

GARFIELD'S

PLAN FOR NEIGHBORHOOD DEVELOPMENT
NEIGHBORHOOD INVESTMENT STRATEGY



BLOOMFIELD GARFIELD CORPORATION
GARFIELD JUBILEE ASSOCIATION

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PURPOSE AND PROCESS

Garfield's 2030 Plan

Garfield is looking to become a neighborhood of choice by 2030. To be a place that readily attracts homeowners and tenants alike as residents, it must effectively deal with the aftermath of nearly 40 years of disinvestment. This means creating a new and valued community that offers high-quality urban living in a well-kept environment. Much has been accomplished over the past 30 years, but in 2009, neighborhood leaders agreed a road map for the future was still very much needed. Garfield's "2030 Plan" is a long-range vision for how to improve physical conditions in the neighborhood and best utilize its land and related assets. From open spaces to housing to public infrastructure, the plan articulates an ambitious agenda.

Garfield's citizens have been actively involved in creating both the plan and this corresponding investment strategy. Starting in May of 2009, public meetings held in the neighborhood have drawn as many as 75 residents and other stakeholders at a time to define goals and consider planning principles. The Bloomfield-Garfield Corporation (BGC) and Garfield Jubilee Association (GJA), who together spearheaded this effort, sought the involvement of people from all corners of the neighborhood. While the plan and this strategy bear their imprint, neither should be viewed

as encompassing the ideas or viewpoints of all who call Garfield home. The 2030 Plan is available on the Bloomfield-Garfield Corporation's website, www.bloomfield-garfield.org.

The purpose of Garfield's 2030 Plan is to strive for a neighborhood that is both sustainable and affordable. "Sustainable" implies that the improvement which is achieved endures for the long term. "Affordable" means that, to the greatest extent possible, housing is priced to the market, yet avoids large-scale displacement of existing residents. The plan, thus, seeks to:

- Increase Garfield's population
- Improve the overall quality of housing and reduce vacancy
- Improve open space and encourage a good environment for pedestrians
- Improve high-visibility neighborhood frontages and entry points
- Protect ecological systems

The Neighborhood Investment Strategy is a guidebook to how the neighborhood defines the critical tasks and apportions the responsibilities associated with realizing the above goals. The Strategy relies heavily on engagement of residents and other part-





ners in planning and implementing the various projects, programs, and activities that fill its pages. The BGC and GJA intend to update the community regularly on the progress with each major category of investment (Good Houses, Great Streets, Community Greens, and Hilltop Recreation Park), and seek input on where changes or adjustments to the Strategy may be needed from one year to the next.

Community-based neighborhood investment encompasses a wide range of neighborhood activities, from homeownership education to tree-planting to improving facilities for recreation programs. BGC and GJA run ongoing programs in housing development and neighborhood improvement, and will continue to play an important role in bringing resources into the neighborhood from external sources. However, everyone recognizes the shortage of those resources, both public and private. This is a good time to develop internal resources for investment that can eventually be leveraged into greater resources from outside the neighborhood, both locally and nationally.

Four general categories were set up to focus the development of the investment plan: good housing, great streets, hilltop parks, and community greens. For each topic, the goals from the 2030 Plan were

reviewed, then the neighborhood's assets and the obstacles to investment were considered. A survey of community-based investment strategies was presented, and organizations already actively involved in related investment activities were invited to introduce themselves and take part in the meetings. A list of initiatives was made, including current activities, and prioritized in terms of neighborhood energy.

Using the Action Chart in a Strategic Planning Process

For Garfield and the BGC to reach the community's long-range goals, those goals have to be converted into action through planning. This means that planning is understood not an occasional event that requires special funding and puts progress temporarily on hold, but an integral part of progress. Twenty-year goals are broken down into three-to-five year objectives and then into annual planning targets, which are in turn the basis for monthly and quarterly work plans. However, because Garfield and its context are always changing, the planning process has to respond to those changes, including both the results of deliberate actions and the effects of events that are beyond the organization's control. Strategic planning is not so much like following driving directions as the way a ship is navigated through an uncharted ocean.

It is an ongoing process of small corrective actions based on a clear commitment to a distant destination: the mission and long-term goals provide the constant direction (the “polestar” that guides a ship) and regular check-ins along the way give the organization the agility to stay on top of issues and opportunities (the continual little “course corrections” the ship has to make to stay on course).

The process has three basic activities: take a look at where you are (update the Action Chart), review what you’ve learned (compare what’s been done to what was intended and why), and reframe the next steps. It’s a cyclical process that should happen at different levels—monthly or quarterly, annually, and perhaps every three years. Some of these sessions would involve only staff, others also board members and/or community participants. The Action Chart can become the basis for staff work plans, board committee charges, and annual reports to stakeholders and funders. This process can be used to keep everyone headed toward the same goals, to help everyone understand their role in the process, and to know what to expect of others. Ideally, it transforms from a planning process to a way of working and thinking.

THIS REPORT IS DESIGNED TO BE USED AS A WORKING DOCUMENT.

The included tables have blank fields and/or blank values (e.g. “xx households”), which are targets to be set by the BGC/task force. In addition, a supplemental Excel document of just the tables has also been provided.

The tables are also organized into three categories of Accomplishments:

Short-range, to be completed by the end of 2011

Mid-range, to be completed by the end of 2012

Long-range, to be completed by the end of 2015

Within each of the categories, Accomplishments are coded as follows:

00.0000.00 = Project 00.Year 0000.Accomplishment 00

e.g. Good Houses 01.2011.02

01: Project 01: Provide financial and homeowner education classes for residents.

2011: Year of projected completion

02: Specific accomplishment: 6 households start savings plans

GOOD HOUSES

IMPROVE THE CONDITION OF OCCUPIED
HOMES IN THE NEIGHBORHOOD

GOOD HOUSES: Improve the condition of occupied homes in the neighborhood

Goal

Houses in Garfield are valued assets that are well-maintained and economical to live in

Assets to develop

- Homeowner-occupied houses
- Long-term residents who have a loyalty to the neighborhood
- New homebuyers who are eager to rehab their house
- Community-based programs that support homeowners and renters

Obstacles to investment

- Depressed property values that discourage investment
- Nearby properties in poor condition
- Lack of confidence in the future of the neighborhood
- Neighborhood's association with crime and violence

Leverage points

- Incentives to residents for education and investment
- New PCRG purchase-rehab program
- Packaging of at-risk properties for sale

Potential Investors and Partners

- Garfield Citizens
- Banks
- PCRG
- NeighborWorks

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GOOD HOUSES PROJECT

Provide financial and homeowner education classes for residents.

| 01 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|--|---|--|
| 01.2011.01 | xx households complete financial education course | Course is scheduled and advertised | Garfield Jubilee Association |
| 01.2011.02 | xx households start savings plans; First Home Club is started | Obtain funding for expanding program; Publicize the program | Garfield Jubilee Association; The Bulletin |
| 01.2011.03 | xx graduates are involved in teaching. The program is expanded. | Identify potential instruction aides who are interested in teaching | Garfield Jubilee Association |
| 01.2012.01 | Homebuyer of the Year program is started | Apply for new funding to expand program | Garfield Jubilee Association |
| 01.2015.01 | xx program graduates have become homeowners or have improved their house. The program is offered to other East End neighborhoods | Offer programs to other East End neighborhoods | |

Many Garfield residents would benefit from basic financial education (e.g. paying bills, credit counseling, taking out a loan, budgeting, etc.). Many other residents would benefit from a homeowner education class. These classes can be the first steps taken toward financial independence. Residents will learn about other opportunities, such as savings plans (through Action-Housing, North Hills Community Outreach).

Success Story: Shaker Heights Resource Center

Shaker Heights offers many resources to assist homeowners in maintaining or upgrading their property, including a wide range of financial assistance programs. The City partners with Neighborhood Housing Services of Cleveland to provide home repair loan assistance as well as homeownership and credit counseling services. A staffed resource center in a local community center provides technical resources to help plan and complete home improvement projects. Resources include building code and permit information; housing preservation materials; information on roofing, windows, masonry, painting, electrical and landscaping; technical magazines; green Remodeling; green living and conservation information; EPA Lead-Safe information for homeowners and contractors, and a Healthy Home Maintenance checklist.



