



SECTION 6

GOALS AND ACTIONS

To accomplish the community's vision, there are many individual goals and actions the City and its partners should undertake. The Goals and Actions section lists each of the steps recommended to complete the plan goals.

WHAT'S IN THIS SECTION?

The section includes the vision statements outlined for each topic area before discussing individual goals and action steps that can be undertaken to accomplish each of these visions.

The goals and actions were developed with data from the Current Conditions document, input from the City of Cleveland Heights Master Plan Project Team and Steering Committee, public meetings, and subsequent online input. Together these

policies are meant to advance the collective vision of the community.

Throughout the Goals and Actions section, orange boxes indicate additional information about critical topics or example communities.

HOW DO I USE IT?

The Goals and Actions section informs the types of actions the City and its partners should undertake in the coming years. It provides detailed information, maps, images, and potential partners to accomplish the actions.



Source: County Planning

VIBRANT NEIGHBORHOODS

CLEVELAND HEIGHTS WILL BE A CITY OF STRONG, SAFE, AND VIBRANT NEIGHBORHOODS COMPOSED OF A VARIETY OF BEAUTIFUL HOMES AND BUILDINGS, WELL-MAINTAINED YARDS AND GREENSPACES, HISTORIC DISTRICTS, ACTIVE NEIGHBORHOOD ASSOCIATIONS, AND REVITALIZED BLOCKS.



GOAL A: REVITALIZE AND REHABILITATE NEIGHBORHOODS AFFECTED BY BLIGHT, ABANDONMENT, FORECLOSURE, RENTAL CONVERSIONS, AND DEMOLITION

Strong housing and neighborhoods are essential to a stable community, and revitalizing struggling neighborhoods is critical to maintaining the quality housing that attract residents.

ACTION 1: DEVELOP COMMUNITY REINVESTMENT AREAS TO INCENTIVIZE HOUSING INVESTMENTS

Cleveland Heights has experienced housing value declines in many neighborhoods. While the housing stock remains strong, incentives are needed to spur new development and redevelopment. The City should consider Community Reinvestment Areas (CRA) to jumpstart investment. A CRA encourages new investment in housing by providing real property tax exemptions for owners who renovate existing buildings or construct new ones.

ACTION 2: DEVELOP AN INFILL DEVELOPMENT TASK FORCE TO RECOMMEND IMPROVEMENTS TO THE CITY'S INFILL HOUSING PROCESS

As a built-out community, Cleveland Heights requires the adaptive reuse of land for new development. Often, the process of constructing new units in built-out

communities is cumbersome due to outdated regulations or repetitive approval processes. Similarly, developing new housing in a built-up community can be concerning to neighbors who have to deal with construction side effects.

An infill development advisory board consisting of developers, homeowners, and housing experts should be convened to review housing regulations, processes, construction standards, and information dissemination practices. This short-term board should have a tightly defined role in examining and recommending specific improvements to the housing development process. For more information on an example community's infill recommendations, see the orange box on page 121.

ACTION 3: ASSEMBLE CITY- OR LAND BANK-OWNED PROPERTIES AND PROCEED WITH A REQUEST FOR PROPOSALS FOR LARGER REDEVELOPMENTS THAT FIT NEIGHBORHOOD CHARACTER

Infill housing is often less economical for developers because start-up costs for a single structure are not as lucrative as building larger subdivisions. To assist, the City should bundle multiple sites and offer them to a single purchaser for larger-scale investments. By combining bundled properties with revitalization programs, the City may be better positioned to spur private investment. To facilitate this, the City should produce and distribute maps that identify potential properties.

Any new construction should be considered with neighborhood input and should be designed in ways that fit neighborhood character.

ACTION 4: AGGRESSIVELY MARKET DEVELOPMENT OPPORTUNITIES FOR NEW INFILL HOUSING

To facilitate private housing investment on vacant or City-owned land, Cleveland Heights should aggressively market positive neighborhood momentum and development opportunities.

A marketing plan could include:

- Standard signage on City-owned sites to showcase development potential
- An improved housing development page on the City's website to explain the infill process and answer frequently asked questions

- Annual bus tours of developable sites and successful investments
- Brochures and handouts advertising sites and successes
- Pilot programs such as infill housing or home renovation demonstration projects
- Information packets for neighbors showing reinvestment in nearby homes to show improvement and spur additional investment

By aggressively marketing opportunities and momentum, housing developers and neighbors should be encouraged to reinvest in their properties.

EDMONTON'S INFILL ROADMAP

The City of Edmonton, Canada developed a two year work plan to advance attractive infill development. The plan covered the following topics:

- **Communication:** Strategies on how to communicate information on infill by creating a website, requiring signs on properties that will be developed, and writing a "Good Neighbor Construction Guide" to minimize conflicts between builders and residents
- **Collaboration:** Ways to collaborate on infill projects by hosting events to educate residents on infill, creating an "Infill Action Insight Group" to offer advice, and supporting pilot projects to showcase creative ideas
- **Knowledge:** Methods for tracking how infill was affecting neighborhoods by identifying and reporting on neighborhood indicators

- **Rules:** Ways to better support infill by updating zoning laws to allow garden suites and allowing the subdivision of properties into smaller lots
- **Process:** Improvements to the infill process by streamlining approvals for small housing projects and reviewing the process to be more transparent

Together, these actions streamlined the infill process for builders, educated residents, and improved City communication. For more information on this topic, visit www.Edmonton.ca



Source: City of Edmonton

ACTION 5: CONTINUE TO LEVERAGE FEDERAL FUNDS FOR REHABILITATION, DOWNPAYMENT ASSISTANCE, OR OTHER HOUSING IMPROVEMENT PROGRAMS

Community Development Block Grant funds are used for various housing rehabilitation programs managed by both the City's Housing Preservation Office and the Home Repair Resource Center. HOME Investment Partnership funds that require the entire housing unit to be brought up to code are used for whole house rehabilitation and down payment assistance. As additional housing funds become available, partnerships should continue to be sought to enable programs such as the Lead Safe Program to be available in the City.



GOAL B: CONTINUE TO PROMOTE THE CITY'S NEIGHBORHOODS TO POTENTIAL RESIDENTS, ESPECIALLY THE WORKFORCE IN UNIVERSITY CIRCLE

Promoting Cleveland Heights to potential residents can attract new citizens that can stabilize the City's population.

ACTION 1: COMPLETE A HOUSING PREFERENCES SURVEY TO DETERMINE WHY RESIDENTS ARE CHOOSING TO LIVE IN OR MOVE FROM CLEVELAND HEIGHTS

A housing preferences survey should be conducted to determine why residents are choosing to live in or move from Cleveland Heights. Such a survey could be used to target marketing or address issues, and should be conducted to understand the unique needs of subpopulations experiencing dramatic demographic changes.

The Youngstown Neighborhood Development Corporation advertises its revitalization projects with attractive signs to showcase neighborhood progress.

Source: Youngstown Neighborhood Development Corporation



ACTION 2: DEVELOP TARGETED MARKETING EFFORTS TO ATTRACT DIVERSE NEW RESIDENTS TO CLEVELAND HEIGHTS

In order to stabilize the population, Cleveland Heights should actively advertise the City to diverse populations. Based on demographic changes and migration data, the City should be attracting the following key demographics:

- Young professionals
- Students and medical staff
- University Circle employees
- Recent transplants to Cuyahoga County
- Seniors

These groups are undergoing dramatic population changes and the City could take advantage of this. Promotions could include information for Realtors, developing specific materials targeted to these groups, identifying and distributing information to professional organizations or businesses, and targeting website outreach.

For instance, the Cleveland Clinic and University Hospitals welcome approximately 600 doctors, nurses, and fellows each year through their Graduate Medical Education program. Cleveland Heights could work with the this office to include information on living in Cleveland Heights.

Additional information on some of these key demographic changes is available in the orange box beginning on page 132.

ACTION 3: WORK WITH UNIVERSITY CIRCLE INSTITUTIONS TO INVESTIGATE A SECONDARY HOUSING INCENTIVE FOR LIVING IN CLEVELAND HEIGHTS

University Circle institutions in collaboration with the Cleveland Foundation and

various partners have developed a housing incentive program to encourage employees to live in close proximity to the employment hub. This area includes large parts of Cleveland but not Cleveland Heights. The City should continue to approach University Circle institutions and the Greater University Circle Initiative to develop a secondary housing incentive program that would include parts of Cleveland Heights. This would support Cleveland Heights as a stable neighborhood of choice for University Circle employees.

ACTION 4: CONTINUE TO HOST A WORKSHOP FOR REALTORS TO PROMOTE CLEVELAND HEIGHTS NEIGHBORHOODS

Realtors are the main source of information for potential home-buyers. The City or its partners should continue to host a workshop for Realtors to showcase the strong neighborhoods, high quality of life, and walkable streets in Cleveland Heights. By improving the narrative, the City can better attract a new generation of home-buyers.

Flickr user Shanti Bradford



GOAL C: STRATEGICALLY USE LOCAL DOLLARS, STATE AND NATIONAL GRANTS, AND COMPREHENSIVE INCENTIVE PROGRAMS TO STABILIZE THE HOUSING MARKET AND SPUR PRIVATE INVESTMENT

Strategically investing dollars in targeted areas helps maximize investment by improving neighborhood dynamics and attracting reinvestment from developers and homeowners.

ACTION 1: LAYER GRANTS, INCENTIVES, INVESTMENTS, CODE ENFORCEMENT INITIATIVES, AND INFRASTRUCTURE IMPROVEMENTS WITHIN TARGETED AREAS AS PART OF A BETTER BLOCK PROGRAM

Presently, the City invests in demolition, rehabilitation, infrastructure, and incentives in various neighborhoods without coordinating these investments. To facilitate meaningful neighborhood change, the City should focus and layer its investments in targeted areas.

To accomplish this, the City should select target areas and invest in multiple improvements in a short time frame. These improvements could include home renovations via the City's CDBG program, investments in infrastructure such as street repaving and light replacements, code enforcement initiatives, community development actions such as facilitation

of neighborhood block watch programs, and partnerships with private entities to facilitate the construction of infill housing. Together, a well-marketed and comprehensive strategy can lift a neighborhood.

This strategy should include collaborations with the School District, the Home Repair Resource Center, the Heritage Home program, and others.

The orange box on page 126 provides information on the Columbus Neighborhood Pride program, which is an example of a better block initiative.

ACTION 2: FOCUS INITIAL HOUSING REDEVELOPMENT EFFORTS IN TARGET INVESTMENT AREAS IDENTIFIED IN THE CORE STRATEGY

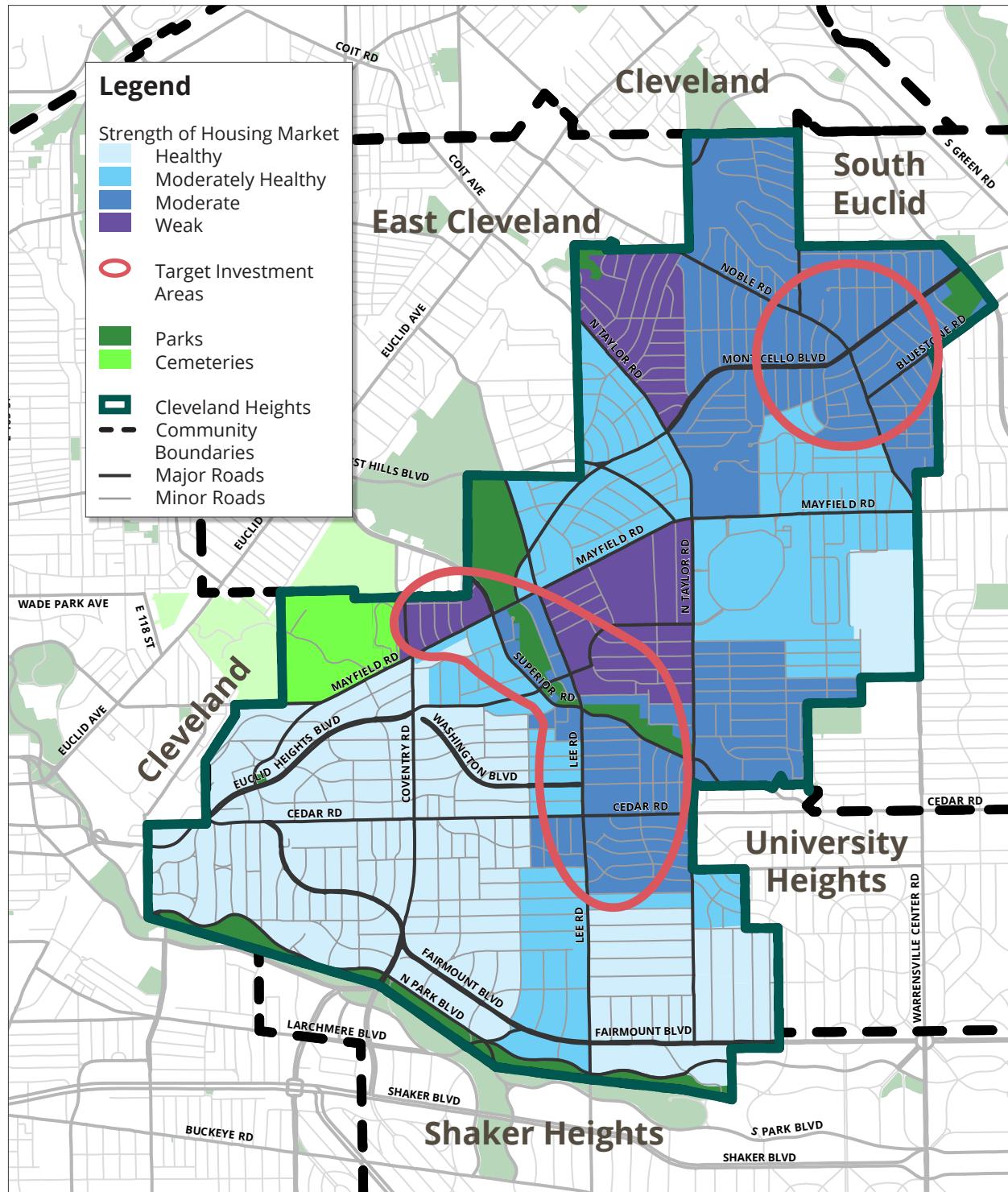
Market research has shown that government investment in neighborhoods has modest effects on nearby homes' property values. In order for government investment to 'tip the scales' and spur private investment, efforts should be focused in tipping point neighborhoods on the border of stable neighborhoods.

The map on page 125 identifies the strength of the housing market in Census block groups based on seven measures of housing stability:

- Poverty
- Tax delinquency
- Mortgage foreclosure
- Demolitions
- Vacancy
- Change in valuation
- Unemployment rate

These measures were identified as part of a Countywide Housing Study completed by the Cuyahoga County Planning Commission

Map 23 Housing Market Stability and Initial Target Areas



in partnership with Cleveland State University.

The map shows two areas that should be critical locations for investment consideration: the North Coventry neighborhood through the areas adjacent to Cain Park down to Cedar Lee, and the neighborhoods around the Noble Monticello business district. These areas border stronger neighborhoods and have strong non-housing assets on which to capitalize.

Within these target areas, blocks and streets should be selected within which to tailor strategies for sustained actions to stabilize neighborhoods and track their progress.

ACTION 3: CONTINUE TO PROACTIVELY AND COMPREHENSIVELY ADDRESS HOMES AND APARTMENT BUILDINGS IN NEED OF EXTERIOR MAINTENANCE

The City reviews every house for exterior code violations on a five-year rotating basis, reviews apartment buildings for exterior code violations on a three-year rotating basis, and works with owners to address code violations. The City should continue to proactively address buildings in need of exterior maintenance by aligning existing funds and enforcement mechanisms comprehensively, as follows:

COLUMBUS' NEIGHBORHOOD PRIDE PROGRAM

The City of Columbus' Neighborhood Pride program is a comprehensive neighborhood improvement initiative in which targeted neighborhoods receive intensive review, outreach, and services. The program is intended to kick-start neighborhood renewal by infusing multiple improvements at once.

As part of the program, neighborhoods are identified, issues addressed, and services provided, including the following:

- Park clean-ups
- Litter collection
- Health screenings
- Hydrant painting
- Streetlight replacement
- Pothole repair
- Code enforcement review
- Housing counseling
- Home repair resource matching

- Neighborhood safety education
- Bicycle safety education
- Beautiful home awards

This comprehensive program has been replicated in numerous communities throughout Columbus. By addressing multiple problems at once, the City is able to have a profound impact on the neighborhood.

For more information on Columbus Neighborhood Pride, visit www.Columbus.gov/NeighborhoodPride



Source: City of Columbus

- For property owners who qualify, existing assistance programs should be used for repairs.
- For property owners who do not qualify and do not address violations, the City should use legal pathways to enforce codes.
- Promote partnerships with others including HRRC, CRS, and the HELP program.

ACTION 4: UPDATE THE CITY'S HOUSING MANAGEMENT SOFTWARE TO BETTER MONITOR AND MAP HOUSING CHANGES

The City's housing software is outdated and not easily mapped. Cleveland Heights should invest in updated software to better monitor and map housing violations and exterior maintenance.

New software should be configured to provide a score for all homes, and should be capable of working with software used in other departments to better integrate efforts. This score could then be used to identify homes needing repairs first, so the City can proactively address them.

ACTION 5: PROMOTE A FIX-IT FIRST HOUSING STRATEGY WHILE SELECTIVELY USING DEMOLITION WHEN REQUIRED

The City's housing strategy should be targeted toward repair of existing homes which can not be easily replaced due to the economics of new home construction. In cases where rehabilitation is not possible and options have been exhausted, the City should selectively use demolition funds to remove blighted properties.

ACTION 6: INCENTIVIZE THE CONVERSION OF TWO-FAMILY HOMES TO SINGLE-FAMILY, LIVE-WORK HOMES, ESPECIALLY IN THE NORTH COVENTRY NEIGHBORHOOD

The City's two-family homes and neighborhoods have struggled, especially the North Coventry neighborhood. These homes are large and could be converted to live-work units. Regulations and incentives should be developed to encourage the conversion of these homes into live-work units that attract artists and support the City's maker economy.

As part of such an incentive, owners should be required by code to reside in the unit to ensure that homes are not solely being converted to offices.



GOAL D: CONTINUE TO PROMOTE THE PRESERVATION OF HISTORIC HOMES AND BUILDINGS

Preserving Cleveland Heights' historic homes and neighborhoods is essential to maintaining the City's character and charm.

ACTION 1: SURVEY AND IDENTIFY AT-RISK HISTORIC BUILDINGS TO FOCUS PRESERVATION EFFORTS

As part of the ongoing communitywide housing stock evaluation, historic buildings in need of repair should be identified. A list of at-risk historic buildings should be

maintained and their maintenance tracked to limit risk of demolition.

ACTION 2: REQUIRE A CITY DEMOLITION PERMIT INCLUDING AN APPROVED SITE PLAN AND REUSE SCENARIO BEFORE PROCEEDING WITH DEMOLITION

Demolition of historically and architecturally significant buildings can detract from the community character that is important to Cleveland Heights in retaining and attracting residents and businesses. Demolition in historic neighborhoods sometimes removes blight; however, the resulting vacant lots often scar a neighborhood. The City should establish a procedure for approving demolitions in local or national historic districts. This procedure should require a completed application, site plan, and reuse scenario before the City approves a demolition permit. Future reuses of the vacant lot could include infill development, community gardens, landscaping, or side yard programs.

ACTION 3: BECOME A CERTIFIED LOCAL GOVERNMENT WITH THE OHIO STATE HISTORIC PRESERVATION OFFICE

With its many historic districts and structures, Cleveland Heights has historic resources in need of protection. The City should work to become a Certified Local Government with the Ohio State Historic Preservation Office (SHPO). By becoming a Certified Local Government, Cleveland Heights becomes eligible for grants for rehabilitation and preservation training.

ACTION 4: DEVELOP A "PATTERN BOOK" TO ENCOURAGE CONTEXTUAL DESIGN OF INFILL CONSTRUCTION AND COMPATIBLE ALTERATIONS TO EXISTING STRUCTURES

The City and historic preservation partners should develop a pattern book that outlines pre-approved additions to existing homes and infill housing types to ensure the quick ability of owners to develop their sites. Due to the wide range of housing within Cleveland Heights, patterns should consider neighborhood context. Partnerships with historic preservation organizations could assist in this process and additional neighborhoods and housing types could be added over time.

Conceptual designs should be provided for free to residents and property owners, while detailed architectural designs could be sold for a fee.

ACTION 5: HOST NEIGHBORHOOD INFORMATION SESSIONS ON HOME RENOVATION AND REPAIR

The Home Repair Resource Center, the City, the Cleveland Restoration Society, and other agencies should partner to offer information sessions within neighborhoods on how to upgrade homes and the financial mechanisms available homeowners. This should include information on how to add first-floor masters or first-floor bathrooms in historic homes as well as information on planning and zoning requirements.

As a participating member of the Cleveland Restoration Society's Heritage Home Program, residents have access to various resources such as low interest loans and home repair assistance. These groups should continue to educate residents about these programs.

More information on the Home Repair Resource Center is available in the orange box on page 129.

ACTION 6: CONSIDER THE EXPANSION OF HISTORIC DISTRICTS

The City has had tremendous success in maintaining property values in historic neighborhoods. Neighborhood groups should consider the expansion of historic districts as a method of maintaining neighborhood values in other areas.

County Planning



GOAL E: CONTINUE TO PROMOTE AND SUPPORT NEIGHBORHOOD IDENTITIES TO ENHANCE THE SENSE OF PLACE AND BUILD PRIDE AMONG RESIDENTS

Delineating neighborhoods and benchmarking them begins to build identities among residents living within them.

ACTION 1: IDENTIFY NEIGHBORHOOD PLANNING DISTRICTS, BENCHMARK THEM, AND PROVIDE ANNUAL REPORTS

Cleveland Heights has many business districts, neighborhoods, and historic

THE HEIGHTS' HOME REPAIR RESOURCE CENTER

An important resource for Cleveland Heights homeowners is the Home Repair Resource Center (HRRC), a non-profit organization established to maintain and strengthen the houses of Cleveland Heights. HRRC helps homeowners maintain and renovate their homes through education and skills training, a lending library, and financial assistance. The HRRC offers a variety of programming targeting specific demographics such as the *Especially for Women - Home How To* series and *Workshops for Seniors*.

In 2014, HRRC assisted 106 households that made nearly \$193,000 in home repairs through the non-profit's

programs, and HRRC assisted more than 1,200 residents with budget counseling, repair advice, help, and information.

For more information on the Home Repair Resource Center, visit www.HRRC-CH.org



Source: Home Repair Resource Center

districts. While individual identities are incredibly important to residents, the size of some districts can be too small or too unrelated to census boundaries to provide accurate data.

In order to provide better planning services, the City should identify a smaller number of neighborhood planning districts, identify Census-related data points to benchmark the districts, and annually update data to understand how these areas are changing. This will provide the City with the information to make informed decisions about investments and programs.

An annual newsletter sent to district residents could contain updates from the benchmarking report.

ACTION 2: DEVELOP AREA PLANS FOR EACH PLANNING DISTRICT

The 2016 Master Plan is a citywide framework for moving forward; however, the Master Plan is not deeply involved in neighborhood-level issues such as locations of pocket parks or timing of traffic signals. As such, the City should use the citywide Master Plan and its framework actions to conduct more detailed neighborhood-level plans within each planning district. These would provide more fine-grained actions appropriate for a smaller area.

