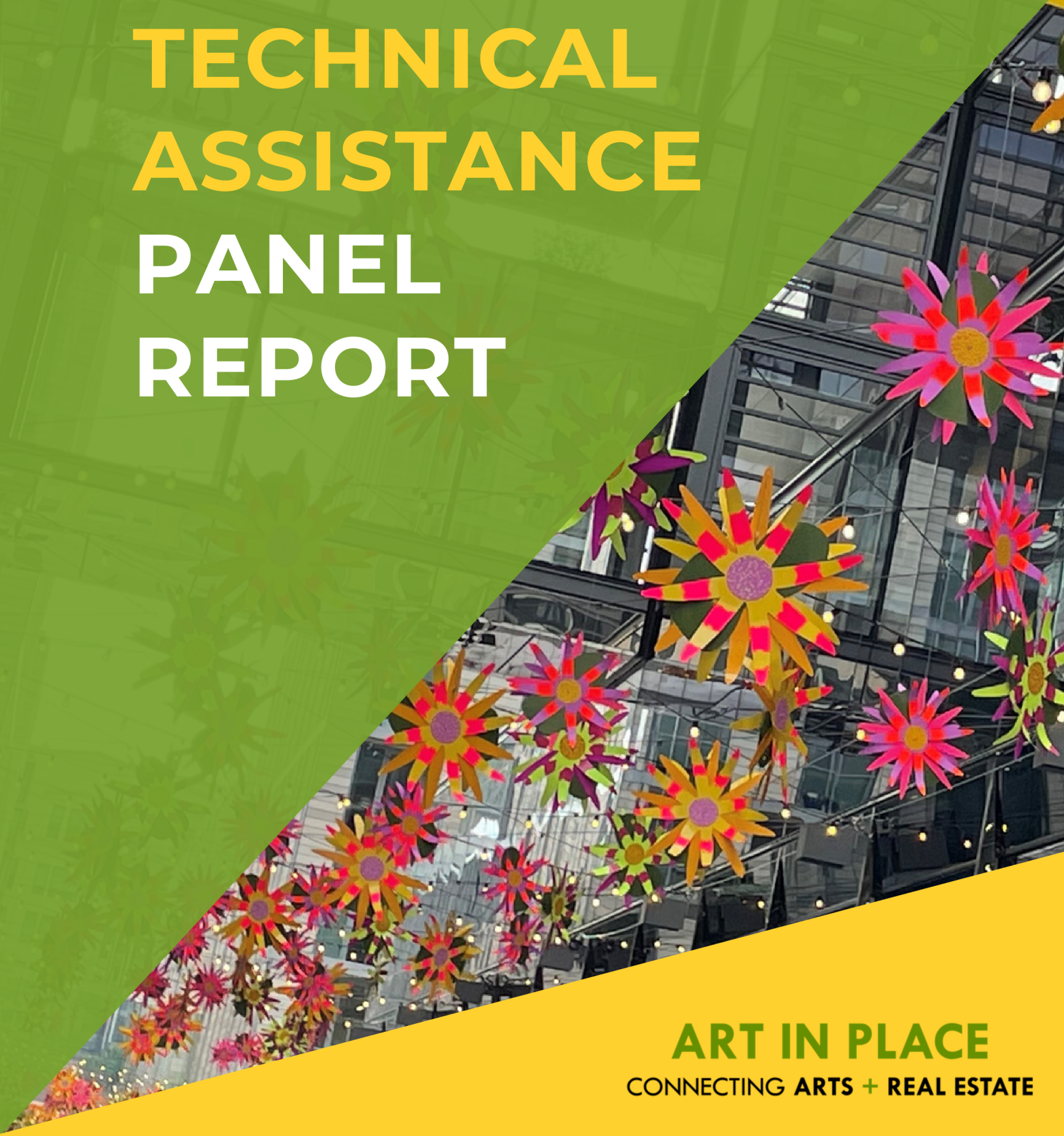


APRIL  
2024

# TECHNICAL ASSISTANCE PANEL REPORT



**ART IN PLACE**

CONNECTING ARTS + REAL ESTATE

# ULI & TECHNICAL ASSISTANCE PANELS

The **Urban Land Institute (uli.org)** is a global nonprofit education and research institute supported by its members. Its mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Established in 1936, the Institute has over 48,000 members representing all aspects of land use and development disciplines.

**ULI Cleveland (cleveland.uli.org)** was founded to share information and experience, showcase new projects and examine trends and innovation in the entire region of Northeast Ohio.

## **Technical Assistance Panel Process**

The ULI Cleveland Technical Assistance Panel program draws upon ULI member expertise to provide creative and practical solutions to land use challenges in communities across the Cleveland region and beyond.

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# HISTORY

## History & Setting The Stage

The City of Cleveland is home to many neighborhoods with rich histories and cultures cultivated by the communities within. Together, they weave the stories and meaning of Cleveland, providing pieces of what it means to be a part of the city. Within the city's eastern side lies the 2 square mile neighborhood of Hough. Taking its name from Hough Avenue, which was dedicated to the 1872 landowners Oliver and Eliza Hough, the neighborhood was founded in 1980. While small, this neighborhood has had a lot of history and impact on Cleveland. Between the 1950s and today, the neighborhood witnessed significant demographic changes, shifting from a predominantly white neighborhood to a primarily black community. These demographic shifts came from urban renewal, white flight, and redlining in the mid-1950s. In 1966, there was a five-day period of racially charged violence, costing the lives of four African Americans alongside 50 injured residents and scores of structural and property damage costing more than a million dollars at that time to the community. Today, that would be over \$9.6 million dollars in damages. Over the next several decades, the population declined to 10,755 residents as of 2020.

While these started to paint Hough as a rough place to live and be in, the new communities taking root started to build a legacy of community and rejuvenation. Fannie Lewis, a resident who witnessed the Hough Uprising, led the community in coming together and helping rejuvenate the Hough neighborhood. Her leadership helped lead to the construction of new homes that many started being referred to as "Fannie's Mansions." Her work paved the way for other community-focused growth to help breathe new life into Hough, weaving the African-American culture and history into the neighborhood's story. Despite the few residents, Hough today is a community with potential and hope to develop and grow further. The proximity to major organizations and places like the Cleveland Clinic, University Circle, and the more recent addition of the Cleveland Foundation to Hough makes this neighborhood a great spot to connect the economic and social components.

The City of Cleveland partnered with Urban Land Institute Cleveland District Council (ULI Cleveland) through an Art in Place Grant to conduct a community-focused technical assistance panel to determine avenues to connect art and development, using Hough as a case study. ULI Cleveland convened a 9-member volunteer panel for a 2-day Technical Assistance Panel (TAP) on October 3-4, 2023, at Midtown Tech Hive to address themes and questions developed by artists, developers, community stakeholders, and the City of Cleveland. The panel was co-chaired by Juanita Hardy, a Senior Fellow for Creative Placemaking with the Urban Land Institute, and Deirdra McPherson, Chief Community Officer of Assembly for the Arts. The panel included experts from various fields, including real estate developers, designers/architects, planners, artists, and business owners. The panelists

reviewed detailed background briefing materials prepared for the TAP, including themes and findings from two community-driven meetings. During the TAP, panelists toured Hough, heard from the City of Cleveland partners, and interviewed community stakeholders working or residing in Hough and artists and developers interested in connecting artists, developers, and the community. Using their expertise, the resources and research provided by ULI, and the discussions with community stakeholders, the panel aimed to answer questions regarding art and development asked by the City of Cleveland. Their goal aimed to protect the Hough community from displacement while finding methods and funding to support the further development of the neighborhood. Their collaborative efforts identified several themes and calls to action alongside funding strategies to help art and development through community-driven engagement within Hough.

