



# **fresh** ON KINSMAN

Comprehensive Neighborhood Transformation



7201 KINSMAN RD. SUITE 104  
CLEVELAND, OH 44104  
(216) 341-1455

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# 2015 RUDY BRUNER AWARD PROJECT DATA



# PROJECT DATA

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project Name Fresh on Kinsman Location \_\_\_\_\_ City Cleveland State OH

Owner Burten, Bell, Carr Development, Inc. & Community Partners

Project Use(s) Comprehensive Neighborhood Revitalization

Project Size approximately .57 sq mi Total Development Cost \$23,700,018

Annual Operating Budget (if appropriate) n/a

Date Initiated 2005 Percent Completed by December 1, 2014 \_\_\_\_\_

Project Completion Date (if appropriate) 2012 Project Website (if appropriate) \_\_\_\_\_

Attach, if you wish, a list of relevant project dates \_\_\_\_\_

## Application submitted by:

Name Timothy L. Tramble Title Executive Director

Organization Burten, Bell, Carr Development, Inc.

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## Perspective Sheets:

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Professional Consultant <u>Cleveland Urban Design Collaborative</u>	<u>Terry Schwarz</u>	<u>tschwarz@kent.edu</u>
Community Group <u>Resident</u>	<u>Vanessa Camp</u>	<u>camp.vanessa@yahoo.com</u>
Other <u>City of Cleveland Dept of Economic Development</u>	<u>Anthony Thornton</u>	<u>athornton@city.cleveland.oh.us</u>
<u>Resident &amp; VP of Progressive Action Council</u>	<u>Nadine Head</u>	<u>headnadine@aol.com</u>
<u>Original Harvest Baptist Church</u>	<u>Danny McElroy</u>	<u>dannymac63@roadrunner.com</u>

Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Check all that apply).

- Direct Mailing     Direct Email     Previous Selection Committee member     Other (please specify) \_\_\_\_\_  
 Online Notice     Previous RBA entrant     Professional Organization  
 Social Media     Bruner/Loeb Forum

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Signature Timothy L. Tramble Digitally signed by Timothy L. Tramble  
DN: cn=Timothy L. Tramble, o=Burten, Bell, Carr Development, Inc., ou, email=ttramble@bbcdevelopment.org, c=US  
Date: 2014.12.09 18:06:29 -05'00'    Date 12/9/2014

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**2015**  
**RUDY BRUNER AWARD**  
**PROJECT**  
**AT-A-GLANCE**



# PROJECT AT-A-GLANCE

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet, the Project Data sheet, and the representative photo will be sent to the Committee in advance as the *Project Overview*.

Fresh on Kinsman  
Project Name

Address Kinsman Neighborhood City/State/ZIP Cleveland, OH 44104

1. Give a brief overview of the project. Approximately 500 words.

On a bright sunny day in March 2008, four adolescent males from Kinsman's Garden Valley Public Housing Estates walked across the street to their local community development corporation, Burten, Bell, Carr Development, Inc. (BBC). They entered BBC eagerly seeking applications for a job position targeted for youth. BBC's offices were and still are within Bridgeport Place, a commercial strip center completed just three months prior to the young men's visit. The center was the first new development in the Kinsman community in over forty years. Excited about their new employment prospects, BBC staff asked the young men what were their thoughts about the new center and were they familiar with the redevelopment plans for their community. While the teenagers expressed enthusiasm for the new center, they shared mixed feelings about the plans to redevelop their community. One statement, in particular, left an impression on our staff, "We know what everybody think about Garden Valley, but while everybody else see bad things we see our home." The staff of BBC never forgot the passionate words spoken from the youth of Kinsman recognizing that it is the essence of home that defines community for those who reside within it. From that day forward, we have been driven not only to forge a new neighborhood identity for the poorest community of Cleveland, but to do so in a way that is defined as relevant, meaningful, and resourceful by those who endured decades of disinvestment and hardship. We strive to make every program, service, and/or initiative applicable to the needs of community members, as they define and guide. Equally, everything we do must provide existing residents with economic, educational, health and/or leadership resources and opportunities. Since that day in the spring of 2008 much has been accomplished in Kinsman. Garden Valley Estates is now Heritage View Homes. Walkways were integrated into the Heritage View Development with over three miles of paths. BBC has created walking clubs and published walking maps, including safe routes to school. Homes are powered and heated by a combination of solar and electric energy, saving residents thousands yearly in natural gas expenses. The neighborhood once known as the Forgotten Triangle has been transformed into the nation's first Urban Agriculture Innovation Zone. Bridgeport Place now hosts Bridgeport Café, CornUcopia Place, and Art Palace, in addition to BBC's office and the new Cleveland Public Library Garden Valley branch. Anton Grdina Elementary School has been rebuilt and integrated into Heritage View. Kinsman Road has undergone the replacement of its sidewalks, curbs, and pavement. A new splash park along with multiple community playgrounds have been built throughout Heritage View. Cuyahoga Metropolitan Housing Authority (CMHA) has built their new 65,000 square-foot headquarters along Kinsman Road and the biggest mega church in Cleveland, The Word Church, recently constructed their "Downtown" location in Kinsman. Finally, BBC has converted blighted and abandoned properties into active green spaces throughout the neighborhood. Coupled with dramatic physical improvements, new job and entrepreneurial opportunities exist at Green City Growers Hydroponic Greenhouse, the Urban Agriculture Innovation Zone, Bridgeport Café, and Bridgeport Mobile Market. Moreover, our new manicured green spaces are maintained by our Neighborhood Landscaping Enterprise, which is also fully staffed by residents. While putting under-utilized land to productive reuse, these five enterprises also expand greater access to healthy food, promote a new sense of security with more eyes on the streets, and cultivate a more active lifestyle with more pedestrian friendly, multi-modal streets. As outlined further in this submission, the uniqueness and innovation of our approach to re-inventing Kinsman is as significant as the uniqueness and innovation of the resulting assets.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.) Approximately 500 words.

The Fresh on Kinsman transformation is arguably the greatest national model for the triple bottom line development within a chronically poor and under-resourced community. Nearly all components of the plan have separate and direct financial, social, and environmental benefits to residents. It can also be viewed as the first comprehensive neighborhood redevelopment strategy to successfully employ the forth bottom line of health and wellness. During the construction of Heritage View, we hired a Garden Valley resident, Zenobia Lane, to serve as the construction workforce liaison for the project. Zenobia and our supporting cast not only connected fellow Garden Valley residents to construction job opportunities, we linked them to soft skills training and other social services needed for them to become reliable and responsible employees. Over forty residents were employed, many of whom have moved on to other construction employment. Zenobia is now a permanent employee of BBC, serving in the same capacity for all succeeding real estate developments of BBC in addition to other administrative duties. When Green City Growers gave notice that they were seeking ten acres of land to build and operate the largest urban hydroponic greenhouse in the United States, BBC, with the support of the City of Cleveland Economic Development Department, acquired thirty-two privately held parcels within eighteen months. In doing so, we secured thirty-five jobs for neighborhood residents who, after twelve months of employment, will own shares of this cooperative social enterprise. In the Urban Agriculture Innovation Zone, residents are trained in market gardening. In an eight-week program, students learn how to make gardening profitable and create an urban farming business plan. Graduates can receive a quarter acre of land to cultivate their farming business at the conclusion. A total twenty-one employees and entrepreneurs have farming businesses in the Kinsman Farm and Rid-All Green Partnership. BBC is a customer purchasing produce to sell on the Bridgeport Mobile Market and in Bridgeport Café. Bridgeport Café provides healthier food options for residents in a warm, comfortable environment. All hot items are either baked or toasted. The café was established and is owned by BBC and is operated by ten paid community residents. It serves a broader market, attracting more diversity to the community and making Kinsman a destination neighborhood for the first time in decades. CornUcopia Place is a demonstration community kitchen and the first known venue of its kind to be built specifically to address health disparities of low-income communities. The space functions as a multi-purpose gathering place that other organizations, companies, and individuals rent for private purposes. The rental income from private users helps cover the costs of programmatic activities. Art Palace is the only place in Cleveland dedicated to showcasing the work of local black artists. The space serves as a studio for black painters, sculptors, and clothing designers. There is a twenty-five percent commission on all items sold to cover the costs of operations. The Neighborhood Landscaping Enterprise (NLE), BBC's first social enterprise, employs residents to maintain vacant properties within the community while also servicing paying clients. As wonderful as the sum of all of these activities are in creating a new identity for Kinsman, our greatest accomplishment is that each of these new assets has lasting value on those who endured the decades of blight and disinvestment. Gentrification is not a common word spoken in Kinsman. While more people are choosing to work, visit and live in Kinsman, it has not been to the detriment or displacement of existing residents. Instead, work opportunities have been abundant, housing quality has drastically improved, and new amenities and resources have provided multi-dimensional impact.

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2015  
RUDY BRUNER AWARD  
PROJECT DESCRIPTION



# PROJECT DESCRIPTION

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1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project? Approximately 500 words.

A primary value of the Fresh on Kinsman project is high design standards. As we planned for the revitalization of the Kinsman neighborhood, we wanted to ensure that any structures we developed met a high architectural standard. So much of new development in Cleveland and across the country pays homage to classic construction design. We sought to utilize new, modern, eye-catching and innovative designs that would set a high standard for other developments planned for the area. Our Bridgeport Place retail center, for example, is built of stucco material in muted natural tones, glass block windows with metal awnings and accents, and a tower on the western corner. Not only do the buildings that we funded use new designs, we worked with the City of Cleveland Planning Commission to establish a design review district for Kinsman to ensure that others met the same design standards. Any new construction, rehabilitation, demolition, or signage in the area now has to be reviewed and approved by a committee of residents and stakeholders, City officials, and architectural and design professionals who created a set of community design standards. This design review process sometimes delayed the completion of developments, but the trade-off was that the work was performed at a high design standard.

