



APPENDIX A

ENGAGEMENT

PHASE 1

- Outreach Efforts
- Public Meeting 1 (February 24, 2022) Presentation
- Engagement Summary
- Break Out Group Summaries & Notes

PHASE 2

- Outreach Efforts
- Public Meeting 2 Presentation (June 15 and June 22, 2022)
- Online Survey
- Break Out Group Summaries & Notes
- Stakeholder & Public Meeting 2 Photos
- Dot Board Summary & Photos

PHASE 3

- Outreach Efforts
- Public Meeting 3 Boards (November 10, 2022)
- Public Meeting 3 Photos
- Public Meeting 3 Comments
- City Council Presentation



PHASE 1 OUTREACH EFFORTS

Postcard promos: 1200 sent, 500 handed out

Event	Host	Date	Time	Location	Lead	Number of Participants	Purpose
Formal Events							
Stakeholder Focus Group #1	City of Shaker Heights	2/17/2022	6:30PM-8PM	Zoom	Shaker Hts & WSP	20	Phase 1 engagement and community input
Business Focus Group #1	City of Shaker Heights	2/22/2022	9AM-10AM	Zoom	Shaker Hts & WSP	28	Phase 1 engagement and community input
Public Meeting #1	City of Shaker Heights	2/24/2022	6:30PM-8PM	Zoom	Shaker Hts & WSP	131	Phase 1 engagement and community input
Council Update #1	City of Shaker Heights	3/8/2022	12 noon	Zoom	Shaker Heights	24	Phase 1 update on engagement and community input
Institutional Stakeholder Meeting #1	City of Shaker Heights	5/9/2022	4 - 5 pm	Zoom	Shaker Heights	19	Phase 1 update on engagement and community input; coordination with other institutions/ Cleveland/County



YOU'RE INVITED!

POSTAGE

LEE ROAD ACTION PLAN VIRTUAL PUBLIC MEETING

Learn more and help us reimagine the Lee Road Corridor.

MAILING ADDRESS
MAILING ADDRESS
MAILING ADDRESS
MAILING ADDRESS

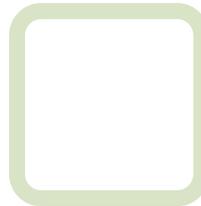
In February 2022, the City of Shaker Heights is launching a community engagement process to help create a visionary reinvestment plan for Lee Road south of Van Aken Boulevard.

This process will help to transform the area into a commercial district that is more vibrant, walkable, bikeable, and transit-friendly.

The City of Shaker Heights invites residents, business owners, and property owners in Shaker and Cleveland to attend this VIRTUAL community meeting.

**Thursday,
February 24, 2022
6:30 PM - 8:30 PM**

Visit
shakeronline.com/leeactionplan
to learn more about this project and to sign up for project email updates.



Or hold your device's camera over the QR code.



**SHAKER
HEIGHTS**

WWW.SHAKERONLINE.COM

Questions? Contact Kara O'Donnell | kara.odonnell@shakeronline.com | (216) 491-1436

Table 1. Phase 1 Communication

Communication Medium / Method	Date	Distribution	Purpose
Business engagement email	11/10/2021	Chagrin + Lee Commercial Property owners	interest in planning process (stakeholder, focus group, public mtg)
Business News email	11/16/2021	Business News email list	Join the Lee Road Action Plan Stakeholder Group
Economic Development Update	11/24/2021	Economic Development Update email list	mention of upcoming plan in New Developments at Chagrin + Lee
Business News email	12/14/2021	Business News email list	
Moreland Neighborhood eNews	1/7/2022	Neighborhood News email list	
Business News email	1/15/2022	Business News email list	
City ENews	1/28/2022	City ENews	Lee Road Action Plan Public Meeting
Moreland Neighborhood eNews	2/4/2022	Neighborhood News email list	Lee Road Action Plan Update (planning process, save date for public meeting)
City ENews	2/7/2022	City eNews email list	Help Us Reimagine Lee Road
Lee Road Action Plan eNews	2/10/2022	Lee Road Action Plan email list	Lee Road Action Plan: February 24 Public Meeting
Heights Bicycle Coalition	2/10/2022	Heights Bicycle Coalition email list	Lee Road Action Plan: February 24 Public Meeting
Business News February email	2/11/2022	Business News email list	Focus on Lee Road--You're Invited to the Virtual Public Meeting Feb. 24
Postcards	2/14/2022	Moreland & Lomond neighborhoods; Cleveland	Public meeting notification
Lee Action Plan eNews	2/15/2022	Lee Road Action Plan email list	
Bike Cleveland email list	2/16/2022	Bike Cleveland email list	Public meeting notification
Economic Development Community Update	2/17/2022	Economic Development Update email list	You're Invited to the Virtual Public Meeting Feb. 24
City Enews	2/17/2022	City eNews email list	
Lee Road Action Plan eNews	2/21/2022	Lee Road Action Plan email list	
City ENews	2/21/2022	City eNews email list	
Recreation and Forward Together eNews	2/21/2022	Recreation and Forward Together email lists	

Lee Road Action Plan eNews	2/24/2022	Lee Road Action Plan email list	Let's Reimagine Lee Road: Virtual Meeting at 6:30 PM TONIGHT
City eNews	2/24/2022	City eNews email list	Let's Reimagine Lee Road: Virtual Meeting at 6:30 PM TONIGHT
Moreland Neighborhood eNews	3/2/2022	Neighborhood New email list	Lee Road Action Plan--Tell us what you think! (take polls/survey, mtg video)
Lee Road Action Plan eNews	3/3/2022	Lee Road Action Plan email list	<i>Lee Road: Take Poll 4 and Update on Kick-Off Meeting</i>
Business News March email	3/11/2022	Business News email list	status of Lee Road Action Plan and links to polls and public survey
Lee Road Action Plan eNews	3/12/2022	Lee Road Action Plan email list	Lee Road: Take Our FINAL Survey
SHDC Board email update from Nick and Laura	3/14/2022	SHDC Board members	Update on process; Polling and Survey request; linked to March 8 Council presentation
The Fund Board email update from Nick and Laura	3/14/2022	Fund Board members	Update on process; Polling and Survey request; linked to March 8 Council presentation
SHDC March newsletter	3/15/2022	SHDC newsletter list (donors, residents, businesses)	Included blurb with status of Lee Road Action Plan and links to polls and public survey
SHDC Chagrin+Lee Business Association email	Planned 3/18/2022	SHDC business association list	Sent update and business questionnaire reminder
Business Stakeholder/SHDC "meeting in a box"	March, 2022	Chagrin+Lee Business Association members	Another opportunity for business visioning engagement (Phase 1)
Shaker Life	4/1/2022	Shaker Life distribution list	Help us Reimagine the Lee Road Corridor
Business News April email	4/12/2022	Business News email list	update on Lee Road Action plan and save date for June 15 meeting
Lee Road Action Plan Poll #1	March 2022	links through City email, website, and social media	How often do you engage in an activity on/along Lee Road?
Lee Road Action Plan Poll #2	March, 2022	links through City email, website, and social media	What goods/services do you rely on in the Lee Road commercial district?
Lee Road Action Plan Poll #3	March, 2022	links City email, website, and social media	What types of uses / destinations / services would you like to see on Lee Road?

Lee Road Action Plan Poll #4	March, 2022	links City email, website, and social media	What issues should be addressed along Lee Road? (Choose up to 5)
Lee Road Action Plan Survey	March, 2022	links City email, website, and social media	Challenges? Opportunities? Preserve? What will transform? Business types? Community spaces?
Flyers (with QR code)		various locations around Shaker	Informal outreach directing people to community input survey
TBD: SHDC April Walking Tour - Storytelling	April, 2022		
Meeting at Master Marr's Taekwondo	3/23/2022	Student newsletter and direct outreach	To engage their students/families in a dialogue about their experience in the area.



PHASE 1 PUBLIC MEETING 1 PRESENTATION

Lee Road Action Plan

Public Meeting #1



AGENDA

1. Introduction (5 min)
2. Project History & Defining the Vision (10 min)
3. Vision Statement & Goals (5 min)
4. Existing Conditions Overview (15 min)
5. Breakout Room Discussion (30 min)
6. Breakout Group Presentations (15 mins)
7. Wrap-Up and Next Steps (15 mins)

February 24, 2022

Past Plans

2007 Lee/Van Aken Transit Oriented Development Plan

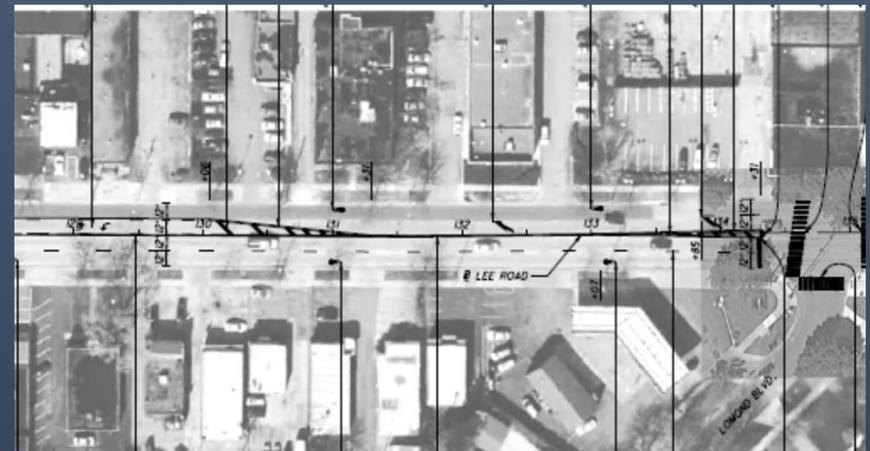


2010 Economic Development Plan



SHAKER
HEIGHTS

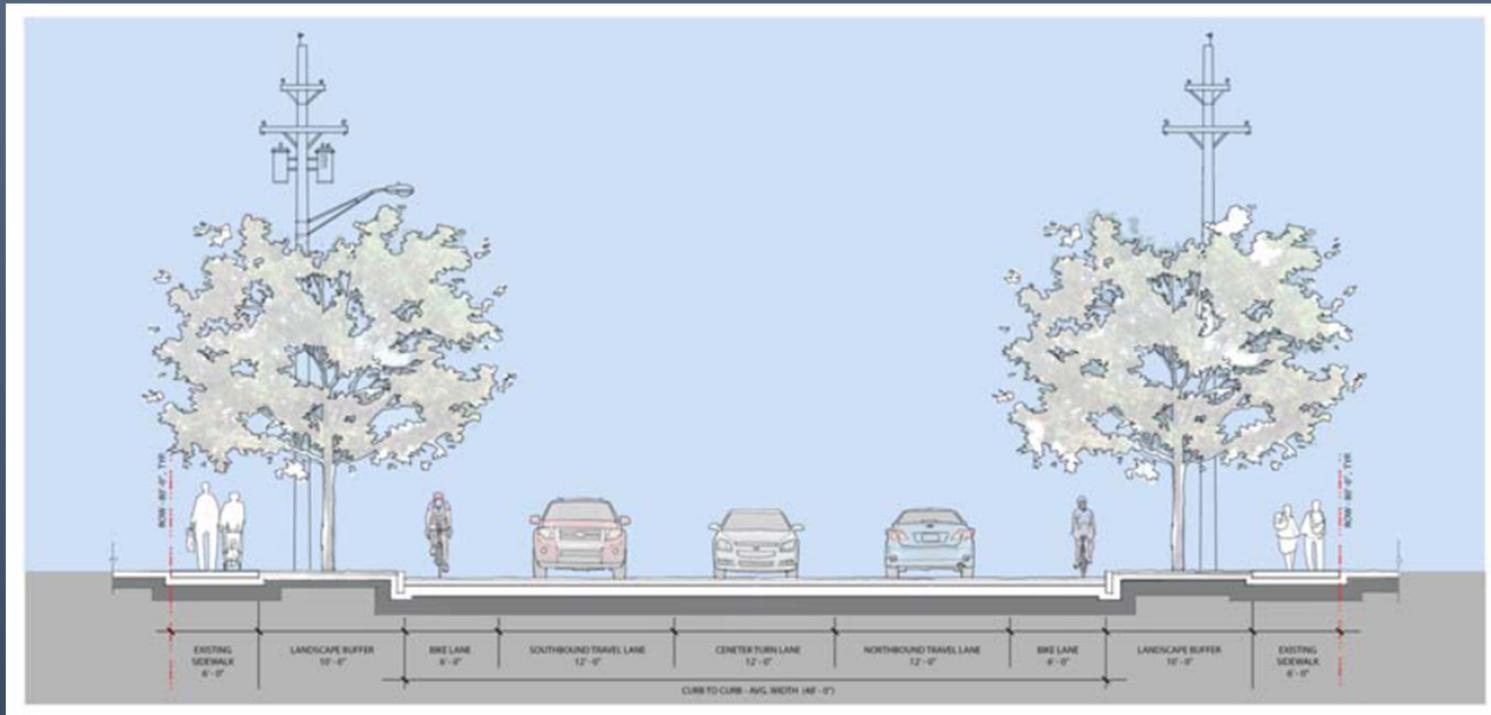
**Economic Development Strategy
Shaker Heights, Ohio**



2012 Lee Road Traffic Study & Corridor Plan

2015 Lee Road Diet

2015 Road Diet



Three drive lanes
Two 5' bike lanes

Action Plan Summary

Transportation & Access Management	Streetscape & Pedestrian Amenities	Economic Development & Facilities Strategy	Robust Community Engagement
<ul style="list-style-type: none"> • Improve safety & reliability • Peds/cyclists • Calm traffic • Expand travel options with complete streets • Enhance regional cohesion/connect to neighboring cities 	<ul style="list-style-type: none"> • Enhance access to RTA, parks & trails • Improve safety • Increase quality of life, livability, convenience 	<ul style="list-style-type: none"> • Connect commercial & residential neighborhoods • Promote reinvestment in underutilized/vacant properties 	<ul style="list-style-type: none"> • Neighbor involvement • Ensure benefits of growth and change are available to all

Plan Development Process





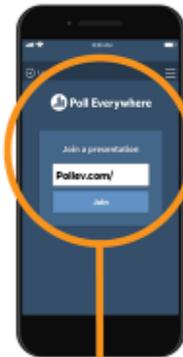
Poll Everywhere

text to
22333

enter
LEERD

Three easy ways to join the conversation with PollEverywhere.

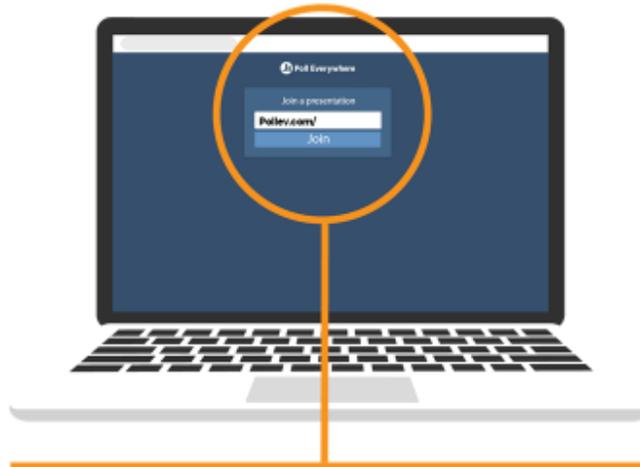
APP



Download the free PollEverywhere App and enter "LeeRd" into the field reading: PollEv.com/username

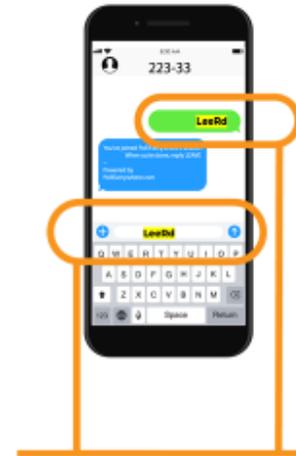


WEB



Go to PollEv.com/LeeRd to enter the poll via web browser.

TEXT



Text "LeeRd" to 223-33 to enter the poll via text.

**not all questions are available via text*

What do you think of when you think of the Lee Rd corridor as it is today?



Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

Project Vision & Goals (DRAFT)

DRAFT VISION STATEMENT

Create a Lee Road commercial district that is commercially vibrant, aesthetically attractive, equitable, sustainable, safe, connected, and accessible to all.

Successfully integrate transportation, land use, economic development and an engaged community in development of the District.

Core Values

- Authentic
- Healthy
- Equitable
- Vibrant
- Safe
- Sustainable

Project Vision & Goals (DRAFT)

DRAFT GOALS

- Re-imagine Lee Road corridor
- Bring a fresh perspective to an aging corridor
- Create an environment in which businesses can prosper
- Effectively engage area stakeholders using a variety of tactics
- Identify creative solutions and tactics balanced by practical reality
- Enhance placemaking through public infrastructure
- Create an Action Plan for Lee Road

Existing Conditions Overview

Economic & Market Analysis

2010 Economic Development Plan

Preliminary Findings

1. Shaker Heights needs to generate more income tax in order to maintain long term economic strength
 - ▶ *41% increase since 2013*
 - ▶ *Income taxes*
 - 2010 \$19,807,678
 - 2013 \$27,720,413
 - 2021 \$39 million+
 - ▶ *Work-from-home withholdings rules and changes will impact overall income tax receipts, are still evolving and under consideration.*
2. Shaker Heights needs more business-proactive policies, including competitive commercial tax rates – in order to increase its income tax base.
 - ▶ *Shaker Heights, like many communities have faced challenges related to State taxation and macroeconomic issues that may have created barriers in achieving this at a larger scale.*

Preliminary Findings

2010 Economic Development Plan

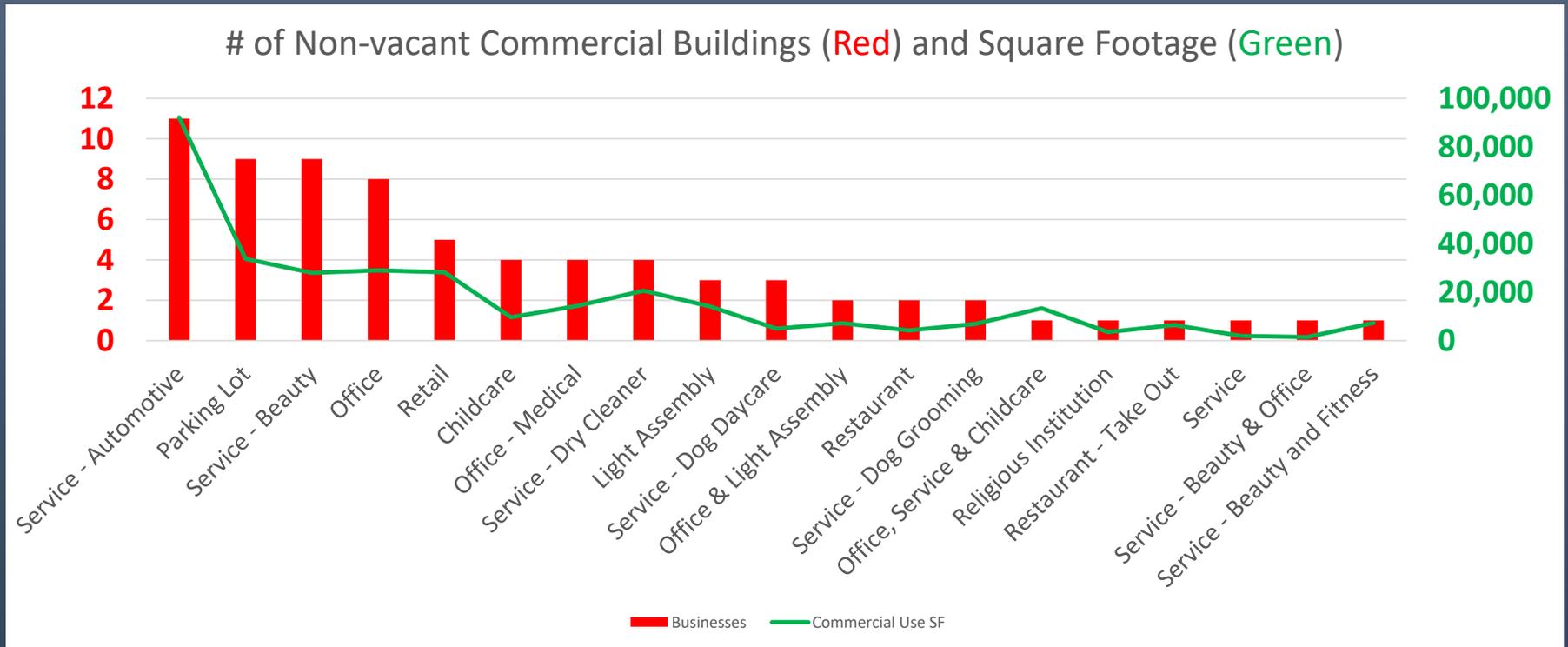
3. Shaker Heights lacks quality office space; need to develop or redevelop office property to attract jobs
 - *Van Aken District created significant new Class A office space*

4. Optimal methods of achieving above over next 5-10 years.
 - *Financial support to commercial property owners to modernize their facilities*
 - *Business-segment specific incentives*
 - *Investment programs have been created to allow for improvements and expansion*

5. All other city services and amenities, including schools and retail, will benefit from this strategy.

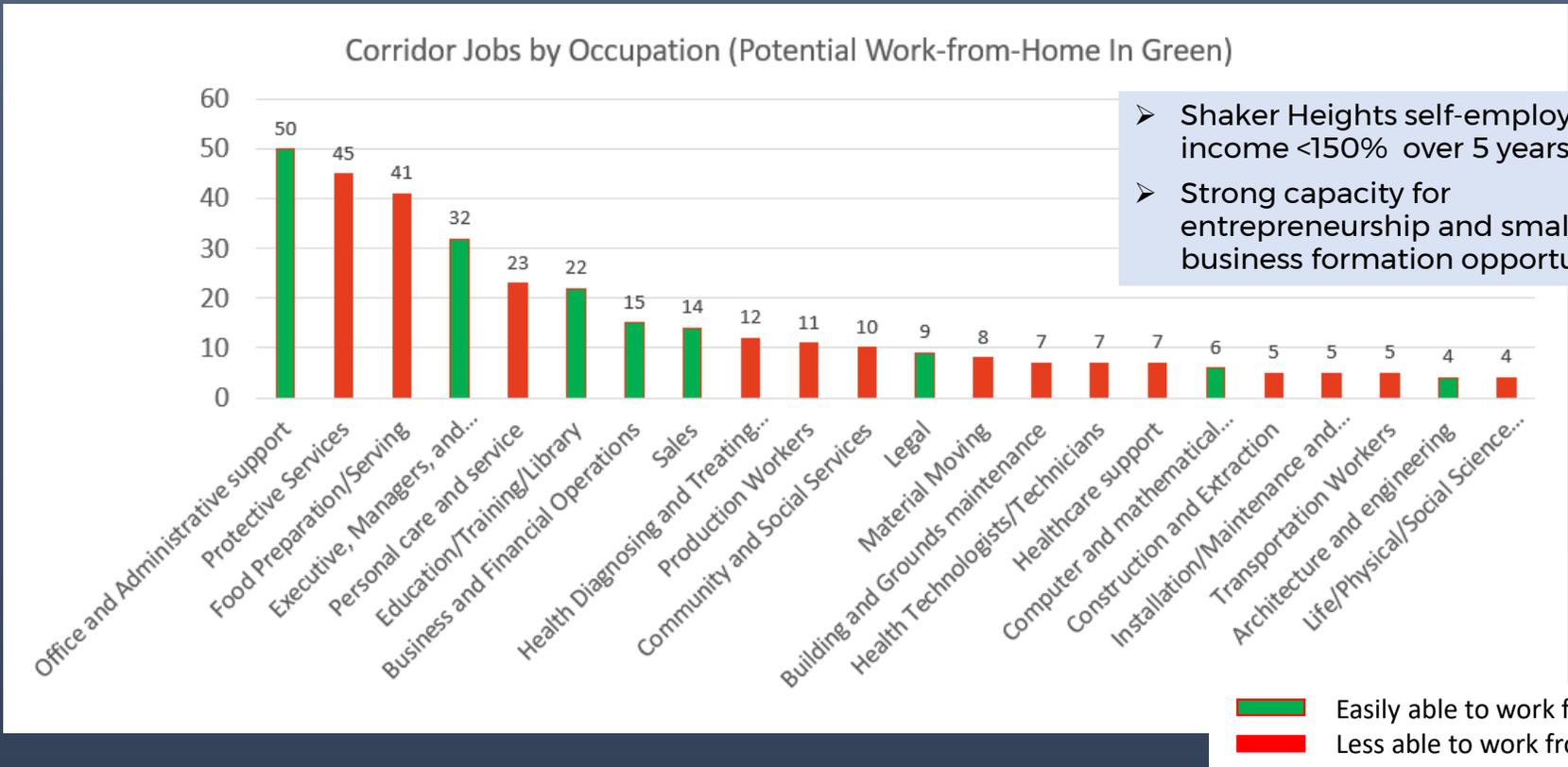
Economic Characteristics

NUMBER OF BUSINESSES = 73

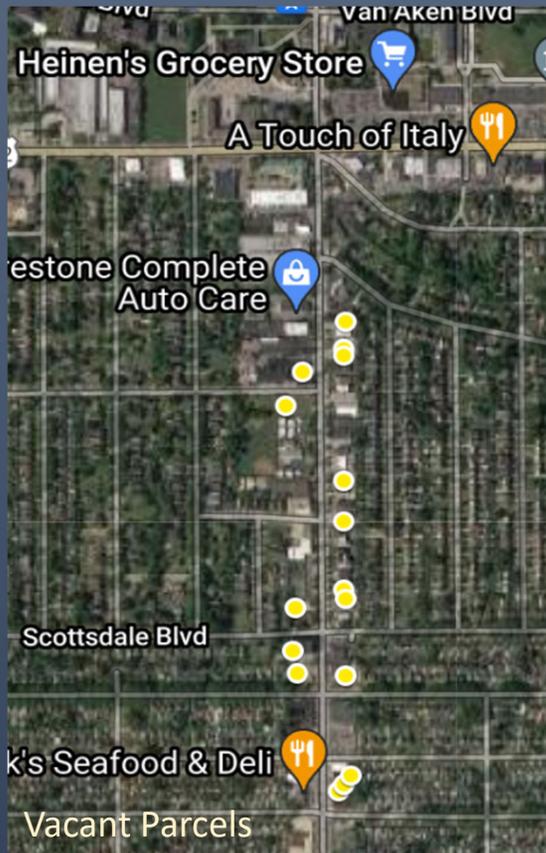


Economic Characteristics

WORKFORCE



Corridor Parcel / Building Data



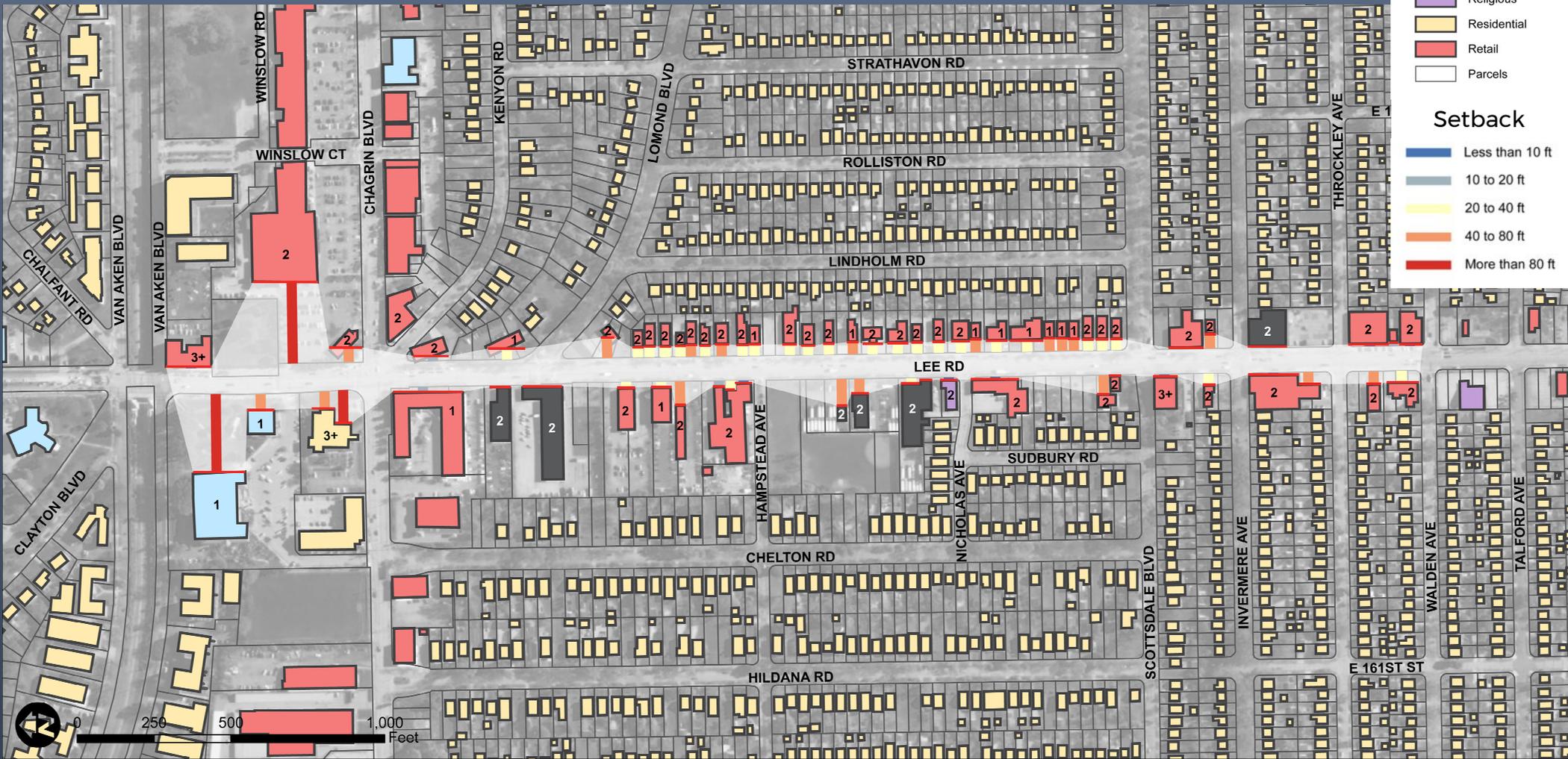
	SF	Number of Parcels	Average per Parcel
Vacant Land	40,330	1	40,330
Vacant Commercial Storefront/Building	41,663	15	2,778
Tax Delinquent	38,315	14	2,737
Combined Opportunity Square Footage ¹	93,383	25	-

¹ Total Opportunity Square Footage accounts for parcels that are both vacant and tax delinquent.