Success Story: Ohio Financial Education Directory

The Ohio Financial Education Directory for Northern and Central Ohio is a product of the Northern and Central Ohio Partnership for Financial Education — a collaborative group of nonprofit agencies, financial institutions, and academic organizations working in partnership with the Federal Reserve Bank of Cleveland's Community Affairs Office. The Partnership shares a common vision to expand opportunities for low- to moderate-income people to further develop their budgeting and financial management skills. The online financial education directory consists of northern and central Ohio programs/services that encompass a broad range of financial topics, all striving towards this common vision.

The Ohio Financial Education Directory for Northern and Central Ohio is an online listing of regional financial education service providers. This directory listing was compiled by a large mailing, drawing upon the resources of the Partnership, to potential financial education service providers. Organizations were asked to apply and respond to a survey to be included in the directory at no cost. The directory has multiple search capabilities. Users can search financial education programs by county or subject. Each provider listing

includes information such as: program descriptions and fees (if any), location and contact information, and links to provider web sites. The website is sponsored by the Center for Neighborhood Development at Cleveland State University.

Success Story: Making Connections Milwaukee

MCM is an Annie E. Casey Foundation initiative founded on the premise that children do better when they have support from strong families and that strong families are the product of neighborhoods that offer economic opportunities, vibrant social networks and responsive services and support. Making Connections also has program sites in Denver, Des Moines, Hartford, Indianapolis, Louisville, Oakland, Providence, San Antonio, and Seattle. In Milwaukee, through financial education courses and new Volunteer Income Tax Assistance sites, neighborhood residents are working toward improving credit and are supplementing earnings with the Earned Income Tax Credit. A "Jobs Club" project has been established to broaden neighborhood residents' access to employment and training opportunities. Implementation of this range of activity hinges on the partnerships that have been forged among at least 100 different partners engaged in the program. (excerpted from website)



GOOD HOUSES PROJECT

Establish a weatherization program.

| 02 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|--|---------------------------|
| 02.2011.01 | Weatherization plan is created and alternative resources (such as ACTION Housing program) are evaluated | Meet with ACTION Housing and other providers | BGC |
| 02.2011.02 | Weatherization revolving loan fund is approved by BGC Board and funding source is identified. Weatherization loans are explored | Meet with funders and banks. Prepare proposals | BGC |
| 02.2012.01 | Funding is obtained. New owners are eligible for weatherization/green mortgages. Neighborhood is introduced to program. Jobs are created for local residents and training set up. | Work with partners to set up program monitoring and evaluation (CMU, Pitt) | BGC |
| 02.2012.03 | Program is in operation. 10 houses are weatherized. Neighborhood is educated about program. | Publicize progress | |
| 02.2015.01 | 100 houses are weatherized and monitoring is set up; 5 jobs are created | Publicize progress | |
| | Program is expanded | Update plan and obtain funding | |

Simple weatherization measures can save about 20% of energy costs during the winter. Create a resource for residents to use to find out information on weatherization, or provide subsidies.

Success Story: Clean Energy Works Portland

Clean Energy Works Portland is a groundbreaking new program that enables Portland residents to improve the energy efficiency of their homes and pay for the improvements over time through their utility bills. The program uses \$2.5 million in Energy Efficiency and Conservation Block Grant funds the city received through the American Recovery and Reinvestment Act as seed money to start a revolving loan fund that will enable Portland homeowners to improve the energy efficiency of their homes at no up-front cost. The energy improvements that will be available to homeowners during the pilot phase of the program, which will cover 500 homes, include insulation, air sealing, duct sealing, and improvements to space heating and water heating systems.

As a partner with Clean Energy Works Portland, the Energy Trust of Oregon will schedule home energy assessments for interested homeowners and help them choose the energy saving options that best meet their needs. To pay for the improvements, homeowners will receive low-interest, long-term loans and will pay them off via their monthly utility bills. (excerpted from website)



GOOD HOUSES PROJECT

Start homeowner/block associations.

| 03 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|--|---------------------------|
| 03.2012.01 | A process for starting block clubs is set up for one of the Garfield; Glen blocks | Research similar measures in other cities and identify successful incentives | BGC |
| 03.2013.01 | First block club formed; Potluck dinners and block clean-ups are held. | Identify one or more block leaders who. Provide information and support | BGC |
| 03.2013.02 | Three block clubs are started by the end of 2013 | BGC creates incentives for their tenants to participate | Residents; BGC |
| 03.2013.03 | Block club has successful event; Article about block clubs is published | | Residents; The Bulletin |
| 03.2014.01 | Block Awards are started | Possible programs: flower planting, pumpkin carving, holiday decorations | The Bulletin |
| | Block clubs get together at least monthly; they accomplish at least 3 goals | | |
| 03.2015.01 | Six block clubs are active. | | Residents |
| 03.2015.02 | A Garfield block club festival is started. | | Residents |

Resident initiated homeowner/block groups are a good way to bring together residents who want to make a difference on their street/vicinity, and a good way to meet neighbors. They can accomplish small scale activities on the block or street level, like cleanups, block parties, and new neighbor welcoming. In the past, as in many neighborhoods, Garfield block clubs were started around public safety. But they only worked when people felt there was an imminent threat. They were only for the purpose of solving problems and didn't offer anything social or fun. These are intended to be more comprehensive than the Neighborhood Watch Block Clubs—their primary purpose is to build relationships, which in turn will enable residents to solve problems of all kinds.

Success Story: New Street Block Club, Bates-Hendrix Neighborhood, Indianapolis IN.

The weekend of October 17th and 18th in 2009 was an important event that engaged the volunteer efforts of Bates Hendricks southeast quadrant neighbors, churches, and businesses. A “five dumpster” cleanup event was designed by the New Street Block Club, formed in early 2007, with the help of an IMAGINE grant. Word was spread for two of the four weekends leading up to the main beautification/clean up events. Flyers were distributed and banners were dis-

played to welcome neighbors to the big event weekend. On October 9 and 10, a large group led by the New Street Block Club cut out excess alley brush and readied trash for the dumpster day. Over five tons of street curb debris was removed! Even more impressive than the cleanup was the after party turnout! On Sunday, October 18, the 1800 block of New Street was shut down to host the first ever New Street Block Party. More than 200 people took part in carnival games, a bounce house, free cookout, and pumpkin painting, and other activities. A raffle designed to reward those who had participated in the cleanup was held and gift cards were distributed to the winners. The community-building purpose of the block club is evident in this excerpt from their website:

“While we were able to make a big impact in a fairly short time span, much of the real success was meeting many of our great neighbors. Continue to build on this effort, whether you live in the Bates Hendricks Neighborhood or not! Reach out and talk to the couple down the street who’s lived there almost as long as you have. Take a moment and say “hello” to those you may see but to whom you never talk. Get to know your neighbors and start a block club of your own. You’ll find a whole bunch of people who care as much as you do.”



GOOD HOUSES PROJECT

Publicize at-risk properties to avoid condemnation and demolition.

| 04 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|--|-----------------------------------|
| 04.2011.01 | Five foreclosed or condemned properties in the Elm Street area are identified. | Research properties; Interview MCC on lessons learned | BGC |
| 04.2011.02 | Neighborhood is alerted to the opportunity to rehab and own houses (before inviting outsiders to buy property). | Publish article on people rehabbing condemned properties and set up regular column | The Bulletin |
| 04.2011.02 | Concept for house sale is developed around announcement of new PCRG; purchase-rehab loan program | Select properties for sale | BGC |
| 04.2012.01 | Resources for buyers are arranged through PCRG and banks | Make legal preparations, arrange for real estate services, etc | BGC |
| 04.2012.02 | Buyer education program is organized and advertised | Coordinate homeowner education | Garfield Jubilee Association |
| 04.2012.03 | First house sale is successful: 5 at-risk houses are sold and are being rehabbed by buyers | Hold a house sale; Provide connections to reputable contractors | BGC |
| 04.2013.01 | The house sale becomes an annual event | Review lessons learned and set up annual process | BGC, Garfield Jubilee Association |
| 04.2015.01 | All the houses sold are improved and owner-occupied | Do follow-up study and publicize | The Bulletin |

Condemned structures and demolitions have become second nature in Garfield. However, residents are not usually informed about new condemnations nor demolition schedules. Some structures may be in salvageable condition. By making information available to the public, we could connect neglected property with people willing to invest money in rehabilitation.