We also valued creating open and inviting spaces in the Kinsman neighborhood. With this project, we made sure that buildings had sufficient windows and natural light and discouraged the use of window bars, exterior security gates, and other intimidating security measures. We believed that if spaces are inviting and developed by community members then incidences of vandalism and property destruction would be low. Our theory has proved true to date.

Most importantly, we sought to improve the perception of the Kinsman community, both internally and externally. We wanted to enrich the urban experience by creating a neighborhood where residents could be proud to live, employees could be proud to work, and customers and visitors would be proud to frequent. The neighborhood has historically been plagued by crime and perception of crime associated with its former name of Garden Valley. High concentrations of public housing residents in poorly design structures and site plans contributed to the high crime rates. Now with new local businesses and services, state of the art new housing, and vibrant green spaces created in the Fresh on Kinsman project, the neighborhood has a totally different look and feel.

Our vision — to take a community challenged with economic despair, hopelessness, neglect, and abandonment to a vibrant desirable place to live, work, and relax -- has been fulfilled by working with amazing residents and engaged community partners who shared our goals.

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve?

How many people are served by the project? Approximately 500 words.

During the mid-twentieth century, Cleveland was one of the largest cities in the United States. The boom in population in this period is partially attributed to the Great Migration, which brought more than 100,000 African-Americans from the South to the city.

Cleveland's Kinsman neighborhood, an inner-city community about three miles outside downtown, was one place in which they would ultimately settle. It was home to one of the busiest rail lines in the city, and the railroad industry was one of the first to recruit African Americans in the North. Naturally, people lived where they worked. For a few decades, Kinsman was a dense, working-class neighborhood where jobs were plentiful. Many residents walked to work, and some owned their own businesses. Neighbors knew one another.

When the railroad closed in the 1970's, industries left. Residents followed, relocating to areas where the jobs moved. Because of redlining, many homeowners could not sell their homes, and instead abandoned them en masse. Homes were eventually razed, leaving large swaths of vacant land that resembled scars. This cycle would continue for three decades, leaving ruins of what once was a truly vibrant place. In the subsequent decades, very little development would occur, nor was much even planned. Portions of Kinsman became almost rural in character. Disinvestment was prevalent. The area became devoid of establishments to help people fulfill their basic needs. The quality of services would drastically decrease.

However, many residents and stakeholders who felt a sense of connectedness to the neighborhood remained. They envisioned that their neighborhood could rebound from this tragic downfall and once again resemble the place that they had remembered and of which they had become fond. They weathered a tumultuous time in favor of the brighter days they saw ahead.

For BBC, the challenge became how to reverse the trend of decline. Our first step in the process was to create a community-driven master plan in 2005 that would guide future development that would be initiated by our agency, its partners, and others. This plan would ultimately become the basis for investment in the coming decade that would send Kinsman on a trajectory of revitalization. Elements of this plan that were fulfilled and their impact on the local community are discussed throughout our application.

According to the 2010 US Census, 6,987 people comprising 1,745 families call Kinsman home. Approximately 97.5% of the population is African-American. 30.6% of Kinsman residents are children under the age of eighteen, and 17.2% are senior citizens over the age of sixty. More than half of Kinsman residents, 51.7%, live in poverty, according to American Communities Survey estimates for 2006-2010. Per the same source, the median household income was \$18,791. Additionally, thousands more visit the neighborhood daily for work, business, or leisure purposes. Approximately 400 employees and more than 400 others visit Cuyahoga Metropolitan Housing Authority on a daily basis alone. Our work in facilitating positive neighborhood change through Fresh on Kinsman is intended to serve everyone. Everything we and our partners do affects the experience residents and visitors have of their neighborhood. In the bigger picture, it improves the city as a whole.

## PROJECT DESCRIPTION (CONT'D)

3. Describe the key elements of the development process, including community participation where appropriate. Approximately 400 words.

The key elements of success for the Fresh on Kinsman are as follows: 1) The community-driven plan was driven by the stakeholders of the community, from the inside out rather than the outside in; 2) Cooperation and collaboration among key implementation partners, including the community development corporation, the public housing authority, the City of Cleveland, and funders; and, 3) An entrepreneurial stakeholder empowerment function was woven into every aspect of the transformation process. Before there was a plan, there were stakeholders with their own visions for the community. While focusing our revitalization activities on the adjacent Central neighborhood during the early 2000's, BBC perfected the art of listening in Kinsman. Prior to proposing any specific plans, BBC facilitated the creation of a master plan for the physical development in 2005. The plan, which was led by stakeholders, was completed in 2006 amidst justified doubt and speculation that anything within it would come to fruition. Having heard the outcry of the neighborhood for change, BBC, CMHA and the City of Cleveland continued to engage the community and established the primary goal of fostering stakeholder opportunities to bridge economic disparities throughout the process of neighborhood transformation. Today, just eight years since the plan's completion, Kinsman has undergone over \$23 million in neighborhood revitalization. This figure is more remarkable when considering the same length of time prior to the plan the total revitalization activity was less than \$2 million. True to our goal, every stage of neighborhood development provided economic opportunities to Kinsman residents. Nearly 1,200 residents have received some form of monetary compensation for their contribution to revitalization activities with over 400 residents gaining access to long-term employment. Throughout this process of neighborhood transformation, BBC and our community partners have learned that we can accomplish anything when the will of the people is behind us. People doubted that such vibrant assets could survive, let alone thrive, without vandalism, destruction, and decay. Kinsman stands as a shining example that people support what they help create, even in a low-income community. There is no Plexiglas between the staff of Bridgeport Cafe and its customers nor shutters covering the windows of Bridgeport Place during non-business hours. Yet, there hasn't been one act of vandalism or theft since the café opened in 2012. The people of the community support these assets, because they helped create them, they identify with them, they manage and operate them, and their families and friends are employed by them. Human development is the nucleus to our community development strategy. Our philosophy is that true human development does not consist of hand-outs. It consists of forming a path from the dependent state of living to a state of inter-dependence and independence. We aim to connect the disconnected promoting the awareness of our built environment, how each stakeholder can function within it and ultimately contribute to it.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable. Approximately 400 words.

The significance of the \$23,700,018 Kinsman neighborhood transformation is that it does not consist of one project, but rather a network of projects all developed and implemented between 2007 and 2012. Each of the projects are distinct and operate as individual enterprises while strengthened and connected to the other projects, creating a network of economic generators, opportunities, and resources for community residents and the Greater Cleveland area. Urban Agriculture Innovation Zone, \$1,031,840 total investment – This project includes many separate investments of BBC, and our agricultural partners with some investments not fully disclosed. BBC has spent \$89,840 of our own resources on land assembly, clean up, and grading. Additionally, Ohio State University Extension received a \$750,000 grant from the Ohio Department of Agriculture to perform environmental cleanup on their six-acre site within the zone. Rid-All Green Partnership has invested \$68,000 of owner equity and received a \$100,000 grant from the Wal-mart Foundation. We estimate that the twelve other market gardeners have invested an average of \$2,000 each for a total of \$24,000. Green City Growers Hydroponic Greenhouse, \$17,000,000 invested – This massive lettuce production facility was financed using New Market Tax Credits as well as loan and grant funds from the City of Cleveland Department of Economic Development. Bridgeport Place, \$2,211,900 invested – Financing of this 13,200 square foot commercial facility includes grants from the City of Cleveland totaling \$175,000, Ohio Finance Fund \$100,000, and the Cleveland Foundation \$132,000. The project was also financed with loans from the City of Cleveland, the Ohio Finance Fund, and Fifth Third Bank. Bridgeport Café, \$1,341,378 invested in all MC2 activities – This project was totally grant-funded using the Healthy Food Finance Initiative of the US Department of Health and Human Services (\$759,374) and statewide resources. A total of \$1.34 million was raised to implement this development which included CornUcopia Place, the Bridgeport Mobile Market, Cornucopia Place, and three years of programmatic resources. CMHA Solar Farm, \$2,000,000 invested – This solar farm was privately funded on a commitment from the housing authority to purchase 100% of the power generated from the farm. Neighborhood Greenspaces, \$104,900 invested – The primary greenspaces requiring development resources include the gateway to the Urban Agriculture Innovation Zone, Hillside Park and Colfax Four Corners Orchard. Total development cost for the gateway was approximately \$30,000 including about \$15,000 in donations and volunteer labor. The other \$15,000 was invested in the sign that marks the zone. The US Conference of Mayors and Scotts MiracleGro were sponsors. A total of \$55,000 has been invested in Hillside Park, with an additional \$9,000 in in-kind contributions. Cleveland Neighborhood Progress provided the \$50,000 and the Western Reserve Land Conservancy provided trees at no cost. Over sixty work hours were contributed by volunteers. Colfax Four Corners Orchard was sponsored by the Re-imagining Cleveland Program at \$25,900.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings? Approximately 400 words.

In developing Fresh on Kinsman, our process is unique from the national model, we have committed ourselves to calculated, strategic, and long-term based decision making to guide development. Development that began in 2005 with a planning methodology founded upon a community-based process to define a shared vision for the future, followed by the development of a detailed master plan to achieve this vision.

The master plan was specific enough to express the community's intent while remaining flexible enough withstand feasibility checks and foster creativity through implementation. In one instance, a planned tree farm found not to be economically feasible was actualized as the Urban Agriculture Innovation Zone. In another, a place holder representing a generic proposed industrial building was realized as the LEED silver headquarters of the Cuyahoga Metropolitan Housing Authority.