ACTION 3: CONTINUE THE COMMUNITY IMPROVEMENT AND HISTORIC PRESERVATION AWARDS

The Community Improvement Awards were started in 1977, and it is estimated that over 1,500 awards have been given out. Residents nominate homes and businesses in their neighborhoods. In the last 10 years a few categories have been added for sustainability projects, historic renovation,

and new construction. The award ceremony is held in the City Hall Atrium every October, and the winners have their house or business photo displayed in City Hall for one year. The ceremony is also broadcast on Channel 20 and YouTube.

The City should continue this program to promote housing and commercial building investment.

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POPULATION TRENDS AND THE HOUSING MARKET



Source: City of Cleveland Heights

Cleveland Heights has been losing population since the 1960s, leading to fewer households, distressed neighborhoods, and home demolitions. Stabilizing the population can assist in enhancing the housing stock, and Cleveland Heights is well-positioned to benefit from many of the demographic changes occurring in the County and Nation.

The information below showcases some of the key demographic changes that could assist in boosting the population.

CWRU STUDENTS

CWRU's proximity to Cleveland Heights has long provided a stable base of renters for the community. Anecdotally, students are often steered to Cleveland Heights for its eclectic business districts and affordable apartments.

While Cleveland Heights is likely to remain a choice for many students, the growth of housing in University Circle and the desire for walkability is increasingly making living in University Circle an attractive option for students. Additionally, the movement of graduate schools and dormitories further from Cleveland Heights may make living within the City less desirable.

The City should continue to focus on building the amenities and transportation connections into University Circle that will maintain the attractiveness of living in the Heights.

UNIVERSITY CIRCLE WORKFORCE

University Circle is a rapidly growing employment center. Between 2010 and 2013, the area added 7,027 employees,

a majority of which make greater than \$40,000 annually.

Between 2010 and 2013, the number of University Circle employees living in Cleveland Heights increased from 3,507 to 3,641, an addition of 134. This modest increase shows that while Cleveland Heights continues to gain from its proximity to University Circle, it could benefit from additional employees choosing to reside in the City.

The City should work to showcase Cleveland Heights as an attractive place to live for University Circle employees.

MILLENNIALS AND YOUNG PROFESSIONALS

Young professionals or millennials—those between the ages of 18 and 34—have been shown to prefer walkable communities like Cleveland Heights. Between 2009 and 2014, the number of millennials in Cuyahoga County grew by 6,143 even while the total population decreased by 28,774. Of the 6,143 new millennials in Cuyahoga County, 57% or 3,510 settled in inner ring suburbs.

While Cleveland Heights has a large millennial population and many of the amenities millennials look for such as walkability and apartment living, the City lost 325 millennials between 2009 and 2014 even as this group increased in other inner ring suburbs. The City should examine this trend and work to attract this growing County population.

RECENT TRANSPLANTS

The City is a landing pad for recent transplants to Cuyahoga County. Of residents living in Cleveland Heights in 2014, 5.9%

had moved to the City from a different County, a different State, or from abroad within the last year. In comparison, 3.6% of County residents and 3.6% of residents of the inner ring suburbs had moved from outside the County within the last year.

Cleveland Heights is especially good at attracting millennials from outside the County, likely due to the City's proximity to University Circle. Of millennials living in Cleveland Heights in 2014, 15.5% had moved to the City from outside of the County within the last year. Only 8.6% of millennials within the inner ring suburbs and 8.4% of millennials within Cuyahoga County had moved to these areas from outside the County within the last year.

Cleveland Heights' ability to attract residents from outside the County is important because it brings new people, new ideas, and new vibrancy to the community.

SMALL HOUSEHOLDS

Between 2009 and 2014, the number of one-person households in Cuyahoga

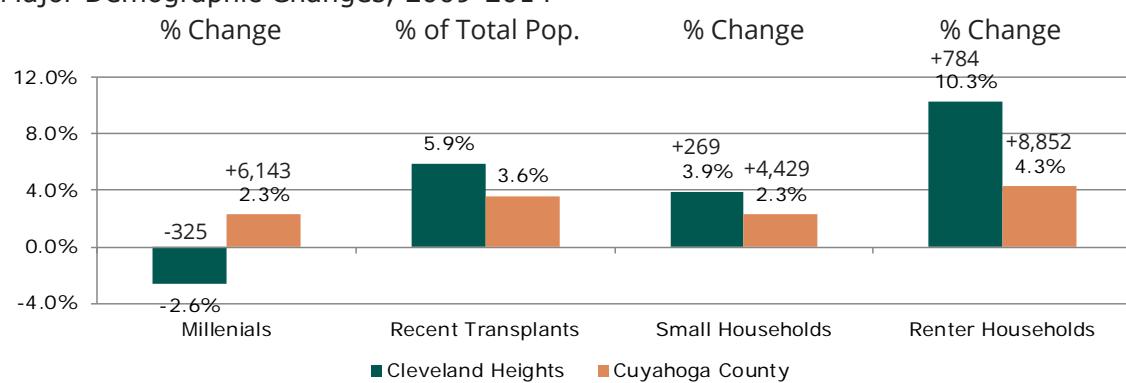
County increased by 2.3% even as the total households decreased by 1.4%. In Cleveland Heights, one-person households increased by 3.9% even as total households increased by only 0.2%.

The increase in one-person households is part of a national trend toward smaller household sizes. These smaller households require fewer bedrooms and smaller living spaces.

RENTER HOUSEHOLDS

Finally, renter households have been dramatically increasing while owner-occupied households have been decreasing. In Cuyahoga County renter households increased 4.3% while owner households decreased by 4.8%. In Cleveland Heights, renter households increased by 10.3% while owner households decreased by 6.2%. This indicates a need for additional rentals while showcasing the difficulties in maintaining the City's owner-occupied housing units.

Figure 14
Major Demographic Changes, 2009-2014



Source: American Community Survey, B01001, B25009, B07001



City of Cleveland Heights

COMPLETE TRANSPORTATION NETWORK

CLEVELAND HEIGHTS WILL BE A COMMUNITY WHERE GETTING TO WORK, MEETING FRIENDS OVER DINNER, OR SHOPPING CAN BE ACCOMPLISHED EASILY BY FOOT, BIKE, TRANSIT, OR CAR ALONG BEAUTIFUL AND WELL-MAINTAINED STREETS THAT SAFELY AND COMFORTABLY ACCOMMODATE ALL USERS.



GOAL A: ADEQUATELY REPAIR AND MAINTAIN THE CITY'S NETWORK OF ATTRACTIVE STREETS

Well-maintained streets provide safe transportation for residents and convey community quality to users.

ACTION 1: CONTINUE TO TARGET INVESTMENTS TO THE STREETS MOST IN NEED AS PART OF AN ONGOING CAPITAL IMPROVEMENT PROGRAM

The City's Capital Improvement Program targets streets most in need of resurfacing. The City should continue to set aside a percentage of its budget each year for the repair and resurfacing of City streets, and should target appropriate funding sources to leverage as much funding as possible.

ACTION 2: PROMOTE THE MOBILE APPLICATION AS A WAY TO NOTIFY THE CITY OF SERVICE NEEDS

The Access Cleveland Heights mobile app allows residents to submit service requests directly to the City. Requests are routed to the correct department, and residents can track them until completed. The City should continue to promote this app as a way to quickly and easily get service repairs for City streets, sidewalks, bus shelters, and other infrastructure and service needs.

ACTION 3: IMPROVE THE CEDAR GLEN PARKWAY TO BE A PROMINENT GATEWAY INTO CLEVELAND HEIGHTS

The Cedar Glen Parkway is one of the City's most prominent entrances. With its rising slopes, large trees, and heavy traffic, the road is an important entry point.

The ascent could be better designed to be a gateway that underscores community quality. A gateway could include new light fixtures, entry banners, gateway signage, artwork, and a multi-use trail.

More information and images of potential improvements to the Cedar Glen Parkway are shown in the orange box on page 138.

ACTION 4: WORK WITH PROPERTY OWNERS TO MAKE THE MAYFIELD ROAD HILL A PLEASANT CITY GATEWAY

The ascent along Mayfield Road is marked by the blank, high walls of Lake View Cemetery and the backs of apartment buildings facing Overlook Road. The City should work with property owners to improve the look of this important community gateway. Improvements could include signage, lighting, murals, and landscaping to soften the hard walls on Mayfield Road.

An improved streetscape between Little Italy, Lake View Cemetery, and Coventry Village could support tourism between those areas.

ACTION 5: ADD APPROPRIATE GATEWAY SIGNAGE AT ALL CITY ENTRANCES

Entrances to the City should include welcoming signage that fit the character of the area and are consistent with the graphic style of the City's brand.



GOAL B: ENSURE PARKING ACCESSIBILITY, AVAILABILITY, TECHNOLOGY, AND MANAGEMENT ARE CONDUCIVE TO SHOPPING, LIVING, OR OPENING A BUSINESS

The ease of parking is essential to attracting the shoppers and residents that make Cleveland Heights a vibrant community.

ACTION 1: CONDUCT A PARKING REVIEW IN BUSINESS DISTRICTS AND HIGH-DENSITY RESIDENTIAL AREAS

As a walkable and dense community with diverse business districts, Cleveland Heights must balance development with the need for parking. To accomplish this,

existing parking lots, garages, on- and off-street spots in business districts and high-density residential areas should be analyzed. A parking review should determine the following:

- The total number of parking spaces by type of parking space
- What percentage of those spaces are used
- The hours of the day when those spaces are used
- Number and location of accessible spaces
- Recommendations for changes to parking configurations to address supply and demand

Following this analysis, changes should be considered such as uniform hours and rates, expanded parking lots or garages, the use of valet parking in all districts, and other parking needs. Additionally, the City should consider City-owned parking lots north of Euclid Heights Boulevard for development potential if on-street parking can free those lots for development.

UNIVERSITY CIRCLE'S DISTRICT PARKING STUDY

As part of the Moving Greater University Circle plan, the District Parking Study evaluated existing and projected parking supply and demand. Despite perception that parking in the district was tight, the study found that there were a sufficient number of parking spots, but that they were not being used efficiently.

Recommendations focused on collaborative management of parking facilities, including improved information systems, ease of access, and establishment of a “park once” scheme—where visitors can park their car and move throughout the

neighborhood without having to drive between destinations.

For more information on University Circle's transportation planning, visit www.UniversityCircle.org



Source: University Circle, Inc.



CEDAR GLEN PARKWAY GATEWAY



The Cedar Glen Parkway is a scenic and powerful entrance into Cleveland Heights. Its gentle slope into the City acts as a physical entryway and identifies it as separate from the institutions in University Circle.

While the rise into Cleveland Heights is presently attractive for its natural beauty, the City could improve the infrastructure of the gateway.

The present roadway configuration includes sidewalks on one side, outdated and unattractive street lamps, and dark gateway signage. The City should work with an architect to develop investments that could more clearly display the entrance to Cleveland Heights. These investments could include some of the following:

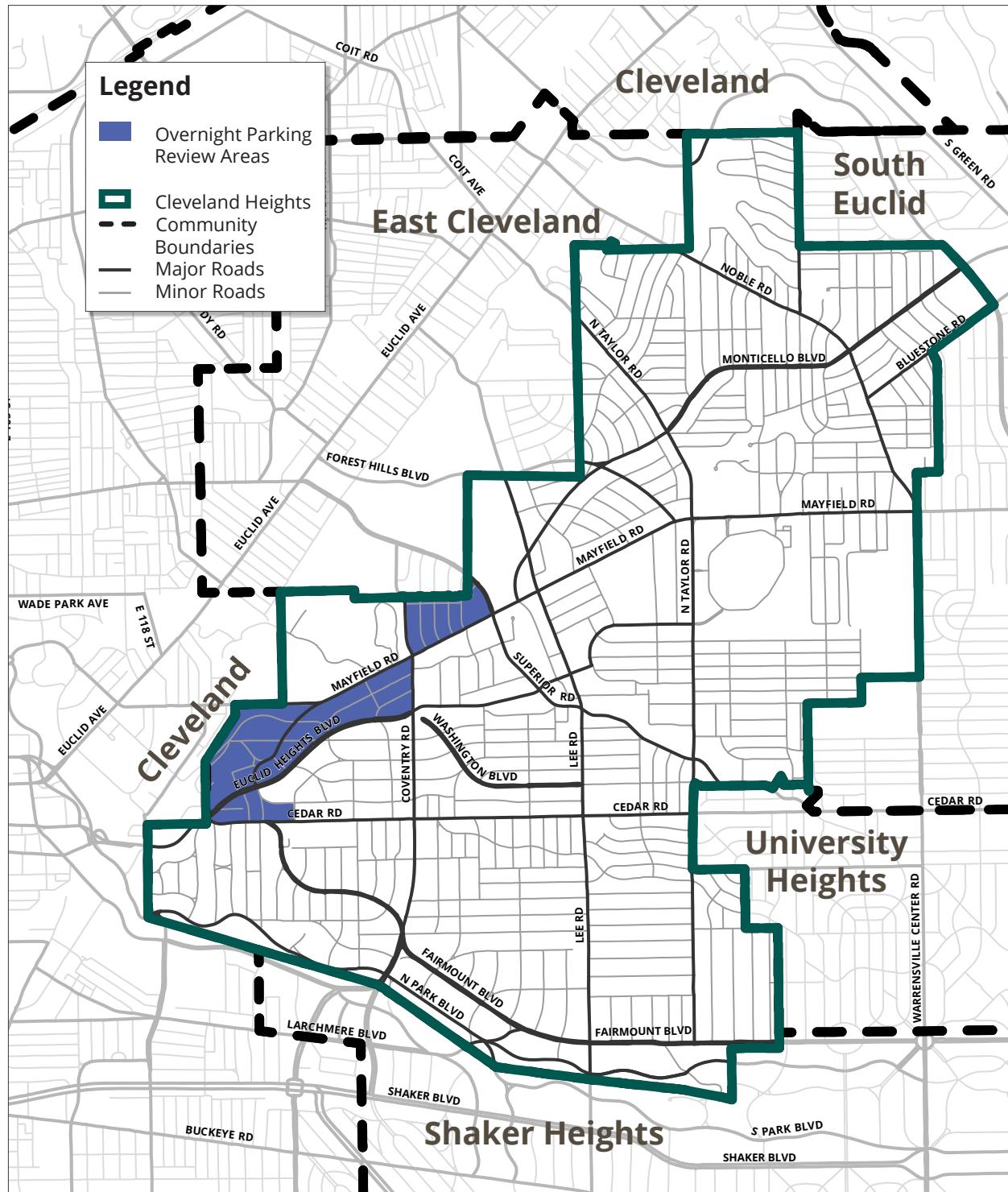
- Modern, colorful lamp posts
- Banners displaying the City's logo
- Monument signs
- Increased landscaping
- A trail on the southern side of the street and widened sidewalks on the northern side
- Signs displaying which lanes take you to which business districts
- Tasteful lighting to highlight the historic stone wall heading up the hill
- Benches or places to sit for pedestrians walking up the hill

The images below display the current configuration of Cedar Glen Parkway and potential changes that could make the gateway more inviting.



Source: Google Earth and County Planning

Map 24 Overnight Parking Review Areas



Accessible spots should also be evaluated in coordination with accessibility advocates to ensure these spaces are designed correctly for use by those with mobility issues.

For more information on parking analyses and recommended strategies, see the orange box on page 137.

ACTION 2: RELAX REGULATIONS ON OVERNIGHT, ON-STREET PARKING ESPECIALLY IN HIGH DENSITY RESIDENTIAL AREAS

The City's overnight, on-street parking regulations in high-density residential areas can make living in these areas difficult due to the lack of off-street parking available to visitors. The City should review its off-street parking regulations to evaluate whether they can be changed to allow overnight parking for residents or guests. Potential solutions could include providing each resident a guest parking pass that could be displayed to allow overnight parking for one vehicle or working with the existing Passport app to determine whether it could be used to purchase an overnight pass.

The map on page 139 displays areas the City should review for overnight parking.

ACTION 3: DEVELOP CONSISTENT SIGNAGE FOR PUBLIC PARKING

To ensure visitors have an easy time finding parking in business districts, Cleveland Heights should develop coordinated parking signage. A branding campaign for the City's parking signage should be linked to the comprehensive brand program advocated in Action 1 on page 170.

ACTION 4: ADD MOBILE PAYMENT OPTIONS TO THE CITY'S EXISTING METERS

Cleveland Heights' parking meters currently only take coins, which can deter visitors who do not have exact change. Mobile payment options—such as the Passport App—should be added to parking meters to ensure that potential visitors can conveniently pay to park at meters. Apps like this allow those with mobile phones to call or use a downloaded application to pay for meters.

Neighboring communities may seek to jointly purchase this service to potentially reduce costs.

ACTION 5: LOWER ZONING CODE PARKING REQUIREMENTS FOR RESIDENTIAL AND COMMERCIAL STRUCTURES

The City requires parking as part of all new residential and commercial development. For instance, the City requires a two-car garage for every townhouse constructed. Such regulations are exceedingly high for a walkable community, especially given the demographic shift to smaller households, decrease in car ownership, and interest in walkable communities.

The City should lower parking requirements for residential and commercial structures to encourage walkable neighborhoods, lower costs for developers, and eliminate outdated parking requirements.



GOAL C: SUPPORT THE DEVELOPMENT OF HIGH-QUALITY TRANSIT CONNECTIONS, AND INCORPORATE TOD CONCEPTS

Transit connections into University Circle and throughout Cleveland Heights link residents to jobs, visitors to business districts, and employers to workforce.

ACTION 1: ADVOCATE FOR IMPROVED TRANSIT CONNECTIONS FROM CLEVELAND HEIGHTS INTO UNIVERSITY CIRCLE

Cleveland Heights' proximity to University Circle is key to attracting residents. This can be improved by making transit into the Circle easier, safer, and more enjoyable.

Transit advocates should work with GCRTA, property owners, other east side communities, and transportation agencies to improve the Cedar, Mayfield, and Noble Road corridors in Cleveland Heights. Investments along these corridors could include unique transit shelters, real-time signage, benches, branding, artwork, and other amenities to attract additional riders.

GCRTA'S CLEVELAND STATE LINE

The Regional Transit Agency's Cleveland State Line provides bus rapid transit service from Westlake, Bay Village, Fairview Park, and Lakewood, along Clifton Boulevard to Downtown Cleveland.

The Cleveland State Line was upgraded at a cost of \$20 million to incorporate many bus rapid transit features. These changes included enhanced signage, stations, and new 60-foot articulated buses. The curb lanes are dedicated to buses only, with vehicles arriving at 10-minute intervals during rush hours, and a new traffic signaling system gives buses priority. Cleveland State University purchased the naming rights to the route, and the school's logo and colors are featured on buses and at stations.

The new historically appropriate bus shelters were designed to blend with the area's well-preserved housing stock;

however, the shelters have modern technology such as LED arrival and departure screens with up-to-the-minute information, video cameras, and emergency call boxes.

As a result of the investment in branding, signage, stations, and new buses, the Cleveland State Line posted record-breaking ridership, up nearly 20% during the first six months of operation.

For more information on the Cleveland State Line, visit www.RideRTA.com



Source: GCRTA

Advocates should also work with GCRTA to review the corridor for bus stop removals. By removing low ridership stops, the City can speed up travel.

For more information on an example of this type of improvement on GCRTA's Cleveland State Line and its effects on ridership, see the orange box on page 141.

ACTION 2: ADVOCATE THAT THE 32 AND 9 RTA BUS ROUTES CONTINUE TO DOWNTOWN CLEVELAND

Cleveland Heights does not have direct bus access into Downtown Cleveland. As a result of cutbacks, users in Cleveland Heights must transfer to another bus or to a Rapid train to continue to Downtown.

With more than 2,151 Cleveland Heights residents working in Downtown Cleveland, transit advocates should strongly champion an extension of the 9 or 32 bus into Downtown to serve these residents.



PBIC

GOAL D: DEVELOP A BICYCLE NETWORK THAT INCORPORATES RECOMMENDATIONS OF THE EASTSIDE GREENWAY PLAN AND LOCAL BICYCLE PLANS, AND ACHIEVES SILVER BICYCLE FRIENDLY COMMUNITY DESIGNATION

A complete bicycle network that incorporates existing planning efforts

can encourage visitors and residents to explore the City's business districts and neighborhoods.

ACTION 1: CONSTRUCT THE BICYCLE NETWORK OUTLINED IN CITY AND REGIONAL PLANS

The City has already completed bicycle planning as part of local and regional plans. As part of a complete streets policy, transportation agencies should construct the bicycle network when roads are repaved or repaired.

ACTION 2: CONSTRUCT A HIGH-QUALITY "INNOVATION CONNECTOR TRAIL" BETWEEN UNIVERSITY CIRCLE AND THE CITY'S BUSINESS DISTRICTS AND NEIGHBORHOODS

Cleveland Heights can capitalize on its proximity to University Circle, the increasing desire for walkability, and decreases in daily traffic to convert select road lanes into a signature and high-quality trail that connects University Circle to six business districts and many neighborhoods.

The City should construct a trail along the following route:

- Traveling up Cedar Glen Parkway from University Circle (funded for 2017)
- Along Euclid Heights Boulevard to Kenilworth Avenue
- Along Kenilworth Avenue to Mayfield Road
- Along Mayfield Road to Cumberland Park
- Branching south through Cumberland Park and Cain Park to Lee Road and Taylor Road
- Branching north from Mayfield Road along Monticello Boulevard

to Noble-Monticello and Cleveland Metroparks Euclid Creek Reservation

By constructing a signature, grade-separated trail along these routes, the City can foster a pleasant and safe route from Cleveland Heights into University Circle.

The City should apply for a Transportation for Livable Communities Initiative grant to study the feasibility and engineering needs to construct such a high-quality trail.

More information of a similar investment in the Indianapolis Cultural Trail is displayed on page 144 and a map of the proposed route is available on page 145.

ACTION 3: INCLUDE BICYCLE LANES ON NOBLE ROAD IN UPCOMING RECONSTRUCTION

The City's upcoming Noble Road reconstruction should include bike lanes as identified in the Eastside Greenway Plan. Transportation agencies should also work with neighboring communities to expand the lanes north and south.

ACTION 4: DEVELOP A MAINTENANCE PLAN FOR BICYCLING FACILITIES

As the City incorporates additional, separated bicycle facilities, it will need to maintain them. This is especially true of snow plowing during winter months. The City should proactively prepare a maintenance plan and identify the needed labor and equipment to accomplish this.



GOAL E: PROMOTE BIKING AND WALKING WITH A SYSTEM OF COMPLETE STREETS THAT INCORPORATE OPTIONS FOR ALL TYPES OF TRANSPORTATION

Complete streets provide safe and comfortable spaces for people of differing abilities to bike, walk, or run in addition to drive.



A rendering of the proposed Innovation Connector Trail shows how a lane of traffic could be replaced with a high-quality trail that would connect many of the City's business districts with University Circle.

Source: County Planning, Google Earth



INDIANAPOLIS' CULTURAL TRAIL



CONNECTING INDIANAPOLIS

The Indianapolis Cultural Trail is an eight-mile urban bike and pedestrian path in Downtown Indianapolis, Indiana. The trail connects neighborhoods, six cultural districts, and entertainment amenities while serving as the hub for central Indiana's expansive greenway system.

The Cultural Trail is not only a recreational amenity but also serves as a transportation alternative for commuters who prefer non-motorized options. The trail has also helped strengthen the local economy through investment in new commercial and residential developments. According to one report entitled "Assessment of the Impact of the Indianapolis Cultural Trail," property values along the Cultural Trail increased by \$1 billion between 2008 and 2014.

