

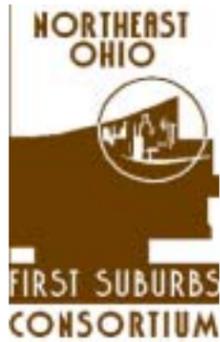


First Suburbs Consortium Housing Initiative

BUNGALOWS

Unit Designs and Neighborhood Improvement Concepts





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Unit Designs and Neighborhood Improvement Concepts



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November, 2002

Fairview Park
Garfield Heights
Maple Heights
Parma

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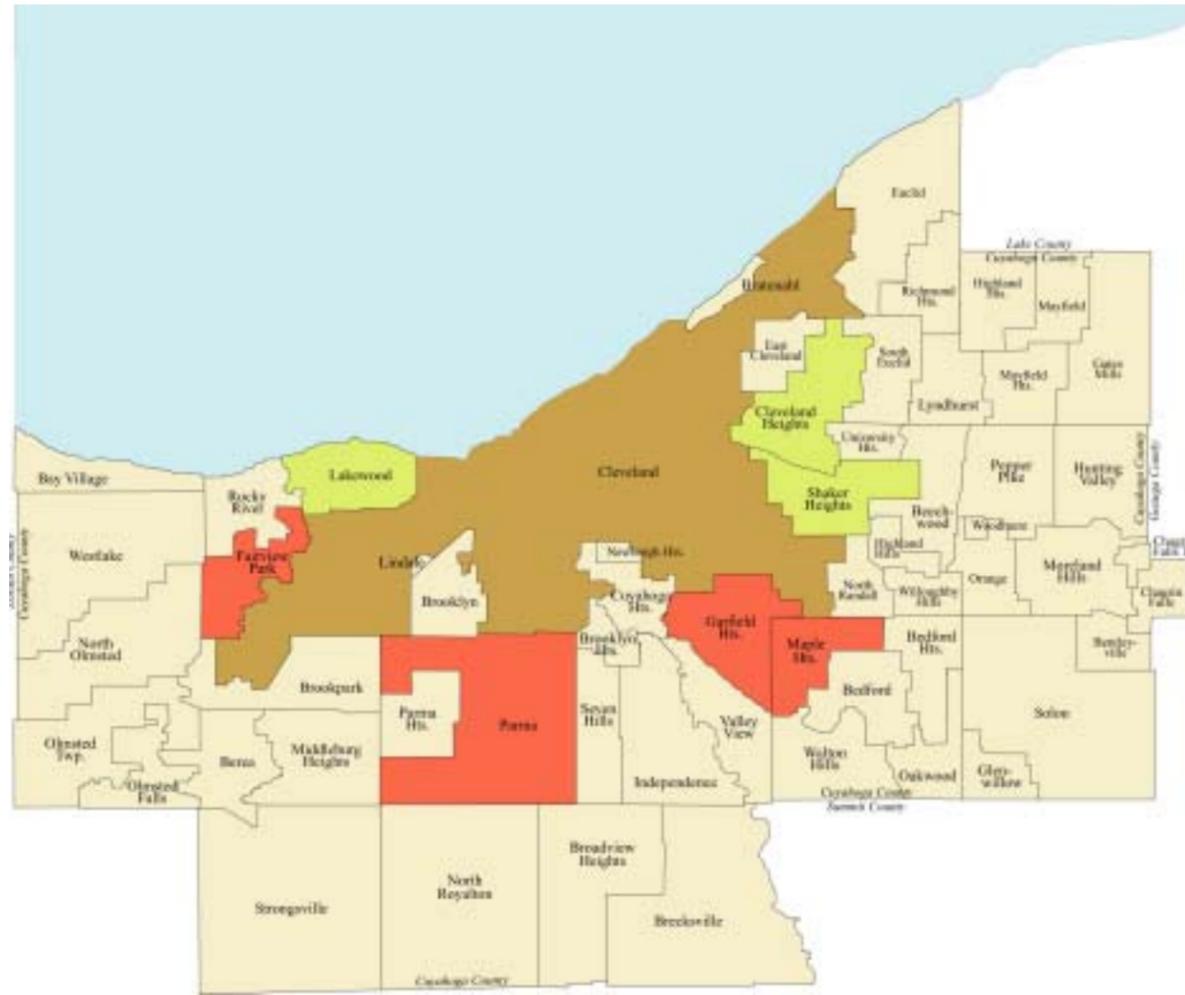
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Target Neighborhoods

The target neighborhoods for the study were selected by each participating city because they have a high concentration of bungalows or two-family houses. The housing stock in the seven target neighborhoods is prototypical and the design solutions are applicable to similar houses throughout the First Suburbs.

INTRODUCTION

Project Overview

The First Suburbs Consortium Housing Initiative is an effort to strengthen the marketability and competitiveness of inner-ring residential neighborhoods. The initiative attempts to reinvent two under-performing housing types, the post-war bungalow and the two-family home, and to improve neighborhoods with concentrations of these housing types. Target neighborhoods for the initiative are located in Parma, Maple Heights, Garfield Heights, and Fairview Park (for bungalows) and Cleveland Heights, Shaker Heights, and Lakewood (for two-families). However, the results of the initiative are intended to be transferable to other communities with similar housing stock.

The Housing Initiative has four phases:

1. *National Models:* Tom Bier and the staff of the Housing Research and Policy Center at Cleveland State University looked into other initiatives throughout the country that could be models for revitalizing older suburbs and obsolete housing types.
2. *Market Study:* A market study conducted by GreatLakes CB. The market study included focus groups and a mail survey of current and former residents of the bungalow and two-family target neighborhoods in an effort to understand what attracts people to these neighborhoods, why they choose to stay, and what causes them to move. The market study also looked at what types of new households could potentially be attracted to the target neighborhoods and housing types.

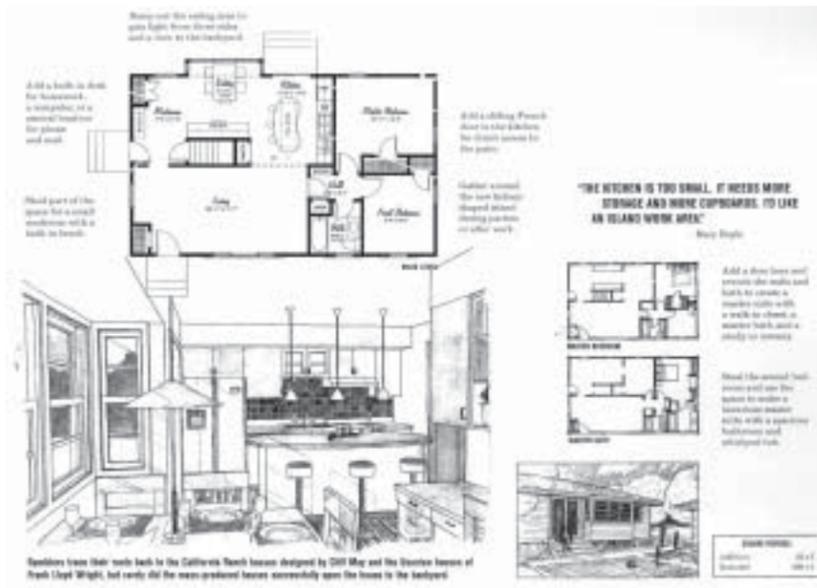


Image from *Cape Cods and Ramblers: A Remodeling Planbook for Post WWII Houses*

3. *Design Phase:* The design phase had two components—housing unit designs and neighborhood improvement concepts.

Housing unit designs: The housing unit designs were completed by CityArchitecture, Inc. The designs were developed using prototypical bungalows and two-family homes and they demonstrate a variety of ways in which these housing types can be adapted for new households.

Neighborhood improvement concepts: The neighborhood designs were prepared by the Urban Design Center of Northeast Ohio and provide a range of options for improving the quality of life and market appeal of the target neighborhoods.

4. *Implementation* GreatLakes CB is currently working on the implementation phase, in which the a variety of financial tools, market strategies, and technical assistance programs will be developed in an effort to bring the housing unit designs and neighborhood plans to life.

National Models

The Housing Research and Policy Center at Cleveland State University conducted a national survey of current housing revitalization efforts for inner-ring suburbs. Cleveland’s inner-ring is not alone in experiencing the adverse impacts of disinvestment and shifting market forces, but the First Suburbs Consortium is at the forefront of efforts to address these issues. Other areas that have begun to grapple with the problems of the inner-ring include the Delaware Valley region around Philadelphia, the Chicago metropolitan area, and the Minneapolis/St. Paul region.

In Philadelphia and Minneapolis/St. Paul, the focus has been on post-war suburbs – places that bear a clear resemblance to the four bungalow neighborhoods that are part of this study. In Chicago, a bungalow initiative is underway that focuses on pre-war bungalows. These houses were built in the first three decades of the 20th century and, in terms of architectural detailing, have much in common with the two-family homes that are part of in this study.

Revitalization efforts fall into two categories – efforts to achieve change on a regional level and local initiatives:

Regional efforts to “level the playing field”:

- Regional tax base sharing, to redistribute a region’s resources more equitably among individual jurisdictions.
- Linking property tax reform and school finance initiatives in an effort to overcome the funding inequities caused by over reliance on local property taxes as a source of school funding.

Local initiatives to help inner-ring suburbs gain a competitive edge:

- Main street revitalization to improve town centers in older suburbs, including streetscape enhancements, marketing and special events, seasonal landscaping, and strong merchants’ associations.
- Liveable community strategies that incorporate housing variety, street trees, pedestrian amenities, safe and comfortable sidewalks, traffic calming, and logical street networks into neighborhood revitalization plans.
- Transit oriented development.
- Financial assistance, design guidelines and technical assistance for rehabbing older housing stock.

Attempting to effect change on a regional level through tax reform is beyond the scope of this project, but many of the local efforts underway elsewhere were factored into the neighborhood design concepts (see pages 22-41). Two particularly relevant models are The Chicago Bungalow Initiative and the “Reframing the 1945-65 Suburb” initiative, conducted by the Design Center for the American Urban Landscape at the University of Minnesota.

The Chicago Bungalow Initiative focuses on improving the market appeal of a specific housing type—the pre-war Chicago bungalow. There are approximately 80,000 of these houses in the Chicago area. The initiative is only available within the City of Chicago and does not extend to City’s inner-ring suburban bungalow neighborhoods. It provides financial support and technical assistance to bungalow owners. The

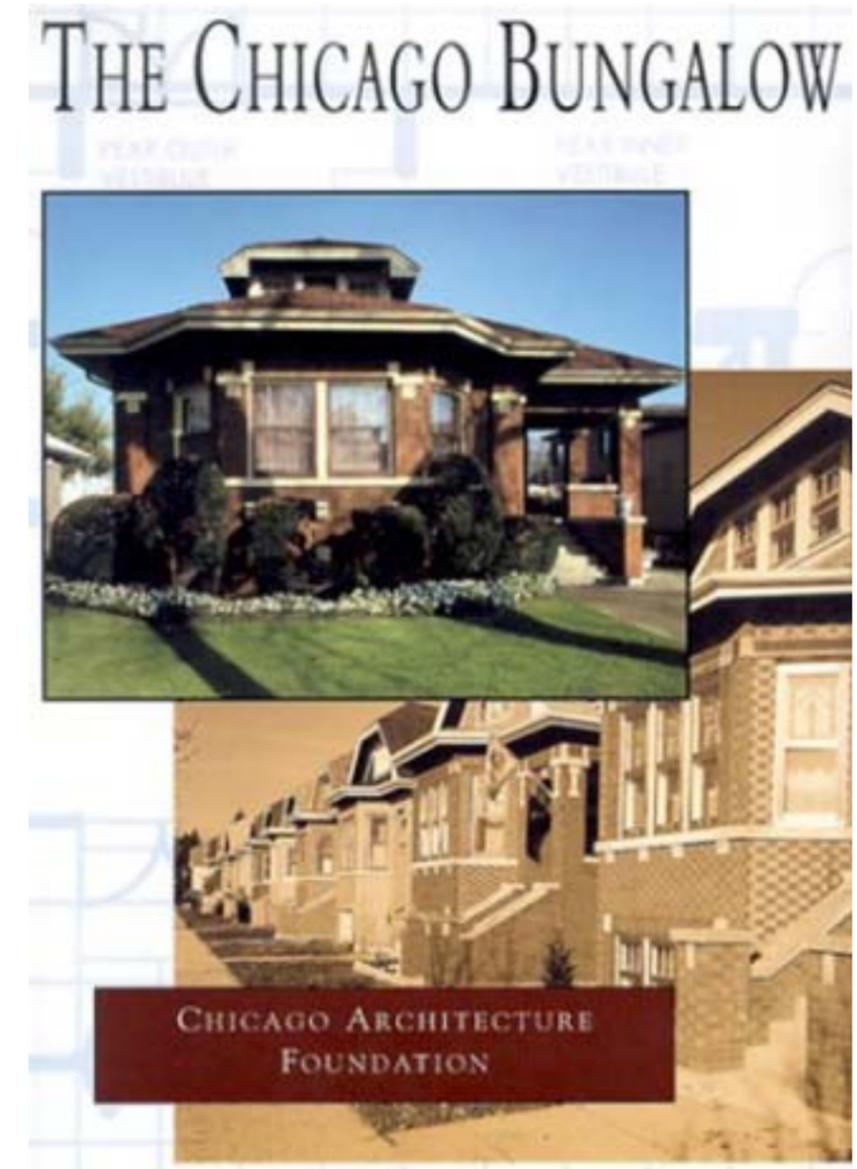
financial tools are similar to programs currently available in Cleveland's inner-ring suburbs. There is a purchase-rehab program and a low downpayment mortgage program available to people interested in purchasing a bungalow in the City. There is a loan product that is available to everyone, regardless of income, and another (with slightly better terms) geared toward moderate income homebuyers. Everyone who uses the mortgage or purchase rehab program receives a \$1,000 certificate toward the purchase of an energy-efficient appliance. The City is also in the process of developing a tax abatement program for bungalow owners who make upgrades. There are design guidelines to help people make appropriate choices when rehabbing these historic homes, as well as technical assistance with design issues, preparing plans and locating the contractors and services they need to upgrade their bungalows. Four bungalows have been remodeled using green building standards as demonstration projects.

A important aspect of the Chicago Bungalow Initiative is that it attempts to build a sense of community among bungalow owners. Owners apply for "bungalow certification," and, once their home is certified, they get a membership card, a plaque for their home, discounts for home repair products and service and access to educational programs and on-line forums. City staff help to expedite the permitting process for certified bungalow owners, and permits are free. There have been "Bungalow by bus" tours and a Bungalow Expo to promote homeownership. An important distinction between the Chicago initiative and any kind of similar effort in Cleveland's first ring is that Chicago's pre-war bungalows have significant historic and architectural character that makes them inherently appealing to prospective buyers who have the ability and the desire to invest in their rehabilitation. Also, housing in Chicago is vastly more expensive than in the Cleveland area, and the competitiveness of the real estate market has forced people to rediscover the old bungalow neighborhoods as they have been priced out of other market sectors.

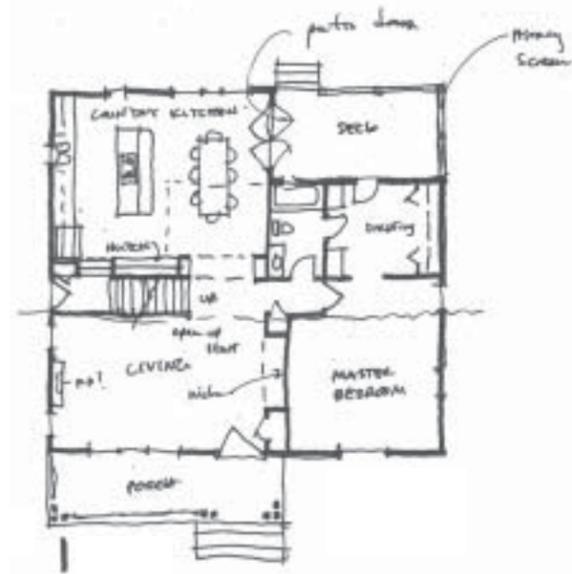
Inner-ring suburbs of Minneapolis and St. Paul conducted a design initiative geared toward upgrading post-war housing stock. Similar to the First Suburbs Housing Initiative, several suburbs joined forces to produce a book of ideas for remodeling "Cape Cods" and "Ramblers," which are architecturally similar to the post-war bungalows in Cleveland's inner ring. Prototypical designs, with a wealth of creative ideas for improving the liveability of these types of homes, were compiled into a homeowner-friendly book, entitled *Cape Cods and Ramblers: A Remodeling Planbook for Post WWII Houses*. The planbook is aimed at getting homeowners excited about remodeling their existing inner-ring homes, rather than moving to a larger home in an outlying area.



Chicago Bungalow Initiative



Reconfiguring a bungalow floor plan to address market demands



Bungalow neighborhood in Fairview Park



Synopsis of Market Study

The Market Study addressed the following questions:

- What do existing bungalow residents value about their homes and what do they wish was different?
- What appeals to existing residents about their neighborhoods and what neighborhood improvements would they like to see?
- What kinds of households constitute potential new markets for the bungalow target neighborhoods?
- Where do these households live now, and what changes to the housing stock and neighborhoods would attract them to bungalows in the first ring suburbs?

