Strategic Plan
2016-2018

SLAVIC VILLAGE
DEVELOPMENT

SLAVIC VILLAGE
BROADWAY
a community of neighborhoods
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Dear Friends and Supporters of Slavic Village Development:

We are at a point of great change and opportunity in Slavic Village. Over the last several years, we have saved over eighty homes and welcomed that many new families through our housing rehabilitation programs. Along with our many neighborhood partners, including but not limited to Third Federal Savings, University Settlement, Boys and Girls Club, and the Cleveland Foundation, we have strengthened their commitment to improving our young peoples’ futures. And, we have positioned Slavic Village as Cleveland’s Active Living Neighborhood through our investment in the Morgana Run Trail, the promotion of walking and cycling programs, and our work with the Cleveland Velodrome and Cleveland Metroparks.

In the midst of all of this positive change, community development corporations such as Slavic Village Development have been called to expand our work beyond our traditional tasks of housing development, commercial development, and community organizing. We are increasingly involved with improving the daily lives of our residents, businesses, and stakeholders by connecting them to the resources that they need to thrive.

It was therefore appropriate for us to take the time to assess our programs, survey our neighborhood stakeholders, and look at local and national best practices in community development. The result that you see here is our 2016-2018 Strategic Plan. We are grateful for the support given to us by Cleveland Neighborhood Progress, and the excellent guidance provided by Strategy Design Partners to make this happen. Likewise, we thank the Staff, Board, and Strategic Planning Steering Committee for all of their hard work and wisdom that went into charting our course for the next few years. But most of all, we are thankful for all of you who, through your daily work, continue to make Slavic Village a wonderful and welcoming place.

Sincerely,

Suzanne Ferrara Greg Knapp Christopher Alvarado
Board President Strategic Planning Executive Director
Steering Committee Chair
Strategic Visioning Process

Guided by grassroots engagement, informed by best practices, and connected to the greater community, the Board of Directors, leadership, and staff of Slavic Village Development committed to an inclusive and thorough six-month process. The end result is an aspirational yet pragmatic plan that will chart the course of SVD’s work over the next three years. SVD engaged Strategy Design Partners to facilitate the overall planning process, lead internal and external outreach and dialogue, and guide the work of the steering committee.

Steering Committee
The steering committee was chaired by Greg Knapp and included Executive Director Chris Alvarado, Neighborhood Development Officer Marlane Weslian and a team of board and committee members. This group met consistently over six months and was instrumental in developing a vision and plan, ultimately approved by the full board, which addresses the hope and concerns noted by the internal and external stakeholders who participated in this process.

Internal Involvement
Involving both board and staff in the planning process is essential to create a strategic vision that is both aspirational and realistic and build energy and buy in internally around the ultimate plan. Strategy Design Partners led staff in a retreat early in the process to build team culture, educate staff across areas on each other’s work, identify strengths, weaknesses and opportunities for the organization, and discuss the roles they could play to best serve the neighborhood. The board participated in a separate retreat, where it reviewed the environmental scan report generated by Strategy Design Partners, and discussed the implications for SVD’s future work. Staff were again consulted as the plan took shape to generate feedback for the steering committee to consider. The end result is a plan that reflects a partnership between board and staff for the greater good of the Slavic Village neighborhood.

External Involvement
Over 400 SVD stakeholders contributed their thoughts to the planning process through a combination of individual interviews, thematic focus groups, a large community meeting, and a community-wide survey distributed both in print and on-line. Stakeholders included residents, business owners, and institutional, government, and neighborhood leaders representative of the neighborhood’s diverse and expansive service area. Focus groups, in particular, were organized with the intention of including residents from Broadway Slavic Village’s distinct neighborhoods and ensuring that no group was left untouched by the outreach effort.