## **Capturing the voices necessary to understand the issue**

### ***August 3rd Art In Place Community Meeting***

On August 3rd, in preparation for the Technical Assistance Panel (TAP), ULI Cleveland held a community meeting to determine critical themes to help guide future discussions. Developers and artists met at the Dunham Tavern Museum just south of Hough. Presentations from the City of Cleveland and artist-focused institutions helped get the attendants thinking about how art and development have coexisted within the community. Examples shared include mixing Cleveland's manufacturing history with the parks and playgrounds of the region's neighborhoods (see page 21). After the initial discussion, groups were broken into discussion questions and derive ideas about how art and development relate.

The questions presented to groups aimed to get thoughts around arts and development by artists and developers attending the event. The idea of place builders and community components resonated with many groups and attendees regarding art and artists. Like economic development and real estate targets, artists mold the environment around them, building spaces and places for a particular audience. The perception of art can bring together communities and help grow meaning within a place. However, we may not consider the impact artists have on community development. The art, creativity, and community that go into development may come as an afterthought, which can lead to the weakening of community connections and opportunities. Even the design of space and its components, like roads and buildings, may silence voices and cut off people. These ideas shared by the attendees emphasize the need to incorporate artists within the development processes to help bring attention and meaning towards communities.

## COMMUNITY CONVERSATION QUESTIONS

What are some of the considerations that both artists and developers may consider when creating or planning new spaces or works of art?

How are these considerations between artists and developers similar?

How do you view the real estate industry?

How can real estate projects bring developers together at different phases, such as the beginning, middle, or end?

What concerns do you have about the redevelopment of the Hough neighborhood?

Are there resources, organizations, and individuals that should help the community's development?

What could equity and agency look like in a project like this?

Groups also identified various needs and gaps for the community to better integrate artists within it. Putting the community as the focus of many projects and plans was mentioned by several groups. Places around Cleveland have rich histories and cultures that can be represented through art and architecture. Many groups discussed the need to account for the resources and people already in the community. Art can be a way to engage the community and connect entities, including developers looking to bring new opportunities or restructure areas for growth. Another critical area groups shared was accessibility. This includes resources, funding, and involvement in development and community processes. The larger community across the city and county could benefit from governance breaking down barriers for artists and integrating art with design early in development and not making art with development an afterthought. Bringing art and development closer can grow employment and community engagement. Artists offer a form of entrepreneurship and an outlet for improved community support. Together, the groups suggested the importance of leveraging artists to form a strong community bond in economic development.

These discussions emphasized the importance of community, representation, and opportunity through art, developing the following core themes to be targeted:

1. Strategic leveraging of vacant land and new development to emphasize community culture.
2. Ensure residents and artists are the core focus of projects.
3. Build and grow community relationships and resources between artists and developers within the community.

### ***August 30th Art in Place Community Meeting, Reflections of August 3rd***

A second community meeting occurred on August 30th to reflect on the community input from August 3rd. The meeting began with Rhonda Brown, senior strategist of Cleveland's Arts, Culture, and Creative Economy, discussing the City's vision for art within the community. The city emphasized the importance of artists' work and ability to contribute and engage within the local economy. The three major categories that the city targets in its work include:

1. Leading the creation of sustainable infrastructure for art;
2. Plan, manage, and transform arts funding for public art projects; and City of Cleveland
3. Support for arts, community, and building a sustainable arts ecosystem

After the City discussed its goal of fostering art and creative processes, the conversation shifted toward discussing the themes the prior community meeting developed. Many attendees at this meeting helped guide the discussion on August 3rd, which helped build out the core themes to be reflected in this meeting. First, the attendees discussed some of the needs within the three core areas. One area was to utilize grassroots language to make the message in the themes more direct. The Technical Assistance Panel must consider the community impact of developer actions. Concerns regarding who owns and controls the places and spaces within a neighborhood could warrant the growth of problems like displacement precipitated by effects of gentrification, loss of meaning and culture in areas, and rising tensions over control of spaces. Though developers may bring opportunity, they risk controlling and gatekeeping areas the community needs and utilizes. It's easy to forget about the meaning the community puts in its space, so it is critical to consider the culture behind places.



Some mechanisms, which are listed below, were developed to address certain needs and target the core themes that developed from artist and developer discussions:

- **Cultural Land Trusts:** Allows land to be held “in trust” for community needs, outside of the influence of market pressures.
- **Community Benefits Agreements:** Legally binding contracts between developers and communities that include commitments focusing on community development in exchange for the community’s support of development projects.
- **Live/Work Ordinances:** Residents living and working on a single premise to build stakeholder relationships.

The group of developers and artists shared an essential need for these mechanisms to have a community organization governing these mechanisms. For example, it was brought up that the community needs to have trust in the system to carry out duties. It is essential to keep residents involved in these processes to ensure that they are owners and not renters of their places. Community Development Corporations (CDCs) tend to be the first institutions aware of development projects. They are likely key parties to get involved in these processes, but they may also gatekeep information and not reflect a community’s needs. Projects must be transparent in practice and allow community voice and input to help guide and mold new development. Should these mechanisms be utilized to improve community, art, and development, an improved pipeline beyond relying on CDCs is critical.

Alongside considering the governance of mechanisms and the institutions involved in promoting transparency and community, the group raised concerns about definitions and actors involved in development. The discussion and project focused on the Hough neighborhood of Cleveland, yet the group struggled to define where the neighborhood started and ended. Even more concerning was that no artists from the neighborhood attended the event to shed light on the neighborhood’s current art and cultural scene. Not only did this suggest a need to get more community stakeholders involved in an area’s development, but also a need to grow trust between underrepresented community members and those steering the development of the community. Clarity and precise language were already seen to be important in developing mechanisms to improve the area’s creative economy. Still, these practices can also help define spaces and focus messages and meaning around projects. Clarity can help bring more stakeholders to the project quicker and at important decision junctions. A place where stronger definitions can help could be land zoning, particularly around vacant lands. Meaning can also be captured better through the architecture of construction and preservation of historic buildings. Buildings have meaning in their structure and have played a role throughout people’s lives, making them something critical to preserve.

Throughout the August 30th meeting, the attendee's comments resonated with the themes from August 3rd. The themes of preserving and enriching neighborhood culture, focusing on the residents around the development projects, and building community connections were well established by the prior meeting. The reflection of those themes showed that these areas need instrumentation to connect art and development better. The city and developers can benefit from stepping back and understanding the culture and meaning around the architecture and space that comprise a place. Keeping the community they serve at the forefront can help preserve meaning with new advancements. Folding in other institutions and groups in the development process may bring solid relationships and quicker results to improve the creative scene of the Hough neighborhood and Cleveland. Constructing definitions with the community in mind and guiding projects forward with a well-informed cohort can improve the community and developer relationships.