To address these questions, current and former residents of the target neighborhoods were surveyed and neighborhood focus groups were conducted. The study found that population movement is outward; former bungalow owners in all four target areas tend to move out to newer, larger houses that are farther from the urban core. Residents in Fairview Park and Parma are also likely to move to a different neighborhood within their current city. People moving into the bungalow neighborhoods typically move from the City of Cleveland and from other nearby first ring suburbs.

Existing and former residents of all three communities had similar things to say about the good and bad qualities of the bungalows. They want larger kitchens—this was cited as most important in all four bungalow neighborhoods. Current and former residents also want additional baths and half-baths, and additional electrical outlets.

From a neighborhood standpoint, existing and former residents were also fairly consistent in their likes and dislikes. What attracted them to the target neighborhoods were affordable housing, proximity to shopping and family members and good schools. A significant number of residents are natives of the communities where they currently live. When asked why they left or are considering leaving, people cited high taxes, houses and yards that are too small and too much noise, traffic and crime. Some people simply wanted a new house.

A key finding of the market study is that, for a majority of former residents, there are no improvements to either the housing stock or the neighborhood that would have caused them to stay. Many of these former residents responded that they had been happy in their first ring bungalow home, but career changes, lifestyle considerations and other factors – unrelated to housing type or neighborhood features – had caused them to move. The implication of this finding is that, from a design standpoint, bringing the aesthetics and development patterns of the newer suburbs to the inner ring is not the formula for success. Even if it were physically possible to re-make the target neighborhoods to be more like Brecksville, Solon, or Rocky River, this would not entice many of the households that are choosing to live in outlying suburbs to reconsider bungalow neighborhoods in the First Suburbs. Instead, the market study findings suggest that the First Suburbs should focus on enhancing the unique and inherently desirable characteristics of their housing stock, rather than trying to change to be more like the competition at the outer ring.

The market study identified three potential market niches for bungalows in the target neighborhoods:

- Divorced or single mothers, who typically work outside the home and are looking for a low-maintenance, affordable home that has space to accommodate growing children.
- Older couples, beginning a second or third marriage. Their children are typically grown and no longer living with them. Most are still working and do not want the maintenance responsibilities of large house and lot. These residents consider affordability, single floor living, and proximity to the freeway to be strong advantages.
- Young families who are first time buyers moving up from the rental market. These households do not have children but have plans for them; affordability is key, as is the ability to expand the living space by adding a bath or finishing the attic as a bedroom.

Households in these three market niches are prevalent in the target neighborhoods, indicating that existing bungalows and current neighborhood conditions already attract these types of households. But in order to expand the appeal of the bungalow neighborhoods to attract people who are not currently looking for housing in these neighborhoods, the bungalow designs and neighborhood improvement concepts outlined in this report go beyond the scope of the market study in an effort to discover and attract potential new markets. Flexibility is the primary factor driving the designs, because making the housing units and neighborhoods attractive to the broadest range of households ensures the largest possible pool of potential buyers.

Finished second floor
in Maple Heights
bungalow; streetscape
in Garfield Heights



Fairview Park
streetscape



Neighborhood Improvement Concepts

Context affects the market value of a house. A beautifully rehabbed bungalow will still lack market appeal if the surrounding neighborhood is not attractive to prospective residents. With this in mind, the Urban Design Center looked at potential improvements for each of the four target neighborhoods and identified ways to:

- encourage multi-modal streets that are safe for pedestrians and bicyclists
- discourage heavy, high speed traffic
- provide access to a network of parks, open space, and natural features
- connect residents to neighborhood retail
- encourage a variety of housing types
- introduce new housing

The neighborhood design concepts range from straightforward, fairly easy to implement ideas to more ambitious undertakings. Although there was some public input into the neighborhood design process, the design concepts are not intended to represent a comprehensive plan for each neighborhood. Rather, they illustrate the principles of good neighborhood design that enhances property values and attracts and retains residents. To some degree, the neighborhood concepts are meant to be prototypical. Although the improvements are site-specific to the four neighborhoods that are the focus of this study, the basic concepts can be reinterpreted to suit bungalow neighborhoods throughout the First Suburbs.

Unit Design Concepts

Post-War bungalows abound in many first ring suburbs. These modest, one-story wood frame houses were built in huge numbers after World War II to house soldiers returning from the war and starting families. While the small scale, neat appearance and colonial detailing of a post-war bungalow have a certain charm, these houses tend to be monotonous when they occur in large numbers, as they so often do. The proposed bungalow improvements, developed by CityArchitecture, Inc., capitalize on the most desirable features of this housing type: a compact floor plan and a first floor bedroom. Many of the bungalow designs show an expanded master bedroom on the first floor, a feature that has much appeal to prospective homebuyers. The designs open up the first floor living, dining, and kitchen areas to create better spatial flow and to maximize the flexibility and efficiency of these small houses. Bold modifications are proposed for the exterior facades to overcome the “cookie cutter” effect that often occurs when neighborhoods have block after block of bungalows.

In discussions with elected officials, City staff, and bungalow residents, the following goals were identified for improving post-war bungalows:

Increasing flexibility Nuclear families were the original market niche for the post-war bungalow. These types of households are no longer the dominant market force that they were in the 1950s. Moreover, these households are increasingly choosing larger houses in newer, outlying suburbs. For bungalows to regain a competitive edge in the regional housing market, they need to be able to accommodate the widest range of potential households, including older residents, young singles and non-traditional families.

Maximizing efficiency Post-war bungalows are small houses. All of the design schemes look for ways to use every square inch of available space and to open floor plans to increase the perception of spaciousness.

Adding architectural variety Because groups of bungalows were often built quickly by a single developer, there is a lot of repetition in their floor plans and exterior features. The design schemes look at ways to add variety to the architecture and increase the curb appeal of the housing stock in bungalow neighborhoods.

The following designs are based on prototypes from the four target neighborhoods. Houses similar to the prototypes occur in each of the bungalow neighborhoods so the designs are transferable and can be adapted to houses in other neighborhoods. The designs are grouped by the type of intervention proposed, starting with modest alterations and ending with large-scale house expansion.



Implementing the housing designs will add architectural variety to the bungalow neighborhoods



No Expansion - Big Front Porch

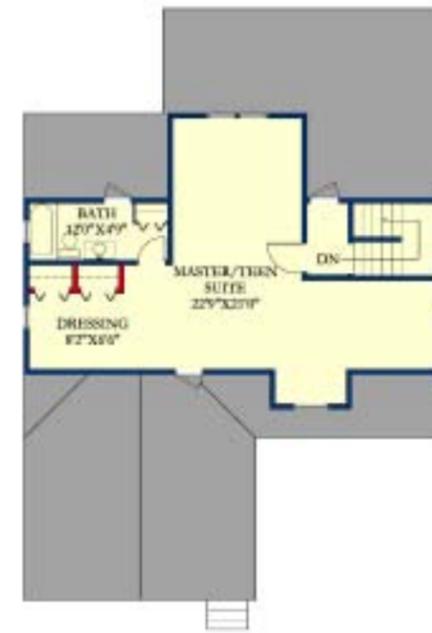
This design scheme requires no expansion of the existing house, although a front porch will be added to increase the house's curb appeal and to create an outdoor living space. The design enlarges the master bedroom by reconfiguring the bathroom and closets on the first floor. The kitchen and breakfast nook are also reworked to create an eat-in kitchen. The second floor plan opens up to create a large, flexible space that could be the master bedroom, a teen suite or a home office.

- Existing area: 1,896 sf
- No additions

Existing



Proposed





Existing



No Expansion - Ranch with Open Plan

This alternative opens up the first floor with a combined living room, dining room and kitchen area. A front porch is added to give interest to the facade and create a usable outdoor space.

- Existing area: 1,204 sf
- No additions

Proposed





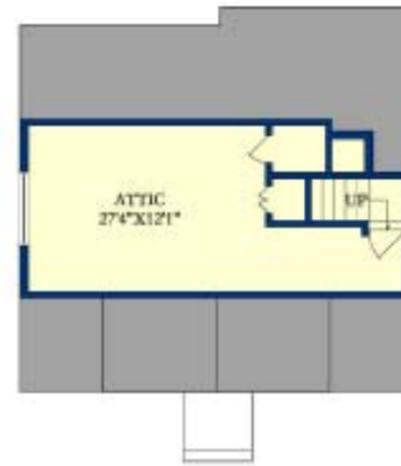
First Floor Expansion - "Western Bungalow"

This design features a small addition to the first floor; the kitchen is expanded to include an eating area. One bathroom is relocated and a new half-bath is added. There is an optional rear deck.

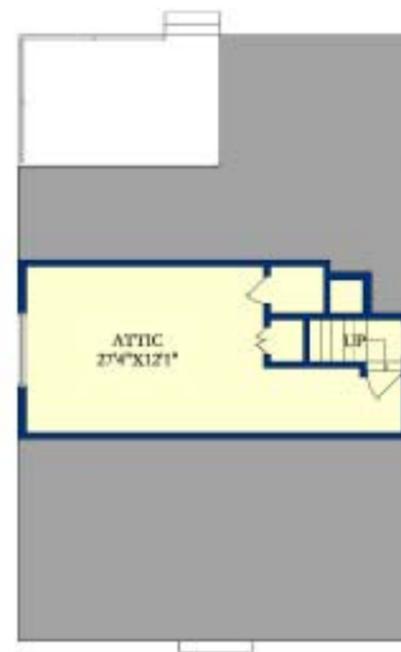
From the exterior, the house is transformed into a craftsman style or "western" bungalow, with overhanging eaves, a full-width front porch and tapered porch columns.

- Existing area: 1,122 SF
- Proposed area: 1,?? SF

Existing



Proposed





Existing



First Floor Expansion - "Bungaranchalow"

This alternative provides a larger kitchen and a more efficient living and dining area. The front addition offers a new image for the house and creates a large master bedroom. The revised layout allows direct backyard access from the living area via a new rear deck.

- Existing area: 1,204 sf
- Proposed area: 1,316 sf

Proposed





Attic Expansion with Front Porch

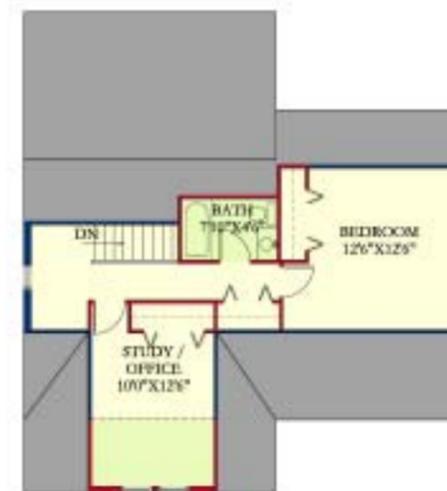
This design scheme opens up the first floor, making a fairly compact house feel more spacious. The design combines the two bedrooms on the first floor into a master suite with a walk-in closet. The small existing dining room gets encompassed into a large eat-in kitchen. A second bedroom, bath and a home office or study are added on the second floor. The curb appeal of the house is enhanced by a new front porch and tudor-style detailing. An optional rear deck expands the living area of the house.

- Existing area: 1,597 sf
- Proposed area: 1,657 sf

Existing

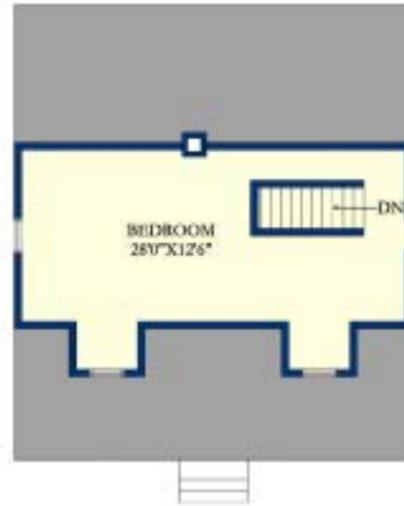


Proposed





Existing

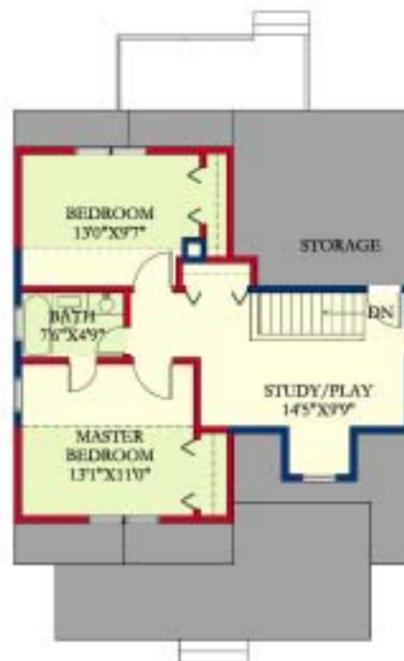


Attic Expansion - Two-Story Gable

In this alternative, a second story gabled addition is added to the front and back of the existing house. The kitchen is relocated to accommodate a new dining room. One bedroom downstairs is retained; this room could also function as a study or a home office. The upstairs has two bedrooms and a bath, plus a study or play area.

- Existing area: 1,242 sf
- Proposed area: 1,424 sf

Proposed



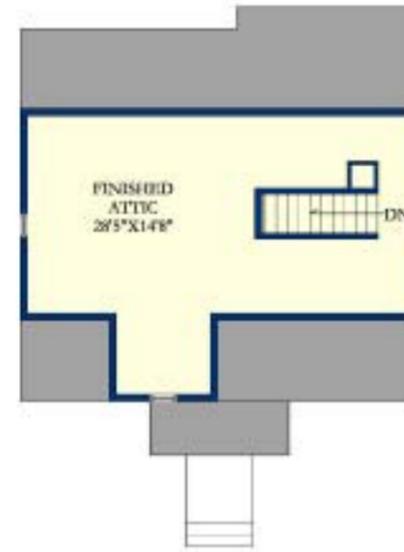


Attic Expansion - "Big Roof" House

This design transforms the appearance of the house with a large gable and front porch. It opens up the first floor with a combined living, dining and kitchen area. The scheme retains a bedroom on the first floor and creates second floor master suite with a second bathroom.

- Existing area: 1,383 SF
- Proposed area: 1,567 SF

Existing

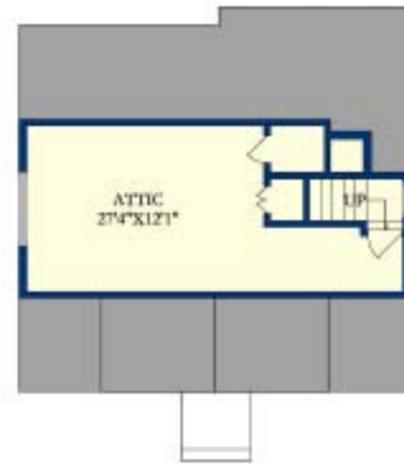


Proposed





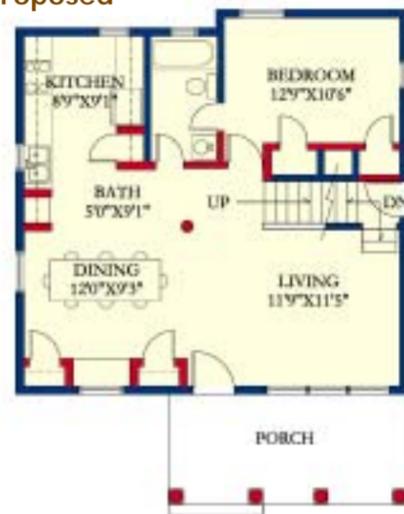
Existing



Attic Expansion - "Saltbox"

Building a second story addition at the front of this house gives it a new image. The existing living room and the front bedroom are combined to create a large living/dining room. The existing kitchen is fairly large, but the space is used inefficiently. In the re-design, the kitchen is moved to a more compact area where it opens onto the dining room. The former kitchen becomes a bedroom. The second story addition expands the floor area to allow for two bedrooms and an additional bath upstairs.