FEATURES OF THE CULTURAL TRAIL

The trail includes some of the following features that make it more substantial than a traditional trail:

- Textured or brick crosswalks
- Specialty signage
- Extensive landscaping
- Grade separation from both cars and pedestrians
- Specialty amenities like lamp posts, trash cans, benches, and recycling bins
- Art installations
- Website and maps

These differences make the Indianapolis Cultural Trail a destination unto itself and should be a model for Cleveland Heights.

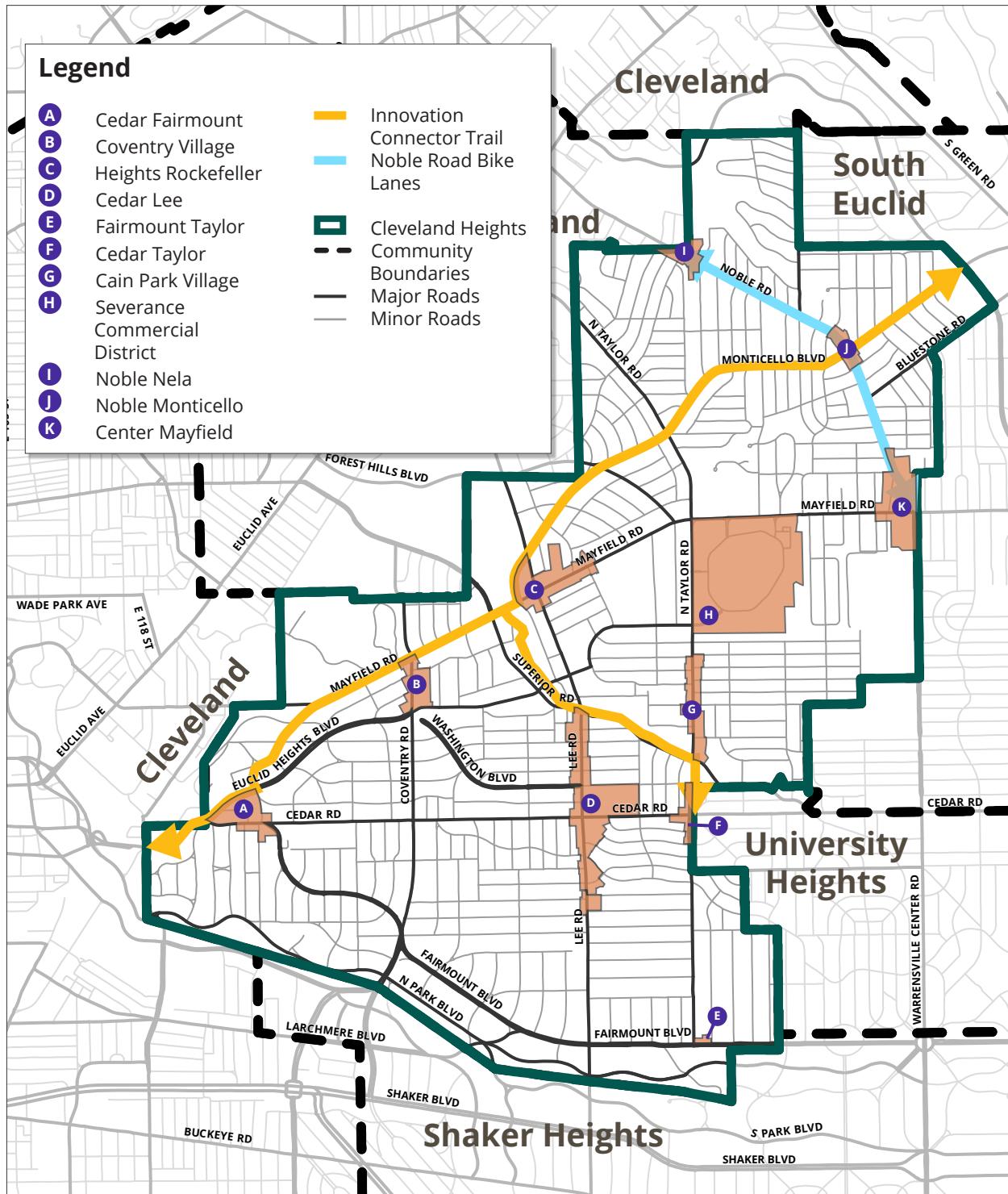
For more information on the Indianapolis Cultural Trail, visit www.IndyCulturalTrail.org



The Indianapolis Cultural Trail includes textured and wide crosswalks (top), specialty signage (center), and unique designs and landscaping (bottom) that make it a destination trail.

Source: Flickr User Jun Wang (top), Tavran (center), and Eric Fischer (bottom)

Map 25 Innovation Connector Trail



ACTION 1: ADOPT A COMPLETE AND GREEN STREETS POLICY

Complete streets are ones that accommodate all users including pedestrians, bicyclists, drivers, and transit users. Complete streets policies help to balance transportation investment by requiring engineers to consider all users when designing streets. Green streets include rain gardens, LED lighting, multi-modal transportation options, and other green features.

The City should adopt a complete and green streets policy that requires any transportation improvements to consider the needs of all users and the community's environmental needs. While not all streets will require bicycle lanes, for instance, it is important to put all infrastructure on equal footing for evaluation when considering improvements. More information on complete street resources can be found in the orange box on page 146.

ACTION 2: FUND STREETScape IMPROVEMENTS IN CEDAR FAIRMOUNT, CEDAR LEE, AND NOBLE ROAD

The City already has streetscape plans for Cedar Fairmount and Cedar Lee that should be completed. The City should also complete a streetscape plan for Noble Road, that includes bike lanes, wayfinding signage, and pedestrian improvements.



GOAL F: REVIEW THE SIDEWALK NETWORK TO ENSURE A WELL-CONNECTED SYSTEM OF ROUTES THAT ARE ACCESSIBLE FOR RESIDENTS OF ALL ABILITIES

As a walkable community, Cleveland Heights relies on a safe and accessible

COUNTY PLANNING'S COMPLETE STREETS TOOLKIT

Complete streets are roadways designed and operated to safely and comfortably accommodate multiple users of all ages and abilities. They can include improved sidewalks, dedicated bike lanes, transit facilities, and landscaping as part of a comprehensive program.

County Planning has developed a Complete Streets Toolkit to help municipalities learn about complete streets and adopt policies appropriate for their communities. It includes a 'how to' tool

for engineers, planners, and public officials to plan, engineer, and implement complete streets. For more information, visit www.CountyPlanning.us



Source: PBIC Ryan Snyder

sidewalk network to connect neighborhoods and business districts.

ACTION 1: CONTINUE TO REVIEW AND IMPROVE THE CITY'S SIDEWALKS AS PART OF THE EXTERIOR MAINTENANCE PROGRAM

To ensure the sidewalk network is well-maintained and safe for residents, the City should continue to review sidewalk conditions on all City streets in coordination with exterior housing reviews.

The City should make sure broken sidewalks are repaired through a combination of strategies. Property owners should be notified of the need to improve their sidewalks in a timely manner. Those property owners unable to do so due to financial inability should be offered financing or grants—potentially from the City or a proposed Community Development Corporation—to assist in completing the work.

ACTION 2: REVIEW THE CITY'S INTERSECTIONS TO ENSURE THEY ARE SAFE AND COMFORTABLE FOR PEDESTRIANS OF ALL ABILITIES

Cleveland Heights should review and improve key intersections where pedestrian and bicycle crashes are particularly high or where unusual intersections create confusing conditions for pedestrians. Improvements to these intersections could include better lighting, more visible crosswalks, better signal timing, ADA ramp improvements, or other changes.

University Circle recently completed a study showing potential improvements to dangerous intersections. This example is described in the orange box on page 147.

Additionally, unusual intersections and unsafe intersections are outlined in the map on page 155 as part of the environment section. These intersections should be reviewed for improvements that could benefit both walkability and stormwater management.

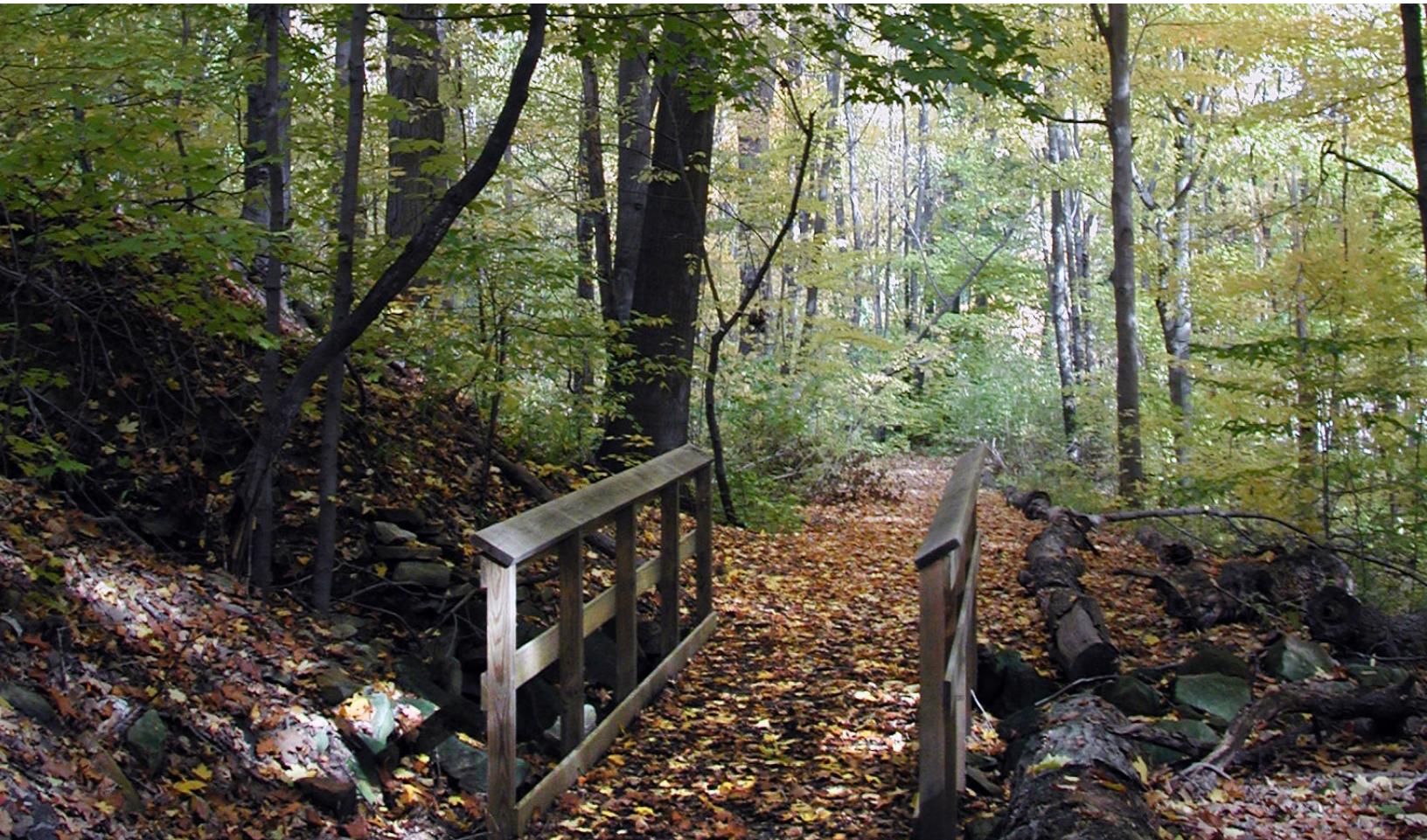
UNIVERSITY CIRCLE'S INTERSECTION IMPROVEMENTS

The *Moving Greater University Circle Transportation & Mobility Study* called for revamping 11 key intersections in which pedestrian and bicycle crossings were confusing or dangerous. Recommendations for each intersection included trimming traffic lanes where possible, eliminating shortcuts for motorists at intersections, adding crosswalks in areas where none exist, and eliminating right turns on red to give pedestrians priority in traffic-light sequences.

For more information on University Circle's transportation planning, visit www.UniversityCircle.org



Source: *Moving Greater University Circle*



City of Cleveland Heights

ENVIRONMENTALLY SUSTAINABLE COMMUNITY

CLEVELAND HEIGHTS WILL BE AN ENVIRONMENTALLY SUSTAINABLE COMMUNITY THAT USES GREEN INFRASTRUCTURE TO CAPTURE AND SLOW STORMWATER, ENCOURAGES ACTIVE TRANSPORTATION, AND PROMOTES STATE OF THE ART BUILDING TECHNIQUES TO PRESERVE THE ENVIRONMENT.

Flickr user Chris Hamby



GOAL A: AS PART OF AN INTEGRATED PLAN, USE GREEN INFRASTRUCTURE IN PUBLIC PROJECTS AND PROMOTE IT IN PRIVATE INVESTMENTS IN ORDER TO MINIMIZE THE IMPACT ON THE CITY'S SEWER INFRASTRUCTURE

Green infrastructure such as rain barrels, bioswales, and permeable pavement can reduce stormwater, beautify the community, slow the flow of water entering the system, and create cleaner rivers and natural environments.

These actions should be done in coordination with the Integrated Planning process described in Goal A on page 190.

ACTION 1: CONDUCT A CITYWIDE STORMWATER SURVEY TO DETERMINE THE BEST LOCATIONS FOR GREEN INFRASTRUCTURE INVESTMENTS

Green infrastructure can be a more cost effective and environmentally friendly way of managing the City's stormwater than "gray" infrastructure such as relief sewers. The City should undertake a citywide review to determine potential locations for green infrastructure and other source control investments.

The City should map its sewer sheds, identify points where the sewer system can be overloaded, and conduct a review of impervious surfaces or City-owned

property to understand where green infrastructure would be most effective.

ACTION 2: ADVERTISE THE DOWNSPOUT DISCONNECT PROGRAM

Cleveland Heights passed legislation in 2013 allowing homeowners to disconnect their gutter systems from storm sewers. By diverting water from sewers and instead handling it on-site via rain gardens or rain barrels, the City is able to better handle stormwater with existing infrastructure.

While the downspout disconnect program is allowed by law, Doan Brook Watershed Partners and the Cuyahoga Soil and Water Conservation District should continue to advertise it and educate residents about the program and how to construct rain gardens that are capable of absorbing stormwater.

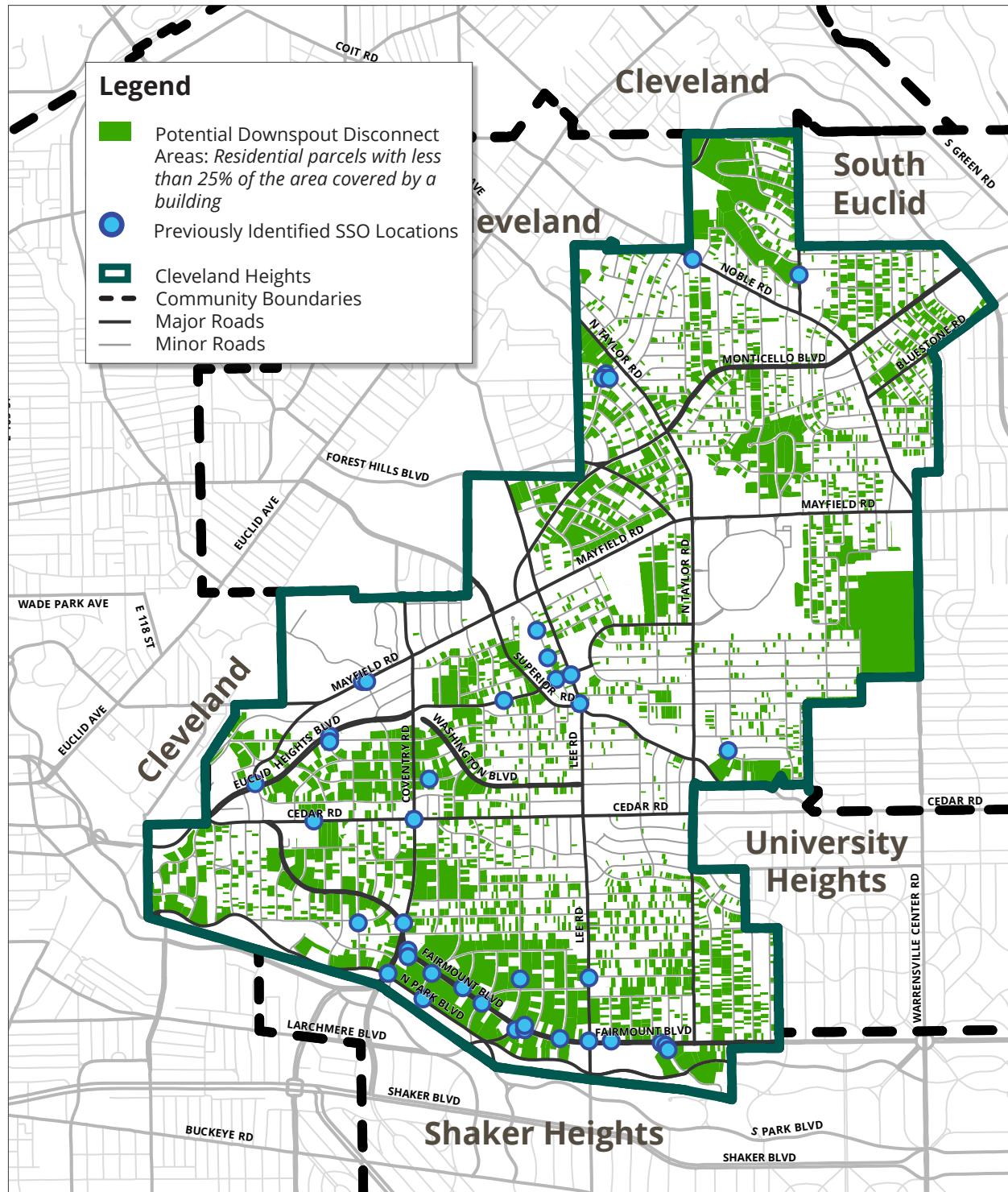
To handle runoff on-site, parcels must be sufficiently large in comparison to a home's roof. The map on page 151 displays residential parcels in which less than 25% of the area is covered by a building. These areas are more likely to be able to handle stormwater on-site. Marketing and education should be directed to these property owners about the downspout disconnect legislation.

For more information on downspout disconnect programs, see the orange box on page 152.

ACTION 3: INVEST IN GREEN INFRASTRUCTURE IN OVERSIZED INTERSECTIONS

The City will be required to contain additional stormwater as part of the ongoing efforts for environmental compliance. A portion of that money should be used to

Map 26 Downspout Disconnect Potential Areas



promote green infrastructure investments that keep stormwater out of the City's sewer system and treated via natural means like trees and native plants.

One area for implementation of green infrastructure should be the City's intersections, where many curved streets leave large areas of pavement that could be repurposed as green spaces. Green areas can be placed in such a way to increase walkability as well as natural beauty. As an example, the intersection of Fairmount Boulevard and Coventry Boulevard currently has large paved areas that could be replaced with native plantings. Such an investment would hold stormwater, improve the look of the intersection, and make crossing the intersection easier for pedestrians.

The orange box on page 154 displays images of potential green infrastructure improvements to medians and intersections, and the map on page 155 displays intersections that have been identified as

potential areas for green infrastructure improvements.

ACTION 4: USE THE CITY'S EXISTING MEDIAN NETWORK TO CAPTURE STORMWATER AND EXPAND THE MEDIAN NETWORK WHERE POSSIBLE

Cleveland Heights is notable for its quaint streets with wide medians. These medians provide tree coverage, green space, and contribute to beautiful streets, but they could also be used to manage stormwater.

The City should use its existing median network as rain gardens. By placing native plants in these medians and rerouting stormwater into these rain gardens, the City could both beautify the medians and expand its green infrastructure.

Additionally, certain streets in Cleveland Heights are wide enough that new medians could be added. For instance, Monticello Boulevard, Belvoir Boulevard, and parts of

PORLAND'S DOWNSPOUT DISCONNECT PROGRAM

Between 1993 and 2011, Portland, Oregon's Downspout Disconnection Program disconnected over 56,000 downspouts from the City's combined sewer system. As a result of this initiative, the City removes 1.3 billion gallons of stormwater from its combined sewer system each year.

The City's Downspout Disconnection Program linked homeowner incentives with comprehensive training and education programs to assist residents in target areas with downspout disconnects. By matching City expertise with target areas, the disconnect program

assisted in decreasing the strain on the City's sewer system.

For more information on Portland's Downspout Disconnection Program, visit www.PortlandOregon.gov



Source: Flickr user Francis Storr

Taylor Road are wide enough and have low enough traffic counts that medians may be possible. In coordination with analysis of sewersheds and water problems, the City should consider these areas for potential medians and, if unnecessary, should look at bicycle facilities on these streets.

The orange box on page 154 displays images of potential green infrastructure improvements to medians and intersections, and the map on page 155 displays existing medians and roads with potential for adding them.

ACTION 5: EXPAND THE TREE CANOPY AS A WAY TO CAPTURE STORMWATER

Cleveland Heights has one of the most intact tree canopies of any community in Cuyahoga County with 44.3% of the community covered. This tree canopy not only captures stormwater but also raises property values on tree-lined streets.

While the City has a resource in its existing tree canopy, there are parts of the City where this canopy could be expanded. The map on page 157 displays areas of low tree canopy coverage in Cleveland Heights. The City should evaluate these areas, inform property owners of the benefits of trees, and plant trees in publicly owned locations.

Wikipedia.org



GOAL B: PROMOTE AND USE ENERGY EFFICIENT TECHNOLOGIES SUCH AS LED LIGHTS OR ALTERNATIVE ENERGY SOURCES TO REDUCE THE CITY'S CARBON FOOTPRINT AND BE MORE SUSTAINABLE

Energy efficient technologies can reduce the City's carbon footprint while also saving taxpayer dollars.

ACTION 1: INSTALL AND EVALUATE LED LIGHTS ON CITY STREETS

The City's street lights provide an opportunity to improve the City's carbon footprint and reduce City costs by replacing the lights with LED bulbs. The City should begin the process of installing LED lighting on City streets and pay for the new fixtures through reduced utility costs.

ACTION 2: WORK WITH GE LIGHTING TO BE THE TEST MARKET AND DEMONSTRATION COMMUNITY FOR NEW PRODUCTS

With the headquarters of GE Lighting located along Noble Road across the City border in East Cleveland, Cleveland Heights has the opportunity to partner with the company to showcase and test new products. This could be especially true of outdoor lighting along Noble Road, which could be a test corridor for GE to display innovative and environmentally friendly



MEDIANS AND GREEN INFRASTRUCTURE



The City's existing wide intersections and generous medians could be better used to handle and manage stormwater while also enhancing the pedestrian experience.

The images below showcase the Coventry Road and Fairmount Boulevard intersection as well as the Fairmount Boulevard median. In both cases, the existing or proposed green space could incorporate native plants, trees, and decorative elements to

capture and retain stormwater and provide a more pleasant visual experience.

The map on page 155 displays areas of existing and potential medians as well as intersections with the potential for green improvements.