Through the energy and diligence of the steering committee, active engagement by leadership and staff, and the thoughtful participation of over 400 stakeholders, SVD has developed a plan that outlines inspiring and challenging goals aligned with creative yet effective strategies, and rooted in a vision, mission, and values that are worthy of those who are committed to Slavic Village, its residents, businesses, and institutions. It is our hope that this process and document will facilitate future dialogue and action that will propel Slavic Village forward.
Vision
Slavic Village Development is a forward-looking, service-driven organization which honors its neighborhood’s resiliency, diverse cultural heritage, and inclusiveness. We are committed to building a community defined by its high quality of life, unique identity, and healthy and active living.

Mission
Slavic Village Development works with and for its residents, businesses, and institutions to promote civic engagement, community empowerment, and neighborhood investment.

Values
Slavic Village Development aspires to bring its vision to reality and achieve its mission by holding the following core values:

• **ACTIVITY**: We promote active, healthy living, by leveraging our impressive man-made and natural assets and supporting activities, events, and institutions that provide avenues to physical activity.

• **COLLABORATION**: We actively partner with people, businesses, and organizations that are committed to the neighborhood and its residents.

• **EMPOWERMENT**: We advocate and develop opportunities for and with our diverse residents and workers in order to improve their quality of life.

• **INCLUSION**: We seek solutions that engage the community and consider the needs of all members of our diverse community.

• **INNOVATION**: We encourage creativity and reward those who take strategic risks in the interest of developing solutions for our residents, businesses, and guests.

• **INTEGRITY**: We are accountable to our residents, businesses, funders, and to one another and will conduct ourselves with character, professionalism, and transparency.

• **INVESTMENT**: We support and promote businesses and homeowners who dedicate resources to our neighborhood.

• **RESPECT**: We welcome residents, workers, and guests from diverse backgrounds, identities, and experiences.

• **SUSTAINABILITY**: We are responsible both to the environment and our supporters, and will promote green techniques and policies whenever possible while sustaining the organization financially through smart budgeting and strategic revenue development.

• **TRADITION**: We honor the proud ethnic heritage of our neighborhood while promoting its value to a new generation.
Introduction: Our Assets & Accomplishments

ASSETS
Slavic Village is a five-square mile urban community located two miles southeast of downtown Cleveland. Encompassing the South Broadway, North Broadway, and Industrial Valley neighborhoods, our community is home to a diverse population of more than 22,000 residents, and contains an array of valuable assets that contribute to the area’s enduring vitality and position this area for future growth.

People
Our most significant assets are the people who make Slavic Village their home and the rich legacy left by the generations who preceded them. Our area was first settled in the 1790s by New Englanders attracted to the fresh water and power provided by the Mill Creek. In the 1820s, construction of the Ohio & Erie Canal led to commercial and industrial growth, and the area soon became a manufacturing center for iron and steel. At first, immigrants from England, Scotland, Ireland and Wales filled these jobs, creating close-knit neighborhoods within walking distance of the factories where they worked. From the late-19th to the mid-20th centuries, subsequent immigrants from Bohemia, Poland, and Slovenia created many of the durable institutions for which our neighborhood is named and play a vital role in our community today. Starting in the 1980s, the neighborhood became home to increasing numbers of African Americans, who now comprise half of our population and are bringing new life to our community institutions. Most recently, Slavic Village has welcomed a growing Latino population centered around Our Lady of Lourdes Catholic Church. As with all the groups that preceded them, our new neighbors seek a safe, affordable, and community-oriented place to call home, and are actively involved in building a stronger neighborhood.