Success Story: Manchester Great House Sale, Pittsburgh

For years, the city demolished vacant homes in Manchester, turning usable buildings into weed-filled lots that became overrun with graffiti and trash. The vacant lots made selling homes difficult, and people living there say the community suffered despite the fact that police records show the number of crimes fell by nearly half over the past decade. In October 2009, Manchester Citizens' Corporation showed seven homes to be restored by March. More than 100 people, some from as far away as Venezuela and Colombia, attended a two-day session that included a seminar about how to buy one of the homes. Twenty-five people put down \$1,500 deposits, and seven qualified buyers were chosen at random to buy the homes. The rest were put on a waiting list for future restorations. Incentives totaling \$2 million for the buyers will be paid by grants from the city's Urban Redevelopment Authority, the federal Department of Housing and Urban Development, Allegheny County, the Pittsburgh History & Landmarks Foundation's Landmarks Community Capital Corporation and the Allegheny Foundation. (excerpt from Tribune Review)



GOOD HOUSES PROJECT

Facilitate affordable rental housing for working families.

| 05 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|--|---------------------------|
| 05.2011.01 | Find new sources of capital to replace disappearing funding sources | Research possible sources, including Capital Magnet Fund | BGC |
| 05.2012.01 | A revolving fund for housing development is funded to Commitment of \$\$ in private financing is obtained | Submit grant proposals to funders | BGC |
| 05.2012.02 | Planning for a new affordable rental development is done | | BGC |
| 05.2013.01 | Land is assembled for new rental housing; Application for funding is submitted. | | BGC |
| 05.2016.01 | Second affordable tax-credit rental housing project is completed. | | BGC |

Continue to provide and assure the stock of affordable housing in Garfield available to families and individuals for whom renting makes more sense than buying.

Success Story: Capital Magnet Fund

One of the changes to the Housing and Economic Recovery Act of 2008 (HERA) was the creation of the Capital Magnet Fund (CMF). With direct funding of \$80 million under the president's 2010 budget, CMF provides grants to finance affordable housing and related community development projects. Eligible grantees include community development financial institutions (CDFIs) and nonprofit organizations whose principal purpose is to develop or manage affordable housing. The CMF was established as a permanent trust fund and will be administered by the Treasury Department's Community Development and Financial Institutions (CDFI) Fund. The CDFI Fund administers other grant programs, including the CDFI Grant

Program which provides financial and technical assistance to CDFIs serving low-income people and communities and the New Markets Tax Credit Program, which provides investors a tax credit for investing in businesses located in under-served areas.

As its name suggests, CMF grants are to be used to increase private investment in the development, preservation, rehabilitation, or purchase of affordable housing primarily for extremely low-, very low-, and low-income families, and related economic development activities or community service facilities such as day care centers, workforce development, and health care clinics. Awards of CMF grants are intended to stabilize and revitalize low-income or under-served rural areas. Grantees may use grant monies to establish loan loss reserves, to capitalize a revolving loan fund, an affordable housing fund, or a fund to support economic development activities or community service facilities, and to provide risk-sharing loans.



GOOD HOUSES PROJECT

Develop a landlord education program.

| 06 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|--|--|--------------------------------|
| 06.2011.01 | Concept for landlord education program is created; Baseline condition of rental properties is documented | Engage local landlords; Research other programs; Visit Shaker Heights to learn about their experience. | BGC; Kevin Barnett |
| 06.2011.02 | Start partnership to develop program. | Talk with Rob Molloy at Fair Housing Partnership | BGC |
| 06.2012.01 | Engage at least three landlords | Initiate program with at least one successful event; Plan next steps | Landlord education partnership |
| 06.2012.02 | Program is broadened to East End neighborhoods | Share experience with other neighborhoods | BGC |
| 06.2015.01 | Condition of rental properties is significantly improved over baseline | | BGC |
| 06.2015.02 | Achievements are publicized | Write article for Bulletin | Landlord education partnership |

Offer classes to those (local residents) interested in owning and renting out property. Goal is to increase the amount of responsible, locally based landlords.

Success Story: Shaker Heights Landlord Training, Shaker Heights, Ohio

A comprehensive one-day landlord training program is offered twice a year. The program is designed for existing and prospective Shaker two-family landlords, but it is open to all. The program encourages superior property management and maintenance, provides professional training to owner-occupant rental property owners, and helps landlords maintain a competitive edge in the marketplace.

The training is delivered by a team of professionals with expertise in the many facets of rental property ownership. (View Landlord Training Manual) Topics covered include Ohio landlord-tenant laws, fair housing laws, the eviction process, property and business management, property maintenance, city requirements, regulations and programs, and marketing strategies. Realtors and brokers can receive six CEU credit hours for full attendance.

Success Story: Certified Shaker, Shaker Heights, Ohio

Certified Shaker encourages rental property owners to make their properties the best they can be and recognizes rental properties which meet or exceed the City's standards of excellence. This is the first program of its type in the United States. (See listings of Certified Shaker properties)

Properties are promoted by the City as the best Shaker has to offer, receiving regional and national exposure, through Shaker Life magazine, promotional packets, print and radio ads. A photo and description of each property is included on the city's website with direct links to owner's contact information. City Relocation Specialists show Certified Shaker properties to out-of-town prospects. Owners have access to technical assistance from the city's Housing Specialist on ways to improve property marketability and receive free yard signs with the Certified Shaker name.

To be certified a property must have a current Certificate of Occupancy and no current housing or fire code violations. The property cannot be in foreclosure. It must be spotlessly clean and freshly painted throughout, with updated appliances and fixtures and appropriate landscaping. (excerpted from website)



GOOD HOUSES PROJECT

Educate real estate agents and appraisers about the assets and opportunities in Garfield.

| 07 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|---|---------------------------|
| 07.2011.01 | Get at least two more real estate companies active in the neighborhood | Meet with Coldwell Banker and Howard Hanna. | BGC |
| 07.2011.02 | Educate real estate agents about homeownership opportunities in Garfield. | Conduct information session and tour for real estate agents (as part of Garfield House Sale day or PCRGR rehab loan rollout?) | BGC; GJA |
| 07.2011.03 | Banks know about opportunities to use purchase rehab program in Garfield. | Develop relationships with banks that provide purchase-rehab programs | BGC; GJA |
| 07.2012.01 | Real estate brokers bring 5 new successful purchasers into neighborhood | Hold annual real estate agent workshops; Publicize every success | GJA |
| 07.2012.02 | Banks make 5 purchase-rehab loans. | Provide homeowner education and support through process | GJA |
| 07.2015.01 | Real estate agents are competing for sales in the neighborhood | | |

Here are some ideas for marketing strategies based on those used successfully by nonprofit housing organizations around the country, from “Marketing Affordable Home-Ownership Programs Through Real Estate Professionals”, by Marcia Nedland (<http://www.fallcreekconsultants.com/documents/PartneringWithRealtorsToSellNeighborhoods.pdf>)

1. Sponsor a page in the local real estate journal, and/or an ad in the mainstream newspaper that features all of the properties listed in your target area. Charge a minimal fee to listing agents to have their property included.
2. Sponsor a segment of the local cable television real estate listing show to feature listings in your area.
3. Sponsor a neighborhood-wide open house tour, in which all listings in your area would be open on the same day, with special advertising and publicity generated by you on behalf of the listing agents. Get a story in the real estate section of the newspaper that publicizes the event, and gives a map with addresses so people can do self-guided tours. If you are citywide, do a city-wide open house of all properties listed within an “affordable” price range for your city.
4. Offer “Special Financing Available” signage for agents to post on their listings to appeal to customers.
5. Call every agent with a listing in your area to make sure they know about the availability of your special financing. Offer to prepare a financing sheet on their properties that lays out the down payment and monthly payments with your financing, which can be used in listing packets in the property.
6. Work with the local Board of Realtors to develop a class for real estate agents on your organization, your customers, and your education and loan products, that can count as a Continuing Education Credit for agents.
7. Offer to post listings in your area in the location where you conduct homebuyer education classes.
8. Offer a sales bonus to any agent who sells a property in your target area to an owner-occupant. (\$300- \$500 is common, but consult an attorney to make sure your particular program won’t violate the Real Estate Settlement Procedures Act [RESPA] rules.)