Existing Conditions Overview

Land Use, Urban Design & Streetscape

Buildings – Setback & Height

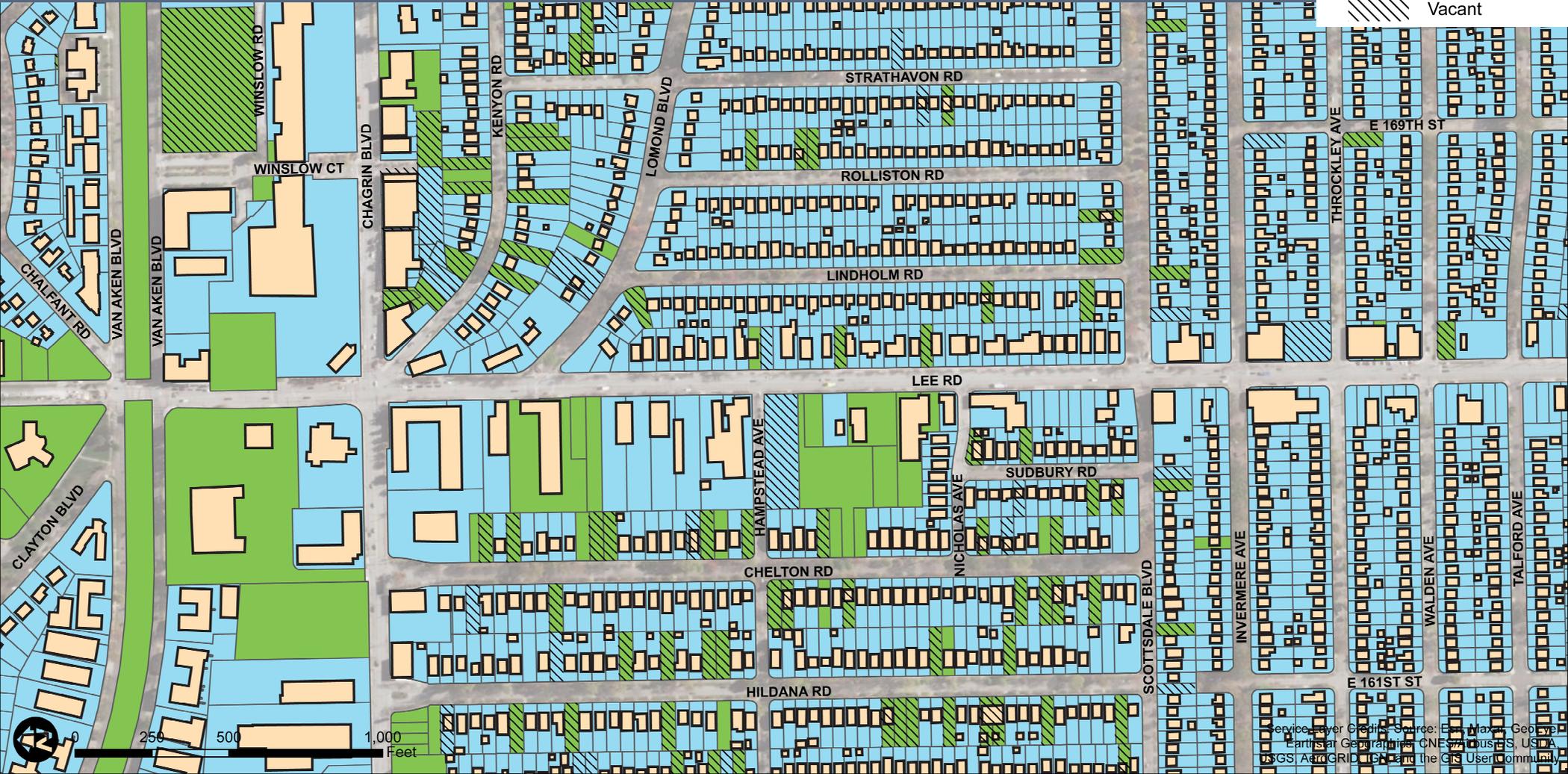


Buildings – Setback & Height



Parcel Data

- Public Owned
- Private Owned
- Vacant

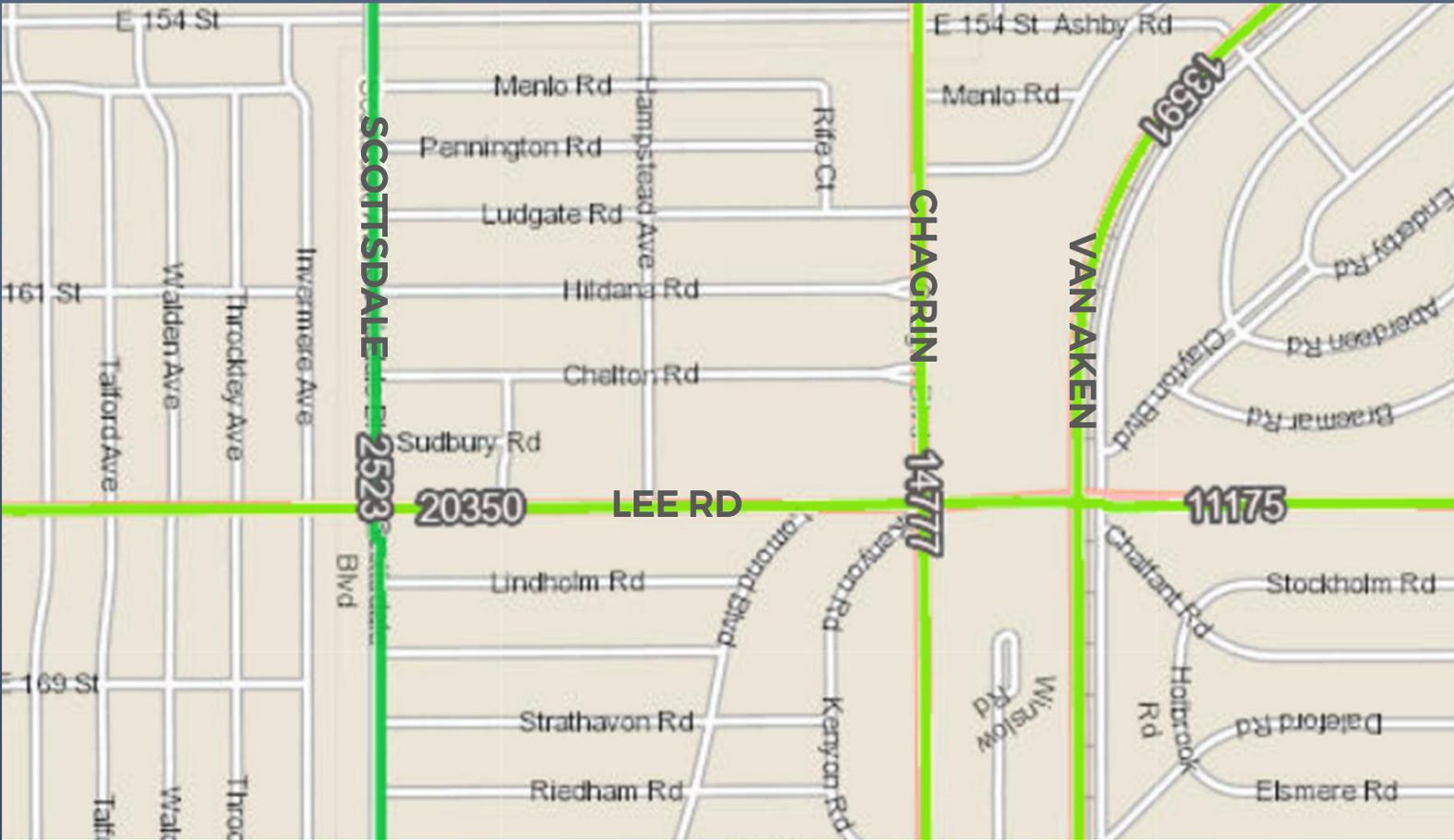


Service Layer Credits: Source: Esri, Maxar, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

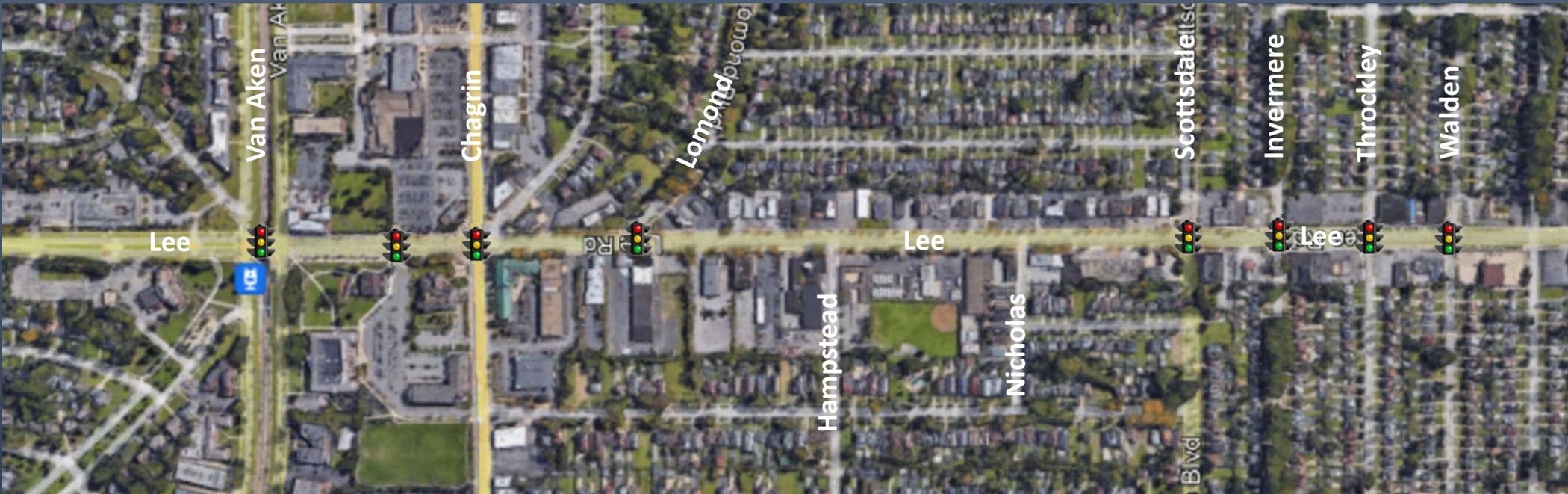
Existing Conditions Overview

Transportation

Daily Traffic Volumes (2019 data)

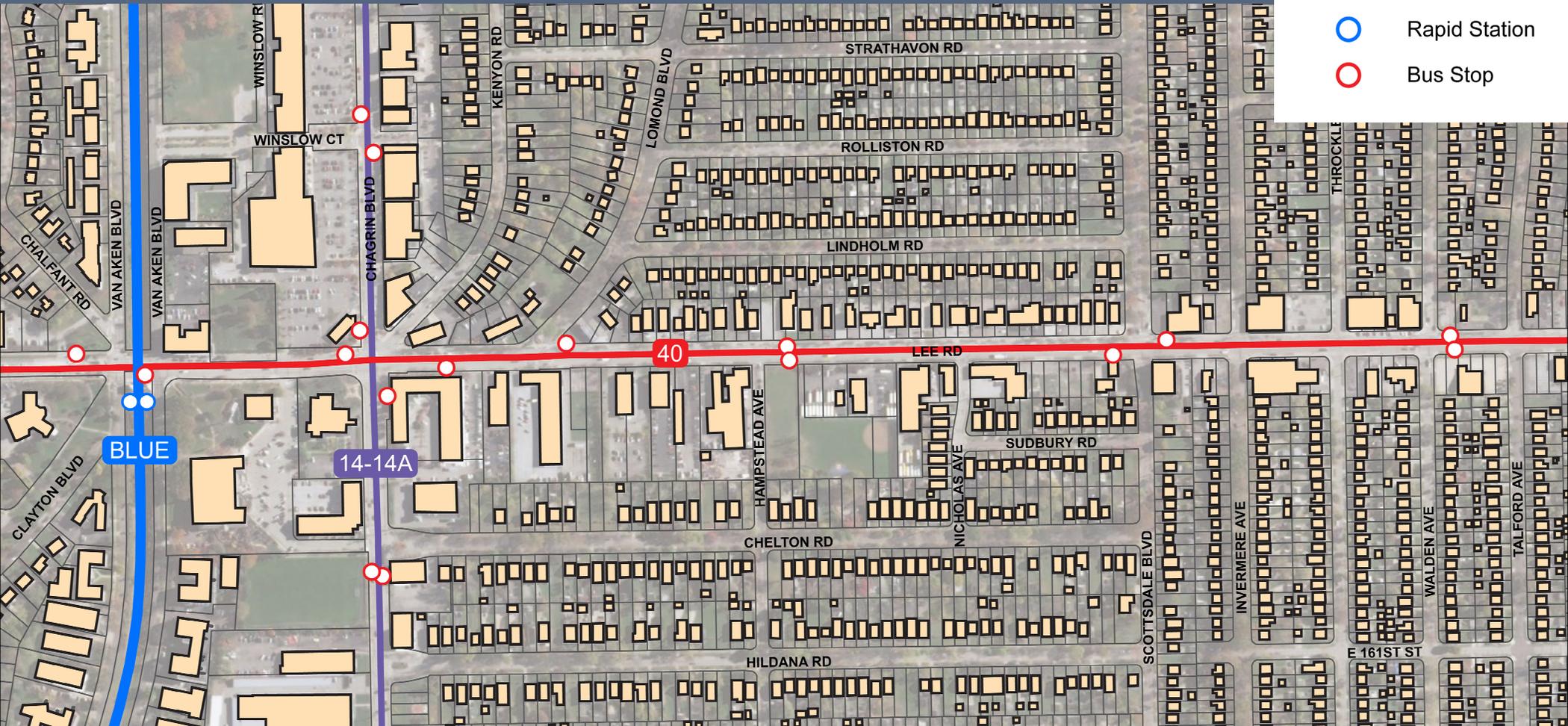


Traffic Operations



Transit Service

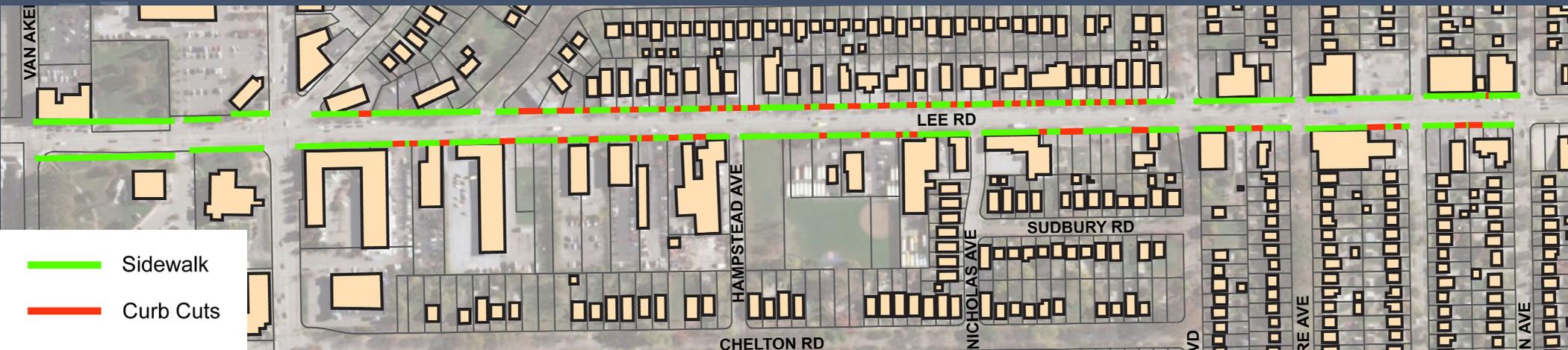
- Blue Line
- Route 40
- Route 14-14A
- Rapid Station
- Bus Stop



Driveways & Sidewalks

Pedestrian Exposure

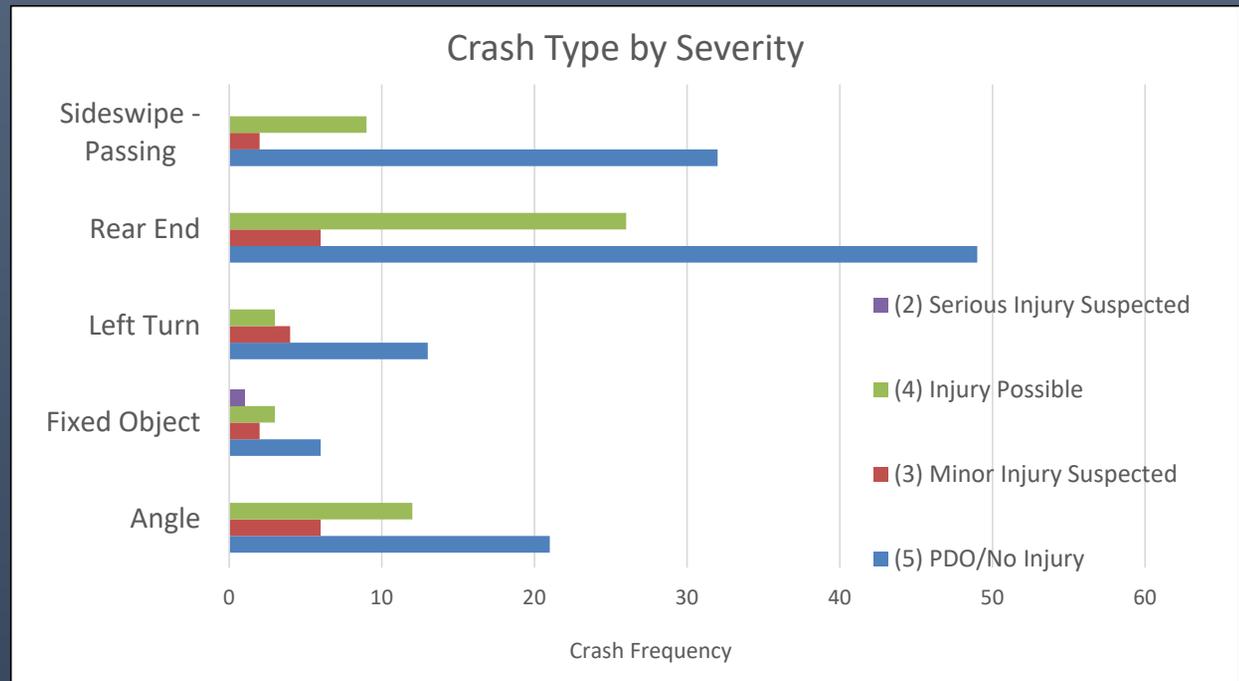
	West Side of Lee	East Side of Lee
Width of sidewalk	5 ft	5 ft
Number of curb cuts	23	31
Length of curb cuts	710 ft	797 ft
Sidewalk	3,799 ft	3,795 ft
% of curb cuts	19%	21%



Corridor Crash Data

(Project Area)

- 2018-2020
- 217 crashes
 - 4 serious injury
 - 40% injury
- 87% under 30 mph
- 77% intersection related
- 5 pedestrian crashes



Breakout Discussion

- What are the **challenges**?
- What are the **opportunities**?
- What should we **preserve**?
- What will **transform** Lee Road?
- What types of **businesses**?
- What types of **community** spaces?

Breakout Group Summaries

Next Steps

- Social Media Polling
- Project next steps
 - Phase 2: SHAPE
Concept development
 - Public Meeting #2 in June
- Staying connected with the project
 - Ongoing engagement
 - Sign up for project emails on city website

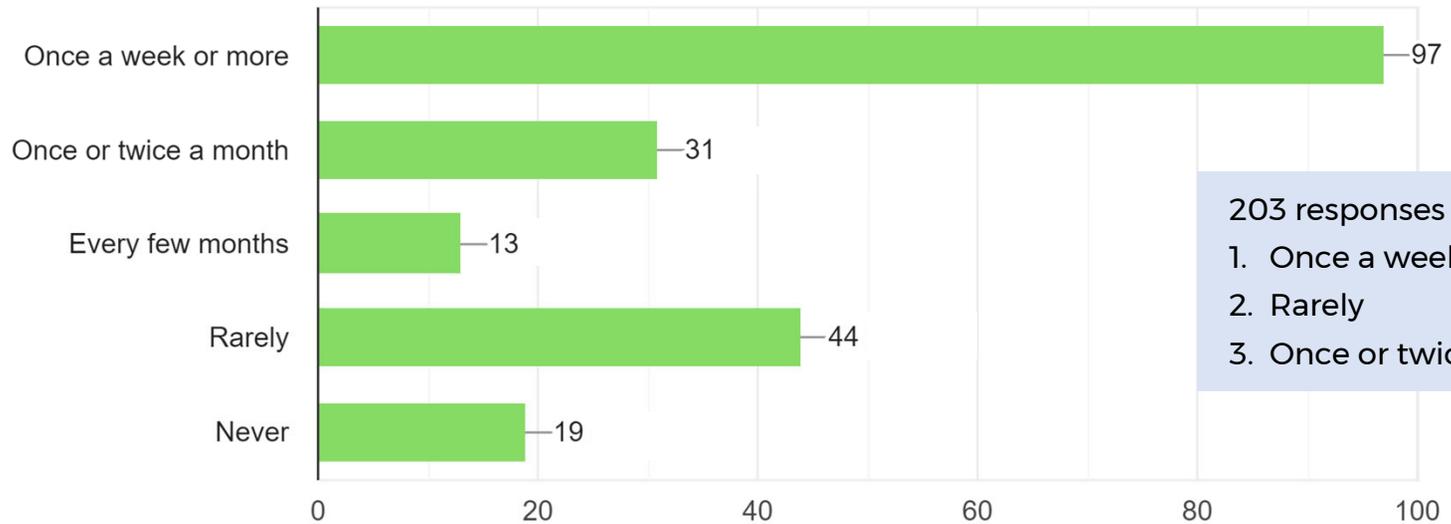


Social Media Polling Response

QUESTION 1

How often do you engage in an activity on/along Lee Road?

203 responses



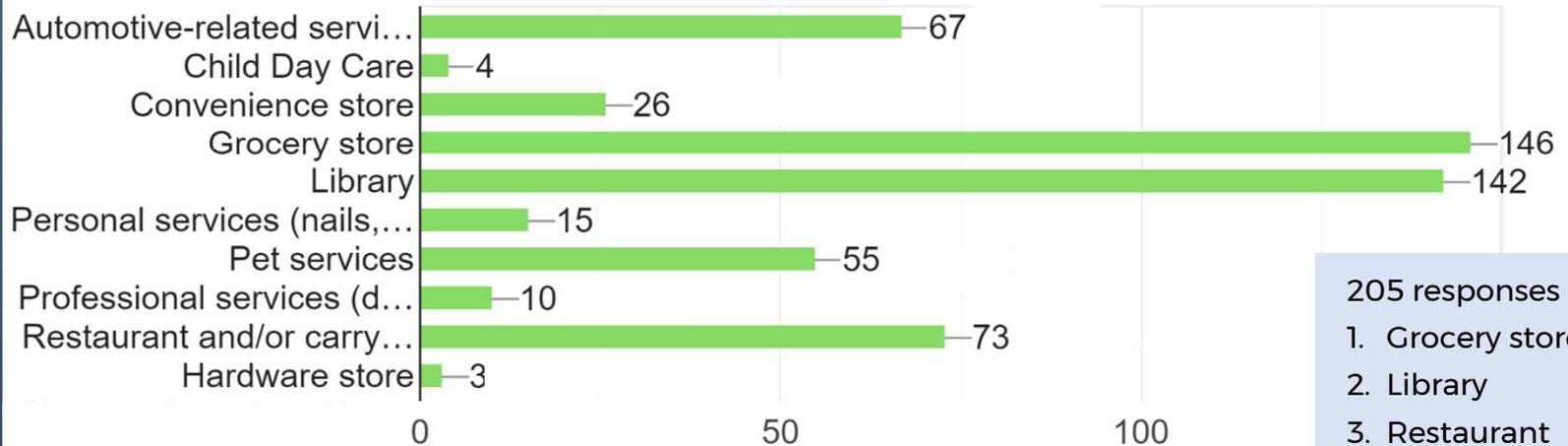
203 responses
1. Once a week or more
2. Rarely
3. Once or twice a month

Social Media Polling Response

QUESTION 2

What goods/services do you rely on in the Lee Road commercial district?

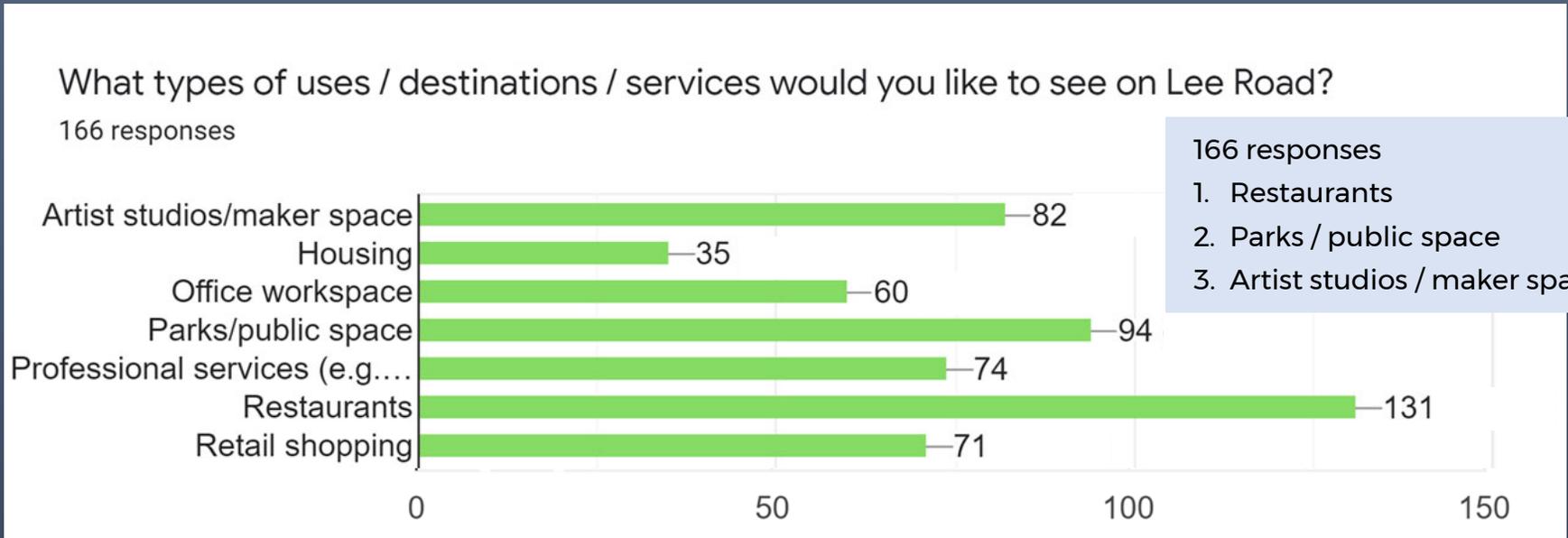
205 responses



- 205 responses
1. Grocery store
 2. Library
 3. Restaurant
 4. Automotive services
 5. Pet services

Social Media Polling Response

QUESTION 3



Thank You!



Stay Connected!

Sign up on the city's website for updates
Answer the polling questions

www.shakeronline.com/LeeActionPlan

Project Point of Contact

Kara Hamley O'Donnell

Kara.ODonnell@shakeronline.com
(216) 491-1436

Zoom Meeting You are viewing Nancy Lyon-Stadler's screen View Options







ABE View

Recording...
Unmute
Stop Video

Preliminary Findings

2010 Economic Development Plan

LEE ROAD

3. Shaker Heights lacks quality office space; need to develop or redevelop office property to attract jobs
 - ▷ *Van Aken District created significant new Class A office space*

4. Optimal methods of achieving above over next 5-10 years.
 - ▷ *Financial support to commercial property owners to modernize their facilities*
 - ▷ *Business-segment specific incentives*
 - ▷ *Investment programs have been created to allow for improvements and expansion*

5. All other city services and amenities, including schools and retail, will benefit from this strategy.

Who can see your messages? Recording On

To: Everyone 📄 😊 ⋮

Type message here...

Unmute
Stop Video
Security
Participants 97
Chat
Share Screen
Pause/Stop Recording
Breakout Rooms
Reactions
Leave

Participants (97)

NA

Nora Anderso... (Co-host, me) 👤 🔇 📺



Kara Hamley O'Donn... (Host) 👤 🔇 📺



Nancy Lyon-St... (Co-host) 👤 🟢 🔇 📺

Invite
Mute All
⋮

Chat

Krista Gigone (she/her) to Everyone

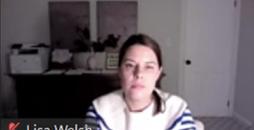
I can see it. Nancy Lyon-Stadler is screen sharing.

The presentation I mean.

Kara Hamley O'Donnell, Prin... to Everyone

Sara, if you go to [www.shakeronline.com /LeeActionPlan](http://www.shakeronline.com/LeeActionPlan), you can see the pdf of this powerpoint at the very top of the website.

Recording...

 Kelli Appling	 Nora Anderson, WSP	 Kara Hamley O'Donnell, Principal ...	 Laura Englehart, Economic Develo...	 Phenomenal Pamela
 Ronda Wright	 Nancy Lyon-Stadler	 Julie Kaufman	 gordonpriemer	 Sam Hooper
David Thal's iPhone	 Bryan Robinson WSP	 Crystal Montgomery	 tony love	 Jacecia Durham
 David's iPad	 Crystal Jones	 Andrea N. Boyd	 Joyce Braverman, Planning Director	 Kim Shanklin
 Lisa Welsh	 Bernie and Pat Silver	 Katharyne Starinsky, Economic De...	 Sabrina Heath	 Tommy Farmer

Participants (87)

Find a participant

-  Nora Anderso... (Co-host, me)  
-  Kara Hamley O'Donn... (Host)  
-  Bryan Robinson | ... (Co-host)  
-  Nancy Lyon-Stadler (Co-host)  
-  Joyce Braverman, ... (Co-host)  
-  Katharyne Starinsk... (Co-host)  

Invite Mute All

Chat

You can contact me at ifeolu.claytor@shakero nline.com or 216-220-9499

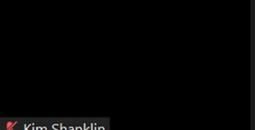
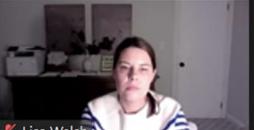
Crystal Jones to Everyone

I really like that idea...starting with a theme

Who can see your messages? Recording On

To: Everyone Type message here...

Recording...