Proposed



- Existing square footage: 1,122
- Proposed square footage: 1,382



Lot Expansion - Attached Garage/Master Suite

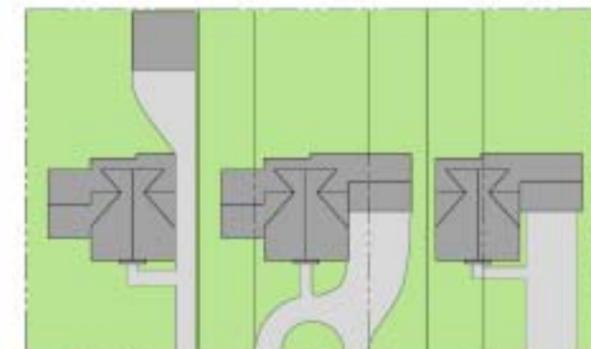
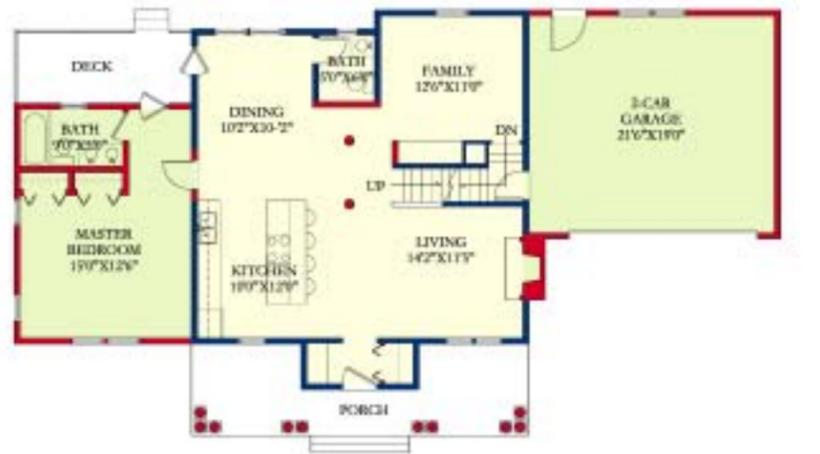
In this alternative, one or two adjacent lots would be acquired to allow for the expansion of the existing house. On one side, half of the adjacent lot would be used to construct an attached two-car garage. The design scheme utilizes the curb cut from the driveway on the adjacent lot to create a circular drive for the house. On the other side, half of the adjacent property would be used to add a master bedroom suite. Either addition could be implemented separately, depending on the availability of adjacent properties.

- Existing area: 1,383 sf
- Proposed area: 2,302 sf (440 sf garage; 484 sf addition)

Existing



Proposed





Lot Expansion - Attached Garage/Master Suite

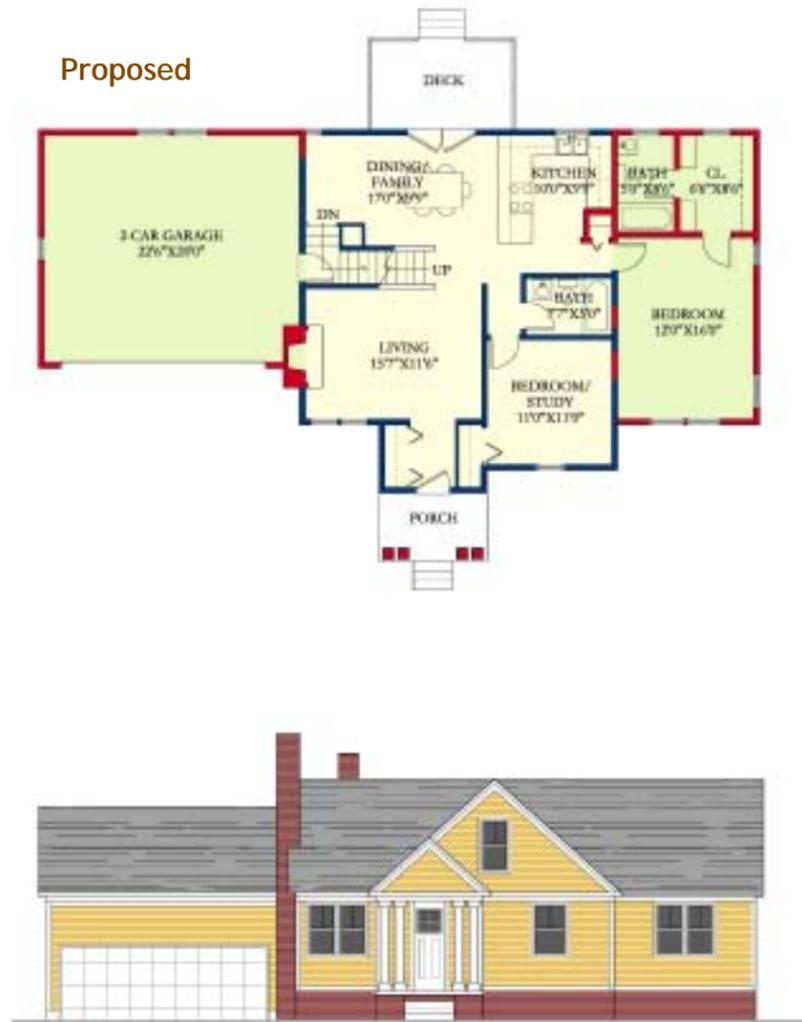
This design scheme looks at the possibility of acquiring adjacent lots to expand an existing house. One-half of an adjacent lot could be used to add an attached two-car garage to the house. A half lot on the other side of the house could be used for a master bedroom addition with a full bath and a walk-in closet. These additions could be implemented separately, depending on the availability of adjacent lots.

- Existing area: 1,303 sf
- Proposed area: 2,083 sf (340 sf addition; 440 sf garage)

Existing



Proposed



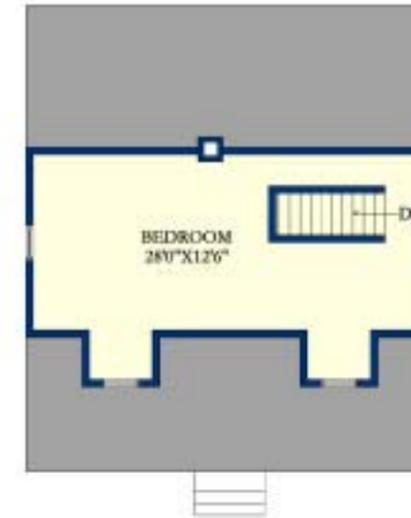


Added Second Floor - "Bungalonial"

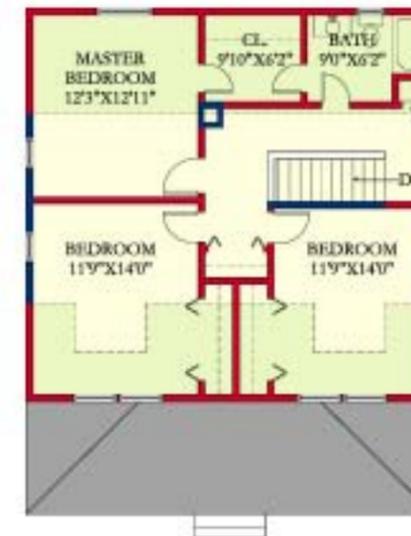
In this design, the bungalow is reconfigured into a traditional two-story colonial home with a large living room and dining room on the first floor and three bedrooms on the second floor. The kitchen is relocated in this scheme and a porch is added along the full width of the front.

- Existing area: 1,242 sf
- Proposed area: 1,624 sf

Existing



Proposed





Overview

The Fairview Park target neighborhood is the most architecturally diverse of the bungalow neighborhoods. Although all of the houses are single-family and small in scale, there is considerable variety in terms of architectural style, date of construction, front setback and exterior building materials. The lots at the western end of the neighborhood are very deep, with a wooded area that extends along the rear property line. The neighborhood, adjacent to the Lorain Avenue commercial district, is stable and attractive. There are, however, a few improvements that could enhance property values and improve the quality of life for residents.

FAIRVIEW PARK



Neighborhood Improvement Concepts

- Street Trees
- Landscaping for School
- New Housing/Neighborhood Park
- Lorain Road Improvements
- Median Gateways





Fairview Park Prototype
Attic Expansion with Front Porch

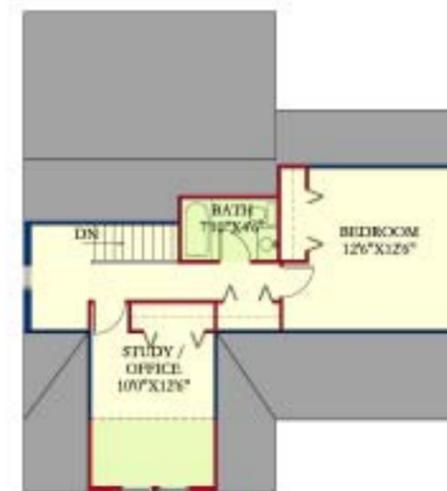
This design scheme opens up the first floor, making a fairly compact house feel more spacious. The design combines the two bedrooms on the first floor into a master suite with a walk-in closet. The small existing dining room gets encompassed into a large eat-in kitchen. A second bedroom, bath and a home office or study are added on the second floor. The curb appeal of the house is enhanced by a new front porch and tudor-style detailing. An optional rear deck expands the living area of the house.

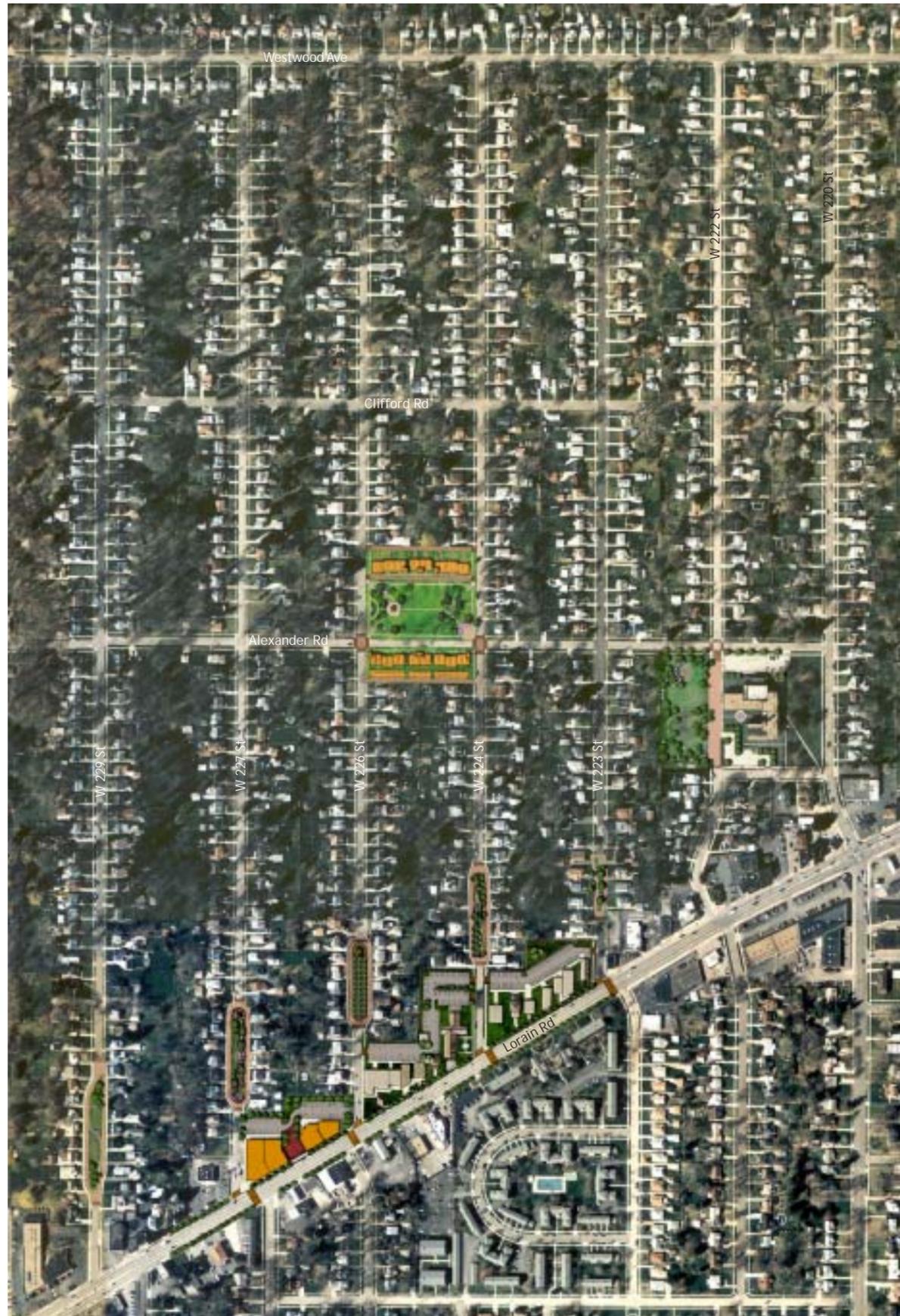
- Existing area: 1,597 sf
- Proposed area: 1,657 sf

Existing



Proposed





Concept plan for the Fairview Park neighborhood, showing housing around a new park, landscaping for the school, and Lorain Road improvements.

Fairview Park Neighborhood Improvement Concepts

Street Trees

A canopy of mature street trees increases the curb appeal of a neighborhood and enhances housing values. Most streets in the Fairview Park neighborhood have a continuous edge of street trees. A notable exception is West 229th Street, which is almost entirely devoid of street trees. Planting trees along this street is a relatively easy way to improve the character of the neighborhood.



West 229th Street





Landscape scheme for school property



Landscaping for School

The target neighborhood does not have a park within its boundaries, but there is a large green space surrounding the school at Alexander Road and West 220th Street. This green space would become more of an asset to the neighborhood if it had a defined edge of landscaping and a pedestrian passage that links the two sections of West 222nd Street, as shown in the concept plan at left.

New Housing/Neighborhood Park

Introducing new housing in the neighborhood would add some architectural variety and provide options to potential home buyers. The adjacent concept diagram shows new townhouses oriented around a new park on Alexander Road. Because the neighborhood is almost entirely built-out, introducing any kind of new housing would require land assembly. This is a difficult and expensive proposition, because housing in this target neighborhood has retained its value. Nevertheless, it might be worth exploring since new construction is likely to attract potential buyers who are not currently considering Fairview Park.

New housing concept for Alexander Road, between West 224th and West 226th streets



Lorain Road Improvements

The City has recently completed streetscape improvements for Lorain Road. Further enhancing this street with additional street trees and crosswalks would reinforce Lorain Road as a pedestrian-oriented neighborhood shopping district. Acquiring properties that are immediately adjacent to the commercial district would allow for the creation of combined rear parking lots, increasing the available parking for Lorain businesses. The combined rear parking lots should include a wider landscaping buffer, to protect the adjacent residents from the noise and traffic of the commercial area.



Infill development and parking lot consolidation/expansion for Lorain Road commercial area



Views from Lorain Road into the neighborhood.

Concept plan showing gateway medians and Lorain Road improvements



Median Gateways

Many bungalows in the target neighborhood have good-sized front yards and very deep rear yards. One concept for transforming the character of the neighborhood is that, for sections of the north/south streets nearest Lorain Road, individual front yards could be consolidated into a common neighborhood gateway median. Residents along a median would give up their front yards in exchange for a common green space that is landscaped and maintained collectively. The medians could vary in length, depending on how many residents choose to be part of the plan. The medians would become defining features for the neighborhood and relieve the property owners who live along the medians from the responsibility of maintaining their front yards.



View into neighborhood from Lorain Road



GARFIELD HEIGHTS



- Neighborhood Improvement Concepts
- “Greening” Garfield Heights Boulevard
- Links to Regional Green Space Network
- Improvements to Crudele Park
- New Housing
- Turney Road Streetscape
- Mixed use Redevelopment

Overview

The Garfield Heights target neighborhood is an area bounded by Garfield Heights Boulevard on the north, Plymouth Avenue on the south, East 92nd Street to the west and Turney Road to the east. The neighborhood has a high concentration of standard bungalow and ranch-style house types, which is why it was selected for this study. The neighborhood is distinguished by well-maintained houses, a large central park, and proximity to the Turney Road commercial area. Garfield Heights Middle School and the Church of Saints Peter and Paul are at the edges of the neighborhood.

The design concepts for Garfield Heights’ target neighborhood focus on three main areas: Garfield Heights Boulevard, Crudele Park, and the commercial edge of the neighborhood at Turney Road.





Garfield Heights House Prototype 1
No Expansion - Big Front Porch

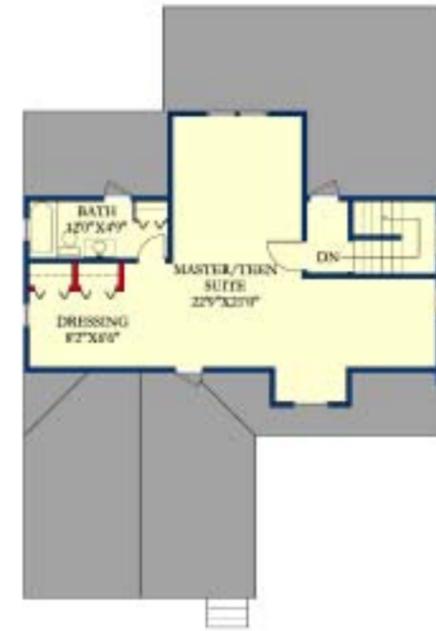
This design scheme requires no expansion of the existing house, although a front porch will be added to increase the house's curb appeal and to create an outdoor living space. The design enlarges the master bedroom by reconfiguring the bathroom and closets on the first floor. The kitchen and breakfast nook are also reworked to create an eat-in kitchen. The second floor plan opens up to create a large, flexible space that could be the master bedroom, a teen suite or a home office.