9. If you own properties for sale, list them with an agent and pay them a commission. It is rarely worth it to try and sell them yourself, either because it takes too long or it incurs the wrath of the agents you'll need later—sometimes both. A 6% sales commission on a \$65,000 house is \$3,900—compare that to the carrying costs of holding the property unoccupied for several months, including staff time in finding buyers and showing the property, etc.—it's often cheaper to pay the commission. Even if it costs a bit more to use an agent, the benefits of conventional real estate activity to the neighborhood are important, and the business relationship you develop with the agent can be critical to future projects.
10. Involve real estate agents in your organization. Get a real estate agent on your board of directors and on your home-ownership committee. Gather a small group of them to get reactions on your new or existing programs and products.
11. Use agents as trainers in your homebuyer education classes. Just be sure they know that it's not an appropriate forum to sell their services.

Success Story: The Fund for the Future of Shaker Heights, Shaker Heights, Ohio

The Fund for the Future of Shaker Heights provides low-interest loans to home buyers who will help sustain Shaker's racially diverse neighborhoods. Efforts toward integration began in the late 1950s with neighbors in the Ludlow Elementary School area working together to make integration successful. As a result, Shaker Heights avoided many of the problems created from practices such as blockbusting and white flight. In 1986, the city began the Fund for the Future of Shaker Heights, offering loans for down payments for residents buying homes in segregated neighborhoods, creating multi-ethnic neighborhoods. Today, the city maintains a housing assistance office that works with home buyers to achieve and maintain neighborhood integration. The story of integration in Shaker Heights was featured in a national news special.

Success Story: South Orange/Maplewood Community Coalition

The Coalition is funding a four-county wide fair housing council working on creative methods to see if real estate brokers are adequately serving integrat-

ed neighborhoods. To combat the tendency toward a dual housing market, the Coalition has launched a PRISM (Pro-Integrative Supplemental Money) program. The PRISM program's primary challenge is getting brokers to make referrals. Many brokers are reluctant to venture into minority neighborhoods, especially since race is a "hot button" within real estate. The coalition has a broker advisory committee that is working on deeply-engrained issues: brokers face almost a tragedy of the commons, where they don't want to be the only one showing someone an area that is segregated and get negative feedback from their clients. The PRISM program gives brokers a comfort level to show in a race neutral or pro integrative way, because it is a visible sign that the towns are committed to integration.

GOOD HOUSES PROJECT

Work with the Housing Authority to bring public housing down the hill.

08

It's likely that this project can't proceed until there is a change in the policies or leadership of the Housing Authority of the City of Pittsburgh. An initial meeting has been held with HACP, but no further steps can be taken at this time. This project should be re-considered when there is a change in the situation.

Success Story: Guinotte Manor, Kansas City.

The project involved the construction of 219 new units, both flats and town homes, and one for one replacement of remaining units as part of the HAKC scattered site program, many of which are located in non-impacted neighborhoods. The project also provided substantial employment and job training

opportunities for residents. Construction of the units was completed in February 2000; the site is fully occupied. The program also included public housing units in innovative mixed income multi-family rental settings. This project is the recipient of a New Face of America's Public Housing award from the Congress for the New Urbanism.

Success Story: Clarksdale Revitalization, Louisville.

176 public housing rental units have been developed as part of the Clarksdale I revitalization. Clarksdale II includes 218 rental housing units off-site. The Housing Partnership, Inc. and New Directions Housing Corp. were LMHA's developer partners for 69 of the units.



GREAT STREETS

MAKE STREETS SAFE AND WELCOMING

GREAT STREETS: Make streets safe and welcoming

Goal

The neighborhood streets in Garfield are social spaces that are pleasant for walking and bicycling.

Assets to develop

- Extensive network of streets
- Wide rights-of-way
- Street trees and other shade trees
- Residents willing to volunteer to help beautify and maintain their streets
- Walking club
- Access to public transportation

Obstacles to investment

- Steep slopes
- Overhead wires and pruning practices of local utilities
- Decreasing availability of public sector funding for maintenance or capital improvements
- Disregard for environment and property, leading to damage, vandalism, and dumping

Leverage points

- City's stormwater crisis
- Public support for tree planting

Potential Investors and Partners

- Garfield citizens
- City of Pittsburgh
- Sustainability organizations
- TRevitalize
- Bike Pittsburgh, FreeWheel

01 EXPAND THE WALKING CLUB. page 32

02 CONTINUE TO ORGANIZE STREET CLEANUP. page 34

03 PURSUE TREE PLANTING INITIATIVES. page 36

04 REDUCE THE RUNOFF INTO STORM SEWERS. page 38

05 ANALYZE THE ADEQUACY OF STREET LIGHTING. page 40

06 ADDRESS WEAK CORNERS. page 42

07 ESTABLISH A MULTI-YEAR SCHEDULE FOR STREET PAVING. page 44

GREAT STREETS PROJECT

Expand the walking club.

| 01 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|--|--|---------------------------|
| 01.2011.01 | The walking club establishes and maintains a regular schedule throughout the 2011 season. | Set schedule and provide easy access by anyone who is interested; Walking club members keep a contact list | BGC and walking club |
| 01.2011.02 | The walking club has at least ten members, and typically at least 3 participate in every walk. | Current members recruit at least one new member each; One or more members agrees to be a "Walking Club Champion" with contact and organizing responsibilities. | Walking club |
| 01.2011.03 | Two successful networking or outreach events are conducted by the walking group | National Night Out; Key individuals outside Garfield are invited to walk with group. | Walking club; BGC |
| 01.2012.01 | Walking club success is publicized. | Take photos and write at least one story | BGC; Bulletin |
| 01.2012.02 | The walking club accomplishes 3 networking or outreach activities | Create a partnership with a fitness organization, such as Healthy Communities initiatives | Walking club; BGC |
| 01.2015.01 | The walking club has at least 30 members, and walks have 10-15 participants. | Continue outreach | Walking club |
| 01.2015.02 | Walking club provides regular publicity for the neighborhood. | Develop strategies for getting the good news out | Walking club; BGC |
| 01.2015.03 | At least 5 members of the walking club are engaged in other neighborhood organizations. | Interview members and write a story in the Bulletin | Walking club; BGC |

A walking club, aside from providing great exercise, acts as a ‘reconnaissance’ team, and creates a network of individuals who are aware of daily changes to the neighborhood and develop relationships with one another. As more people start walking, they get to meet more of their neighbors and thus start building a stronger community. More people notice barriers to walking and may help advocate for better streets and sidewalks. Motorists are more likely to be aware of pedestrians. Lastly, there will be more “eyes on the street” to discourage crime and graffiti.

Success Story: WalkForce, Garfield Park Neighborhood, Chicago, Illinois

(Excerpt from an interview with Rishona Taylor, a founding member of WalkForce) “We started the program in September 2007. It was strictly word of mouth with a lot of help from Advocate Bethany Hospital and the 11th District CAPS (Chicago Alternative Policing Strategy) program helped a lot in promoting the program. So it started with a few of us walking through the neighborhood getting exercise, picking up litter, and getting to know the community. We were walking through the neighborhood anyway, so we started putting flyers on people’s doors. And that April we had an abundance of people join. We went from seven people to about 45 registered participants.



GREAT STREETS PROJECT

Continue to organize street cleanup.

| 02 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|--|---------------------------|
| 02.2011.01 | Neighborhood cleanups are held on a regular schedule | Set a schedule and make it easily accessible to residents | BGC |
| 02.2011.02 | Clean ups are coordinated to make the best use of resources. | Meet with Pick Up Penn | BGC |
| 02.2011.03 | Garfield residents participate in the multi-neighborhood Penn Avenue clean up in July | Organize participation | BGC |
| | At least 32 people participate in a clean-up event | Build involvement; Find new ways to make it fun | BGC |
| 02.2012.01 | A Garfield neighborhood stewardship committee is formed | Engage 5-6 participants as a planning group and assist them to find some funding | BGC |
| 02.2012.02 | Clean-up activities are held regularly and well attended | | Stewardship committee |
| 02.2012.03 | New beautification activities are started | | Stewardship committee |
| 02.2015.01 | At least 60 residents participate in regular clean-up and beautification activities | | Stewardship committee |
| | A reliable source of funding provides for ongoing activities | Create a resources strategy, match volunteer effort | Stewardship committee |

Street cleanups already occur, but a greater effort can be made to attract residents and children to attend, and the events may be held more frequently. Experience with neighborhood revitalization has shown that neighborhood clean-ups should be an integrated part of an overall program of investment, since the physical appearance of the neighborhood has a major impact on people's expectations of quality.