 Kelli Appling	 Nora Anderson, WSP	 Kara Hamley O'Donnell, Principal ...	 Laura Englehart, Economic Develo...	 Phenomenal Pamela
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PHASE 1 ENGAGEMENT SUMMARY

Lee Rd Corridor Round 1 Engagement Summary
February, 2022

General Overview:

During the week of February 17 through February 24, 2022, the Lee Rd team led three (3) meetings to engage stakeholders and residents about the future of the Lee Rd Corridor. Meeting one, held on February 17th, was a Stakeholder meeting, engaging carefully selected stakeholders ranging from area business owners, property owners, key residents, and elected officials. Meeting two, held on February 22nd, was a Business Focus Group meeting made up of key area business owners. Meeting three, held on February 24th, was a public meeting with over 100 attendees and participants.

All three meetings consisted of the same run of show. Meetings started with introduction to the project team, Poll Everywhere questions for attendees to respond to. Following the Poll Everywhere question questions, a presentation given by the project team on the project, the vision and goals of the project and existing conditions of the corridor. After the presentation was given, participants and the project team were put into breakout rooms, allowing for smaller conversations among attendees. These conversations were guided by questions put together for each breakout room to respond to. After the breakout sessions and presentation, groups reported back, summarizing the conversations held in each breakout room. The meeting wrapped up, thanking those who attended, with an overview of next steps and information on how to stay engaged.

For each meeting, there were two Poll Everywhere questions asked:

1. What do you think of when you think of the Lee Rd Corridor as it is today?
2. What do you want the Lee Rd corridor to become?

For each meeting, the breakout session conversations were guided by key questions

Stakeholder Meeting:

- What are the challenges along Lee Rd?
- What are the opportunities along Lee Rd?
- What should be preserved?
- What type of land use should be encouraged?
- What public infrastructure would you like?
- What other ideas should we think about?
- What is most important to transform the Lee Rd Corridor?

Business Focus Group:

- What are the challenges along Lee Rd?
- What are the opportunities along Lee Rd?
- What is the biggest challenge your business faces? According to you? According to your customers?
- What attracted you to Lee Rd initially?
- What kinds of new businesses would complement yours?
- Describe a commercial district that you feel good in. What would it look like?

Public Meeting:

- What are the challenges along Lee Rd?
- What are the opportunities along Lee Rd?
- What types of businesses would you like to see along Lee Rd?
- What should be preserved?
- What will transform Lee Rd?

Phase One Conclusion:

Overall, there were some key similarities across the three meetings of what people thought of the corridor and what people would like to see it grow into. There were clear concerns such as safety, vacancy, appearance, and the road design but even within challenges, a top response, was potential. The people who attended these meetings see the potential this corridor has and gave much feedback of ways to improve it. While there was some opposition, another thing that stood out was the need to preserve businesses and make the corridor more friendly for multimodal travels, youth, residents and visitors.



PHASE 1

BREAK OUT GROUP SUMMARIES & NOTES

Stakeholder Meeting

Stakeholder Breakout Group B Notes

What are the challenges along the corridor?

PARKING AND VISIBILITY

- Stout—parking—place to park, we wouldn't need so many curb cuts and could put grass. A shared parking area? North of bus garage
- Farmer—visibility from the street for the businesses; you don't notice as you drive the corridor; trees overgrown, can't see signage, sea of asphalt in front; merchant visibility; unified signage, beautify, like what they did with lights around the Dealership
- Lisa Welsh—moved due to lack of visibility and parking

AESTHETICS INCONSISTENT/UNWELCOMING

- Kim Harris—value in consistency. J. Plstone, businesses look welcoming, clean—opposite of Lee Road. Don't reinvent. Have a similar look to J. Plstone and area around there—not fancy—it's neat;
- Inconsistent, not uniformity of look, businesses are hard to distinguish from one another, make more attractive, inviting

SAFETY/LIGHT TIMING

- safety is a problem; police presence to show you are entering Shaker—can we make it visually interesting
- Donna Whyte—waiting from Scottsdale at traffic light on Lee Road—takes a long time access to lee road for everyone
- Chagrin-Lee intersection light timing is a challenge

WALKABILITY

- Deborah Bonner—walkability challenging, frequents businesses and works on Lee, lives on Scottsdale

VACANCIES

- Craig Stout—crack down on the vacancies

What are the opportunities?

- Access to the corridor for cars and pedestrians
- Don't need to reinvent; Kim Harris—what looks good, what can we bring over what works at Van Aken and bring here.
- Taller buildings to replace existing
- Tommy Farmer—like narrowing road, give more visibility to the merchants, slow traffic; encourage, connect the areas
- Donna Whyte—Restaurant, sit down
- Kim Harris—This is the downtown area of shaker, make look more like a downtown
- Tommy Farmer—tie the two districts together; equality

Stakeholder Breakout Group Bryan Notes

What are the challenges along the corridor?

Traffic is busy. Family neighborhood would like to have amenities within walking distance and walk to businesses. Geared to the car, hard to walk and bike. Many driveways. Property owners need to agree to redevelopment. Renters in the neighborhood

What are the opportunities?

Family oriented. Include larger area on Chagrin from Milverton to Chagrin. Remove barricades and invisible barriers. Be unique. Attract others in region. Connection between commercial district and neighborhoods. Ped upgrades. Better pedestrian crossings.

What should be preserved?

Trees, diverse mix of businesses and longtime businesses. Historical and cultural value in library, cemetery, community building and city hall. Assisted living facility.

What public infrastructure would you like?

Street design, rapid transit important, valuable and underutilized. Remove barricade/diverters that limit access to businesses. Want to see more walkable, safer

Where should development be focused?

Replace single story buildings with dense mixed use office and housing. Height needed.

What types of land use should be encouraged?

Taller buildings with first floor retail.

What other ideas should we think about?

More diversity in businesses. Like to coffee shop. Need parking to support uses. Maintain rich culture, heritage.

What is most important to transform the corridor? New buildings with retail below and office/housing above. Multiple uses in one place. Add townhouses.

Stakeholder Meeting

Stakeholder Breakout Group C Notes

Participants:

- Jack Grimaldi
- Elaine Bayless
- Sonia Winlock
- Tony Love
- Lynn Lilly
- Carmella Williams
- Eugene Brown
- Brian Blayne (ODOT)

Moderator: Nora Anderson (and Mikki Taylor-Hendrix)

- What are the challenges along the corridor?
 - Tony: Traffic, unwelcoming
 - Jack: It's so unwelcoming that you can't get people to come down Scottsdale and turn left on Lee Road. Tried for years to get people to a Cleveland business and can't get it to happen
 - Tony: Making a note to personally come visit Jack at his business
 - Lynn: It's too much trouble to go there
 - Jack: It's the same difficulty to get to Scottsdale as it is to get all the way to Harvard
 - Eugene Brown: We are land locked. Can't park a lot of cars. Can't walk a lot of pedestrians. Until you can figure a way to unlock, we'll continue to have problems
 - Lynn: a lot of the area doesn't look like a place you want to go into.
 - Jack: It's 1950s that hasn't been updated
 - Jack: It's going to take more than road work to bring people back
 - Nora: This is more than a transportation plan
 - Jack: different setbacks, vacancies.
 - Jack: people east of Warrensville are never going to visit
- What are the opportunities?
 - Jack: I remember a day when there was no off street parking – adding it helped tremendously
 - Carmella: Find a way to develop a branding that celebrates the neighborhood here. Tie in to the people and history of our neighbors to the south.
 - Carmella: Create more consistency in look and facade. Show that there is vibrancy
 - Lynn: Is there a way to connect it? It's a lot of square boxes and parking lots. Bring them together. A consistent look.
 - Jack: discuss purchasing properties and redeveloping them
 - Tony: SHDC – Process canine success story. MWW1 success story. Opportunity to combine re-envisioning the roadway improvements with the land uses and vacancies – look at this much more comprehensively as opposed to spot opportunities.
 - Sonia: Don't make another Van Aken District. It's already been done. Make something that is innovative for this neighborhood and the type of businesses that we want. I think we need a diner. A lot of people have families and young children – people want places where they can walk – get a scoop of ice cream – have dinner. Live entertainment. Family-oriented. (But we don't need any more daycares)

- o Elaine – agree. Family is really important. Businesses that service the people in Moreland and Lomond that can walk. But also something different that makes people want to come to that area.
 - Lynn: Youth leave Shaker for their entertainment. Bowling at Pinecrest. Van Aken is too expensive. Think about our young people.
 - Elaine – we have a pet theme. What about a dog park?
 - Sonia: Yoga
 - Carmella: Family restaurant, boutiques, small businesses, coffee shop, and jazz club. Also relocating school bus depot/garage to connect Chelton Park to Lee and maybe add an outdoor theatre or tennis or racquet ball courts
 - Tony: Focus on arts. Create vibrancy. Larchmere created a brand. Shaker Arts Council. Exhibits and events – create some momentum and gatherings.
 - o Elaine supports that
 - o Lynn: Coventry is a little quirky
 - Carmella: Lynn, I like quirky. It could become part of our branding and tie in with the artwork (doors) at Hildan Park
 - o Sonia: Plays. Moreland has a lot of artistic activity. Hub – small theater in or outdoor. Art galleries.
 - o Elaine: Performance spaces
 - Elaine: Do we need more housing?
 - Lynn: I'm also wondering about medical offices -- now that there's another senior living facility going in.
- What should be preserved?
 - Jack: not a tremendous amount
 - Lynn: there are some very healthy businesses that we want to keep
 - Carmella: preserve active businesses
 - Carmella: preserve the decorative lights.
 - What public infrastructure would you like?
 - Where should development be focused?
 - What types of land use should be encouraged?
 - What other ideas should we think about?
 - Carmella: An eclectic group of business and amenities that serve not only as a bridge between Moreland and Lomond but also become a destination. For Shaker and our neighbors in Cleveland.
 - What is most important to transform the corridor?
 - Consistency
 - Family based approaches to changes.
 - Safe friendly places for gathering.

Business Focus Group Meeting

February 22, 2022
Business Focus Group

Breakout Group C

Akil Hameed, FASS
Julie Kaufman, SHDC
Amanda Corr, Process Canine
Carlton Jackson, Tunnel Vision Hoops
Elaine Bayless, Master Marr's
Charles Dozier
Jonathon Keller, Library
Jeffrey Grosse, Schools

Staff: Nora and Laura

1. What are the challenges/opportunities along Lee Rd?

- a. Akil: Need places to eat. Middle of day trying to get something halfway healthy - have to go up to Van Aken or stuck. Boston Market and Subway are the only go to's.
- b. Akil: Create some type of experience. Keep our people here instead of taking our dollars out
- c. Akil: There is definitely a need for office space that's affordable. Dealership has groupings of business owners but when it's time to move out, there's not a transition space for the. They end up leaving or they are stuck.
- d. Charles Dozier: Don't completely understand Lee streetscape issues. Spend a lot of time on Lorain/Ohio City. Should resemble that. With some restaurants and something to do. Shaker Cigar is the only thing to do. Coffee shop. Burger/Beer place.
- e. Amanda Corr: We are a service business- heavy traffic in. People visiting Lee for a shorter amount of time. Other service based businesses could be a good complement. People don't know they are still in Shaker when they come. Create opportunities to stop more along the way. Errands. More places to eat.
- f. Nora: branding or cohesiveness? To pull people in
- g. Julie: I spend a lot of time looking out the window of the Dealership – it seems that people are just going fast and driving through. We have a great opportunity to get people to slow it down. I walk everyday – it's lovely to be able to walk but nobody thinks about it. It's disconnected. It's not far. But we don't think of it that way. Make it it's own place.
 - i. Charles – that's a real problem for Shaker. Lee is viewed negatively. It's viewed as border. There's a stigma. Issues with Cleveland-Shaker. Rebranding needed. Get more people from north of Chagrin and further east to interact with Lee Road. Van Aken development exacerbated the divide.

2. What is the biggest challenge your business faces? According to you? According to your customers?

- a. Amanda: making left turns onto Lee in rush hour is hard. Don't experience much difficulty myself. Lucky to be tucked into Moreland with some residents behind. Those blocks feel left out of the rest of Shaker. Tight knit neighborhood. Welcoming to

Process Canine. But feels off to the side. Foot traffic just from residents – daily walking routes.

- b. Akil: awareness. Because the corridor is so fast. Creating branding that highlights where people are entering. Yes, we are still in Shaker – but what's here? Signage saying what types of businesses. Maybe banners – common theme. People can buy in to where they are. Like Ohio City and Tremont. Develop a concept

3. What attracted you to Lee Road initially?

4. What kinds of new businesses would complement yours?

5. Describe a commercial district that you feel good in. What would it look like?

- a. Charles: Lorain. Most of all it's the mixed use development. You have office and restaurant and things to do. And it's not a lot. It's off of 25th street. Activity all the time.
- b. Julie: Make it its own place. I'd hate to see it be another Van Aken. It needs its own flavor
- c. Akil: Entrepreneurship is really big in this area. Also speaks to affordability. Innovative spaces. A lot of new businesses have started here.

Carlton Jackson – has been here for 12 years. Here to listen. Our business isn't what you want. Light manufacturer. We have trucks coming in and out.

Amanda - I just want the corridor to be useful. What's been working? The hair salon next to us has been there for 25 years. For us it's an occupancy thing - we want to see string businesses and string neighbors

Business Focus Group Meeting

2/22/2022 Business Focus Group

Group 2

Nancy Lyon-Stadler; Kara Hamley O'Donnell

SAFETY/SECURITY

- Carlson number of police cars and sirens at night--concerns about safety
- ~~Tinika~~ State Farm--vandals, police were unable to find; suggest surveillance on Lee Road
- If they can monitor without running police cars and negate sounds
- Dr. Carlson--tame the cause
- Gibbon--sidewalks don't feel safe--not buffer, not wide; get more people on the street for safety
- Frequent police at gas station; Graziani--one of the nicer gas stations in area
- Clarence Day--safety, high police presence in the corridor, mixed demographic on the border of CLE; relentlessly over-policed; poor optics; lighting improvements for safety

USES/DENSITY/BUILDING FORM

- No sit-down restaurants
- Kingsbury--food, sidewalk dining not allowed (coffee shop, pie store); Activate the street with outdoor dining
- Barriers, planters as barriers between street and sidewalk
- Signage restrictions make it hard for visibility; projecting signage unlimited SIGNAGE DISTRICT?
- Lots of small buildings that make it hard to solve the problems; is parking garage needed? Hard to imagine how to ~~renovision~~
- Lou--no problem with higher buildings
- Carlson--have housing above would be good to help support businesses
- Elicia--low rents attractive; density would be great; awkward setbacks of buildings
- ~~Tinika~~--building renovation, signage upgrade, trees, flowers
- Lou--feel like Van Aken; small public space "living room" park for people to gather/nucleus

ROADWAY/TRAFFIC/PEDESTRIANS

- Road condition discourages people
- Hard to get out of parking lots due to traffic, curb cuts
- Tuba--few crosswalks to get across the road
- ~~Tinika~~--timing of the lights causes challenges

OVERALL GOALS

- Pastor Shelton-visibility, lighting, pedestrian scale
- Space near the dealership, potential greenspace if not developed;
- Like VAD and Coventry neighborhood as models

February 22, 2022

Business Focus Group

Breakout Group A

~~Me'chelle~~ Frierson, Rick Zack, Stephanie Turner, Lisa Welch, Nick ~~Fedor~~, Jamar Newell, Silas Buchanan, Tommy Farmer

Staff: Mikki, Joyce, Katharyne

1. What are the challenges/opportunities along Lee Rd?

a. Opportunities

- i. On a bus line
- ii. Lee Road connects to other communities and is accessed from different directions
- iii. Opportunity to attract other businesses, retail activity
- iv. Make it walkable
- v. It is a safe haven from gun violence in Cleveland
- vi. Add a coffee shop, liked 319 coffee, create places to linger
- vii. Has some parking
- viii. City financial incentives attract business
- ix. I-480 access
- x. More businesses that provide services that both businesses and residents can use
- xi. The string lights over the street serve as a landmark/reference point.

b. Challenges

- i. Not as well maintained as it used to be
- ii. Vacant properties -- more than ever before
- iii. Vandalism like broken windows
- iv. Lack of lighting, doesn't feel safe at night, particularly on the east side of the street
- v. Close to Cleveland and gun violence
- vi. Rush hour traffic is like 'raging waters', intense traffic, would like to stripe road like Cleveland Heights and have bike lanes.
- vii. Businesses, like a coffee shop, are not enticed to open south of Chagrin.
- viii. Business visibility -- even as a passenger in a car, it is hard to see what is actually there. We need to slow down the traffic.

2. What is the biggest challenge your business faces? According to you? According to your customers?

- a. According to you: limited parking, need public parking lot, not enough lighting at night
- b. According to customers: traffic, visibility, low lighting, area is dark, traffic is too fast

3. What attracted you to Lee Road initially?

- a. More vibrant than Cleveland, upkeep was better
- b. Options for restaurants in the area

Public Meeting

Breakout group: Joyce

Abe, Gordon Preimer, Matt – MWWI, Sandra Madison, Jack Boyle, Sean Malone, Greg Van Lunteren, Berinthia Levine, one other person

Challenges:

Traffic is a problem; Lee/Scottsdale no left turn is an issue for adjacent business where people cut through parking lot.

Hard to walk as cars are going in and out of parking lots, not pedestrian friendly.

Front yard parking.

No reason to go to Lee Road, doesn't know what is there.

Bike lanes need to be separated or off road, there is no bike lanes to get to Lee Road, biking is not safe.

Hard to find businesses due to setback, disjointed, no coordinated signage

Hodge podge of small buildings

Opportunities:

Lee Road Diet – works in Baltimore on St Paul street

Improving parking

Make more accessible, organize and reduce chaos

Slow traffic, uniform access, uniform signage

Think out of the box, like was done at VAD

of business and improving access to businesses

Connections to Cleveland and Cleveland Heights; the #40 bus, if it was more frequent can ride to Cedar Lee

Cost of entry is less due to smaller spaces and lower rent

Bringing area up to Shaker standards and feeling like Shaker

Moving bus garage and open up Chelton Park to Lee Road, recreational uses.

What Preserve:

Strong businesses, improve access

Chelton Park - preserve and open to Lee, expand

What will transform Lee:

Recreational uses, food, restaurants

Parking structure

Diversity businesses, have uses frequented at different times of the day that will increase sense of safety

Figure out how to keep businesses

Mixed use zoning to allow apartments above and retail below and increase walk in type businesses

Try housing, start small

Don't isolate neighborhoods, connect, Chelton Park is an important connector

Look at best practices

What type of Businesses?

Restaurants, coffee shops (Abe offered to open up a coffee shop – franchise)

Diversity, add kid based businesses: dance studios, gymnastics

Outdoor recreation, basket ball

What type of community spaces?

Places for pick up or informal gathering for music, recreation

Area to play games like chess, board games

Skate park, Dog Park

Community Center

Expand Chelton Park with better access, move bus garage

Party Center

Public Meeting

Lee Rd Corridor Public Meeting #1

Break out room:

Members: (Mikki facilitated)

Carmella Williams

Iris Anderson

Aaron

Monique Foray

Julie

Naji (presenter to large group)

Two people couldn't/didn't unmute: ~~Wew~~ and ~~iphone~~ Cecil

Challenges with Lee Rd:

Not walkable, not passable, Sidewalks rarely maintained due to vacant businesses, can't cross the street between Scottsdale and Lomond

Scary for pedestrians and cyclists

Not nice to look at could use more greenery and cutouts (driveways) are a challenge

Reconsider where specific things are placed. Ex: School bus facility is an inconvenience and blocks traffics.

Road conditions are poor

Doesn't feel assessable (park near the bus garage)

Opportunities:

Relocate the bus depot and add greenspace that can connect to the park and make the park more accessible

Community Branding

Involve local artist to do work in the community

Incubator for youth/students around the Hamstead building that is

Attractions to get people to go to Lee Rd. (use beyond being a through rd)

Diversifying the businesses. Encourage new businesses that aren't there (lots of hair salons and childcare businesses currently)

Opportunities to engage the youth in the community

Develop entrepreneurial talent and help prepare those in the community to consider

Types of Businesses:

Restaurant – family friendly, reasonable price point, nice ambiance

Mixed use developments (2 – level buildings)

Hangout space for youth – teens to eat and play arcades, bowling alleys movies etc) Space to socialize for youth – currently going to Orange, Van ~~Aken~~ district etc.

Scottsdale area lights, food truck area, (like Austin Tx) multiple food options in one space (location, the lot that used to be a car lot near the bus facility)

What should we preserve:

The dealership

Hamstead building that has manufacturing business – involves Shaker high school students come in as interns

What will transform Lee Rd:

Branding – unfirming and creating an identity

An Anchor business (a larger business) – called out the Meijer, Whole Foods, and Starbucks comment from the chat previously

Public Meeting

What are the **challenges**?

- Shaker side and Cleveland side are not too dissimilar; and the largest challenge is get all the diverse businesses into cohesive identity
- Traffic is fast...need to be slowed down, road diet and narrowing would be good.
- Not a cohesive look as a street.
- Wonder how that a road diet will impact
- Not very pedestrian friendly (maybe make it more like van aken)
- Balancing the roadway
- Needs to be a better solution for parking
- Businesses say that visibility is not there.

What are the **opportunities**?

- Heal the historic wound when Shaker put up barriers to keep people from Cleveland out.
- Moving the bus depot and potentially turn into something else; and potentially partner so the district is putting something in the plan where that land is creating a community. More green space, more interest, more foot traffic. Need more of a "heart and hub" for the area. Rethinking the use.
- Attracting more businesses to thrive based on foot spaces; maybe try to attract more small businesses and development. Great idea to relocate.
- Would like to see more density and mixed-use with more upper stories or floors. As long as they are developing it by maintaining some originality...and intentionality of how aesthetic is good. Should have really m
- Opportunity to make the businesses more present on the corridor.
- Make it a more localized situation for the people of Scottsdale.

What should we **preserve**?

- Preserving the trees along the roadway; gives a warm feeling.
- Like that if the neighborhoods are so close and potentially connection; and should preserve access to the neighboring communities.
- Nice diversity of business; and existing businesses.

What will **transform** Lee Road?

- It is important to make it a walkable area.
- Create a strategy that makes the corridor more cohesive; look and aesthetic...whether signage, or lighting, for example the lighting along the corridor

- Create a better sense of connectedness to the adjacent community

What types of **businesses**?

- Family style restaurants brings people down at night.
- 319 has been several coffee shops; so maybe it should be relocated to a more hub so that it performs better
- Maybe a fieldhouse concept with a snack bar...tie in teams ideas with indoor activities. No winter time spaces in shaker...whether basketball, convert to volleyball, etc. Need for some of this type of stuff.

What types of **community** spaces?

- Need more green space to make it a walkable area; maybe Shaker buys it a dog park or kids park.
- Connect through the bus depot to better link the neighborhood to the corridor.

Public Meeting

Breakout Group Discussion Questions #9

Paula Hooper
David Lewis
Ben Becker
Sam and Paula Hooper
Lisa Welch
Bernie Silver
Kim Shanklin
Chad Anderson
Rachelle Jones

- What are the **challenges**?
 - Follow strategic reinvestment plan as we move forward
 - Not so close to freeways like other commercial areas
 - Lack of safe bicycle facilities, businesses could benefit, we live in a car culture; transformation benefits all road users; reduce roadway to create more usable space; support 3-lane changes; protected bike lane—less is not accessible to youngest and oldest users
 - Bicycles as transportation vs. bicycles as recreation. Infrastructure doesn't exist for transportation-oriented bicycle facilities. Important to provide for those who want to commute by bike and not just ride for recreation.
 - Pedestrians, lots of driveway, many cars; connection and long blocks without pedestrian crossing;
 - Hard to get new businesses
 - Maintain major throughput from north to south; make more attractive for peds/bikes
 - Meeting the needs of the residents; handicapped accessibility (wheelchairs, elderly)
 - Businesses that meet the needs of the residents
 - Maintenance of sidewalks, buildings and snow removal which makes access for pedestrians difficult.
 - The district is so close to neighborhoods, but not easily accessible on foot, lacks uses to attract people to the district.
- What are the **opportunities**?
 - Transit, Lee/Chagrin/Van Aken and tie into other neighborhood assets
 - Opportunity for improvement of streetscaping
 - Convenience and access to the businesses; nearby to the neighborhoods; connectivity
 - Lee Road was 2 lanes up until 1972; not enough width for current set up; advocate for 3-lane configuration—more practical for businesses to get access; advocates for temporary road diet NOW
 - Remembered movie theater, bowling alley and it was vibrant for families—opportunity to do that again
- What should we **preserve**?
 - Not the Dealership—makes corner lifeless (David Lewis) tear it down and move uses to increase vitality—serve the residents
 - Existing small businesses
 - Preserve trees
 - Affordable rents and businesses
- What will **transform** Lee Road
 - Street layout

- Road diet
- Streetscape
- Atlanta—expand the park, assets, accessible, bike path
- Create accessible channels for all residents to get from the adjacent neighbors on foot
- Family friendly** daytime; restaurants in the evening, ice cream store/pastry; bringing in businesses and draw people in
- What types of **businesses**?
 - Restaurants that are needed by the residents; invite residents to come
 - Cleveland has more activity, more things to go to
 - Fill the businesses
 - Medical offices, doctors office
 - Like Cedar Lee area—spend a whole evening there (movie, entertainment, dinner, music, park)**
- What types of **community** spaces
 - Chelton Park, wide-open spaces adjoining it, Lee and Hampstead; tie Chelton to Lee Road for greenspace; like the mural on the fence; connect the space; expand it if there is the opportunity or perhaps expand in conjunction with adjacent new development. Bus depot relocation would help to do this. This is a gem that should be built upon.
 - Prospect park—NYC, simple splash pad—giant circle with streams of water
 - Create a space where people could gather and eat food they get as take out from nearby restaurants or picnic

What are the **challenges**?

What are the **opportunities**?

What should we **preserve**?

What will **transform** Lee Road?

What types of **businesses**?

What types of **community** spaces?

Public Meeting

Breakout Group Discussion Questions - Katharyne

Participants: David ~~Thal~~, Nick ~~Edgar~~, Vicki Elder, Nancy Moore, Rhonda Wright, Kim Harris, **Others?**

What are the challenges?

- Multiple property owners make it hard to achieve a vision. When the City can consolidate properties a vision can be realized – examples are STC and south side of Chagrin.
- There aren't enough traffic lights to insure both pedestrian and driver safety.
- Pedestrians are forced to walk in the street due to snow – the City should prioritize plowing the sidewalks especially since it is a bus route.
- The street is too car-centric, the design doesn't factor in other modes – walking, transit, biking. There is little space for people to navigate the corridor who are not in a car.
- Businesses rely on shipping and receiving – sometimes semi-trucks will need access, so there needs to be equitable accommodations.
- Until recently, property owners were tax delinquent. Holding property owner accountable needs to be a priority, many of the properties aren't benefiting the commercial neighborhood.
- There is a perception issue – many people think Shaker stops at Chagrin Blvd. This perception extends to the Greater Moreland community as a whole as well.
- The bus depot closes off the commercial district. There are amenities present in the area, but there needs to be better access to them from the neighborhood.
- There is a lack of Shaker identity south of Chagrin – create a stronger connection with streetscape that is cohesive.

What are the opportunities?

- Development would bring more tax revenue.
- Create access – a better flow from commercial to residential.
- This is an opportunity to fill in the gaps.
- Streetscaping can bring in the various modalities and attractiveness. It feels very harsh now. The trees are nice in the tree lawns. That level of detail can be built on with public art to make it cool, fun, and attractive.
- To create spaces for families and neighbors to hang out, walk around and shop.
- Better access and design will encourage people to walk instead of get in their car.
- There is a natural smaller scale on the street.
- There needs to be a better tie in with STC. We don't get a community feel there – STC is not inviting, so it doesn't feel good, it isn't clean. For example, it isn't set up to host families to eat ice cream like Mitchell's in VAD – not fit for gathering - we have to walk to the library park.

What should we preserve?

- The diverse mix of businesses that currently exist – some are 40 years plus and others are new. Keep the mix of light manufacturing next to services, like childcare and personal services. This mix gives people a lot of reasons to come to the corridor. The mix is something to build off of. Emphasis on mixtures of business types, we are heavy in certain areas – a unique collection would be preferred.
- Let's not preserve the little red brick buildings.

What will transform Lee Road?

- Businesses with vision – build to suit for redevelopment.

- Restoration/preservation is okay if the modernizes the building. The buildings should not be all the same. Example Gordon Square Arts District – comfortable, fun, array of building types, styles and ages. New buildings and old buildings should mingle. An existing structure could support a new extended structure. It is more sustainable and rejuvenating. The Storefront program needs more money to be transformational.
- Let's think about consistency across Shaker - take what works like VAD and do it in this area. Example J. Pistone area is not new, but well-maintained - mimic this, add new construction too. Get a Mitchell's here – we know that it works in Shaker. Find a way to create some replication. This also shows inclusiveness between the areas.
- Identify the consistent thing that ties it all together – modernizing by way of the very historic to very contemporary buildings that are all high-quality and well maintained. Maintain a human-scale, include benches/places to sit/gather, greenspaces. The architecture can be unique, but still very Shaker if it done with consistency. On Chagrin by the fire station, the streetscaping helped so much 20 years ago. They didn't copy another part of Shaker, but it pulled everything together.
- We need a vision – then everything we do speaks to that vision. Example: Gordon Square arts district. There was the big idea 20 years ago. All energy flows that way. In terms of identity, Larchmont is artsy, but when I think VAD, I don't think downtown. The area here should reclaim the downtown notion of Shaker. Shop, hang out. Identify the look or theme we are going after and apply it.

What types of businesses?

- During the first round of Forward Together it was pointed out that we don't have performing arts spaces. We need to fill in the gaps of what Shaker doesn't have like this. Examples: music clubs and things we have to go elsewhere to enjoy. There is a stage in the VAD, but it is not a performance center. Would like to have a Dubuque-type theatre here. Bring entertainment to Shaker.
- The cigar shop is a unique addition - hey have a following.
- Diner – there used to be one at VAD. There are no real breakfast joints in Shaker.
- Studio spaces in one building for dance, Zumba, art gallery, etc. – different uses.

What types of community spaces?

- How does Forward Together mesh with this process? If we need and want a Rec Center, can it go here? Hard to streamline thoughts around both processes.
 - From Nancy Moore: We contract with consultants through an engagement process that ends in a strategic plan – for Lee Road – that will be funded from any number of sources. Like VAD, several phases. What we are missing in Forward Together is a strategic plan for Recreation. We are three steps ahead with Lee Road. More similar to VAD than the Horseshoe Lake planning process.