Although we service a four square mile area, we have achieved neighborhood redefining impact here, by strategically concentrating investment within Kinsman. With Bridgeport Place and BBC's office located at the center of this new development, we have been able to monitor operation as well. In fact, BBC has maintained strong relationships with community partners within

Fresh on Kinsman to support them and build out their networks. Fresh on Kinsman is about opening up development to a participatory process and seeing it through implementation and sustainable operation. Any city or neighborhood can buy into this process, if they are willing to filter out the hype, and work diligently towards the long-term success of their community.

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**2015**  
**RUDY BRUNER AWARD**  
**PUBLIC AGENCY**  
**PERSPECTIVE**



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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name	Jenita McGowan	Title	Chief of Sustainability
Organization	City of Cleveland	Telephone	(216) 664-2405
Address	601 Lakeside Ave	City/State/ZIP	Cleveland, OH 44114
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Signature	Jenita McGowan	Date	12/9/2014
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Digitally signed by Jenita McGowan  
DN: cn=Jenita McGowan, o=City of Cleveland, ou=Office of Sustainability,  
email=jmcgowan@city.cleveland.oh.us, c=US  
Date: 2014.12.09 11:24:26 -0500

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements). Approximately 400 words.

In 2012, the City of Cleveland Mayor's Office of Sustainability convened a small group of partners aiming to cultivate two Cleveland neighborhoods as the city's pilot EcoDistricts. EcoDistricts are neighborhoods that develop comprehensive district-scale strategies in the areas of energy, water, waste, recycling, green infrastructure and mobility. When done comprehensively, these strategies can improve affordability, livability and overall quality of life for residents; enhance community identity; and reduce the burden on municipal infrastructure. They also provide a framework from which to implement innovative sustainability features and strategies.

The EcoDistrict working group began intentionally and pro-actively supporting sustainability projects in the Kinman and Central neighborhoods by identifying resources and sharing best practices. At the same time, we formed a framework for the EcoDistricts that focuses on developing quantitative goals and metrics to track progress, aligning EcoDistrict strategies with City policies and programs and supporting resident engagement activities.

In just two years, the initiative yielded impactful progress for Kinsman, including the following:

**Neighborhood Climate Action Toolkit:** The EcoDistrict working group received a grant from the World Wildlife Fund to create a toolkit intended to help neighborhoods and residents take actions to advance their neighborhood goals while also furthering Cleveland's climate action goals.

**Enterprise Rose Architectural Fellowship:** The two initial community development corporations fostering their neighborhoods as EcoDistricts were awarded an Enterprise Rose Architectural Fellowship.

**Kinsman Road Multi-Modal Transportation Study:** BBC received a \$40,000 Green Communities grant from Enterprise Community Partners to study how to make Kinsman Road, the main thoroughfare in the neighborhood of the same name, more multi-modal.

**Hillside Community Park:** BBC received a grant to transform a longstanding 1.5-acre parcel of land into a beautiful new park that improves access to light rail, which is especially important because 40% of neighborhood residents do not have access to a car.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them? Approximately 400 words.

As a pilot EcoDistrict, Kinsman is a demonstration of how other Cleveland neighborhoods can embrace sustainability.

In less than ten short years, several projects have taken root in Kinsman. Nearly all of them contain sustainable elements. That's because sustainability was determined by stakeholders to be important in the master planning process that set the stage for future development in Kinsman in 2005. Prior to that time, there was very little being done in the Kinsman neighborhood in the way of development and sustainability.

BBC's work in the Kinsman neighborhood teaches other communities that, with careful planning and dedication to that plan, as well as capable and driven partners, a vision can move towards fruition. On a national scale, it start to redefine the socio-economics of neighborhoods that can be considered EcoDistricts. Typically, most neighborhoods who embark on district scale sustainability are high-growth areas. Kinsmans is demonstrating another way to accomplish neighborhood scale sustainability.

The City of Cleveland is committed to transforming Cleveland into a Green City on a Blue Lake. The work being done in Kinsman ultimately helps us fulfill this mission.

## PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the project's impact on your city. Please be as specific as possible. Approximately 400 words.

The Kinsman neighborhood has become a place that is more appealing to visit, do business, and live in, something many people were reluctant to do less than a decade ago. Employment and wealth-building opportunities were established. Safe, affordable living opportunities were created. Major investment was made in infrastructure. Vacant land was repurposed back into a productive use. Residents have increased access to healthy and fresh food and opportunities to learn how to grow fruits and vegetables. Access to multi-modal transportation is increasing. Residents and businesses are embracing more sustainable ways of life. Education facilities in the community have been improved. Planning and design standards have been put in place to ensure the bar for future development is set high.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities? Approximately 400 words.

This project exemplifies new models of public/private partnerships.

Many partners helped Kinsman become what it is today. This includes several City of Cleveland departments (Sustainability, Community Development, Building and Housing, Planning, and Economic Development); the US Department of Health and Human Services; Cuyahoga Metropolitan Housing Authority; Cleveland Public Library; private foundations; for-profit businesses; and nonprofit organizations, of course including BBC. All of these entities either made a notable investment or other contribution to the more than \$150 million redevelopment of the Kinsman neighborhood. Simply stated, without them, there would be no success story.

Part of the reason these public/private partnerships have been so successful is that investments have leveraged other investments. New projects have been built on the success of recently completed projects. That's why BBC's work was so important. The organization set the stage for all of the development that has occurred and is occurring by being the first to invest in the neighborhood.

BBC's process of planning for future development with community input, pursuing the initial investment in the community, and leveraging it by encouraging public and private investment can be replicated to transform other struggling urban areas throughout the country. While it may not be effective in all cases, it is a creative process other agencies may consider for facilitating revitalization.

5. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

I consider the most successful aspects of the project to be the following:

**Urban Agriculture Innovation Zone:** Since 2010, BBC has aimed to cultivate a portion of the Kinsman neighborhood as the largest urban agriculture districts in the United States. About eight acres of formerly vacant land is being repurposed for food growth. The project has helped establish thirteen urban agriculture enterprises. Groups from across the US and even foreign countries visit to learn about the project and how it was implemented.

**-Heritage View Homes:** A \$100 million project, Heritage View Homes replaces 628 units of antiquated public housing units with 350 new-construction townhomes, single-family homes, and apartments. The project, initiated by the Cuyahoga Metropolitan Housing Authority, includes solar panels, geothermal heating, permeable driveways and walkways, well-insulated walls, Energy Star appliances, low-flow water fixtures, and materials built and made in Ohio.

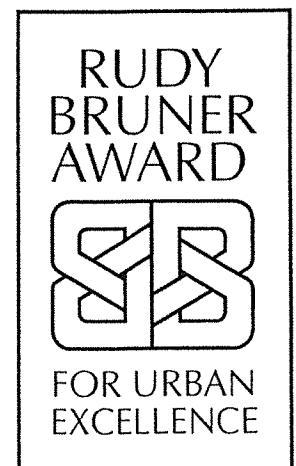
**-Cuyahoga Metropolitan Housing Authority Headquarters:** Cuyahoga Metropolitan Housing Authority centralized its many offices and facilities in one location, bringing more than 400 employees to the Kinsman neighborhood. The building, which was constructed on a former brownfield, received LEED Silver certification. Additionally, 70% to 80% of the housing authority's electricity demands are generated by 4,200 solar panels installed on a six-acre site. This solar energy is projected to save the authority millions of dollars in energy costs.

**-Green City Growers Greenhouse:** A three-and-a-quarter-acre hydroponic greenhouse in which three million heads of lettuce and 300,000 pounds of herbs are grown annually and distributed within a 150-mile radius will open for business in December 2012. The \$17 million project employs forty-two low-income residents from the surrounding neighborhoods, and those employees will become owners of the business over time.

While these are larger projects initiated by BBC and its partners, residents are also engaged. BBC conducted one-on-one energy audits to help them understand high use and waste; targeted weatherization efforts at homes with high energy bills; worked with residents to make low-cost repairs; and, installed rain barrels. Other resources available include low-flow water fixtures, compact fluorescent light bulbs, carbon monoxide detectors, furnace efficiency upgrades and maintenance, and weather stripping.

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2015  
RUDY BRUNER AWARD  
ARCHITECT  
OR DESIGNER  
PERSPECTIVE



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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

Name	xin wan	Title	architect, AIA, LEED AP
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Signature		Date	12/09/2014
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1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc. Approximately 400 words.

I was working for another firm in 2005 when I was first introduced to the Kinsman District. The first building I was involved in was Bridgeport Place, a 3200 sf retail space with room for five entities, including BBC. At that time Tim conceived of innovative retail space that really made a statement about the direction of the neighborhood. In 2006 or 07 we returned to design the interior of the library and the offices of Burten Bell Carr at either end of the development. Then in 2011 we were hired to design the teaching kitchen (Cornucopia Place) and Bridgeport Café. And most recently we were brought on again to develop a master plan for the entire area.

Throughout the years, our goal was to achieve high end design without spending a lot of money. This means paying special attention to each detail, each color, and element –ensuring that they all contribute to the style. We spent a lot of time studying, from general layout stages all the way to the smallest details. The result is the built statement about Kinsman Tim wanted to make back in 2005 –It’s professional, fun, welcoming, and forward looking.

2. Describe the most important social and programmatic functions of the design. Approximately 400 words.

When Tim approached me about the project, the programmatic need to combine the café and the teaching kitchen in an innovative way was presented to me. When I received this task I was thinking, this is a really great idea. I’ve never seen this kind of space before. Here there is the opportunity to really tie the community together. To serve the community by providing opportunities for local food education and good eating habits.

