How can human-centered urban design and landscape architecture strategies be employed to empower communities to achieve equity and resilience?

CLEVELAND NEIGHBORHOOD PROGRESS

CLEVELAND, OH
Rose Fellowship 2020-2022
Our Journey

Cleveland Neighborhood Progress was established by philanthropic and business leaders in 1988 to marshal the resources of the public and private sectors to counter trends of disinvestment impairing the viability of Cleveland's neighborhoods. The organization serves a unique role as the region's only local intermediary and is nationally highlighted as a best-practice leader in various aspects of not-for-profit leadership, convening, programming, and inclusive community development.

We are committed to fostering inclusive communities of choice and opportunity across Cleveland. By responding to the needs of a rapidly-changing city and developing and incorporating best practices, Neighborhood Progress has expanded its focus beyond traditional bricks and mortar community development frameworks to embrace a more holistic approach to comprehensive, human-centered community development. The organization's work now spans three portfolios to achieve its vision that all Cleveland neighborhoods are attractive, vibrant, and inclusive communities where people from diverse incomes, races, and generations thrive, prosper, and choose to live, learn, work, invest, and play together.

The Rose Fellow will play a vital role in helping us refine our inclusive planning pedagogy to be even more democratic and resident-driven—especially with regard to the facilitation of engaging and egalitarian places, landscapes, and neighborhoods. It is not enough to meet demand in a City like Cleveland.

Learn about Cleveland Neighborhood Progress’ impact: HERE

• The PLACEMAKING portfolio contains most of the organization's historic, bricks and mortar development focus. Areas of work include real estate development and construction lending, community planning, neighborhood marketing, public art, sustainability and resilience advocacy, and vacant land reuse.

• The ECONOMIC OPPORTUNITY portfolio was added in 2013, based on the recognition that organizations like ours will not be able to build our way out of poverty and systemic discrimination. “EO” focuses on the soft skills of community empowerment and development, including financial literacy, job and school quality, transit access, and systemic analysis.

• The CDC ADVANCEMENT portfolio is the convener, facilitator, and partial funder of the City’s enviable network of Community Development Corporations—work that was further strengthened via merger with the former Cleveland Neighborhood Development Coalition (CNDC). Our work with the CDCs revolves around capacity development, networking, financial support, and collective advocacy.

A Rose Fellow has the luxury of engaging across—and providing leadership to—each portfolio in a multidisciplinary way to affect sustainable social change throughout Cleveland and with its 400,000 residents. Those residents comprise a majority minority City, which is 55% black and 52% female. White residents make up 39% of the population, while the Asian (2%) and Latino (10%) communities have a much larger presence in the social life of the City than their numbers suggest. With a median income of just $27,854 and an aging housing stock (more than half of homes greater than 80 years old), the City continues to struggle with urban poverty and the corollaries (20% vacancy, 17% of children with elevated lead levels, etc.).
Organizational Culture

Neighborhood Progress’ innovative programming is intended to address the most critical issues confronting the community development system. We provide programs and services to implement neighborhood recovery strategies, build organizational capacity, grow partnerships, expand stakeholders, protect and enhance assets, and facilitate neighborhoods of choice increasingly able to retain and attract residents and businesses. Working in partnership with CDCs, the business and philanthropic communities, and government, our efforts have created a strong and productive system that has visibly improved many neighborhoods and enabled Cleveland residents to enjoy a better quality of life.

Talented staff are recruited and encouraged to generate, borrow, and seek out innovative solutions to systemic issues facing Cleveland and we craft our programs accordingly. It all starts with the thirty or so CDCs that work directly with residents and stakeholders in neighborhoods across Cleveland. It is their neighborhood expertise that helps us target and refine our programs and define our collective advocacy agenda. Where the issues are too intractable,

“A Rose Fellow has the luxury of engaging across—and providing leadership to—each portfolio in a multidisciplinary way to affect sustainable social change throughout Cleveland and with its 400,000 residents.”

stakes are too great, or projects are too large is where we partner directly as an implementation partner. This takes many forms, but is often on the placemaking side of the organization and includes such projects as the redevelopment of Saint Luke’s Hospital (a six-year $63Mn redevelopment of a historic hospital into a mixed-use catalyst in the heart of one of Cleveland’s most isolated neighborhoods) or the “This is Shake Square” planning process that engaged more than 1,500 people over nine months to envision a preferred future for the transit-oriented icon. These inclusive planning and development projects allow us to bring the internal knowledge of the organization together with the political and financial resources of the civic, governmental, and philanthropic sectors of Cleveland to achieve true transformation.