Success Story: College Hill Homes, Tampa, FL

Although not a typical neighborhood revitalization story, the experience of College Hill is a remarkable example of the impact of cleaning up. In that drug-ridden public housing community, a special team of police were assigned to address the rampant crime. They pursued a multi-pronged program including intensive patrolling, improved lighting, and elimination of abandoned cars and through-traffic. Residents supported and appreciated the difference that these actions made. But the team described afterwards that the turning point was the day they organized a neighborhood clean-up. With donations of supplies, rakes, shovels, and music provided by a local DJ, more and more residents joined in as the day progressed. Residents who had been afraid to leave their apartments were taking part and stayed for the party into the evening. After the clean-up, a sense of community and trust was noticeable for the first time. Neighborhood children followed the officers, residents approached them with information, and the neighborhood applauded the arrest of suspected drug dealers.



GREAT STREETS PROJECT

Pursue tree planting initiatives.

| 03 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|--|--|---------------------------|
| 03.2011.01 | A street tree plan for Garfield is done | Prepare an analysis of existing conditions. Meet with TRevitalize on criteria for getting trees. | BGC |
| 03.2011.02 | A multi-year schedule of planting is created to achieve 2030 goal (60 trees/year). | Identify priority locations for new street trees and obtain trees. | BGC |
| 03.2011.03 | 30 trees are planted | Re-apply for trees; Plant trees in fall | BGC |
| 03.2012.01 | Obtain trees on a semi-annual basis for spring and fall planting | Submit successful proposals | |
| 03.2015.01 | 300 trees have been planted in five years | | |

Trees add life, health, and beauty to an area, encouraging pedestrian activity. Through partnerships with Tree Pittsburgh, Friends of the Pittsburgh Urban Forest, and TRevitalize, trees can be obtained and residents can learn tree tending skills. Garfield's twenty-year tree planting target is 60 trees/year (see Garfield 2030).

Success Story: Neighborhoods in Detroit, Michigan

Green collaborations in Detroit neighborhoods have included community gardens, pocket parks and small nurseries. In Highland Park, the Beresford Block Club partnered with a non-profit group called Greening to replace trees that were lost years ago in a rare tornado that hit the Detroit area. With the support of Highland Park officials and Beresford residents, 25 trees were planted last summer. The results were immediate and the effort provided a great increase in neighborhood volunteerism of all kinds. At one point there were almost 100 volunteers just for tree planting. People met their neighbors and many became involved in their local community organization. "Our city has a widespread enthusiasm for planting trees," says Rebecca Salminen Witt, president of Greening. "It's a powerful statement in disadvantaged neighborhoods because plantings signal a long-term investment."



GREAT STREETS PROJECT

Reduce the runoff into storm sewers.

| 04 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|--|---|
| 04.2011.01 | Background research on stormwater/ ecological problems is done | Investigate scope of issues to address and potential sources of funding for study | BGC; See if there's help from a grad student or program |
| 04.2012.01 | Plans for hiring a consultant are in place | Prepare RFP | Graduate student? |
| 04.2012.02 | A professional stormwater consultant is hired. | Hire a professional consultant to assess Garfield's stormwater situation and recommend remediation actions. | BGC |
| 04.2012.03 | A plan for Garfield is presented | Prepare a baseline assessment of runoff. Identify major sources of stormwater sewer flow and strategies for reduction. | Consultant |
| 04.2013.01 | Neighborhood residents understand the issue and how they can help | Provide neighborhood education (team with partner). | BGC; GJA |
| 04.2015.01 | A plan for private property owners, neighborhood organizations, and city agencies | Identify public improvements and priorities. | BGC and City |

This also relates to Green Streets Project 05, on page 40.

Success story: Philadelphia Stormwater Initiative, Philadelphia PA

Two years ago, the City Water Department made a major change in billing procedures, where stormwater billings for all non-individual residences are based on impervious cover and total lot size, rather than simply using water metering as in the past. The new program has done much to encourage developers to incorporate partial and full green elements in new project designs. Water Department success has been reinforced and extended through partnerships with organizations such as the Pennsylvania Horticultural Society's Philadelphia Green.

In 2005, Philadelphia Green and the PWD addressed stormwater problems at seven Philadelphia schools. At South Weir Mitchell Elementary School, children created a raised bed vegetable garden in a paved parking lot, which not only absorbs stormwater, but also reduce the heat island effect. Vegetation, infiltration trenches, bioswales, and a rain garden replaced some of the school's 3-acre impervious site. Another joint stormwater project, in South Philly, is the installation of sidewalk infiltration planters on South 13th Street. Modeled after street planters used in Portland, OR, they are designed to reduce overflows that led to basement flooding, a persistent problem in the area. These planters, which measure 30 feet long by 7 feet wide and are 4 feet deep, are filled with native plants.



GREAT STREETS PROJECT

Analyze the adequacy of street lighting.

| 05 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|--|---|---------------------------|
| 05.2011.01 | An initial discussion is held with Remaking Cities Institute about their new city specifications | Contact Remaking Cities Institute at CMU (Don Carter) about conducting a study | BGC |
| 05.2011.02 | The new specifications are adopted for the Penn Avenue reconstruction project. | Meet with Pat Haskell and others as needed to negotiate the inclusion in the project scope. | BGC |
| 05.2012.01 | Lighting plan is developed for areas of new investment in the neighborhood | Obtain funding and consultant services | BGC |
| 05.2015.01 | New lighting improves the character of Penn Avenue | Construct new lighting in each phase of Penn Avenue reconstruction | City |
| 05.2015.01 | New lighting is installed in neighborhood in areas of new investment | Incorporate new street lighting into projects. | BGC |

The consensus is that street lighting in Garfield is gloomy and out of date. Look into ways of improving our lighting, including public grants, or grants from a power provider. Look into solar lighting and motion sensors for residents. New lighting standards are being developed by Carnegie Mellon for the city for pilot business areas. These specifications define better levels of energy efficiency using LED technology, control of light pollution, glare reduction, and the use of color for place identity and wayfinding.

Success Story: Chicago, Illinois

By replacing inefficient street lights with new high-performance fixtures, the city estimates it will save

- Over 80,000 tons of excess CO₂ production (equivalent to the weight of 20,000 elephants) in one year
- Nearly 2 billion lumens of light going where it isn't needed, every minute of every night of the year
- \$5.4 million in taxpayers' money each year



GREAT STREETS PROJECT

Address weak corners.

| 06 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|--|--|---------------------------|
| 06.2011.01 | An inventory of corner properties, their condition, ownership, etc is maintained | Do a field survey and document in a spreadsheet file | BGC |
| 06.2011.02 | Identify key corner buildings for rehab | Interest at least one buyer/ owner in rehab as a model | BGC |
| 06.2012.01 | A plan for planting the “green streets” is prepared | Obtain services of a landscape architect | BGC |
| 06.2014.01 | Funding is obtained for one “green street” | Go to foundations and private businesses | BGC |
| 06.2015.01 | Planting and landscaping improvements are made | Arrange for volunteers to help, for economy and community-building | BGC |
| 06.2015.02 | Penn and Negley is under development | Team with responsible private developer for good quality project | BGC |

The weakest corner in Garfield is also its most visible: Penn and Negley. This should be the highest priority development project for both Garfield and Friendship, once the economy has recovered. Neighborhood entrances from Penn Avenue create significant first impressions. The corners are the gateways to the neighborhood. Their condition affects property values throughout the neighborhood. Along Penn Avenue, there are a number of corners where commercial buildings have been torn down and nothing is left but a vacant site or parking lot.

While there is not yet enough demand to make it feasible to construct a new building, the existing conditions need to be addressed. Continuing the Clean, Green, and Screen Initiative (Community Greens Project 03) will address the corners on a temporary

basis. Planting the “green streets” from Penn Avenue up the hill is a more lasting solution that provides many benefits. Eventually, the use and character of corner buildings will be an important concern, and adopting standards or incentives may be necessary.