Both as a member of the design review board and as a collaborator on the Master Plan, I’ve had intimate understanding of each physical component along Kinsman. These developments (Green City Growers Greenhouse, CMHA, the Urban Agriculture Innovation Zone, ect.) are all designed within a cohesive and appropriate style. All featuring high-end design, while actually respecting the community’s needs as well. In fact this respect for community life is what distinguishes development along Kinsman from similar physical developments throughout the city and around the world. For example, Bridgeport Café is more than a coffee shop, it’s also a kind of informal community center. On one occasion, I walked into the cafe and everyone, including staff and patrons, were joining together in celebration of an older resident’s birthday.

## ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

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3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project. Approximately 400 words.

The biggest challenge is creating spaces that simultaneously perform the following tasks: communicate with each other, and separating these spaces for security, while also sharing common space, like kitchen or storage area, and providing for flow and circulation. This is a serious programmatic challenge. Not to mention trying to maintain the contemporary style.

To achieve this I made no compromises. I just spent more time.

4. Describe the ways in which the design relates to its urban context. Approximately 400 words.

Bridgeport Place was the first building on Kinsman in decades. At that time we were still debating how to site the building. Throughout the city the most conventional layout was to place the building far behind the property line with large parking in front this makes parking and securing the building a simpler problem to solve. This is what everybody does. The other option is to put the building directly on the street with parking behind, creating traditional urban feel.

In the end we designed a new precedence that is a hybrid of both styles, establishing a kind of urban feeling while also providing security to the customers. This is the first building of its kind in the city, creating a character and streetscape not yet experienced by Clevelanders. It is success, even to the extent that the East Side Market wants to model their development in a similar layout.

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**2015**  
**RUDY BRUNER AWARD**  
**DEVELOPER**  
**PERSPECTIVE**



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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name	Cindy Picone	Title	Vice President, Ralph A. Falbo, Inc.
Organization	Ralph A. Falbo, Inc. and Pennrose Properties, LLC	Telephone	(412 ) 355-0300 x114
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Signature		Date	December 8, 2014
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1. What role did you or your company play in the development of this project? Describe the scope of involvement. Approximately 400 words.

Ralph A. Falbo, Inc., jointly with The Pennrose Properties, LLC and in partnership with the Cuyahoga Metropolitan Housing Authority redeveloped the former Garden Valley Estate public housing community into a new multi-phase development now called Heritage View Homes located in Cleveland, Ohio. Burten, Bell, Carr Development, Inc. was the non-profit partner on the project. The project is located between Sidaway Avenue and East 79th Street, from Kinsman Road to Carson Avenue in Cleveland's Kinsman neighborhood. This five year, \$100 million project involves the replacement of approximately 628 units of the antiquated Garden Valley Estates, only 70% of which had been occupied, dispersed throughout thirty acres, with 350 new town homes, apartment units, and single-family homes. The project began in 2008. Phases I-III are complete and total 207 units. We are currently developing Phase IV, which will contain another 60 units.

Phase I included the construction of 81 new townhouse-style apartments. Phase II consisted of 40 units in a 3-story apartment building and 17 single family scattered site homes. Phase III consisted of 46 townhouses and 23 single family homes. Non-residential construction included new infrastructure, new roads, age-sensitive playgrounds, community and management space, and an 8,300 sq. ft. maintenance building.

In this project we worked with our partners to secure competitive American Recovery and Reinvestment Act funds for green enhancement features. These features included 50% permeable sidewalks which allows rainwater to drain into bio-cells, 50% energy star which will reduce the heat island effect by 50%; all flooring used throughout the homes is non-vinyl/non-petroleum based materials; and 10% of the overall energy used will come from photo voltaic panels (solar energy). This project also had Buy American Act requirements which stated that all materials used on the job site had to be manufactured in the United States.

As developer, our role is to obtain all project financing, oversee the development team in its design and construction of the development, obtain all governmental approvals including zoning, building, and storm water management, and once constructed, to own and engage a 3rd party company to manage the apartments.

2. What trade-offs or compromises were required during the development of the project? Approximately 400 words.

The entire team of CMHA, Ralph A. Falbo, Inc., Pennrose Properties, LLC, Burten, Bell, Carr Development, Inc. along with various other stakeholders throughout the City of Cleveland including the City of Cleveland, the local councilwoman, Cleveland Library and several service agencies made multiple attempts to obtain competitive financing from the U.S. Department of Housing and Urban Development via the HOPE VI program. The HOPE VI program no longer exists. Without the resources of the HOPE VI program the team was still able to pull together the necessary financial commitments to proceed with the development. CMHA committed millions of dollars of its resources combined with financial commitments from the City of Cleveland, the Ohio Housing Finance Agency, and the Ohio Development Services Agency. The American Recovery and Reinvestment Act (ARRA) funding also provided the necessary financial assistance to make Phases II and III a reality. The Rental Assistance Demonstration (RAD) Program has provided resources to the fourth phase of development.

The team was also able to produce the 207 units plus the 60 that is about to begin construction in the fourth phase, without a single 9% Low Income Housing Tax Credit award. The combination of volume cap and 4% Low Income Housing Tax Credit financing can be an effective tool but it brings a lower amount of tax credit equity to a development than a 9% award traditionally brings. It was primarily the ARRA funding used in phases II and III and the relatively new RAD financing available for Phase IV that enabled the team to produce the volume of units it has produced to date.

## DEVELOPER PERSPECTIVE (CONT'D)

### 3. How was the project financed? What, if any, innovative means of financing were used? Approximately 400 words.

Each phase of development included a combination of bond financing with 4% low income housing tax credits and subordinate financing from CMHA, the City of Cleveland, and in the fourth phase, Ohio Housing Finance Agency. CMHA committed millions of dollars of its resources combined with financial commitments from the City of Cleveland, the Ohio Housing Finance Agency, and the Ohio Development Services Agency. The American Recovery and Reinvestment Act funding also provided the necessary financial assistance to make Phases II and III a reality. The Rental Assistance Demonstration (RAD) Program has provided resources to the fourth phase of development. The 4th phase of financing converts the former public housing units into project based section 8 that provides enough operating subsidy to the property for it to support a small, HUD insured, loan. More detail on each phase follows.

CMHA provided the vast majority of the financing required to kick off the overall redevelopment effort with Phase I, which involved the relocation of the public housing residents into other CMHA owned public housing communities or into privately owned housing with Section 8 vouchers, and the new construction of 81 townhomes in an area roughly the size of two city blocks. Financing included volume cap obtained from the Ohio Development Services Agency (then called Ohio Department of Development), 4% Low Income Housing Tax Credits from the Ohio Housing Finance Agency which were sold to Ohio Capital Corporation for Housing and Key Bank Community Development Corporation, and subordinate financing from CMHA and the City of Cleveland.

Phase II was made possible due to the formula Capital Fund Program dollars obtained by CMHA from the American Recovery and Reinvestment Act funding that was made available to public housing authorities throughout the nation with the intent to stimulate the economy while providing affordable housing during the economic downturn in 2009. Financing included volume cap obtained from the Ohio Development Services Agency (then called Ohio Department of Development), 4% Low Income Housing Tax Credits from the Ohio Housing Finance Agency which were sold to an affiliate of Dollar Bank, and subordinate financing from CMHA.

Phase III was also made possible due to the American Recovery and Reinvestment Act funding, but this time the development partners were able to secure Competitive Capital Fund Recovery Grant dollars from the U.S. Department of Housing and Urban Development made available on a competitive basis to public housing authorities wishing to revitalize public housing communities. This financing came with it a higher standard for green and energy efficient building that included the construction of storm water management best practices along with solar photovoltaic panels which were installed on the garages of the single family detached homes and on some of the townhomes in the development in an effort to offset at least 10% of the property's electric usage. Phase III also included new infrastructure in the form of all new utilities, new streets, and off street parking lots.

### 4. What do you consider to be the most and least successful aspects of the project? Approximately 400 words.

There are so many successful aspects of the project that we have to list them in an order of preference in which not all partners may agree. Number 1, the most successful aspect of the project is the incentive it provided to the Cuyahoga Metropolitan Housing Authority to relocate its administrative offices to the neighborhood, just two blocks further down Kinsman Avenue from the revitalized Heritage View Homes site. The new facility brought local jobs during its construction and will maintain a presence of local jobs for years to come given the 200+ employees of CMHA located at this facility. The facility also brings visitors on the order of at least 100+/day to the Kinsman neighborhood.

The second most successful aspect of the project was that the redevelopment effort enabled the neighborhood school, Anton Grdina, to be redeveloped a few blocks away from its former site, in a manner that enabled the school to continue operating until the new building was able to be occupied. Through the efforts of the School District, who owned a parcel of land in the neighborhood, and CMHA, who owned a parcel of land directly adjacent to the parcel owned by the School District, enough land was assembled to provide the space required for the school to be relocated. Because the location of the school was changed, the existing school remained open while construction on the new facility occurred. The new school opened for operations in 2011.

The third most successful aspect of the project was the vision of healthy living through healthy eating that Burten, Bell, Carr Development Inc. brought to the neighborhood in a variety of redevelopment and truly quality of life driven initiatives including CornUcopia Place and Bridgeport Cafe located across the street from Heritage View Homes phase II. CornUcopia Place is a community facility providing nutrition education, cooking demonstrations, an open multi-purpose space available for rent. Bridgeport Cafe is a restaurant with a menu that incorporates locally grown food in the Kinsman Neighborhood while offering a healthy variety of food. BBC also manages a farmer's market and a mobile farmer's market to bring fresh food to the Kinsman community. Finally, BBC has orchestrated the development of a local tilapia farm, urban farm, and a greenhouse that grows fresh greens and herbs, all of which bring jobs and a positive economic impact to the Kinsman community.