The Rose Fellow will play a vital role in helping us refine our inclusive planning pedagogy to be even more democratic and resident-driven—especially with regard to the facilitation of engaging and egalitarian places, landscapes, and neighborhoods. It is not enough to meet demand in a City like Cleveland—we must do so in a way that tests the boundaries of what is possible, in order to begin to dissolve the seemingly myriad intractable problems that keep some of our neighborhoods from progressing.
Our continued evolution will include clear and concise goals for addressing the challenges within Cleveland’s community development sector, strengthening our base of support, activating our robust network of organizers to be responsive to calls for action, evaluative metrics, and regular research to be shared regionally and nationally. While the specific foci of intervention can shift on the basis of community need and funder preference, the topical areas in which we have been recently engaged will likely continue to be the source of practical innovation, including:

- Racial Equity & Inclusion
- Equitable Community Development & Policy
- Community Resilience & Sustainability
- Neighborhood Stabilization & Market Strengthening
- Recreational Equity & Inclusive Planning
- Housing Market Stimulation
- Public Health & Environmental Remediation

Innovation and evolution can emerge from any of these areas and possibly others that have yet to emerge as priorities from the Cleveland civic, corporate, philanthropic, and governmental sectors. Specifically, our organization has leveraged our REI investigations to affirmatively focus development and capacity building work on the historically suppressed neighborhoods of Cleveland’s east side. Projects like This is Shaker Square, Collinwood Commons, Saint Luke’s, and the Stockyards Strategy (see work plan) all deal with populations and neighborhoods that were left behind by an economics of privilege and structural inequality—teaming with state and federal policy (and local decisions) to intentionally isolate them from opportunities and supportive infrastructure.

A Rose Fellow so interested in the democratization of public space and empowerment of people through design could substantially advance our reconsideration of community infrastructure and have a tangible impact on the lives of Clevelanders. A skilled landscape architect would be a welcome complement to the professional composition of our placemaking team (law, design, architecture, social work, and business) and allow the organization to explore the potential of the discipline to advance equitable typologies for recreational equity and engagement. The fellow would also help to literally ground a number of exciting and large-scale neighborhood transformation opportunities where we hope to seamlessly integrate progressive architecture with landscape design and site planning to reinforce social engagement and authentic interaction with the natural environment.
How can human-centered urban design and landscape architecture strategies be employed to empower communities to achieve equity and resilience.

CLEVELAND NEIGHBORHOOD PROGRESS

Cleveland, Ohio

ROSE FELLOWSHIP 2020-2022

Fellow Work plan: activities, targets, and milestones for first year (October 2020 – October 2021, 12 months)

Host Organization Name: Cleveland Neighborhood Progress

Organization Vision Statement I:
*Neighborhood Progress will be a leading advocate for equitable civic and neighborhood infrastructure with the ability to collaborate with community partners on tangible gains toward that preferred future.*

Organization Vision Statement II:
*Neighborhood Progress will be an influential actor in the mixed-income housing space by leading exceptional, multi-disciplinary projects that catalyze communities and draw the focus of the region.*
PROJECTS TO ACHIEVE VISION STATEMENT ONE:
Neighborhood Progress will be a leading advocate for equitable civic and neighborhood infrastructure with the ability to collaborate with community partners on tangible gains toward that preferred future.

PROJECT I: ‘THIS IS SHAKER SQUARE’ PROJECT DEVELOPMENT + IMPLEMENTATION (Shaker Square)

Role of Fellow: Design Development, Team Coordination, and Outreach

Supervisor: Director of Design & Development

Timeline: Duration of Fellowship

Milestone 1 (YR01): Fellow to acquaint ‘self with the neighborhood and socioeconomic dynamics, history of the project, key players, current proposals, implementation strategies, and the project team.

Milestone 2 (YR01): Help manage design and implementation of “spin-off” consensus projects, such as a multi-purpose trail, holiday lighting, community loan fund, public art, etc.

Milestone 3 (YR02): Lead the schematic design (SD) and design development (DD) phases of the project, in collaboration with the Director of Design & Development and project partners/consultants.