### **Art In Place - Goal of Connecting Hough's Art and Development**

After listening to the community comments and looking further into the Hough Community's culture, the City of Cleveland asked the TAP four questions. Through these questions, the City of Cleveland asked the TAP to investigate how to uplift and revitalize the Hough community. The community has a rich African-American history and culture worth celebrating and sharing. The community offers an opportunity to weave art within the neighborhood's growth and revitalization, emphasizing the background and community of the neighborhood. It is critical to ensure that development and investments balance growth and community focus to involve the community without the risk of displacement. The scope of this work aims to bring together diversity, equity, inclusion, art, culture, and development for the benefit of the Hough neighborhood.

1

We heard in our two community sessions leading up to the TAP that there is significant interest in developing art projects/programs/creation of arts space utilizing vacant properties and vacant space that is connected to the current residents and is reflective of the history and culture of the Hough community. What actionable steps should be taken to advance this work?

2

The community sessions also revealed that artists/organizers want to see entrepreneurs of color having the opportunity to invest and together build cultural districts, catalyze revitalization and develop the Hough community. Significant resources will be required to do this—what types of funding can be employed to achieve the above?

3

Ensuring that the residents of Hough are not displaced through its transformation should be a guiding principle for this work. What steps can the city, developers, residents, legislators and other community stakeholders take to ensure the community is not displaced?

4

Incentivizing development/revitalization of communities is not a new practice. What strategies can be employed to attract development in the Hough community, and how can artists and residents be engaged earlier in the initiation of public art through this initiative?



## **Examining the Hough Landscape: Investments and Discussions of Hough's Current and Future Growth**

### **TAP Kickoff and Tour**

After the TAP was assembled, the City of Cleveland Sponsors, Joyce Pan Huang and Rhonda Brown, met with the panelists to discuss their questions and goals further and answer any questions to help the experts in their work over the two days. After a discussion concerning the city's definitions of the Hough neighborhood, including its boundaries, zoning laws, and other defining features, Antunesia Harris, a community engagement specialist, took the group for a tour of the Hough Community. The group left the MidTown Tech Hive, the base for the TAP, to view some of the art and community anchors around the area. Many of these anchors also represented recent investments within the neighborhood, demonstrating the potential for spurring growth from within.

The first stop along the tour was at the Cleveland Foundation, one of the community anchors. The property recently opened in July 2023 at the southern edge of Hough. The new headquarters aimed to put itself within the catalytic center of the Health-Tech Corridor, a biomedical, healthcare, and technology innovation hub. The foundation seeks to foster research and programming to foster partnerships and pathways for economic prosperity. Within the property was a hallway dedicated to the Cleveland area's creative and cultural community builders. Stories and interviews are made available to the public interested in the stories and history these people have helped bring to Cleveland. The Cleveland Foundation headquarters welcomes those traveling along Euclid Avenue from downtown to the Hough Neighborhood.

The second stop was at the MAGNET manufacturing training facility. This stop began with a look at the playground recently built at the facility. The playground equipment and murals aim to invite children and visitors to engage with STEM and manufacturing-focused activities and fun. The side of the building bordering the play area has a mural dedicated to the Heroes of Manufacturing. These six figures showcase pivotal black manufacturing icons who have helped grow the industry and showcase influential and philanthropic leaders. While the outside connects people to the culture and engagement of stem, it shouldn't take away from the splendor inside the building. The Magnet building offers an active plant floor, which allows visitors to see manufacturing processes in real-time. Those interested in engaging with these processes can get hands-on experience working with the machines, robots, printers, and tools that a career within manufacturing allows workers to implement. What was once a Cleveland Metro School District school building, now brings in students for field trips to learn about one of the area's key economic drivers. Cleveland has deep roots within the manufacturing world, and the MAGNET headquarters and playground offer a way in which people of all ages can learn more and experience the impact of one of the area's economic drivers.



The third stop was the Winery at Chateau Hough. At the heart of the Hough neighborhood, Neighborhood Solutions Inc. maintains a vineyard to grow two varieties of cold-hardy grapes and opportunities for education and community engagement through agricultural activities. The urban winery aims to connect the residents of Cleveland and aid residents in skill-building toward economic independence. The winery is also near public displays of local artists' creations. The openness of the winery invites visitors and residents to walk through the rows of grapevines and explore some of the culture and growth the Hough neighborhood has brought in, including enjoying some delicious locally grown wines.

The last stop was the Cleveland Public Library Hough Branch, which opened on November 12, 2023. The opening ceremony brought the world-renowned poet Nikki Giovanni to the event to discuss the positivity of poetry and the Black Arts Movement that her work helped influence. The building was designed by Moody Nolan, who framed the architecture around the mythical Sankofa bird of Africa, which looks back while moving forward. The design of the building aims to reflect on the past while moving to the future, helping to demonstrate the community's goal to continue growing while encompassing its history and culture in the future. To help promote growth and community engagement, the library offers an expanded children's area, a space for teens, and more meeting rooms and outdoor spaces to connect people. A new library locker system was also set up to permit 24-hour media and library materials access.

As the panel returned to the Tech Hive, they got an opportunity to walk through other parts of the neighborhood. This included the Baseball Heritage Museum, where the second community meeting in preparation for the TAP was held. Antunesia shared a history of the homes and homeowners of the community as community members waved, greeted, and came up to the TAP panel to chat. The rich history and feeling of community are shown through some of the older and more worn parts of the neighborhood. While panelists got to see many of the community resources and components to help in their work, they also got to experience a community open to each other and to visitors, one with potential and hope to bring together its development and culture for the benefit of the neighborhood and Cleveland as a whole.

## **What We Heard - Stakeholder Interviews**

Upon returning from experiencing the Hough neighborhood, panelists prepared for discussion with community members, local developers and artists, and other community growth stakeholders. A total of nine group discussions occurred, with panelists leading and taking notes to help direct their presentation to the City of Cleveland on how to better couple development and art in the growth of the Hough neighborhood. These group discussions included eleven developers and property owners, eight artists, five residents, individuals representing five community organizations, and nonprofit or city personnel. While the groups utilized the four questions the city of Cleveland asked of the panel to build out discussions, many important ideas and themes were exposed beyond the initial scope of these questions.

### **Gentrification vs. Displacement**

A major component that arose within many of the discussions was the premise of gentrification. Whether it's residents, businesses, or other community members, the Hough neighborhood recognized the potential for change and want to see their community grow. The concern isn't growth, though; it comes from who the development is focused on. Rather than be a passive component, many members of the Hough community want to be involved in and aid the growth of their neighborhood and not be seemingly swept aside by those who they perceive want to change the community and push them out. One local stakeholder mentioned, "I'm not always against gentrification. It's displacement that is the problem," emphasizing a need for equitable growth that brings the community together.

What many of the stakeholders suggested was a need for placemaking and placekeeping. The panel determined placemaking is creating places that focus on transforming public spaces to strengthen the connections between people and these places. It is a process centered on people and their needs, aspirations, desires, and visions, which rely strongly on community participation. It focuses on those inhabiting the area but is strengthened through active placekeeping practices. Placekeeping is the diligent care and maintenance of a place and its social fabric by the people who live and work there. This goes beyond the maintenance of buildings and structures to preserve the cultural memories and meanings of the area. While people can help build culture, it must still be maintained and unite the community. Together, these two ideas lay a framework in which the City of Cleveland and future development activities can help grow the Hough neighborhood in a way that brings new opportunities without dismissing the critical meanings of place and community already existing. These ideas can be activated by focusing on the community's specific needs identified from their discussions.