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2015  
RUDY BRUNER AWARD  
ARCHITECT  
OR DESIGNER  
PERSPECTIVE



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This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

Name	Terry Schwarz	Title	Director
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Signature	Terry Schwarz	Date	9 December 2014
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Digitally signed by Terry Schwarz  
DN: cn=Terry Schwarz, o=Kent College of Architecture and Environmental Design, ou=Cleveland Urban Design  
Collaborative, email=tschwarz@kent.edu, c=US  
Date: 2014.12.09 16:31:57 -0500

1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc. Approximately 400 words.

In an environment where there is surplus real estate, how do you make good decisions about where to build a traditional urban development? And where not to?

Our planning process was in 2006, and I'd be remiss to say it was before the foreclosure crisis because the crisis was taking place, we just weren't fully aware of it yet. At this time Kinsman was a severely distressed neighborhood in Cleveland, so housing woes at the city scale—national scale even, were taking place here first. Tim was aware of this, and what we developed was really a prototype for managing vacant land and imagining a more sustainable Cleveland. The plan was about getting value from land that is not easy to develop and targeting investments in ways that will have the greatest impact.

We didn't need a market study to show us that, in this neighborhood you cannot do housing everywhere—which is what we were doing everywhere in Cleveland at the time. Neighborhood population was down 26% from the 1990 to 2000 and there was just no way to support that. So again we focused on where there was existing intact housing, commercial activity, and transit. We reinforced what was working and tried to take the surplus vacant land and press it into supportive services like agriculture and community greening.

At the most basic it was about making choices of where to build for the maximum impact and how to use open space transforms it from a liability to asset.

2. Describe the most important social and programmatic functions of the design. Approximately 400 words.

The most important social issue with development along Kinsman is that there are people who have been here for the long haul—and it hasn't been easy on them.

When we went to the public meetings it was obvious that the attendance was skewed—elderly and female. These women were invested in the neighborhood because they've lived there, raised their families, and committed to the community over time. So part of the social component is simply asking how can you open the neighborhood up to new opportunities while respecting people who've remained. We also have to address the concerns of areas that are highly challenged, versus those where millions of dollars have been invested.

## ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

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3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project. Approximately 400 words.

In any planning process, you have to be careful what you draw, especially in a neighborhood where people have been disappointed time and time again. The balancing act was to not draw so much that people gain unrealistic expectations of what could happen here, while showing enough to make the plan aspirational. If you just put in the plan developments you know will happen, it isn't a plan—it's a work program. A plan speaks to the future.

One time Tim mentioned getting a restaurant on Kinsman. After that, every time those residents saw him they asked, "Where's that restaurant?" Well it took a couple years, but they finally got it, and that's the point.

The bottom line is, you don't get it unless you plan for it.

4. Describe the ways in which the design relates to its urban context. Approximately 400 words.

The placement of the development along Kinsman complements many of the other development districts throughout Cleveland.

University Circle is essentially built out, and future growth has to happen somewhere in order to support the economic and job creation engine that is University Circle. Kinsman is situated perfectly between University Circle, Downtown, and Mid-Town to absorb that growth. Layer upon that the fact that Kinsman is one of the most transit rich nodes in the city—and on top of that the fact that you can assemble large development parcels here. Put all these aspects together and this neighborhood is ready to experience a renaissance.

The real question is, will this renaissance bypass or steamroller the people and culture who are already here? Or does it find ways to bring existing city residents into that upswing?

There are a lot of development districts in Cleveland that need help, it's just Cleveland. But downtown is doing well, Mid-Town and the Health Tech corridor are starting to spark, and University Circle is doing extraordinarily well, so it's Kinsman's turn to get in line for investment. Good cities have options, it's not all downtown density and midtown industrial, there are different kinds of development typologies. When you put all these together they make the mosaic of the city, and we're just helping Kinsman find its place in that mosaic.

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2015  
RUDY BRUNER AWARD  
COMMUNITY  
REPRESENTATIVE  
PERSPECTIVE



# COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Vanessa Camp	Title	Resident
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Signature		Date	12/9/2014
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1. How did you, or the organization you represent, become involved in this project? What role did you play? Approximately 400 words.

I've lived in the Kinsman neighborhood for eight years. I moved to a lease-to-purchase home on Colfax Road back in 2007.

I came out of substandard housing in Cleveland's Hough neighborhood. I was taking care of my elderly mother in a home where the electricity was not reliable. This is an inconvenience especially when she used an electric bed and wheelchair. There was a problem with raw sewage coming up into the basement.

I contacted my councilperson, looking for assistance. She connected me to Councilwoman Phyllis Cleveland, who represents Kinsman, and Cleveland Housing Network, which was building new housing in Kinsman. At first, moving to this neighborhood was scary, since the old Garden Valley neighborhood did not have the best reputation. There were also abandoned homes on the street where the new houses were located. But I put my faith in the neighborhood and decided to invest.

I stood up for my family and home and decided to work to improve the community. I began reporting problems in the community to the city and law enforcement. For example, I told Councilwoman Cleveland about illegal dogfighting storage that I discovered after a dog jumped out of a window to escape. I called to report abandoned properties and advocated for them to be demolished.

I became active in my block club, which had a lot of success, some of which were having our road resurfaced, abandoned homes demolished, community garden established, greenspace created, and exterior home repairs made available.

I've also volunteered at the Garden Valley Neighborhood House.

In the end, I am very happy that I made the decision to move to Kinsman.

2. From the community's point of view, what were the major issues concerning this project? Approximately 400 words.

The major issues have been the following:

- Abandoned housing
- Old public housing at the Garden Valley Estates
- Social services
- Employment
- Recreation
- Access to fresh food

## COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

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3. Has this project made the community a better place to live or work? If so, how? Approximately 400 words.

Yes, the project has made Kinsman a better place to live. There are new housing opportunities for families. There are opportunities for learning and accessing information at the new Cleveland Public Library Garden Valley Branch. There are opportunities for people to become involved in arts and culture at the Art Palace. New services are available at Garden Valley Neighborhood House. Habitat for Humanity renovated several vacant homes on my street and turned them over to families to have nice places to live. Residents can learn gardening at Rid-All Green Partnership or Ohio State University Extension, then start their own community or market garden. Hillside Park makes walking to and from the neighborhood's rapid transit stop easier and safer. Residents are able to become more sustainable by doing things like install rain barrels at their homes or get their houses weatherized. All three of my kids have had a job through the Bridgeport Place project. Crime has decreased. There are fewer break-ins and robberies.

4. Would you change anything about this project or the development process you went through? Approximately 400 words.

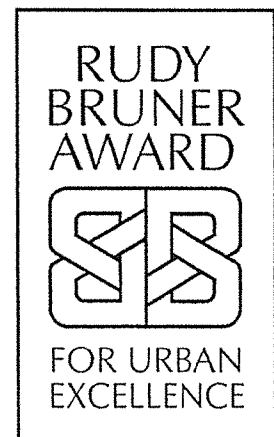
We need a larger grocery store with more offerings. However, we have the best food pantry in the county at the Garden Valley Neighborhood House, so that helps address some of the need. But the quantity of people who utilize that service demonstrates that there is demand for a grocer like a Save-A-Lot or ALDI.

Also, recreation is needed for kids, such as a City of Cleveland Recreation Center or a YMCA branch. The facility should include basketball, track, and weight room, since that is what young people are interested in. That could also help reduce crime and help people learn healthy living. It would not need to be an elaborate facility.

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2015

RUDY BRUNER AWARD  
PUBLIC AGENCY  
PERSPECTIVE



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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name	Anthony Thornton	Title	Asst Director
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Signature Anthony Thornton Date 12/9/14

1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements). Approximately 400 words.

The Cleveland Department of Economic Development was instrumental in landing Green City Growers in the Kinsman Neighborhood, financing construction of Bridgeport Place commercial strip center, and a small grant to build out Bridgeport Café and CornUcopia Place.

Specifically, my department provided funds for the land assembly of the 10 acre site where Green City Growers now reside. We provided a loan to Green City Growers to construct their \$17 million hydroponic greenhouse and we facilitated land exchanges with two owners of land within the targeted site. For Bridgeport Place we provided a loan to BBC for the construction of the center along with grant funds to build out Bridgeport Café and CornUcopia Place.

As BBC acquired all of the owner-occupied housing for the hydroponic greenhouse site, the city required that BBC adhere to uniform relocation rules and with all land acquired on a voluntary basis. We had no problem with BBC following these rules, as they had past experience and they had a shared desire to protect the interest of existing residents. As a result, there was no displacement of residents, meaning everyone bought into the vision for the community and the 8 owner-occupants moved voluntarily. Each existing resident moved to better living conditions that they could afford long-term.

Our department supported the development of these projects that are just four of many components of the Kinsman Neighborhood Transformation. We are champions of the revitalization of Kinsman and will continue to support BBC and other community partners as the transformation continues.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them? Approximately 400 words.

The effort to transform the Kinsman neighborhood of Cleveland was intended to build a variety of pathways to quality housing, employment, healthy food alternatives, recreational amenities and educational opportunities for residents in the most impoverished community of the city. There was nothing that had to be sacrificed in order to achieve our goals. The most sensitive issues of the project was stakeholder participation, true economic opportunity for residents and the acquisition of homeowner-occupied homes.