POTENTIAL INTERSECTION IMPROVEMENTS



Source: Google Earth and County Planning



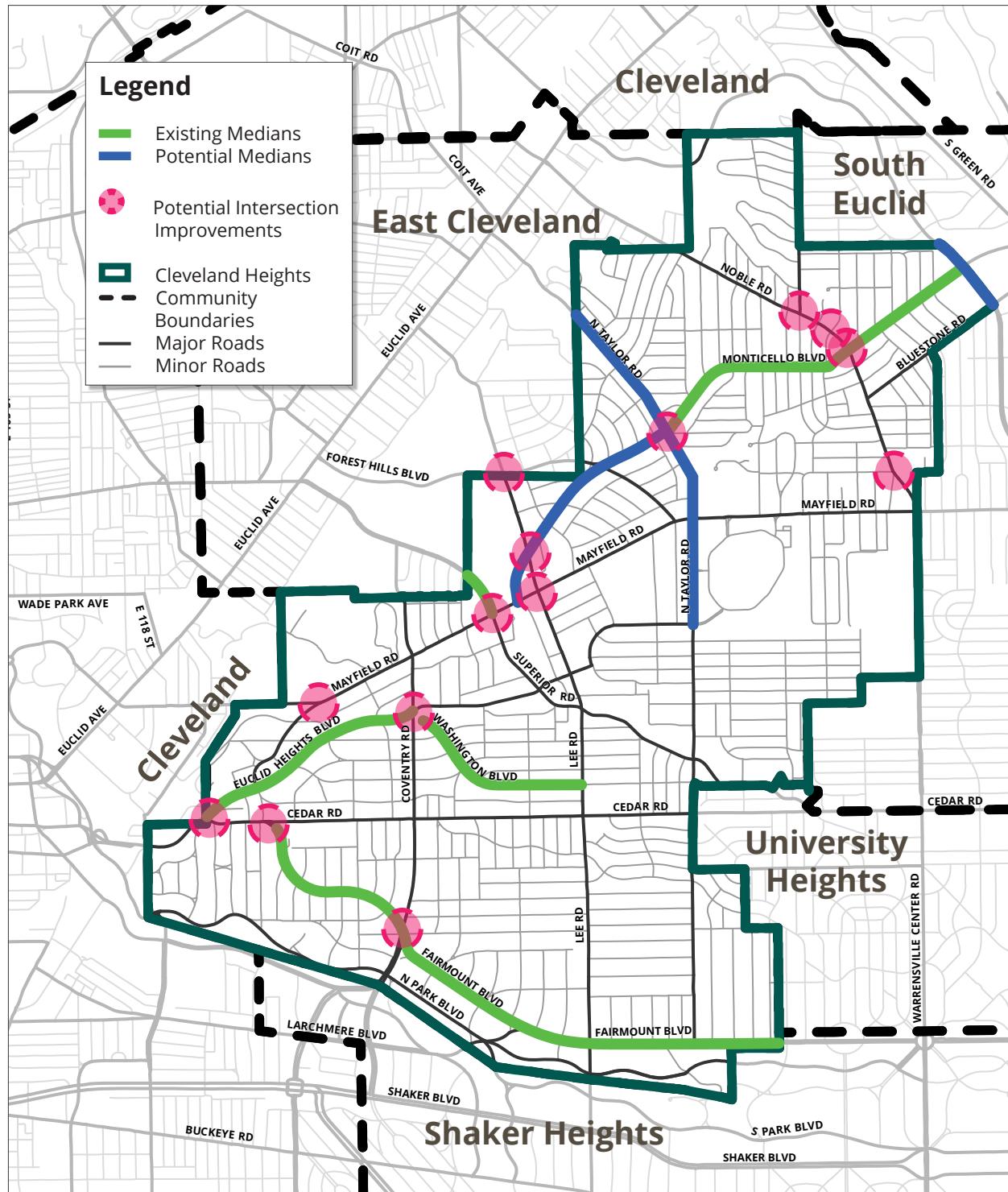
POTENTIAL MEDIAN IMPROVEMENTS



Source: Google Earth and County Planning



Map 27 Potential Intersection and Median Improvements



lighting techniques. The neighborhood should work with East Cleveland and GE Lighting to be the test market for these products.



Flickr user Laura Sandat

GOAL C: PROMOTE WALKING OR BIKING AS A MORE SUSTAINABLE WAY TO GET AROUND

Active transportation—getting around on foot or by bike—promotes healthy lifestyles, reduces carbon emissions, and lowers the requirements for parking.

ACTION 1: WORK WITH BICYCLE ADVOCACY GROUPS TO PROVIDE BIKE EDUCATION AND SAFETY TRAINING

The region has a number of extremely capable bicycling advocacy groups including the Heights Bicycle Coalition. These advocacy groups should provide bike education and safety training to residents and public employees. This ensures that people know the 'rules of the road' when it comes to interacting with traffic, using bicycle facilities, and regulating transportation.

ACTION 2: EXPAND THE CUYAHOGA COUNTY BIKE SHARING PROGRAM—UH BIKES—TO CLEVELAND HEIGHTS

Cuyahoga County's Department of Sustainability, the City of Cleveland, and Bike Cleveland are working to implement a bike sharing program that allows

short-term rentals for bicycles. Cleveland Heights should continue to pursue stations in the City, especially in and near high-density residential areas and the City's many business districts. By providing short term bicycle rentals within business districts, residents and visitors will be able to easily park in one district and bike to another without finding a second parking space.

ACTION 3: CONTINUE TO UPDATE AND DISTRIBUTE A BICYCLE MAP

The Heights Bicycle Coalition produces maps of safe bicycling routes through the Heights. The City and the Coalition should continuously update and distribute the map to ensure residents and visitors are aware of these routes.

ACTION 4: USE POP-UP BIKE INFRASTRUCTURE TO SHOWCASE THE OPPORTUNITY FOR INVESTMENTS

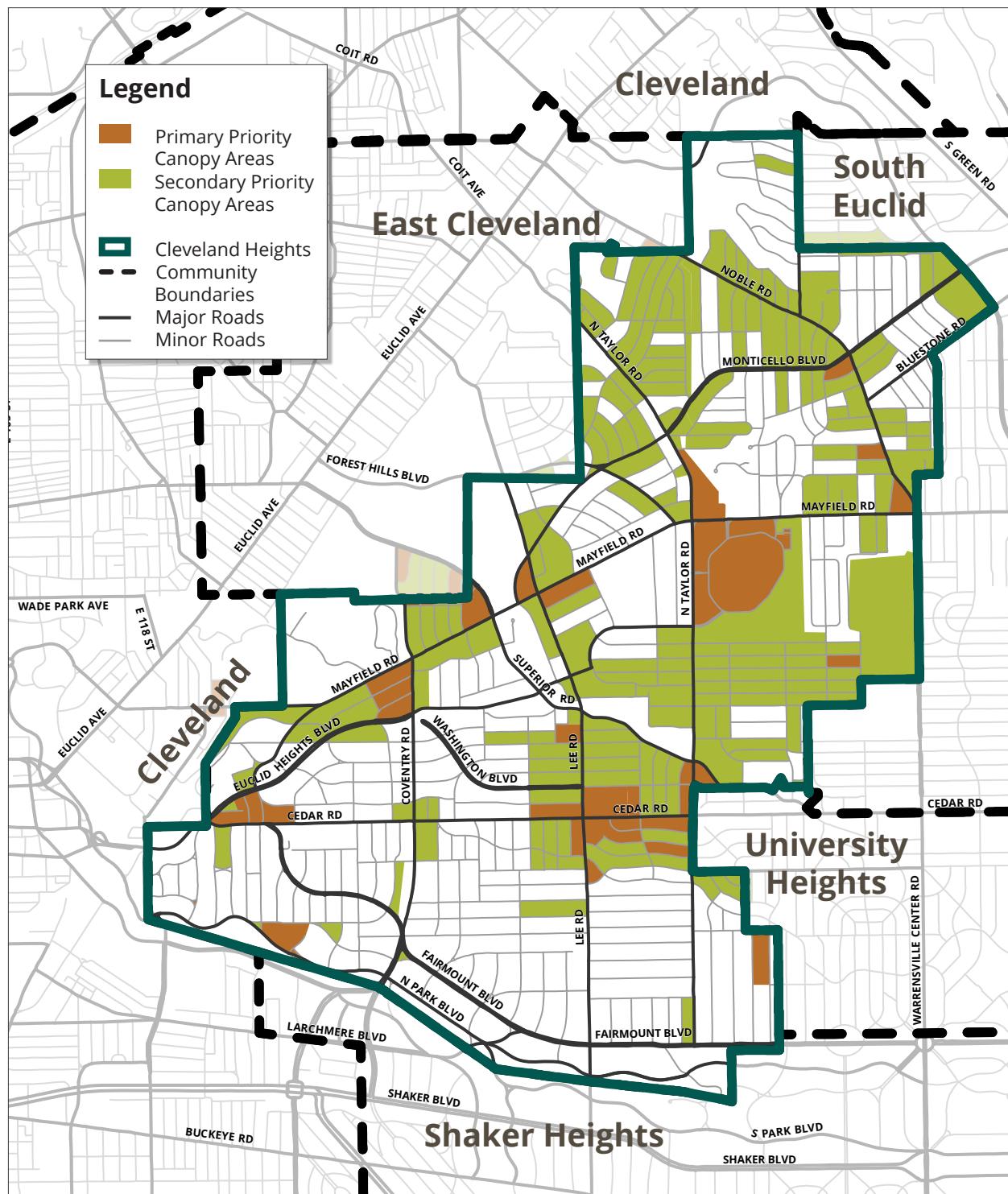
Improvements to bicycling infrastructure can be difficult for residents to understand or officials to promote when they are unfamiliar with the concept of bike lanes or trails. Advocates should use temporary bike lanes to showcase how improvements would work and to test the effects of bicycle improvements on traffic flow.

For more information on example pop-up bicycle programs, see the orange box on page 158.

ACTION 5: ENHANCE THE CITY'S SUPPORT OF "BIKE TO WORK" MONTH

To support the community's vibrant bicycling culture, the City and its partners should actively support May as "Bike to Work" month. This can include proclamations, information distribution,

Map 28 Tree Canopy Investment Areas



competitions among employers to get employees to bicycle, special discounts for bicyclists at local businesses, and other efforts.

Flickr user David Fulmer



GOAL D: LINK INCENTIVE PROGRAMS TO GREEN DEVELOPMENT AND BUILDING TECHNIQUES, SUCH AS LEED CERTIFICATION

Green buildings that incorporate features such as green roofs, on-site stormwater management, pedestrian accessibility,

reused materials, and other components are critical parts of a community effort to be more sustainable.

ACTION 1: DEVELOP A TIERED COMMUNITY REINVESTMENT AREA THAT LINKS INCREASED INCENTIVES TO GREEN BUILDING DESIGN

A Community Reinvestment Area (CRA) is described in Action 1 on page 120. Should Community Reinvestment Areas be adopted, the City should consider giving gradually increasing incentives based on the inclusion of green building features in new, expanded, or rehabilitated buildings. For instance, a checklist could be developed with a series of green features. For projects that include a certain number of features, a specific incentive could be given while the inclusion of all features could garner the complete incentive.

POP-UP BIKE LANES

Pop-up bike lanes are temporarily painted or marked on City streets to show how bike lanes work and how they affect traffic and bicycle commuting.

The pop-up strategy is a low-cost initiative that can offer a proof-of-concept. In the case of a pop-up bicycle lane, it can be set up to provide the experience of cycling in a protected bike lane. These temporary lanes highlight the needs and desire of community members as well as justify the investment in bicycling infrastructure.

Columbus, Ohio; Minneapolis, Minnesota; Oakland, California; Lawrence, Kansas; St. Paul, Minnesota;

and other communities have used pop-up bike lanes to demonstrate the idea. To be successful, these communities invited City staff to the event, requested feedback from participants, and advertised the event.

For more information on pop-up bike lanes, visit www.PeopleforBikes.org



Source: Streetsblog USA

Flickr user Chris Hamby



GOAL E: CONTINUE TO PROMOTE SUSTAINABILITY THROUGH CITY REGULATIONS, SUCH AS THE ADOPTED SUSTAINABLE ZONING CODE AMENDMENT

A Zoning Ordinance should require, allow, and encourage a variety of sustainable development techniques, improving energy efficiency for all types of development and taking full advantage of existing resources and services.

ACTION 1: REVIEW THE CITY'S SUSTAINABLE ZONING CODE AMENDMENT ANNUALLY TO ENSURE IT CONTINUES TO MEET ITS OBJECTIVES

The City's recently adopted Sustainable Zoning Code Amendment changed standards to promote environmentally friendly construction. The City should annually review these regulations to ensure the new codes are achieving the community's goals, as well as to consider regulations for new technologies as they are developed.



City of Cleveland Heights

BUSINESS FRIENDLY

CLEVELAND HEIGHTS WILL BE A BUSINESS-FRIENDLY COMMUNITY THAT LEVERAGES THE CITY'S ENTREPRENEURIAL SPIRIT, WELL-EDUCATED POPULATION, SOLID SERVICES, STRONG INFRASTRUCTURE, AND PROXIMITY TO WORLD-CLASS INSTITUTIONS TO FOSTER NEW BUSINESSES, GROW EXISTING ONES, AND PROVIDE MEANINGFUL EMPLOYMENT OPPORTUNITIES.

Flickr user Erik Drost



GOAL A: PARTNER WITH INSTITUTIONS AND CAPITALIZE ON PROXIMITY TO CAPTURE UNIVERSITY CIRCLE SPIN-OFF DEVELOPMENT

Cultural and educational institutions are hotbeds of innovative people and new ideas that can spur new businesses.

ACTION 1: PLAN FOR, MARKET, AND DEVELOP THE MAYFIELD ROAD CORRIDOR AS THE CITY'S TECHNOLOGY AND INNOVATION OFFICE CORRIDOR

The Mayfield Road corridor in Cleveland Heights is ripe for a transformation into an innovation district due to the corridor's large parcels, its direct connection to University Circle and I-271, its adjacency to a talented and innovative workforce, and its intersection with major business districts.

Other communities nationwide have fostered innovation districts as places where tech industries and creative start-ups collaborate to spin-off businesses. By investing in targeted technologies, incentivizing start-up businesses, fostering creativity, and building the public spaces that encourage innovation, Cleveland Heights can foster the growth of creative industries consistent with the City's character and maker economy.

A Technology and Innovation Office Corridor along Mayfield Road should be branded, marketed, and supported as

a choice location for creative industries seeking to connect with each other and with start-ups, business incubators, and a talented workforce. Many of the plan's actions are meant to support the development of an innovation district. They include the following:

- Advocate for improved transit connections from Cleveland Heights into University Circle, page 141
- Construct a high-quality "Innovation Connector Trail" between University Circle and the City's business districts and neighborhoods, page 142
- Identify and attract institutions or firms of targeted industries within the Mayfield Road corridor, page 166
- Promote Cleveland Heights as a working lab for CWRU, CSU, JCU, NDC, UC, and CIA students and projects, page 166
- Invest in broadband along Mayfield Road, page 167
- Evaluate the feasibility of a business incubator, page 168
- Promote a culture of innovation through networking, events, and education, page 169
- Investigate the need for improvements to the micro-enterprise loan fund to assist start-up businesses, page 169

The City should conduct a detailed area plan for this corridor that includes zoning updates, infrastructure improvements, parcels identified for development, and detailed incentive programs.

Information on innovation districts is available in the orange box on page 163, and an illustration is shown on page 164.



Source: InnovationDistricts.info



INNOVATION DISTRICTS

Innovation districts are places where companies and institutions cluster and connect with start-ups, business incubators, and accelerators in dense, vibrant, mixed-use neighborhoods. These districts have sprung up in cities across the country to facilitate the growth of innovative firms led by entrepreneurs and fueled by nearby anchor institutions.

ELEMENTS OF INNOVATION DISTRICTS

The Brookings Institution research on innovation districts has shown that they contain three categories of assets that make them unique places to drive growth:

- **Economic assets** are the firms, institutions and organizations that drive, cultivate, or support an innovation-rich environment. These can include universities, large employers, business accelerators, shared working spaces, and even existing neighborhood amenities that provide vibrancy.
- **Physical assets** are the public and privately-owned spaces—buildings, open spaces, streets, and other infrastructure—designed and organized to stimulate new and higher levels of

connectivity, collaboration, and innovation. These can include parks, plazas, high-speed internet, transit, bike paths, and live-work housing.

- **Networking assets** are the relationships between actors—individuals, firms, and institutions—that have the potential to generate, sharpen, and/or accelerate the advancement of ideas. These can include training sessions, conferences, start-up classes, hack-a-thons, and networking breakfasts.

Together, these assets foster an innovation ecosystem where the relationship between people, firms, and places facilitate idea generation and economic output.

EXAMPLE INNOVATION DISTRICTS

Innovation districts have sprung up in cities across the country, including Seattle's South Lake Union, Pittsburgh's Oakland, St. Louis' Cortex, and even Cleveland's Midtown and Shaker Heights' Fiberhood.

For more information on innovation districts, visit www.Brookings.edu

St. Louis' Cortex neighborhood features proximity to medical campuses, high quality transit, and incubator space near neighborhoods in need of revitalization.

Source: [New York Magazine](http://NewYorkMagazine.com)





MAYFIELD ROAD TECHNOLOGY AND INNOVATION OFFICE CORRIDOR



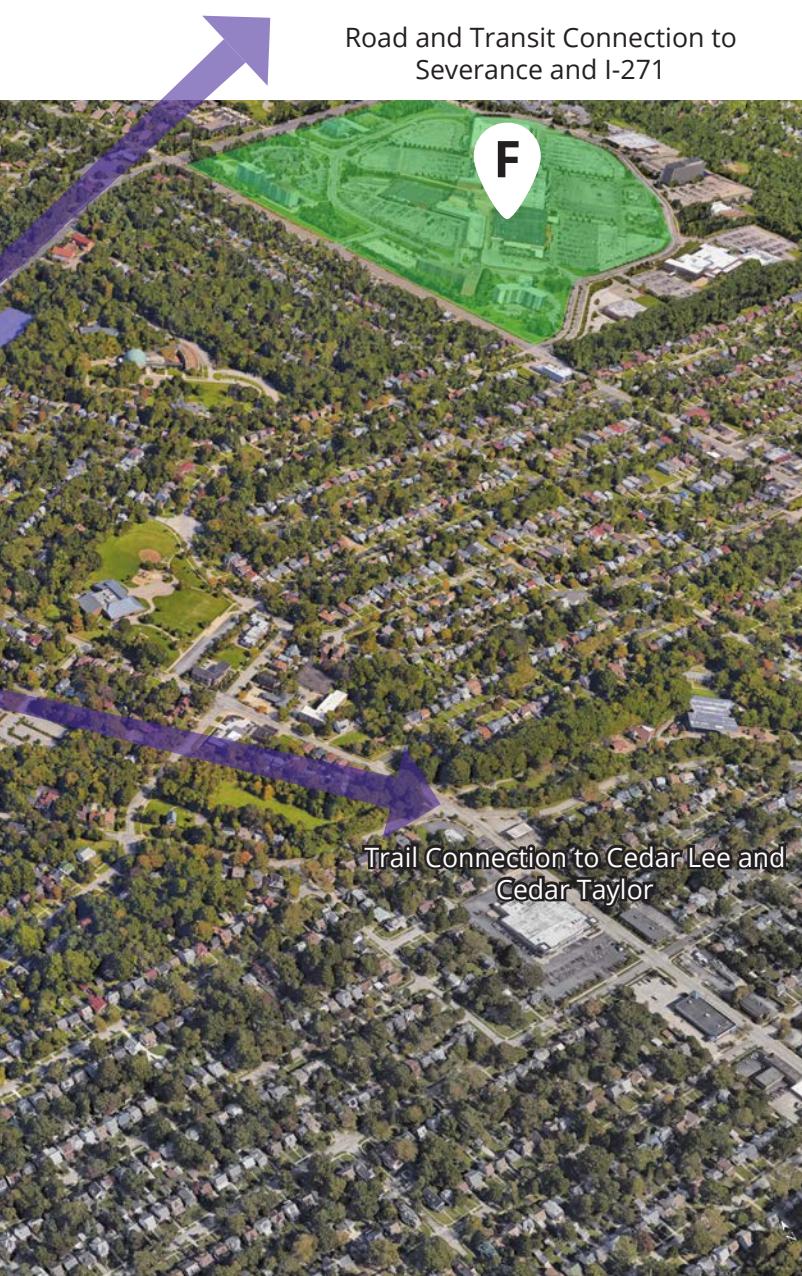
- **A Innovation District Buildings:** Buildings lining Mayfield from Coventry to Lee include smaller, older buildings that could be retrofitted as affordable start-up space for small businesses
- **B Live-Work Neighborhood:** The North Coventry Neighborhood could be

revitalized by allowing more live-work units that support the City's maker economy

- **C Coventry Business District:** The already vibrant Coventry Business District provides amenities to the innovation area



- **D Talent Neighborhood:** The high-density neighborhoods west of Coventry are a hotbed of young, college-age residents that could spur new start-ups
- **E Future Large-Scale Development:** Should any companies grow out of



start-up space, the parking lots east of Lee provide a place for office buildings

- **F Severance Town Center:** The eventual redevelopment of Severance Town Center could provide space for residential, offices, or other uses that link into the innovation area

ECONOMIC ASSETS

- Coventry Business District
- Motorcars
- Talent Neighborhood

PHYSICAL ASSETS

- Historic Building Stock
- Available Land for Redevelopment
- Live-Work Neighborhood
- Connections to University Circle

NETWORKING ASSETS

- Coventry Special Improvement District
- Forest Hill Park, Cumberland Park, and the Cleveland Heights Recreation Center
- Harvey Pekar Park
- PEACE Park

ACTION 2: IDENTIFY AND ATTRACT INSTITUTIONS OR FIRMS OF TARGETED INDUSTRIES WITHIN THE MAYFIELD ROAD CORRIDOR

Greater Cleveland has already shown how clusters can work to improve business outcomes—the cluster of health-care industries in University Circle or the food processing industries in Solon as examples. By clustering industries, cities can better meet their needs while building competencies in the business services and workforce development that assist those industries.

Cleveland Heights should target its resources to institutions, firms, and start-ups that complement existing talent and business clusters. By concentrating investment in a few fields, the City can begin to develop a cluster of companies that build off each other's unique skills and attract other companies seeking to capitalize on local talent and business services.

Economic Development groups should identify potential clusters, proactively reach out to businesses in those clusters, build workforce skills to meet the needs of these companies, and assist business start-ups. Potential areas of focus include artisan crafts, small-scale industry, graphic design, architecture, industrial design, and other creative industries.

ACTION 3: PROMOTE CLEVELAND HEIGHTS AS A WORKING LAB FOR CWRU, CSU, JCU, NDC, UC, AND CIA STUDENTS AND PROJECTS

Educational institutions in Cleveland have a number of professors with community-focused courses of study. The City should encourage student work within the City by developing relationships with educational institutions. Cleveland Heights can benefit

from innovative ideas and students can work in real-world situations.

Examples could include planning classes at Cleveland State that do demographic research or arts classes at the Cleveland Institute of Art that produce neighborhood installations.

ACTION 4: FACILITATE MENTORSHIP PROGRAMS FOR STUDENTS

Cleveland Heights has a wealth of talented students and prospective entrepreneurs living in the City as well as a number of successful business owners and professionals. The City, School District, SIDs, and Chamber of Commerce should facilitate mentorship programs in which business owners and professionals mentor students or young professionals who would like to learn more about a business model or career.

To do so, education advocates should approach business owners or professionals, develop a database of prospective mentors, and work with University Circle institutions and the local School District to match students with these experiences. Advocates should also take the opportunity to provide information to prospective entrepreneurs on potential office or retail storefronts available in the City.



Assisting in the expansion of employment through business attraction and retention provides opportunities to residents.

ACTION 1: PARTNER WITH SMALL BUSINESS DEVELOPMENT ORGANIZATIONS TO ATTRACT UNIQUE, LOCAL RETAILERS

Cleveland Heights' unique, local retailers define the character of the City's business districts. The City should partner to attract additional local retailers as turnover occurs and to fill vacant spaces.