Success Story: A success story from nearby.

In Friendship in the 1990’s the community was faced with far more deteriorating properties than they could hope to rehabilitate. They adopted a strategy of focusing resources on corner properties, many of which were in poor shape. By turning them into model properties (in some cases by deliberately over-investing), they changed the way people driving through the neighborhood saw it. In the next few years (with the help of a good purchase-rehab program) private homebuyers improved many of the midblock houses.



GREAT STREETS PROJECT

Establish a multi-year schedule for street paving.

07

This needs to address the green streets, since instead of repaving them the way they are, streets need better planting areas, bike lanes, etc.

With the new 1/9 system for allocation of paving funds, it is more important than ever to plan ahead for street paving. However, since paving has a low priority in the limited city budget, there is unlikely to be anything but a response to paving failures in the next five to six years. This project should be put on hold until the situation changes.



HILLTOP PARK

CREATE THE NEW HILLTOP PARK AND
RECREATIONAL FACILITIES

HILLTOP PARK: Create the new hilltop park and recreational facilities

Goal

Garfield has a beautiful park that supports active living with recreational and natural amenities.

Assets to develop

- Vacant property at top of hill
- Garfield's youth sports programs
- Existing recreational facilities
- Existing trees

Obstacles to investment

- Housing Authority's unwillingness to participate with neighborhood in developing park
- Steep or irregular land form
- Existing infrastructure that would have to be removed
- Undermining
- Decreasing availability of public sector funding

Leverage points

- Successful history of youth sports teams
- Citywide need for sports fields
- Critical importance of healthier lifestyles

Potential Investors and Partners

- Garfield citizens
- Local bike shop and
- Citywide outdoor recreation advocacy groups
- URA
- Other neighborhood organizations
- Hospitals/health organizations

01 INCREASE PROGRAMMED OUTDOOR ACTIVITY IN NEIGHBORHOOD. page 50

02 ORGANIZE NEIGHBORHOOD ADVOCACY FOR PARK. page 52

03 ACQUIRE PROPERTY FOR THE PARK. page 54

HILLTOP PARK PROJECT

Increase programmed outdoor activity in neighborhood.

| 01 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|---|--------------------------------|
| 01.2011.01 | A group of Garfield residents is actively involved in the walking club | Expand walking club and its visibility (See Great Streets Project 01) | BGC |
| 01.2011.02 | Potential partners for fitness programming are identified | Meet with UPMC on including Garfield in Healthy Communities program | BGC |
| 01.2011.02 | A plan for improving community fitness is developed. Funding sources are explored. | Hire an intern to research ways to increase adult fitness in the neighborhood, including exercise, walking and bicycling, and socializing | BGC |
| 01.2011.02 | A baseline for community fitness is defined | Research ways to ascertain the current fitness level in the neighborhood | BGC intern |
| 01.2011.03 | At least one outdoor community event is held | Organize Redd Up celebration, include walking club activities | BGC |
| 01.2011.04 | Garfield residents learn about opportunities for community gardening | Provide information about gardening and Community Supported Agriculture programs | Open Hand Ministries (confirm) |
| 01.2011.03 | 10%? of Garfield youth are engaged in sports (compare to city average); 50 children participate in fitness activities | Build neighborhood support for youth sports and fitness activities, expand existing programs in football and basketball | BGC |
| | 1%? residents are engaged in regular fitness activity (compare to city average) | Organize adult outdoor activities and fitness program | BGC |
| 01.2012.01 | At least one outdoor community event is held | Hold summer outdoor festival or a series of movie nights | BGC intern |
| 01.2012.02 | 20 more residents are involved in community gardens | Expand gardening onto other vacant property | Open Hand Ministries (confirm) |
| 01.2015.01 | 5%? Of residents take part in regular fitness activity | Build participation in community programs and track numbers | BGC and partners |

The case for the park will depend on showing how essential it is to the community and on a strong neighborhood base of support for the park. Both of these are accomplished (along with many direct benefits) by creating or expanding programs that engage neighborhood residents of all ages in outdoor activities.

Success Stories:

Louisville Metro Parks has started offering free fitness classes for the month of June in various parks around the city. "This is to get the city moving and using the great parks that the city offers," according to a parks commissioner.

Inspired by CiclAvía, the original, weekly street closure event in Bogotá, Colombia, it is a recurring free event, set for the same day/time every week or month,

CiclAvía allows for the temporary closure of interconnected routes throughout the region, creating a web of public space on which residents can walk, bike, and socialize. In every city where CiclAvía-like events have been a success, the city governments have supported those efforts. In Bogotá, mayors Antanas Mockus and Enrique Peñalosa were instrumental in starting CiclAvía. In San Francisco, "Sunday Streets" is presented by the Municipal Transportation Agency and a local transportation nonprofit. In New York City, "Summer Streets" is lead by the New York City Department of Transportation. CiclAvía in these cities has provided common ground for its citizens, along with better air quality, more participation in outdoor activity, neighborhood familiarity and pride, and advocacy for higher-quality pedestrian spaces in the city. (excerpted from CiclAvía website)



HILLTOP PARK PROJECT

Organize neighborhood advocacy for park.

| 02 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|---|----------------------------|
| 02.2012.01 | Park advocacy group is started | Convene Park Committee with clear charge | |
| 02.2012.02 | Partners are involved in advocacy | Meet with Parks Conservancy and other organizations | Park committee |
| 02.2012.03 | A base of information is developed to use in advocacy | Conduct survey on neighborhood interest in park. Use survey as organizing tool. | BGC intern |
| 02.2012.04 | Successful models provide strategies | Research/visit other community-initiated parks; Prepare for feasibility study by defining scope and funding | BGC intern; Park committee |
| 02.2014.01 | A feasibility study is done | Hire a consultant | Consultant |
| 02.2015.01 | Land has been committed for a public park | Begin steps toward creating park. | BGC |

Success story: Patterson Park, Baltimore

Because of disinvestment and racial tension, Patterson Park in the 1980's was more of a liability than an asset to the surrounding neighborhood. However, individuals and community organizations remained committed to saving the neighborhood, and the park served as the anchor for their efforts. The Southeast Community Organization and Friends of Patterson Park worked to have a capital improvement master plan adopted; repairs and renovations were made; and private funds (such as \$100,000 from the National Football League) were raised. At the same time, several community development corporations worked to get aid for housing construction and rehabilitation, and arts organizations scheduled events in the park, including a "water ballet" in the swimming pool and a "Stars, Stripes and Snowballs" big-band concert for Independence Day.

By the late 1990s housing demand began to increase and, while still affordable, prices were rising noticeably. Between 2000 and 2001 the average home

price on the north side of Patterson Park rose by 8.2 percent, and in the first three months of 2002 it rose by another 12.9 percent. (In contrast, during the same period housing prices for Baltimore as a whole declined.) Many of the new purchasers are now rehabilitating their properties.

Along with the gradual stabilizing of its surrounding neighborhood, the park itself is getting significant upgrades. The renovated pagoda, a historic centerpiece, was reopened in April 2002; \$100,000 was raised privately to restore the 1893 fountain; and new perimeter lighting was installed. Most important, the city commissioned a detailed study of capital needs for the park's renovation. "Patterson Park has had a tremendous influence in East Baltimore," according to Craig Thompson, a realtor who lives in the area. "When people were scared of it, it hurt the neighborhood. Now that people's perceptions are changing, it's a great attraction. Today it's just about impossible to find a house for sale right along the park." (excerpted from American Planning Association website)



HILLTOP PARK PROJECT

Acquire property for the park.

03

It is likely that this project cannot proceed until there is a change in policies or leadership of the City of Pittsburgh's Housing Authority. An initial meeting has

been held with HACP, but no further steps can be taken at this time. This project should be reconsidered when there is a change in the situation.



COMMUNITY GREENS

TRANSFORM ALLEYS INTO GREEN SPACES

COMMUNITY GREENS: Transform alleys into green spaces

Goal

Houses surround common green spaces instead of neglected alleys.