- Existing area: 1,896 sf
- No additions

Existing

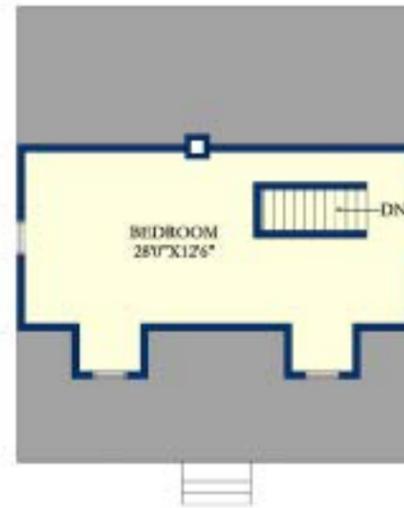


Proposed





Existing

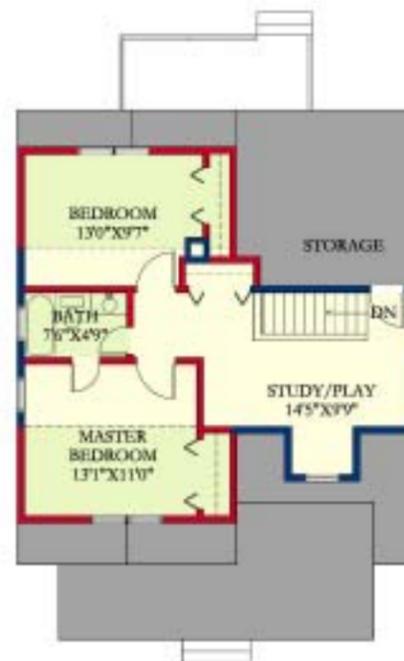


Garfield Heights Prototype 2
Attic Expansion - Two-Story Gable

In this alternative, a second story gabled addition is added to the front and back of the existing house. The kitchen is relocated to accommodate a new dining room. One bedroom downstairs is retained; this room could also function as a study or a home office. The upstairs has two bedrooms and a bath, plus a study or play area.

- Existing area: 1,242 sf
- Proposed area: 1,424 sf

Proposed



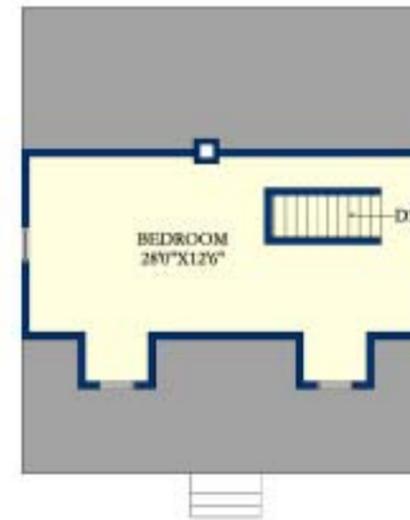


Garfield Heights Prototype 2
Added Second Floor - "Bungalonial"

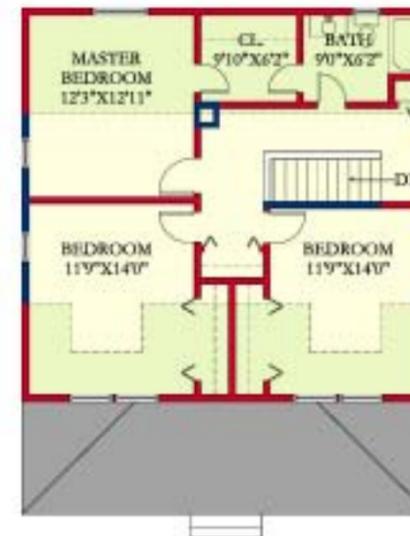
In this design, the bungalow is reconfigured into a traditional two-story colonial home with a large living room and dining room on the first floor and three bedrooms on the second floor. The kitchen is relocated in this scheme and a porch is added along the full width of the front.

- Existing area: 1,242 SF
- Proposed area: 1,624 SF

Existing



Proposed





Existing



Garfield Heights Prototype 3
Ranch - Open Plan

This alternative opens up the first floor with a combined living room, dining room and kitchen area. A front porch is added to give interest to the facade and create a usable outdoor space.

- Existing area: 1,204 sf
- No additions

Proposed





Garfield Heights Prototype 3
Ranch - "Bungaranchalow"

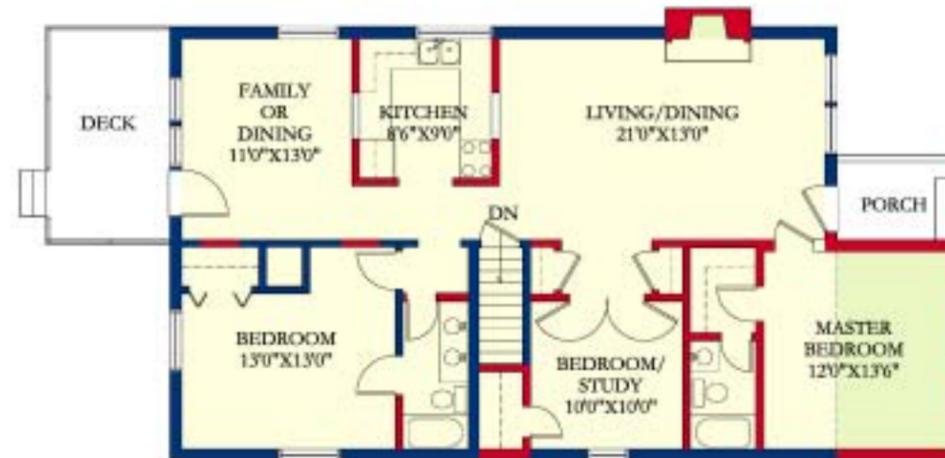
This alternative provides a larger kitchen and a more efficient living and dining area. The front addition offers a new image for the house and creates a large master bedroom. The revised layout allows direct backyard access from the living area via a new rear deck.

- Existing area: 1,204 sf
- Proposed area: 1,316 sf

Existing



Proposed



Garfield Heights Prototype 4
 Lot Expansion - Attached Garage/Master Suite

This design scheme looks at the possibility of acquiring adjacent lots to expand an existing house. One-half of an adjacent lot could be used to add an attached two-car garage to the house. A half lot on the other side of the house could be used for a master bedroom addition with a full bath and a walk-in closet. These additions could be implemented separately, depending on the availability of adjacent lots.

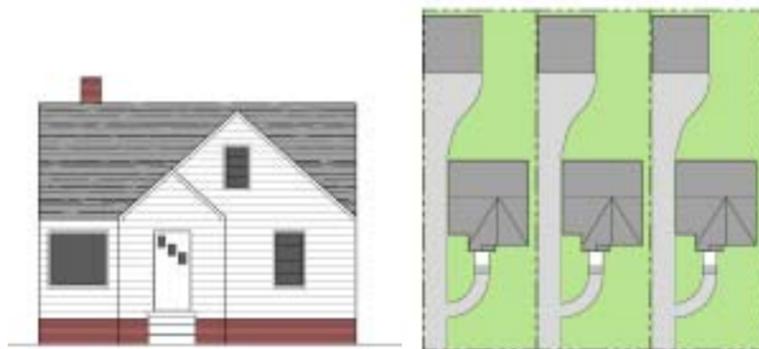
- Existing area: 1,303 SF
- Proposed area: 2,083 SF (340 SF addition; 440 SF garage)



Existing



Proposed





Garfield Heights Neighborhood Improvement Concepts

“Greening” Garfield Heights Boulevard

Links to Regional Green Space Network

Garfield Heights Boulevard could be “greened” with a planted median from Turney to Warner Road. Greening the boulevard would enhance its role as the link between the Garfield Park Reservation and the Ohio and Erie Canal Towpath Trail, via a potential bike route on Warner Road. Linking green spaces and recreational opportunities adds value to a neighborhood for existing and prospective residents. Newer suburban developments in outlying areas often have bikepaths and linked park systems. Garfield Heights has the opportunity to provide this kind of amenity by connecting existing facilities. Cuyahoga County’s green space plan (the “Greenprint”) identifies Garfield Heights Boulevard as a “potential greened connector,” a key link in a regional system of existing park and recreation facilities.

The green median could be continuous from Turney to Warner Road, with breaks at major north/south streets to accommodate traffic flow within the neighborhood. The street is wide enough to accommodate an 18 foot median with one lane of traffic and one bike lane in each direction. On-street parking along Garfield Heights Boulevard would need to be eliminated to accommodate the median. If necessary, there could be a break in the median from East 85th to East 90th Street to allow on-street parking for the commercial uses that are clustered in this area. The break in the median could be bridged visually in this area with street trees, benches, and other streetscaping.

Concept plan for the Garfield Heights neighborhood, showing green connections, mixed-use redevelopment and one alternative for Crudele Park.



Green space network The Garfield Heights target neighborhood is ideally situated within a network of parks and green spaces. The Garfield Park Reservation is just across Turney Road; the Mill Creek waterfall is to the north, and the Ohio and Erie Canal Towpath is to the southwest. Garfield Heights Boulevard could be the green link between these facilities.

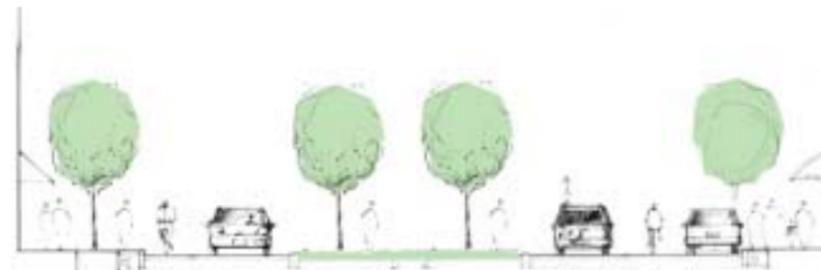


Garfield Heights Boulevard—existing



Garfield Heights Boulevard—with median and bike lane

Section through new boulevard



East 95th St.
Sidewalks that stop short of the entry to Crudele Park and the chain link fence at the park's perimeter send the message: "Keep out."



Fence alternatives
A welded wire or perforated metal fence would retain visibility into the park while providing a more attractive, welcoming appearance.



East 96th Street
Replacing the steps into the park and the park signage would create a stronger sense of entry.



Improvements to Crudele Park

Crudele Park is a wonderful amenity for people who live immediately adjacent to it. The neighborhood design concept proposes keeping the facility as a neighborhood park but opening it up so that it is easily accessible and welcoming to more of the surrounding residents. There are some fairly easy things that could be done to make the park more accessible. The sidewalks on East 95th and 96th Streets terminate before they reach the park. Extending the sidewalks past the last few houses on the street would lead people visually and physically to the park's northern entry points. These entry points should be enhanced. The chainlink fence that surrounds the park could be replaced or eliminated entirely. The fence is not locked and, in any case, it has gaps that permit entry. If the fence were eliminated, the edges of the park could be defined with landscaping. If a fence is deemed necessary, a welded wire fence, which has a lighter, more transparent appearance than chainlink, would be an attractive alternative. Perforated metal is another option; this material would create a transparent screen to define the edge of the park.

The park signage and the stairs that lead down into the park at East 96th Street could also be replaced to create a more prominent sense of entry. A formal set of stairs would convey a sense of the park being public, although rugged stone steps might be more in keeping with the natural character of the park.

Access into the park from the east and west could also be improved. The images on this page show a range of modifications to open the park to the neighborhood. A path could link the park to the new middle school that is under construction at the park's eastern edge. A pedestrian link would connect students to the park and create a convenient way for park visitors to use the school parking lot in the school's off-peak times.

There is a continuous row of houses along the park's western edge, except for one vacant lot. This lot provides an opportunity to create a landscaped entry and pedestrian path into the park from the west. A more prominent entry point would align with Reed Avenue to create a view into the park. Implementing this idea would require the acquisition and removal of one house. A ambitious idea would be to remove all seven of the houses along the western edge so that the park opens completely to the neighborhood.



Crudele Park today



Crudele Park with more structured landscaping, pedestrian entry from the west (utilizing an existing vacant lot) and connection to the new middle school to the east



Opening up the western edge of Crudele Park by removing seven houses



Pond/skating rink with gazebo in the retention area; new housing in the park



Potential new housing for Crudele Park

There has been some recent investment in the park, including new playground equipment. Additional improvements, particularly in terms of landscaping, would enhance the value of the park. Structured plantings at entry points would terminate the views down the three deadend streets (East 95th, 96th, and 97th Streets) drawing people into the park. The retention area at the eastern side of the park could be landscaped in a spiral form, shown on the previous page. This area could also be flooded in the winter for an ice skating rink, to maximize the seasonal use of the park.

To take greater advantage of the two sections of the park as a residential amenity and to create a place for new construction in the neighborhood, East 96th Street could continue through the middle of the park, linking the street from Garfield Heights Boulevard to David Avenue. Bringing a street through the park would open up development frontage on both sides of the street where new townhouses could be built overlooking the park. The new houses should be spaced widely enough to allow views into the park from East 96th Street, with public access into the park through a landscaped pedestrian entry on both sides of the street. The new street could have a landscaped median to slow traffic and to discourage cut-through traffic.



Crudele Park topography



Turney Road Streetscape

Turney Road is the commercial gateway to the neighborhood. The retail area at the intersection of Turney Road and Garfield Heights Boulevard has a comfortable pedestrian scale and supports a variety of neighborhood-oriented retail businesses. Storefront renovations and streetscape improvements would enhance this area and make it more of an asset to nearby residents. Streetscape improvements could include street trees and commercial district signage. The street trees should turn the corner at Garfield Heights Boulevard to buffer the edge of the large parking lot behind Third Federal Savings Bank. Landscaping within the lot would help to soften this large expanse of asphalt and provide a better transition between the commercial district and the adjacent residential area. New retail and office development should be encouraged for Garfield Boulevard at the Turney Road intersection (across from the Church of Saints Peter and Paul) so that the commercial district turns the corner into the neighborhood.

Turney Road storefront improvements and streetscape



Landscaping for the edge of the parking lot behind Third Federal, viewed from Edgemark Drive



Potential new development at the Garfield Heights Boulevard/Turney Road intersection, including storefront improvements and a second story for the Third Federal Bank building



Existing Turney Road retail; parking lot behind Third Federal Savings

Turney Town shopping center in context—the site of the new middle school is to the right of the shopping center.



Conceptual redevelopment plan for Turney Town shopping center



Mixed Use Redevelopment

Turney Town Shopping Center is at the eastern edge of the target neighborhood. Upgrading and reconfiguring this shopping center would be of great benefit to the neighborhood. Currently, the shopping center has an outdated appearance and is an unfriendly environment for pedestrians. Enhancements to the shopping center could include refacing the center in a more attractive architectural style, adding new buildings to bring the shopping center closer to street and to frame a central green, moving parking behind the buildings, and adding crosswalks for pedestrians. At the southern edge of the shopping center, there is an opportunity to introduce new housing (shown in yellow on the concept plan at right), or this area could consist of additional retail space with parking behind.





Overview

The Maple Heights target neighborhood is an island, cut off from the rest of the City by Interstate 480 to the north, Warrensville Center Road to the west, Northfield Road to the east, and Southgate shopping center to the south. The neighborhood needs to have amenities within its boundaries since it is physically separated from parks and other facilities located elsewhere in the City. Landscaping enhancements, pedestrian improvements, a new park, and new housing would make the neighborhood more attractive to existing and prospective residents.

MAPLE HEIGHTS

Neighborhood Improvement Concepts

- Garden Wall/Freeway Buffer
- Auto Buffer (Northfield Road)
- Traffic Calming on Raymond Street
- Commercial Edge (Warrensville Center Road)
- New Housing on Campher Road
- Neighborhood park
- Green space Network





Maple Heights Prototype

Expanded Second Floor - "Big Roof" House

This design transforms the appearance of the house with a large gable and front porch. It opens up the first floor with a combined living, dining, and kitchen area. The scheme retains a bedroom on the first floor and creates a second floor master suite with a second bathroom.

- Existing area: 1,383 SF
- Proposed area: 1,567 SF

Existing



Proposed



Maple Heights Prototype

Lot Expansion - Attached Garage/Master Suite

In this alternative, one or two adjacent lots would be acquired to allow for the expansion of the existing house. On one side, half of the adjacent lot would be used to construct an attached two-car garage. The design scheme utilizes the curb cut from the driveway on the adjacent lot to create a circular drive for the house. On the other side, half of the adjacent property would be used to add a master bedroom suite. Either addition could be implemented separately, depending on the availability of adjacent properties.