Funding sources already exist to assist in the startup of local businesses. The Economic and Community Development Institute of Cleveland offers small business loans to assist in the start-up of micro-enterprises that would otherwise be unable to secure financing. The City should partner with ECDI, the Small Business Development Center at the Lee Road library branch, and similar small business lenders to match existing resources to aspiring retailers.

ACTION 2: MAINTAIN AN ECONOMIC DEVELOPMENT DIRECTOR POSITION TO FACILITATE BUSINESS GROWTH AND DEVELOPMENT

The City should complete the process of hiring an Economic Development Director and maintain the position to assist in attracting businesses, facilitating deals, growing businesses, and completing Master Plan goals.

The position should be a single point-of-contact for those seeking to open a business or develop in the City. That single point-of-contact should be knowledgeable in the most up-to-date information on what would be required of developers, what the process for approving a business or development would be, what properties or sites are available, and what incentives or assistance can be offered.



GOAL C: INVEST IN INFRASTRUCTURE THAT SUPPORTS BUSINESSES

Infrastructure is a key reason businesses choose to locate in a community, and having strong infrastructure can be attractive to businesses.

ACTION 1: INVEST IN BROADBAND ALONG MAYFIELD ROAD

To support the proposed Technology and Innovation Office Corridor along Mayfield

Road, the City should invest in broadband capacity to support business development there. Extremely high-speed internet is a sought-after amenity that will make the City more effective in attracting businesses.

The City can either construct a broadband network and sell directly to users via a non-profit or publicly owned utility, or can lease the excess capacity to for-profit providers that sell the service to businesses and/or residents.

The City should analyze these options and approach local service providers or non-profits to gauge interest. As part of this process, the City should also consider providing wifi along the corridor.

County Planning



GOAL D: PROMOTE AND SUPPORT THE CITY'S START-UP CULTURE TO GROW NEW BUSINESSES

Cleveland Heights' start-up culture and innovative residents can be harnessed as a powerful force for new development.

ACTION 1: EVALUATE THE FEASIBILITY OF A BUSINESS INCUBATOR

A business incubator assists small and start-up businesses grow and develop from early-stage companies to vibrant employers. Business incubators can assist in commercializing products and can be targeted to select industries. These incubators assist people in moving from ideas to economically viable products through some of the following:

- Education in the basics of business



Vibrant public spaces with movable chairs, places to sit, landscaping, tree cover, and things to do provide for impromptu meetings and casual meet-ups that build community.

Source: Flickr user La Citta Vita

- Marketing
- Networking
- Business services
- Access to loans, capital, and angel investors
- Regulatory compliance

Cleveland Heights should evaluate the feasibility of a business incubator within the Mayfield Road Technology and Innovation Office Corridor. A business incubator in Cleveland Heights could target specific focus industries such as artisan crafts, technology, and creative fields such as graphic design. The incubator should work closely with the Heights Library, which has existing programs to facilitate entrepreneurship.

ACTION 2: INVESTIGATE THE NEED FOR IMPROVEMENTS TO THE MICRO-ENTERPRISE LOAN FUND TO ASSIST START-UP BUSINESSES

The City should investigate the need for improvements to the micro-enterprise loan fund to assist small start-up businesses that might not otherwise be eligible for traditional financing. Given the City's large number of small retail spaces, a micro-enterprise fund could assist in filling those spaces.

The City's existing micro-enterprise loan fund should be studied for its effectiveness, and could be rebranded, advertised, and expanded to better assist small businesses. The City could also work with existing lenders to bolster this fund as well as existing groups such as the Economic and Community Development Institute to administer funds.

ACTION 3: DEVELOP A JOB CREATION TAX INCENTIVE PROGRAM

The City should remain a competitive tax environment by developing an incentive program. Tax incentive programs come in many forms, and the City should evaluate which programs would be most effective.

Other communities in the region have a variety of tax incentive programs including Beachwood—which offers a percent rebate on new payroll taxes over a set number of years—and Avon Lake—which offers a 25% rebate on any increase in income taxes from the previous year.

ACTION 4: PROMOTE A CULTURE OF INNOVATION THROUGH NETWORKING, EVENTS, AND EDUCATION

Cleveland Heights should promote a culture of innovation to support the growth of small businesses. The proposed Community Development Corporation could do this in the following ways:

- Networking: Connecting entrepreneurs through small business meet-ups—and constructing and programming that supports these events—facilitates the networks that can grow businesses
- Events: Pop-up events, farmers markets, craft fairs, or other events can facilitate low-cost ways for small businesses to share their products
- Education: Classes or presentations such as TED talks or informational sessions can provide the needed education to grow small businesses



GOAL E: CONTINUE TO AGGRESSIVELY MARKET THE CITY AS AN IDEAL LOCATION FOR BUSINESS AND INVESTMENT

Marketing your assets and opportunities is a critical step in attracting new jobs and employment to the City.

ACTION 1: DEVELOP A COHESIVE CITY BRAND

A cohesive brand for Cleveland Heights should include features such as a logo, tagline, colors, and fonts that are standard across all City communication. Developing

such a system is an in-depth process that looks at the essential components of community character and expands them into a communication system that underscores that character. Cleveland Heights has assets in art, history, walkability, and engagement that should be wrapped into a cohesive brand to better market the City. Given the popularity of the City's existing logo, such a branding scheme could be focused on expanding the use of that logo or reimagining it in a more contemporary way.

A professional marketing firm or class at Cleveland State or the Cleveland Institute of Art should be engaged to develop brand concepts. This brand should be incorporated in all streetscape designs, marketing materials, and outreach efforts.

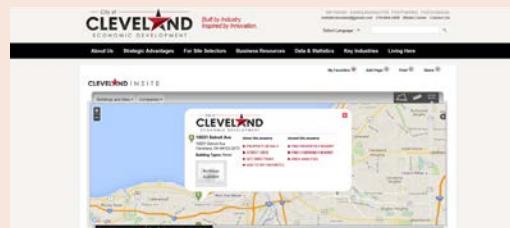
CLEVELAND'S ECONOMIC DEVELOPMENT WEBSITE

The City of Cleveland has developed an economic development website specifically to assist businesses seeking to locate within the City. Separate from the main City website, the economic development site includes the following:

- Up-to-date news
- Information on economic development assets
- Data on workforce and talent
- Incentive programs
- Site selection resources
- Target industries
- Contact information
- Livability information

The site links to key data points that make investing in Cleveland an easy and attractive option.

For more information on Cleveland's Economic Development site, visit www.RethinkCleveland.org



Source: www.rethinkcleveland.org

ACTION 2: DEVELOP CONSISTENT MARKETING OF THE CITY'S BUSINESS DISTRICTS

The City's business districts are distinct and different; however, they are linked by their location in Cleveland Heights. The districts should jointly develop a branding campaign that identifies the unique characteristics of each within a framework of consistent design. This maintains individuality of the district but provides a high-quality and consistent feel that bolsters all. Such a marketing campaign should consider districts—especially Cedar Taylor—that cross borders to ensure neighboring communities are partners in such a campaign.

A single, high-profile and high-quality website should be developed to promote regional tourism. By jointly advertising business districts, the City can better position itself to attract visitors.

For more information on joint marketing, see the orange box on page 172.

ACTION 3: EXPAND THE CITY'S ECONOMIC DEVELOPMENT WEBSITE

The City should expand its economic development website to include additional information that could attract businesses, such as developable sites, details of incentive programs, market study data, top employers, and target markets.

For more information on an example economic development website, see the orange box on page 170.

ACTION 4: PROACTIVELY MARKET CLEVELAND HEIGHTS TO POTENTIAL BUSINESSES

To promote the City as an employment site, Cleveland Heights should actively send representatives to various forums to maintain the City's presence there and encourage businesses to consider locating in the City.

Cleveland Heights should also actively work to inform businesses of available spaces by sending marketing materials to potential businesses. This could include flyers, videos, or other information.



NORTH COAST HARBOR'S JOINT MARKETING

North Coast Harbor in Downtown Cleveland boasts a variety of world-class institutions including the Rock and Roll Hall of Fame, the Great Lakes Science Center, and FirstEnergy Stadium. The City of Cleveland and the Downtown Cleveland Alliance hired Studio Graphique to develop a branding, marketing, website, and place-making campaign to market numerous and distinct events in North Coast Harbor.

BRANDING THE NORTH COAST HARBOR

The images at right display the main North Coast Harbor logo as well as the marketing for numerous events held within the district. Using similar colors, layouts, text, and themes, these events are all clearly part of the larger brand campaign for North Coast Harbor.

LESSONS FOR CLEVELAND HEIGHTS

The City of Cleveland Heights has the opportunity to jointly market its business districts. While the marketing for the districts should not be the same, they can have similar styles, themes, or colors that can be clearly identified as the business districts of Cleveland Heights.

For more information on North Coast Harbor and its marketing, visit www.NorthCoastHarbor.org



city meets the lake



AT NORTH COAST HARBOR



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City of Cleveland Heights

STRONG BUSINESS DISTRICTS

CLEVELAND HEIGHTS WILL HAVE AN APPROPRIATE NUMBER OF STRONG, SAFE, AND WALKABLE NEIGHBORHOOD BUSINESS DISTRICTS THAT SERVE THE NEEDS OF LOCAL RESIDENTS AND ATTRACT VISITORS FROM THROUGHOUT THE REGION TO UNIQUE SHOPPING, DINING, AND ENTERTAINMENT.

Flickr user Brett VA



GOAL A: REDEVELOP SEVERANCE TOWN CENTER AS A MIXED-USE AND WALKABLE AREA CONSISTENT WITH THE CHARACTER OF CLEVELAND HEIGHTS

As the largest business district in Cleveland Heights, Severance Town Center's redevelopment could provide significant amenities and opportunities.

ACTION 1: REFINE REDEVELOPMENT CONCEPTS AND GATHER PUBLIC INPUT

Residents have provided a wide range of ideas for Severance Town Center, which were narrowed into two options:

- Reusing existing buildings as a movie production facility or soundstage
- Using the site as a large-scale park with new residential uses including senior housing

To further refine these details, the City should initiate discussions with the property owner, hire an architectural firm to evaluate the feasibility of various redevelopment concepts, identify infrastructure needs, evaluate the market for each, and calculate fiscal impacts. This information should be refined into specific redevelopment concepts that are reviewed by residents.

For more information on potential redevelopment scenarios, see the orange box on page 178.

ACTION 2: UPDATE THE SITE'S ZONING TO CORRESPOND WITH THE COMMUNITY'S PREFERRED DEVELOPMENT STANDARD

Following detailed redevelopment concepts, the City should update the site's zoning to correspond with the community's preferred development standard. By updating zoning, the City can ensure future redevelopment plans match community priorities.

Development standards should include high-quality design, walkability features, inclusion of green space, height minimums and limits, parking maximums, environmentally friendly features, and connections to surrounding neighborhoods.



County Planning

GOAL B: REDEVELOP UNDERUTILIZED AND OUTDATED RETAIL SPACE TO OTHER USES TO FOCUS BUSINESS IN KEY AREAS

Concentrating business in select areas can make those areas more successful while providing redevelopment opportunities in other areas.

ACTION 1: CONDUCT A RETAIL MARKET STUDY FOR THE CITY

Cleveland Heights has numerous retail districts of varying vacancy levels and with differing amounts of retail space available. To determine the extent to which struggling

retail districts will be able to stay vibrant, the City should conduct a retail market study that displays how much retail the City can support.

ACTION 2: CONSIDER EXPANDING ALLOWABLE USES IN STRUGGLING BUSINESS DISTRICTS

Should the market study show that the City cannot support as much retail space as currently exists, it should proactively expand the allowable uses for multi-family as a primary use. This should be done to concentrate retail in denser, more walkable areas to make remaining business districts successful and vibrant.



GOAL C: PROMOTE THE REPAIR AND REDEVELOPMENT OF THE CITY'S OLDER COMMERCIAL BUILDINGS

Proactively working with building owners to repair their structures can assist in improving the look and feel of commercial districts.

ACTION 1: FOCUS INITIAL COMMERCIAL REDEVELOPMENT EFFORTS IN TARGET AREAS IDENTIFIED IN THE CORE STRATEGY

Given the City's size, the variety of issues, and the limited funds available, Cleveland Heights should focus its redevelopment

efforts to four targeted areas: Cedar Lee, the Mayfield Road Technology and Office Innovation Corridor, Noble Monticello, and the Cedar Fairmount area.

- *Cedar Lee:* This business district is at the intersection of many neighborhoods. Its improvement would be a positive contribution on many areas of Cleveland Heights, making it a high priority.
- *Mayfield Road Technology and Office Innovation Corridor:* This area includes many older buildings, quality transit connections, connections into many neighborhoods, and various large parcels that are capable of big developments.
- *Noble Monticello:* The Noble neighborhoods have been a focus for residents who have not felt like development has reached their area. The rehabilitation of this business district would assist in stabilizing the surrounding neighborhoods.
- *Cedar Fairmount:* The City-owned parking lots near Cedar Fairmount have the potential to bring in major development and associated tax dollars that can assist the City's tax base.

The map on page 181 displays the different types of strategies that should be used in the City's business districts.

ACTION 2: EVALUATE THE FEASIBILITY OF ESTABLISHING A BUSINESS REPAIR RESOURCE CENTER

The City's existing Home Repair Resource Center is an asset for homeowners seeking to renovate or repair their historic homes. The City and its partners should feasibility of establishing a similar resource center for landlords, property owners, and retailers



SEVERANCE TOWN CENTER



Source: Flickr user Brett VA

As part of the initial Master Plan Public Meeting, residents wanted to imagine the possibilities of reusing the privately-owned Severance Town Center. Considering key vacancies, foreclosure proceedings, and remaining anchor tenants, residents sought to consider potential new uses that could complement existing uses or could replace the existing retail area.

Four initial development scenarios were presented to residents at the second public meeting. Following input and voting from residents, two scenarios were removed and the remaining two were updated based on input. These remaining scenarios are described below and shown in images at right.

OPTION 1: MOVIE SET DESIGN

The first option showcases a way of reusing the existing layout of Severance Town Center and complementing the existing retail uses by adding space for the growing film industry in the region. The option showcases the reuse of large footprint buildings as sound stages and production facilities. Large parking areas could also be repurposed for film sets and park space, with examples shown in the image.

In addition to reusing vacant spaces for film studios, existing anchors could be maintained and work as supportive retail for the film industry.

OPTION 2: REGIONAL PARK + HIGH DENSITY NEIGHBORHOOD

The second option showcases a regional park as the centerpiece and attractor for a wholesale redevelopment of Severance. The option would include a new grid pattern of roads, higher density

townhouses along Mayfield Road, a new recreation center, higher density accessible apartments overlooking the park, limited commercial and retail spaces, and a new senior high-rise.

This option uses investment in a major park as an asset to spur further development nearby.

Existing Severance Town Center

Severance Town Center as it exists today includes high-rise residential towers along Taylor Road, a core retail center, office buildings along the southern edges, and new townhouse development at the northeast corner.



Movie Set Design

Film Sets:

- New York streets
- European streets
- American town square

- Parking
- Green Space
- Existing Buildings



Regional Park + High Density Neighborhood

- Townhouses
- Apartments (including Senior Apartments)
- Mixed Use Office and Retail
- Civic Structures
- Parking
- Green Space
- Existing Buildings





NOBLE MONTICELLO

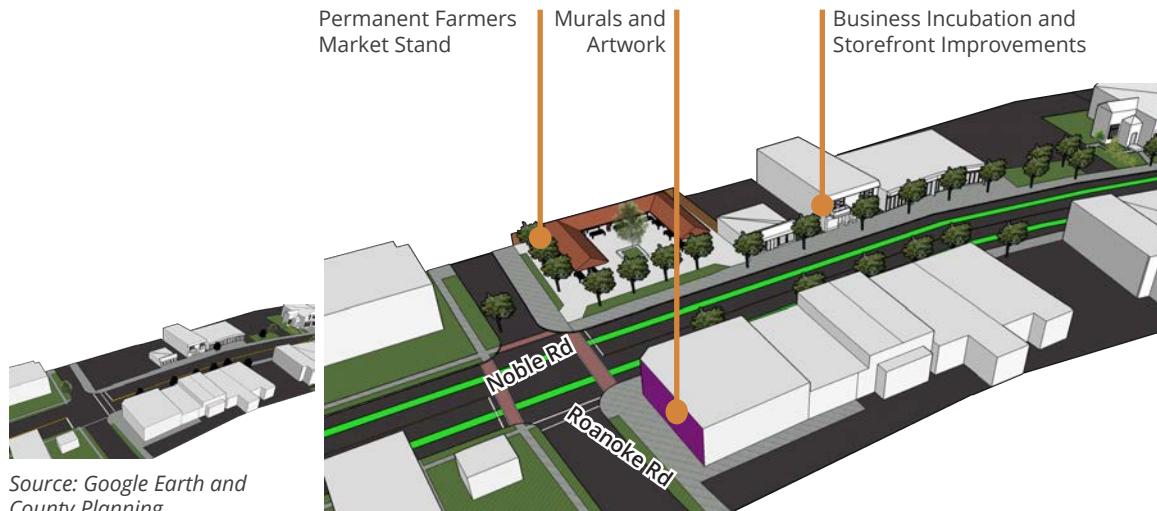


Source: Google Earth

As the geographic center of many neighborhoods north of Mayfield, the Noble Monticello business district has the potential to have a positive effect on many surrounding areas. Improvements to the business district could include some of the following:

- *Permanent Farmers Market Stand:* A permanent farmers market could attract shoppers to the district
- *Landscaping and Street Trees:* A greener district with plants and healthy trees denotes a strong district

- *Bike Lanes:* Bike lanes would connect Noble neighborhoods with the district
- *Intersection Improvements:* Painted crosswalks, improved curbs, and modern infrastructure improve the district's look and feel
- *Curb Cut Elimination:* Removing unnecessary driveways eliminates unsafe pedestrian-vehicle crossings
- *Business Incubation:* Improvements to stores and business incubation efforts help create a destination

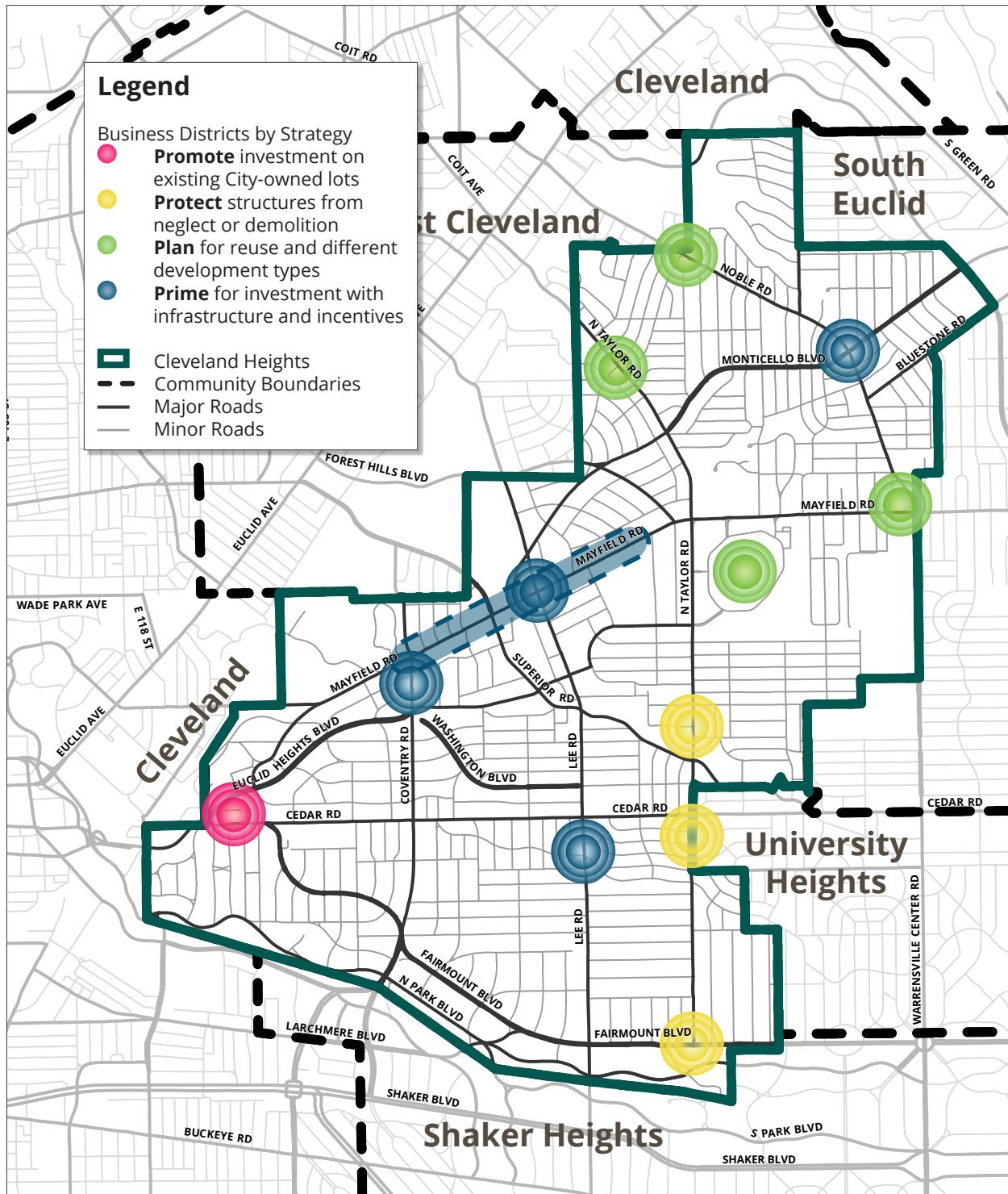


Source: Google Earth and County Planning



Source: Google Earth and County Planning

Map 29 Business District Strategies



to make improvements to their commercial or mixed-use properties. Such a resource center should be tied to any future business inspection program to connect businesses with the resources to repair their structures.

ACTION 3: DEVELOP A LANDLORD OUTREACH AND INFORMATION PROGRAM

Some of the City's mixed-use and commercial buildings are owned by out-of-town landlords or landlords with minimal training in redevelopment. The City should develop a landlord outreach program that identifies key sites—such as those at major gateways to business districts or owners of historic structures—and proactively seeks to build relationships with landlords. For these and all landlords, the City should develop a training program that outlines methods of attracting tenants, how to price spaces, succession planning, how to contribute to neighborhood momentum, and how to work with redevelopment funds.

ACTION 4: PURCHASE KEY VACANT OR UNDERUTILIZED PROPERTIES

The City and proposed Community Development Corporation (page 212) should purchase properties at key locations or properties that are being neglected by landlords that do not have the interest or ability to maintain or redevelop them. In order to facilitate reinvestment, the City and its partners should purchase these properties and either undertake redevelopment themselves or convey them to entities with the financing and technical knowledge to repair them.

ACTION 5: BEGIN AN ONGOING BUSINESS INSPECTION PROGRAM

Similar to the City's ongoing residential inspection program, the City should investigate the feasibility of undertaking a business inspection program. Such a program could identify properties needing repairs and connect owners with redevelopment funds.

ACTION 6: CONSIDER ENTERTAINMENT DISTRICT STATUS FOR THE CEDAR LEE BUSINESS DISTRICT

Increasingly, visitors to business districts are seeking a variety of opportunities to shop, dine, and entertain themselves. Much of the revenue to businesses in such areas comes from the sale of beer, wine, and liquor; however, the cost of a liquor license and difficulty in obtaining one can make operating a restaurant prohibitively expensive.

Because the Cedar Lee business district has a high number of available retail slots, is one of the largest business districts, and has a Special Improvement District that can assist in managing the area, the district should apply for entertainment district status. An entertainment district—as outlined in the Ohio Revised Code, section 4301.80—expands the number of liquor licenses available and at cheaper prices, thereby stimulating investment.