Assets to develop

- Underused alleys and interiors of blocks
- Long-term residents who see the alleys as nuisances
- New homebuyers who want to be good neighbors
- Properties that are compromised by poor surroundings
- Vacant properties that can be part of community green

Obstacles to investment

- Residents who are unwilling or afraid to work with their neighbors, inertia
- Nearby properties in poor condition
- Lack of confidence in the future of the neighborhood
- Old paving and utilities
- Steep slopes

Leverage points

- Blocks where neighbors know each other and like the idea
- Blocks where new housing will bring new residents
- Small scale of interventions needed at the scale of a single block
- Assistance offered from Ashoka and Baltimore Community Greens

Potential Investors and Partners

- Garfield citizens
- Small-grant funding sources
- URA and the City
- Gardening and greening organizations with technical expertise

01 EXPLORE THE POSSIBILITY OF A “GREEN ALLEY.” page 60

02 INVENTORY AND PRIORITIZE VACANT LOTS AND DEVELOP A GARFIELD VACANT LOT “HANDBOOK” OF IMPROVEMENTS PRIVATE OWNERS OR ORGANIZATIONS CAN MAKE AND RESOURCES TO HELP. page 62

03 CONTINUE THE GREEN + SCREEN INITIATIVE. page 66

04 EXPLORE THE FEASIBILITY OF RENOVATING SMALL PARKS. page 68

COMMUNITY GREENS PROJECT

Explore the possibility of a “green alley.”

| 01 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|---|--------------------------------|
| | An intern is assigned to carry out the work for the first pilot project | Hire/assign an intern to organize first block. | BGC |
| 01.2011.01 | Initial group of neighbors interested in green alley is identified | Meet with neighbors informally to gauge interest. | BGC intern |
| 01.2011.02 | The program and design process bring neighbors together | Hold block-wide discussions to get buy-in and a design workshop to develop a good plan. | BGC intern; Block residents |
| 01.2011.03 | A scope of work and budget are defined | Develop a design and budget that work for everyone. Obtain agreements from <i>all</i> neighbors on sharing costs. | Block residents |
| 01.2012.01 | Public approvals to vacate the alley are obtained | For gating the alley, gear up for government approval process. | Block residents |
| 01.2012.02 | Funding is acquired | Raise money to pay for improvements/landscaping. | Block residents |
| 01.2013.02 | The organization is formalized from a development group to a maintenance group. | Set up an organization to work with the City, oversee the initial work, and be responsible for long-term care for it. | Block residents |
| 01.2013.01 | The first community green is completed. | Construct the project. Celebrate its completion. | Block residents |
| 01.2015.01 | Three community greens have been created and are enjoyed by their neighbors. | Help form new groups, share first group's experiences | Block residents |

A green alley is an alley that is reclaimed, shared, and tended by property owners whose homes open onto the alley. Garfield has a number of alleys—overgrown, full of garbage and debris, used for drug activity, and generally inaccessible. The green alley model has worked in places where adjacent residents have rallied around their shared space and transformed it into a mutually looked after commons. A few obstacles exist to their implementation in Garfield: though some alleys are currently used for crime activity, the concern is that this would not cease, and may actually increase, were the alleys to be cleaned up and made limited access. A great percentage of Garfield residents are renters, the property owners living out of the neighborhood, which is less of an incentive for either part to get involved in such a project. Any green alley initiative would only succeed as far as a strong willed cluster of residents was willing to champion its cause.

**Success Story: Baltimore Alley Gating,
Glover Street, Baltimore MD**

For the past four years, Ashoka's Community Greens program has been working to pilot the idea of empowering residents on a block to create new common green spaces where there are none. These com-

mons can be created when neighbors take down their fences and create shared gardens in the middle of their blocks or when they take over under-utilized city property, like alleys in Baltimore city blocks. They realized that Baltimore's alleys—rat-infested, drug ridden, and garbage polluted—could be turned around if residents had the legal right to do so. Through the new Alley Gating and Greening ordinance, residents can now legally create new commons and green spaces at their back door.

The Baltimore alley on a Glover Street block has been completely transformed by residents. It went from an anonymous no man's land that invited crime to a place graced with plants, activities, and a real sense of community. Residents now know one another, kids have a place to play, and adults have a space where they can relax. Now these alley greens can spread throughout the city. "It's brought the community closer together and created some lasting friendships," says Grant Heslin, of Glover Street, one of the dozen or so energized alley neighbors working with Fortner, holding potlucks, and writing grants. Heslin has found the spruced-up alley to be a place for his two young daughters to play. (excerpted from Baltimore Urbanite website)



COMMUNITY GREENS PROJECT

Inventory and prioritize vacant lots and develop a Garfield vacant lot “handbook” of improvements private owners or organizations can make and resources to help.

| 02 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|--|--|---------------------------------------|
| 02.2011.01 | A number of possible interventions are identified | Research ways to deal with vacant property (nationally) | BGC intern |
| 02.2011.02 | Properties are tracked | Update the list of vacant properties with data about each on a spreadsheet | BGC intern |
| 02.2012.01 | A pilot project on a highly visible lot is undertaken | Select x priority sites as demonstrations | BGC |
| 02.2012.02 | Lots are reclaimed with temporary uses and are seen as neighborhood assets | Work with GTECH on improving selected lots; Involve local residents | BGC |
| 02.2015.01 | Acquisition of vacant properties with ownership/title problems has been facilitated | BGC participates with partners in addressing vacancy issue | BGC |
| 02.2015.02 | Vacant lots are too valuable to be neglected; they have been acquired for various uses | Investors improve properties | Garfield citizens and property owners |

Garfield has a 'wealth' of unused, un-built-upon lots. These can be a prime catalyst for community greens. Gardens, sunflower fields, small parks, art projects—any number of creative projects could find a home in these plots. Funding may be available from Bill Peduto's office or EPA Brownfield money. By inventorying the available lots and their ownership, by prioritizing the lots by location, greatest need, or ready availability, we can connect residents and ideas with available space.

For the surplus of vacant lots, GTECH is a potential partner. They are a non-profit corporation that specializes in working with communities to find creative uses (often environmental uses) for vacant land. Chris Koch from GTECH spoke to us about some of the possibilities, including planting sunflowers or vegetable gardens. In time, these lots may be purchased and redeveloped, or remain as community spaces.

Success Story: South Side Slopes Neighborhood Association

South Side Slopes Neighborhood Association (SSS-NA) is a volunteer-based organization formed to protect and manage open green space along the slopes





of the South Side neighborhood in Pittsburgh. It currently manages four community gardens through partnerships with diverse groups, including the South Side Local Development Company, local landowners, the City of Pittsburgh, Duquesne Light and Lamar Advertising.

Success Story: Nine Mile Run Watershed Association

The Nine Mile Run Watershed Association is responsible for overseeing the restoration and protection of the Nine Mile Run Watershed. A product of the Nine Mile Run Greenway Project at Carnegie Mellon University, the NMRWA is a relatively young organization. Even so, it has been ambitious and successful in the management of the Nine Mile Run Watershed since its incorporation in 2001. Central to its success have been its outreach efforts and its relationships to other organizations in the Southwest PA region.

Success Story: Rosedale Block Cluster

The Rosedale Block Cluster, in a step toward sustainability to support their educational programming, started their landscaping business in 1999. The Rosedale Block Cluster Landscaping company in Homewood, under the umbrella of The Rosedale Block Cluster, Inc. has a blooming training and de-

velopment program, landscaping, and snow removal social enterprise.

Success Story: Portland, OR

A group of eleven members—six appointed by the city and five appointed by the County—formed the Portland Sustainable Development Commission, which recommended and created the Office of Sustainable Development (OSD) in September of 2000. The Department was created by merging the solid waste and recycling division (Bureau of Environmental Services) with the energy office and currently has a staff of about 30 people.

Success Story: The Brassica Project

Vacant lots and brownfields, which are currently liabilities for Pittsburgh, can be transformed into organic urban oil seed farms through the promotion of Brassica plants. Specifically, utilizing the brassica plant species to clean-up soils contaminated with trace elements could provide affordable and sustainable technology for bioremediation. Crops such as mustard, canola, and sunflower can both remediate the soil and produce vegetable oils that can be transformed into clean burning bio-diesel.