## **Trust Building**

One of the common concerns voiced was new development facilitating gentrification leading to displacement. This emphasized a need to build trust within the community. As many discussants were interested in growth, there was a willingness to work together and welcome new components into their community. Yet the work must involve and include the community, as their faith needs to be reflected in the trust organizations and developers garner from keeping the neighborhood at the center of its decisions. One means of improving this trust is clear communications and definitions to help build communal understanding. It's easy to get lost in technical discussions and have essential information siloed by terminology and jargon, especially when different parties from varying fields come together to solve a problem. Building shared meaning and being transparent in actions can help motivate others to join the efforts and feel a part of the movements. Moreover, this creates a more collaborative environment where people feel comfortable working together and can understand one another's views. While each of these themes are important, trust by the community can bridge a successful path forward in which everyone can enjoy the development of Hough.

## **Role of Artists in Preserving Culture and Building Trust**

When thinking about the connection points to build and maintain trust, artists may not be the first group of people to come to mind, but their skills and creativity offer the potential to bring people together. If culture is meaning, artists can capture and express that meaning for others to come together to view, learn from, and celebrate. If there is one thing Hough is not in short supply of, it is spirit and hope. The people of this neighborhood embrace each part of the rich history, the highlights, and the tough times as they understand that it has led them to where they are and where they will head. Through the good and the bad, we can learn and celebrate the past, but it needs to be preserved so that the future can grow from it and continue building new meaning. Whether in song, performance, colors, or other mediums, art presents a form in which culture can be shared and reflected upon. As the city grows and builds, the artists can capture the history, preserve the present, and paint the future to ensure the story continues and the meanings remain. This makes them an essential part of the development network, able to translate meaning into forms understandable by others. Concerning trust, they bring forth the spirit of the community and culture that many residents want to preserve in growth. This makes them an important part of the framework of development, the peacemakers and peacekeepers preserving the meaning of community.

## **Hough's Cultural Assets and Hidden Gems**

A vast supply of pride is alongside the abundance of spirit within the neighborhood. The tour, which exposed the TAP to the people and places of Hough, was a precursor to the discussants sharing the importance of community anchors and pride in local businesses and cultural assets. These include some of the organizations that are making major investments and developments within the neighborhood, such as the Cleveland Foundation and MAGNET Building, but even the local businesses, such as the Chateau Hough Winery and the Invigorate Hough Hub, offer cultural gems already connecting the community. There are many people within Hough making creative and community impacts both big and small. These resources, organizations, businesses, and people offer places and partnerships where growth can be catalyzed and trust built between government, development, and the community. Hough's cultural assets and hidden gems offer fertile opportunities to sow equitable growth.

## **The Branding and Narrative of Hough**

Hough has resources and people all poised to blend development and culture for equitable growth, but it needs to be able to convey its story and build its brand to capture interest. One discussant brought up an important point: if someone were to do an internet search for the Hough neighborhood, some of the first results would discuss the riots, the vacant buildings, and the other troubles that have hit the neighborhood. Rather than people see the rougher side of Hough, there needs to be more media and attention to what the community has to offer. From the small but vibrant businesses to the community anchors that offer visitors immersive cultural and community experiences, Hough is more than a place with a checkered past. In this connected and digital age, many first impressions are made simply by looking online at places. Putting the culture and community at the forefront of developing the Hough neighborhood is crucial to involve the community and protect its cultural heritage. Hough can be seen as a blank canvas that can help weave a story and sense of belonging to invite more people in.



## **Economic Opportunities for the Community**

While art, culture, and story building are important components, community members want to be reflected in the development of Hough; there also needs to be economic opportunities and growth. Financial stability and building systems to promote workforce and economic development are necessary to help build attention and action within the community. Much of the work being done within the community is volunteers' efforts to bring a better life to their community. Yet, artists and residents must have more community-focused opportunities and connections. Beyond having more options for work and education, residents want to be involved in these processes and ownership. These would keep the community at the forefront of economic projects, helping to avoid or limit displacement with gentrification. It would also present opportunities for the neighborhood to start learning how to foster its development, which could create sustainable growth and uplift many residents. This system can invite more people to join the community and retain many workers who can upskill and find local opportunities. While art and culture are important on their own, they can be a great benefit when better applied to development.

## **Improve Connections and Flow Throughout the Neighborhood**

While Hough may find itself near the heart of Cleveland, there was a perceived disconnect from the city. A six-lane road bounds the southern portion of the neighborhood, with cars speeding and creating a relatively unsafe path to walk into the community. Residents voiced concern about the reliability and availability of buses and other forms of transit, suggesting that walking back with carts full of groceries beats waiting for the next available form of public transit to stop by. These connectivity problems create challenges for those who need to get to grocery stores or other places. With the City of Cleveland aiming to be a fifteen-minute city, it could benefit from building better connections within its neighborhoods to expand how far one can traverse within those fifteen minutes. Promoting walkability, safety, and transportation was seen as a valuable means to help build momentum for growth and connection between Hough and its surrounding areas.

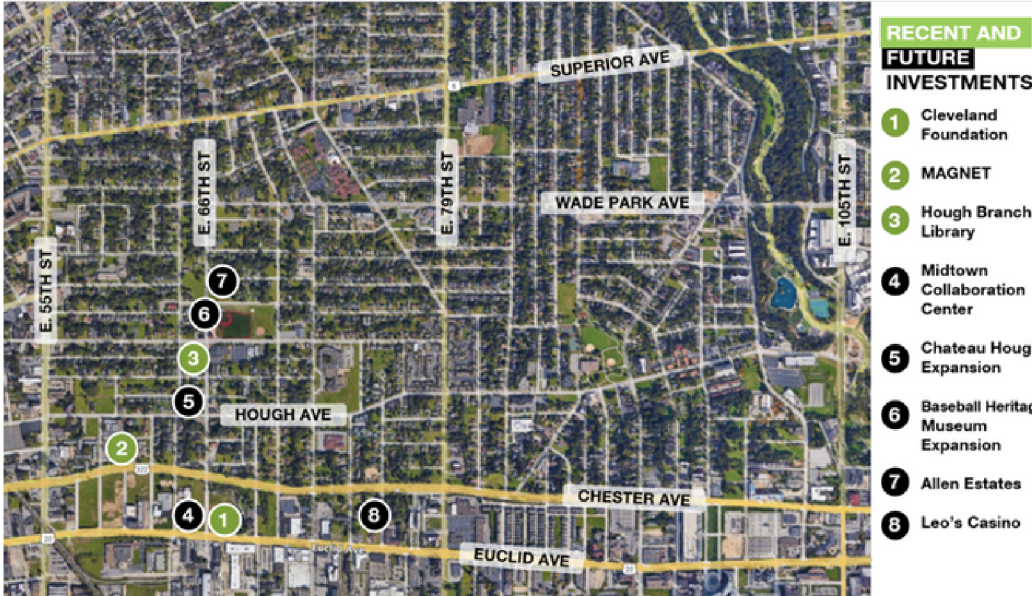
## **The Potential to Bring Together People Through Culture**

In many of these themes, the community existing within Hough is a critical point that development needs to focus on. Art and culture are vital development components, as they help unite people. Panelists found that Hough's history and culture helped bring people to the community and keep those living there engaged and involved. These values present an anchor in which further growth of the Hough neighborhood can rally and remain focused. The shared experiences create a sense of belonging that can reach out to help bring more people within the community. Given opportunities to support each other, Hough aspires to be a place that can offer support to its residents and invite others to share in the expansion and culture.