According to the Ohio Division of Liquor Control, Cleveland Heights currently has an allowance for 23 D5 permits, has 22 permits issued, and four permit applications on file. This indicates a shortage of available licenses.

Entertainment district status should be matched with appropriate review and

regulation to ensure that new establishments in Cedar Lee contribute to the character of the business district. Other areas should consider entertainment districts following a review period in Cedar Lee.



County Planning

GOAL D: FILL VACANT, UNBUILT, AND UNDERUTILIZED PARCELS WITH NEW DEVELOPMENT

Filling parcels with new development can contribute to positive momentum and expand the City's tax base.

ACTION 1: CONTINUOUSLY UPDATE THE CITY'S STRATEGIC DEVELOPMENT PLAN

The City's strategic development plan works hand-in-hand with the Master Plan. It should be updated regularly to ensure developable sites are identified, catalogued, advertised, and prepared for reuse.

ACTION 2: DEVELOP AND UPDATE LISTS OF VACANT SPACES AND POTENTIAL BUSINESSES TO FILL THEM

A number of the City's Special Improvement Districts collect information on the vacant spaces available in their districts, but no single, citywide list of available commercial properties exists. The City, Special Improvement Districts, and potentially a Community Development Corporation

should work collaboratively to develop and update this list quarterly. This will allow businesses seeking to open in Cleveland Heights a single place to search for available properties.

Similarly, when a retail space becomes vacant, property owners must go through a process to list the space, research potential retailers, advertise, and contract. This process can be laborious and time-consuming. To better match potential retailers with available spaces, the City and its partners should develop a list of business incubators, restaurateurs, retailers, and entrepreneurs that may be interested in opening a store or expanding their business. By developing this contact list, property owners will be able to more easily fill retail spaces.

ACTION 3: WORK WITH SPECIAL IMPROVEMENT DISTRICTS AND PROPERTY OWNERS TO IMPROVE THE LOOK OF SPACES THAT ARE FOR-LEASE

Business closures can negatively affect districts as shoppers see vacant spaces as indications of poor performance. This is especially true when for-lease spaces are posted with signage that looks cheap or temporary.

The City, property owners, and Special Improvement Districts should work collaboratively to improve the look of spaces for lease by developing signage that is more attractive, filling spaces with pop-up retailers, or designing renderings of potential uses in these spaces.

The City should also investigate the availability of a grant program that can assist landlords or potential retailers in making upgrades to their properties such as 'white boxing' a space in preparation for a new tenant.

ACTION 4: EXPLORE SHARED SERVICES AMONG THE CITY'S THREE SPECIAL IMPROVEMENT DISTRICTS

The three Special Improvement Districts and the City of Cleveland Heights should investigate cost efficiencies of sharing services among all three districts. By jointly managing the three districts, there is a better possibility for additional permanent staff, better pricing for services, and greater capacity.



City of Cleveland Heights

GOAL E: ENHANCE THE WALKABILITY OF BUSINESS DISTRICTS AS A COMPETITIVE ADVANTAGE

With increasing interest in walkable places, Cleveland Heights can attract

further investment with improvements to walkability.

ACTION 1: CONDUCT A WALKABILITY SURVEY OF ALL BUSINESS DISTRICTS TO IDENTIFY POTENTIAL IMPROVEMENTS

Walkability is a key factor in making Cleveland Heights an attractive place to live. To ensure that Cleveland Heights maintains its walkable business districts, the districts should be reviewed for the elements of walkability, including the following:

- Existing curb cuts
- Existence and quality of crosswalks
- Existence of ADA ramps and other accessibility features
- Pedestrian crossing timing
- Pedestrian counts
- Bike routes and parking
- Existing street wall
- Existing public transit
- Open space and its quality
- Pedestrian amenities such as benches
- Transparency of first floor retailers
- Evening retailers



The City of Hamilton, Ohio uses large, branded signage on vacant spaces to promote them to potential businesses. Rather than using generic "for rent" signs, these specialty window covers are more visible from the street due to their bright colors and bold fonts.

Source: County Planning

- Existing public art

By surveying business districts for small changes that can improve walkability, the City can make cost-effective improvements that can incrementally improve the success of districts.

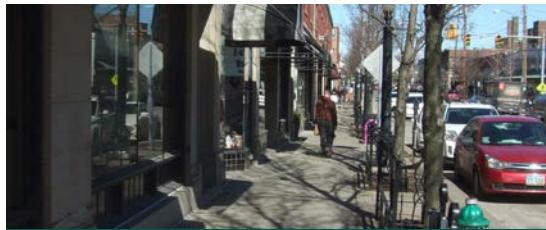
For more information on walkability studies and an example study of the Coventry business district, see the orange box on page 186.

Boulevard, or Mayfield and Lee. Potential improvements include the following:

- Enhanced infrastructure
- Banners
- Collaborative efforts with business owners to improve buildings at entrances
- Lighting on corner buildings
- Artwork

Entrances from residential streets could also be improved with better lighting and small gateway markers.

County Planning



GOAL F: CREATE MEMORABLE EXPERIENCES BY DEVELOPING A STRONG SENSE OF PLACE

People and businesses are increasingly attracted to authentic and vibrant places to live, work, shop, and play.

ACTION 1: ENHANCE ENTRYWAYS INTO BUSINESS DISTRICTS

The City's business districts are poorly represented at gateways and major crossings. While many business district centers are walkable, lively, and stable, the entrances are poorly defined and even at major cross-streets, there is little indication that a lively business district is nearby.

The sense of arrival into business districts should be improved, especially at Cedar and Lee, Noble and Monticello, Coventry and Mayfield, Cedar and Euclid Heights



WALKABILITY STUDY



Source: County Planning

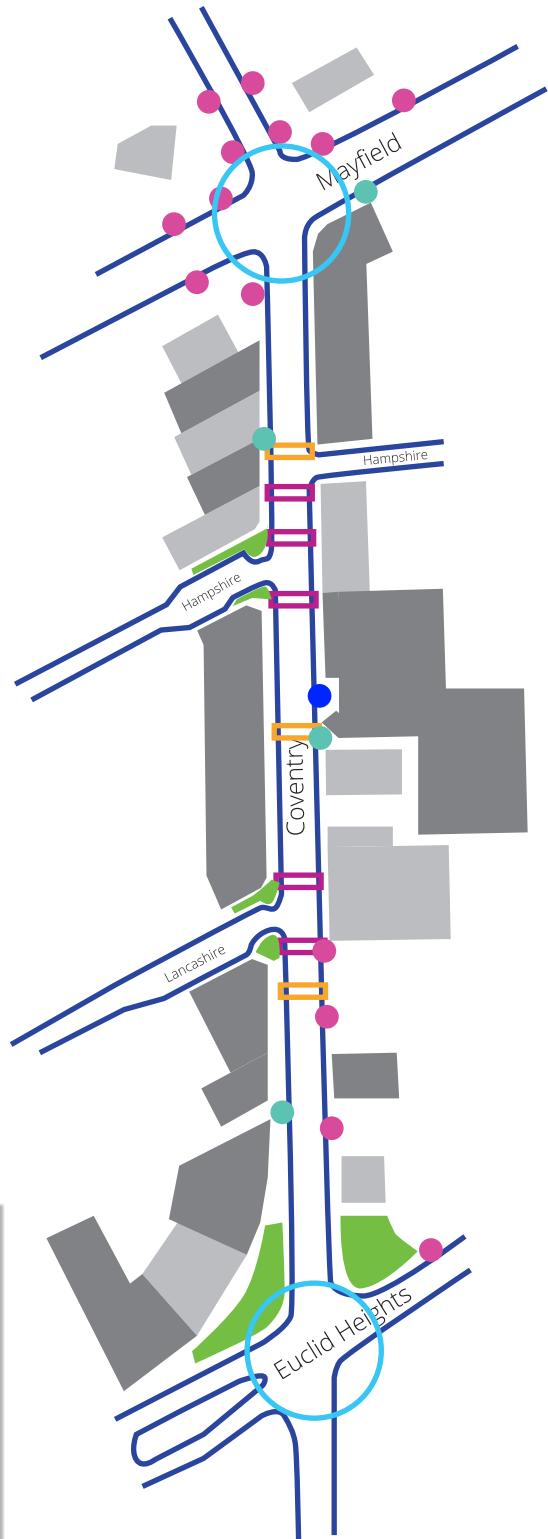
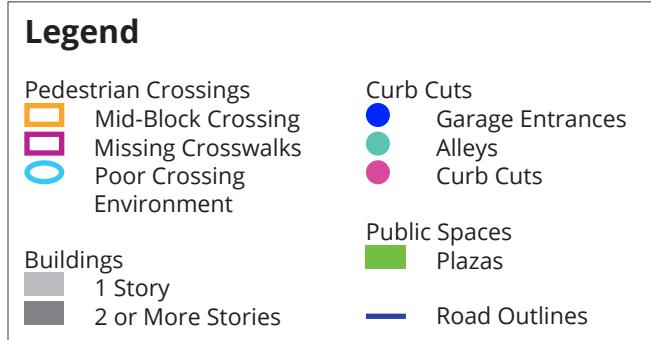
Walkability can be described as how pleasant a place is to walk to, how comfortable a place is to linger, and what amenities are available to attract people to visit, stroll, or shop. There are many components to walkable places: storefronts that are enjoyable to look into, streets that have slow traffic, benches to rest on, or trees to provide shade. Studying these elements is important to making the modest changes that contribute to walkable spaces.

COVENTRY WALKABILITY

As an example for Cleveland Heights, a brief study was conducted in the Coventry business district, as illustrated at right.

SEATTLE'S PUBLIC SPACE & PUBLIC LIFE SURVEY AND PLAN

The Coventry walkability example is based on the City of Seattle's Public Space & Public Life survey and plan that evaluated the City's downtown on a variety of walkability metrics. The consultants walked the City's downtown numerous times to review its walkability. They noted elements like quality of sidewalks, whether businesses were attractive and well-maintained, and which intersections were difficult to cross, among other elements.



Walkability Strengths

Mostly quality streetscape with trees, lighting, art



Attractive storefronts with large windows



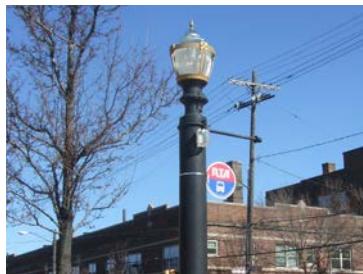
Crosswalks with pedestrian priority



Parking fronted by retail



Attractive, unique infrastructure



Walkability Weaknesses

Plaza without benches, tables, or activities



Poorly placed, singular benches



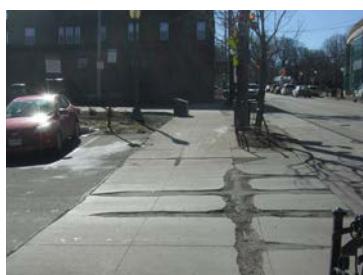
Some blank walls with no windows, doors, or artwork



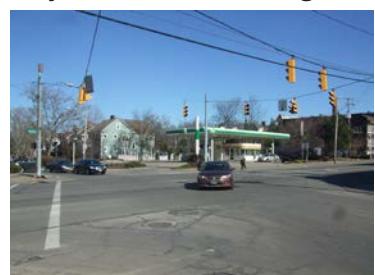
Crosswalks showing signs of wear

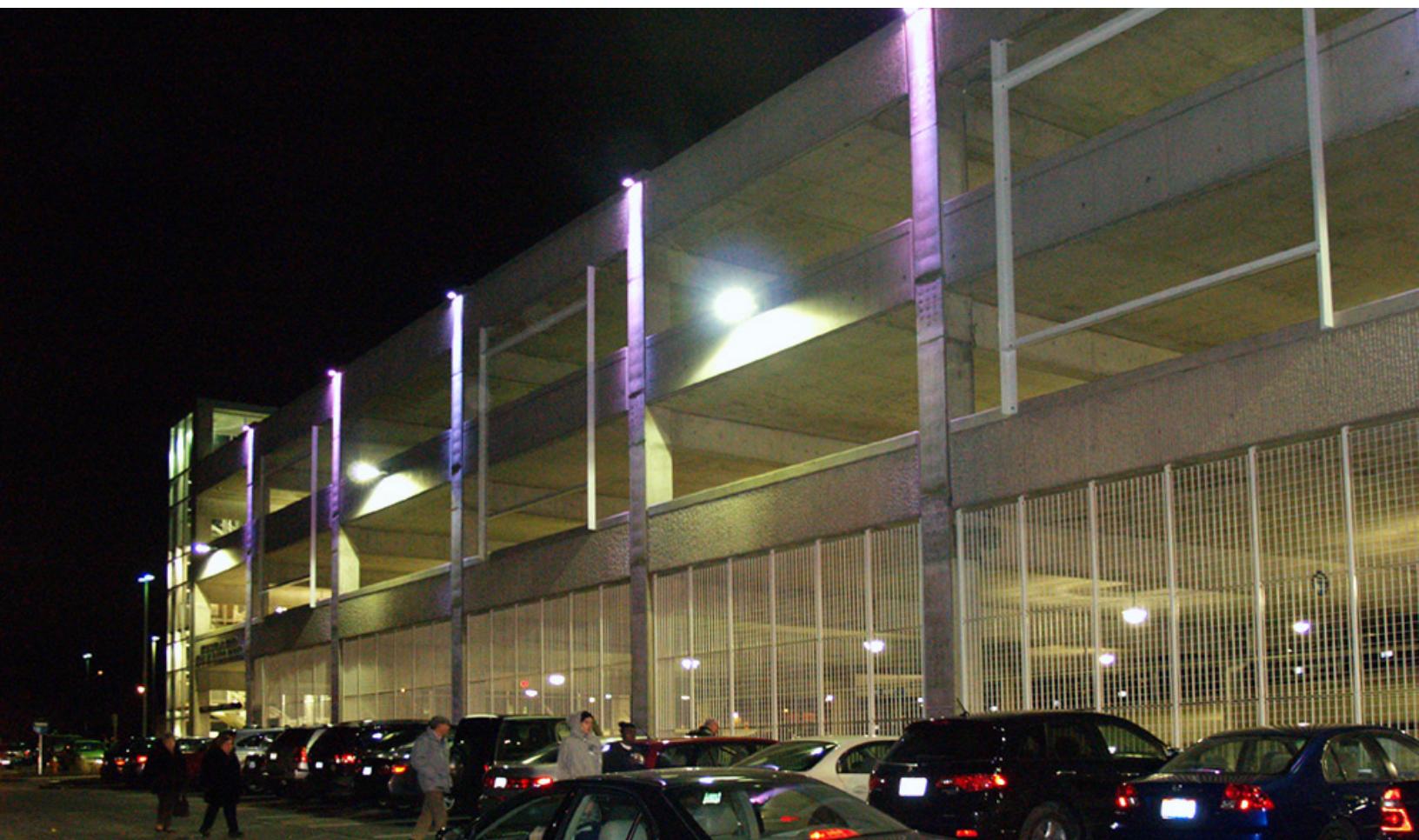


Some sidewalks in need of maintenance



Wide, fast intersections at Mayfield and Euclid Heights





City of Cleveland Heights

HIGH-QUALITY INFRASTRUCTURE

CLEVELAND HEIGHTS WILL BE A CITY OF HIGH-QUALITY INFRASTRUCTURE AND SOLID PUBLIC SERVICES THAT SUPPORT AND SPUR BUSINESS ACTIVITY AND SERVE RESIDENTS.



GOAL A: DEVELOP AN INTEGRATED PLAN TO COORDINATE MULTIPLE AND SIMULTANEOUS INFRASTRUCTURE INVESTMENTS IN ORDER TO LOWER CONSTRUCTION AND MAINTENANCE COSTS

By coordinating planned infrastructure investments such as storm sewers, sanitary sewers, waterlines, street resurfacing, gas lines, and others, the City can lower costs and reduce redundant construction.

ACTION 1: MAP PLANNED INFRASTRUCTURE INVESTMENTS

The City should map its five-year Capital Improvement Plan and overlay it with those of other organizations. It should also overlay sewersheds, the ratings of City streets, and other infrastructure problems to ensure improvements are coordinated and information is shared with residents.

The map on page 191 displays known infrastructure projects and areas for priority infrastructure attention. It can be used as a starting point for coordinating infrastructure investments.

ACTION 2: ESTABLISH A REVIEW PROCESS TO ENSURE INFRASTRUCTURE INVESTMENTS ARE COORDINATED AMONG ALL DEPARTMENTS

The City should establish a review process in which the infrastructure improvements proposed by City departments or public utilities are reviewed and compared with known problem areas to ensure infrastructure improvements can be integrated.

ACTION 3: DEVELOP A WEB PAGE AND NOTIFICATION SYSTEM TO ALERT NEIGHBORS AND BUSINESSES OF UPCOMING INFRASTRUCTURE PROJECTS

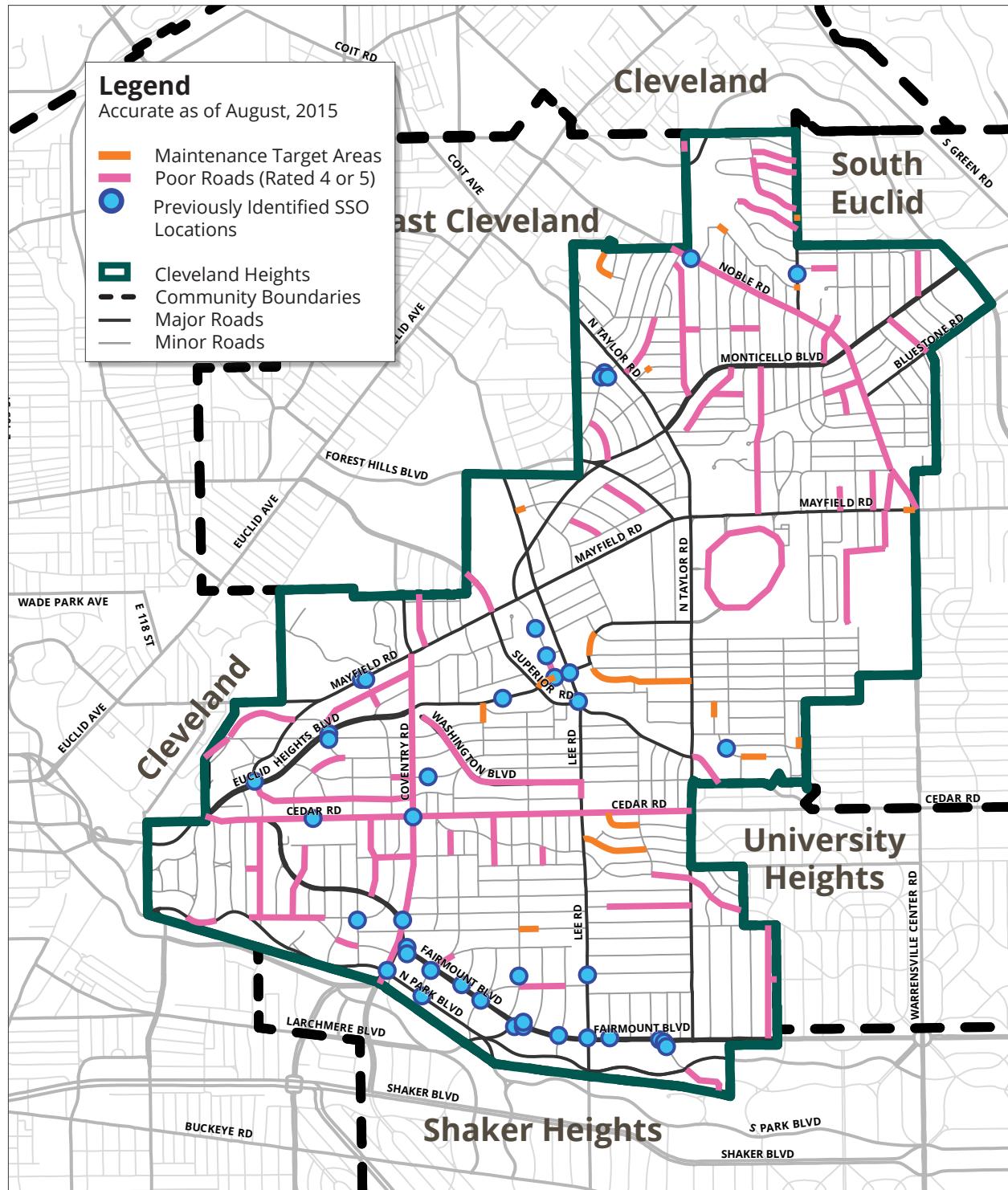
Infrastructure projects impact surrounding businesses and homeowners as streets are closed, detours opened, or property affected. The City should seek to better inform residents and businesses of upcoming infrastructure projects, steps that are being taken to mitigate negative impacts, and information about the project. This can be done through signage at the work site prior to work beginning, information distributed to affected neighbors and block groups, and an online web page on the City's existing website with maps of upcoming infrastructure projects.

The City should work with surrounding communities to ensure nearby infrastructure improvements are also posted on the City's web page.

ACTION 4: COMPLETE SEWER SYSTEM EVALUATION STUDY AND RELATED INVESTIGATIONS TO OBTAIN DETAILED SEWER SYSTEM CONDITION BASELINE

NEORSD is currently conducting a Sewer System Evaluation Study that includes parts

Map 30 Potential Infrastructure Coordination Areas



of Cleveland Heights. This will provide a baseline to develop a Capital Improvement Plan.

ACTION 5: EXPAND THE OPEN DIALOGUE WITH NEORSD TO PLAN FOR STORMWATER IMPROVEMENTS

As part of the Northeast Ohio Regional Sewer District's (NEORSD) Regional Stormwater Management Program, Cleveland Heights will have access to a new source of funding to rehabilitate storm sewers, mitigate sanitary sewer overflows, and other opportunities. The City should expand its open dialogue with NEORSD to evaluate ways in which projects can better integrate stormwater and access stormwater management and other NEORSD funds.

Flickr user Darwin Bell



GOAL B: PARTNER WITH THE CITY OF CLEVELAND DEPARTMENT OF WATER TO OPERATE AND IMPROVE THE WATER SYSTEM

The City's water department merger should include coordination of efforts and infrastructure.

ACTION 1: CONTINUE PROGRESS ON EFFORTS TO PARTNER WITH THE CITY OF CLEVELAND DEPARTMENT OF WATER TO OPERATE CLEVELAND HEIGHTS' SYSTEM

Cleveland Heights should continue working with the City of Cleveland Department of Water on these efforts.

ACTION 2: ENSURE THAT IMPROVEMENTS TO THE WATER SYSTEM ARE INCLUDED IN THE CITY'S INTEGRATED PLAN

When the City sells its water system and needed upgrades occur, Cleveland Heights should coordinate with Cleveland Water to ensure that upgrades are incorporated in the appropriate Capital Improvement Plan.

Public Domain



GOAL C: CAPITALIZE ON INFRASTRUCTURE INVESTMENTS TO SPUR GROWTH

Infrastructure investments have the potential to encourage private businesses and home owners to invest in their properties.

ACTION 1: LINK MAJOR INVESTMENTS IN INFRASTRUCTURE WITH INCENTIVE PROGRAMS TO IMPROVE STRUCTURES

The City will be investing in new infrastructure or will be resurfacing roads such as Lee Road, Coventry Road, Noble Road, and Cedar Road in the coming years. The

City can work to leverage infrastructure investments by incentivizing structural improvements to buildings and their utility laterals, thereby facilitating a whole-block transformation that gives business districts and neighborhoods new life.