Measurable outcome: Shaker Square public realm improvement funding effort has begun and the project team is in healthy equilibrium with the community, stakeholders.
PROJECT II: COLLINWOOD COMMONS MASTER PLAN + NATURE RESERVE (North Collinwood)

Role of Fellow: Project Manager & Design Lead

Supervisor: Vice President of Placemaking

Timeline: Duration of Fellowship

Milestone 1 (YR01): Fellow to collaborate with community stakeholders and partners to complete extensive site analysis, real estate due diligence, conceptual investigation, and acquisition strategy for possible redevelopment strategies of underutilized lakefront in Cleveland’s eastern-most working-class neighborhood.

Milestone 2 (YR01-02): Collaboratively develop a public engagement process that promotes authentic engagement in design development and civic amenities.

Milestone 3 (YR02): Collaboratively author community benefits agreement and inclusivity goals for project implementation.

Measurable outcome: A redevelopment concept with broad community support has earned approval from the Planning Commission and development agreements are being worked out.

![Figure 2: Kingsbury Run Study Area (90 acres, courtesy BBC)](image)

PROJECT III: KINGSBURY RUN NATURE RESERVE STRATEGIC POSITIONING (Central Neighborhood)

Role of Fellow: Design and Technical Support to Community Partner

Supervisor: Tim Tramble, Executive Director, Burten Bell Carr Development

Timeline: Duration of Fellowship
Milestone 1 (YR01): Refine project prospectus and design framework.

Milestone 2 (YR02): Stewardship plan, including design, financing, advocacy, and mgmt. plans.

Measurable outcome: Kingsbury Run is a known civic initiative with broad appeal.

PROJECTS TO ACHIEVE VISION STATEMENT TWO:
Neighborhood Progress will be an influential actor in the mixed-income housing space by leading exceptional, multi-disciplinary projects that catalyze communities and draw the focus of the region.

PROJECTS I & II – Residential Frameworks (see above)

PROJECT IV: SAINT LUKE’S MIXED-INCOME HOUSING DESIGN (Buckeye Neighborhood)

Role of Fellow: Design Lead

Supervisor: Vice President of Placemaking

Timeline: Duration of Fellowship

Milestone 1 (YR01): Explore site plans and development approaches for as many as sixty new residential units for 4.3 acres of undeveloped land north of Saint Luke’s Hospital.

Milestone 2 (YR02): Collaborate with firm of record and Cleveland Community Development staff to develop progressive housing typologies with innovative site plan.

Measurable outcome: City Planning Commission approval and financing strategy in place.
PROJECT V: METRO WEST ENGAGEMENT (Stockyards, Clark-Fulton Neighborhoods)

Role of Fellow: Design and Technical Support to Community Partner

Supervisor: Ricardo León, Director, MetroWest Community Development Organization

Timeline: Duration of Fellowship

Milestone 1 (YR01): Explore opportunities for recreational and housing equity strategies in the Cleveland’s foremost Latinx community.

Milestone 2 (YR02): Develop preferred housing and recreational typologies for collaboratively-defined categories.

Milestone 3 (YR02): Assist in promotion of Live Near Your Work incentive program(s) sponsored by public hospital system and others.

Measurable outcome: Development partners are identified and projects are positioned for implementation.

Figure 4: Scofield Mansion, Then and Now

PROJECT VI: REDEVELOPMENT OF THE SCOFIELD MANSION + GROUNDS (Buckeye Neighborhood)

Role of Fellow: Development Team Member

Supervisor: Director of Real Estate

Timeline: Duration of Fellowship

Milestone 1 (YR01): Develop site plan and facility options, based on feasible redevelopment scenarios.

Milestone 2 (YR02): Help assemble application packages for public subsidy and philanthropic giving to the restoration of the historic property.

Milestone 3 (YR02): Work closely with the anchor tenant and firm of record to ensure a high-quality vision for the grounds of the historic structure and the community.