BBC incorporated community feedback, input and status reports for these projects at routine community meetings. Community residents helped define elements of the projects that could be improved to better align to the needs of the community. Some of these elements included the job recruitment process, clarification about worker cooperatives and the benefits of them to worker-owners. The community informed the menu of Bridgeport Café, democratically selected the branding for the Urban Agriculture Innovation Zone and selected the building designs for Bridgeport Place and Heritage View Homes. These are just a few examples of how the transformation of Kinsman has been guided by community residents.

Indeed, these projects have been great for the city of Cleveland. The biggest trade off for Green City Growers Hydroponic Greenhouse was that 8 families were asked sell their homes. However, there was a net gain for all existing residents. These 8 families were comprised of all who remained in an area that once had 70 residential structures and an elementary school within it. The cost of maintaining the infrastructure was extreme for such a small amount of active properties. There was no trade-off for investing in Bridgeport Place or the Urban Ag Innovation Zone. They consisted of vacant fields that did nothing for the city or its residents. The three projects now occupy 60 jobs filled primarily by people who live within two miles from their locations. They bring life and vibrancy to the Kinsman neighborhood, which was known for crime, poverty and blight prior to their existence.

## PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the project's impact on your city. Please be as specific as possible. Approximately 400 words.

Kinsman road is a major access road from the southeast suburbs of the city of Cleveland. The stretch of Kinsman between East 93rd Street and East 55th was an area that travelers would seldom dare to stop for any reason. The area was known for crime, poverty, and blight. Today, the Kinsman neighborhood has been the talk of tilapia farming, healthy food access, hydroponically grown lettuce and herbs, new exciting housing, the new Anton Grdina Elementary School and so much more.

In a matter of an 8 year timeframe, the neighborhood went from being associated with notorious activities to serving as a national example for the revitalization of a poor community. Kinsman has contributed to the new image of our great city. It is often included in tours of Cleveland as an area on the rise. The new assets of the community are routinely explored by those interested in the replication of Green City Growers Hydroponic Greenhouse, the Urban Agriculture Innovation Zone, Rid-All Green Partnership, CornUcopia Place, Bridgeport Café, the Kinsman Solar Farm, and/or Heritage View Homes.

These assets create tangible opportunities for low-income residents. They not only provide job and entrepreneurial prospects, but they also provide health and wellness resources, recreational amenities, and educational opportunities.

The distinguishing aspect of Kinsman is that all of these distinct projects are exceptional examples of neighborhood development on their own, but visitors quickly realize that the specific project they came to the neighborhood to see is just one of multiple projects that together tells a greater story. The significances of this story is that all of these assets build off of, and are feeders to, one another. Visitors can clearly see that nothing was done in a vacuum. The Kinsman transformation consists of a network of assets forged by multiple partners in multiple partnerships. It is truly a shining example of Clevelanders' great ability to cooperate in an effort to collaborate in ways that are beneficial to the entire city.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities? Approximately 400 words.

This group of projects that forms the Kinsman transformation can serve as a model for public/non-profit partnership creating an environment for private investment.

This area was typical as one of those few areas in every major city where there was no constructive private investment, because of the high risk associated with investing in blighted, crime infested neighborhoods. It is an example of how public, non-profit, and foundation partners can work together to build a new identity for the neighborhood, thereby, building private market interest. The private market is now at the table because the public and non-profit partners have demonstrated that viable businesses can be created in the poor neighborhoods of the city. These partnerships demonstrate private investments would not be destroyed or vandalized if done in an inclusive bottom-up, as opposed to top-down, matter. It shows that crime infested neighborhoods don't require gentrification to create assets of attraction. It simply takes stakeholder pride, will, and a sense of belonging. With these simple qualities Kinsman demonstrates that over time these communities can become places that more affluent outsiders will frequent and feel comfortable spending their money in.

In addition to the public/non-profit partnership between the city of Cleveland, BBC, and multiple funders, all ongoing activities consist of partnerships. CornUcopia Place, the community kitchen, is operated by BBC, but BBC doesn't provide any of the instruction for the classes. BBC values more capable educational partners attracting them to deliver the instruction for all health and wellness classes and workshops. These partners include the Cleveland Clinic, University Hospital, Case Western Reserve University, Cuyahoga Community College, The American Heart Association, St. Vincent Charity Hospital, Building Health Communities, and a host of other local and regional entities.

The Urban Agriculture Innovation Zone is another example of extraordinary partnerships. While BBC serves as the developer and overseer of land assembly, the organization does not implement agriculture programs itself. Instead, it works with Ohio State University Extension to train community re

5. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

As I struggle to identify a least successful aspect of the Kinsman Neighborhood Transformation, I would suggest that private investment has been slower to materialize than one might expect. While there are several private investors currently at the table, we have found it hard to align proposed developments of private developers with the interest of the community. The community does not want to see status quo development for low-income neighborhoods. There has been proposals for second rate retail projects, but the more exciting, forward-thinking development plans continue to be facilitated by BBC, the CDC, who has basically executed the vision of community stakeholders with its public and foundation partners. The community will show full neighborhood recovery when it begins to see private investment in higher end restaurants, higher quality retail chains, and a greater demand for market rate housing.

There are many successful aspects of the project most of which are already outlined in my prior answers. By far, the most valuable aspect of the project is the involvement of existing residents in the community redevelopment process.

Through my travels I've seen numerous examples of revitalization efforts of low-income neighborhoods. Unfortunately, a common casualty of successful community transformation is gentrification and the lack of access to economic opportunities for low-income residents. That hasn't been the case for the Kinsman neighborhood. While things are "Fresh on Kinsman," the faces and stakeholders are as old as they come. No one has been displaced with many of the residents working for one of the recently established enterprises. The transformation has impacted the lives of many people and have made Kinsman a designation location of Cleveland.

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**2015**  
**RUDY BRUNER AWARD**  
**OTHER**  
**PERSPECTIVE**



Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Name NADINE HEAD Title President LAC / Vice President PAC  
 Organization LAC President / PAC Vice President Telephone (216) 645-8496  
 Address 7279 CARSON AVE City/State/ZIP Cleveland Ohio 44104  
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Signature Nadine D Head Date 12-9-2014

1. What role did you play in the development of this project? Approximately 400 words.

The Local Advisory Council LAC is a tenant organization who partners with public housing management. We coexist as partners Cuyahoga County to advocate for residents and build pathways to independence. I had been the LAC president here at Heritage View since 2006, but have just stepped down two weeks ago to allow the younger generation to grow as leaders. Now I am the vice president of the Progressive Action Council which is the umbrella over all the LACs.

As a part of LAC leadership I had the opportunity to have a say so in what is going on in the neighborhood for the residents. Being an advocate and voice for my neighbors. We were brought in early as stakeholders to give our input on what we wished to see in the community. Throughout the process developing designs were presented to us for our approval, and ultimately it's our job to hold BBC accountable to what they promised.

2. Describe the impact that this project has had on the your community. Please be as specific as possible. Approximately 400 words.

I lived in the area for the last 21 years, and when I moved here, it was a like Drug World Avenue. Dealers were on every street corner --selling in front of the apartment buildings, in the alleyways.

This was my opportunity to represent my community as an LAC leader. I met with CMHA, BBC and other community leaders to plan for our future. Then when CMHA started talking about tearing down those brick buildings and rebuilding decent, safe, sanitary homes for the residents, we had hope. Ever since then hope grew. Now we have new houses, green space, new streets, and new schools.

We have a community now and I am <sup>THANKFUL TO</sup> ~~thank~~ Burten, Bell, Carr for that.

We used to be the forgotten people --nobody wanted to be bothered to come through here. People were scared to come through Kinsman because they were afraid. They don't have to be afraid anymore and that's the biggest impact.

## OTHER PERSPECTIVE (CONT'D)

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3. What trade-offs and compromises were required during the development of the project? Did you participate in making them? Approximately 400 words.

While the development has successfully changed the perception of outsiders, the neighborhood transformation is still not complete. We still need something for the kids to do, like a YMCA or a community center.

At the same time, development still in progress. Opportunity Corridor, a boulevard connecting highway 490 to economic attractor -University Circle, is set to be completed by 2019. The road will intersect Fresh on Kinsman and spur a whole new round of development in its wake.

4. What do you consider to be the the most and least successful aspects of this project? Approximately 400 words.

The most successful components of the development were the new Heritage View homes and the Anton Grdina Elementary School.

We tore down those old brick buildings, built new, and everything changed.

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**2015**  
**RUDY BRUNER AWARD**  
**COMMUNITY**  
**REPRESENTATIVE**  
**PERSPECTIVE**



# COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Danny McElroy	Title	
Organization	Original Harvest Baptist Church	Telephone	(216) 261-4624
Address	7101 Kinsman Rd	City/State/ZIP	Cleveland, OH 44104
Fax ( )		E-mail	dannymac63@roadrunner.com

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Signature	Danny McElroy	Date	12/8/14
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Digitally signed by Danny McElroy  
DN: cn=Danny McElroy, o=Original Harvest Baptist Church, ou=  
email=dannymac63@roadrunner.com, c=US  
Date: 2014.12.08 11:05:25 -0500

1. How did you, or the organization you represent, become involved in this project? What role did you play? Approximately 400 words.

Original Harvest Baptist Church was founded in 1957 by my grandfather, Rev. M.C Chatman at its existing location on Kinsman Road. In the mid-1960's the church opened the Harvest Child Care Center, open to all children in the neighborhood. We built a new facility on Kinsman in the mid-1990's. This was one of the first new construction projects on Kinsman Road in decades. While some members wanted the church to relocate to neighborhoods near the suburbs, my grandfather thought it was important to stay in the community most in need of ministry.