## **Bringing Together Institutions, Firms, and Communities to Drive Action**

### ***Hough Outlook - Mapping Out Resources and Potential***

After walking through Hough and talking to local stakeholders, panelists mapped out recent and future investment areas around the community. Three of the stops during the walk around Hough showcased recent investments in the neighborhood, seeking to build community, economic, and educational connections. Near the Cleveland Foundation headquarters is another upcoming project, the Midtown Collaboration Center, that continues this development momentum. This new node aims to bring together multiple sectors, companies, and disciplines under one roof to connect community and economic development further, including art and music venues, technology training centers, health research centers, and even centers for entrepreneurial businesses, including a minority-owned brewery and restaurant. Future investments to bring further growth potential to the Hough Neighborhood include expansions to Chateau Hough, the Baseball Heritage Museum, increased housing around Allen Estates, and even future celebrations of Leo's Casino. These recent and future investments offer catalyzation points to anchor further development and creativity to better the development of the community at large. Understanding what players are already connecting and how to maintain and build current and future relationships can help foster the trust, story, and growth of the Hough neighborhood.



## A Call For Action - Methods and Recommendations for Hough Moving Forward

The panel built Nine different themes upon reflecting on the four key questions the City of Cleveland presented. These themes resonated with the discussion of the Hough neighborhood and some of the best practices and expertise the panel brought through their own experiences. These themes include suggestions and ideas that help unite art and development to ensure strong community connections and target equitable outcomes and opportunities.

### 1. Need for Education, Transparency, and Training

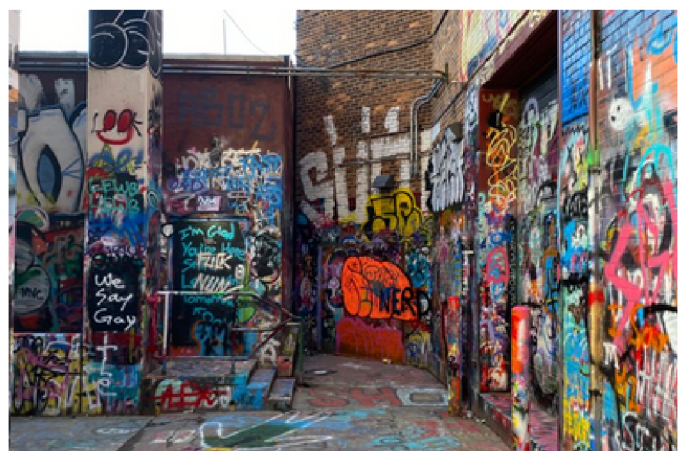
The first core suggestion from the panel is the need for transparency, the simplification of City processes, and training to allow neighborhood residents and artists to become property owners. The method of acquiring property, especially city-owned Land Bank parcels, is long and confusing. Acquiring publicly held land is further complicated by the different processes to acquire county-owned land, which requires understanding who to approach and the steps needed to follow either entity's procedures. This is where improved support, transparency, and training for potential landowners is critical to get the local stakeholders acquiring the land rather than outside entities. Clevlot is a current effort to collaboratively build an open-source database and planning tool to help vacant land find new purpose through projects and management strategies. While this service offers a wealth of knowledge and resources to the community, its current funding and capacity limit its ability to take on many more projects. Supporting existing tools and training opportunities can help local stakeholders understand how to join the development process through ownership while disseminating long-term wealth-building insights and skills to current residents. Outside of the resources and practices, incubator programs or processes with support in the form of funding and training can help residents and artists access real-estate development experiences to better engage in community growth processes.



Education, transparency, and training can go beyond just involving residents and artists in development. Many residents and artists can benefit from a better understanding of how to engage in entrepreneurship. From the city's end, there can be further transparency and simplification of city processes to aid individuals and businesses in hosting events, becoming contractors, or installing public art. Awareness of rules and regulations, such as permits and requirements for music, alcohol, security, or other vital functions of an event, can allow for easier acquisition of spaces and resources and the execution of events. Training and advice to help individuals become contractors can increase the number of minority or women operators or owners who can gain exposure to requirements and best practices to operate their ventures effectively. Improving transparency and training opportunities can allow younger individuals to partake in the art business, developing more robust and longer-lasting ties. Artists, in particular, can benefit from being aware of the permitting processes to install their art to liven up community spaces and promote their work in public areas. Independent artists are entrepreneurs, whether they are musicians, visual artists, or masters of other mediums. Training and funding are vital for any entrepreneur to build a sustainable business and career, making the upskilling and awareness of residents and artists an important intervention point regarding art and development.

## **2. Zoning Processes and Understanding**

The theme of zoning within Hough shares many similarities with education, transparency, and training, but this process warrants significant city-based attention. Zoning changes will determine how residents and developers can use and build on land. In Cleveland, an upcoming change to New Form Based Code is being piloted, changing the existing Euclidean code. With this change in coding, there is an opportunity to start educating residents to better understand how new coding can be utilized for improved resident and community projects and uses. The Zoning, Economic Development, and Art, Culture, and Creative Economy departments and offices can work together to determine and communicate what is allowed by right within different areas or how and when to seek a variance to the code for a property. Identifying the potential for creative businesses, small music venues, and in-home workshops and businesses can better prepare residents to work closely with legal requirements and transition into effective economic community drivers.





### **3. Activating Vacant Lots and Properties**

When taking a spatial inventory of the Hough neighborhood, approximately 50% of all lots were vacant, including City and County Land Bank lots. While it may appear alarming how much space is not utilized, one local artist commented that the vacancies likened Hough to a canvas full of possibilities. The ample space available within the neighborhood can serve as a means to encourage artists to reimagine both vacant lots and structures creatively. The panel suggested utilizing empty buildings for renovation projects to develop flexible studio, performance, exhibition, and incubator spaces. Residential vacancies can be transformed into co-housing, shared housing, and artists' residency structures to promote collaboration and cohabitation. Creative thinking applied to existing structures would allow for new purposes and the use of existing resources within the community. Rather than build from the ground up, standing structures can be repaired and maintained to offer more amenities and housing for creative individuals.

Leading the reactivation of vacant lots and properties requires grassroots creativity to foster temporary and permanent initiatives. Focusing on short-term and long-term use of these properties can help quickly transform the public realm and visibility of art and community while building sustainable uses and connections with the neighborhood and the City of Cleveland. Possible actions to achieve this include community grants to help install creative projects, organizing neighborhood cleanups to prepare spaces for activation, creating "public space in a box" kits to utilize on vacant lots, or developing leadership groups to take stewardship of these processes. Building on the prior two themes, using insights and studies to simplify procedures for residents to choose, lease, and activate vacant properties and lots can smooth out these activations further.

As Cleveland looks to improve and aid Hough in reactivating the vacant lots and properties within the neighborhood, other cities and projects offer best practices and guidelines that could be implemented here. One such project is the [Heidelberg Project in Detroit, Michigan](#). Started by Tyree Guyton, who waged a personal war on urban blight on Detroit's East Side, this project sought to transform a local neighborhood into a living indoor/outdoor art gallery. The Heidelberg Project uses urban environmental art to draw attention to the plight of Detroit's forgotten neighborhoods to spark discussion and action. The project has helped artists gain philanthropic and working experiences that have accelerated careers and helped businesses and communities see untapped potential around Detroit. Within New York City, the [Silver Art Project](#) has worked to leverage unused office spaces as adaptive medium-term artist studios to develop and promote creative works. Working within the urban center surrounded by offices, museums, and galleries allows artists to connect with potential buyers and partners to enhance their lives and careers. More recently, the Silver Art Project has funded a 28-artist cohort for an artist-in-residence project.