Institutions
Throughout its proud history, Slavic Village has welcomed each successive community that came to call the neighborhood home. These groups established traditions, built faith communities, and formed voluntary associations that enriched the spiritual and social life of the urban community. These institutions remain central to our identity today. Our historic Catholic nationality parishes (Holy Name, Immaculate Heart of Mary, Our Lady of Lourdes, St. John Nepomucene, and St. Stanislaus) and ethnic-affinity organizations (the Slovenian National Home, Polish-American Cultural Center and Museum, and Sokol Greater Cleveland) recall the evolving history of neighborhood settlement and continue to serve residents as well as visitors from throughout the region. Elizabeth Baptist Church (formerly St. Hyacinth, a Polish Catholic parish) is now cornerstone of the African-American community and a stabilizing and community-oriented force in the Hyacinth neighborhood. Our Lady of Lourdes Catholic Church was established as a Bohemian Catholic parish and now serves a predominantly Latino congregation. The historic Broadway United Methodist Church is now home to the Neighborhood Leadership Institute. Jones Road Chapel, whose roots date back to its founding by Welsh immigrants in the 1850s, continues to fulfill its mission of faith and service to the community. All these examples demonstrate how new groups bring new life to community institutions. Membership may change, but the values of active community involvement endure and are woven into the fabric of today’s Slavic Village.
Youth and Education

The youth of Slavic Village are served by many quality public, parochial, and charter schools, including the new state-of-the-art Mound-STEM elementary school, St. Stanislaus Catholic elementary school, Cleveland Central Catholic High School, and the Cleveland Metropolitan School District Washington Park Environmental Studies High School. The CMSD will also begin construction this year on a brand-new Fullerton School of Academics, which is slated to open in 2017.

Slavic Village is also home to the “Broadway Slavic Village MyCom/P-16 Partnership.” Established by the Third Federal Foundation in collaboration with Slavic Village Development, the Cleveland Foundation, University Settlement, and other youth-serving organizations, MyCom/P-16 is building a model for community-supported education that extends from preschool through four years of post-secondary education (“grade 16”). Now in its eighth year, MyCom/P-16 addresses the barriers to successful learning, development, and achievement by connecting our approximately 4,000 youth, ages 0-17, to a network of caring adults who partner with parents and caregivers to support their children at school, out-of-school, and on the job. Through these collaborative efforts, MyCom/P-16 demonstrates Slavic Village’s community-wide commitment to youth achievement.

Business and Infrastructure

Our neighborhood is anchored by key businesses with deep roots and a demonstrated commitment to our city. One of Ohio’s most stable and successful financial institutions, Third Federal Savings and Loan, maintains its corporate headquarters and operations center here, and is an invaluable partner in our neighborhood’s economic and social redevelopment. Slavic Village’s manufacturing heritage also remains strong, with companies such as Presrite, Cleveland Wire Cloth, Heidtman Steel, and many others staying ahead of the technological demands of a global marketplace.

Slavic Village’s main commercial artery, Broadway Avenue, recently received more than $8 million in infrastructure investment and upgrades. The historic “downtown” at Broadway and E. 55th Street has been preserved and is now poised for redevelopment. The commercial corridor at Fleet Avenue is currently undergoing a comprehensive, multi-million-dollar redevelopment that will result in Cleveland’s first “Complete & Green Street” by July 2016. Other important commercial assets include three full-service grocery stores, makers of ethnic and artisanal food products, branch offices for all of Northeast Ohio’s major banks, and hundreds of retail and professional service providers.
Recreation and the Arts

Our community’s identity is closely tied to the active-lifestyle opportunities afforded by its proximity to parks and other recreational facilities. In 2003, Slavic Village Development won an “Active Living by Design” grant from the Robert Wood Johnson Foundation to foster a culture of health through a multidisciplinary approach focusing on improved access to healthy eating and physical activity. Our neighborhoods are adjacent to Cleveland Metroparks’ Mill Creek Falls, Garfield Park, and Washington Park Reservations. Additional connectivity is provided by the Morgana Run Bike Trail, which bisects Slavic Village and links to the Ohio & Erie Canal Towpath in the Cuyahoga Valley National Park. Slavic Village is proud to be home to Velodrome Cleveland, the only such facility in the state of Ohio, and one of only 26 nationwide. Sokol Greater Cleveland offers gymnastics programs and other physical training activities. The Cleveland Boys and Girls Club and the Stella Walsh Recreation Center provide a range of youth programs supporting healthy lifestyles, academic success, character-building, and leadership. First Tee Cleveland in Washington Park offers youth programs at Cleveland’s only 9-hole golf course, and is bringing golf training to children and teens of all backgrounds. The neighborhood is also host to youth baseball, football, and soccer leagues.