Potential incentive programs could include the following:

- Storefront renovation dollars
- Business development courses
- Low-interest loans to businesses
- Pro-bono design services for structural improvements
- Storefront display assistance
- Commercial Revolving Loan
- Community Reinvestment Area

By combining these programs, improved infrastructure can result in improved business districts.

For more information on an example of linking infrastructure with incentives, see the orange box on page 193.

ACTION 2: PREPARE BUSINESS RETENTION PLANS FOR DISTRICTS THAT WILL BE UNDERGOING STREET RECONSTRUCTION OR STREETSCAPING EFFORTS

Construction projects such as resurfacing or repairs can impact businesses as shoppers avoid the hassles of construction. To assist businesses likely to be impacted by streetscape efforts, the City and the SIDs should prepare a business retention plan for these districts. This can include temporary signage, and assistance in marketing campaigns during construction.

LAKWOOD'S MADISON ON THE MOVE

Madison on the Move is the collective name for a number of ongoing projects along Madison Avenue—the second busiest commercial district in Lakewood, Ohio. The *Madison on the Move* program combines infrastructure improvements with business incentives to facilitate a comprehensive corridor transformation.

Starting in September of 2014, Madison Avenue was resurfaced from Riverside to West 117th. This resurfacing was combined with simultaneous projects including the addition of dedicated bike lines, traffic signal replacements, and water main replacements. In addition to infrastructure, the City committed \$300,000 to a storefront renovation program, provided financial assistance

for rehabilitating mixed-use buildings, and offered pro-bono conceptual design services to businesses seeking to renovate. Together, these comprehensive infrastructure and incentive programs have helped to enliven Madison Avenue.

For more information on *Madison on the Move*, visit www.OneLakewood.com/Commercial-Development/



Source: City of Lakewood Planning and Development Department



City of Cleveland Heights

HUB FOR ARTS AND CULTURE

CLEVELAND HEIGHTS WILL CONTINUE TO BE A CULTURAL LEADER THAT SUPPORTS AN ACTIVE ARTS COMMUNITY THROUGH VIBRANT EVENTS, INCORPORATION OF ART IN PUBLIC SPACES, AND SUPPORT FOR THE ARTISTS AND ARTS ORGANIZATIONS THAT CALL THE CITY HOME.

www.CainPark.com



GOAL A: CONTINUE STRONG ARTS AND CULTURAL PROGRAMMING AT CAIN PARK

Arts and cultural programming is the bedrock of Cain Park and attracts residents and visitors alike.

ACTION 1: INVEST IN UPDATES TO THE STRUCTURES AT CAIN PARK

The structures in Cain Park host thousands of attendees each year; however, many are showing signs of age. To continue strong programming, the City and its partners should invest in upgrades to the structures.

An architect should be hired to evaluate the structures and estimate costs for historically appropriate improvements. A capital improvement plan should outline improvements, priorities, costs, and timeline. Any capital improvements should also consider the accessibility of the park to ensure all residents can access it.

ACTION 2: EXPAND CAIN PARK OFFERINGS THROUGH THE YEAR

Cain Park's offerings are generally concentrated in summer when it must compete with other events throughout Northeast Ohio. Other locations have begun hosting winter events that expand programming beyond the competitive summer months. The City and its partners should expand the Cain Park calendar to include events throughout the year. This will assist nearby

business districts in attracting patrons during colder months. For information on example winter events in other communities, see the orange box on page 197.

ACTION 3: DIVERSIFY CAIN PARK ENTERTAINMENT OPTIONS TO APPEAL TO VARIED GROUPS

Public meeting attendees and online commenters suggested that the current artist lineup at Cain Park generally appeals to older crowds. The City should work with its booking agency to attract artist groups that appeal to varied demographics.



GOAL B: USE EVENTS TO ACTIVATE NEIGHBORHOODS AND BUSINESS DISTRICTS

By promoting events in business districts and neighborhoods, the City and its partners can attract additional visitors and promote neighborhood pride.

ACTION 1: SUPPORT THE EXPANSION OF ARTS EVENTS THAT ENCOURAGE VISITORS TO EXPLORE BUSINESS DISTRICTS

Business districts can use events thoughtfully to introduce visitors and draw people from outside the City. Business districts should develop a robust calendar of events to attract people.

OHIO CITY'S WINTER EVENTS

The region's summer programming is packed as parks, groups, and event organizers take advantage of the warm weather to promote activities. This leaves winter with fewer event offerings.

Various groups have begun promoting winter events in Ohio City to encourage people to stay active and shop at businesses during colder months. These have included the following:

- **Brite Winter Festival:** This February music festival combines art, food, and music with ice sculptures and bonfires
- **Hingetown Hygge:** This weekly event takes place on Sundays in February

and includes bonfires, beer, music, and extended hours for local businesses

These events bring people out in some of the lowest-traffic months of the year. For more information on Ohio City's events, visit www.OhioCity.org



Source: Brite Winter

Events are helpful to businesses when they are smaller and more frequent. Large-scale festivals with outside vendors tend to diminish spending at local businesses while smaller events encourage people to stroll through neighborhoods and experience local stores. Local events could focus on the City's existing arts venues, strong restaurants, and other arts themes.

ACTION 2: HOST A NEW SIGNATURE EVENT THAT FEATURES ART IN MULTIPLE CITY BUSINESS DISTRICTS

Cleveland Heights prides itself on being a hub for art and has renowned anchors including Dobama theater, Cain Park, HeightsArts, Cedar Lee, Ensemble Theater, Nighttown, and Grog Shop. Various groups should showcase these art hotspots with a signature event across multiple districts.

Such an event could play out Cleveland Heights' strengths, such as the City's

many music venues. A weekend-long festival could include indoor and outdoor performances at multiple venues in various districts and could be linked by transit options that allow people to get between the districts easily.

ACTION 3: BUILD THE BLOCK GROUP STRUCTURE FOR REGULAR NEIGHBORHOOD EVENTS, ESPECIALLY IN AREAS UNDERGOING RENEWAL

Neighborhood block groups are important for fostering community interaction. Many neighborhoods already have block groups that host events, but the City should work to expand neighborhood events by establishing block groups in areas where they are not present, map out existing groups, and promote involvement of new residents in existing clubs. The organization of neighborhood block groups should be a component of any better block programs detailed in Action 1 on page 124.



GOAL C: CONSTRUCT, PROMOTE, AND PROGRAM VIBRANT PUBLIC SPACES THAT ACT AS ATTRACTORS AND POINTS OF COMMUNITY PRIDE

By identifying existing public spaces and investing in new art works there, the City can invite residents and visitors to use parks, plazas, and open spaces.

ACTION 1: USE VACANT SPACES TEMPORARILY TO SHOWCASE THE MARKET AND ITS POTENTIAL

Cleveland Heights has numerous developable parcels in the center of its business districts that have been unable to attract development, such as the Lee and Meadowbrook site.

With no imminent development plans, the potential of these sites should be showcased by hosting temporary events there.

Other communities have used these types of events to build the market within their districts through events such as the following:

- Holiday markets
- Temporary beer gardens
- Pop-up retail stores
- Plazas
- Festivals

For more information on temporary public spaces and reuse scenarios in Cleveland Heights, see the orange box on page 199.

ACTION 2: ACTIVATE EXISTING PUBLIC PLAZAS

Cleveland Heights has a number of existing spaces that could be improved with more active programming, the additions of basic amenities like tables and benches, and decorative artwork that makes spaces more memorable. These include Lee and Meadowbrook, Harvey Pekar Plaza, and the HeightsArts Plaza.

Business districts and partners should work with students, residents, and businesses to consider ways to activate these spaces or upgrade the infrastructure there.

ACTION 3: CONDUCT A CITYWIDE REVIEW TO DOCUMENT AND MAP EXISTING CULTURAL ASSETS AND POTENTIAL LOCATIONS FOR PUBLIC ART INSTALLATIONS

Cleveland Heights should work with its arts organizations to conduct a citywide review of existing cultural assets such as statues, plaques, art works, and murals to document locations of current assets. This information should be mapped to showcase where art and cultural assets are presently concentrated.

The City and its partners should then identify potential locations for new art works. This could include blank walls, public plazas, gateway entrances, or parks. This can be used to prioritize locations for new artwork.

For information on an example public art plan by GCRTA and the City of Cleveland, see the orange box on page 200.



TEMPORARY PUBLIC SPACES

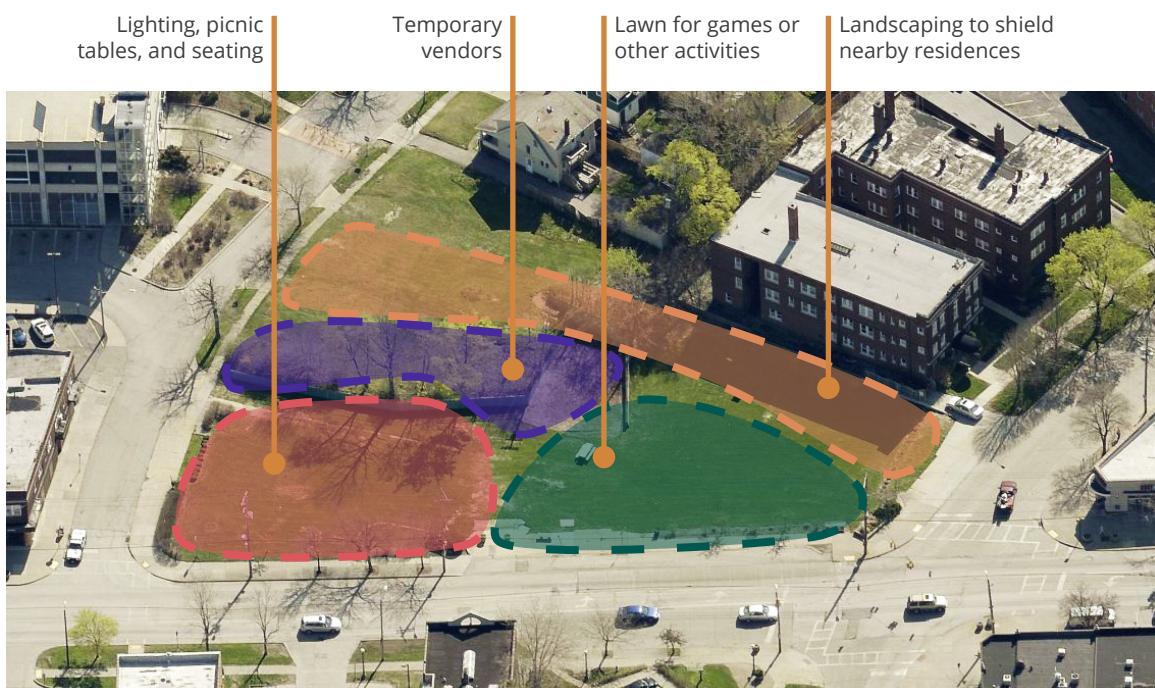
Source: The Van Aken District

Temporary public spaces transform existing green area, parking lots, or roads into usable spaces for events or gatherings. As an example, the City of Shaker Heights used parking lots in its Van Aken District as a temporary beer garden for six Fridays in the summer. The event brought residents and visitors to the district and underscored the possibilities for development at the site.

Cleveland Heights should work to transform some of the underused areas in the City for more temporary public spaces. One major opportunity is the City-owned property at Lee and Meadowbrook, where the City should host temporary public spaces to encourage use, display the potential of the site, and bring visitors to Cedar Lee. An example of a temporary public space is below.



Source: The Van Aken District



Imagery Source: Pictometry

ACTION 4: WORK WITH LOCAL, REGIONAL, AND NATIONAL GROUPS TO INVEST IN COMMUNITY-SUPPORTED PUBLIC ART IN IDENTIFIED LOCATIONS

Once potential locations for art installations are identified, the City should work with property owners and artists to fill those spaces. This could include murals on blank walls, relocating statues to centralized locations, or constructing new artwork in prominent locations.

By supporting small-scale artists and unique artwork in the City's business districts and neighborhoods, Cleveland Heights can position itself as the eclectic alternative to the formal art institutions of University Circle.

For information on an example public art series in Columbus' Short North neighborhood, see the orange box on page 201.

ACTION 5: MARKET EXISTING CULTURAL ASSETS TO RESIDENTS AND PROMOTE CULTURAL TOURISM TO VISITORS

The cultural organizations, artwork, and restaurants within Cleveland Heights are extensive. These assets should be marketed to promote cultural tourism through information, mapping, and tours.

ACTION 6: FUND OR RELOCATE PERMANENT ART INSTALLATIONS ALONG THE CITY'S PROPOSED "INNOVATION CONNECTOR TRAIL"

Should the City construct the Innovation Connector Trail outlined in Action 2 on page 142, it should include new or relocated artwork along that trail. Artwork such as statues, murals, or installations would make the trail an arts destination itself.

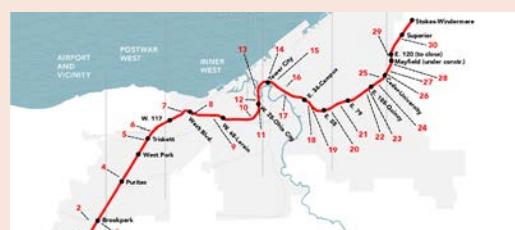
GCRTA'S RED LINE PUBLIC ART PLAN

Public art has the potential to transform community spaces and enhance the visitor experience. In Cleveland, the City and GCRTA plan to place public artwork along the City's Red Line train line as a way to improve the transit experience. The installations could include murals, lighting, photography or other media that serve to generate dialogue, as well as spark economic revitalization in the neighborhoods along the Red Line.

To accomplish this, consultants reviewed potential locations for artwork along the line. These included blank walls, stations, and existing infrastructure that could be improved. GCRTA advertised these

potential locations to attract submissions from artists. Winning artists will be selected to construct art along the line.

For more information on the Red Line Public Art Plan, visit www.RideRTA.com



Source: Red Line Public Art Plan



GOAL D: SUPPORT ARTS ORGANIZATIONS THAT CAN BE LINCHPINS IN NEIGHBORHOOD REVITALIZATION

Arts organizations can plan, organize, and promote events that attract new residents and support community pride.

ACTION 1: WORK WITH EDUCATIONAL AND ARTS ORGANIZATIONS TO OFFER A "BUSINESS OF THE ARTS" CLASS TO ASSIST ARTISTS IN MONETIZING THEIR CRAFT

The City has many artists who live and work in its vibrant and historic neighborhoods. Many artisans produce impressive work but may not know how to translate that into a career. The City should work with CWRU,

Heights High, CIA, and other educational and arts organizations to educate residents on turning their hobbies into professions. A business of the arts class could include information on marketing, business taxes, invoicing, finances, and other information.

ACTION 2: PROMOTE SUCCESSFUL LOCAL ARTISTS AND CHEFS

The City and arts organizations should promote successful local artists and chefs through programs such as 'artist of the month,' which could include press releases, website features, and other promotions.

ACTION 3: DEVELOP A SINGLE, COMMUNITYWIDE ARTS AND EVENTS CALENDAR

The City's cultural institutions, active arts groups, and vibrant business districts are continuously hosting events. To cross-promote these events to various audiences, the City or its partners should develop a common events calendar that details all City activities.

SHORT NORTH'S MURALS

The Short North Arts District in Columbus, Ohio is home to a variety of galleries, theaters, and performance spaces. To bring the arts district's vibrancy into the public realm, ten Columbus-inspired vinyl murals were placed on blank walls in the district.

By placing murals on blank walls, the district enhanced its attractiveness, created a memorable experience for pedestrians, and reinforced the district's arts focus. By using vinyl murals, the City was able

to add ten murals for \$18,000. For more information on the mural project, visit www.ShortNorth.org/PublicArt



Source: ColumbusUnderground



City of Cleveland Heights

A DIVERSE AND OPEN COMMUNITY

CLEVELAND HEIGHTS WILL CONTINUE TO BE A DIVERSE COMMUNITY THAT IS OPEN AND WELCOMING TO ALL WHO CHOOSE TO CALL THE CITY HOME.



GOAL A: PROMOTE AND MAINTAIN THE CITY'S LONGSTANDING TRADITION OF DIVERSITY AND ACTIVELY FOSTER AN ENVIRONMENT OF INCLUSIVENESS

Fostering a mutual sense of inclusiveness is important to maintaining community cohesion and a shared sense of direction.

ACTION 1: DEVELOP AN ONGOING PROGRAM TO TRAIN GOVERNMENT EMPLOYEES ON THE CITY'S DIVERSE POPULATION

The City's diverse groups are an integral part of the Cleveland Heights community. The City should reach out to these groups and invite them to teach governmental workers about their histories and customs. By understanding the goals and unique features of these communities, the City can better respond to their needs.

Such training should educate workers on providing positive experiences when working with various cultural groups, people with disabilities, and those dealing with mental health issues.

ACTION 2: CONTINUE TO PROMOTE THE FAIR PRACTICES BOARD AND ADVERTISE ITS ABILITY TO INVESTIGATE DISCRIMINATION COMPLAINTS

The City's existing civil rights legislation is strong and comprehensive, with an

empowered board that has the ability to investigate and adjudicate discrimination claims. The City's protected classes are expansive, providing protections not included in the state or national legislation. As such, the City should continue to promote the Fair Practices Board to ensure that the community, its businesses, and institutions continue to treat all members of the community with respect and that they understand the legal requirements to do so.

ACTION 3: ENHANCE EMERGENCY RESPONDERS' RELATIONS THROUGH DIVERSITY OUTREACH AND TRAINING

Emergency responders often interact with diverse cultures and groups more regularly and in situations that require multi-cultural competencies. The City's police, fire, and other emergency services should review existing diversity training to ensure it is comprehensive and successful, and includes outreach to the various minority communities. Enhancements can include expanded diversity training, outreach efforts, and the assignment of a Community Relations officer.

ACTION 4: REVIEW THE CITY'S LANGUAGE POLICIES TO ENSURE NON-ENGLISH SPEAKERS ARE ABLE TO ADEQUATELY ACCESS GOVERNMENT INFORMATION

Cleveland Heights welcomes residents from throughout the world, with nearly 600 residents having moved to the City from abroad in just the last year. This diverse population requires access to government and community services, but often cannot speak English well. According to the U.S. Census and local expertise, the City has a high population of Spanish, Russian, Nepalese, and Chinese speakers.

Specifically, more than 1% of the City's total population speaks Chinese and does not speak English very well.

The City should continue to review their language policies to ensure that those residents who cannot speak English very well still have access to assistance and services.



GOAL B: PROMOTE AFFORDABLE HOUSING BY CONTINUING TO PARTNER WITH FAIR HOUSING ORGANIZATIONS, INVESTING IN A VARIETY OF HOUSING OPTIONS, AND CONTINUING TO USE FEDERAL FUNDS TO SUPPORT THESE EFFORTS

Affordable housing is critical to providing safe and clean housing for low-income individuals and to promoting social integration.

NORTH COLLINWOOD'S ARTISTS IN RESIDENCE PROGRAM

North Collinwood's Artists in Residence initiative was a \$500,000 pilot program that provided funding for artist-centric housing and rehabilitation of existing homes. Specifically, the program provided the following:

- Micro-loans for artists buying or rehabbing dwellings within the neighborhood
- Micro-grant program to support artists' work in carrying out community-based arts projects
- The development of artist homeownership services

- A coordinated local and national marketing campaign for the neighborhood

The funding was provided by Community Partnership for Arts and Culture. More information on CPAC is available at www.CultureForward.org



Source: Waterloo Arts Facebook

ACTION 1: WORK WITH DEVELOPERS TO USE LOW INCOME HOUSING TAX CREDITS TO DEVELOP AFFORDABLE LIVE-WORK HOUSING

The Low Income Housing Tax Credit program (LIHTC) can be used to develop affordable housing specifically for residents with employment in specific fields, such as the arts. The City should use the LIHTC program to develop affordable housing for artists. Affordable artist housing can underscore the importance of art to the community and can be located at key intersections in well-designed buildings to aid in the reestablishment of walkable neighborhoods.

For information on example artist-centric affordable housing in Cleveland's North Collinwood neighborhood, see the orange box on page 205.

Flickr user SmartSign



GOAL C: ENSURE ACCESSIBLE UNITS AND OPPORTUNITIES FOR INDEPENDENT LIVING THROUGH INCENTIVES AND EDUCATION IN DESIGNING UNIVERSALLY ACCESSIBLE HOMES

By thinking about how homes or stores are built to allow access for senior residents, children, or those with disabilities, structures can provide access for people as they age and expand the options for persons looking to live in the City.

ACTION 1: RESEARCH, DEVELOP, AND ADOPT A UNIVERSAL DESIGN GUIDEBOOK

Universal design is a new way to view home construction and reconstruction that allows all members of the community to better access homes. Universal design can involve a variety of basic changes to home construction and layout including the following:

- No-step entrances
- One-story homes or master bedrooms on the main floor
- Wide doorways, hallways, and stairs
- Non-slip surfaces
- Lever handles and faucets
- First-floor laundry and bathroom facilities or utilities
- Higher wall outlets and lower switches

These changes can make houses easier for the elderly, children, or those in a wheelchair to access and use.

The City should research existing universal design guidelines and adopt a guidebook that can be distributed to home builders to educate them on universal design.

ACTION 2: ENCOURAGE UNIVERSAL DESIGN IN NEWLY CONSTRUCTED PRIVATE HOMES AND REQUIRE IT IN HOMES USING GOVERNMENT FUNDS

The City should encourage home builders to use universal design practices when constructing new buildings in Cleveland Heights by providing information and educational sessions to builders. This information can assist home-builders; however, due to the economics of remodeling historic homes, should not be required.

For new homes being constructed on City-owned land or using CDBG, City, State,

or other Federal funds, the City should require the use of universal design features to ensure new homes provide maximum accessibility for all. Such requirements should be designed to be flexible to ensure it does not hinder construction.

**ACTION 3: IDENTIFY EXISTING
ACCESSIBLE HOMES AND BUILDINGS,
AND ADVERTISE THE LIST**

The City should identify existing one-story homes, homes with first-floor master suites, or accessible apartment buildings and towers and distribute this list of addresses to Realtors. This can assist prospective residents that are looking for available, accessible homes.



Source: City of Cleveland Heights

A SAFE AND ENGAGED COMMUNITY

CLEVELAND HEIGHTS WILL CONTINUE TO BE A COMMUNITY OF ACTIVE AND ENGAGED CITIZENS THAT PURSUES INNOVATIVE PARTNERSHIPS WITH LOCAL AND REGIONAL GROUPS CRITICAL FOR PROVIDING SAFE COMMUNITIES, RESILIENT NEIGHBORHOODS, AND STRONG SCHOOLS.

CH-UH School District



GOAL A: PARTNER WITH THE SCHOOL DISTRICT TO PROMOTE A QUALITY SCHOOL SYSTEM THROUGH INITIATIVES TO ATTRACT AND RETAIN FAMILIES WITH CHILDREN

While the City and School District are separate entities, they can collaborate to better understand how to attract and retain families with children.

ACTION 1: UNDERTAKE A COORDINATED, YEAR-LONG MARKETING CAMPAIGN FOR CITY SCHOOLS

The City and School District should coordinate a year-long marketing campaign that promotes the City's public schools as a strong educational option for current and future residents. Such a coordinated campaign should include defined topics that are cross-promoted by the City and School District via marketing materials, press releases, and events.

The City and School District should also work to recruit local groups to further disseminate information as part of the coordinated plan.