This cohort will have access to training opportunities, peer-to-peer advising, financial stipends, and career and networking workshops and opportunities. This project targets to improve anti-racism representation through funding provided by the [Booth Farris Foundation](#) and [Christie's International Real Estate](#). Both projects endeavor to utilize spaces to build partnerships and opportunities to better the artists of their communities, offering foundations that may help Cleveland do the same.

#### **4. Public Realm Enhancements**

The panel found that the public realm in Hough is heavily car-centric, and major thoroughfares through the neighborhood were explicitly designed to discourage pedestrian experiences. Chester Avenue was a specific example of this during the walk through Hough. Community members mentioned there is a lack of places to gather either in large or small groups as well. Therefore, the panel identified a need to improve the public realm of Hough, particularly the neighborhood's public spaces, local amenities, and streetscapes. These areas for improvement not only boost the number of spaces for community engagement and enjoyment of the Hough neighborhood but also offer opportunities for artists and creative designers to aid development. Open murals or graffiti-dedicated streets can help bring personality and visitors to spaces, such as Clarion Alley in San Francisco or Graffiti Alley in Ann Arbor, Michigan. Natural vibrancy and life can be instilled by utilizing street-median-based community gardens, which can also promote community activism and food security with the care of these areas. The six-lane road on Chester Avenue may offer an outlet for creative seating or parklets to provide more amenities to pedestrians and create a more welcoming street curb. These public spaces' vitality could attract visitors and businesses to help grow more amenities like restaurants and coffee shops for communal areas and new services.

Implementing and enhancing creative public spaces also offers an opportunity to convey the rich and storied history of the district both locally and nationally. There is not much representation or visible displays of the past within the public spaces, but these public realm enhancements could better link those who explore the area to the Hough culture. One method could be building on [Cleveland's Civil Rights Trail](#) marker representing and memorializing the history of Hough in its series of markers. Virtual and augmented reality (AR) based walking tours through the neighborhood could be developed to target younger, more tech-savvy visitors. [The Anacostia Community Museum](#) and [Smithsonian Museum](#) have implemented AR tours to bring historical figures and images to community spaces through AR smartphone applications. To showcase potential application of this technology, panelist David Jurca built a quick response (QR) code to place an AR plaque for Leo's Casino on a surface. You can try this for yourself using the code on the next page.

## Augmented Reality



Point your camera at the QR code.  
Tap the banner that appears on  
your screen.



*Leo's Casino, the legendary jazz and R&B club in the Hough neighborhood*

### **5. Communication and Branding**

While many of the prior themes focused on the people and spaces of the Hough neighborhood, it is vital to consider the communication and branding of the neighborhood. Having a cohesive story for Hough captures the community's meaning and culture while focusing development on the people living there. This story can help demonstrate a story of resilience, music, cohesion, and history related to the people who make up Hough. To do this, bringing people together to tell their stories is essential. Their voices and accounts can help change the existing narratives broadcasted online, replacing a checkered history with a sense of pride in the authentic and vibrant history of those who have lived in Hough. To effectively improve the communication and branding of this neighborhood, it is important to define what Hough is.

Many discussants brought before the panelists and at the earlier community meetings mentioned that Hough is a difficult neighborhood to define. Which streets does Hough begin and end at, and what amenities or houses fall within the area? Many residents had different ideas of what Hough was, which may complicate building a brand and communicating the history and values of the community. This can be remedied by creating an event or space where people can collaborate on the definition of Hough, share their stories, and discuss what historical landmarks and places reside within the agreed-upon bounds. It is crucial to ensure that the residents are seen and heard and that the information is accessible to all interested. Careful attention is needed to ensure this is an effort within the community, as outsiders looking to brand the neighborhood for funding or selfish reasons occur. Building a definition of Hough with the community can help focus the communication and branding amongst all stakeholders wanting to see Hough thrive. Once defined, the community can start connecting better through the use of technology to expand its reach and share what is happening within the City of Cleveland and the Hough neighborhood.

## **6. Black Arts District**

Regarding many of the prior themes mentioned within this report, the panel proposed the designation of a Black Arts District within the Hough community. Rooting the development of the Hough neighborhood in black history and culture, social impact, equity, and anti-displacement practices would allow a Black Arts District to thrive in the neighborhood. Developing this district would encompass the ideas of branding, creative application, and community building by incubating community-based legacy institutions such as the Assembly for the Arts and the Cleveland Foundation. This could leverage the momentum of Midtown Cleveland designating East 66th Street as a black cultural district through similar touring and community discussions.

When considering the growth of a cultural district within Hough, the Assembly for the Arts has created a Creative Impact cohort of five artists aiming to incubate and implement community-focused programs and initiatives. Each artist within this cohort leads a project targeting to bring art to help uplift and promote the community, whether it is offering opportunities to returning citizens, disconnected or underserved youth, victims of violence and abuse, or those in need of mental aid or therapy. Their work demonstrates the power and service of art reconnecting, reinvigorating, and healing many in need. A Black Arts District can thrive and enrich residents and visitors to Hough through these and many other artists looking to collaborate and create a community that connects people to art.

## **7. Avoiding displacement or Gentrification without Displacement**

No matter what efforts, projects, or plans go into the future growth of Hough, it is imperative to avoid displacing the people living within the community. It cannot be understated how open residents of Hough are to development as they look toward a brighter future. Even the phrase gentrification many saw as a positive thing, so long as they could be there to enjoy the new opportunities. To help ensure any development avoid displacing the current residents of Hough, the panel organized recommendations and policies to implement:

### **Housing Policies:**

- **Rent Control:** Limit the amount and frequency by which landlords can increase rent.
- **Affordable Housing Mandates:** Require developers to include a certain percentage of affordable units in new projects or pay into a city fund for affordable housing.
- **Preservation of Existing Affordable Housing:** Offer financial incentives or zoning privileges to property owners who maintain affordable rents.
- **Tenant Protections:** Strengthen eviction controls and tenant's right to organize. Also, implement "right of first refusal" policies allowing tenants or the city to purchase properties before they're sold on the open market.



### Homeownership Assistance:

- Down Payment Assistance: Provide financial help to first-time homebuyers, particularly those from vulnerable groups.
- Tax Breaks for Long-Term Residents: Offer property tax relief or freezes for long-standing residents to avoid pushing them out due to rising property values.
- Cultural Land Trusts: Nonprofit, community-based organizations designed to ensure community stewardship of land. They can be used to ensure long-term housing affordability.

### Economic & Business Development:

- Job Training & Education: Prioritize programs that cater to current residents, ensuring they have the skills to compete for new jobs coming into the area.



*Roger Mastroianni | A playground at MAGNET's new headquarters.*

### Zoning & Land Use Regulations:

- Inclusionary Zoning: Require a portion of new development to be affordable by people with lower incomes.
- Density Bonuses: Allow developers to build more densely than normally permitted in exchange for providing affordable housing or other community benefits.
- Limited-Equity Co-ops: Promote housing where residents own their units but increases in sale prices are limited, keeping them affordable over time.