PHASE 2 OUTREACH EFFORTS

Postcard promos: 1200 sent, 1000 handed out

Event	Host	Date	Time	Location	Lead	Number of Participants	Purpose
Formal Events							
Stakeholder Focus Group #2	City of Shaker Heights	6/14/2022	6:30 - 8:30 PM	Dealership	Shaker Hts & WSP	Stakeholder Focus Group #2	City of Shaker Heights
Business Focus Group #2	City of Shaker Heights	6/15/2022	9 - 10 AM	Zoom	Shaker Hts & WSP	Business Focus Group #2	City of Shaker Heights
Public Meeting #2 (in-person)	City of Shaker Heights	6/15/2022	6:30 - 8:30 PM	Zoom	Shaker Hts & WSP	Public Meeting #2 (in-person)	City of Shaker Heights
Public Meeting #2 (virtual)	City of Shaker Heights	6/22/2022	6:30 - 8 PM	Zoom	Shaker Heights	Public Meeting #2 (virtual)	City of Shaker Heights
Council Update #2	City of Shaker Heights	6/21/2022	noon	Zoom	Shaker Heights	Council Update #2	City of Shaker Heights
Institutional Stakeholder Meeting #2	City of Shaker Heights	8/9/2022	2 - 3 PM	Zoom	Shaker Heights	Institutional Stakeholder Meeting #2	City of Shaker Heights

Event	Date	Time	Location	Number of Participants	Purpose
Moreland Neighbor Night	2/22/2022	Evening	Moreland	6	Encourage attendance at public meeting, share project website and opportunities to share ideas; break-out group
Master Marr's Taekwondo	April		Phone	6	
Library Courts Senior Apartments	4/6/2022		Phone	10	
SHDC walking tour	4/22/2022	Morning	Lee Road	7	
SHDC walking tour	4/23/2022	Morning	Lee Road	13	
MOOS	6/15/2022	3 -4 p.m.	Dealership	12	update, review Phase 2 concepts, receive input
Ciclovia	6/25/2022	8 - noon	Library Park	20	phase 2 concepts for comment, steer to survey
FASS business luncheon/discussion	7/13/2022	11:30 - 1:30	FASS	14	
Lindholm neighbors	7/13/2022	6:00 p.m.	3619 Lindholm	11	phase 2 concepts for comment, steer to survey
Bike Cleveland biking tour/walk	7/20/2022	7:00 p.m.	Dealership +	27	bike/walk with stops, dot boards, steer to survey
Moreland Neighbor Night	7/20/2022	6:00 p.m.	Chelton Park	30	promote survey; answer questions about plan
Library Courts Senior Apartments	7/29/2022	10:00 a.m.	Library Courts	6	
Kenyon business conversation	7/11/2022	12:00 p.m.	Kenyon	2	Discuss possible reconfiguration of Kenyon at Chagrin and Lee intersection and business impacts.
Kenyon business conversation	7/13/2022	3:00 p.m.	Kenyon	3	Discuss possible reconfiguration of Kenyon at Chagrin and Lee intersection and business impacts.

Kenyon business conversation	7/20/2022	2:00 p.m.	Zoom	1	Discuss possible reconfiguration of Kenyon at Chagrin and Lee intersection and business impacts.
Kenyon business conversation	7/21/2022	Morning	Phone	1	Discuss possible reconfiguration of Kenyon at Chagrin and Lee intersection and business impacts.
Kenyon business conversation	7/29/2022	9:00 a.m.	Kenyon	2	Discuss possible reconfiguration of Kenyon at Chagrin and Lee intersection and business impacts.
Kenyon business conversation	7/22/2022	Evening	Phone	1	Discuss possible reconfiguration of Kenyon at Chagrin and Lee intersection and business impacts.



WE WANT TO HEAR FROM YOU!

Lee Road Action Plan

Earlier this year, citizens and business owners shared ideas and preferences for the future of Lee Road. We will present concepts built upon the community's vision. Share your opinions to help us reimagine the Lee Road Corridor.

The City of Shaker Heights is creating a visionary reinvestment plan for Lee Road south of Van Aken Boulevard. Continued community engagement will help to transform the area into a commercial district that is more vibrant, walkable, bikeable, and transit-friendly.

There are 3 opportunities for **YOU** to share your ideas:

**1. IN-PERSON COMMUNITY MEETING:
Wednesday, June 15th, 6:30- 8:00pm**

The Dealership, 3558 Lee Road. Join us for free pizza 5:45-6:30 and, after the meeting, join us at the ice cream truck for free treats!

**2. VIRTUAL COMMUNITY MEETING:
Wednesday, June 22nd, 6:30- 8:00pm via Zoom**

Zoom.com
Meeting ID: 849 2144 8993
Passcode: 018231

**3. ONLINE SURVEY:
Open June 16 - July 24**

To learn more, watch the presentation, and take the survey, hold your device's camera over the **QR code** or visit shakeronline.com/LeeActionPlan.

If you would like a paper copy of the presentation or survey, please connect with us using the contact information below.



Questions? Email kara.odonnell@shakeronline.com or call 216-491-1436.



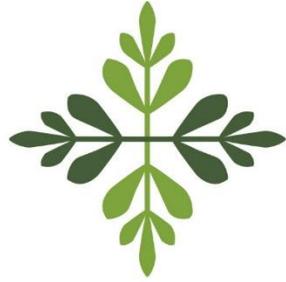
City of Shaker Heights
3400 Lee Rd.
Shaker Heights, OH 44120

Table 2. Phase 2 Communications

Communication Medium / Method	Date	Distribution	Purpose
Meeting at Master Marr's Taekwondo	3/23/2022	Student newsletter and direct outreach	To engage their students/families in a dialogue about their experience in the area.
Business Focus Group Save the Date/Invite	5/6/2022	Chagrin-Lee Business Email List	To save the date and solicit RSVPs
Business E News May email	5/10/2022	Business News email list	status of Lee Road Action Plan
Econ Dev Community Update	5/31/2022	Shaker Heights Economic Development email list	update on the Plan and the June 15 public meeting
Lee Road Action Plan eNews	5/18/2022	Lee Road Action Plan email list	Info on Cleveland's Vision Zero Lee Road meeting; dates for June Action Plan mtgs & survey
Postcards	6/1/2022	Moreland & Lomond neighborhoods; Cleveland	Public meeting notification
Lee Road Action Plan eNews	6/8/2022	Lee Road Action Plan email list	Lee Road: Round 2 of Public Engagement Starts June 15
Bike Cleveland email list	6/13/2022	Bike Cleveland email list	Public meeting notification
Lee Road Action Plan eNews	6/15/2022	Lee Road Action Plan email list	(Reminder) Lee Road: Round 2 of Public Engagement Meeting is Tonight
Lee Road Action Plan Survey #2	June 16 - July 24	links through City email, website, and social media	Visual Preference Survey
Lee Road Action Plan eNews	7/15/2022	Lee Road Action Plan email list	Walking & Biking Tour of Lee Road on July 20
Bike Cleveland email list	7/18/2022	Bike Cleveland email list	Public meeting notification
Lee Road Action Plan eNews	7/20/2022	Lee Road Action Plan email list	RESCHEDULED: Walking & Biking Tour of Lee Road
Lee Road Action Plan Survey #2	7/21/2022	SHCD board members	to encourage SHDC board members to take survey
Lee Road Action Plan eNews	7/26/2022	Lee Road Action Plan email list	Lee Road: TODAY Walking & Biking Tour at 7 PM
Business News-August 2022	8/16/2022	Business News email list	Update on Phase 2 of Lee Road Action Plan



PHASE 2
PUBLIC MEETING 2 PRESENTATION



SHAKER HEIGHTS

Lee Road Action Plan

PUBLIC MEETING #2

JUNE 15, 2022

Agenda

1. Welcome & Introductions
2. Project Purpose
3. Phase 1 Community Input
4. Phase 2 Meeting Goals
5. Corridor Elements
6. Corridor Themes
7. Breakout Groups
8. Idea Sharing
9. Next Steps



Project Purpose

Reimagine Lee Road corridor – Van Aken south into the City of Cleveland

- ❖ Create Lee Road commercial district that is
 - Commercially vibrant
 - Aesthetically attractive
 - Equitable
 - Sustainable
 - Safe, connected, and accessible to all
- ❖ Develop District to successfully integrate
 - Transportation
 - Land use
 - Economic development
 - Engaged community



Plan Development Process



Phase 1: Project Kickoff & Existing Conditions

Community Input - Meetings & Polls/Survey

February – May 2022

- ❖ Meetings and polling focused on understanding your thoughts on the corridor
 - As it is today
 - What you would like it to become

- ❖ 200 attended the meetings and 2000 participated in the polls/survey
 - February 17, 2022 Stakeholder meeting
 - February 22, 2022 Business Stakeholder meeting
 - February 24, 2022 Public meeting
 - May 9, 2022 Institutional Stakeholder meeting
 - Feb. – March 2022 Four 1-question polls and one 6-question survey

Phase 1: Project Kickoff & Existing Conditions

Community Input – What We Heard

CHALLENGES

Traffic
Congestion

Appearance

Roadway
Configuration

Business
Access

Safety
Concerns

Lack of family-
friendly
businesses

Vacancy

Parking

Phase 1: Project Kickoff & Existing Conditions

Community Input – What We Heard

Opportunities to Transform

- Preserve businesses and greenspaces/trees
- Build on entrepreneurship culture
- Create multimodal corridor
- Vibrant, inviting, welcoming
- Safe, connected, and beautiful
- Bike and pedestrian friendly
- Improve visibility
- Celebrate history and diversity
- Improve identity/cohesiveness
- New family-friendly businesses
- Add multi-use buildings

Community Spaces

- Family and youth friendly gathering spaces
- Connect to Chelton Park
- Places to gather for music, recreation, performance, fitness, and play

Phase 2: Concept Development

Meeting Goals

Obtain and document community input and preferences

❖ Corridor elements

- Land Use Alternatives
- Development Locations
- Multi-Family Housing
- Building Height
- Commercial Development
- Public Realm Treatments & Enhancements
- Parking
- Bicycle Treatments
- Roadway Configuration
- Kenyon Intersection

❖ Street and development characteristics (themes)

- Modern Main Street
- Neighborhood Center
- Density-Driven Transformation

Corridor Elements Land Use



**Outdoor Recreation /
Parks / Public Space**



Restaurants / Retail



Office Workspace



Multi-Family Housing



Maker Space / Assembly



**Indoor Recreation /
Entertainment**

Corridor Elements Public Realm Treatments & Enhancements



Sidewalks & Seating



Transit Waiting Environment



Lighting



Public Art



Sustainable Stormwater Management



Amenity Zone

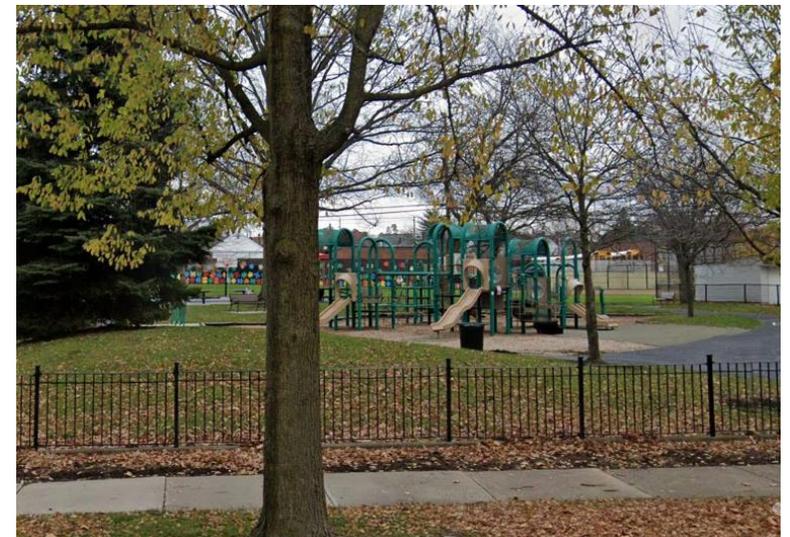


Pedestrian Connections to Neighborhood

Corridor Elements

Community

- ❖ Establish corridor gateways
- ❖ Expand Chelton Park
- ❖ Expand community connections
 - Connect to Town Center
 - Connect to City of Cleveland
 - Connect to Lomond neighborhood
 - Connect to Moreland neighborhood



Corridor Elements

Roadway Reconfiguration – Vehicles



CENTER TURN LANE



MEDIAN SECTION

Corridor Elements Bicycle Treatments

Off-Road Trail



**In-Road Separated
Two-Way Bikeway**



**In-Road Separated
One-Way Bike Lanes**



**In-Road Striped
Bike Lanes**



Corridor Elements

Parking



**On-Street
Parking**



**Shared Surface
Parking Lot(s)**



**Shared Parking
Structure**



**Individual
Properties**

Corridor Elements Roadway Reconfiguration – Curb Extensions



Corridor Elements Roadway Reconfiguration – Pedestrian Crossings



Reconfigure Kenyon at Chagrin/Lee



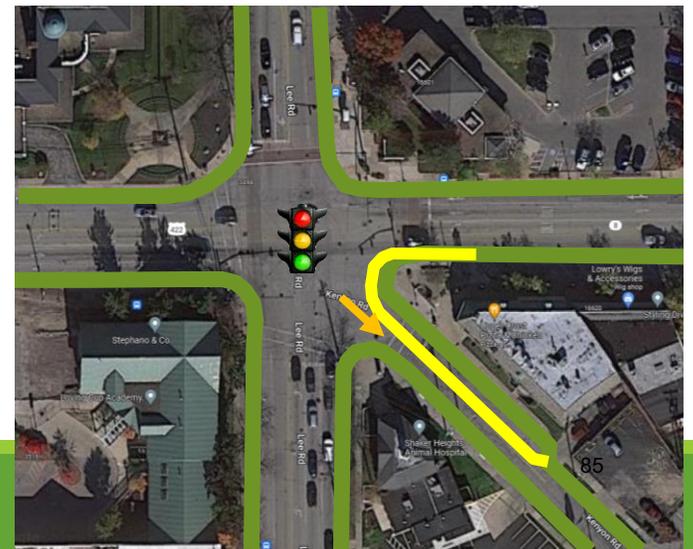
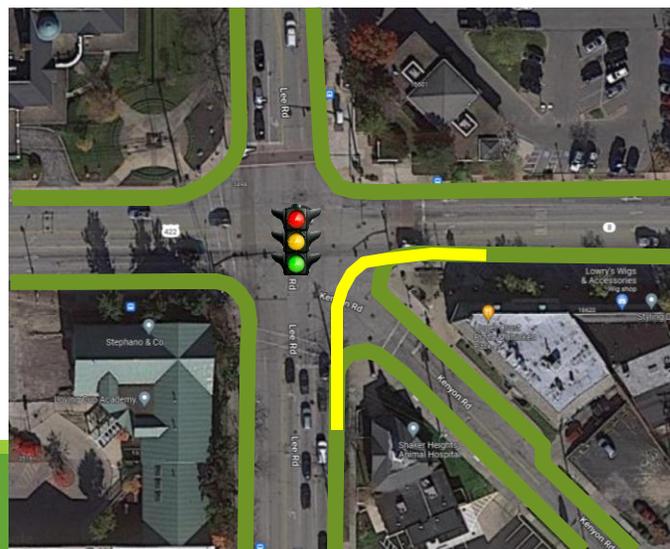
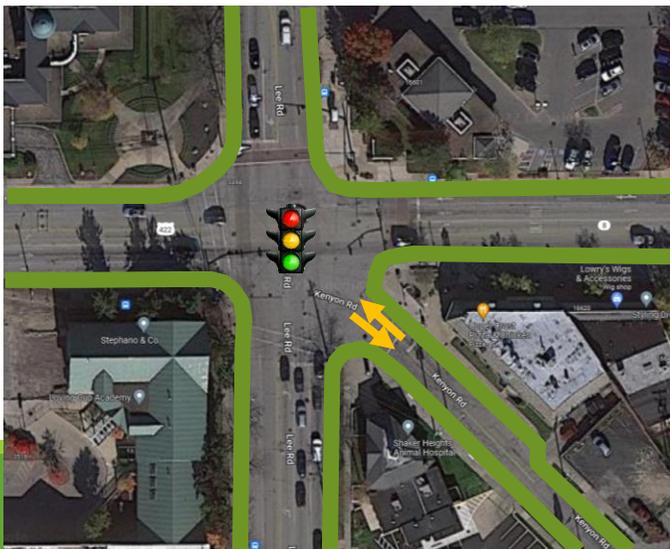
No Change
existing condition



Closed to Vehicles
repurpose roadway space



Open Inbound Only
widen sidewalk area



Corridor Themes & Elements

- ❖ Modern Main Street
- ❖ Neighborhood Center
- ❖ Density-Driven Transformation

Modern Main Street

WALKABLE MAIN STREET

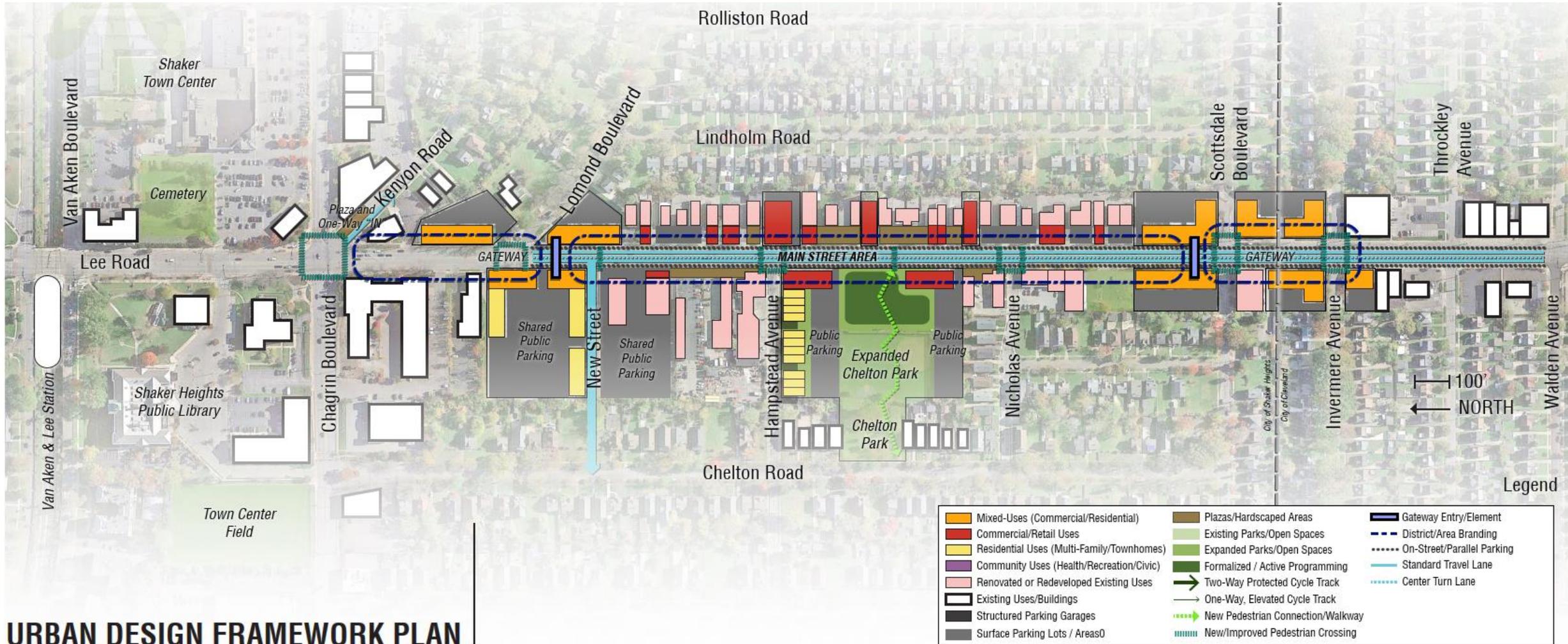
LAND USE & DEVELOPMENT

- ❖ Traditional walkable main street
- ❖ Smaller scale, infill redevelopment
 - 1-2 story commercial uses



Modern Main Street

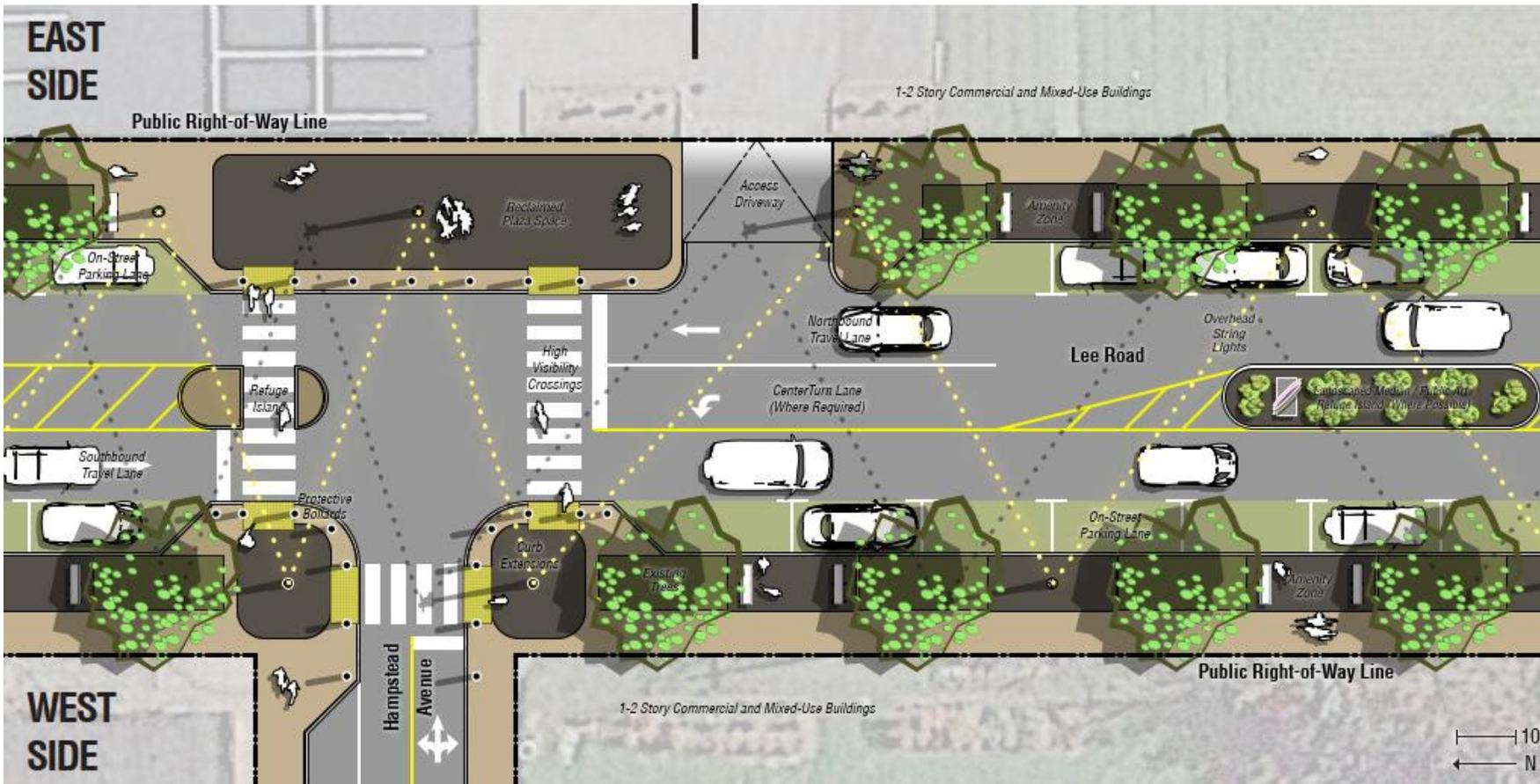
WALKABLE MAIN STREET



URBAN DESIGN FRAMEWORK PLAN

Modern Main Street

WALKABLE MAIN STREET



STREET FUNCTION

- ❖ Reconfigure Lee Road
 - Two travel lanes plus center turn lane (or median sections)
 - On-street parking

TYPICAL BLOCK

Modern Main Street

WALKABLE MAIN STREET



TYPICAL SECTION

Modern Main Street

WALKABLE MAIN STREET



CHAGRIN FALLS



COVENTRY

Other examples: Larchmere, Cedar-Lee, South side of Chagrin in Shaker

Neighborhood Center

CENTRAL CORE MIXED-USE AREA

LAND USE & DEVELOPMENT

❖ Create central core mixed-use area

- Expanded community services
- Retail
- Outdoor dining and/or food trucks
- Activity center(s)

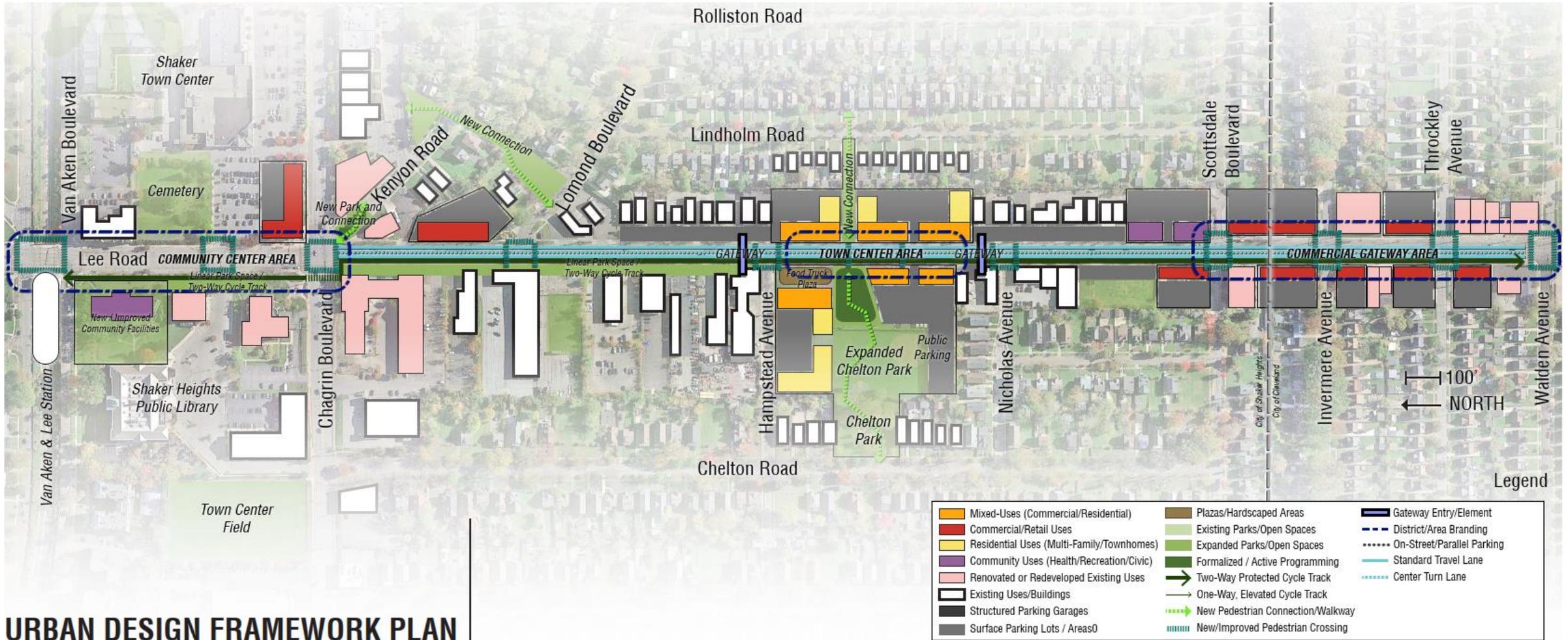
❖ Redevelopment of bus garage site

- Expand Chelton Park
- Public parking area
- Neighborhood connection



Neighborhood Center

CENTRAL CORE MIXED-USE AREA



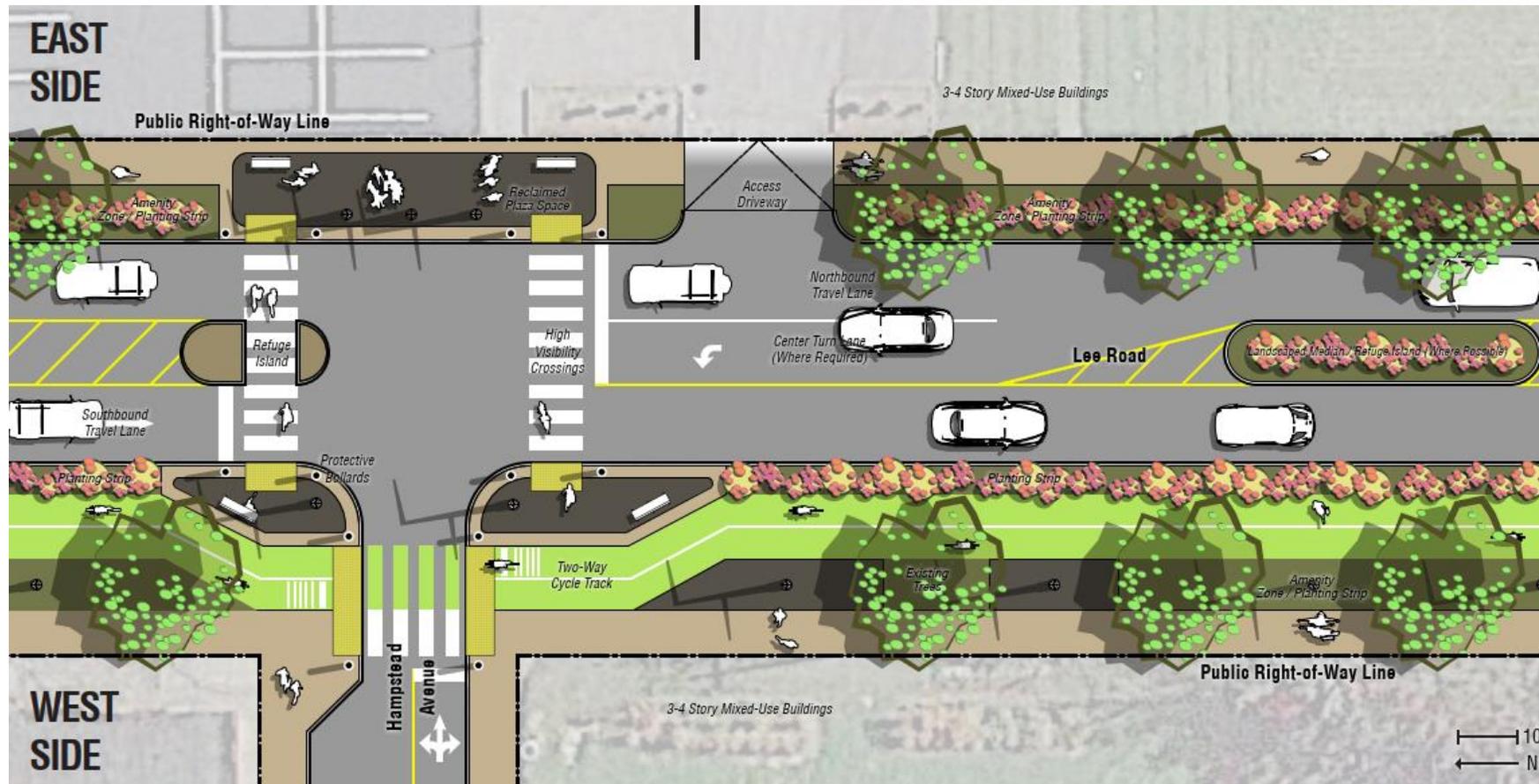
Neighborhood Center

CENTRAL CORE MIXED-USE AREA

STREET FUNCTION

- ❖ Reconfigure Lee Road
 - Two travel lanes plus center turn lane (or median sections)
 - Two-way raised cycle track