Our role in the revitalization of Kinsman is to provide needed services and information to residents. We continue to adapt our services as the needs of the community change. In 2005 we began an annual March Against Violence which goes through the neighborhood surrounding the church. We have a Helping Hands program, which is a monthly food pantry and clothing give away. We started an inner-city youth choir and we host an annual scholarship drive and school supply distribution.

Before the new developments were built on Kinsman Road, there was no large meeting space in the community. We opened our church to community residents and organizations to host community meetings, many of which were related to the planning for new developments. Unfortunately, we have also opened our church to families for funerals, many for young children who lost their lives to violence. Some of these young adults started as children at Harvest Child Care Center.

To help improve the health of the community, we host an annual health fair. Our church leadership has also received HIV/AIDS education certification from the Greater Cleveland AIDS Task Force, since the neighborhood at one time had the highest concentration of HIV positive residents in Cleveland.

2. From the community's point of view, what were the major issues concerning this project? Approximately 400 words.

Before the neighborhood was redeveloped there was a lack of needed community services. Youth violence plagued the neighborhood. The residents were challenged with the presence of HIV/AIDS. We still have a way to go but things are improving

## COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

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3. Has this project made the community a better place to live or work? If so, how? Approximately 400 words.

The redevelopment of Kinsman helped to beautify the neighborhood. At one point enrollment at the day care decreased, but it has since increased. The neighborhood looks great as you drive into it, coming over the bridge you see the new headquarters of CMHA and everything looks nice and new. Its also great to bring money into the community.

4. Would you change anything about this project or the development process you went through? Approximately 400 words.

We are headed in the right direction. We need to continue to collaborate.

# Transformation Timeline

2005-Present

**2007**

BBC completes the construction of Bridgeport Place, The first significant development in Kinsman in over 40 years.

BBC moves in along with the Cleveland Public Library



**2011 - Healthy Food Access Initiative**

BBC Secures a \$759,000 grant from the US Dept. of Health and Human Service.

BBC launches a healthy food access initiative known as MC<sup>2</sup>: Market - Community Kitchen - Cafe



**2005** - BBC convenes Kinsman residents and stakeholders to create a plan for neighborhood development.

"The Forgotten Triangle Master Plan"



**2014 - Hillside Community Park**

BBC secures \$50,000 to create a park that will improve access to public transportation, named Hillside Community Park

**2010 - Heritage View Homes**

BBC partners with CMHA in the redevelopment of Garden Valley Estates, a degrading public housing project from the 1950's.

**2014 - Master Planning**

Hundreds of community residents and stakeholders helped shape plans for future development in the Central and Kinsman neighborhoods in 2014.



**2009 - Green City Growers**

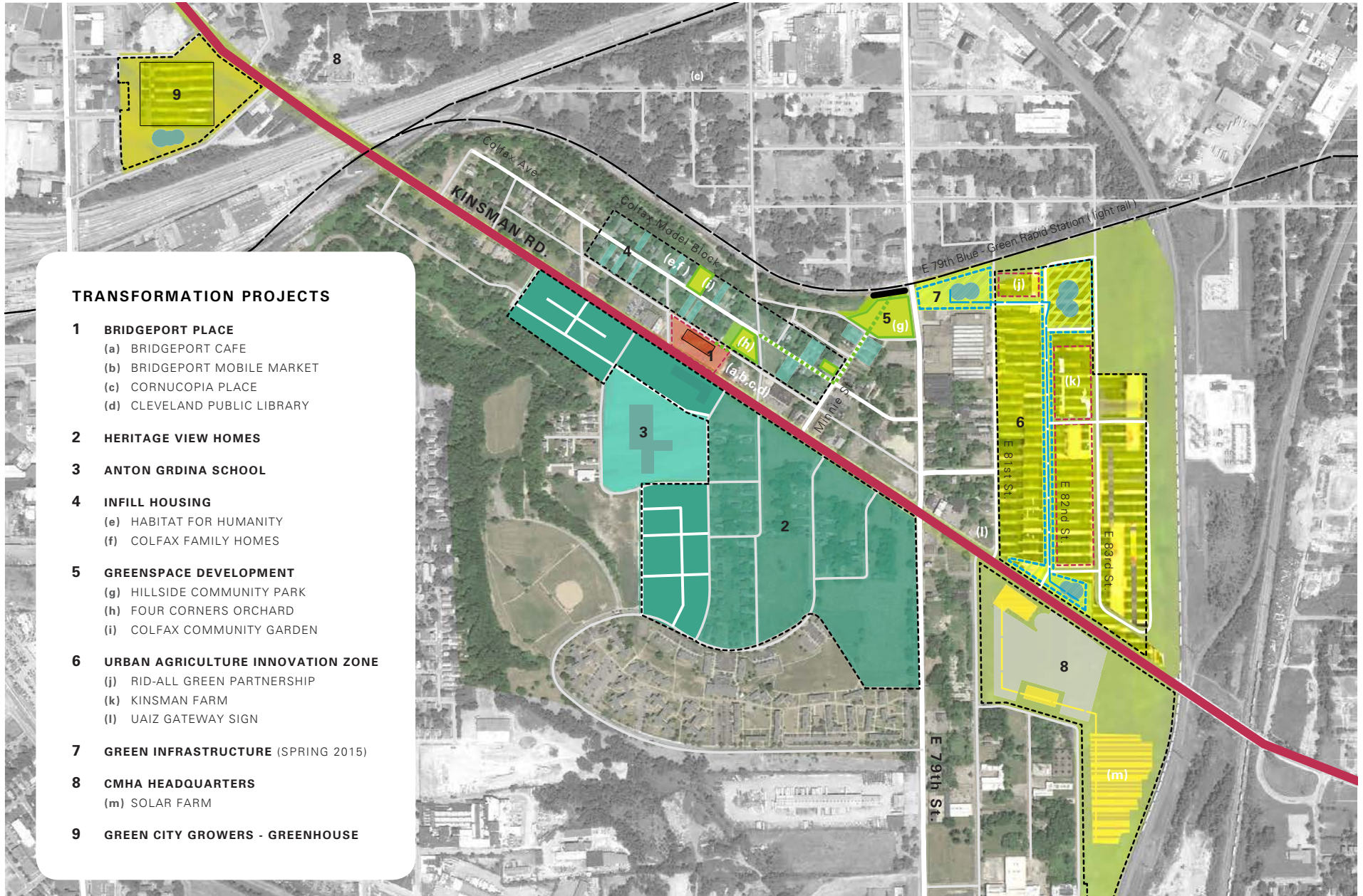
BBC successfully partners with Green City Growers to assemble 10-acres of land where they establish a growing facility in Kinsman.

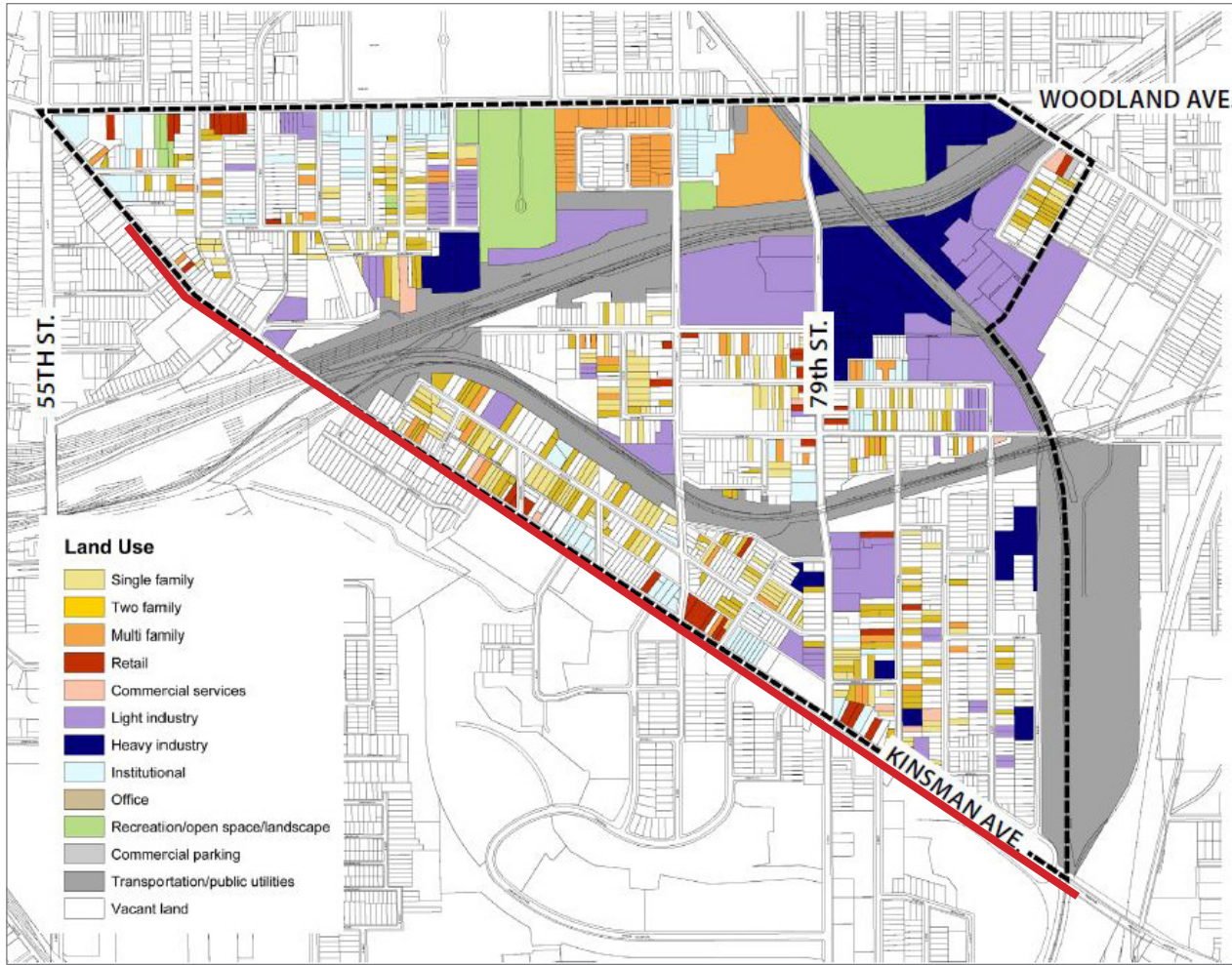
Approximately 35 new jobs were introduced as a result.