### Community Engagement:

- Participatory Planning: Engage community members in decision-making processes around new developments and neighborhood changes.
- Cultural Preservation: Support initiatives that preserve a neighborhood's cultural and historical aspects.

### Infrastructure & Amenities:

- Localized Benefits: Ensure that new amenities, like parks or community centers, cater to existing residents and don't just attract wealthier newcomers.
- Public Transportation: Enhance public transportation to improve accessibility without directly increasing nearby property values (and thus rents) too sharply.



### **Financial Mechanisms:**

- Tax Increment Financing (TIF): Redirects future property tax revenue increases from a defined area to fund improvements within that area. It should be used judiciously to ensure it doesn't accelerate gentrification displacement.
- Land Value Taxation: This progressive property tax system can discourage land speculation and promote the best use of urban land.

### **Legal & Advocacy:**

- Legal Assistance: Provide legal aid for tenants facing eviction or businesses dealing with leases.
- Community Advocacy: Support organizations that voice concerns of residents and push for anti-displacement measures.

While these recommendations pertain to the residents of the Hough neighborhood, consideration is also necessary to avoid work and business displacement. This is especially important for many artists and creative community members who need access to affordable and reliable workspaces. Many artists are independent entrepreneurs who need access to affordable studios to lease or possibly own. As new spaces open up, retaining affordable spaces must be incorporated into any development or redevelopment's design and financing phases. This incorporation can help build the connection between art and development tasked to the panel to understand. Like many housing policy recommendations the panel made, it is vital to consult artists and small retail and hospitality operators about their needs and incomes to equate rents. Grants, low-interest loans, and technical support to local and small businesses can help keep firms vulnerable to displacement apart from the community's development and growth. Lastly, regulations and limits must be placed on landlords for these commercial spaces to ensure access is not restricted by high costs. Programs such as Project Row Houses in Houston, Texas, or ArtPlace Immersion Program offer examples of how both work and housing can be protected through public and private partnerships. Transparency, training, and communication between the city, developers, and residents are key to ensuring the locals enjoy a prosperous future within the vibrant new Hough neighborhood.

## **8. Developing A Cultural Land Trust**

Building off of the displacement discussion, one key policy action that could benefit the creative community of the Hough neighborhood would be a Cultural Land Trust. Like other Land Trusts, this would be a real estate investment trust that secures long-term affordable commercial and cultural space with community partners to grow partnerships and direct investments to benefit community wealth and ownership. In practice, a Cultural Land Trust can solicit funds and buildings from government and philanthropic sources to help finance, acquire, and/or develop cultural use projects. Utilizing this form of investment vehicle can better engage individual artists, small businesses, and nonprofit partners through long-term leases or equity ownerships to support those who may struggle to otherwise obtain real estate for creative needs.

Maintaining Cultural Land Trusts can help secure tenant tenure and keep properties insulated from speculative markets. These Cultural Land Trusts can impact the community by catalyzing growth through asset management while promoting regulatory improvements and aiding the cultural sector in wealth building and learning about real estate practices. Establishing Cultural Land Trusts can allow for self-sustaining growth vehicles that target creative workers and businesses specifically, making them a great method to incorporate art within development.

Land trusts have been created through multiple avenues, such as nonprofit funding, and through local, regional, and federal government funding, or some combination thereof. Cultural Land Trust models focus on significant community involvement regarding governance and oversight, centering equity as a guiding principle and requirement when establishing stewardship for these trusts. When developing a Cultural Land Trust, land management and property administration can be managed through an independent nonprofit or a quasi-government entity tied to the neighborhood the trust operates within. Board members are typically drawn from the communities most impacted by lack of access to space or at risk of losing that space, with appointments being made through executive political leaders with council approval. Upon establishment, these trust organizations run on full or part-time staff who help facilitate engagement and land acquisition. Alongside the need for workers, these trusts utilize funding streams through rents and property sales to operate and engage in future land procurement. Some of these streams outside real estate transactions could come through crowdfunding by fans and patrons of particular media, developers through community benefit agreements, and/or property owner donations in return for tax benefits.

Cultural Land Trusts have been growing in many communities within the United States and other countries. For example, in October of 2023, Saving The Snug! A United Kingdom Music Venue Trust purchased its first building in Atherton, England to help musicians hold concerts and events. The Kenneth Rainin Foundation has established a model utilizing local banks and foundations alongside federal New Markets Tax Credits to fund real estate purchasing to save and acquire venues and studios under the market rate to help boost neighborhood revitalization and diverse economic activity in their community. In Denver, Colorado, the Urban Land Conservancy has added art-focused properties within the Park Hill community to support visionaries and artists looking to bring artists and leaders together to instill creativity in community growth. These are a few of many Cultural Land Trust projects that have started growing in other communities.

### ***9. Incentivizing and Promoting Accountability for Art in Development***

The panel's final call to action was to build sustainability through the incentivizing and accountability of art within the development process. Developing resources and funding opportunities to encourage financing and design earlier on in development is vital to ensuring artists are engaged in the process. This begins with promoting public and private partnerships to create a holistic approach to development. Collaboration can present vital resources and networks to be tapped into, presenting effective starting points. Investigating established systems and opportunities can allow developers to understand what art can bring to developers to help incentivize the incorporation. Special attention to artists' access to these communications and partnerships is also essential to keep these individuals involved. Maintaining lists of residential and local artists and finding intermediaries to reach out and connect these artists, such as art-focused nonprofits and community development corporations, or even reaching out to well-connected individuals, can help keep creative individuals aware of opportunities. Building up these networks that bring artists and developers closer together can help establish a consortium of organizations to manage these partnerships and promote shared accountability across stakeholders. This consortium would need to help develop master plans for growth, determine outcomes and measures to track progress, and organize and align partners' expectations. Once established, these networks and connections can start improving the flow of information and trust among participants, improving the sustainability of community outcomes and addressing local needs.

## **Driving Incentives and Opportunities to Build and Fund Growth**

### **Creative Initiative Funding Strategies**

While the panel highlights nine themes in which actions can be taken, many of these efforts require resources to help incentivize or manage ongoing efforts. The recommendations offered by the TAP constitute many flexible and novel approaches to funding to help create a more creative development environment through conventional real estate funding, social impact bonds, and art and public space funding opportunities.

Conventional and government real estate funding represents the foundational funding sources to establish acquisition and development resources for ongoing and future projects. Financial institutions and other investment organizations can help issue debt and equity to purchase land and other important resources. The government can catalyze development incentives through Low-Income Housing Tax Credits, New Markets Tax Credits, and Historic Tax Credits. Outside of tax benefits, there are many local, state, and federal funding opportunities, such as Opportunity Zone Incentives, Brownfield grants to revitalize the land, or even Transformational Mixed-Use Development tax credits for larger projects. These traditional forms of funding can help build up real estate portfolios and provide a foundation to support future development projects aiming to bring more artists and community members into land ownership and community innovation.

