li>+ <b>Add Sidewalk Graphics &amp; "Breadcrumbs"</b></li> <li>+ <b>Add/Replace Traffic Wayfinding Signs</b></li> <li>+ <b>Place Signs at Thresholds</b></li> <li>+ <b>Tunnel Lighting Improvements</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Crosswalks Patterns at Intersections</b></li> <li>+ <b>Artistically Paint Streetlights &amp; Poles</b></li> <li>+ <b>Examine Potential for Creating Additional East-West Neighborhood Connections</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Shared Parking System - ID sites and enter into Agreements</b></li> <li>+ <b>More Prominent Signs to Public Lots</b></li> <li>+ <b>Valet System</b></li> <li>+ <b>Identify Land Bank Sites for Lots</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Create School Site Acquisition/Redevelopment Strategy</b></li> <li>+ <b>Develop NWT Plaza and Activate Surrounding Space</b></li> <li>+ <b>Develop Targeted Retail Subsidy Program - ID Complementary GSAD Tenants</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Continue to Encourage Diversity of Housing Types in New Development</b></li> <li>+ <b>Encourage Private Residence Rehabilitation</b></li> </ul>
Intermediate Term (3-5 years)	<ul style="list-style-type: none"> <li>+ <b>Integrate Art in Wayfinding, Streetscapes, and Built Environment</b></li> <li>+ <b>Outdoor Theatre/Music Performances</b></li> <li>+ <b>Subsidize Art Storefronts</b></li> <li>+ <b>Targeted School programs</b></li> <li>+ <b>Arts Marketing Plan</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Kiosks w/Maps</b></li> <li>+ <b>Expanded Signage System; esp. for bicyclists &amp; pedestrians</b></li> <li>+ <b>Signature Signs</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Art Pedestals</b></li> <li>+ <b>Public Art Commissions</b></li> <li>+ <b>Improve Streetscape Between Detroit Ave and Lake Access</b></li> <li>+ <b>Create Street Connection Between W. 76th St. and W. 78th St. to Access 78th SS</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Purchase Sites &amp; Build New Lots</b></li> <li>+ <b>Pedicab Shuttles</b></li> <li>+ <b>On-Street Parking Meters</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Land Acquisition for Targeted Redevelopment</b></li> <li>+ <b>Subsidize Targeted Retail Uses</b></li> <li>+ <b>Facilitate Private Redevelopment of Watterson Site</b></li> <li>+ <b>Signage, Tunnel, and Park Improvements at W. 65th St. Access to Edgewater</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Invest in Existing Park Renovation</b></li> <li>+ <b>Home Improvement Program/ Tool Library</b></li> <li>+ <b>Develop Workforce Readiness Program</b></li> </ul>
Long Term (5+ years)	<ul style="list-style-type: none"> <li>+ <b>Expand Arts Incubation Efforts</b></li> <li>+ <b>Create "Design District"</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Maintain System</b></li> <li>+ <b>Extended GSAD Streetscape</b></li> <li>+ <b>Threshold Development</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Extend Prime Streetscape (street trees, decorative lights &amp; mast arms, bury utilities, etc.)</b></li> <li>+ <b>Consider Extending Streetscape Improvements to RTA/Zone Rec Center</b></li> <li>+ <b>Maintain System</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>New Public Parking Structures</b></li> <li>+ <b>Private Development Providing Parking Reservoirs</b></li> </ul>	<ul style="list-style-type: none"> <li>+ <b>Facilitate Private Redevelopment of Max Hayes Site</b></li> <li>+ <b>Transition to Market Rate Retail</b></li> </ul>	