ACTION 2: CONDUCT A SURVEY OF FAMILIES WITH CHILDREN TO DETERMINE THE REASONS THEY MIGHT CHOOSE TO LEAVE THE CITY

The City's population of children has been declining, with more than 1,700 fewer children living in Cleveland Heights in 2013 than in 2000—a decrease of 14.7%. A survey of existing families with children should be conducted to determine the reasons they might consider moving out of Cleveland Heights. By conducting the survey, the City can begin to address the decline in school age children.

ACTION 3: PROMOTE ADDITIONAL FAMILY EVENTS IN THE CITY'S NEIGHBORHOODS

The number of events geared toward families with children should be expanded. By providing the structure for raising children in the City, families may be more likely to remain. Events should be an area of question in the City and School District's survey.

ACTION 4: MATCH FAMILIES WITH CHILDREN TO EXISTING FAMILIES IN THE DISTRICT TO EDUCATE THEM ON THE SCHOOL DISTRICT

Cleveland Heights and the School District can work collaboratively to identify families with children living in the community and match them with existing families in the School District. These sponsor families can help others understand the benefits of keeping their children in the School District, answer questions, and help navigate the system. By eliminating some of the fears and misconceptions about the District, Cleveland Heights can assist in maintaining quality schools.

ACTION 5: CONTINUE TO SUPPORT THE SAFE ROUTES TO SCHOOL PLAN

A Safe Routes to School Plan for Canterbury, Oxford, Roxboro Elementary, Monticello Middle, and Hebrew Academy was completed in February of 2014. The plan outlined specific changes for cross-walks, countdown timers, bike parking, speed bumps, and other measures to make walking to school easier and safer for students. Efforts to implement the plan should be continued.



GOAL B: CONTINUE TO DEVELOP, ENCOURAGE, AND SUPPORT A MUTUALLY PROACTIVE RELATIONSHIP BETWEEN ELECTED AND APPOINTED OFFICIALS AND RESIDENTS

Cleveland Heights is an active and large community with a history of activism and engagement that the City should support through communication, continued engagement, and collaboration.

ACTION 1: CONTINUE TO ENGAGE NEW RESIDENTS WITH A WELCOME PACKET THAT IDENTIFIES OPPORTUNITIES FOR COMMUNITY INVOLVEMENT

New residents in Cleveland Heights should feel welcomed in the community. The City already does this through a new resident welcome packet. The City should review

its process to ensure all new residents are receiving this packet and ensure that materials are up-to-date, well-designed, and comprehensive.

Additionally, the City could consider changes to the welcome process that include linking new residents with existing block groups, or identifying a welcome committee that calls new residents to answer any questions.

ACTION 2: ORGANIZE A YOUNG PROFESSIONALS BOARD TO PROMOTE MILLENNIAL INVOLVEMENT

Millennials—generally defined as young people between the age of 18 and 34—consist of more than a quarter of City residents and have been a growing demographic in Cuyahoga County since 2009. The City should organize a Young Professionals Board or similar board to empower this demographic in City functions and to gather input on ways the City can improve the community for millennials. Such a group could be formed in collaboration with existing clubs or organizations such as Engage! Cleveland.

The orange box on page 212 displays information on Downtown Cleveland Alliance's City Advocate Program, which empowers young people through defined volunteer programs.

ACTION 3: CONTINUE TO HOST PUBLIC MEETINGS ON ISSUES OF IMPORTANCE

The City should continue its practice of hosting public meetings on issues of importance to solicit input and educate residents.

DCA'S CITY ADVOCATE PROGRAM

The Downtown Cleveland Alliance's (DCA) City Advocates Program provides Downtown residents or employees the opportunity to work collaboratively on DCA projects. Participants are chosen through a competitive application process that assembles a diverse group who share a passion for Downtown Cleveland and who represent a wide array of interests, professional backgrounds, and relationships to Downtown.

Through monthly meetings participants gain an in-depth understanding of Downtown's assets, challenges, history and leadership, and are encouraged to take action on initiatives that support the Alliance's mission.

Through the City Advocates Program, DCA aspires to build a lasting coalition of passionate advocates to support DCA's mission, champion Downtown Cleveland, and support its growth.

For more information on DCA and the City Advocates Program, visit www.DowntownCleveland.com

DCA CITY ADVOCATES



Source: Downtown Cleveland Alliance

FutureHeights



GOAL C: CONTINUE TO FORGE PARTNERSHIPS WITH COMMUNITY GROUPS TO DIRECTLY RESPOND TO UNIQUE LOCAL NEEDS

The City can engage existing or new community groups to address the local needs that can improve quality of life.

ACTION 1: FORM A COMMUNITY DEVELOPMENT CORPORATION IN COLLABORATION WITH THE SPECIAL IMPROVEMENT DISTRICTS

Community Development Corporations (CDCs) or similar non-profits are local

groups with paid staff, guided by a board of advisors that undertake community development activities in neighborhoods.

CDCs are used in communities to assist in redevelopment activities. As non-profits, they have access to grants not available to governments, can raise money and accept donations, can facilitate the constructive participation of local residents and stakeholders, can establish rapport with resident and merchant groups, and are able to move more quickly than cities in purchasing and selling properties. A Cleveland Heights CDC could assist in renovating housing, activating business districts, and spurring an innovation district.

The proposed CDC should work collaboratively with existing SIDs and surrounding communities to develop a unified approach.

ACTION 2: COLLABORATE WITH COMMUNITY GROUPS TO ACCOMPLISH THE GOALS OF THE MASTER PLAN

The City already has numerous block clubs and community groups that can assist in accomplishing Master Plan goals. The City should actively reach out to these groups, educate them on plan goals, and recruit them to assist in accomplishing them.

ACTION 3: DEVELOP A SYSTEM FOR CITYWIDE GROUP DISCOUNTS FOR INVESTMENTS SUCH AS SIDEWALK REPAIRS

The City has a large enough population that it could leverage its size to achieve group discounts for certain common home and property repairs. For instance, a large number of residents could be offered a group discount when seeking to rebuild its sidewalks. This can lower the cost through economies of scale.



Flickr user Raymond Wambgsans

GOAL D: ENHANCE SAFETY IN THE CITY'S NEIGHBORHOODS AND BUSINESS DISTRICTS

Safety is essential to providing a place where people and businesses feel comfortable living and investing.

ACTION 1: ADVERTISE AND PROMOTE THE CLEVELAND HEIGHTS NEIGHBORHOOD WATCH PROGRAM

The City's Neighborhood Watch Program is a collaboration between residents, the Police Department, and the Community Relations Department that encourages neighborhoods to monitor their street and become acquainted with neighbors. The City should continue to promote and expand this program to ensure neighborhood watch programs are sustained permanently, especially in neighborhoods experiencing increased crime.

ACTION 2: MAP POLICE INCIDENT DATA TO IDENTIFY CRIME HOT-SPOTS AND TARGET EFFORTS

Mapping crime data is an important way of identifying areas of increasing crime. Often, specific homes or intersections can be the source of many problems. The City and Police Department should coordinate efforts to map crime instances in order to identify locations that should be reviewed for increased security efforts. Such efforts could include cameras, improved design to eliminate unsafe areas, or efforts to demolish or rehabilitate homes or structures where crime is frequently occurring. This strategy should be tied with community development initiatives to link safety upgrades with community improvements.

For more information on crime reduction strategies in Pittsburgh's East Liberty neighborhood, see the orange box on page 214.

EAST LIBERTY'S SAFETY INITIATIVE

East Liberty is a neighborhood in Pittsburgh, PA that undertook a coordinated neighborhood improvement effort that led to a 49% decrease in crime between 2008 and 2012.

The local neighborhood development corporation used the "hot spot" theory of crime that asserts that a very small percentage of physical addresses in a neighborhood are responsible for a disproportionate amount of criminal activity. In East Liberty, a study found that 3% of addresses were generating 50% of all calls to the police.

East Liberty Development identified these properties and used creative financing to purchase them and put

in place a new property management team to enforce existing laws while maintaining residency for law-abiding residents. By purchasing crime hot spots and improving management, the group facilitated a significant crime reduction.

For more information on East Liberty and its safety initiatives, visit www.EastLiberty.org



Source: Flickr user sabreguy29

ACTION 3: SEEK GRANT FUNDING FOR EXPANDED POLICE FOOT OR BICYCLE PATROLS

The City already uses foot patrols in commercial districts and bicycle patrols in City parks. These practices should be continued as having a visible and approachable police presence can encourage a sense of safety for shoppers and investment by businesses.

ACTION 4: CONSIDER CRIME PREVENTION WHEN REVIEWING BUILDING DESIGN AND PLACEMENT

Buildings can be designed to enhance safety through construction methods that encourage visibility and deter criminal activity. This is called Crime Prevention Through Environmental Design (CPTED).

CPTED is based on three principles:

- **Natural surveillance:** This involves designing spaces that allow people engaged in normal activity to easily observe the space around them. This includes features like good lighting, placing windows that face the street, and eliminating hiding places for people engaged in criminal activity.
- **Territoriality:** This involves designing spaces that clearly demarcate private property, semi-private areas, and public spaces. By clearly delineating the "ownership" of a space, people are more able to monitor private spaces, and this design can discourage the perception that illegal acts can be committed in an area without notice or consequences.
- **Access control:** This involves designing spaces to limit the access into areas

that are private. This can include constructing fences or gates that limit the ability of people to enter private areas.

The City Planning Department should continue to work with the Police Department to review all development proposals and redevelopment plans to ensure that buildings and neighborhoods are designed to discourage crime.

Additionally, existing neighborhoods with high crime should be assessed for ways in which CPTED principles could improve neighborhood safety.

University Heights, and the buildings within each City show how inconsistent planning decisions yield incongruous building types.

Cleveland Heights should work with University Heights and the Cedar Taylor community to establish ways to coordinate development efforts in both communities, such as a joint planning council. A joint planning council—as established by ORC 713.231—could have jurisdiction over the Cedar Taylor business district and allow both University Heights and Cleveland Heights businesses, residents, and officials to provide input on proposed developments on both sides of Taylor Road.

Google Earth



GOAL E: PROMOTE A PROACTIVE RELATIONSHIP AMONG SURROUNDING COMMUNITIES AND REGIONAL ENTITIES

Working with surrounding communities on joint services and collaborative development decisions can improve designs of new buildings, lower costs of services, and enhance regional relations.

ACTION 1: CONSIDER WAYS TO COORDINATE DEVELOPMENT SUCH AS A JOINT PLANNING COUNCIL BETWEEN CLEVELAND HEIGHTS AND UNIVERSITY HEIGHTS IN THE CEDAR TAYLOR BUSINESS DISTRICT

The Cedar Taylor Business District straddles the border of Cleveland Heights and

ACTION 2: DEVELOP A COLLABORATIVE PLANNING CULTURE BETWEEN CLEVELAND HEIGHTS AND SURROUNDING AREAS

Cleveland Heights rests at the intersection of major employers, institutions, various cities, and multiple initiatives in the Heights, Cleveland, University Circle, and CWRU. The City should seek to build a collaborative planning culture between these entities by appointing liaisons and actively sharing information between each.

The City has already worked with surrounding communities on bike lanes, trails, and watershed projects, and can use this as a basis for an expanded relationship. The City should be the leader in this process and establish a formal notification system for projects located on community borders.



Source: Flickr user Tim Evanson

A HEALTHY COMMUNITY

CLEVELAND HEIGHTS WILL BE A CITY OF OPTIMAL PHYSICAL HEALTH AND GENERAL WELL-BEING THROUGH ACCESS TO HEALTHY FOODS, A STRONG PARK SYSTEM, AND HEALTHY HOMES.



GOAL A: ENSURE ALL RESIDENTS HAVE ACCESS TO A VARIETY OF PARKS, RECREATION FACILITIES, OPEN SPACES, AND PROGRAMS FOR ACTIVE AND PASSIVE RECREATION THAT CONTRIBUTE TO POSITIVE HEALTH OUTCOMES AND IMPROVE QUALITY OF LIFE

Providing access to safe, clean, and up-to-date parks is the first step in increasing physical activity, which can lower health risks.

ACTION 1: PARTNER WITH THE SCHOOL DISTRICT TO OPEN ACCESS TO SCHOOL FACILITIES FOR RECREATION

As one of the biggest land owners in the City, the School District already has gymnasiums, playgrounds, fields, courts, and tracks; however, once the school day is over, many grounds and facilities sit empty. The City should develop a Shared Use Agreement to allow community use of those facilities when they are not being used for school programs.

A shared use agreement (SUA) is a formal agreement between two separate government entities, often a school district and a city, setting forth the terms and conditions for the shared use of public property.

ACTION 2: ASSESS THE CITY'S PARK FACILITIES AND OUTLINE INFRASTRUCTURE NEEDS FOR INCORPORATION INTO THE CITY'S CAPITAL IMPROVEMENT PLAN

The City's parks and recreation facilities vary in age and functionality. The City should assess existing park facilities, determine needed maintenance, and incorporate that maintenance into the City's Capital Improvement Plan.

ACTION 3: UNDERTAKE A NEEDS ASSESSMENT TO IDENTIFY ACTIVITIES OR RECREATION SPACES DESIRED BY RESIDENTS

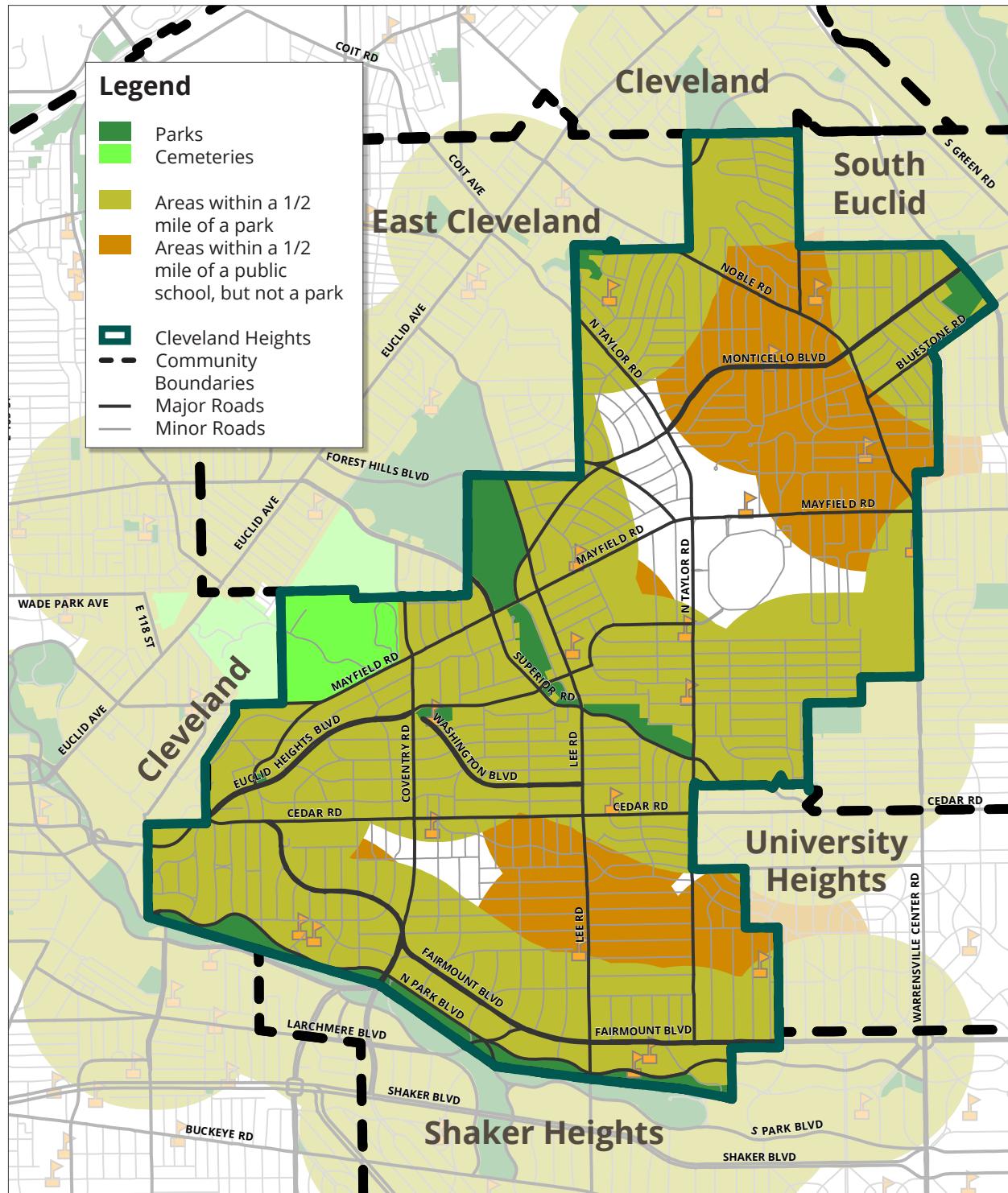
To understand the recreation activity needs of Cleveland Heights comprehensively, the City should observe existing park and open spaces and survey residents to determine what needs are not being filled by current facilities.

ACTION 4: CONDUCT A PLAN FOR FOREST HILL PARK THROUGH CAIN PARK TO DEVELOP A COHESIVE AREA

Forest Hill Park, the Cleveland Heights Recreational Center, Cumberland Park and Cain Park form a continuous linear park system running through the center of Cleveland Heights. These parks could better work together as a single, larger green space that includes consistent amenities, better connections between points of interest, common signage, and additional park options. One option could include exploring whether any underground streams could be daylighted as part of a park plan.

The City should work with qualified design professionals to develop a single, cohesive plan for these parks that takes into

Map 31 Park Access



account the needs of all Cleveland Heights residents.

ACTION 5: ENGAGE THE PUBLIC IN A LONG TERM PLAN FOR THE FUTURE OF THE FORMER COVENTRY ELEMENTARY SITE

Coventry P.E.A.C.E (People Enhancing a Child's Environment) Park was built in 1993 by students, parents, and other members of the Cleveland Heights community. With the Coventry Elementary School building currently not being used as a public education facility, there is an opportunity to develop the site for future uses.

As part of any redevelopment of the Coventry Elementary Site, a significant portion of the parcel should be maintained as a publicly accessible park.

ACTION 6: PARTNER WITH CASE WESTERN RESERVE UNIVERSITY TO ALLOW RESIDENTS ACCESS TO ANY FUTURE UNIVERSITY RECREATION AREAS

CWRU's Master Plan includes the movement of existing residential dorms down the hill to concentrate housing closer to campus. To replace those housing developments, CWRU intends to construct multi-purpose fields and other outdoor recreation facilities.

The City should partner with CWRU to develop a shared use agreement that would allow residents of Cleveland Heights access to those green spaces when they are redeveloped. Such an agreement should also consider opening City recreation centers for use by the CWRU community.

ACTION 7: DEVELOP A CITYWIDE WAY-FINDING PROGRAM THAT INCORPORATES CONSISTENT SIGNAGE AT ENTRY POINTS TO CITY PARKS

In order to ensure residents and visitors are aware of Cleveland Heights' many natural areas, the City should develop a consistent brand and sign package for its parks. The signage should be part of a cohesive system that works in tandem with the citywide branding efforts outlined in Action 4 on page 169.

Signage should provide concise and relevant information at key points for visitors.

ACTION 8: ENSURE THAT ALL FACILITIES ARE SUFFICIENTLY ACCESSIBLE AND MEET AMERICANS WITH DISABILITIES ACT GUIDELINES

The City Parks and Recreation Department is committed to ensuring that people with disabilities are able to enjoy full and equal access to all of the City's parks and their amenities. As part of that commitment, the City should review existing parks for adherence to the spirit of the Americans with Disabilities Act (ADA), evaluate any renovation or park improvement plans for consistency, and prioritize projects in parks that have particularly poor accessibility issues.

The City should work with the Cuyahoga County Advisory Committee on Persons with Disabilities for support and guidance on accessibility improvements to parks, pathways, and facilities.



GOAL B: CONTINUE TO PROMOTE POLICIES THAT LIMIT EXPOSURE TO ENVIRONMENTAL HAZARDS

Lowering exposure to health risks like lead—especially among children—can improve neurological development and improve long-term quality of life.

ACTION 1: CONTINUE THE LEAD-BASED PAINT REMEDIATION PROGRAM

Lead abatement is an activity designed to permanently eliminate lead-based paint hazards that can harm children in close contact.

Partnerships with the Cuyahoga County Board of Health and Cuyahoga County Department of Development should be continued to implement the Lead Safe Cuyahoga grant program. This program provides funds to identify and assist with the removal of lead hazards in households with children under the age of six.

ACTION 2: CONTINUE TO PROMOTE A ROBUST CODE ENFORCEMENT AND RENTAL HOUSING INSPECTION PROGRAM TO MAINTAIN HEALTHY HOUSING

Single-family, two-family, and multi-family rental properties are required to be inspected in the interior and along the exterior of properties every three years. This program should address the following

housing hazards that impact health, among other inspection criteria:

- Lead hazards
- Excess moisture
- Pest infestations
- Faulty combustion appliances
- Poorly done weatherization

The City's rental property inspection program is an important way to maintain quality housing stock. The City should continue aggressively enforcing the program to ensure the ongoing quality of rental housing.



GOAL C: MAINTAIN ACCESS TO A VARIETY OF HEALTHY FOODS FOR ALL RESIDENTS

Improving access to healthy foods helps prevent illnesses and chronic diseases by making fresh fruits, vegetables, and healthy options readily available.

ACTION 1: PROMOTE REGULARLY OCCURRING FARMERS MARKETS IN THE NOBLE MONTICELLO DISTRICT TO IMPROVE ACCESS TO LOCAL FOODS

Food deserts are neighborhoods where residents do not have easy access to fresh fruit, vegetables, and other healthful whole foods. This can be due to a lack of grocery stores, farmers markets, and healthy food providers.

A request for proposals for a certified farmers market in the Noble Monticello neighborhood should be developed. Locating a market in this area could boost activity in the district, expand access to healthy food, and promote existing businesses there. A farmers market could include a permanent building on the existing City-owned greenspace at Noble and Roanoke, or a temporary farmers market set up in the street.

As part of a farmers market in this area, vendors should ensure that Supplemental Nutrition Assistance Program funds (SNAP) and Electronic Benefits Transfer (EBT) technology are available.

ACTION 2: WORK WITH THE OHIO DEPARTMENT OF HEALTH TO IMPLEMENT A HEALTHY CORNER STORES INITIATIVE IN AREAS WITH LOW ACCESS TO HEALTHY FOODS

The Good Food Here initiative is part of Ohio's Plan to Prevent and Reduce Chronic Disease: 2014-2018. Good Food Here stores stock fresh fruits and vegetables and other healthy foods, such as whole grains, low-fat dairy, lean meats, and low-calorie or low-sodium snacks.

The Good Food Here Store Owner Guide provides information on how small retail store owners can purchase, price and promote healthy food offerings. The City should work with the Ohio Department of Health to expand this information, especially as part of a comprehensive revitalization strategy in the Noble Monticello neighborhood.

ACTION 3: IDENTIFY AREAS FOR COMMUNITY GARDENS AND WORK WITH ADVOCACY GROUPS TO ALLOW THE REUSE OF VACANT PROPERTIES FOR COMMUNITY GARDENS

Community gardens have the potential to increase access to healthy food, and eventually increase acceptance and improve taste perceptions of fruits and vegetables. Cleveland Heights is already home to many thriving community gardens. Community gardens can serve to increase a sense of community and bring people together from a wide variety of backgrounds. Community gardens also offer a focal point for community organizing.

Partners such as Growing Heights, the OSU Extension Urban Agriculture Program, the Cuyahoga County Land Bank, local neighborhood associations, and independent community gardeners should establish policies and implement gardening standards and operating rules that can help maintain existing gardens, create new community gardens, and ensure the ability of gardeners to operate on a site for the long-term.

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