Iconic public art projects such as the Broadway Cycle of Arches, the murals at Morgana Run Trail, and the Rotaflora installation at East 49th Street are a testament to Slavic Village’s ongoing creative vitality. Our neighborhood is also known for its commitment to the musical arts. We are home to institutions such as Broadway School of Music and Opera Circle Cleveland, and have ongoing partnerships with City Music and the Cleveland Orchestra, which bring world-class performances to venues throughout the community.

Given all these assets, Slavic Village is well-positioned to welcome businesses, residents, and visitors interested in an urban setting that celebrates diverse ethnic heritage and active and healthy living. The well-chronicled recent history of SVD has created a culture of commitment, creativity, and resilience, and the many assets the neighborhood possesses – especially its people – provide confidence that the goals articulated in this document can and will be achieved. Our accomplishments over the last two years provide us with confidence that great things are ahead in Slavic Village.

Housing

Over the course of its history, SVD has developed an array of housing options for a wide variety of potential residents. Higher-end new construction projects such as Mill Creek and The Cloisters draw moderate to higher-income home buyers. Third Federal’s Trailside project represents market-rate and affordable new housing investment. Slavic Village Recovery, a for-profit partnership between SVD, Community Blight Solutions, Forest City Enterprises, and Cleveland Neighborhood Progress is a model for rehabilitation of vacant and abandoned homes that are marketed for first-time homebuyers and other households interested in historic homes located in walking distance from Fleet Avenue. Neighbors Invest in Broadway is a “sweat-equity” rehabilitation program that attracts new homeowners and investors who have access to construction services. Finally, SVD’s partnership with the Cleveland Housing Network has made over 700 homes available to households who do not yet have the ability to secure a conventional mortgage but who are able to build equity through a lease-purchase program with the goal of owning their own home.

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Accomplishments

During a successful transition to new leadership in 2014, SVD has built upon past successes and is looking forward to greater things. There are many recent accomplishments to celebrate and an exhaustive list would be too long for this report. Ten accomplishments are worthy of particular note:

1. ENGAGED PLANNING: Developed this three-year strategic plan, to which over 400 Slavic Village stakeholders contributed. Additionally, SVD completed a comprehensive retail study of Fleet and Broadway Avenue which will inform development along these corridors.

2. ORGANIZING: Led 35 clean-up efforts with over 2,500 volunteer hours logged, assisted with 15 block club community-building events, and hosted more than 225 people at the Bohemian National Hall for the 19th Annual Neighborhood Summit, with special guest speaker, real estate developer Fred Geis.

3. PARTNERSHIPS: Secured $350,000 from the County Prosecutor’s Office to fund 40 strategic demolitions to assist with continuing progress on vacant properties, which have been reduced by over 65% in the last two years. Partnerships with the City of Cleveland Housing Trust Fund, the Cleveland Housing Network, Neighbors Helping Neighbors, and Rebuilding Together also promoted greater neighborhood safety and stability.

4. EDUCATION & OPPORTUNITY: Increased the number of quality preschool seats from 20 to 207 and engaged youth through the development of the Slavic Teen Leaders and the Green Team while promoting school choice and encouraging a commitment to daily school attendance.

5. EVENTS:Welcomed the world-renowned Cleveland Orchestra for the At Home in Broadway Slavic Village, and attracted thousands of visitors through events such as Rooms to Let Art Exhibit, the Pierogi Dash, Polish Constitution Day Parade, and the Critical Mass bike ride to the Cleveland Velodrome.

6. BUSINESS DEVELOPMENT: Hosted business mixers and industrial roundtable breakfast while attracting three new commercial/industrial businesses and a new restaurant at East 65th.

7. HOUSING: Rehabbed and sold 25 Slavic Village Recovery homes and reached a total of 49 Neighbors In-vest in Broadway successes while seven Trailside homes were sold to new homeowners.