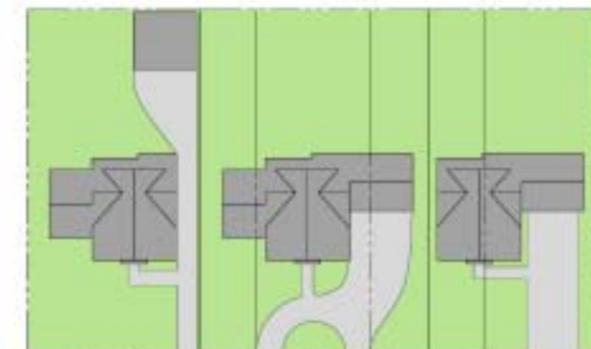
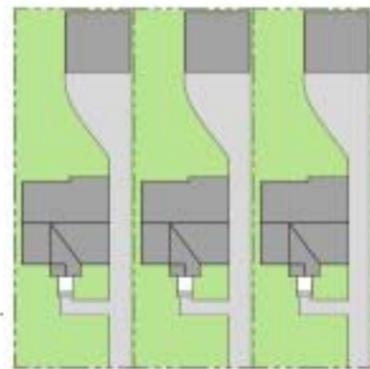
- Existing area: 1,383 SF
- Proposed area: 2,302 SF (440 SF garage; 484 SF addition)

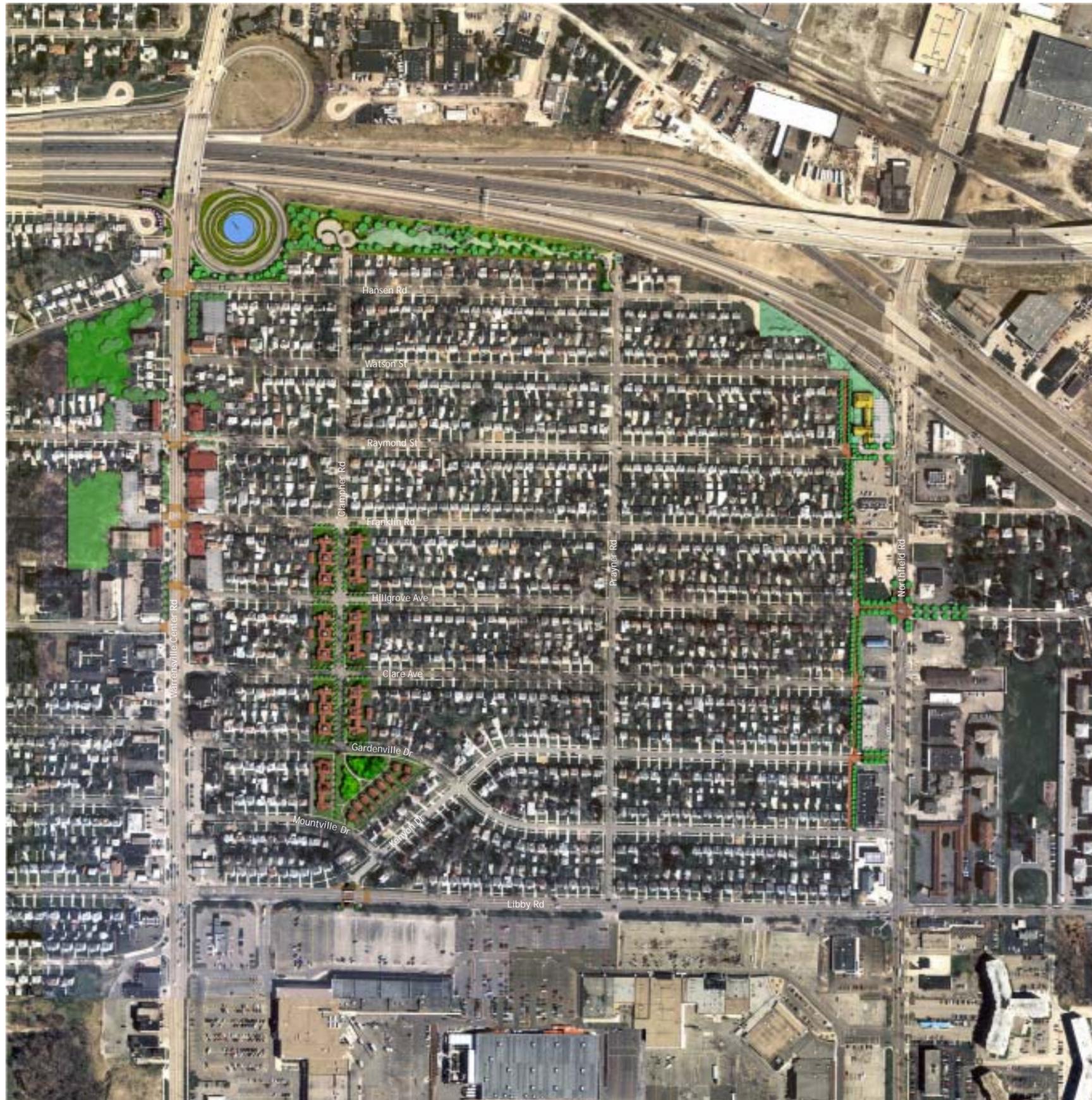


Existing



Proposed





Maple Heights Neighborhood Improvement Concepts

Garden Wall/Freeway Buffer

The barrier wall at the northern end of the neighborhood separates residents from the traffic noise of I-480, but it is an eyesore. Some ever-green trees have been planted along the wall, but more varied and dense landscaping should be installed to turn the barrier wall into a garden wall in a park-like setting.

The green space along the wall should be a balanced mix of naturalized areas, open lawns, picnic nooks, and formal plantings. Entries into the green space could be marked by a single variety of maple tree for continuity, with small manicured garden spaces consisting of perennial and annual plantings. Picnic areas could be paved with loose gravel. Open lawn spaces would be easily accessible to neighborhood residents. To reduce maintenance requirements, lawn areas should be planted with hearty fescues or other drought tolerant creeping turf species. The ground immediately abutting the wall itself could be planted with *Hedera helix* (English Ivy), a spreading ground cover that will also climb the surface of the wall providing textural relief and color. Varieties of Maples and Amelanchier (Serviceberry) could be planted in border areas, with gaps in the landscape allowed to be filled in as plantings naturalize.

The green space within the exit ramp could also be enhanced with landscaping and possibly a water feature, creating a signature entry piece into the neighborhood and reclaiming an unused and unattractive patch of green at the edge of the neighborhood.

Concept plan for the Maple Heights neighborhood, showing treatments of the varying neighborhood edges, as well as the insertion of a new park and attached housing.

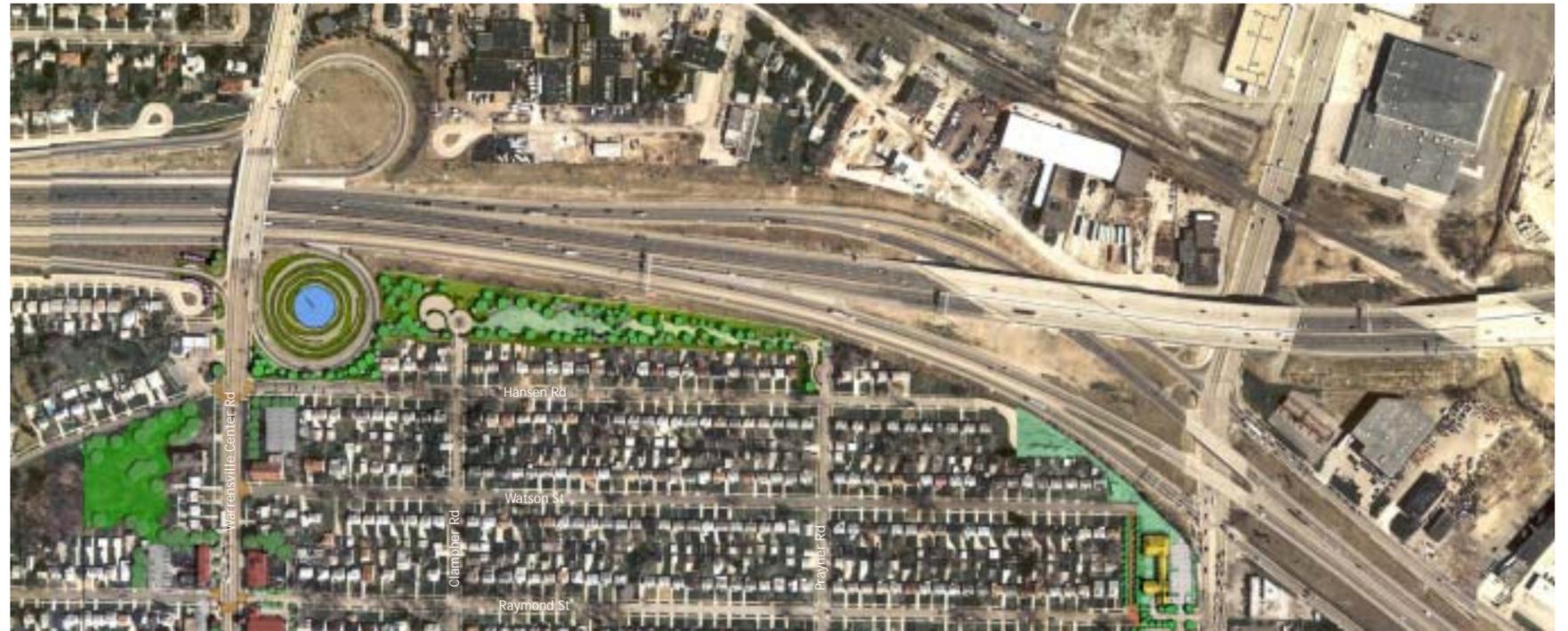
Green space along the barrier wall; landscaping for the freeway ramp



Barrier wall between the neighborhood and I-480



Prayner Road streetscape



Garden Wall area and freeway interchange at northern end of neighborhood

Auto-oriented retail on Northfield Road



Lack of adequate buffer between residential neighborhood and Northfield Road retail



Crosswalks and landscaping for Northfield Road; landscape buffer between commercial and residential areas



Auto buffer: Northfield Road

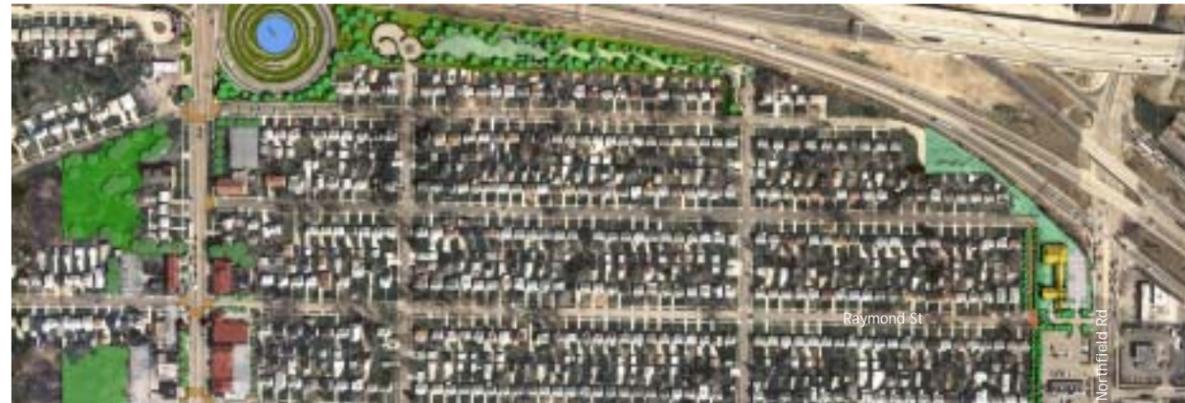
Retail uses along Northfield Road at the eastern edge of the neighborhood are geared to the automobile. The retail area is characterized by deep setbacks, front parking, wide and numerous curb cuts, and heavy, high-speed traffic. To protect residents from the adverse impacts of this commercial area, a better landscape buffer could be installed between the Northfield Road businesses and the adjacent housing. Typically, the houses immediately adjacent to an automobile-oriented retail area have lower property values than those a bit further away from the commercial area. The City could acquire the houses closest to Northfield Road as they became available, clear the properties, and use the land to create a landscaped buffer that would soften the impact of the commercial district on the residential neighborhood. Half of each property could be used for the landscape buffer. The other half could be deeded to the adjacent homeowner with the condition that they expand their home, with a room addition or an attached garage, consistent with the design prototype shown on page 41.

Installing crosswalks and landscaped gateways along Northfield Road would help make drivers more aware of the presence of pedestrians and would discourage non-local traffic from cutting through the neighborhood. Northfield Road is the first thing many people see of the target neighborhood and landscaping at the cross streets along Northfield Road would create a more welcoming entry.

Traffic Calming for Raymond Street

Cut-through traffic is a problem at the northern end of the neighborhood. Raymond Street is a major cut-through street for traffic coming off I-480 onto Northfield Road. Raymond Street is the only east/west street in the target neighborhood that continues west all the way to Lee Road, so it is the preferred choice for high speed traffic taking a shortcut through the neighborhood. Narrowing Raymond Street at Northfield Road with pedestrian bump-outs would help to slow traffic and discourage cut-through traffic.

Another approach would be to stop Raymond Street right before it connects with Northfield Road. This would eliminate cut-through traffic without significantly impacting local traffic patterns within the neighborhood. Eliminating the connection between Raymond Street and Northfield Road would also create a small parcel of land that, in conjunction with another adjacent property that is currently for sale, could be used to expand the daycare center near this intersection. The expanded daycare center could include a large playground for pre-school age children. The City could partner with the daycare operator to build the playground and make the facility available to neighborhood residents when the daycare center is not open.



Landscape buffer between commercial district and residential neighborhood

Street trees, crosswalks, and infill construction for Warrensville Center Road



Commercial Edge: Warrensville Center Road

The Warrensville Center Road commercial area has more of a pedestrian character than Northfield Road, with wider sidewalks, fewer curb cuts, and more buildings along the street, with parking to the side or the rear. Enhancing this area as a pedestrian-oriented retail district would benefit neighborhood residents. More street trees could be planted in the wide tree lawns along the street. Increased parking lot landscaping would also improve the appearance of the district. Specific landscaping recommendations are as follows:

- For street edges, use a single variety of maple tree (i.e. *Acer rubrum*, Red Maple) to provide a distinct identity for the Warrensville Center Road corridor. In general, street trees should be planted at 20-30 feet on center.
- A hardy ground cover around the trees would add textural interest and seasonal change and color. *Euonymus fortunei* var. *coloratus*, a deep green ground cover that grows to 2 feet in height and spreads rapidly, should be used as a base along the corridor. The glossy foliage can be easily sheared for maintenance in the summer, and turns a reddish purple during the fall for seasonal interest.

- For larger open lawn areas along the corridor, mix a variety of randomly spaced Maple specimens into the streetscape to provide visual appeal and seasonal color.
- Parking areas should use the same streetscape treatment backed by a hearty evergreen hedge to provide year-round color and screening. Depending on existing conditions, varieties of *Taxus* and *Illex* could be used as screening for parking areas. Both offer rich, deep green foliage, complex textures, and year-round color.

Crosswalks could be installed at all of the intersections along Warrensville Center Road, to make the area safer for pedestrians, to slow down traffic, and to encourage people to shop along both sides of the street. Infill development should be encouraged to fill in some of the gaps in the streetscape. Although this is a more long-term solution, the City's zoning code could be amended so that, when redevelopment does occur, new buildings will have an appropriate pedestrian scale and will maintain a strong street edge with parking to the rear.

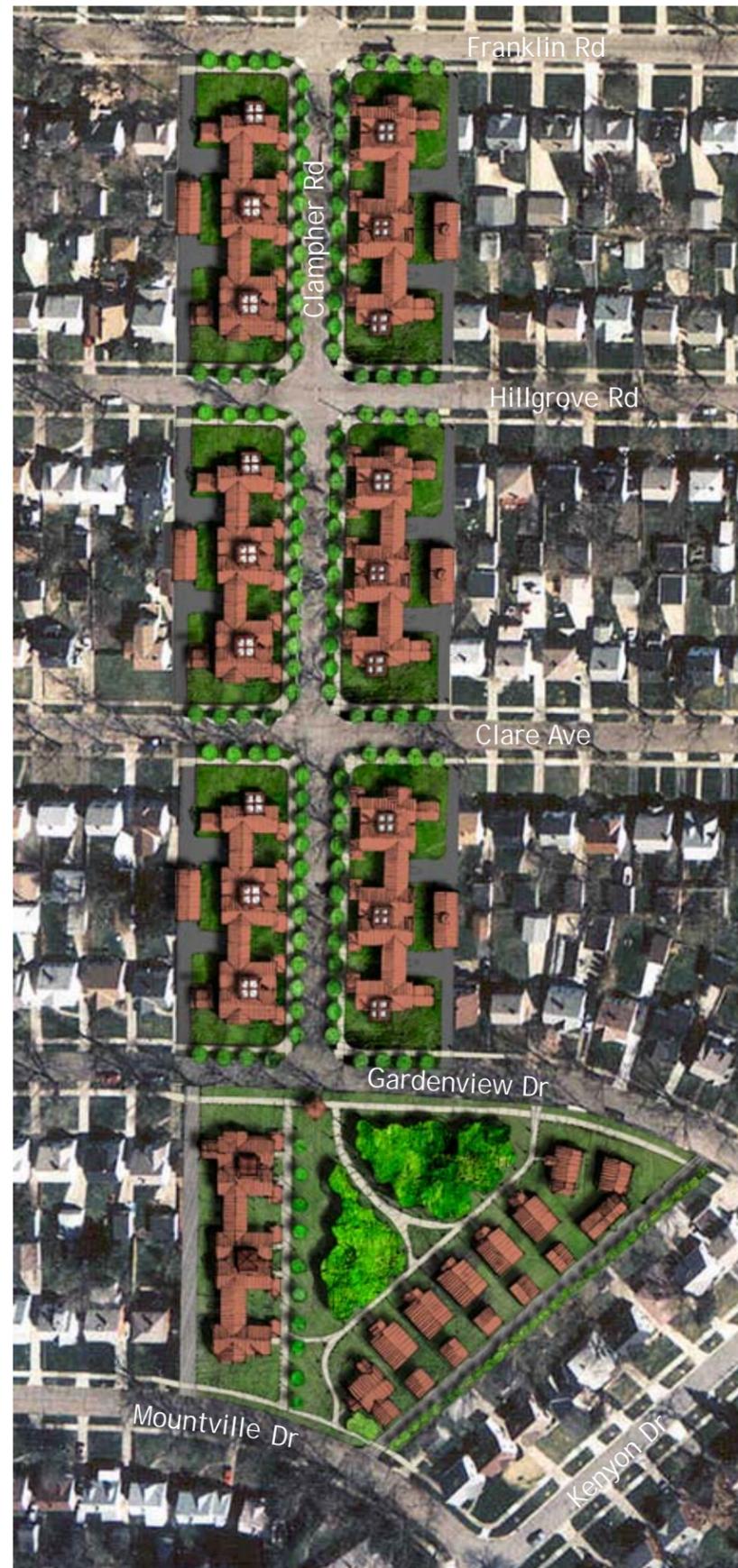


New housing: Clampher Road

The City needs housing options for elderly residents who may no longer have the ability or desire to maintain their current single-family homes. New senior housing could be accommodated along Clampher Road. Currently, few houses face the north/south streets in the neighborhood and these streets lack architectural interest. By acquiring eight homes at the end of two facing blocks, a developer could build ten to twelve new single-story senior townhouses. Special landscaping and lighting could be installed to improve the appearance of Clampher Road and to increase the appeal of the development for potential residents. A senior-oriented development could span several blocks, depending on the market demand for this type of housing and the cost of property acquisition.