Measurable outcome: LOI from development partners and project implementation has begun.
PROJECT(S) TO BE CO-CREATED/EXPLORED WITH ROSE FELLOW:

Depending upon the interest areas and professional strengths of the Fellow, the following initiatives and programmatic opportunities may be worthy of pursuit:

SPECULATIVE PROJECT I | WOODHILL ESTATES REDEVELOPMENT | YR01
Led by the Cuyahoga Metropolitan Housing Authority (CMHA), the Woodhill Estates housing project in Buckeye is in the middle of CHOICE planning process that will transition to an implementation effort. CNP is a partner at the table in many ways and is advocating for a high quality and progressive redevelopment that is beneficial to residents, CMHA, and its surrounding community.

SPECULATIVE PROJECT II | DEMOCRATIZING SPACE INITIATIVE | TBD
Collaboration between Cleveland Urban Design Collaborative, Cleveland Votes citizen empowerment initiative, and the Cleveland Museum of Contemporary Art to explore the spaces we create and how they lend to the free exercise of rights and civic responsibilities.

SPECULATIVE PROJECT III | DESIGN DIVERSITY INITIATIVE | TBD
Collaboration with ACE Mentor Program, AIA Cleveland, Cleveland Urban Design Collaborative, and NOMA Cleveland to explore the barriers to entry for minority students interested in careers in the design and construction industry.

SPECULATIVE PROJECT IV | CITY SYMPOSIA | YR02
Collaboration with the Cleveland chapters of the AIA, APA, and ASLA to lead a series of symposia on pressing regional issues (i.e. equitable placemaking, high-quality multi-family and affordable housing, recreational equity, and neighborhood affordability/displacement).

SPECULATIVE PROJECT V | POLICY TESTING, RESEARCH, & ADVOCACY | TBD
Engagement with the Cleveland tax policy working group to explore the practice of tax abatement and its impact on regional equity and displacement. (Other advocacy issues as appropriate/timely.)

SPECULATIVE PROJECT VI | VISION ZERO NETWORK ADVOCACY & IMPLEMENTATION | TBD
In collaboration with the City of Cleveland, Bike Cleveland, and safety advocates from across the region, the Fellow could play an outsized role in the public roll-out, implementation, and ongoing management of the initiative to prevent transportation-related fatalities within the City of Cleveland.

SPECULATIVE PROJECT VII | UNIVERSAL ACCESSIBILITY WORKING GROUP | TBD
Engagement with North Coast Community Homes, Maximum Accessible Housing, McGregor Foundation, and Old Brooklyn Community Development Corporate to advance the outcomes of the Zero Threshold International Design Competition and promote broader implementation of universally-design housing.

SPECULATIVE PROJECT VIII | TOPICAL/PROFESSIONAL AREA OF INTEREST | TBD
Cleveland Neighborhood Progress would be pleased to support the work of the fellow in the development of a mini advocacy strategy or industry event series that shines a light on an area of professional/personal import that is also relevant to the Cleveland community development sector.
Enterprise Rose Fellowship

The innovative model of the Enterprise Rose Fellowship embeds architectural designers and community-engaged artists in place-based community development organizations that are committed to improving the quality of design, sustainability, and community engagement within their projects, throughout their organization, and in their communities.

Benefits of being a Rose Fellow
+ 2-year fellowship position
+ Annual stipend and benefits
+ In-person orientation
+ Two annual, week-long fellowship retreats
+ Professional development allowance and opportunities

Qualifications

Architectural fellowships
+ Applicants must have an accredited architecture degree in order to be considered for the fellowship:
  + NAAB-Accredited Professional Architecture degrees (B.Arch, M.Arch) are accepted for ALL positions
  + LAAB-Accredited Professional Landscape Architecture degrees (B.La, M.La) are accepted ONLY for the positions specified

Arts fellowships
+ Community engaged artists, teaching artists, or culture bearers in all disciplines -- including but not limited to: visual and performing arts, traditional and folk arts, digital media, dance, theater, literary arts and multi-media

All fellowships
+ Applicants must be eligible to work in the U.S. for the entire fellowship period

Key dates

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<tr>
<td>THURS. FEB 27</td>
<td>2:00 - 3:30 PM EST</td>
<td>Webinar: Informational “Meet the Hosts”</td>
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<tr>
<td>THURS. MAR. 19</td>
<td>2:00 - 3:00 PM EST</td>
<td>Webinar: Rose Fellows Application FAQ</td>
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<tr>
<td>FRI. APR. 10</td>
<td>11:59 PM EST</td>
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<td>JUNE 22 - JULY 31</td>
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Learn more
www.enterprisecommunity.org/rose