8. INFRASTRUCTURE: Partnered with the Northeast Ohio Regional Sewer District and the City of Cleveland on a new green parking lot at 6305 Fleet Avenue while reconstruction of the East 49th Street Bridge was completed and Fleet Avenue’s redevelopment nears completion.

9. PLACEMAKING: Planted 220 new street trees in partnership with the Western Reserve Land Conservancy and another 65 through Alcoa Foundation funding while completing the “Cycles of Arches” public art project located on Broadway.

10. PUBLIC SPACES: Completed the Village Green Park, located at Huss and East 59th, and Broadway Harvard Park.
Goals & Strategies

The Strategic Visioning Process – and its engagement with many Slavic Village stakeholders – led to the development of three thematic focus areas with ambitious and attainable goals to be achieved over the next three years:

1. **Service**: SVD is an engaged, inclusive, and proactive champion empowering its residents and businesses

2. **Voice**: Residents and businesses are partnering with SVD to improve their neighborhood through advocacy and promotion

3. **Development**: Slavic Village is a welcoming place where families and businesses are investing and thriving
Cultivate an organizational culture driven by proactive constituent partnership and service
SVD is committed to cultivating a culture of proactive and friendly “customer service.” In many instances, SVD will be able to provide direct service and in other instances SVD will make a referral to another agency.

Develop deeper and more diverse community involvement in SVD’s leadership
The work of SVD benefits tremendously from both informal and formal interactions with members of the community. Incorporating the voices of those closest to the challenges and opportunities that exist in our expansive service area will foster mutual understanding and reach, and therefore, our effectiveness. Lines of communication will also be opened as a result of making committees and the board more inclusive.

Conduct a governance review and align to best practices and SVD’s strategic needs
A passionate, committed, and community-driven board is critical to SVD’s future success, but this group must also be empowered with the right tools to pursue their work. SVD’s governing documents, committee structure and membership, HR policies, and finance model would all benefit from a thorough evaluation based on industry best practices. A starting point will be to review Cleveland Neighborhood Progress recently updated best practices.

Align staff to strategic vision informed by ongoing review of staff capacity and cultural competency
In order to most effectively engage and empower residents and businesses on a continuing basis, skill needs must be evaluated and staff capacity must be developed and recruited for when necessary. The Executive Director and senior staff will perform a capacity analysis to address this need and revisit its organization chart to determine the need for any realignment.

Explore new and additional community organizing tactics
Block clubs are thriving in some neighborhoods and should be encouraged, but other means of engagement, such as Neighbor Up strategies, may prove more effective in some areas. SVD is committed to identifying and employing the most effective means of hearing neighborhood voices and sharing information with those best positioned to affect change. In many instances, residents will be best-positioned to advocate for quality-of-life issues and SVD must connect community leaders to appropriate resources. SVD will provide tools, including via social media, for residents to advocate on their and their neighbors’ behalf.
Improve public safety through active citizens - safety forces partnerships, physical investments, and targeted programmatic resources
SVD will take a holistic approach to promoting safety as a core quality of life issue. Strengthening stakeholder relationships with law enforcement will be paramount, and SVD will work to establish and improve these relationships. In addition, our efforts to enhance the physical appearance of the service area by leading commercial development, addressing blight, promoting investment, improving public spaces, and providing opportunities for active recreation will all promote safety by limiting opportunities for crime and increasing eyes on the street. Finally, SVD will explore opportunities to provide targeted staff capacity and resources for programs aimed mainly at safety.

Increase recreational opportunities available by advocating for the utilization and development of community assets and programs
While Slavic Village has many impressive recreational and greenspace assets (Morgana Run Trail, Mill Creek Falls, Washington Park Golf Course, Cleveland Velodrome and the Morgana Athletic Complex) there are more connections and improvements to be made. SVD has partnered with the City of Cleveland to put thousands of neighborhood residents within a 10-30 minute bike ride to major employment and activity centers via the proposed Downtown Connector Trail Project. Both the Downtown Connector Project and the Booth Avenue Expansion Project link the existing Morgana Run Trail to Downtown and the Towpath Trail. Given our commitment to healthy and active living, SVD will advocate for these assets, and others (South High athletic field, Stella Walsh Rec Center), to be built or improved upon and then made available to the public.