Neighborhood park

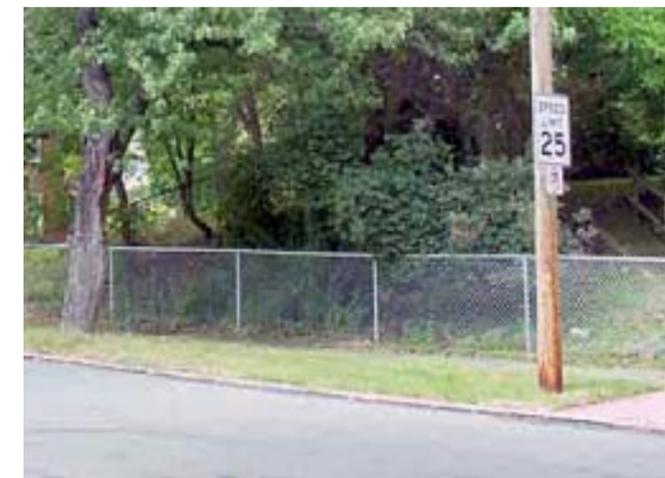
There is currently no park within the neighborhood. Stafford Park, a major City recreational facility, is nearby, but residents have to cross Libby Road and Warrensville Center Road to get there. A small park within the neighborhood would be a benefit to residents, especially children and the elderly who could access the park on foot. The neighborhood is largely built out with few vacant parcels, but there is a small vacant site on Mountville Drive that could become a neighborhood park. Landscaping the site and adding walkways would create a neighborhood focal point. A more ambitious effort would be to acquire four houses adjacent to the vacant land to create an approximately one-acre park. A standard for neighborhood parks is that there should be about 1.5 acres of green space for every 1,000 residents. The target neighborhood has about 2,300 residents, including over 600 children, according to the 2000 census. By this standard, a one-acre park for the neighborhood would be a little small, but it would be an improvement over the current situation.



New housing along Clampher Road; neighborhood park



Clampher Road



Wooded parcel on Mountville Road

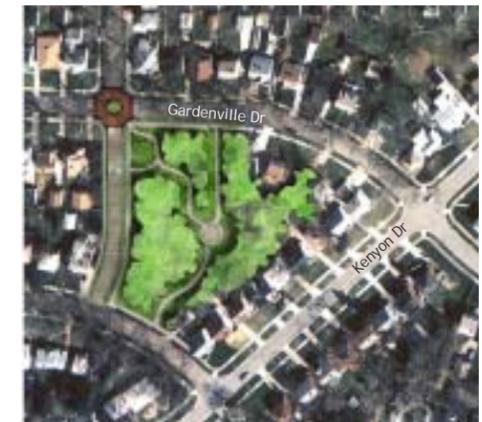


Bird's eye view of the neighborhood with park enhancements and new housing

Creating a park out of the existing vacant lots by adding a path and landscaping



Acquiring adjacent properties for a larger park and a new cross street



Configuring the new park as a community garden





Overview

The target neighborhood for Parma is situated off State Road, south of the Parmadale complex. The eastern boundary of the neighborhood is a heavily-wooded ravine. Housing in the neighborhood is well-maintained, small in scale, and fairly uniform in appearance—house after house has similar colonial-style detailing and most all have white siding.

Ideas for increasing the market appeal of the target neighborhood include better landscaping (both public and private), increased housing variety, and better access to parks and natural areas.

P A R M A

Neighborhood Design Concepts

- Street Trees - Seasonal Plantings
- Green space Enhancements
- Garden Medians
- Mixed Use Redevelopment





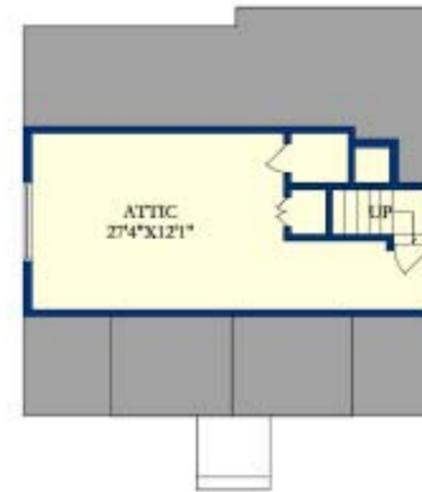
Parma House Prototype

Attic Expansion - "Saltbox"

Building a second story addition at the front of this house gives it a new image. The existing living room and the front bedroom are combined to create a large living/dining room. The existing kitchen is fairly large but the space is used inefficiently. In the re-design, the kitchen is moved to a more compact area where it opens onto the dining room. The former kitchen becomes a bedroom. The second story addition expands the floor area to allow for two bedrooms and an additional bath upstairs.

- Existing square footage: 1,122
- Proposed square footage: 1,382

Existing

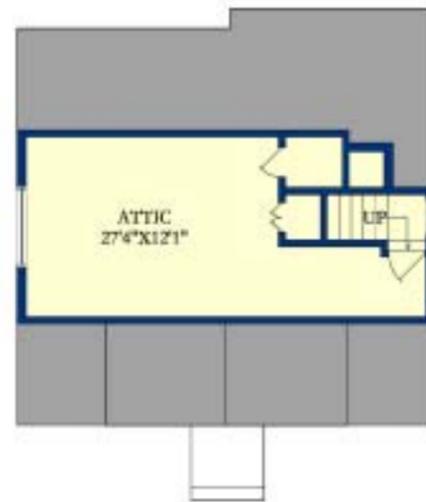


Proposed





Existing



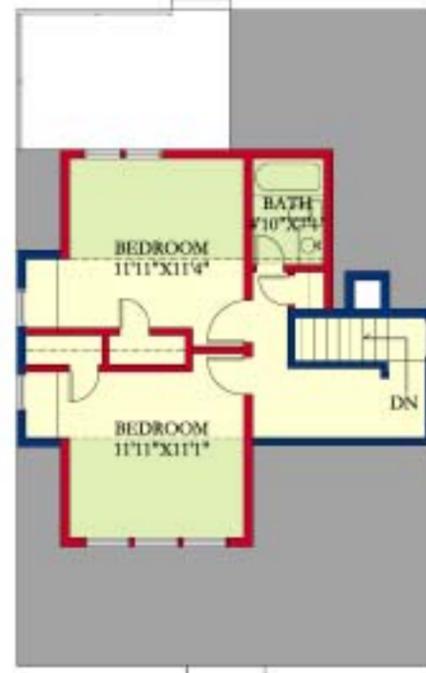
Parma House Prototype

This design features two additions: a front dormer and a two-story rear addition. On the first floor, the kitchen is expanded to include an eating area. One bathroom is relocated and a new half-bath is added. There is an optional rear deck. The dormer and addition add headroom upstairs, allowing for two bedrooms and a bathroom on the second floor.

From the exterior, the house is transformed into a craftsman style or “western” bungalow, with overhanging eaves, a full-width front porch and tapered porch columns.

- Existing area: 1,122 sf
- Proposed area: 1,420 sf

Proposed

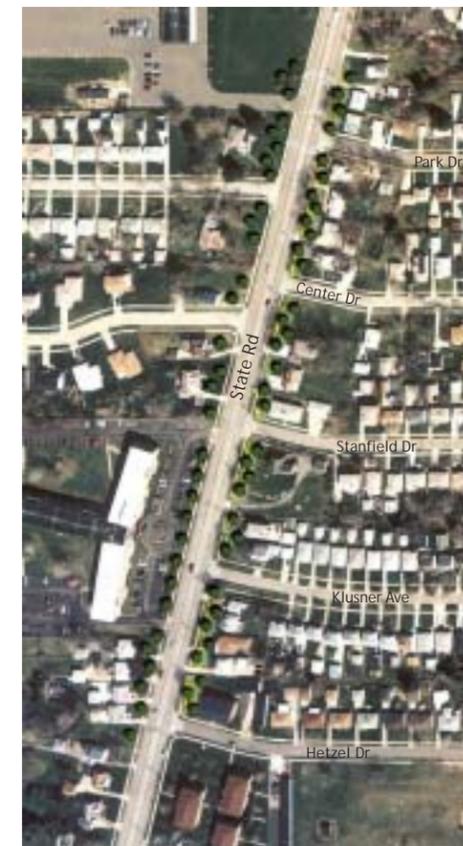




Concept plan for the Parma neighborhood, showing shared medians, mixed-use redevelopment along State Road and greenspace connections.

Street trees-seasonal tree plantings

Dense tree planting along State Road would enhance the western edge of the neighborhood, the “front door” that residents of the target area see everyday. Additional street trees within the neighborhood would also be beneficial. A combination of flowering trees and those with interesting foliage would add some much-needed variety to the neighborhood. For example, trees at the western edge of the neighborhood could be a variety that flowers in the early spring . Moving east, the trees would have successively later seasons of interest. This would give the area a unique character and would motivate people to walk through their neighborhood to experience the changing landscape.



Green edge at State Road (left), Callery Pear ‘Cleveland Select’ (above)

Green space enhancements

There are two parks at the edges of the neighborhood, one on the south side of Hetzel Drive near State Road and the other along the eastern edge of Parkview Avenue. Both are major assets that should be enhanced. The park on Hetzel Drive could be a formal green space as a counterpoint to the more natural area along of Parkview Avenue. If a formal garden requires too much maintenance or if there is demand for active recreational space, the park could become an open playing field, with landscaping just at the edges to give it some definition. The site could be regraded so that earth is mounded at the edges of the park, creating a natural seating area around the playing field.



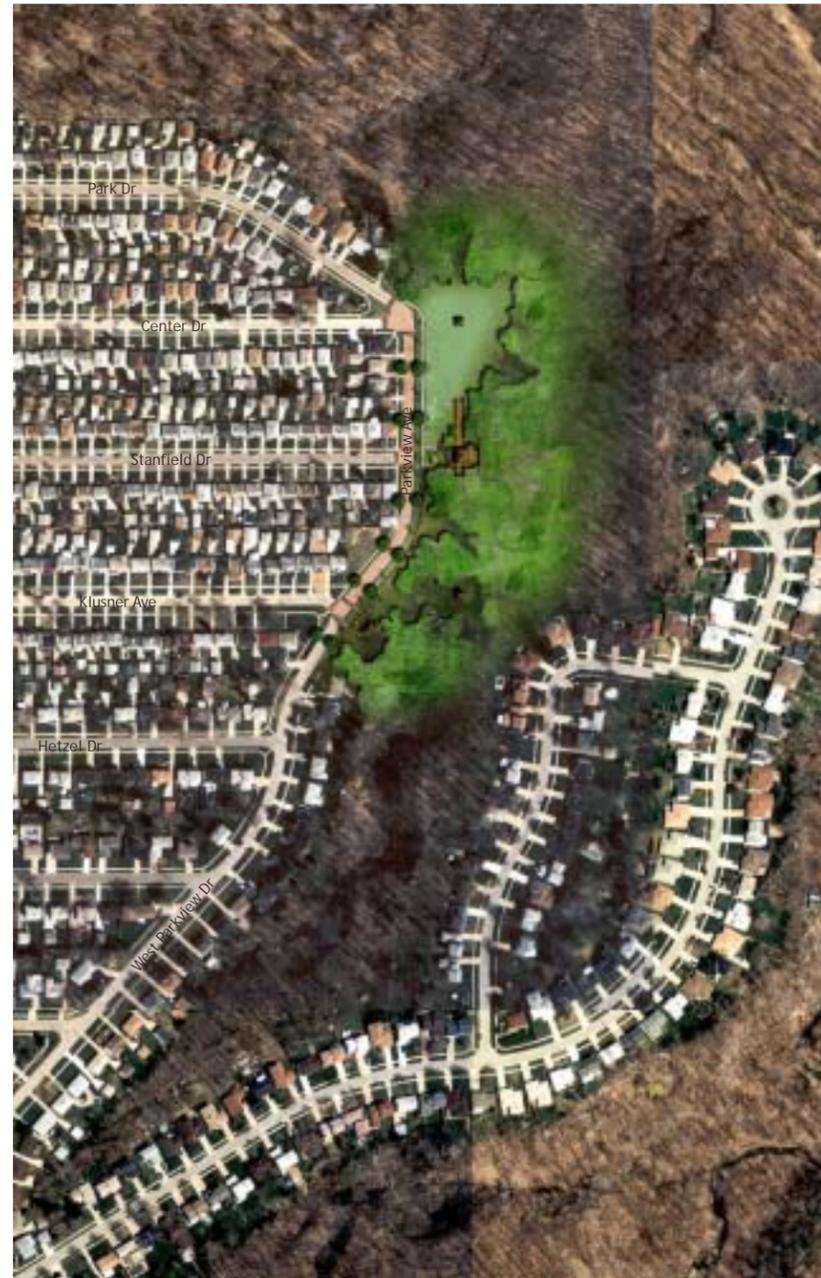
Hetzel Park as a formal garden



Hetzel Park as a sports field



Parkview Avenue
at the edge of the
ravine



Boardwalk and lookout structures for the ravine

The steep ravine along the eastern edge of Parkview Avenue provides a natural boundary for the neighborhood. A boardwalk along the edge of the ravine would provide access to this natural area. Look-out structures within the park would enable residents to enjoy the view. New paving material for Parkview Avenue would draw people to this part of the neighborhood and set it off as something special. The paving could be brick or a less expensive alternative like stamped concrete or asphalt. These materials would add color and texture to the street and would also have a traffic calming effect. The concept plan also shows crosswalks along Parkview Avenue to invite people to cross the street to the park.