Other non-conventional funding can permit more targetable actions and efforts, constituting the center of the funding source pyramid. While conventional funds may rely on traditional real estate investments and incentives, non-conventional real estate funding can come from philanthropic sources. Social equity and community-driven institutions like the Kresge Foundation, Mellon Foundation, and Emerson Collective can offer potential partnerships to benefit the Hough neighborhood. The Local Initiatives Support Corporation within the Cleveland area is another organization that can supply funding opportunities and grants to support small businesses and artistic entrepreneurs. When projects intend to have specified goals or outcomes, program-related investments (PRIs) and mission-related investments (MRIs) can offer objective-oriented results. Similarly, Social Impact bonds offer first-loss reserves for funds and long-term equity investment of patient capital tied to social initiatives. These can help incentivize capital formation while reducing the cost of capital. These non-conventional forms of funding can bring other community-oriented organizations into the fold and promote collaboration planned toward specific local and equitable effects.

Lastly, there is a necessary consideration regarding arts and public space funding to drive the specific uses and help support the artistic community. One way to promote art-focused financing would be to investigate quota systems that encourage and incentivize the involvement of artists. This could come through the expansion of the “Percent For Art” city program, involving more private development projects to reach out and work with local artists. Another consideration could be determining requirements for public open space over a specific size to be designed or painted by resident artists to improve public space’s effervescence while offering locals economic opportunities. Seeking funding grants for creative projects from local, state, and national foundations and organizations can help provide targeted resources to train and build prospective employment opportunities for artists. These funding options could be leveraged toward projects like building an art database to showcase and link artists to development and job opportunities. With real-estate funding from traditional and non-conventional sources, there is potential to blend the shades of art and development to create holistic and collaborative growth in the Hough neighborhood.

### **Success Stories and Funding Examples**

As Cleveland looks to determine some best practices and understand the processes to support coupling art and development, two major projects can offer insights and modeling to move forward. The first case is the Crosstown Concourse in Memphis, Tennessee. Originally a ten-story Sears mail-order distribution center, the property was left vacant in 1993, hollowing out the nearby Crosstown neighborhood. After a few decades, an art historian, an artist, and a philanthropic businessman visualized a new purpose for this building, which caught the attention of arts, education, and healthcare institutions. While these people and organizations came from different backgrounds and areas, they were all focused on a similar vision of urban revival through the Sears Crosstown building. The coalition continued growing as more residents, friends, and family members joined the effort to revitalize the newly dubbed “Wish Building.” In 2017, the Crosstown Concourse opened, offering music and art residencies and venues, restaurants and meeting places, and even wellness and health centers under the same roof. The project utilized \$210 million to renovate and reopen the space, the one-million-square-foot distribution facility became a mixed-use economic drivers supporting health and artistic outcomes for a struggling community. Through partnerships, shared visions, and hard work, the Crosstown Concourse became a major art, educational, and wellness establishment in Memphis, Tennessee.



When reflecting on the public spaces of Hough, especially what could be done about the roads to encourage more pedestrian access to Hough, the panel suggested the 11th Street Bridge Park in Washington, DC, as a possible framework. Led by Building Bridges Across the River, a nonprofit organization focused on encouraging community art, the project aimed to develop a community-designed park to connect pedestrians from Wards 6, 7, and 8 together. When this project started, neighborhood discussions were done and an equitable development plan was built to help spur economic and workforce growth to the communities connected by the bridge renovations. Housing data analysis and neighborhood discussions, alongside artist collaboration and involvement, helped convey the stories and culture of the neighborhoods within the bridge design while protecting the residents' values and properties from displacement. More and more organizations and residents joined the project to promote equitable development by eliminating racial inequities and barriers through accountable and catalytic investments. The project offered new life to the old bridge renovated and the neighborhoods around the downstream Anacostia River. Additional resources were utilized to develop equity tools and a small business kiosk to support local entrepreneurs and keep the community engaged with events and activities. What was once a bridge used for driving across a river to access different neighborhoods became a space for health, recreation, environmental education, and the enjoyment of culture and arts.

While the City of Cleveland and the Hough neighborhood may not share the same environment or characteristics as either of these cases, they still offer a narrative of collaboration and community that created artistic and economic opportunities.

### **How Art and Development Can Build Relationships, Resilience, and Rejuvenation**

The Hough neighborhood offers promise and aptitude for growth concerning art and cultural development. The panel's experiences, neighborhood exploration, and discussion with local stakeholders identified a wide array of concerns and potential regarding the development of the community. While the growth process may have to be aware of many facets of displacement and disconnect, intervention at this stage promises equitable and sustainable outcomes to be enjoyed by both residents of Hough and the City of Cleveland. The key to these outcomes is to engage in investments targeting the people and places of Hough. Developers need to be aware of all the community's stakeholders and better connect with these stakeholders and artists early in the development process. Early community intervention points can build trust and experiences within the neighborhood to be better engaged in further growth efforts. Alongside collaborating with the residents, community efforts from developers, governments, and other interested parties can benefit from understanding how the vacancies within Hough can be reactivated and built upon. Utilizing the resources already in place can present cost-effective and community-driven improvements that breathe life into spaces that continue to hold significant meaning. Improved connections with the residents, artists, and areas already within the Hough neighborhood can help facilitate displacement avoidance strategies and encourage equitable growth.

As the City of Cleveland looks to build these relationships between artists, developers, and community members, identifying new and existing partnerships can create a holistic network to drive the Hough neighborhood's revitalization. Whether it be from community organizations, philanthropic organizations, local financial institutions, or other investors, there are opportunities to create potential funding sources to help consolidate resources and properties to make goals a reality. Offering development incentives that aim to improve social outcomes or keep the community in charge of the space can further the trust and knowledge of locals, who can start to enjoy increased wealth and provide more civic engagement. Artists can develop their economic abilities and learn better principles to organize their businesses and ventures while building personal relationships with investors, developers, and other entities that could support their livelihood or work. Additional resources through social impact funding may offer the ability to construct tools and measures of growth to help keep people involved and focused on future endeavors too.

The Technical Assistance Panel highlighted that the Hough neighborhood is ready and willing to bring development within their community. The stakeholders' discussions made many respondents eager to see their community grow and become better connected. The key is to keep the community together and prevent the displacement of people and culture with this growth. The panel's themes, calls to action, funding strategies, and case studies all offer tools and methods to help the Hough neighborhood grow in an equitable way that promotes the rich culture through the artistic talents of residential artists. Improving the partnerships that may benefit from these equitable opportunities and outcomes can help promote the training and trust of residents, build funding and resource networks, and rebrand the Hough Community as a cultural center of growth and opportunity. The City of Cleveland and many local philanthropic organizations and entities can help catalyze the creative development of the Hough neighborhood and better incorporate art within economic development.

# SUMMARY

## Summary of Implementation Tasks

The Technical Assistance Panel convened by ULI Cleveland set out to address how art can be better woven into the development process. The panel was tasked by the City of Cleveland to map out steps, resources, community concerns, and best practices to better instill culture within the growth of the Hough community. The panel set forth six tasks in which they recommend as the first steps toward achieving this goal.

### **TASK 1**

Invest in the Hough neighborhood people and places, keeping a focus on the resources and community already present when making decisions.

### **TASK 2**

Activate vacant properties. This offers an opportunity to utilize and enhance resources already available.

### **TASK 3**

Implement strategies that help avoid displacement of people. Preserve community connections and promote equitable growth.

### **TASK 4**

Craft incentives to engage developers.

### **TASK 5**

Establish an accountability structure to track and report progress.

### **TASK 6**

Finally, secure funding sources to implement the plan. Traditional, non-conventional, and cultural funding opportunities can be considered for these projects.