Promote economic opportunity and strengthen businesses by connecting businesses, institutions, and residents
Slavic Village is fortunate to be home to many businesses – from retail to industrial to non-profit. Many of these would benefit from a more reliable workforce – and the closer one lives to the job, the more reliable the worker. Conversely, many residents are interested in developing skills and in need of employment. SVD will explore ways to connect the local workforce to local businesses, bringing in third party partners in the workforce development field to assist in the effort.
With multiple Metroparks’ reservations, an ever-growing trail and biking network and vision, an executive golf course and driving range, an Olympic-style cycling Velodrome, a gymnastics training center, Slavic Village is home to assets uniquely well suited to those passionate about active living. Five years ago, Slavic Village received a Robert Wood Johnson grant that helped build on these assets and began to form a new neighborhood identity. Yet it could be argued that these assets are not being leveraged to their full potential. SVD will take a renewed focus on promoting Slavic Village as Cleveland’s most active neighborhood, leveraging and connecting existing assets, recruiting new assets and related businesses, and helping to generate new events to shine a spotlight on the neighborhood’s new identity.

SVD will explore the possibility of developing additional recreational opportunities that will take advantage of the great assets available. SVD will also promote and help drive users to these assets through marketing and communications efforts and targeted events to expose visitors and reintroduce them to residents.

GOAL: RESIDENTS AND BUSINESSES ARE PARTNERING WITH SVD TO IMPROVE THEIR NEIGHBORHOOD THROUGH ADVOCACY AND PROMOTION

Build community confidence by promoting Slavic Village as a great place to live, visit and locate a business
SVD will improve the image of the neighborhood as an attractive, safe place to live where residents can choose to live well affordably. Visitors will have a positive impression of the neighborhood and its amenities. Businesses owners (and potential owners) will view the neighborhood as a safe, business-friendly community. To achieve this, SVD will pursue earned media, social media, partnerships, and diverse events including the arts to promote positive neighborhood perceptions.

Promote inclusive celebrations of culture and the continued development of a healthy and active living identity
Through promoting Fleet as the center of artisanal food (see business development strategies for more detail on this), supporting events, placemaking, and promotion, SVD will capitalize on its unique position among Cleveland neighborhoods. Many Cleveland neighborhoods celebrate their cultural heritages – from Irish to Italian to Asian cultures – but Slavic Village has a unique opportunity to promote the richest diversity given its history of welcoming Northern, Central, and Southern Europeans, African Americans, and Latinos. This history has left a legacy of unique assets as well, including many historic ethnic churches, national homes, events, and others such as Sokol Greater Cleveland and the Polish American Cultural Center.

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Develop an advocacy platform exploring issues such as education, economic empowerment, environment, affordable housing, recreation, safety, and accessible transportation to ensure that the neighborhood receives the political support it deserves
Slavic Village is home to a committed population of residents and businesses who are not afraid to speak
up on issues important to their community. SVD will develop a list of quality-of-life issues through dialogue with these stakeholders and advocate to government and other leaders to advance them. SVD will also advocate on behalf of its residents and businesses on development and infrastructure projects such as the Opportunity Corridor, trails, and more. There is both challenge and opportunity in this area, as Slavic Village is represented by four Cleveland City Council representatives, state and federal representatives, and is home to a United States Senator. SVD will convene this group regularly to advise them on its advocacy platform.

**Address environmental factors that impact learning by leveraging MyCom/P-16 partners**

Third Federal Foundation and many key stakeholders have committed significant time and resources to collaborate with Cleveland Metropolitan School District and other partners to improve access to quality education for our residents. SVD will continue as an active collaborator in this effort, working to address factors that affect student learning such as safety and housing conditions, and contributing to a more stable and family friendly neighborhood.