TYPICAL BLOCK



Neighborhood Center

CENTRAL CORE MIXED-USE AREA



TYPICAL SECTION

Neighborhood Center

CENTRAL CORE MIXED-USE AREA



GORDON SQUARE



OHIO CITY

Other examples: Cedar Fairmount Top of the Hill development

Density-Driven Transformation

HIGH DENSITY MIXED-USE DISTRICT

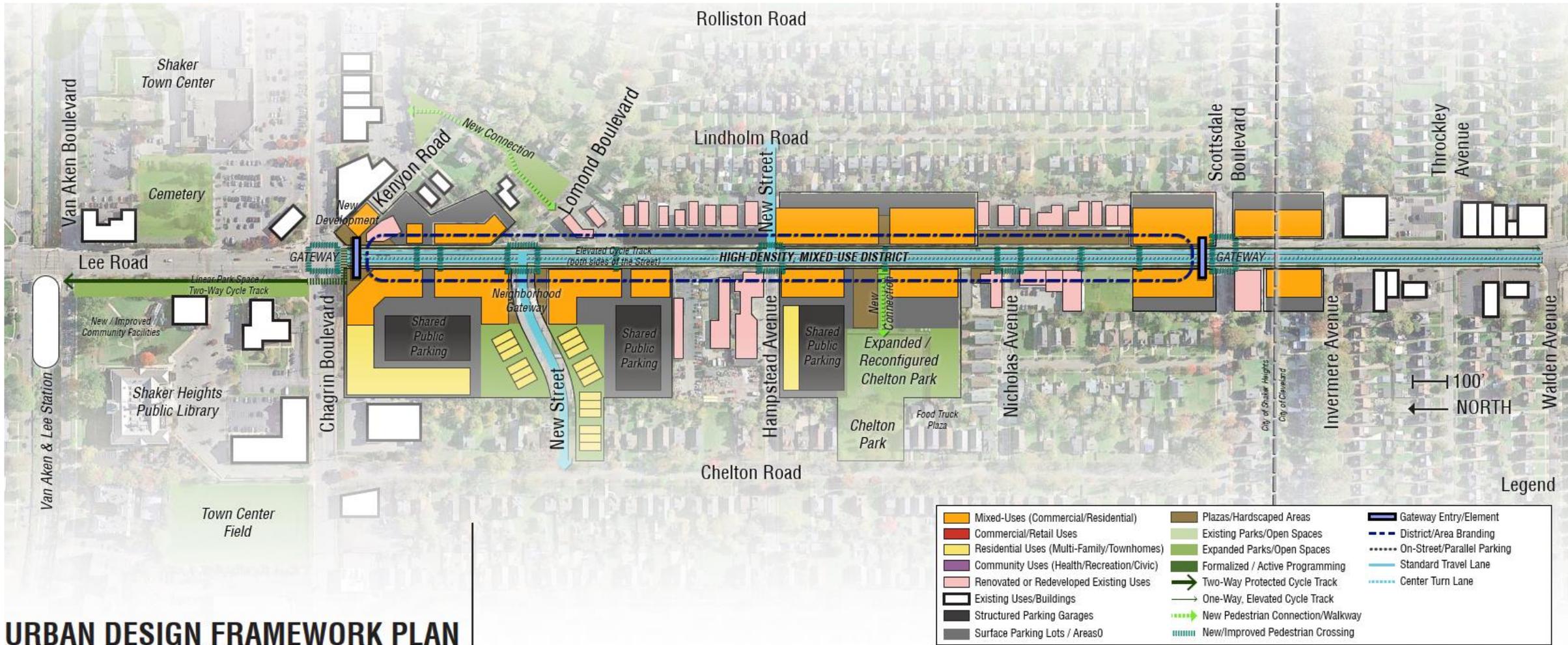
LAND USE & DEVELOPMENT

- ❖ High-density mixed-use district
- ❖ Transform Lee over time
- ❖ 5+ story mixed-use development
 - Commercial
 - Residential
 - Office
 - Retail



Density-Driven Transformation

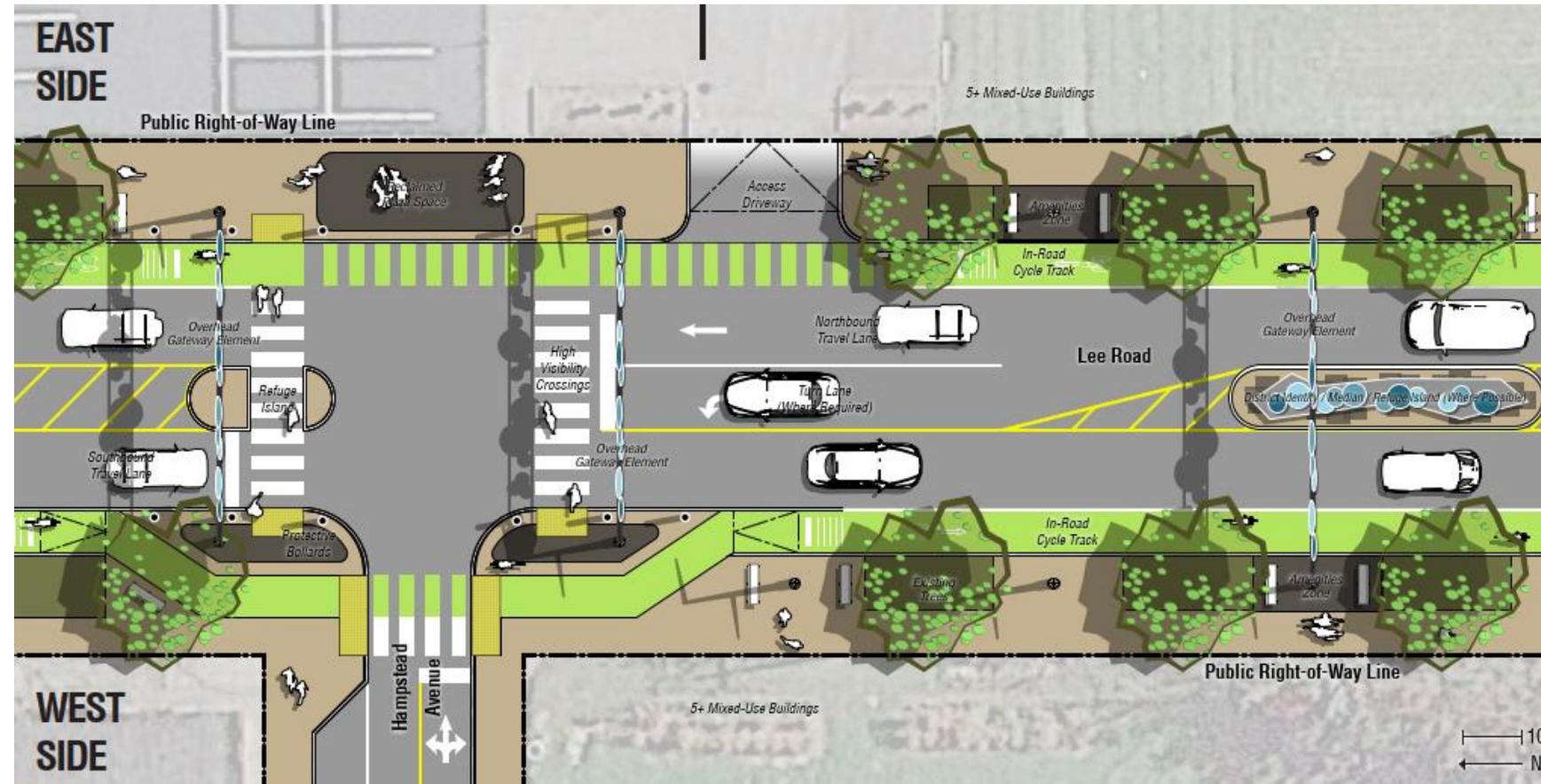
HIGH DENSITY MIXED-USE DISTRICT



URBAN DESIGN FRAMEWORK PLAN

Density-Driven Transformation

HIGH DENSITY MIXED-USE DISTRICT



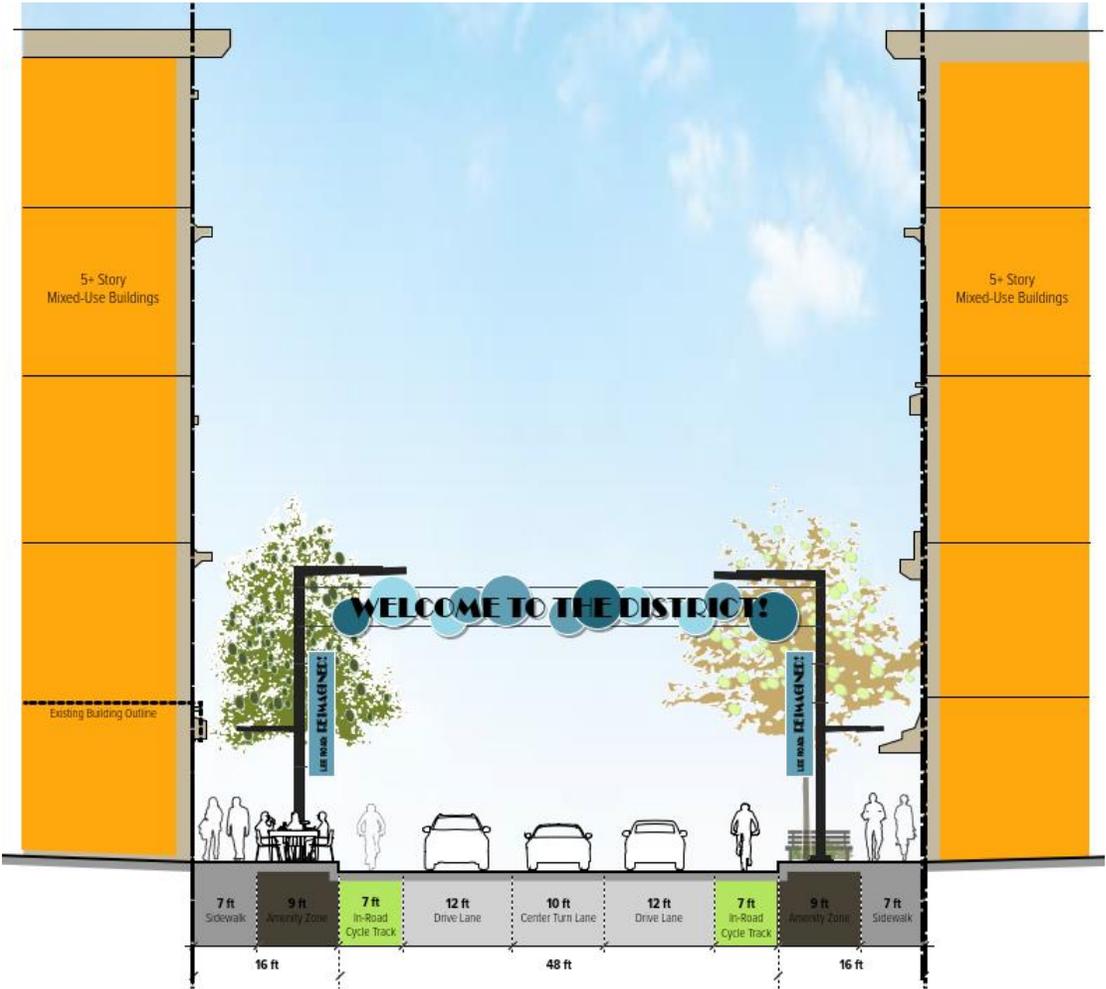
STREET FUNCTION

- ❖ Reconfigure Lee Road
 - Two travel lanes plus center turn lane (or median sections)
 - One-way cycle track lanes (northbound and southbound)

TYPICAL BLOCK

Density-Driven Transformation

HIGH DENSITY MIXED-USE DISTRICT



TYPICAL SECTION

Density-Driven Transformation

HIGH DENSITY MIXED-USE DISTRICT



UNIVERSITY CIRCLE



SHORT NORTH, COLUMBUS

Other examples: Cleveland State/Playhouse Square

Breakout Groups

Discuss & Assess Corridor Themes

❖ Group Discussion (50 minutes)

- Board activity
- Likes / what works
- Dislikes / doesn't belong
- Ideas & opportunities

- Modern Main Street
- Neighborhood Center
- Density-Driven Transformation

❖ Idea Sharing (15 minutes)

- Key takeaways



Next Steps

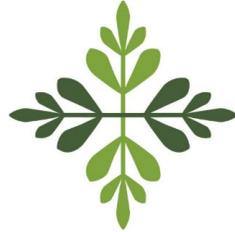


- ❖ Integrate community input
 - Survey
 - Other engagement
- ❖ Develop draft plan
- ❖ Phase 3 (Aug/Sept)
- ❖ Finalize plan

MetroQuest survey link: www.metroquestsurvey.com/LeeRoad



ONLINE SURVEY



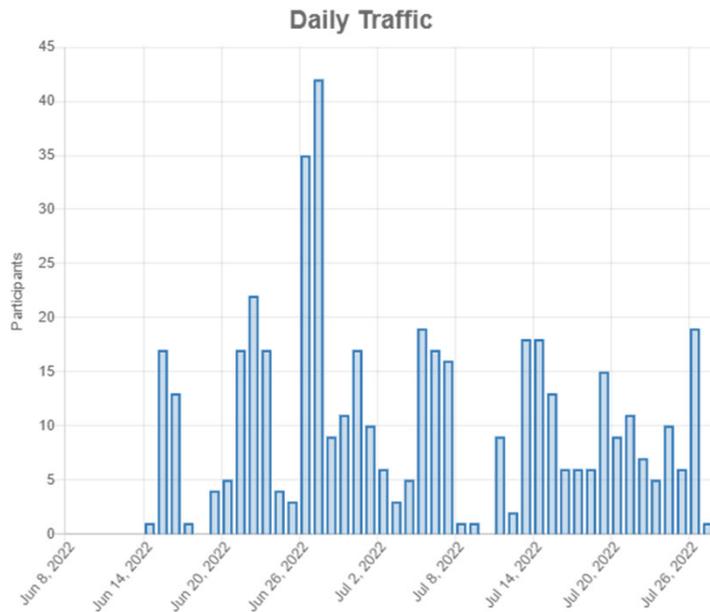
SHAKER HEIGHTS

Lee Road Action Plan

RAW DATA SURVEY RESULTS 7/28/2022

Survey Stats & Demographics

Number of people taken the survey to date: **457**



5 Wrap Up i | 🗨️

Tell us a bit about yourself. Please click finish when you are done.

WRAP UP

Final Questions (Optional)

> What is your age

> What neighborhood do you live in?

> How do you identify?

> Race

> Enter your email address if you'd like to receive project updates
 0/75

Thank You!

Thank you for your feedback on the reimagining of the Lee Road Corridor. Your input will help us make informed decisions about the future of Lee Road.

For more information on the Lee Road Action Plan, visit our website by clicking the button below.

🔗 Lee Road Action Plan

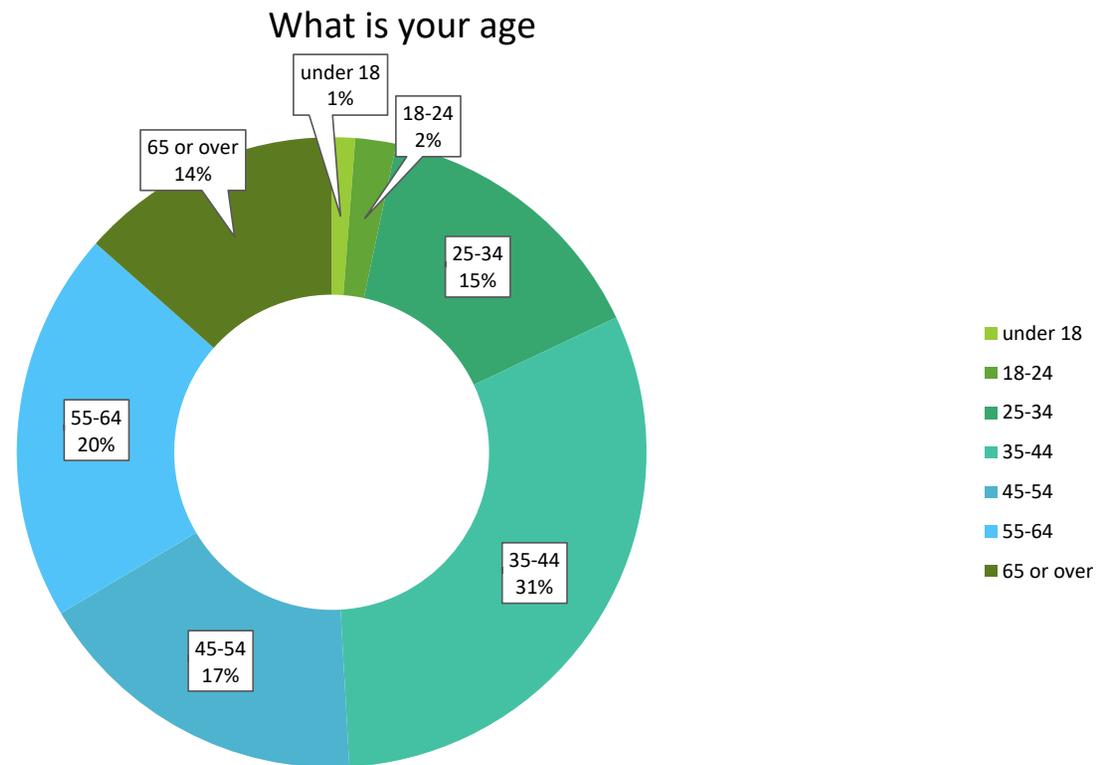
Please share this with others and help us get everyone involved!

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🐦
in

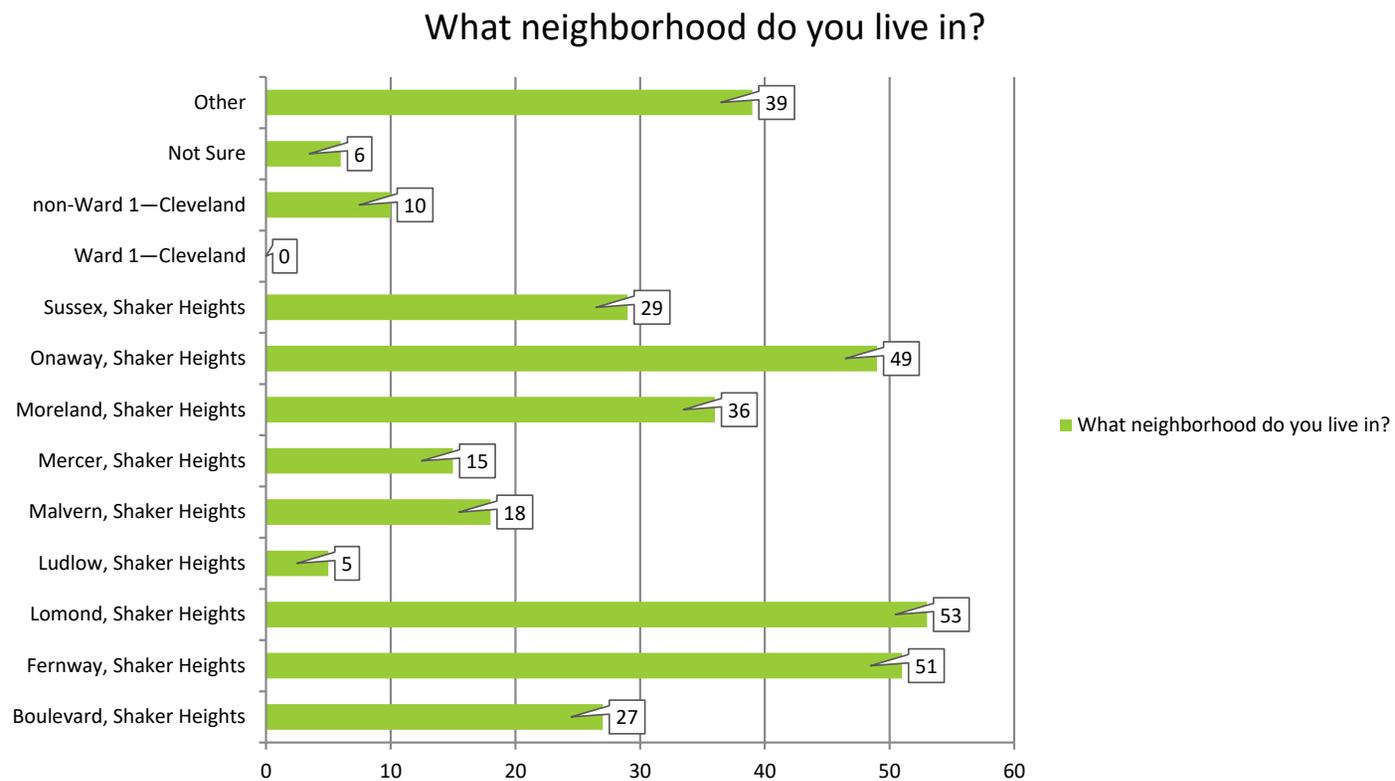
Answer the above questions, then click Finish:

🚩 Finish

Survey Stats & Demographics

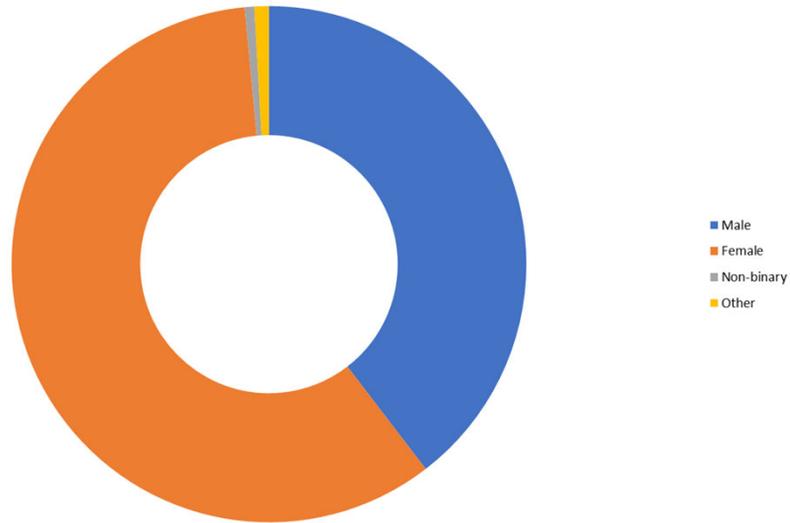


Survey Stats & Demographics

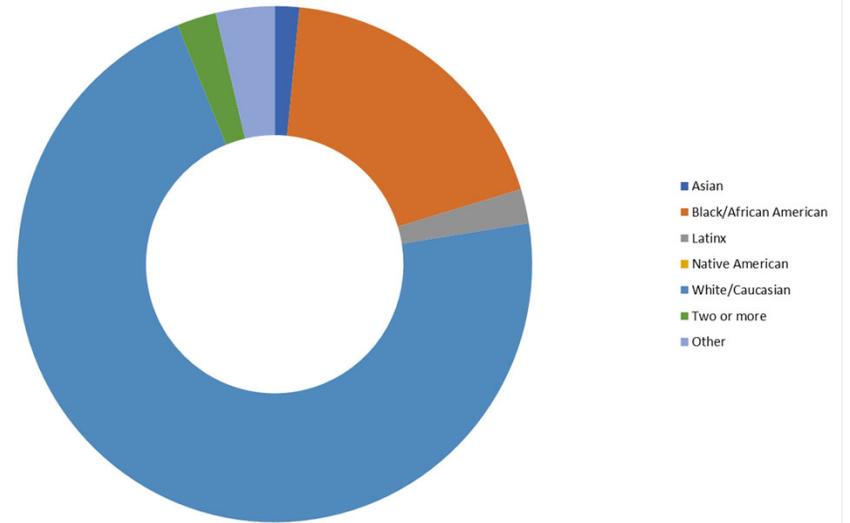


Survey Stats & Demographics

How do you identify?



Race



If I Had to Choose

2 If I had to choose...
For each set of images, choose the image you prefer.

VISUAL PREFERENCE

- Street Characteristics
- Land Use
- Bicycle Amenities
- Kenyon Reconfiguration

Street Characteristics

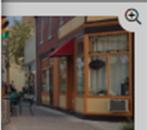
Which street type do you prefer for Lee Road?

If I had to choose... ✕

Which would you prefer?

For each set of images, please choose the one you prefer the most.

✓



Food Center: with designated spaces and neighborhood sections.



Density-Driven Transformation: Larger redevelopment focused on mixed-use and multi-family residential.

🗨️ ⬇️

If I Had to Choose Street Characteristics

2 If I had to choose...
For each set of images, choose the image you prefer.

VISUAL PREFERENCE

- Street Characteristics
- Land Use
- Bicycle Amenities
- Kenyon Reconfiguration

Street Characteristics

Which street type do you prefer for Lee Road?



Modern Main Street: Intimate street with a strong local identity. Reuse of existing buildings mixed with smaller scale redevelopment.

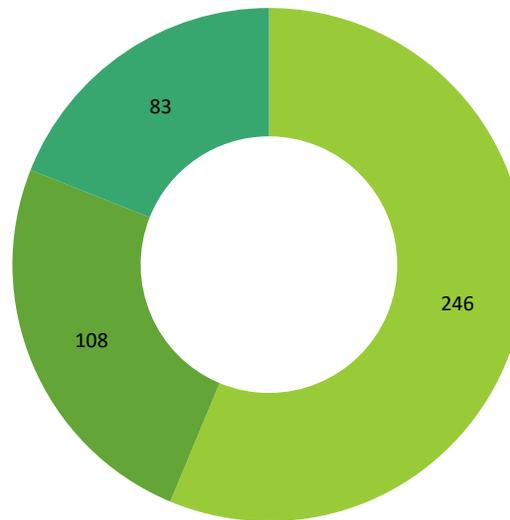


Neighborhood Center: Sustainable with designated community spaces and enhanced neighborhood connections.



Density-Driven Transformation: Larger redevelopment focused on mixed-use and multi-family residential.

Street Characteristics



- **Modern Main Street:** Intimate street with a strong local identity. Reuse of existing buildings mixed with smaller scale redevelopment.
- **Neighborhood Center:** Sustainable with designated community spaces and enhanced neighborhood connections.
- **Density-Driven Transformation:** Larger redevelopment focused on mixed-use and multi-family residential.

If I Had to Choose Land Use

2 If I had to choose...
For each set of images, choose the image you prefer.

VISUAL PREFERENCE

Street Characteristics

Land Use

Bicycle Amenities

Kenyon Reconfiguration

Land Use
Which land use should be a priority along Lee Road?

Outdoor Recreation/
Parks/Public Space

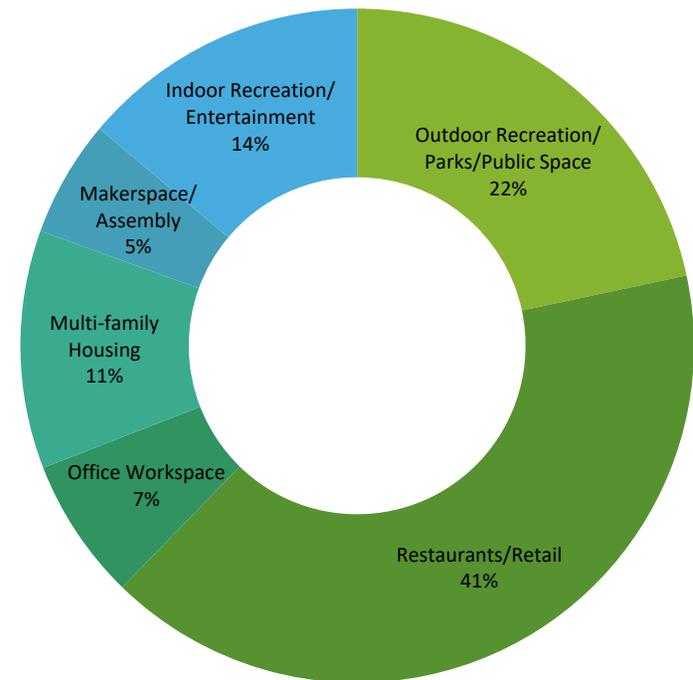
Restaurants/Retail

Office Workspace

Multi-family Housing

Makerspace/
Assembly

Indoor Recreation/
Entertainment



If I Had to Choose Bicycle Amenities

2 If I had to choose...
For each set of images, choose the image you prefer.

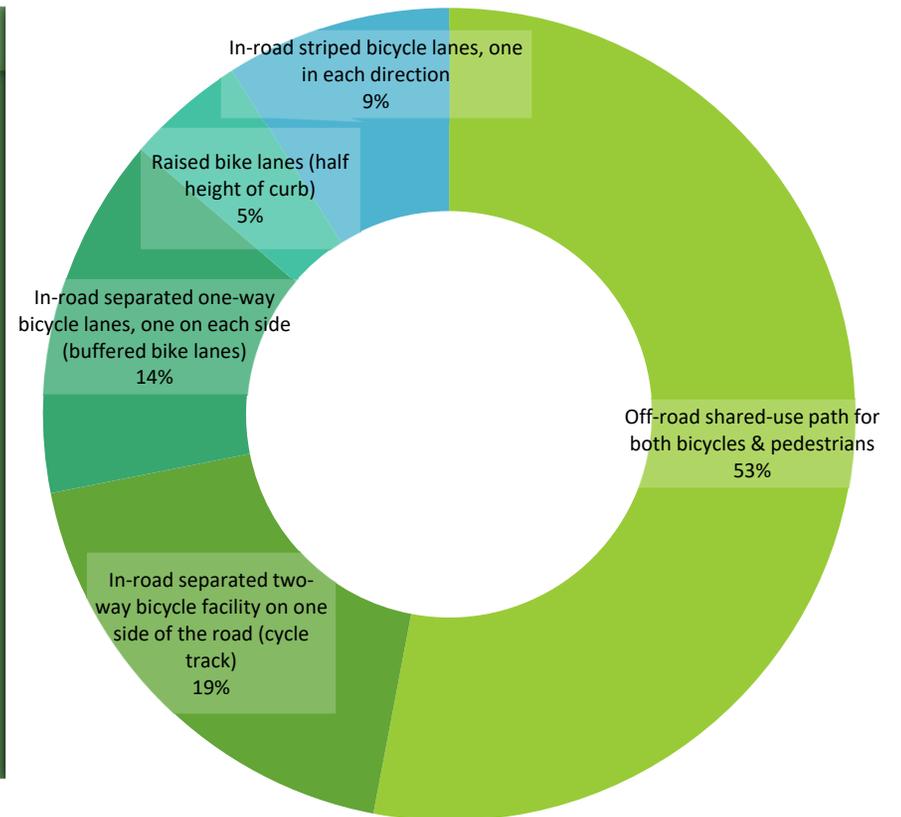
VISUAL PREFERENCE

- Street Characteristics
- Land Use
- Bicycle Amenities**
- Kenyon Reconfiguration

Bicycle Amenities

What bicycle amenity would you prefer along Lee Road?

