
**F. PUBLIC MEETING SUMMARY AND KEY
TAKEAWAYS**

Real Estate/Bricks and Mortar

1. Will supply side incentives succeed in new development/rehab of buildings to attract target businesses?

- Long term works – short term challenges.
- Tax abatement neutral – not decrease/everyone offering it.
- Commercial rents low to build new.
- Existing buildings obsolete/build new.
 - How to consolidate parcels under multiple ownership – who does this?
- Identify chain stores missing in Shaker Heights.
- What types of buildings sell/attract best?
- Beachwood commercial tax ½ of Shaker's – need to be competitive.

2. What other strategies to increase new development/developer interest in Shaker?

- Establish Shaker brand.
- Van Aken/Warrensville needs to be unique to attract – transit oriented development.
- Not going to have retail destination. Smaller retail works.
- Look at revenue per acre as metric.
- What can Shaker do in-kind to serve/attract businesses.
- Comprehensive master plan identify land use possibilities strategically.
- Attract employees from nearby new development to live in Shaker.
- Reducing cost to carry property while waiting for tenants.
- Update Zoning Code (B & B for example).

3. What are we missing?

4. Key takeaways?

- Creative financial incentives needed.
- Comprehensive planning vision long term/Zoning Code update/Building Code too.
- Must become competitive with Beachwood.
- Need modern commercial product. NEW. In keeping with Shaker brand.

Program Incentives

1. What tools are most important?

- Transportation/access; quality work force; tax structure = not incentive.
- Tax structure (i.e., Beachwood tenants), be comparable.
- Incentive for redevelopment (obsolete buildings).
- Up front \$ for rehab – owners; 2 different groups – ex Owners?
- Reduce property tax for New and Rehab. Need to be competitive.
- Rehabs = revolving loan for T.I. (pay back/new tenant).
- Loan for new business (incubators), good rate.

2. Ideas – best way to combine tools?

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3. What are we missing?

- Subsidize arch. design/leadership of reuse of large properties.
- Intellectual subsidy/volunteer experts/mentors.
- Share taxes regionally.
- Merge with another city.
- Zoning.
 - Office to mixed use (live/work), density on Lee Road.
 - Live/work and/or convert mansion or TF
- Creative on competitive rents, not just property tax.
- Revenue generation – discount on property tax.
- Change tax base – deteriorated house = no tax break.
- Fund/leverage loan for business.

4. Key takeaways?

- Creativity – focus; not just financial incentive.
- Tax structure – be competitive.
- Revolving loans best - \$ come back for others.
 - Businesses.
 - Developers.
- Think beyond borders with ED strategy.

Business Sectors

1. Are these the Right Groups?

- How did we get there?
- Link to regional growth and connect to region.
- Integrates with new regional design.
- How does it take into account regional poverty.
- No retail/restaurant/etc.
- How to pay \$
- Limited hotels/restaurants.
- Education.
- Y – Flexexecutives.
- Y – Healthcare – notating.
- Get out of house.
- Why not financial services.
- N – data processing.
- No business amenities in Shaker.
- Y- design.
- No meeting/convention space.
- Hospitality.

2. Issues?

- What is the right way to phase this?
 - Small business
 - Etc.(We need both.)
- Export-oriented
- Education (for profit).
- Sit down restaurant.
- Home-based businesses.
- Why just 4? Why not 100?
- Shaker first
- Difficult to move into Shaker.

3. What are we missing?

- Call for ideas – *Shaker Life*.
- Linked-In, Google, web 2.0.
- PTO groups.
- Schools.
- Case Western/Cleveland State.
- Mailing to Shaker resident.
- Mayor's email newsletter.
- Partner with other chambers.
- E4S, EO.

- Professional associations.
- Event marketing.
- International organizations.
- Coolcleveland.com
- Celebrate Successes.
- Stop infighting.
- Women who launch.

4. Key takeaways?

- Encouraged.
- Great public turnout.
- Office space revenue.
- Building on “latent good” brand.
- Visualize the plan.

Internal Marketing

1. What vehicles/distribution channels should we use to get the word out?

- Shaker Life
- Print/ads/hot cards
- Signage
- Person to person
- Schools
- Biz
- internet

2. What is the best way to market “inside” to Shaker residents – e.g., advertise potential income tax savings of working and living in Shaker Heights, available properties, resources for home based businesses?

- Outreach to High School re: biz.
- Media blasts – include value proposition.
- Vacant storefronts/signage where people shop.
- Identify potential customers – Library biz center.
- Networking
 - Physical environment
 - Retirees/Score volunteers
 - Residents/resident contacts
- Business testimonials signage – like people campaign.
- Use magazine to duplicate web info – re properties.

3. How do we best recruit business from Shaker alumni – employ a Shaker “linked-in strategy”?

- Tap in to alum experience – pro – schools, partner with schools/residents for networking.
- Thru professional organizations, i.e., ABA.
- Reuse of story/ad campaign to send to alumni.
- Ask schools to bring vocation into schools and invite alumni to participate.
- Associations contact with residents, involve NAPS.
- Offer *Shaker Life* to alumni.
- Involve guidance counselors.
- Reunions.

4. What are we missing?

- Getting schools promoting themselves – selling competition.
- Strengths of community.
- Partnerships – i.e., Jon Carroll entrepreneurship program.
- Outreach to parents of private schools – start with residents.
- Outreach to churches.

- Electronic outboards.

5. What are the key takeaways?

- Promoting schools/self promotion.
- Current orgs/marketing tools.
- Broaden live in Shaker – work in Shaker.
- Networking – business schools/media/non profits.
- Vocational – involving businesses with schools.

External Marketing

1. Marketing/promotional activities?

- Create buzz, press conference (a la Beachwood).
- Sustained buzz – new day
- Public relations plan – 12 to 18 months
- Commercial conventions ICSC, etc.
- “new” Shaker
- Include schools – address issues.
- Bold policy/public stance to differentiate (SF – gay marriage)
- International/immigration/soho.
- University strategy – include young people.
- Shaker intern program.
- Business contribution to blog.

2. Vehicles/distribution channels?

- Social media – skeleton _____
- Policy standpoint.
- TV – create happenings.
- Creative population.
- Website – list Shaker businesses.
- Car magnet “Shaker strong.”
- Shaker up Shaker.
- Contest – tagline for Shaker.
- Meet with brokers, collaboration.
- Cultural buzz – creative class/milieu.
- Build/strengthen relationships in core businesses.

3. What are we missing?

- Appeal to region/connect to region.
- NEO and Greater Cleveland Partnership.
- International friendliness.
- Celebrate/leverage current businesses and residents – start w/low hanging fruit.
- State DOD – brochures.
- Say we welcome business.
- Beyond the vans.
- Provide cheap space.
- Build on rapid transit.

4. Key takeaways?

- Buzz – for a new Shaker.
- Attend/hold development conference.
- Comprehensive media strategy blog/social media/etc.
- Collaborate/partner/be a part of the region.