**Energize and actively engage the board and other constituents in fund development efforts**

The SVD board recognizes it must play a more significant role in securing the financial resources SVD needs to provide the best possible service. SVD will meaningfully engage the board in fund development activities such as cultivation, promotion, solicitation, and stewardship. SVD will also strategically evaluate the potential of and then solicit support from other local stakeholders.

**Evaluate the purpose and potential of key neighborhood organizing efforts and strategically implement changes**

Rallying neighborhood stakeholders through Friends of Slavic Village and Neighborhood Summit events has been a hallmark of SVD. We will consider how these events can reach their full potential. This may require additional energy from board and staff, more effective turnout efforts, and strategic topic selection for meetings perhaps borrowing from models such as Neighbor Up.

**Identify and organize community leaders to mobilize grassroots support for an improved quality of life**

An inclusive approach to engaging the community will create opportunity for passionate and well-informed leaders to emerge. It is essential for SVD to engage these leaders as partners in order to amplify calls for support through broader community engagement and advocacy.
GOAL: SLAVIC VILLAGE IS A WELCOMING PLACE WHERE FAMILIES AND BUSINESSES CAN INVEST AND THRIVE

Business Development Strategies:

Create Northeast Ohio’s prime destination for ethnic cultures and artisanal commerce on Fleet Avenue
Fleet Avenue’s $8 million redevelopment project will be completed by July 2016. Extending from East 49th and Fleet eastward, SVD will partner with private investors to create Northeast Ohio’s ethnic culture and artisanal commerce epicenter. Fleet will be a destination for residents, local businesses, and visitors, one that reflects this diverse neighborhood’s past, present, and future. The popular Farmer’s Market, which had been hosted on Broadway in recent years, will make its way south to Fleet as well.

Position Broadway at East 55th as the premiere district for Northeast Ohio’s Makers
The grand and historic intersection at East 55th and Broadway is primed for reinvention as a result of the work done by SVD to assemble property and the infrastructure improvements made on this easily-accessible avenue. The vision for this district is to encourage those makers with prospective businesses, existing businesses operating in other areas of the region, or operating out of homes, to locate in a central location that will leverage the historic structures at this intersection and the 25,000 who drive Broadway Avenue each day. With site control over much of the district, SVD is in a unique position to offer incentives and a unified vision to attract this investment.

Develop unique and appropriate retail throughout the neighborhood
Development along Fleet and Broadway and throughout Slavic Village will create opportunity for the emergence of destination retail that will serve both locals and regional visitors. Other areas, Warner and Harvard (specifically near where it intersects with East 71st), in particular, would benefit from retail more focused on serving everyday needs of residents, businesses, and visitors. To this end, SVD will work with these stakeholders to identify market gaps for convenience retail and then recruit appropriate businesses.

Identify and spur local and home-based businesses to energize commercial corridors by establishing retail presence
Slavic Village is home to countless home-based businesses that would benefit from sharing resources with others and leveraging resources that SVD could provide. SVD is committed to identifying and providing resources for home-based entrepreneurs who are interested in participating in Slavic Village’s commercial revitalization. In addition to the benefits individual entrepreneurs could realize, collectively the neighborhood would benefit from the energy and vibrancy provided by a culture of entrepreneurism.