Amenity	Percentage
Off-road shared-use path for both bicycles & pedestrians	53%
In-road separated two-way bicycle facility on one side of the road (cycle track)	19%
In-road separated one-way bicycle lanes, one on each side (buffered bike lanes)	14%
In-road striped bicycle lanes, one in each direction	9%
Raised bike lanes (half height of curb)	5%



If I Had to Choose Kenyon Reconfiguration

2 If I had to choose...
For each set of images, choose the image you prefer.

VISUAL PREFERENCE

- Street Characteristics
- Land Use
- Bicycle Amenities
- Kenyon Reconfiguration**

Kenyon Reconfiguration

Which potential reconfiguration to improve traffic flow and pedestrian safety for Kenyon at Chagrin/Lee intersection do you prefer?



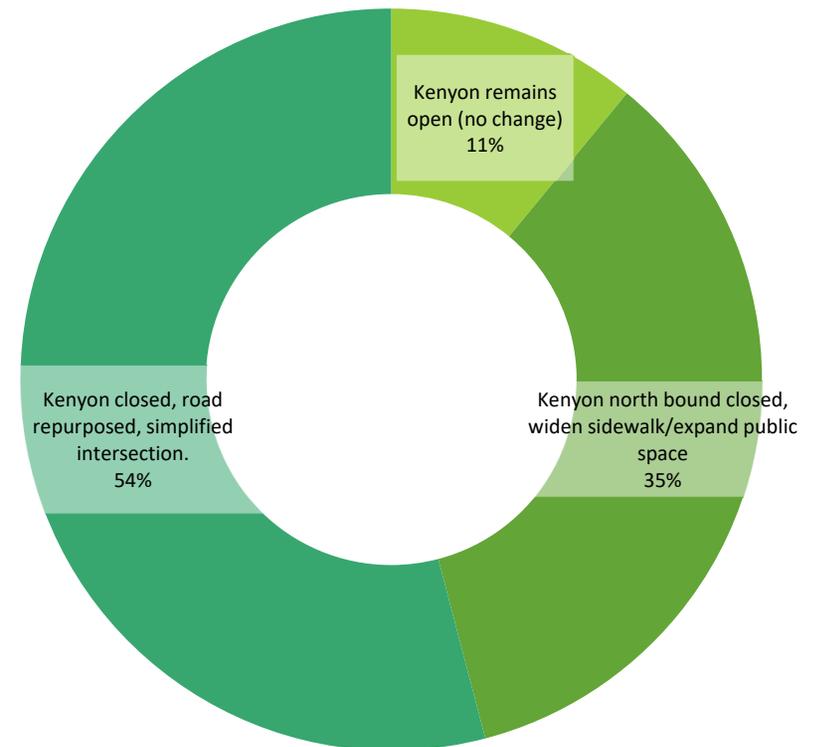
Kenyon remains open (no change)



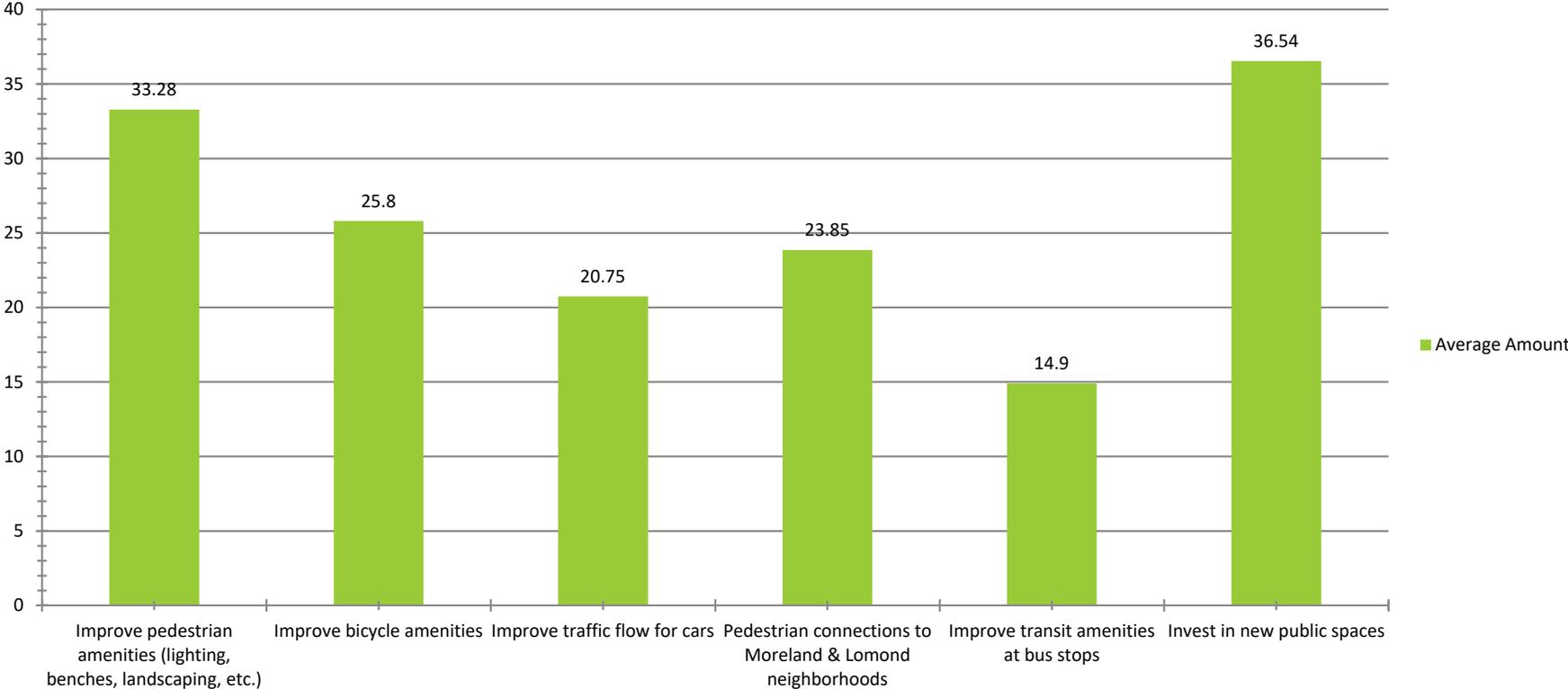
Kenyon north bound closed, widen sidewalk/expand public space



Kenyon closed, road repurposed, simplified intersection.



Infrastructure Investment Priorities



Strategies for Consideration

4 Strategies for Consideration
Please give input on the following items

STRATEGY RATING

- Development Locations
- Roadway & Traffic
- Parking
- Pedestrian Spaces
- Multi-Family Housing
- Building Height
- Commercial Development
- Land Use

Development Locations
Where would you prioritize development along Lee Road?

Scott Inter: Rate

Hamp Site: Rate

Chag: Rate

Van Aken & Lee Intersection
Rate location

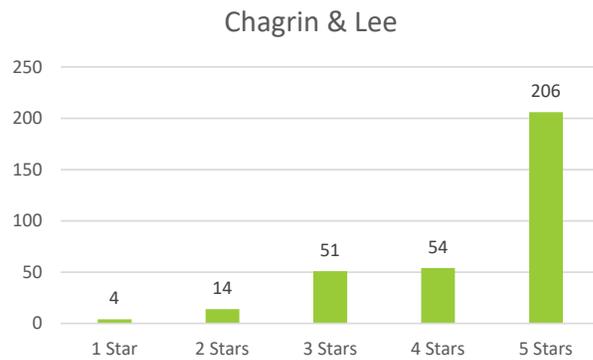
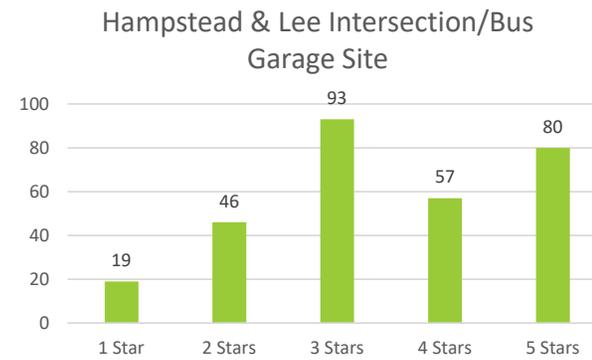
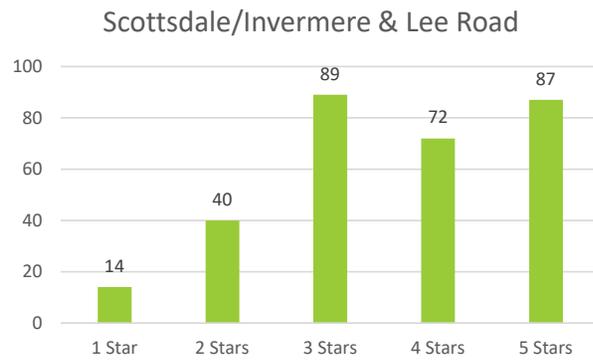
Other: Please leave suggestions by clicking on the comment icon
Rate location

Strategies for Consideration

Rate the following strategies

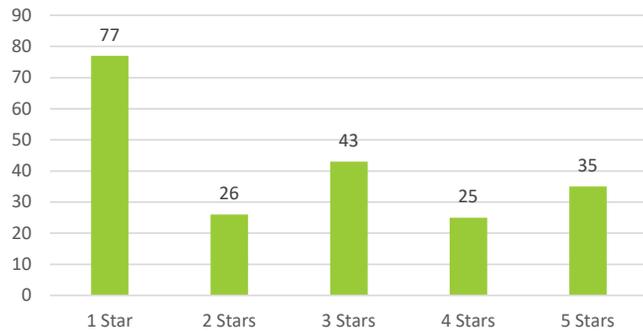
Please give your input on the items you feel most strongly about.

Strategies for Consideration Development Locations

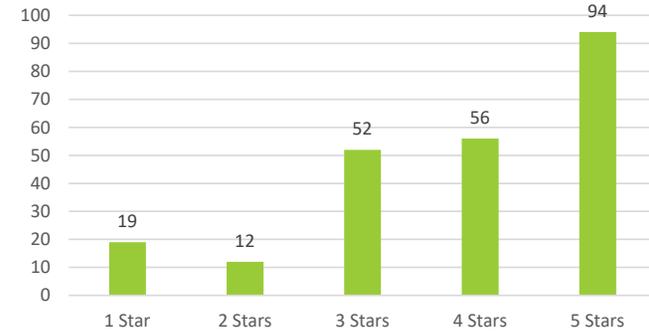


Strategies for Consideration Roadway & Traffic

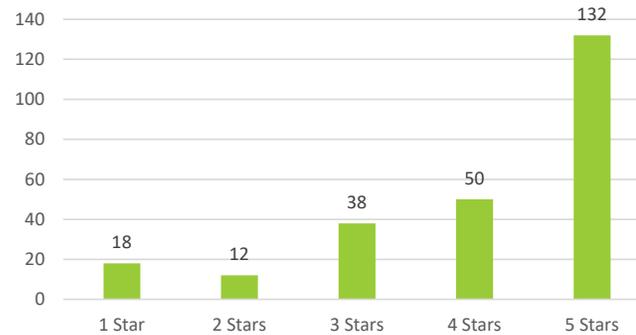
Existing Configuration



Road Diet with Center Turn Lane

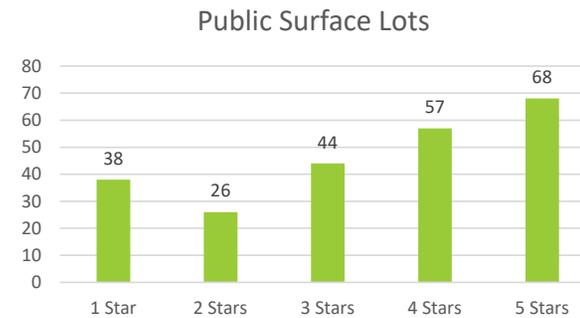
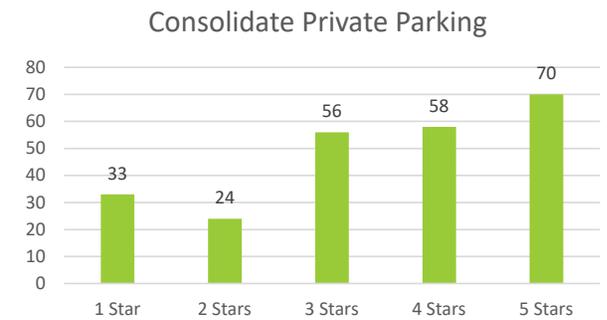
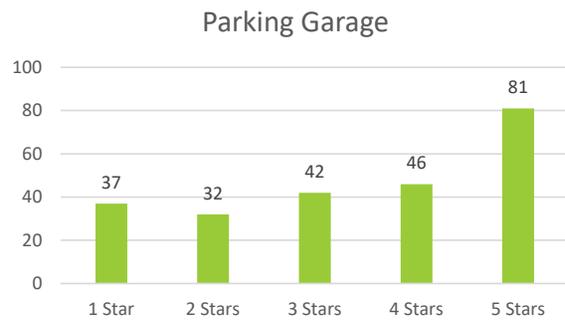


Road Diet with Median

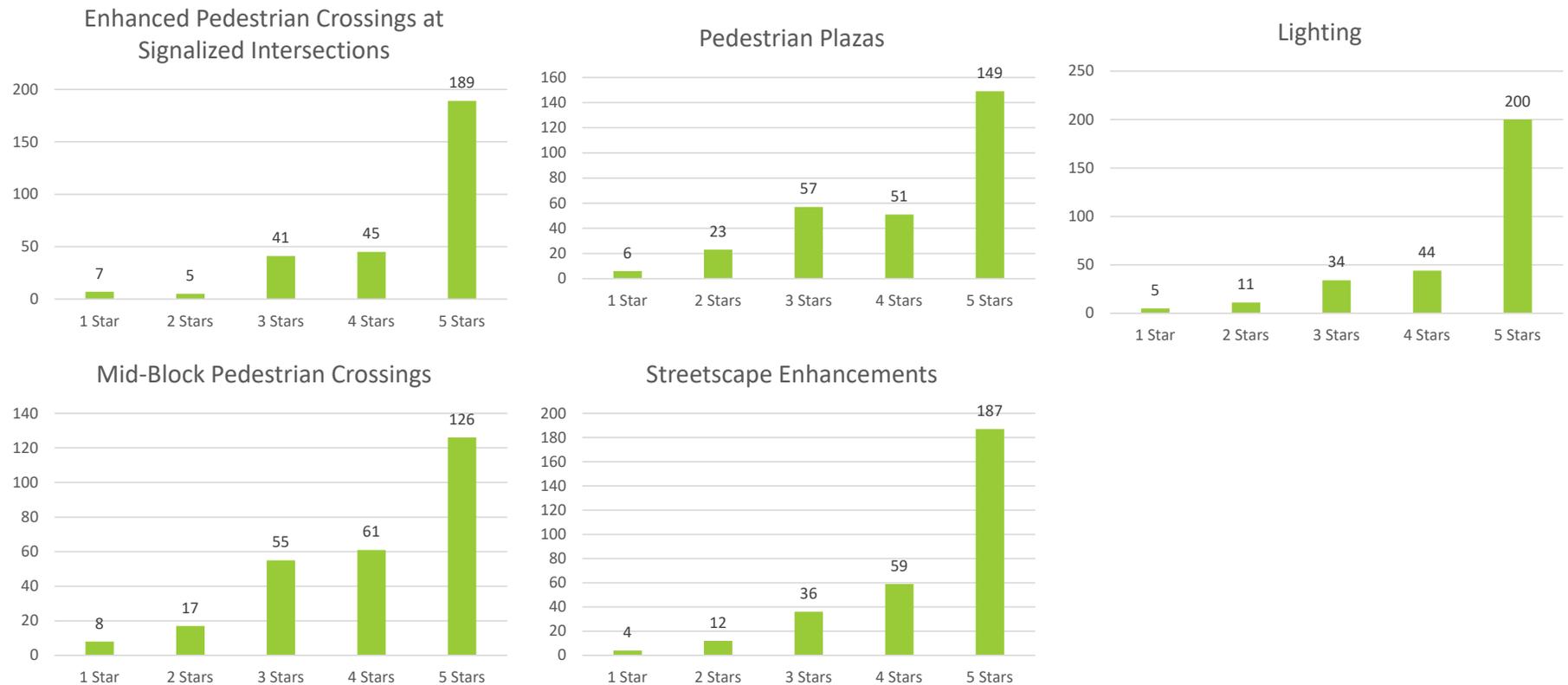


Strategies for Consideration

Parking

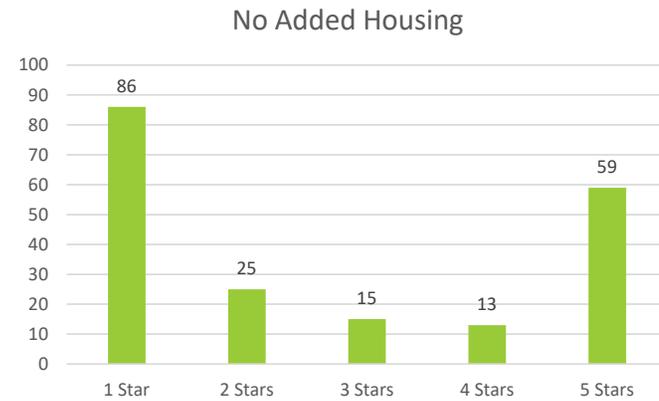
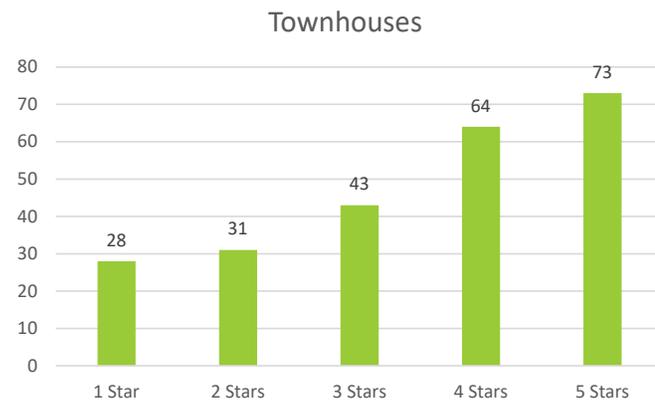


Strategies for Consideration Pedestrian Spaces

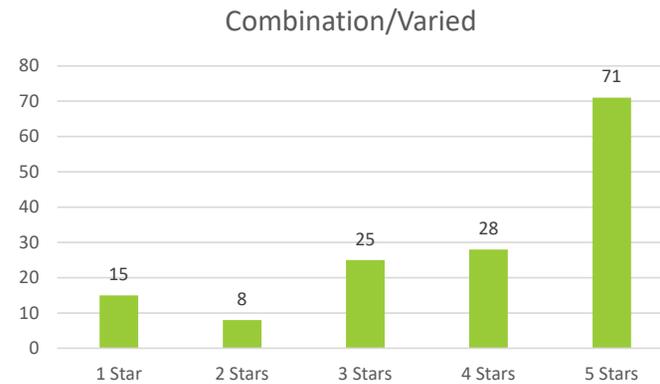
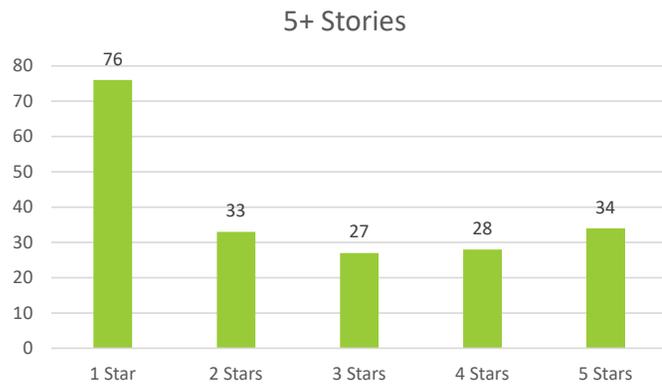
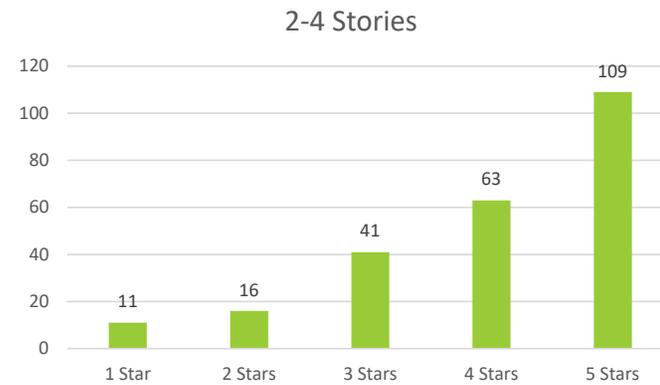
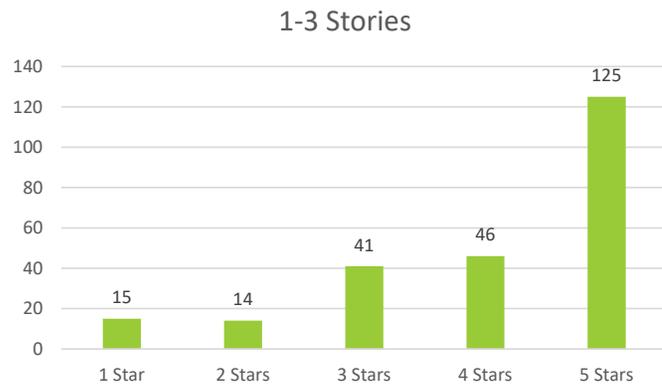


Strategies for Consideration

Multi-Family Housing



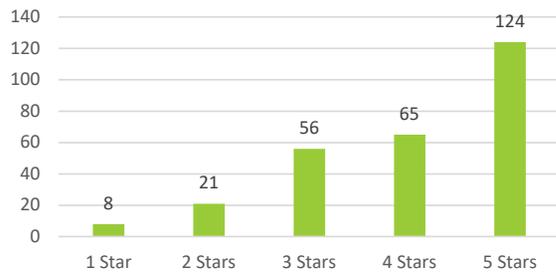
Strategies for Consideration Building Height



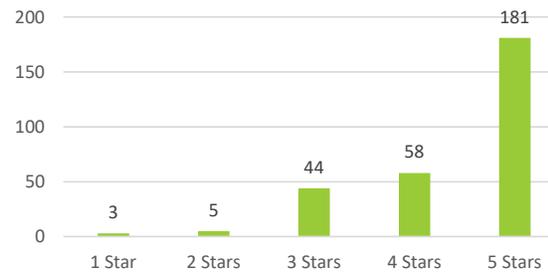
Strategies for Consideration

Commercial Development

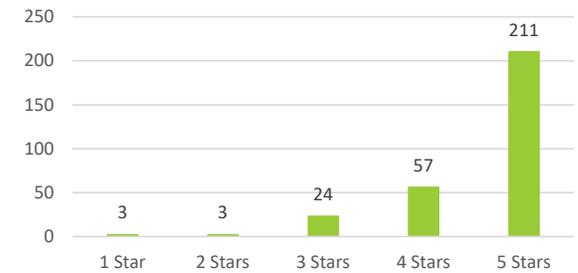
Business Retention / Expansion



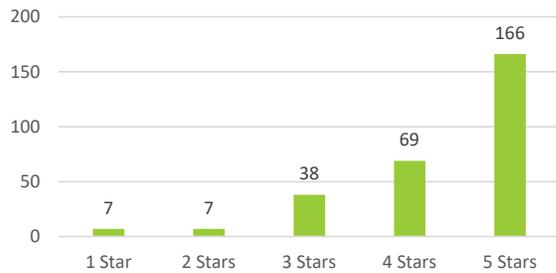
Improve Curb Appeal



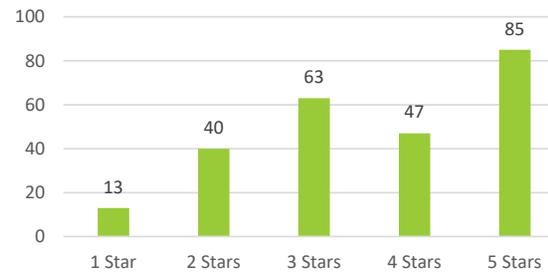
Redevelop Vacant Properties



Business Attraction

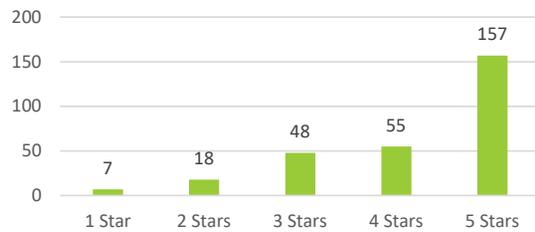


Commercial Code Enforcement

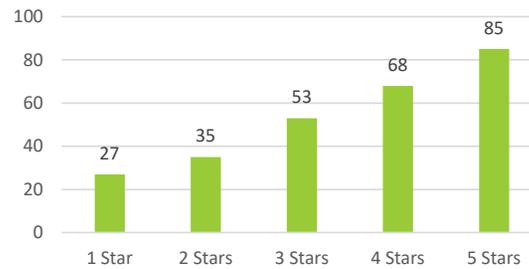


Strategies for Consideration Land Use

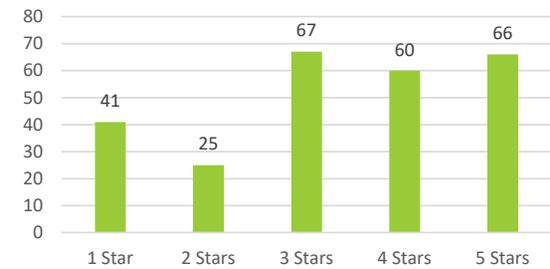
Outdoor Recreation/Park/Public Spaces



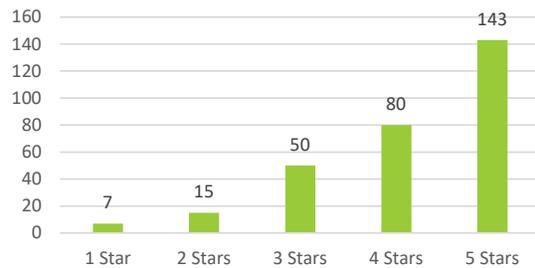
Indoor Recreation/Entertainment



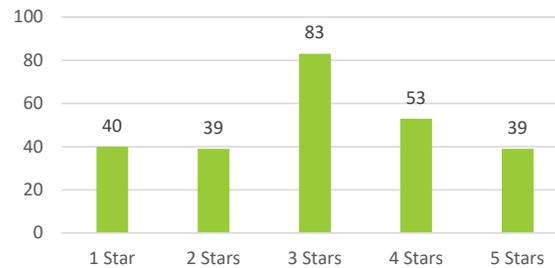
Multi-Family Housing



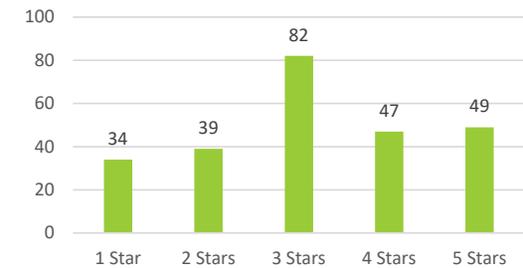
Restaurants/Retail Space



Office Workspace



Makerspace/Assembly





PHASE 2

BREAK OUT GROUP SUMMARIES & NOTES

Lee Road Action Plan #2 Meeting Notes and Responses

- Stakeholder Meeting
 - o Summary & Key Points
 - o Framework Notes
 - o Combined Individual notes
- Business Focus Group
 - o Summary & Key Points
 - o Framework Notes
 - o Combined Individual notes
- Dot Exercise
- Public Meeting (in-person)
 - o Summary & Key Points
 - o Framework Notes
- Public Meeting (virtual)
 - o Summary & Key Points
 - o Framework Notes

Stakeholder Meeting, June 14th, 2022

Summary & Key Points

- Likes/What works
 - o Want bicycle accommodations
 - o Expand Chelton Park
 - o Modify Kenyon
 - Split between closure and one-way in
 - o Family friendly businesses
- Dislike/doesn't belong
 - o Higher density – concerns about economic sustainability
 - o Potential loss of parking
 - o Unsure about new street connections
 - o Building height – want to keep it shorter
- Ideas and Opportunities
 - o Re-use of Bus Depot
 - o Business Incubators
 - o Ped/bike neighborhood connections
- Key points
 - o Want bicycle accommodations
 - o Density to match economic ability
 - o More programming at Chelton Park

	Modern Main Street	Neighborhood Center	Density-Driven Transformation
building height	1-2 story tall infill; 2-3 story gateways	3-4 story mixed use core, residential added	5+ story mixed use district, residential added
parking	shared public parking; on-street parking	shared and consolidated parking	shared parking and parking decks
transportation	road diet	road diet	road diet
bicycle	no designated bicycle facilities	2-way off-road cycle track	1-way in-road cycle track
Kenyon Road	one-way access into neighborhood	one-way access into neighborhood, park	close for new development
Chelton Park	expand park for recreation; adjacent new housing	expand park-food trucks & community; adjacent mixed-use	expanded and reconfigured
trees	save existing trees	save existing trees	save existing trees, modify as needed for development
gateways	mixed-use gateways N & S	commercial gateways & central node	continual large-scale development along entire corridor
connections	new street connection to the west near Lomond	to Shaker civic & Cleveland; two new pedestrian pathways	new street/pedestrian connection to east and west

Framework Notes

Modern Main Street – Stakeholder

- Don't like on street parking
- Incubators
- Like the transformable nature; but too tall
- Don't like gateways??
- More subtle
- Emphasize street formality rather than gateways

Neighborhood Center – Stakeholder

- Like the idea of closing Kenyon off to traffic
- One way could be good?
- Add splash pool/ice rink at Chelton Park
- Put gateway outside of Chelton Park and New connection

Density-Driven – Stakeholder

- Lower buildings (b/c adjacent)

Combined Individual Notes

Phase 1 Review

- Craig asked if the first polling asked where people lived

Corridor Elements

- How you mix these will impact the feel of the corridor
- What is an amenity zone?
 - Technical term where you can put a lot of things that are dedicated to a particular thing
- Commercial corridors don't survive without neighborhood connections
- Road diet:
 - Joyce mentioned the GPD study and that a road diet is still viable
- Parking:
 - Garage that is right sized for the neighborhood
- Mid-block crossings:
 - Elaborate landscaping: does it have a traffic calming effect?
 - Yes! Any vertical elements near the road calm traffic
- Are there options that are safer for bicycles?
 - Yes, anything that provides separate spaces for bicycles will be safer
 - what about pedestrian crossings? Which is safer?
 - They are all equally safe
- Has the city done a study about the traffic numbers at Kenyon?
 - Yes, we have recent numbers
- Is there a way to make it safer through timing?
 - You could add pedestrian leading intervals, but it will impact traffic

Modern Main Street

- Gateways at ends, create entry
- Expand Chelton to lee road
- Bring the district back into the neighborhood
- Benefit of having another street
 - Create connection to the community, district only as strong as the neighborhood. Get people walking to the neighborhood
 - Sonia--Does bringing a street into Moreland, cause more problems with traffic calming
 - Carmella--goal is to add another access point to this thoroughfare.
 - Craig--look at it as a connection doesn't love
 - bikes/walkers only
- Move density closer to the transit (within 1/4 to 1/2 mile of Lee Road blue line); 14 is a high-priority corridor at Chagrin; density and walkability; build closer to transit
 - Carmella--bring development closer to the street; likes that the park is most expanded
 - Bringing development closer to the street
- Likes reduction of traffic lanes
- Least amount of green landscape; those zones are used for plazas, outdoor dining; landscape could be integrated and worked in

- Might like better if there was more green
- Tony-park is an asset that can be a focus; enhance could alter the feel of the neighborhood and spur development around it--a real draw for development
- Likes the intimacy of the scale & authenticity - general likeness for South Side of Chagrin, maybe some larger buildings at nodes
- See this transforming into Larchmere like area with some node of denser development - but doesn't go to Larchmere because of lack of parking
- Park: dog park, baseball, walking trail/track in the park (Walter Stinson Park), have activities, kids can play, small outdoor theater (amphitheater for plays, movies)
- Don't like that there is no place for bikes; too car focused
- New Street can make up for lack of bikes if it's bike only vs. car and bike; include bikes to make up for lack of trails
- Craig--concern over cost of new construction
- Restaurant, bar, outdoor dining, microbrewery, little shops
- Likes/What works
 - Like building locations, like south side of Chagrin
 - Intimacy and authenticity
 - Park/dog park -- some like, some don't, equity issue
 - Reuse of bus depot
 - Add ped crossing
- Dislike/doesn't belong
 - Note sure if like buildings close to street
 - Leave room for landscaping
 - Worried about parking
 - No bike lanes, too car dependent
 - Not sure about new street connection, prefer ped connection
- Ideas and Opportunities
 - Want more green
 - Chelton can be a central focus, value of park space to spur development
 - Walking trail at Chelton
 - Small Amphitheatre/stage/movies at park
 - Find another location for buses, loss of income tax
 - Turn lanes on lee to go EB is too short to make turns
 - Dog park
 - A "perfect park" is Walter Stinson in University Heights -- activities are scheduled
- Are people going to lose their houses with a new street connection?
 - No, this is conceptual and will capitalize on future opportunities
- They like the idea of a non-motorized new neighborhood connection
 - Will a new road help or hinder traffic in the neighborhood?

