COLLABORATIVE Community
Work transparently in collaboration with residents, business leaders, and external community partners to maximize resources and execute neighborhood plans

Shared Resources
• Work with partners (e.g. Ohio City) to share resources that improve efficiencies and increase impact.
• Align with neighborhood nonprofits (e.g. Merrick House), businesses, and residents to create and advance programming.
• Leverage the support of internal and external stakeholders to continue hosting dynamic events that build a sense of community and attract visitors.

Advocacy
• Lead a transparent process with all stakeholders that creates an advocacy agenda for issues that impact the Tremont community (e.g. affordable housing, transportation, economic opportunity).
• Advocate for policy initiatives that preserve and increase the availability of affordable housing in the neighborhood.
• Collaborate with other CDCs and organizations to support agendas that impact our neighborhood and the City of Cleveland.

Staffing & Board Development
• Increase the diversity of the staff and board.
• Promote policies and practices that contribute to inclusion.

RESILIENT Community
Create a resilient community by using innovative practices to respond to adverse situations and that affords all people the opportunity to advance, live healthy lives, and thrive.

Safety
• Use micro grant funding to continue to work with the community to develop and implement strategies to improve safety.
• Explore the viability of installing safety cameras throughout the neighborhood.
• Work to replace and/or add lighting to enhance the feeling of safety.
• Form partnerships with neighboring CDCs to address crime within and beyond neighborhood boundaries.

Healthy Living
• Expand and publicize the Healthy Corner Store initiative and investigate other methods of providing residents with healthy food access.
• Use green space (e.g. Towpath, Lincoln Park, Clark Field) to hold healthy events and encourage healthy living.
• Identify and promote sites that advance healthy living (e.g. gym, healthy corner stores and restaurants).

Economic Opportunity
• Research best practices for workforce development programs that lead to tangible outcomes.
• Work with Friends of Tremont Montessori to create an accredited Montessori School for the neighborhood.
• Ensure access to quality public education opportunities for all children by promoting school choice and linking families to higher performing schools.

Governance
• Evaluate the governance structure, align committees to the strategic plan, and review charters for each committee.
• Review, maintain or adjust the tracking system that monitors neighborhood progress.

Strategic Plan Update 2017-2020
Produced with generous support of Cleveland Neighborhood Progress and our consultant Strategy Design Partners
Encourage density along “corners and corridors” by working with City and County Land Banks to create in-fill

We have made great strides towards becoming a neighborhood everyone can be proud to call home.

Tremont is poised to realize its full potential as a premiere urban neighborhood. Yet growth also presents challenges to fulfilling the mission and vision of the organization. Increased demand for housing means growing rental rates and housing prices out of reach for many. Due to a smaller population size and lower household income than many urban neighborhoods around the country, we still struggle to make the numbers work to attract retailers and commercial tenants that add to the quality of life of the neighborhood. Our Strategic Plan Update is meant to address these issues through affordable housing initiatives, appropriate land use strategies, and business outreach activities. We have come a long way and still have much to accomplish, and we can accomplish the goals of our strategic plan with the continued commitment and dedication of neighbors and volunteers that have defined our success for a generation.

Ann Marie Riley
Board President

Cory Riordan
Executive Director

## Vision Statement

Tremont is the ideal urban village, led by a growing population of dedicated people, filled with desirable amenities and essential services, and welcoming to all.

## Mission Statement

We serve Tremont by organizing an inclusive community, building a unified neighborhood, and promoting a unique destination.

## Values

**Collaboration:** We promote transparency and bringing people together in the neighborhood, surrounding neighborhoods, and the broader community to make a positive impact.

**Equity:** We aspire to eliminate barriers and create platforms that enable all people to have equal opportunities to advance and achieve prosperity.

**Inclusivity:** We embrace diverse perspectives and treat others with compassion and respect without regard to age, gender and gender identity, race, ethnicity, national origin, income, religion, or sexual orientation.

**Innovation:** We promote creativity that inspires and motivates the community while using best practices in our daily work.

**Sustainability:** We are committed to planning and building in ways that respect our historic fabric and create economic and social benefits for everyone.

**Transparency:** We want our neighborhood residents and businesses to feel a sense of ownership and confidence in our mission and everything we do.

## Goals + Strategies

### COMPREHENSIVE Community

**Build a dense neighborhood with a comprehensive and diverse set of housing options and business attractions that appeal to all residents and visitors.**

#### Appropriate Land Use

- Encourage density along “corners and corridors” by working with stakeholders and the City of Cleveland to define appropriate land use in the neighborhood.
- When feasible, preserve the historic housing stock and character in single, two family and multi-family housing districts.
- Enhance public space and infrastructure through city advocacy, volunteer activities, and securing necessary funding (e.g. tree planting).

#### Affordability

- Develop affordable housing solutions that combat displacement and provide new ownership opportunities for low to moderate income buyers.
- Implement workforce housing strategies as identified in the affordable housing white paper completed in January 2017.
- Take a proactive role in identifying and creating structures that will ensure permanent affordability (e.g. Land Trust).
- Strategically build housing options that meet the needs of all residents, focusing on families, millennials, and seniors.

#### Maximizing Assets

- Utilize 2406 to meet affordability and density goals.
- Work with City and County Land Banks to create in-fill housing strategies that address the housing needs of the community.
- Complete an inventory and develop a plan to create more retail spaces that meet residents’ needs, enhance the art experience, and attract small businesses.

#### Business Engagement

- Lead the implementation of the Special Improvement District by organizing and working collaboratively with local business owners.
- Draw visitors to the neighborhood with attractive businesses, award-winning restaurants, art, and entertainment events that celebrate and promote Tremont as a unique and rewarding experience for all.
- Support prospective business owners in opening businesses in Tremont that add to the vibrancy and quality of life of the neighborhood.
- Provide support for business owners through marketing, hosting local events, and networking opportunities.

### CONNECTED Community

**Organize an inclusive and connected community through meaningful engagement and equitable physical and social infrastructure that creates seamless linkages and increases accessibility for everyone.**

#### Outreach & Engagement

- Design + execute a listening campaign to engage marginalized community members.
- Institute a model to attract + retain volunteers.
- Increase the diversity of black clubs + explore ways to further develop leaders through training and community initiatives.
- Support and enhance programs for youth development, equity, affordability, and economic opportunity.
- Explore and solidify the organization’s role in enhancing quality public school education.

#### Physical Infrastructure & Linkages

- Create a multimodal transportation strategy and advocate for transportation accessibility.
- Link the Towpath Trail and Clark Field to the neighborhood and explore developing related programs and activities for residents.
- Enhance community infrastructure (streets, bridges, art, etc.) to improve access, connections, and aesthetics in and around the neighborhood.
- Continue to implement gateway signage at key entry points into the neighborhood and expand on the improvements of directional wayfinding to include pedestrian-level and other signage.

#### Communications & Marketing

- Identify target audiences and their preferred method of communication.
- Develop a multi-tiered approach for disseminating neighborhood and organization information, activities, and events.
- Create clear and concise messaging to better inform the community of our mission, role, and initiatives.
- Create a marketing and communications plan that aligns with neighborhood priorities.
- Promote a unique destination by connecting to organizations that reach regional audiences and placing compelling content (stories, events, restaurants, etc.) through their communication channels.

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*Note: Additional text and content may be present in the document that is not included in the natural text representation.*