**PROPOSED IMPROVEMENTS**



**CORE**

# IMPLEMENTATION STRATEGIES

Implementation Matrix		
Recommendation	Ideas & Improvements	Timeframe

## ARTS

<p><b>Build on Arts Identity: Broaden the arts and culture experience by extending and expanding upon the district arts identity.</b></p>	Popup Art Storefront	Short
	Program Actors/Musicians on street in advance of performances/off-nights	
	Public Art Competitions	
	Outdoor Movie Nights	
	Public Art in Neighborhood	Medium
	Integrate Art in Wayfinding, Streetscapes, and Built Environment	
	Outdoor Theatre/Music Performances	
	Subsidize Art Storefronts	
	Targeted School programs	
	Arts Marketing Plan	Long
	Expand Arts Incubation Efforts	
	Create "Design District"	

## WAYFINDING

<p><b>Build on Physical Brand: Extend the Gordon Square brand through improved pedestrian and vehicular wayfinding along Detroit Ave. and make better connections to and from Edgewater Park.</b></p>	Add GSAD Banners	Short
	Add Sidewalk Graphics & "Breadcrumbs"	
	Add/Replace Traffic Wayfinding Signs	
	Place Signs at Thresholds	
	Tunnel Lighting Improvements	Medium
	Kiosks with Maps	
	Expanded Signage System; esp. for bicyclists & pedestrians	
	Signature Signs	Long
	Maintain System	
	Extended GSAD Streetscape	
Threshold Development		

## STREETScape & CONNECTIONS

<p><b>Build on Physical Brand: Extend streetscape improvements and consider other forms of alternative transportation.</b></p>	Crosswalks Patterns at Intersections	Short
	Artistically Paint Streetlights & Poles	
	Examine Potential for Creating Additional East-West Neighborhood Connections	
	Art Pedestals	Medium
	Public Art Commissions	
	Improve Streetscape Between Detroit Ave and Lake Access	
	Create Street Connection Between W. 76th St. and W. 78th St. to Access 78th Street Studios	
	Extend Prime Streetscape (street trees, decorative lights & mast arms, bury utilities, etc.)	Long
	Consider Extending Streetscape Improvements to RTA/Zone Rec Center	
	Maintain System	

Implementation Matrix		
Recommendation	Ideas & Improvements	Timeframe
<b>PARKING</b>		
<p><b>Build on Assets: Accommodate parking by coordinating on- and off-street parking management and charging. Design parking facilities that are well integrated with surrounding buildings and pedestrian environments.</b></p>	Shared Parking System - ID sites and enter into Agreements	Short
	More Prominent Signs to Public Lots	
	Valet System	
	Identify Land Bank Sites for Lots	Medium
	Purchase Sites & Build New Lots	
	Pedicab Shuttles	
	On-Street Parking Meters	
	New Public Parking Structures	Long
	Private Development Providing Parking Reservoirs	
<b>CATALYTIC SITES</b>		
<p><b>Build on Assets: Adequate infill development to create a cohesive corridor. Attract and retain businesses and development to promote local retail, artist row, main street residential, mixed-use.</b></p>	Create School Site Acquisition/ Redevelopment Strategy	Short
	Develop NWT Plaza and Activate Surrounding Space	
	Develop Targeted Retail Subsidy Program - Identify Complementary GSAD Tenants	
	Land Acquisition for Targeted Redevelopment	Medium
	Subsidize Targeted Retail Uses	
	Facilitate Private Redevelopment of Watterson Site	
	Signage, Tunnel, and Park Improvements at W. 65th St. Access to Edgewater	
	Facilitate Private Redevelopment of Max Hayes Site	Long
	Transition to Market Rate Retail	
<b>COMMUNITY DEVELOPMENT</b>		
<p><b>Build on Market Strength: Balance housing stock to attract and retain young professionals, families and empty nesters alike to live, work, and play.</b></p>	Continue to Encourage Diversity of Housing Types in New Development	Short
	Encourage Private Residence Rehabilitation	
	Invest in Existing Park Renovation	Medium
	Home Improvement Program/ Tool Library	
	Develop Workforce Readiness Program	

GSAD - Gordon Square Arts District; DSCDO - Detroit Shoreway Community Development Organization; CT - Capitol Theatre; NWT - Near West Theatre; CPT - Cleveland Public Theatre; 78SS - 78th Street Studios