Neighborhood Center

- Neighborhood and community focused services; more community uses
- Hyper green; more landscaping; path may impact existing trees

- Sonia--Location for usable kiosks (can be in amenity zone); plenty of space plus there's a food truck area
- Higher buildings, mixed use over retail brings more people to the area
- Alive vs. lively
- Tony Love--hybrid opportunity?
- Sonia--how is it maintained over the years?
- Love the bike trail
- Lose bus garage--offset to the loss of income tax (yes we look)
- Kenyon Road--cutting that up and simplifying makes a lot of sense
 - A lot of people cut through their parking lot currently; completely closing it off
 - Access to neighborhood off Avalon/Lomond; to business district off of Chagrin
 - Sonia--likes one-way in
 - One way in--what does it do to the cut through? People want to go right; see what tradeoffs are.
 - All agree it's a terrible intersection
 - Turn lane way to short on southbound Lee to turn left onto Chagrin
 - Lane shift southbound confuses people (lane alignment)
 - Kenyon-Lee-Chagrin needs a full intersection study
- Like the pedestrian connection from Chelton to Lindholm
- Commercial like today at ends, civic like end, middle neighborhood-like retailing (insurance, yoga, dry cleaner, smaller mix)
- Business incubators
- Likes/what works
 - Off road trail on west side
 - Close Kenyon & simply intersection
 - Shaker animal hospital not sure
 - What are the trade-offs
- Is there an option to push the center core closer to transit?
- Lots more space for greenery
- Would there be space for moveable kiosks?
 - Would be good for along the bike path
- Not sure about a higher building height
 - Multi-story allows for residential above
- What it to be ALIVE
- Is it possible to mix and match? YES!
- Hard to tell the difference between the options

High Density Transformation

- Craig--concern over cost of new construction
- New street connections lined with housing
 - Prefer pedestrian path vs. street (street would be narrow)
 - Sonia--doesn't like; likes for it to break up Chelton (blocks about 200'; over 500' is too long)
- These are townhouses

- Veterinary look ridiculous – dwarfed by the large buildings.
- Sonia--lose the family feel of the neighborhood because of this high density
- Larger element of office, makers, and other space (more volume); smaller incubator options
 - Incubators could also go into areas, tie with higher density retail
 - Concern this is too much retail area (Craig stout, small family sized operations)
- Nick--likes the aspirational transformative nature; doesn't like the height to wall off from neighborhood, not a fan of gateway treatments--doesn't create cohesive corridor with Cleveland
- Lynn likes gateway
- Emphasize streetscape uniformity vs. gateway that announces edges.
- Likes/what works
 - New street – breaks up Chelton
 - Mixed use
 - Aspirational transformation
 - Good for taxes
- Dislikes/doesn't belong
 - New street
 - Loss of family feel
 - Height – walls off the neighborhoods
 - Gateway/signage – not cohesive with Cleveland, doesn't want crossing into Shaker to be too dramatic – Cleveland should feel like they could match what Shaker does
- Ideas & opportunities
 - No big box retails
 - Shared street?
 - Places for business starting out
 - High density residential
- Streetscape uniformity and signage

Overall

Want cohesive look with Cleveland; Marka--we have funding to do our part of Lee Road and have been working with Shaker; trying to match up and they will do a plan--goal to match up; Marka--goes to Miles Road in Cleveland

Want cohesive and have 15-minute city where people can get to; provide the things you need in the neighborhood and combine power of both communities that works for everyone

Business Focus Group, June 15th, 2022

Summary & Key Points

- Likes/What works
 - Expanding Chelton Park
 - Food trucks
 - Bicycle accommodations
 - Attract foot traffic on Lee Rd
- Dislike/doesn't belong
 - Limit building height
 - Don't hide park
- Ideas and Opportunities
 - Family friendly businesses
 - Parking accommodations for public events
 - Extend ideas down to Van Aken to attract transit riders
- Key points
 - How do you balance focus on core with transit access

Combined Individual Notes

Modern Main Street

- Dr. Turell-like extended access to Chelton Park; likes the idea of extended to Van Aken; RTA station is a welcome to the area and want district to start as I enter the district; RTA station should be considered as a gateway
- Nick Fedor--likes most elements, pulls buildings closer to the street, doesn't like that there is no bike infrastructure; on-street parking on one side only to allow for bike facilities
- Consuello--not everyone wants or need bike paths, would rather have parking on the street, so would prefer a multi-use path if we have to have bikes
- Mitzi Vazquez-Long loves the ideas
- Consuello--Would like to see development extend to the Rapid

Neighborhood Center

- Me'Chelle--Park is hidden, she walks around the park with strollers in the neighborhood. Likes being more open, exposed, and inviting; what types of uses adjacent to the park.
- Dr. Turell--likes food truck plaza and not many that have that, place to congregate/gather and eat the food, place for music, community gathering area. Think about how to use the park in winter season. Likes having parking in the back.
- Me'Chelle--likes family friendly businesses, no laundry, food truck plaza likes the idea, likes mixed use space for gathering
- Tuba--light manufactures/artist studio that will attract people. Need for makers
- Julie Kaufman--youth makers
- Arts and craft studio similar to color me mine
- Programming for Chelton--through Forward Together (outdoor basketball, recreational area)
 - Dr. Turell--wellness focus likes idea of active recreation by the library, gathering, drum circle, etc. Likes the open space at the Colonnade now.
- Nick--like the frontage of Chelton and focus on the core, how do you balance that with need for TOD and access to the rapid station and integrating and cohesive with Cleveland. Don't focus on the core at expense of the others. Focus on nodes vs. one central core?

- Include parking with community spaces
- Parking to accommodate public events
- Consuello--no preference on building height

Density Driven

- Peter Lawson-Jones--first floor active retail, 2+ stories of office, residential
- Want to add several new residences to support the business in the area, increased income tax
- Stevie Turner--this is transformational; likes mixed-use, density, will truly change area and make more appealing
- Mitzi--less than four stories, feels very dense, she is the resident; would like to see greater number of businesses and residents, not just residents packed into one area
- Bicycle facilities can be mixed and matched. Hard to have both on-street parking and bike infrastructure; want two-way traffic for bikes in the district
- Julie Kaufman--who would be able to live in this area? Affordable? What do you think is the target market? Being near transit would be helpful to have affordable
 - Me'chele Frierson--renters and density brings different element to the neighborhood that could be disruptive (mid- to high-level professionals) moved here from Ohio City. Family friendly for your children, want to have people in same direction and might change the feel of the neighborhood. More of a family vibe. Want to see people that are more settled and serious in their lives.
 - Peter L-J--could be a gateway to moving into the neighborhood, familiarize themselves with the neighborhood
- Turell--this is the most transformational model in the way VAD has in this area; put a stamp on Lee Road
 - Encourages gateway at Van Aken
 - Food truck as community gathering, its tucked away behind the park, would be disruptive to the neighborhood.
- Robinson--affordability has to be at a high density; hard to do at a smaller scale. Developers want density. Structured parking is expensive (\$50k space)
- Consuello--likes shared parking option
- Consuello--wants to see more code enforcement and dumpsters for all businesses should be required or sharing of dumpsters should be more official

Dot Exercise

Corridor Elements

Vote yes or no

Improvement	Yes	No	Percent Yes
Corridor Gateway	24	10	71%
Expand Chelton Park	39	0	100%
Expand Neighborhood Connections	34	2	94%
Curb Extensions	27	10	73%
Mid-Block Pedestrian Crossing	33	0	100%

Parking

(select 1 or 2)

Improvement	Number of Choices	Percent
On-Street Parking	16	20%
Shared Parking Structure	34	44%
Shared Surface Parking Lot(s)	28	36%
Individual Properties	0	0%

Bicycle Treatments

(select 1)

Improvement	Number of Choices	Percent
Off-Road Trail	24	52%
In- Road Separated One-Way Bike Lanes	15	33%
In-Road Separated Two-Way Bikeway	7	15%
In-Road Striped Bike Lanes	0	0%

Kenyon Intersection Configuration

(select 1)

Kenyon Road Configuration	Number of Choices	Percent
No Change	1	2%
Closed to Vehicles	26	58%
Open Inbound Only	18	40%

Roadway Reconfiguration – Vehicles

(select 1)

Turn Lane Configuration	Number of Choices	Percent
Center Turn Lane	4	
Median Section	43	

Public Realm Treatment & Enhancements

(select up to 3)

Improvement	Number of Choices	Percent
Sidewalks & Seating	21	17%
Transit Waiting Environment	10	8%
Lighting	21	17%
Public Art	16	13%
Sustainable Stormwater Management	13	10%
Amenity Zone	28	23%
Pedestrian Connections to Neighborhood	15	12%

Ideas?

- High School Annex connecting Historic Building to Expressive Space e.g. Yoga, Art
- Public Art
- Art Studio
- Arcade
- Diner
- Amphitheater in the park

Public Meeting, June 15th, 2022

Summary & Key Points

- Likes/What works
 - Spaces for outdoors activities and programming
 - Youth activities
 - Accommodations for bicycles
 - Indoor recreation
 - Maker and incubator spaces
 - Ped/bike connections into the neighborhoods
 - Enhanced pedestrian crossings
- Dislike/doesn't belong
 - On-street parking
 - Concerns with centralized parking – preference for multiple shared lots
 - Concerns with taller building heights – is it sustainable
- Ideas and Opportunities
 - Make Lee Rd Safer
 - Like the residential opportunities
 - Good for people just starting out
 - Overall positive thoughts on closing part of Kenyon
- Key points
 - Make it family-friendly
 - Expand access to Chelton Park
 - Brand of the area is important – incorporate public art
 - Residents were split between the density-driven option and the smaller impacts of the modern main street and neighborhood center – market analysis will be very important in determining the viability of the options

	Modern Main Street	Neighborhood Center	Density-Driven Transformation
building height	1-2 story tall infill; 2-3 story gateways	3-4 story mixed use core, residential added	5+ story mixed-use district, residential added
parking	shared public parking; on-street parking	shared and consolidated parking	shared parking and parking decks
transportation	road diet	road diet	road diet
bicycle	no designated bicycle facilities	2-way off-road cycle track	1-way in-road cycle track
Kenyon Road	one-way access into neighborhood	one-way access into neighborhood, park	close for new development
Chelton Park	expand park for recreation; adjacent new housing	expand park-food trucks & community; adjacent mixed-use	expanded and reconfigured
trees	save existing trees	save existing trees	save existing trees, modify as needed for development
gateways	mixed-use gateways N & S	commercial gateways & central node	continual large-scale development along entire corridor
connections	new street connection to the west near Lomond	to Shaker civic & Cleveland; two new pedestrian pathways	new street/pedestrian connection to east and west

Combined Individual Notes

Modern Main Street

- Likes shared parking and expanded Chelton; depends on what businesses are there
- Likes the scale of 1-2 stories, intimate, good for businesses, but maybe mix in a few other higher density buildings
- Business/Uses Ideas:
 - Coffee shop, restaurants, shopping (grocery, casual dining, teen activities)
- Park Ideas
 - Loop path; south park exercise equipment; playground
- Traffic concerns
 - Likes one-way in Kenyon option, Kenyon is already a cut-through, this might help alleviate that at least in one direction.
 - What about making Kenyon a ped/bike cut through only?
 - Chagrin-Lee intersection is scary – cars run the red lights all the time, crossing as a pedestrian or cyclist is terrible.

- Peds and Bikes
 - Walkability is not great
 - Bike connectivity to Van Aken is important – don't follow the Warrensville example where the multi-use path connects to nothing – its just a wider sidewalk at this point – very unrealized and pointless unless it goes somewhere safely.
- People can live and work in the community;
- Lively
- Consolidating parking in a shared lot
- Too much
- Need institutions that are destinations (CWRU)
- Likes the section gateways.
- Likes the “new connection” that could go to Avalon.
- Likes the concept overall, but not the tall buildings. Would like Shaker's portion of Lee to be cohesive with Cleveland where the commercial development is lower and more spread out.
- Providing parking by the park is good.
- Likes the section gateways.
- Provide a requirement for lots of trees for all parking lots.

Breakout Group Comments

Modern Main Street – Group 1

- New street
 - Like neighborhood connection
 - East & west
 - Non-motorized
- Desire for higher density
 - Want vertical development
- Want bike lanes no parking
 - We want to bike
- On-street parking doesn't matter, can be solved another way
- Definitely connect Chelton to Lee
- Provide space for outdoor activities
- Leverage park w/ adjacent land uses
- Save the mural!
 - Preserve the wall and neighborhood legacy
- Must be safe to children
 - Want safe walking path

Neighborhood Center – Group 1

- like the node but want additional nodes @ north & south
- prefer the sidewalk level cycle track
 - all ages and abilities

- concern with changing Lee Rd configuration and potential to push out into neighborhood
- want to add mid-block pedestrian crossings
 - want HAWK signal (not RRFB)
- likes road w/o on-street parking, safer for pedestrian
- Kenyon
 - All or nothing (don't do one-way in)
 - Prefer to close Kenyon
- Like building height 3-4 stories
 - Higher is too much
 - Get density by wrapping back around corners

Density-Driven – Group 1

- Like this transformation but not this tall periodic building is okay
- Want Chelton to be substantial
 - Walking trail
 - Amphitheater
 - Programmable space
- Like food truck concept
- Create gathering space(s) indoor and outdoor
 - Place for youth to be not necessarily costing to be there
- Like bowling alley idea
- Neighborhood connections
 - New should be non-motorized
- Park once philosophy
- Like garage CF Starbucks
- Prefer garages because there will be space for you
 - Supplement with shared lots
- Land use – not laundromat like community services
- Investigate opps for shared use based on time of day demand
 - Church/office

Group 2

- None – see additional note sheets

Modern Main Street – Group 3

- Monthly park activities
- What about more mom and pop places?
 - Is it easier here or density-driven transformation?
- What is the bike use percentage
- Shopping restaurants
- Traffic calming at Lee/Chagrin intersection
 - Impacts to Chagrin

Neighborhood Center – Group 3

- Rotating days for food trucks
- Theatre
- Cleveland benefit mixed-use/density
- Surface lots mean snow removal
- NC BBQ
- Recreation for youth
 - Basketball
 - For teenager
 - Multi-generation
- Residential get closet and apartments
- Middle age demographic
- Need to repave Lomond Boulevard
- Add apartments on Lee for younger – middle age demographic
 - Good tax use
 - Need parking garage
- Elevated is good
- Like a mix of building tenants
- Traffic flow not a fair split on Scottsdale Blvd intersection

Density-Driven – Group 3

- Different feel than Van Aken
- Keep the village field
- Worried about people parking on street
- Use Chelton park as a focal point
- Outdoor dining
- Office space
- Vacancies
- Bakery
- Clothing store
- Winery
- Shopping/consignment
- Range of rest.
- Artist co-ops and galleries
- Ice cream
- Coffee
- Book store
- Maker spaces
- Bring on youth
- More bike protection
- Can we sustain this level of business?
- Love being able to let kids bike alone
- Bowling alley
- Axe throwing

- Market (food)
- Urban target

Modern Main Street – Group 4

- Branding neighborhoods increase home values
- Opportunities to grow
- Outdoor restaurants -> family friendly
- Public park
- Signage for Shaker Heights
- Preserve shared parking to use walkability and green space

Neighborhood Center – Group 4

- Welcome sign to the district
- We like the string lighting
- Like the shared public parking and expanded Chelton Park

Density-Driven – Group 4

- No food truck plaza
- Amphitheater
- Like the town homes
- More open space needed
- Not a lot of tall buildings
- Sit down restaurants
- Improving traffic
- Multi-level medical and legal offices
- Lee and Van Aken should be Sooner rather than later
- Higher learning
- Satellite campus
- Luxury condos
- A streetcar perhaps – people first rather than cars

Modern Main Street– Group 5

- Cut through near Lomond Blvd
- Picnic tables on new connection by Chelton Park
- Pedestrian only crossing

Neighborhood Center – Group 5

- Gateway moved up by Kenyon Rd

Density-Driven – Group 5

- More trees
- Improved connectivity to Warrenick?

- Close Kenyon if new connection
 - Business outreach

Modern Main Street – Group 6

- Some like new street with houses – single family – ranch style
- Don't like 4 story houses – multi story
- Retail would cater to residents rather than general public
- Would like parking lot lined with trees
- Would like 2 floors, max 3
- Starter homes for young families bring takes
- Safety issue with more people?
- Direct traffic to Lindholm?

Neighborhood Center – Group 6

- Modern Main St
- Shopping
- Retail
- Locally owned stores
- Shared public parking
- Expanded park
- New street makes more access
- No bike lanes
- Mixed use gateway trees
- Expand Chelton park
- Family and child friendly – intergenerational one

Density-Driven – Group 6

- Neighborhood center
- Bike lane/ 2 way
- Amenity spaces
- More mixed use
- Neighborhood connection to Lomond
- Walking pathway or walkway
- Not for pedestrian access/mixed view
- Food trucks and seating
- Question about 3 lanes, lots of concern
- Reducing traffic lanes north of Chagrin
- Like capping building to 3 or 4 stories

Modern Main Street – Group 7

- None

Neighborhood Center – Group 7

- Good idea to close Kenyon to cars
- Positive for non-motorized transportation on new connect
- Density by park is good
- Like parking location next to park
- Like how mixed use makes this more like Cedar Fairmount
- Mixed-used or residential preferable to commercial
- Love the 2-way bike lane for most people, but heavy bikes prefer 1-lane on each side

Density-Driven – Group 7

- Prefer a bike facility for all riders

Public Meeting - Virtual, June 22nd, 2022

Summary & Key Points

- Likes/What works
 - Chelton Park expansion to Lee Rd
 - Need lots of green space
 - Needs to be visible
 - Something definitely needs to be done at Kenyon
 - New neighborhood connections
 - Positive about street connections
 - New housing options
- Dislike/doesn't belong
 - Higher building height
 - On-street parking
- Ideas and Opportunities
 - Bring more programming to Chelton
 - Redevelop of PNC to create strong corner
 - Affordable housing should be included
- Key points
 - Prefer #2, density is the right amount
 - Prefer one-way cycle track separated from traffic
 - Want to see flow/connections into neighborhoods and to expanded Chelton Park

Combined Individual Notes

Modern Main Street

- Likes/What Works
 - slows traffic, parking in the middle of the district focuses the main street idea (core)
 - density, echos Chagrin density on the south side
 - like gateway at south end, but should be moved from Chagrin to Van Aken
 - expanded Chelton Park
 - one-way on Kenyon (but also ok closing it down)
 - new street – housing opportunities
- Dislike/Doesn't belong
 - Gateway – move to Van Aken
 - Lack of bike infrastructure, makes things worse
 - Would not want to bike here
 - Connect to Union
 - More physical and social distance between Lee and the neighborhood
 - Does not like street parking
- Ideas/Opportunities
 - Better integrate Lee to Lindholm and Moreland neighborhood
 - LaVera-Old PNC bank (NE corner Chagrin/Lee) is an opportunity to add an arts presence in Shaker
 - Include and separate bike infrastructure
 - Buildings need to be purposeful, not just build to build
 - Kenyon should be a separate consideration no matter what theme gets picked
 - Warrensville & Chagrin, closure of Northfield is a precedent for this

Neighborhood Center

- Likes/What Works
 - slow loves, flexibility, good infrastructure
 - connects community, is accessible
 - likes separated bike lanes for both recreation and transportation
 - community center is a destination
 - most realistic, focus on the town center
 - connections to neighborhood, Lindholm and Lomond
 - Utilize parking on both sides of the street
 - Develop with potential for more green space
 - Live/work potential
 - Bring more programming to Chelton Park
- Dislike/Doesn't belong
 - Cycle track not functional for transportation (something is better than nothing)
 - How get to left side of road with signaling and busses?
 - Wonders how sustainable and connected this is for cycle traffic; think about how it will connect north and south on Lee
 - Seems like there are dead zones between centers – wouldn't want to walk between
- Ideas/Opportunities
 - Think about how bike connects to Lee Road to north and south. Must be connected network.
 - Community – family-owned businesses
 - Create zones for short term delivery trucks that do not impact cycle track

Density-Driven

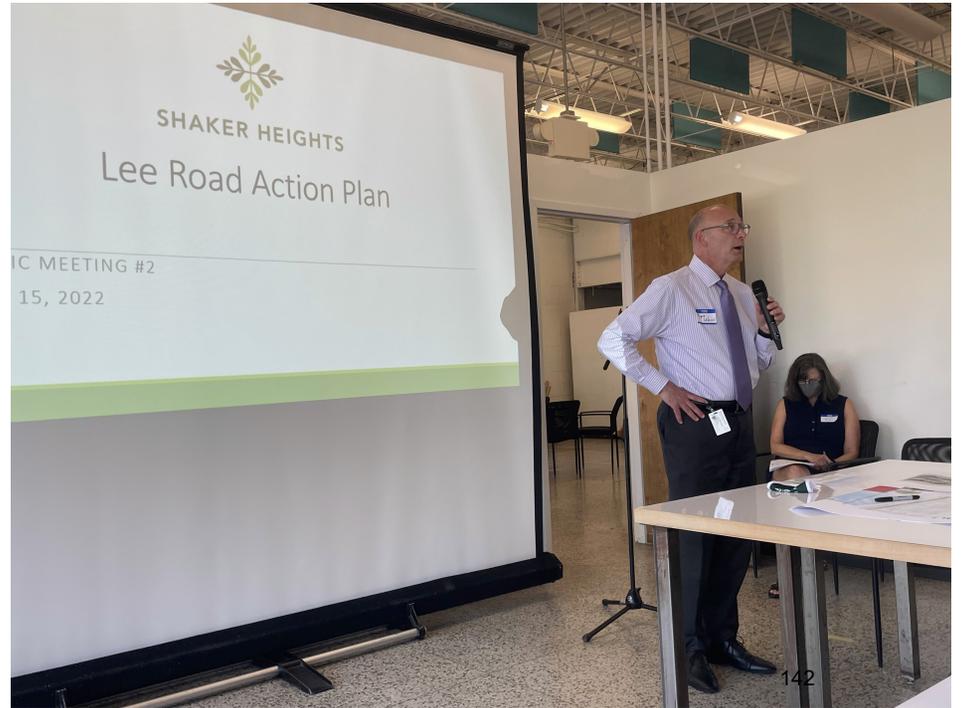
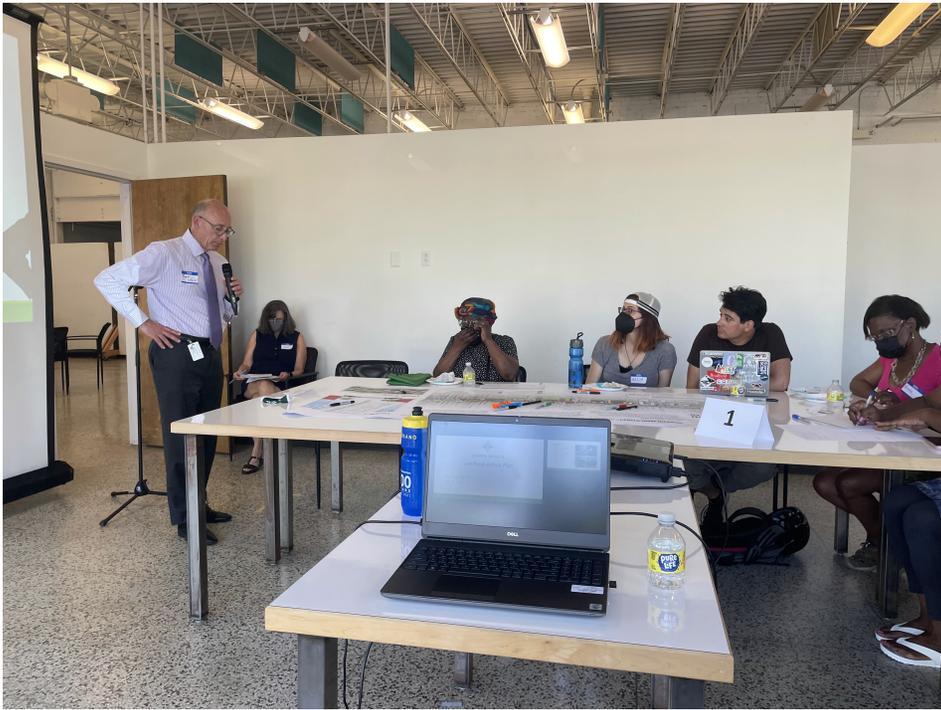
- Likes/What Works
 - Feels like the second phase of Neighborhood Center (30 years later)
 - Like the hard road connections to the neighborhood—helps bring neighbors to the commercial district
 - Likes 2-way track near the library park
 - Street help connect to the district if adjacent neighbors want it
 - This would be an attraction to the city for families and for all people. Would be a boost, people will want to come.
 - Like that there is more density towards Chagrin
 - Breaks down border with Cleveland
 - Multiple housing options – what is the demand
- Dislike/Doesn't Belong
 - Too dense, so many empty lots in neighborhood (focus on developing those)
 - Too much residential—affordability not good for neighborhood
 - No to new development on Kenyon
 - Don't like townhouse or "saddlebagged residential" on parking lot
 - Not enough green space
 - Feels too ambitious
- Ideas & Opportunities
 - Focus on north side of Chagrin at the corner to get a strong urban corner
 - More frequent 40 bus service – higher frequency needed for dense development
-

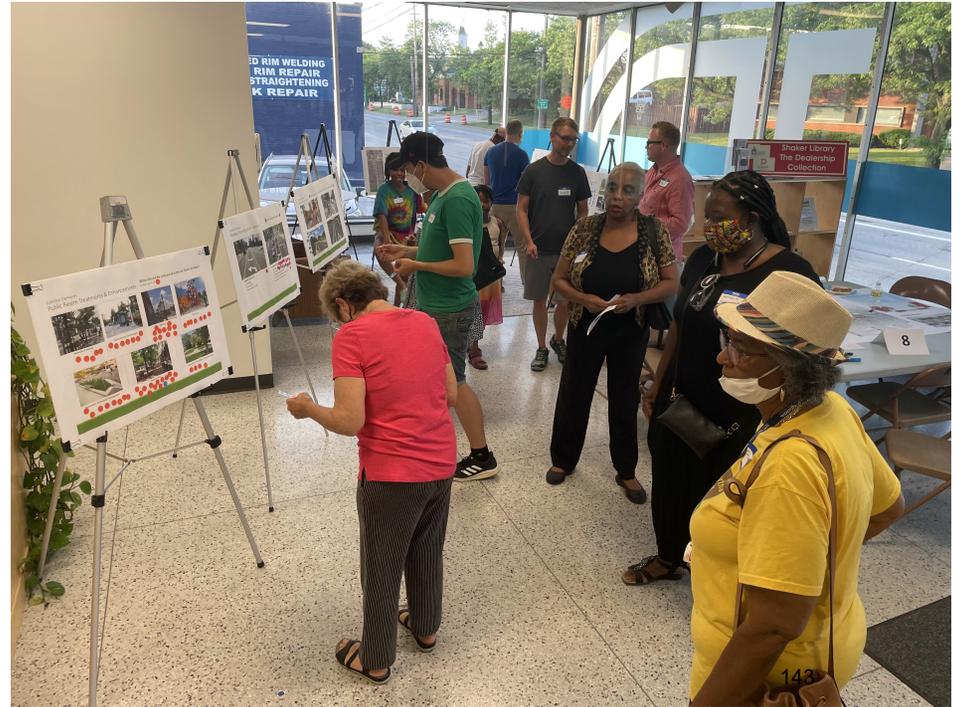


STAKEHOLDER & PUBLIC MEETING 2 PHOTOS











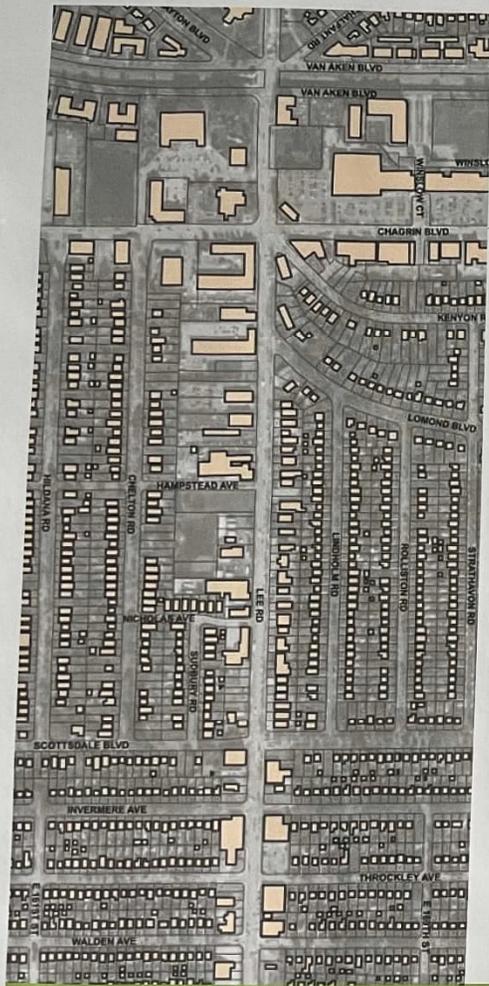


PHASE 2 DOT BOARD SUMMARY & PHOTOS

LEE ROAD ACTION PLAN--DOT BOARD ENGAGEMENT SUMMARY

	include corridor gateway		Expand Chelton Park		Expand Neighborhood Connections		Curb Extensions		Mid-Block Pedestrian Crossing		type of parking		on-street	shared surface lots	shared parking structure	individual properties				
	yes	no	yes	no	yes	no	yes	no	yes	No										
public meeting #2		24	10		39	0		34	2		27	10		33	No	0	16	28	34	0
main library		54	15		52	3		51	3		37	7		47	7		24	41	41	9
Lindholm residents		4	0		4	0		2	2		0	2		2	0		2	5	1	0
businesses (FASS meeting)		4	0		2	0		1	1		1	0		0	1		2	1	2	0
bike/walk		7	3		9	0		10	0		7	2		6	3		2	11	7	1
Library Courts residents		3	0		4	0		3	0		2	2		5	0		1	3	2	1
TOTAL		96	28		110	3		101	8		74	23		93	11		47	89	87	11
percentage		77%	23%		97%	3%		93%	7%		76%	24%		89%	11%		20%	38%	37%	5%

	Public Realm Treatments	Sidewalks and seating	Transit Waiting Env.	Lighting	Public Art	Stormwater management	Amenity Zone	Pedestrian Connections to neighborhood	Roadway Config.	Center Turn Lane	Median Section	Bike Treatments	Off-road	In road separate d two way	In road separate d one way	In road striped bike lanes	Intersection Config.	No Change	Closed to vehicles	Open inbound only
public meeting #2		21	10	21	16	13	28	15		4	43		24	7	15	0		1	26	18
main library		34	20	19	20	29	33	16		9	50		38	12	10	5		9	46	8
Lindholm residents		5	3	4	1	1	1	0		3	1		5	1	0	0		0	4	1
businesses (FASS meeting)		3	1	3	3	0	4	0		0	0		4	0	0	0		1	0	3
bike/walk		2	7	4	1	3	2	10		4	6		5	0	7	0		0	10	0
Library Courts residents		4	1	3	0	0	3	1		0	5		3	1	0	0		0	2	4
TOTAL		69	42	54	41	46	71	42		20	105		79	21	32	5		11	88	34
percentage		19%	12%	15%	11%	13%	19%	12%		16%	84%		58%	15%	23%	4%		8%	66%	26%



Ideas?