Garden medians

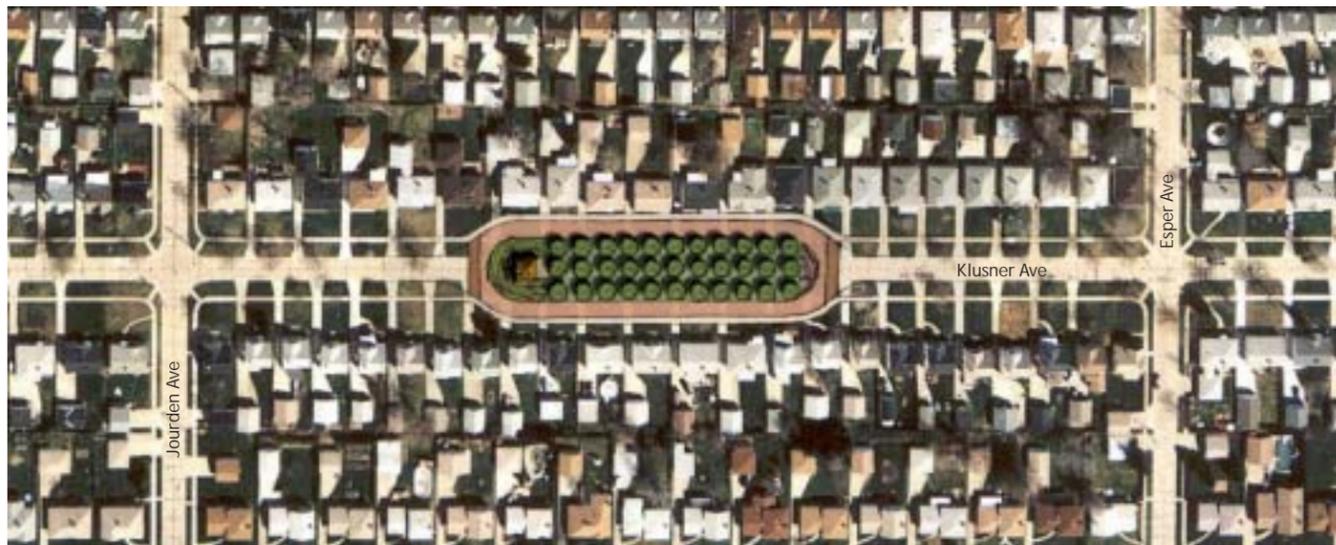
Houses in the target area tend to have front yards with few street trees and very little landscaping, except for grass. Some residents, especially older residents, might not want to maintain a large front lawn. This concept shows how the front yards could be replaced with a central landscaped median that is maintained collectively by the residents along it. The garden median concept could be implemented by a group of homeowners or by a developer who would acquire a group of adjacent homes, rehab them and add senior-friendly features like wider doorways, raised electrical outlets, accessible bathrooms, etc. The developer could then market these units to seniors as maintenance-free living with a monthly fee to cover the cost of maintaining the median, snow plowing, and handyman services. Alternatively, a developer could replace existing housing along a garden median with a new, senior-friendly housing type, such as one-story townhouses. The garden median developments, either with rehabbed or new housing, could encompass many adjacent parcels on a street, or just a few. These developments would enhance the neighborhood by adding some variety to the existing housing stock and by adding significant landscaping. The medians could be landscaped in a formal planting, a more natural scheme, as a small neighborhood orchard, or as a group of garden plots to create a small community garden.



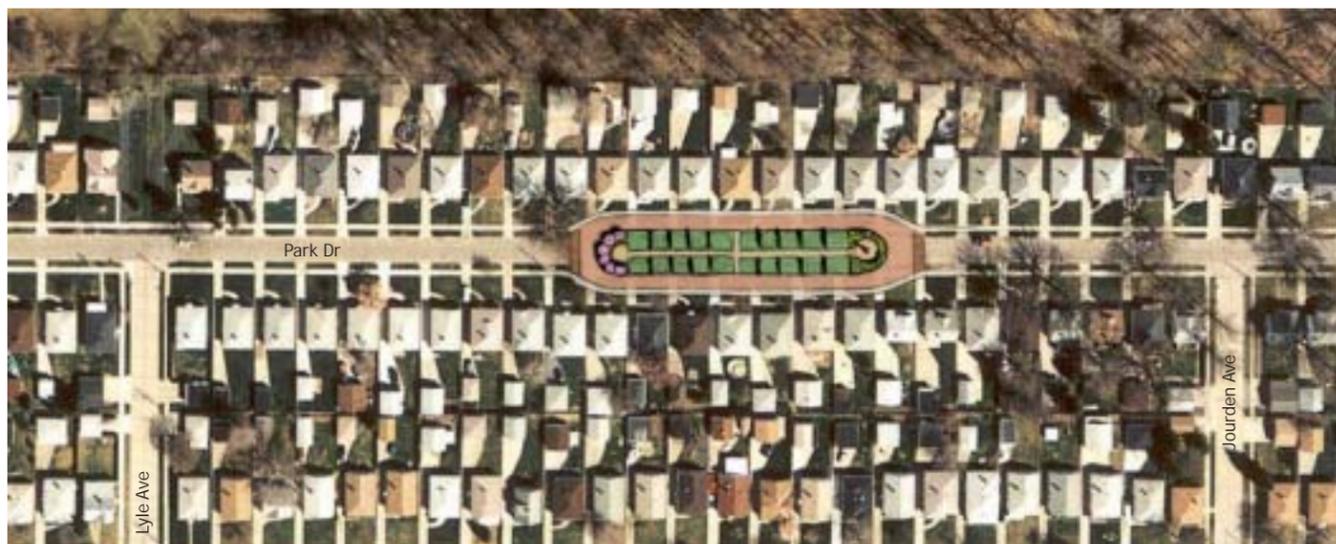
Existing streetscape



New senior housing development along a landscaped median



Orchard median with existing housing



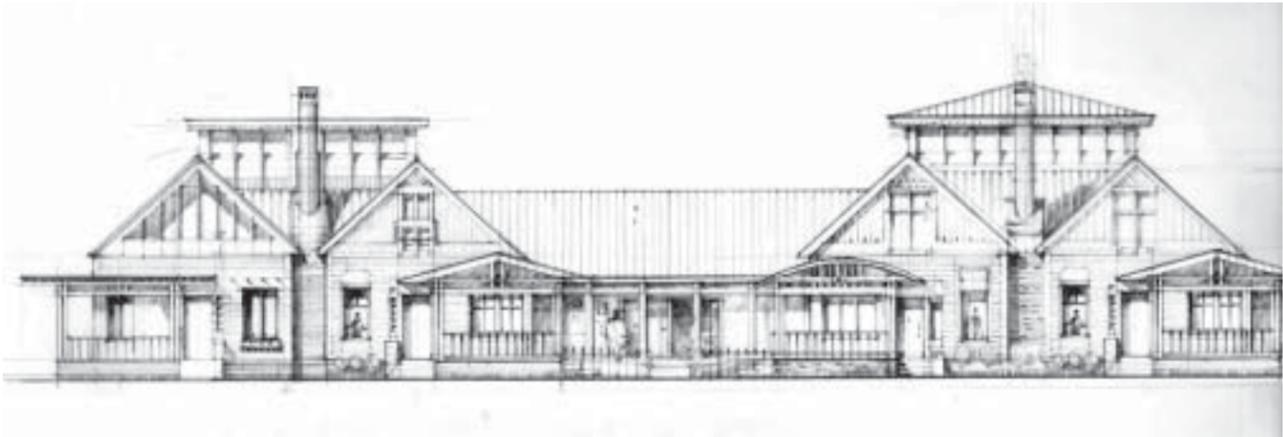
Community gardens on median, surrounded by existing housing

Senior housing development, adjacent to Hetzel Road park.



Mixed use redevelopment

Another way to add new housing to the neighborhood would be to redevelop the site of the apartment buildings at the southeast corner of State Road and Hetzel Drive for senior housing and neighborhood retail. Parma has a lot of retail, but there is nothing within a comfortable walking distance for residents of the target area. A neighborhood-scaled retail development, possibly with a small market, a drug store or other convenience retail would enhance the neighborhood. In the plan, parking for the housing would be underground. Parking for the retail would be on the street. The new housing would be oriented toward the enhanced park on Hetzel Drive, discussed on page 55.



Design Concepts

- Maintain a sidewalk from front door to sidewalk.
- Maintain a mix of evergreen and deciduous plant material.
- No more than one large shade tree should be planted in front yards.
- Shade trees should be encouraged for back yard use to defray cooling costs
- Encourage small walkways between neighboring driveways to create a more personal circulation system
- Create outdoor seating areas in front yards to encourage 'eyes on the street.'
- Outdoor seating areas should be created using loose gravels and short creeping fragrant groundcovers to control erosion and curb excess runoff.

Guidelines

- Yards should be a minimum of 90% plant material, with the remaining land used for walks and patio spaces (excluding loose surface or planted patio spaces)

- Planting should not be less than 10% or more than 50% evergreen to encourage year round color, interest, and screening.
- The lack of a lawn is acceptable, provided that there are a variety of perennials, annuals, and ground covers to create an intriguing ground plane.
- Planting to begin no closer than three feet from the foundation with the exception of annuals, perennials, and ground covers.
- Plant material over one foot tall should be set back at least four feet from the sidewalk.
- The tree lawn should consist of lawn or groundcover only, along with street trees.
- All plant material should be installed during dormancy (with the exception of perennials and annuals), between March 21st and May 15th or between September 18th and November 30th
- Plant material should be mulched to a depth of two inches at time of installation and kept well watered for four to six weeks after installation.
- Ideally, soil samples and microclimate conditions (sun, shade, wind, drainage, etc.) should be use to determine appropriate plant choices for site specific use.

Concepts and guidelines intended to assist bungalow homeowners in creating functional, livable, and aesthetically pleasing outdoor spaces.

LANDSCAPE GUIDELINES

Ornamental tree
Cercis canadensis
(Eastern Redbud)



Evergreen shrub
Ilex glabra (Inkberry)



Medium-large tree
Corylus colerna
(Turkish Filbert)



Plant List

The following plant list is divided into broad groups of planting types to assist homeowners and municipalities in plant selection for specific site needs. Many of the plants listed are native species to Ohio, and most are not invasive species. As with any planting design, selection of plants from the following list should be done with regard to specific site microclimate conditions and size. Consulting a horticulturalist is the best way to ensure the best plants are selected for specific uses.

- *Large trees:* Suitable for large open areas or naturalized zones as well as street planting. Although these trees do a spectacular job of providing shade to homes and yards, special attention to existing pavement and structures should be taken when placing them to prevent both root and branch damage that can occur as the trees age.
- *Medium-large trees:* Combining some shade and ornamental interest with a compact size, these trees are generally good choices for smaller lots as well as street planting. The tight forms and uniform shapes of many of these varieties of trees allow them to act as natural architectural features in the landscape, making them useful in parks and plazas. Although they are smaller, consideration must still be given to existing site conditions when placing these trees.
- *Ornamental trees:* Generally smaller and more compact than other trees, the many varieties of ornamental trees can provide visual interest to any landscape situation in any season. Some have traits that make them intriguing year round. As their canopies tend to be quite short compared to larger shade trees, placement near walkways and driveways should be carefully evaluated for security reasons. Ornamental trees are wonderful additions to any yard, especially those too small to accommodate large shade trees. They are also great for naturalized and open spaces.
- *Large conifers:* Used to screen and provide year round color and interest, these trees follow the same rules that apply to large broadleaf trees.
- *Broadleaf shrubs:* These shrubs fulfill countless roles in the landscape, from accent planting to massing to naturalization. Many are controllable regarding size while others grow to be quite massive. Specific site conditions must be taken into careful consideration with the selection and placement of any large broadleaf plant material. Hedging, border planting, slope stabilization, and seasonal color are common uses for broadleaf shrubs.
- *Evergreen shrubs:* Fulfilling many of the same roles as broadleaf shrubs, evergreen plant materials have the added benefit of year round color. Some varieties are dense enough to provide visual, noise, and wind screening as well. Great as a backdrop to other more vibrantly colored plant material, evergreens must also have care taken in their selection and placement in the landscape.

- *Vines and groundcovers:* To fill in large expanses of land without lawn, groundcovers are the obvious choice. They bring texture, color, and seasonal interest to the ground plane and some even integrate structures into the landscape with their climbing habit.
- *Perennials, grasses, and sedges:* The varieties and uses of these plants seem endless, as are their uses. Typically used to add color and textural interest to the landscape, these plants can also stabilize slopes and limit erosion, act as screens, and naturalize areas. When selected and planted appropriately, perennials, grasses, and sedges can be the focal point of a constantly changing flowering cycle.



Ornamental tree Amelanchier (Service Berry)

Large Trees

Botanical Name	Common Name
<i>Acer</i> spp.	Maple family
<i>Aesculus octandra</i>	Yellow Buckeye
<i>Betula nigra</i>	River Birch
<i>Betula lutea</i>	Yellow Birch
<i>Betula papyrifera</i>	Paper Birch
<i>Fagus grandiflora</i>	American Beech
<i>Fagus sylvatica</i>	European Beech
<i>Fraxinus americana</i>	White Ash
<i>Fraxinus pennsylvanica</i>	Blue Ash
<i>Gleditsia tricanthos</i> var. <i>inermis</i>	Thornless Honeylocust
<i>Gymnosladus dioicus</i>	Kentucky Coffeetree
<i>Larix laricina</i>	Eastern Larch
<i>Liliodendron tulipifera</i>	Tuliptree
<i>Liquidambar styraciflua</i>	Sweetgum
<i>Platanus occidentalis</i>	Sycamore
<i>Quercus</i> spp.	Oak family
<i>Taxodium distichum</i>	Baldcypress
<i>Ulmus parviflora</i>	Lacebark Elm
<i>Zelkova serrata</i>	Japanese Zelkova

Medium - Large Trees

Botanical Name	Common Name
<i>Carpinus betulus</i>	European Hornbeam
<i>Corylus colerna</i>	Turkish Filbert
<i>Koelreuteria paniculata</i>	Panicled Goldenrain Tree
<i>Nyssa sylvatica</i>	Black Tupelo
<i>Tilia Cordata</i>	Littleleaf Linden

Ornamental Trees

Botanical Name	Common Name
<i>Amelanchier arborea</i>	Downy Serviceberry
<i>Amelanchier laevis</i>	Allegheny Serviceberry
<i>Carpinus Caroliana</i>	American Hornbeam
<i>Cercis canadensis</i>	Eastern Redbud
<i>Chionanthus virginicus</i>	Fringe Tree
<i>Cornus</i> spp.	Dogwood family
<i>Crateagus</i> spp.	Hawthorn family
<i>Hamamelis virginiana</i>	Common Witchhazel
<i>Magnolia stellata</i>	Star Magnolia
<i>Magnolia virginiana</i>	Sweetbay Magnolia
<i>Magnolia x soulangiana</i>	Saucer Magnolia
<i>Malus</i> spp.	Crabapple family
<i>Prunus sargentii</i>	Sargent Cherry
<i>Prunus subhirtella</i>	Higan Cherry
<i>Prunus virginiana</i>	Common Chokeberry
<i>Pyrus calleryana</i>	Callery Pear
<i>Salix discolor</i>	Pussy Willow
<i>Syringa</i> spp.	Lilac
<i>Viburnum</i> spp.	Viburnum family

Large Conifers

Botanical Name	Common Name
<i>Abies concolor</i>	White Fir
<i>Picea</i> spp.	Spruce family
<i>Pinus bungeana</i>	Lacebark Pine
<i>Pinus strobus</i>	White Pine
<i>Pinus sylvestris</i>	Scotch Pine
<i>Tsuga canadensis</i>	Canada Hemlock

Large Broadleaf Shrubs

Botanical Name	Common Name
<i>Aesculus parviflora</i>	Bottlebrush Buckeye
<i>Aronia arbutifolia</i>	Red Chokeberry
<i>Forsythia</i> spp.	Forsythia
<i>Hydrangea macrophylla</i>	Bigleaf Hydrangea
<i>Hydrangea quercifolia</i>	Oakleaf Hydrangea
<i>Syringa</i> spp.	Lilac
<i>Viburnum</i> spp.	Viburnum family

Medium Broadleaf Shrubs

Botanical Name	Common Name
<i>Berberis thunbergii</i>	Japanese Barberry
<i>Buddleia</i> spp.	Butterflybush family
<i>Buxus</i> spp.	Boxwood family
<i>Cornus alba</i>	Tatarian Dogwood
<i>Cotoneaster</i> spp.	Cotoneaster family
<i>Euonymus alatus</i>	Burning Bush
<i>Kerria japonica</i>	Japanese Kerria
<i>Mahonia aquifolium</i>	Oregon Grapeholly
<i>Rhododendron</i> spp.	Rhododendron family
<i>Ribes alpinum</i>	Alpine Currant

Small Broadleaf Shrubs

Botanical Name	Common Name
<i>Deutzia garcillus</i>	Slender Deutzia
<i>Fothergilla gardenii</i>	Dwarf Fothergilla
<i>Itea virginica</i>	Virginia Sweetspire
<i>Potentilla fruticosa</i>	Shrubby Cinquefoil
<i>Spirea</i> spp.	Spirea

Evergreen Shrubs

Botanical Name	Common Name
<i>Chamaecyparis</i> spp.	Falsecypress family
<i>Illex glabra</i>	Inkberry
<i>Illex x meserveae</i>	Meserve Hybrid Holly
<i>Juniperus</i> spp.	Juniper family
<i>Myrica pensylvatica</i>	Northern Bayberry
<i>Pinus mugo</i>	Mugo Pine
<i>Taxus</i> spp.	Yew family
<i>Thuja occidentalis</i>	Eastern Arborvitae

Vines and Groundcovers

Botanical Name	Common Name
<i>Campsis radicans</i>	Trumpet Creeper
<i>Clematis virginiana</i>	Virgin's Blower
<i>Euonymus fortunei</i> var. <i>colorata</i>	Purple Winter Creeper
<i>Gaultheria procumbens</i>	Creeping Wintergreen
<i>Hedera helix</i>	English Ivy
<i>Parthenocissus quinquefolia</i>	Virginia Creeper
<i>Wisteria sinensis</i>	Chinese Wisteria

Perennials

Botanical Name	Common Name
<i>Achillea</i>	Yarrow
<i>Artemesia</i> spp.	Artemesia family
<i>Astilbe</i> spp.	Astilbe family
<i>Campanula</i> spp.	Bellflower family
<i>Coreopsis</i> spp.	Coreopsis family
<i>Dianthus</i> spp.	Dianthus family
<i>Echinacea</i> spp.	Coneflower family
<i>Euphorbia corollata</i>	Flowering Spurge
<i>Geranium maculatum</i>	Wild Geranium
<i>Heuchera</i> spp.	Coralbell family
<i>Hosta</i> spp.	Hosta family
<i>Lavandula</i> spp.	Lavender family
<i>Mertensia virginica</i>	Virginia Bluebells
<i>Metteuccia pensylvanica</i>	Ostrich Fern
<i>Phlox divaricata</i>	Wild Blue Phlox
<i>Polemonium reptans</i>	Creeping Jacob's Ladder
<i>Rudbeckia hirta</i>	Black-Eyed Susan
<i>Salvia</i> spp.	Salvia family
<i>Sedum</i> spp.	Sedum family

Grasses and Sedges

Botanical Name	Common Name
<i>Andropogon gerardii</i>	Big Bluestem
<i>Carex muskingumensis</i>	Palm Sedge
<i>Juncus effusus</i>	Soft Rush
<i>Liriope spicata</i>	Creeping Lilyturf
<i>Miscanthus sinensis</i>	Maiden Grass
<i>Panicum virgatum</i>	Switchgrass
<i>Schizachyrium scoparium</i>	Little Bluestem
<i>Sorghastrum nutans</i>	Indian Grass
<i>Spartina pectinata</i>	Prairie Cord Grass



Groundcover
Euonymus fortunei
(Winter Creeper)



Preliminary Value Estimates

It is a common perception that all bungalows are identical. However, in the course of this study, it became apparent that there are significant (although sometimes subtle) variations in floor plans, window and door size and placement, roof forms, and kitchen/bath configurations. Because of these variations, there cannot be a “one size fits all” set of plans for improving bungalows. Instead, the designs demonstrate a range of improvements that can be made to the most prevalent types of post-war bungalows.