Connect new and existing businesses to resources and opportunities
SVD will proactively provide or link businesses to resources to assist them as they launch, grow, and prosper. Businesses will be advocated for and marketed and will receive attentive support in accessing capital through means including tax credits and grants. Additionally, SVD will create an entrepreneurial spirit marked by a culture of partnership between businesses owners.
Build, renovate, and market housing to provide a wide array of housing product options to retain existing residents and attract new ones

Housing needs in Slavic Village run the gamut from very low-income; to low- and moderate-income populations looking for affordable housing to own; to those with skills looking to fix up a vacant home themselves; to moderate or even high income people in the market for moderate to higher end product. Due to the wide range of demand and the desire for an economically diverse neighborhood, SVD must facilitate development of an equally wide array of housing products. SVD will continue to facilitate development and rehab of affordable subsidized housing via: low income housing tax credit projects such as Slavic Village Green Homes and Hyacinth transit-oriented development; affordable DIY homeownership opportunities via Neighbors Invest in Broadway; affordable moderate-plus rehabbed market rate homes via Slavic Village Recovery; and new construction with higher-end pricing. To increase impact and production, SVD will also expand outreach to responsible private investors and forge new partnerships, increasing quality rehabs and building the pool of responsible landlords in the community.

Connect residents with maintenance and investment resources while continuing intervention and code enforcement

Many businesses, landlords, and residents take pride in their properties, and SVD recognizes its responsibility for vigorous code enforcement and will continue this effort. SVD will continue to take a proactive approach that encourages those with problem properties to self-help and utilize available programs and resources before issuing violations. While SVD has proved adept in code enforcement, a more systematic approach and more effective engagement with well-informed community members are priorities for improvement. SVD will build on its partnerships with Neighborhood Housing Services, Rebuilding Together, and McGregor Place to provide additional resources for home rehab to those with more significant needs.

Continue systematic progress on reducing vacant buildings in Slavic Village

Although significant progress has been made since the foreclosure crisis of 2007-2009, Slavic Village continues to be challenged by many vacant properties. SVD will continue to conduct vacant property surveys twice a year and maintain strong partnerships with the City of Cleveland and Cuyahoga County Land Bank. SVD will aggressively gain control over and reduce the number of vacant properties by using a strategic blend of rehab and demolition.
Grow use of nuisance abatement capacity to address problem properties and market to other CDCs on a fee-for-service basis
SVD is recognized as an emerging leader in utilizing nuisance abatement in addition to code enforcement, and we will grow this capacity to tackle the worst problem properties. This effective tactic is not used widely by community development corporations and SVD will explore using its leadership position in this area to provide fee-for-service capacity and generate additional revenue.

Identify and advance opportunities for targeted infill development and complete Trailside
Slavic Village is poised for resurgence in the housing market. SVD will continue to assist with marketing developments such as Third Federal’s Trailside development. Additional opportunities must be made available to private developers in locations throughout the service area best-positioned to attract residents. SVD will take an intentional approach to identifying small and large scale infill opportunities, and then seek out developers fit to bring them to market.

Analyze and clarify future use of vacant land (e.g. annexation of lots, community gardens, storm water, etc.)
SVD will take a systematic approach to assessing the areas where it makes sense to provide residents with an opportunity to annex vacant lots and which areas will be ideal for future infill housing. Some areas may also be ideal for creating community gardens, parks, or assembling for other development. SVD will take an approach that balances present and future needs.
Placemaking Strategies:

Improve the attractiveness and performance of public spaces
SVD will partner with the Cleveland Metroparks, the Northeast Ohio Regional Sewer District, City of Cleveland and County Planning Departments, LAND Studio, and others to ensure that the spaces in its service area meet the needs of its residents and businesses and are visually appealing and uplifting. Through code enforcement efforts, graffiti and blight will be abated.

Additionally, an opportunity that will be explored (ideally with neighboring communities) is the potential of the Sidaway Bridge, the County’s only suspension bridge, to promote connection and as a powerful symbol of inclusivity, reconciliation, and openness. Nearby Hyacinth Park also presents an opportunity for expansion and nearby investment as the Opportunity Corridor brings new energy to the surrounding neighborhood.

Leverage each neighborhood’s core assets and tie to branding
Slavic Village enjoys many assets and these assets exist in each neighborhood throughout SVD’s expansive and diverse service area. Assets will be identified through community dialogue and promoted through gateways, public art, wayfinding, sub-brands, and other placemaking strategies. Increasing usage of assets such as the Morgana Run Trail will also be pursued.
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