**2012 - Urban Agriculture Innovation Zone**

BBC begins transforming twenty-eight acres of vacant land in a "forgotten" inner-city neighborhood into one of the largest, most innovative urban agriculture districts in the United States





**Master Plan Process:** Between 2005 and 2007, BBC engaged stakeholders of Central and Kinsman to envision blueprints for the future of their neighborhoods. Those community-driven plans have guided development for almost a decade.

# Forgotten Triangle Master Plan

Master Planning 2005



**Before:** Prior to the transformation, Kinsman was deemed a food desert by the US Department of Agriculture.

# 1 Bridgeport Place

Commercial Development + Social Enterprises + Community Space



**After:** Bridgeport Place, an exciting \$2.2 million new-construction development project at Kinsman Road and East 72nd Street, consists of 13,200 square feet of new retail and commercial space that accommodates the offices of Burten, Bell, Carr Development, Inc, as well as Bridgeport Cafe and Cornucopia Place.

## 1 Bridgeport Place

Commercial Development + Social Enterprises + Community Space



**Bridgeport Cafe:** Bridgeport Cafe is a healthy alternative to traditional fast-food establishments that are overly prevalent in our urban neighborhoods.

**Bridgeport Mobile Market:** Low cost items for sale accepting EBT also include Orlando Bakery bread and buns, Green City Growers butter lettuce, and all natural no spray produce from the local Kinsman Farm.

**Cornucopia Place** - Cornucopia Place is a community facility providing nutrition education, cooking demonstrations, an open multi-purpose space available for private events and functions on a rental basis, and a harvest preparation station for use by local market gardeners.

# 1 Bridgeport Place

Commercial Development + Social Enterprises + Community Space



**Before:** The Garden Valley Estates were built in 1950's, and have been described by CMHA as "distressed" in quality. Building types are also considered outdated, with amenities that no longer accommodate modern lifestyles. The walk-up apartment-style buildings, which comprised slightly over half of the total number of units, possessed safety concerns in their common entrances and unoccupied, unmonitored hallways and stairwells.

## 2 Garden Valley Estates

Public Housing Project



**After:** BBC partners with the Cuyahoga Metropolitan Housing Authority (CMHA) and Falbo/Penrose on the development of Heritage View Homes. A five-year, \$100 million project that replaces approximately 628 units of the antiquated Garden Valley Estates, only 70% of which had been occupied, dispersed throughout thirty acres with 350 new townhomes, apartment units, and single-family homes.

## 2 Heritage View Homes

Residential Development



**Before:** The infamous decrepit swing sets and rusted jungle gym were highly visible by riders passing by the E. 79th Street Blue/Green light rail station. Kinsman residents and stakeholders have long expressed a need for improved walkability to and from the light rail station, since transit is such a vital part of their daily lives.

## 5 Vacant Lot Greenspace Development



**After:** The transformation of the lot has resulted in a series of improvements including new walking paths, trees and plants, landscaping, and new site furnishings. Residents came out eager to volunteer and help build the first phase of Hillside Community Park. Over 550 plants and 14 new trees have been planted on the site since the beginning of the 2014.

## 5 Hillside Community Park

Connectivity + Public Transportation



**Before :** View of E83rd Street as an illegal dumping site prior to the creation of the Urban Agriculture Innovation Zone.

## 6 Illegal Dumping Ground

Neighborhood Blight



**Kinsman Farm:** Twelve market gardeners each have a quarter-acre plot of land to grow produce that they can sell at farmers markets, to restaurants, or to incorporate into value-added products. Each farmer participates in Ohio State University Extension’s agriculture program and learn valuable skills to establish successful business models.



**UAIZ Gateway (top):** A decorative orchard featuring a twenty-foot-high steel sign that demarcates the Urban Agriculture Innovation Zone is in process on the corner of Kinsman Road and East 81st Street.

**Rid-All Green Partnership (bottom):** Founder Damien Forshe demonstrates the aquaponics systems at their 1.5 acre facility in the Urban Agriculture Innovation Zone.

## 6 Urban Agriculture Innovation Zone

Green Space Development + Social Enterprises



**Training Facility :** Rid-All's facility includes greenhouses, training gardens, aquaponics systems, large-scale vermicompost and composting, anaerobic digestion, and food distribution.

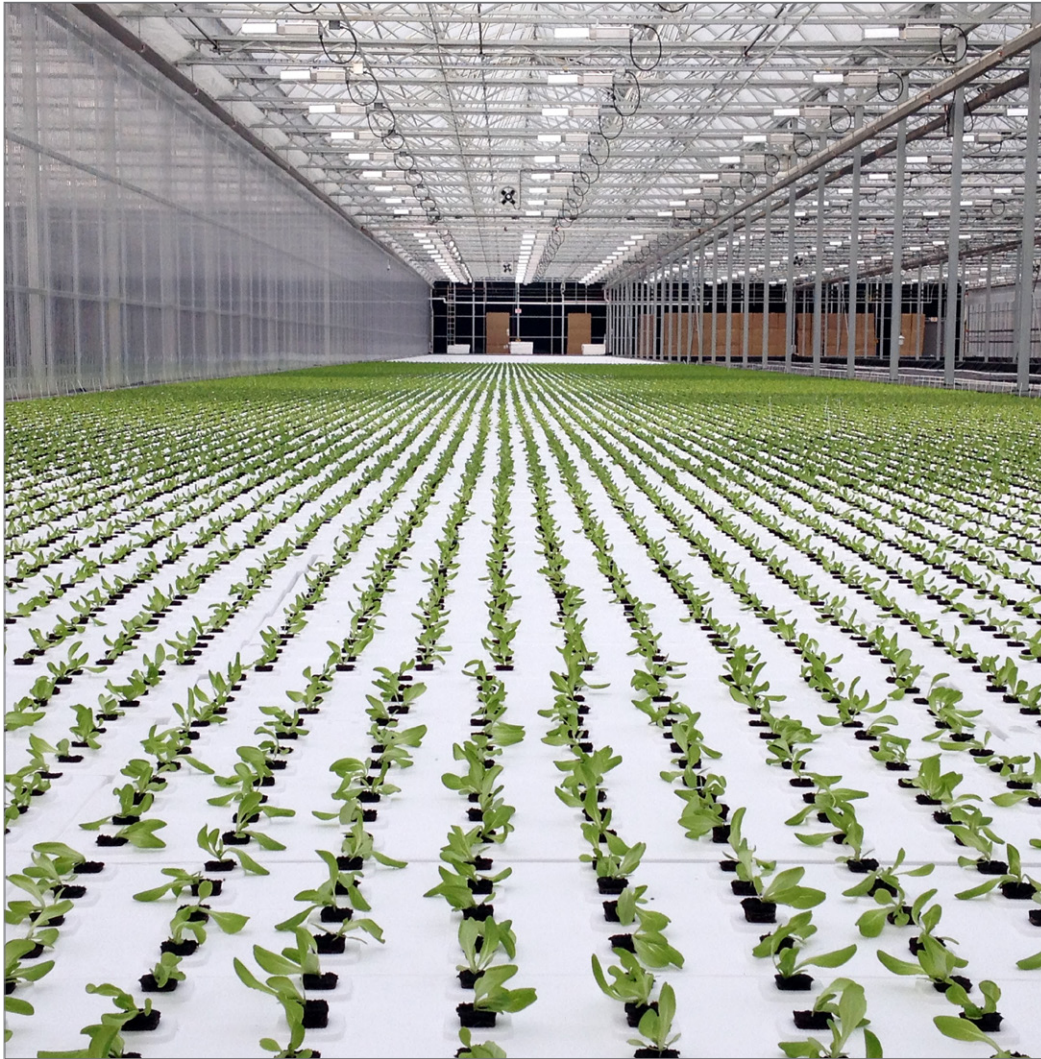


**Cleveland Urban Egg** : One of the longest standing farmers at the Kinsman Farm, Lynn Rodemann raises 50 chickens a year for poultry and sells eggs at farmers markets throughout the city.



**Solar Farm:** The 4,212 solarpanels were installed on 6 of 12 acres owned by CMHA near their Kinsman and E. 85th streets headquarters. Houses in the Heritage View homes also have solar arrays on their roofs contributing to neighborhood-scale sustainability in Kinsman. (Image produced by Gus Chan, The Plain Dealer)

**8** CMHA Headquarters  
Partnerships + Neighborhood Scale Sustainability



**Green House:** The \$17 million greenhouse, situated on ten acres, utilizes approximately five acres of growing area and is expected to produce three million heads of lettuce and leafy greens and three hundred thousand pounds of herbs annually. This produce is marketed to grocery stores and food service companies in Cleveland, as well as customers within a 150-mile radius.



Image of Green City Growers via the website.

## 9 Green City Growers Social Enterprise