The cost of implementing any of the prototype designs for a specific bungalow will vary considerably, depending on the condition of the existing house, how closely it conforms to the prototype and the quality of materials and finishes used in the rehabilitation. The following analysis looks at one prototype from each neighborhood and provides a preliminary estimate of the range of costs involved in implementing the design schemes. These figures are the estimated value of the improvements and are in addition to property acquisition costs.

IMPLEMENTATION



Attic expansion with front porch
Fairview Park Prototype

- Purchase price range for houses in the target neighborhood: \$60,000 to \$137,000
- Average home purchase price in target neighborhood: \$108,960
- Estimated cost range of proposed value enhancements: \$60,000 to \$90,000



Attic expansion-“Saltbox”
Parma Prototype

- Purchase price range for houses in the target neighborhood: \$82,000 to \$121,000
- Average home purchase price in target neighborhood: \$103,738
- Estimated cost range of proposed value enhancements: \$70,000 to \$100,000



Addition, open plan
Garfield Heights Prototype 3

- Purchase price range for houses in the target neighborhood: \$44,000 to \$190,000
- Average home purchase price in target neighborhood: \$85,106
- Estimated cost range of proposed value enhancements: \$75,000 to \$105,000



“Big roof” house
Maple Heights Type 1

- Purchase price range for houses in the target neighborhood: \$50,200 to \$100,000
- Average home purchase price in target neighborhood: \$77,154
- Estimated cost range of proposed value enhancements: \$80,000 to \$110,000



Preliminary Implementation Strategies

As this document goes to press, the implementation phase is getting underway. This section is a preview of potential implementation strategies. It is not intended to be an implementation plan but rather a range of ideas and opportunities for further consideration. A successful implementation strategy will involve a variety of tools to accommodate the needs of existing and prospective residents and to take into account the different processes and resources available within the Consortium cities. Key components of an implementation strategy include:

- *Financial tools without income guidelines:* Incentives that are geared to residents regardless of income will attract and retain higher income households in the target neighborhoods and help to enrich the economic diversity of these areas.
- *Programs that combine resources of the Consortium cities:* Each city in the Consortium has its own tools for stimulating housing reinvestment, but the power of the Consortium is the combined strength of its member cities. Some financial incentive programs will need to continue to be funded independently by each municipality, but the Consortium cities can join forces to lobby for legislative changes and to provide technical assistance and resident services more effectively.
- *Some programs that are available to tenants and investors, as well as owner-occupants:* This is especially important in the two-family neighborhoods. Even though encouraging owner-occupancy is a primary goal of the housing initiative, there are high percentages of absentee-owners in the two-family target neighborhoods. To have a tangible impact on the neighborhoods, some programs must address investor-owned properties, in addition to those with owner-occupants.

Financial Tools

Deferred second mortgage for rehab work: A deferred second mortgage can be a powerful incentive for getting existing or prospective residents to implement the housing unit design schemes. A deferred second mortgage would be structured like a home equity loan but could

only be used for home repairs and upgrades. Interest rates, loan terms, and administrative processes would need to be developed by the Consortium cities, but as an example:

An owner plans to spend \$20,000 to combine the second floor and third floor of her two-family into a large owner's suite with a home office. She receives the funds to make these improvements as a deferred second mortgage with a 1% rate; payments on the second mortgage are deferred until she sells the house or ceases to be an owner-occupant. Ten percent of the second mortgage could be forgiven each year as a way to encourage and reward owner-occupancy.

Tax abatement: Tax abatement is a way to promote housing reinvestment. Some homeowners feel that when they invest substantial sums of money in home improvements, they are penalized for their efforts by having to pay higher taxes. To counter this disincentive, cities can abate property taxes on the value of improvements. For example, Fairview Park offers a seven-year property tax abatement on the value of improvements to existing residential and commercial properties. The entire city has been designated as a Community Reinvestment Area so the abatement is available city-wide. Routine maintenance, such as painting, replacing a roof, or repaving a driveway would not be eligible for tax abatement as these types of repairs do not increase a home's appraised value. Adding a bathroom, expanding a kitchen, adding central air conditioning, and finishing an attic as living space are examples of work that increase a home's appraised value.

Tax abatement works best when the value of improvements is high. Smaller upgrades do not result in much tax savings and are often not worth the effort it would take to administer an abatement program. Tax abatement can be difficult to implement because of the administrative time it takes to monitor improvements and track abatements. Also, tax abatement must be coordinated with a municipality's school district. But it can be a powerful incentive for a homeowner to make substantial upgrades to their current home rather than move to a new home.

In addition to abating the value of improvements to existing houses, tax abatement can be used to reduce the tax liability for new residential

construction. For example, Fairview Park is considering amending its abatement legislation to provide a seven-year property tax abatement for new residential or commercial construction. The City may abate 50% of the value of new construction for up to seven years. Tax abatement for new construction would provide an incentive for developers to create new housing in the target neighborhoods, as described in the neighborhood design concepts that are part of this study. If all or most of the First Suburbs offered offer a tax abatement program with the same terms, it could be marketed jointly as a way to increase the appeal of housing in the inner ring. Although each City would have to identify its own Community Reinvestment Area, and work out an arrangement with its own school district, adopting the same program in each community would make the program simple and understandable for prospective buyers and developers.

Equity assurance: An equity assurance program guarantees that a property will retain its value. A homeowner typically pays a small fee to enroll in the program. The fee pays the cost of an appraisal by an impartial, third party appraiser. This appraisal becomes the guaranteed amount that the owner will receive when they sell the house. Typically, the guarantee only takes effect after the owner has lived in the house for at least five years. The program requires the owner to provide regular maintenance. If a property's condition declines during a homeowner's tenure, the property is reappraised and the guarantee only applies to the value at reappraisal. This type of program is often used as a marketing device to generate interest in neighborhoods where home sales are slow and homebuyers, who are often first-time buyers, may be worried about their ability to re-sell the home when they are ready to move.

From a financial standpoint, equity assurance programs are a fairly safe bet for most cities. In 2001, the 10,000 Friends of Pennsylvania organization prepared a profile of nine existing equity assurance programs in municipalities in Pennsylvania, Illinois, Missouri, and Maryland. There are over 7,000 households enrolled in these nine programs and only five claims have been paid to homeowners to date. The earliest program, in Oak Park, Illinois, has been in place since 1977, and it has never had to pay a claim.



For the First Suburbs target neighborhoods, property appreciation has ranged from 3.6% to 4.25% annually in the bungalow neighborhoods and 3.84% to 6.21% in the two-family neighborhoods. Since most properties in the First Suburbs are appreciating in value, it is unlikely that there would be many claims if the Consortium cities instituted an equity assurance program. But, if such a program were adopted as a Consortium-wide effort, it could be used as a marketing tool—promoting the fact that buying in the First Suburbs is a safe bet. The First Suburbs Development Council could administer the program, although each municipality would be responsible for paying any claims within their boundaries.

A more effective version of this program would guarantee a return on the value of any upgrades that the homeowner makes while living in the property. Homeowners in the First Suburbs are unlikely to worry about a loss in value since most bungalows and two-families have a modest but steady annual appreciation. However, homeowners might be concerned that they are over-improving their property if they make the range of value enhancements described in this study. They may fear that they will never get the money they have invested into a house back out when they sell it. To counter these concerns and provide an incentive for major improvements, the Consortium could offer an equity assurance program that guarantees that a homeowner will be able to re-sell their home for the purchase price plus a percentage of the cost of value enhancements. The details of this type of incentive program would need to be carefully developed by the Consortium but, as an example:

A resident buys a bungalow in one of the Consortium cities for \$90,000. Using the unit designs in this document for inspiration, he makes \$70,000 worth of improvements to the property. The plans are reviewed and approved by the Consortium city in which the property is located, and the value of the improvements is certified by the city based on receipts provided by the homeowner. After five years, the owner decides to sell the house. The equity assurance program guarantees that he will be able to get the original purchase price of the house (\$90,000) plus 75% of the value of the enhancements (\$52,500) for a total minimum

sales price of \$142,500. If the owner cannot get this price for the house within a preset period of time, he would submit a claim to the city and receive a check for the difference between the guaranteed sales price and the actual sales price.

With this type of program, the Consortium cities assume some of the financial risk for homeowners who make major upgrades. The cities should not have to guarantee 100% of the value of improvements because homeowners rarely recapture the entire value of the improvements they have made when they sell their house, even in very competitive real estate markets. The percentage could drop to 40 or 50% to reduce the potential fiscal liability of participating cities, but a higher percentage will result in greater participation, especially in the early days of an equity assurance program.

Development tools

Landbanking: In first ring communities where residential neighborhoods abut commercial districts, a program of municipal property acquisition and land banking would help to protect residential property values and strengthen commercial districts. In this study, the Lakewood, Maple Heights, and Fairview Park target neighborhoods are prime candidates for municipal landbanking. The houses that abut the commercial districts often have lower property values than similar housing that is a little further away. If communities start buying the houses that are adjacent to commercial areas as they become available, they can be used to create an attractive landscaped buffer between residential and commercial areas. The landbanked lots can also be used to create additional parking for businesses in the commercial area.

Municipalities should also consider acquiring and landbanking contiguous properties within residential neighborhoods to create opportunities for residential development as shown in the neighborhood design concepts that are part of this study. Each of the target neighborhoods would benefit from increased housing choices to dilute the heavy concentration of bungalows or two-families in the neighborhoods now.

Technical Assistance

Bungalow and Two-family affinity groups: The First Suburbs Consortium can help to develop a sense of community among bungalow and two-family owners by cultivating informal associations of bungalow and two-family owners. Membership in a bungalow or two-family affinity group should be free and provide substantial benefits, such as discounts at building material suppliers, design assistance, and contractor referrals. There could be events geared toward bungalow and two-family homeowners. Some of the Cities already conduct these kinds of programs, but the Consortium as a whole could bring together a larger group of people with shared interests.

Bungalow briefs and two-family tip sheets: User-friendly guides for maintaining and improving bungalows and two-families could be prepared for the Consortium as a whole, using the combined expertise of building and housing departments staffs in all of the member cities to provide specific advice about how to address the problems common to these two housing types. Two excellent models for homeowner assistance materials are the Bungalow Briefs series prepared by Chicago's Historic Bungalow Initiative and *Cape Cods and Ramblers: A Remodeling Planbook for Post WWII Houses* prepared by the Design Center for the American Urban Landscape at the University of Minnesota.

Free (or substantially discounted) architectural services: The housing unit designs in this study are prototypical and would need to be adapted to the conditions of a specific house in order to be implemented. Subsidizing design services is one way to motivate owners to explore the options for their bungalow or two-family. For example, a bungalow or two-family owner (both owner-occupants and absentee-owners) could be eligible for a one-hour consultation with an architect to discuss potential upgrades to their property. The architects providing this service would be on retainer to the Consortium and would be selected based on their expertise in dealing with the creative rehab of these two housing types. The one-hour session would be used to generate ideas for the house and get the owner excited about the possibilities for improvements. If the owner decides to go forward

with the improvements, he or she would provide a statement of intent, detailing the proposed scope of work, for review and approval by the city in which the property is located. Upon completion of the work, the property owner would be reimbursed for the total design fees (or a percentage thereof, as determined by the Consortium). It is important that all of the cities adopt the same program to reduce confusion and to allow the program to be marketed by the Consortium as a whole. Cities would assume the cost of design services; these costs would be recouped over time in increased property tax revenues generated by the improvements. Initially, a grant could be obtained to conduct a pilot program.

Resident services

To make target neighborhoods in the First Suburbs appealing to the widest range of potential residents, the Consortium should consider a fee-based package of resident services. Older homeowners, single parents, and busy professionals might be attracted to a neighborhood where they can pay a fee and receive basic services, such as landscaping and snow removal from sidewalks and driveways provided for them. The program could be modeled on the services provided to residents in detached condominium communities. Condominium associations handle lawnmowing and other landscaping, as well as snow removal. Condominium owners are responsible for maintaining their units.

This type of program could be somewhat difficult to implement for an individual city, because it would take a considerable amount of time to administer, even if only a few residents participated. By offering the program to bungalow and two-family residents on a Consortium-wide basis, it could be administered more efficiently and, because it would involve many more participants, better rates for the provision of services could be negotiated by the Consortium, lowering the cost for individual residents. This program could be available to both owner occupants and to tenants of two-families and bungalows.

The Consortium could also offer “handyman” services to residents who lack the time or ability to perform routine home maintenance tasks





such as cleaning gutters, changing storm windows and screens, touch-up painting, etc. These services could be available to homeowners for a fee, but the Consortium, through its development council, would retain a crew of handymen to do the work for pre-negotiated fees. The Consortium could also maintain a list of contractors and provide referrals to homeowners who need more than basic handyman services. There is a liability issue, since the Consortium would be the conduit for the provision of services and for contractor referrals. But if the legal issues can be resolved, the Consortium could do the work of checking references and acting as an intermediary for homeowners, providing a tremendous benefit to existing and prospective residents.

State and Federal Policy Reforms

The First Suburbs Consortium should lobby to enact a state rehabilitation tax credit and to change the federal law that determines entitlement versus non-entitlement criteria for Community Development Block Grant funding.

State Rehabilitation Tax Credit: The state could offer an income tax credit for rehabilitation work to houses that are at least 50 years old. Several states, including New Jersey, Maryland, and Kentucky offer a rehab tax credit for older homes. Typically, these programs are geared toward historic homes, but Ohio could show its commitment to revitalizing first ring suburbs and all other older, built-out communities by making the program available for all homes that are at least 50 years old. As in other states, the program could be available to owner-occupants and absentee owners and provide a state income tax credit equal to 20% of capital costs of a rehabilitation project—construction costs included, but not appliances or furnishings. The credit could be limited to substantial rehabilitation projects, where the construction cost exceeds 25% of the value of the home prior to the rehabilitation. Or the program could set a minimum and a maximum value for work that is eligible for the program. In other states, work must be completed with a set time period, typically two years. Although the program would result in a loss of income tax revenues to the

state, the rehabilitation programs create jobs and stimulate economic development, resulting in a net gain to state coffers. *Community Development Block Grant Entitlement status:* Four of the First Suburbs Consortium member cities (Cleveland Heights, Euclid, Parma, and Lakewood) have populations over 50,000 and are therefore considered entitlement communities through the Federal Community Development Block Grant program. These communities get a set allocation of federal funds each year for housing revitalization and other community development activities, within the program criteria established by the Department of Housing and Urban Development. The remaining ten cities are non-entitlement communities, which means that these cities must compete with each other and with all of the outlying municipalities in the County to secure community development funds. The Cuyahoga County Department of Development reviews competing applications from the non-entitlement communities and determines which communities receive funding and at what level.

The Consortium should work towards securing a new kind of entitlement status for its non-entitlement member cities. The combined population of the ten non-entitlement cities in the Consortium is over 200,000 residents. If the federal government would recognize these cities as a unified entity, deserving of entitlement status, it would give the Consortium more control over this important funding stream. Through the Consortium, the ten cities would receive a set amount of funding each year, rather than be subject to the competitive process at the County. The cities could decide collaboratively how to best allocate these funds among themselves, rather than be restricted by the County's criteria, which do not adequately take into account the special needs of the inner-ring. The cities would also have the flexibility to develop their own storefront program, rather than having to use the County's program which has not been very effective in inner-ring commercial areas. Although it would take a major effort to change the federal laws governing entitlement status, the benefit would be enormous for the smaller cities in the Consortium.