(excerpted from http://gtechstrategies.org/assets/GVL_PolicyRec.pdf)

COMMUNITY GREENS PROJECT

Continue the Green + Screen initiative.

| 03 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|---|--|---------------------------|
| 03.2011.01 | The Green and Screen projects already planned for this year on Penn Avenue are accomplished successfully. | Engage Garfield volunteers in helping with construction | Green and Screen program |
| 03.2011.02 | The feasibility of extending the life of the program with new funding is pursued. | Assess the effect of the projects that have been done and the need for future programs | Green and Screen program |
| 03.2011.03 | The future of the program is determined. | If appropriate, apply for new funding; otherwise prepare to end the program | Green and Screen program |

A number of local artists and designers have collaborated to found the "Green + Screen" initiative, to screen the gaps along Penn Avenue with temporary landscape constructions that contribute to the street environmentally and aesthetically. The screens are interactive sculptures temporarily installed on vacant lots and in front of businesses. So far one such exhibit has been completed, with others planned for the K-2 convenience store and the parking lot next to Spak Brothers. Given the likely end to Main Street funding in the next year, this is probably a very short-term strategy. Ultimately, increased investment along Penn Avenue is what will end the need for this kind of improvement.

Success Story: Watts House Project, Los Angeles CA

The Watts House Project is directed by Los Angeles artist Edgar Arceneaux, and launched as both an art-work and a full-fledged organization in September of 2008. The project was first conceived by artist and organizer Rick Lowe, founder and director of a similar neighborhood art organization called Project Row Houses in Houston, Texas. Lowe was invited to replicate Project Row Houses in Los Angeles for a show curated by Julie Lazar and Tom Finkelpearl called "Uncommon Sense" at the Museum of Contemporary Art (MOCA) in 1996. Lowe came up with the idea to redevelop the neglected post-industrial community around the historic Watts Towers landmark.

Edgar Arceneaux, then an undergraduate at Art Center College of Art and Design, worked with Lowe to produce several projects in the community, including designing a fence with Genaro Alvarez, pouring a driveway with Felix Madrigal, and painting a mural with a group of Watts youth. Alvarez is now a full-time welder and one of the WHP's main fabricators.

After Lowe made the difficult choice to leave WHP in order to return to Houston and focus on the rapidly growing Project Row Houses, Edgar Arceneaux maintained close relationships with many of the residents on East 107th Street. As Arceneaux's own reputation as an artist grew over the past ten years, he has been able to translate his experience, connections, and ideas to make Watts House Project successful.

With a team of dedicated artists, organizers, and scholars and funded by the Hammer Museum's Artist Residency program, Arceneaux relaunched Watts House Project in 2007 with a clarified mission and collaborative structure that built upon his work with the residents years earlier. The Watts House Project has grown from there: progressing on four unique house collaborations since 2008, partnering with multiple art and community organizations, and in 2009 purchasing properties on 107th Street for office space and community programs. Watts House Project became a 501(c)(3) non-profit in March of 2009. (excerpted from website)



COMMUNITY GREENS PROJECT

Explore the feasibility of renovating small parks.

| 04 | ACCOMPLISHMENT | ACTION STEPS | LEADERSHIP RESPONSIBILITY |
|------------|--|--|---------------------------|
| 04.2011.01 | An inventory of the condition of public open spaces in the neighborhood | Engage walking club or intern to do field survey, focused on the Elm Street area | BGC |
| 04.2011.02 | | Prioritize projects based on citizen involvement and strategic value | BGC |
| 04.2012.01 | One park improvement project is completed successfully | Use volunteer effort to accomplish first project | Garfield citizens |
| 04.2012.02 | Neighbors are interested in improvements, maybe excited | Have a party or other event in the park | Garfield citizens |
| 04.2015.01 | Improvements to one of the green spaces is attracting attention; neighbors are proud | Write an article about before/after; Hold an event there | Garfield citizens |
| 04.2015.01 | Neighbors form a group to maintain the park | Provide assistance | BGC |

This project is comparable to Project 01, except that it's improving public space rather than the common private space of a block interior. Small neighborhood green spaces typically benefit (or annoy) nearby residents, so this is a project that depends on the motivation of local residents. Where residents commit to improving and maintaining their private property, funding for this kind of project can be offered as an incentive or reward.

Success Story: Gill Park, Northside Chicago IL

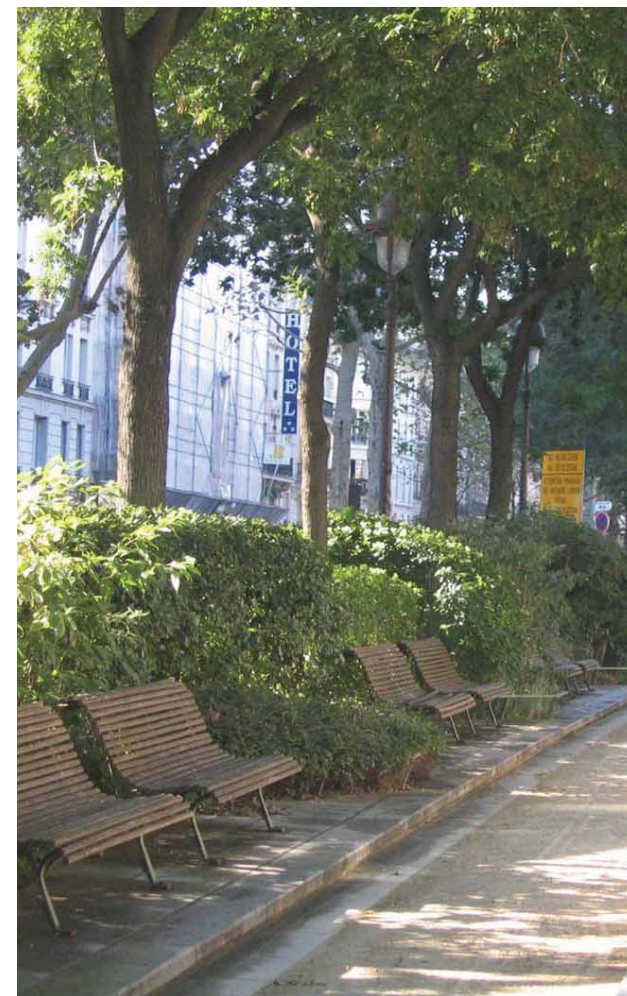
Entrenched gang-related activity at a neighborhood park (Gill Park) and the immediately surrounding community. Included drive-by shootings, drug dealing, and prostitution, and had persisted in the area for generations. Residents were deeply concerned about the extent of the problem, the level of danger it posed, and its pervasive impact on many segments of the community—children, families, the elderly, and merchants. Potential occupants of the park were unable to use it because of the high level of criminal activity.

The park was not only a source of criminal activity, but also represented a valuable community resource going to waste. Residents of the affected area, working cooperatively with Chicago Police Department beat and neighborhood relations officers, held a series of community meetings, a cornerstone of Chicago's

Alternative Policing Strategy: Attendance at the Gill Park beat meetings typically ranged from 17 to 45 residents.

To solve the problem, City crews trimmed the trees and installed more lighting, giving criminals fewer places to hide. Residents secured approval from the Chicago Park District to renovate the park and eliminate the concrete pool and other troublesome back areas. A neighborhood architect donated plans for the park's renovation whose central feature was a baseball diamond. The Chicago Cubs—whose Wrigley Field is in the same community as Gill Park—contributed \$20,000 for the new sports field, and their generosity prompted contributions from other businesses and organizations toward the renovation.

The Chicago Police Department instituted foot patrols in the park, and aggressively enforced curfew and loitering laws. In a year, the cycle of gang activity was reduced drastically, as gangs moved out of the park. Use by law-abiding individuals and families increased. A soccer league and a teen club established themselves at the park. In the warm weather months (April-September), when street crime is at its highest, reported offenses on the Gill Park beat dropped from 928 to 802 between 1995 and 1996, a decrease of 14 percent. The response plan thus had a substantial impact on the park and the neighborhood.



Acknowledgements

We would like to recognize all those involved in the planning process and the formation of this document:

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BGC Steering Committee

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Gary Cirrincione, BGC Board Member, Garfield Resident

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Garfield's Neighborhood Investment Strategy was supported by a grant from the URA.

Special thanks to City Councilman Patrick Dowd.

DON'T FORGET to use the supplemental Excel document of editable tables.

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