What other suggestions do you have for the Lee Road corridor?

High School Annex

Converting Historic Building to Expressive Space e.g.

Yoga
Art

Public art

Art studio

Arcade | Diner ●

Existing
to mark

Corridor Elements
Parking

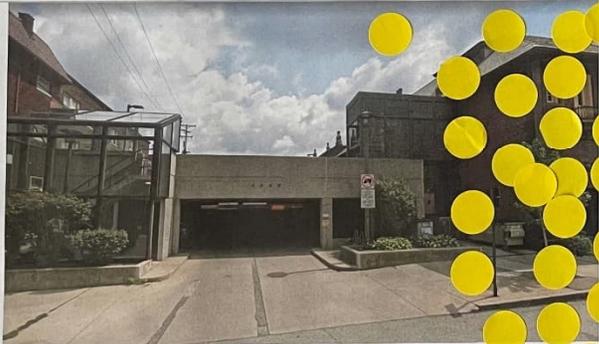
What type of parking would you like on the Lee Road corridor? (select 1 or 2)



On-Street Parking



Shared Surface Parking Lot(s)



Shared Parking Structure



Individual Properties

Corridor Elements
Bicycle Treatments

Which type of bike facility would you like on the Lee Road corridor? (select 1)



Off-Road Trail



In-Road Separated Two-Way Bikeway



In-Road Separated One-Way Bike Lanes



In-Road Striped Bike Lanes



Corridor Elements Roadway Reconfiguration – Vehicles

Which treatment do you prefer?



CENTER TURN LANE

- Calms traffic
- Improves safety
- Retains access to driveways

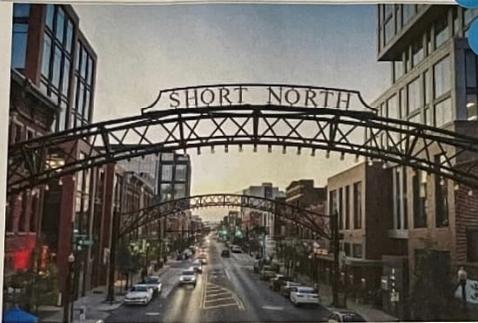


MEDIAN SECTION

- Calms traffic
- Improves safety
- Provides landscaping opportunities
- Provides opportunity for pedestrian refuge area(s)
- May restrict access to some driveways

Corridor Elements

Would you like to see these concepts included on the Lee Road corridor? (yes or no)



Corridor Gateway(s)



Expand Neighborhood Connections



Curb Extensions
Buffer on-street parking, facilitate pedestrian crossings



Expand Chelton Park



Mid-Block Pedestrian Crossing



Corridor Elements
Public Realm Treatments & Enhancements

What should be enhanced in the Lee Road corridor?
(select up to 3)



Sidewalks & Seating



Transit Waiting Environment



Lighting



Public Art



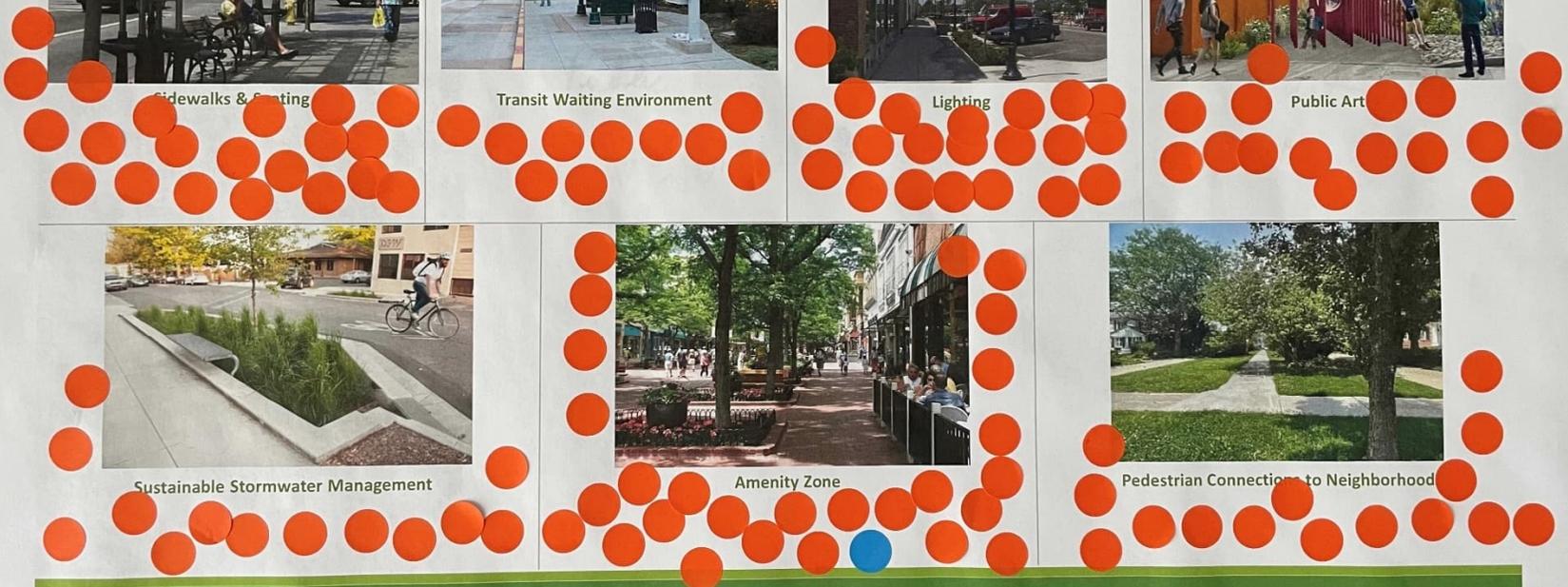
Sustainable Stormwater Management



Amenity Zone



Pedestrian Connection to Neighborhood

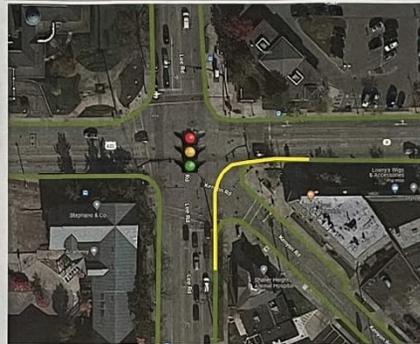


Corridor Elements Intersection Configuration

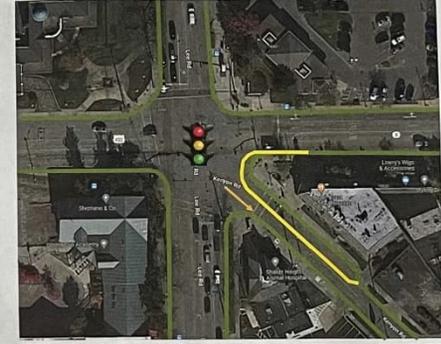
Which treatment would you prefer for the Kenyon-Chagrin-Lee intersection? (select 1)



No Change
existing condition



Closed to Vehicles
repurpose roadway space



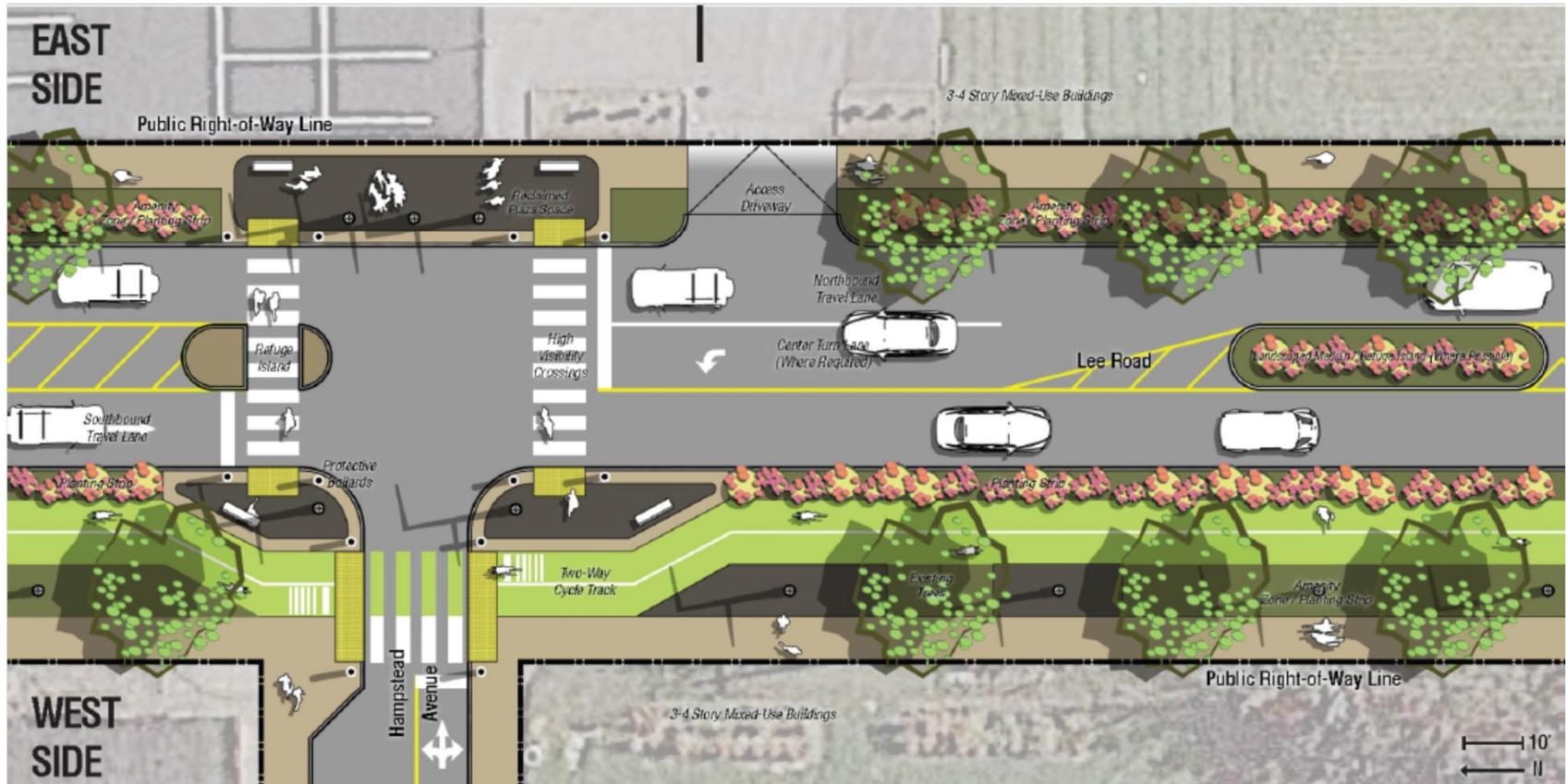
Open Inbound Only
widen sidewalk area



PHASE 3 OUTREACH EFFORTS

Postcard promos: 1200 sent, 800 handed out

Event	Host	Date	Time	Location	Lead	Number of Participants	Purpose
Formal Events							
Stakeholder Focus Group #3	City of Shaker Heights	11/8/2022	6:30 - 7:30 PM	Zoom	Shaker Hts & WSP	10	Phase 3 engagement and community input
Business Focus Group #3	City of Shaker Heights	11/10/2022	10 - 11 AM	Zoom	Shaker Hts & WSP	8	Phase 3 engagement and community input
Public Open House (meeting #3)	City of Shaker Heights	11/10/2022	5:30 - 7:30 PM	Dealership	Shaker Hts & WSP	80	Phase 3 engagement and community input
Institutional Stakeholder meeting #3	City of Shaker Heights	11/17/2022	10 - 11 AM	Zoom	Shaker Heights	16	Phase 3 engagement and community input



WE WANT TO HEAR FROM YOU!

Lee Road Action Plan

A visionary reinvestment plan for Lee Road to transform the area into a commercial district that is more vibrant, walkable, bikeable, and transit-friendly.



This year, hundreds of citizens and business owners shared ideas and preferences for the future of Lee Road south of Van Aken. Provide your input on the draft plan:

COMMUNITY OPEN HOUSE
Thursday, November 10th
Drop-in between
5:30 - 7:30 pm

The Dealership, 3558 Lee Road

To learn more, hold your device's camera over the **QR code** or visit shakeronline.com/LeeActionPlan.



Questions or comments? Email kara.odonnell@shakeronline.com or call 216-491-1436.



City of Shaker Heights
3400 Lee Rd.
Shaker Heights, OH 44120

Table 3. Phase 3 Communications

Communication Medium / Method	Date	Distribution	Purpose
Postcards	10/20/2022	Moreland & Lomond neighborhoods; Cleveland	Public meeting notification
Lee Road Action Plan eNews	10/21/2022	Lee Road Action Plan email list	<i>Lee Road Action Plan Open House November 10</i>
Lee Road Action Plan eNews	11/8/2022	Lee Road Action Plan email list	Nov. 10 Open House Lee Road Action Plan
Moreland Neighborhood News	11/1/2022	Moreland residents	information on Public Open House
Economic Development November eNews	11/25/2022	Economic Development Update email list	Economic Development Update--Grateful for Shaker Businesses - Fall 2022
City ENews	11/28/2022	City eNews December 2023	Lee Road Action Plan update and other news



PHASE 3 PUBLIC MEETING 3 BOARDS



Community Preferences

DEVELOPMENT TYPE & DENSITY



MODERN MAIN STREET

- ❖ Traditional walkable main street
- ❖ Smaller scale, infill redevelopment
 - 1-2 story commercial uses

NEIGHBORHOOD CENTER

- ❖ Central core mixed-use area
 - Expanded community services
 - Retail
 - Outdoor dining and/or food trucks
 - Activity center(s)
 - Redevelop bus garage site
 - Expand Chelton Park
 - Public parking area
 - Neighborhood connection

ROADWAY RECONFIGURATION

One travel lane in each direction with two-way left turn lane



MEDIAN SECTION



OFF-ROAD TRAIL



MID-BLOCK CROSSING



SHARED PARKING
(surface & structure)

Lee Road Action Plan



Community Preferences & Market Demand

COMMUNITY INPUT

Restaurants & Retail

- Food trucks

Outdoor Recreation, Parks & Public Space

- Expand Chelton Park

Indoor Recreation & Entertainment

- New indoor recreation (indoor basketball)

Residential

- Multi-Family Housing
- Variety of types

Maker-Space

Office

MARKET DEMAND

Restaurants & Retail
(unmet demand in corridor area)

- Full-service restaurants (\$6.5M)
- Bars/other food & drink (\$9.7M)
- General merchandise & pharmacy (\$16M & \$14M)

Recreational Space
(indoor + outdoor)

- Rec sports (indoor & outdoor)
- Performing Arts
- Bowling
- Arcade / Amusement

Residential
(Shaker lacks bottom & top end options)

- Step-up housing options
- Allow for mixed incomes
- Cater to desired occupations

Incubator Space (Maker-Space)

- Shaker support/home-grow businesses
- Strong consumer market to test ideas
- Incubator uses & growth potential
- Rental office space

Class A Office

- Add 100KSF over 10 years (citywide)

Additional Uses
(driven by govt & business demands)

- IT services
- Advertising & PR
- Office admin help
- Educational training services

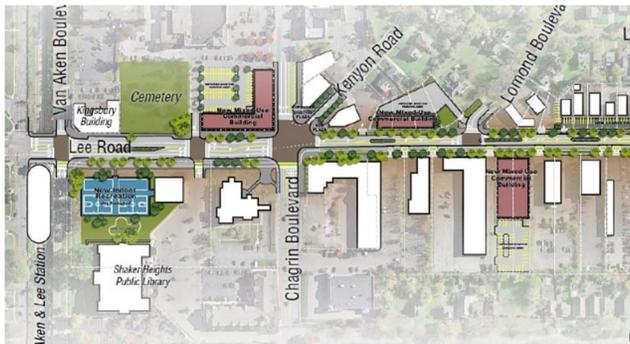


Lee Road Action Plan



Transportation

- ❖ Reconfigure roadway
 - One travel lane in each direction
 - Center turn lane with raised median sections
- ❖ Streetscape & public realm transformation
 - Minimize impact to trees
- ❖ Off-road (sidewalk level) bike trail
- ❖ Enhanced mid-block crossing, 1 location
 - New neighborhood center at Chelton Park
- ❖ Reconfigure Kenyon intersection one-way inbound
 - Business operations considerations



Lee Road Action Plan



Urban Design

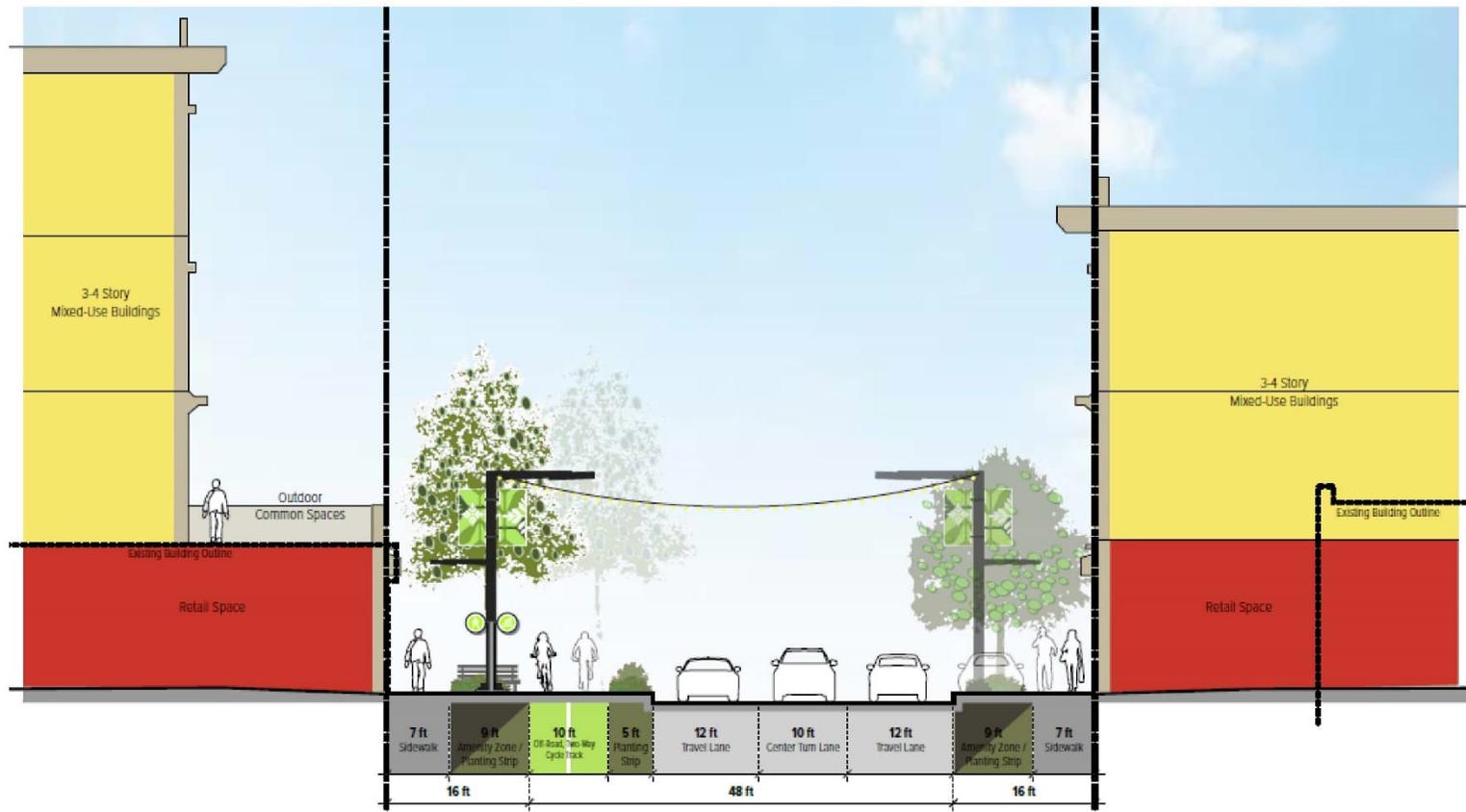
- ❖ Parking
 - Shared surface lot(s)
 - Shared parking structure
- ❖ Preferred public realm treatments
 - Sidewalks & seating
 - Amenity zone
 - Lighting
- ❖ Secondary public realm treatments
 - Sustainable stormwater management
 - Transit waiting area
 - Public art
 - Pedestrian connections to neighborhood



Lee Road Action Plan



Transportation: Roadway Cross-Section



Lee Road Action Plan



Land Use

- ❖ Incorporate new development
 - 2-4 stories
- ❖ Integrate with existing businesses
- ❖ Shared parking opportunities
- ❖ Expand Chelton Park
 - Park & plaza areas
 - Food trucks along Hampstead
 - Amphitheater
- ❖ Trail connections to Moreland & Lomond



Lee Road Action Plan



Transportation Kenyon Intersection

INTERSECTION

- ❖ Convert to one-way inbound
- ❖ Reduce pedestrian crossing distance at Kenyon
- ❖ Simplify signal operations

EAST SIDE

- ❖ Expand existing plaza
- ❖ Add outdoor dining area

WEST SIDE

- ❖ Create new public plaza
- ❖ Provide on-street parking



Lee Road Action Plan



Shared Parking Opportunities

- ❖ Existing parking on 6 individual parcels
 - 41 spaces
 - Non-standard parking spaces
- ❖ Shared parking combines individual parking lots
 - 43 spaces
 - Standard dimension parking spaces
- ❖ Shared parking opportunity improves access and circulation
- ❖ Existing buildings not impacted shared parking



Neighborhood Center

PROPOSED



EXISTING





Southern Gateway

PROPOSED



EXISTING



Comments?



PUBLIC MEETING 3 PHOTOS









PHASE 3 PUBLIC MEETING 3 COMMENTS

November 10, 2022

Lee Road Action Plan Open House

Corridor Plan post-it comments:

Van Aken-Chagrin:

- Extend the two-way off-road bike lane to Cleveland Heights border
- Not safe for pedestrians
- Southwest intersection corner (near STJ) should be a development (housing, retail)
- What is plan for Colonnade structure (historic—move to where?)
- Need recreation center parking (not a huge asphalt lot, creative options)
- Outdoor fitness & dog park like Beachwood's
- Re-use soccer field—alternate location for indoor recreation?
- Shaker Town Center needs more bike parking
- Intersection diet/traffic calming at Van Aken; what is bike connection to Shaker Town Center?
- Lee & Van Aken: change traffic signals to give north and south drivers each their own time
- Yes to recreation expansion--Multi-use shared facility; athletics on second story and programming space
- SW corner Lee/Van Aken: Possible elementary school with youth activities like basketball, etc. included for community and older kids
- Stay green!
- Like basketball courts
- Multi-story rec center with underground parking; elevated track around gym; pickle ball

Chagrin:

- Bury utility lines so we can have canopy trees; consult with tree board about vegetation

Chagrin to Chelton Park

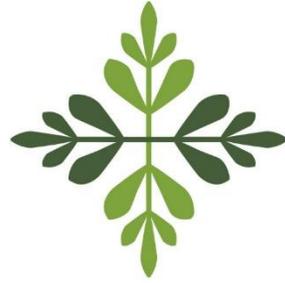
- Support shared parking x 2
- Love clustering of park and residential buildings
- Encourage mixed time-of-use buildings—"eyes on the street" = safety
- How does one lane in each direction not restrict fire and EMS vehicles in an emergency?
- Are storm and sanitary separate. If not, this would be an opportunity to make that change.
- Less retail and focus on the retail around the park
- grass areas native/low-growing or mowable varieties
- Looks great; restaurant revitalization!
- Like playground and plaza
- Food truck park—like
- Performance stage closer to Lee; not in people's backyards
- Food truck park area--Public space at Hampstead/Lee not tucked between buildings and hidden
- What about mural?
- School @ mixed-use residential building site
- Don't make look like Shaker Town Center

Chelton to Cleveland

- Doggie Day Care Park?
- Solar/green roof/pervious pavement should be priority for construction
- Any new trees ought to be native to NE Ohio and salt tolerant
- More plants, less buildings
- Add trees to the Cleveland section, too. (from Cleveland Planning staff)
- Diner



CITY COUNCIL PRESENTATION



SHAKER HEIGHTS

Lee Road Action Plan

COUNCIL UPDATE #3

OCTOBER 4, 2022

Project Purpose

Reimagine Lee Road corridor – Van Aken south into the City of Cleveland

- ❖ Create Lee Road commercial district that is
 - Commercially vibrant
 - Aesthetically attractive
 - Equitable
 - Sustainable
 - Safe, connected, and accessible to all
- ❖ Develop District to successfully integrate
 - Transportation
 - Land use
 - Economic development
 - Engaged community



Plan Development Process



Review—Phase 2 “Shape” Concept Development

June- Sept 2022



Phase 2: Concept Development Community Input - Traditional Meetings

June – August 2022

- June 14, 2022 Stakeholder meeting (11 attendees)
- June 15, 2022 Business Stakeholder meeting (8 attendees)
- June 15, 2022 Public meeting (85 attendees)
- June 22, 2022 Virtual Public meeting (33 attendees)
- August 9, 2022 Institutional Stakeholder meeting (18 attendees)



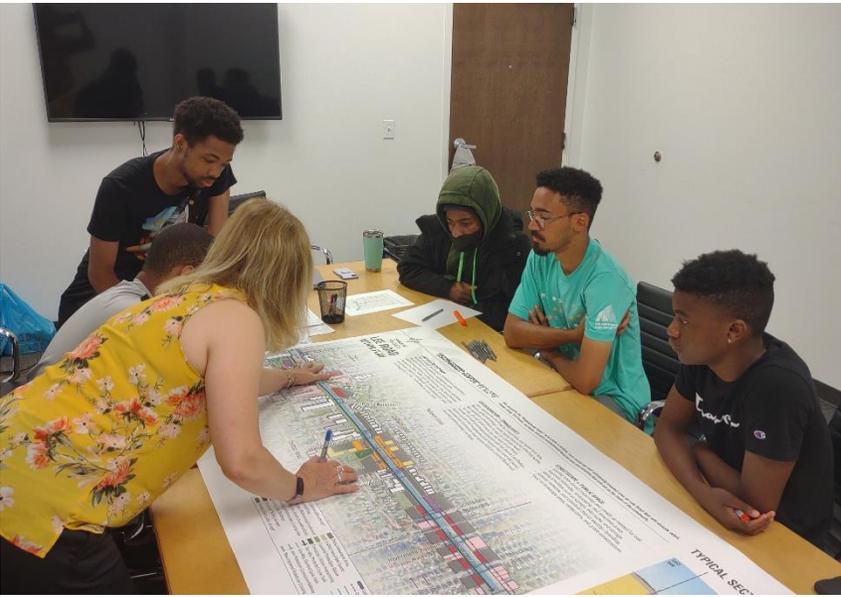
Phase 2: Concept Development

Community Input - Informal Engagement

June – September 2022

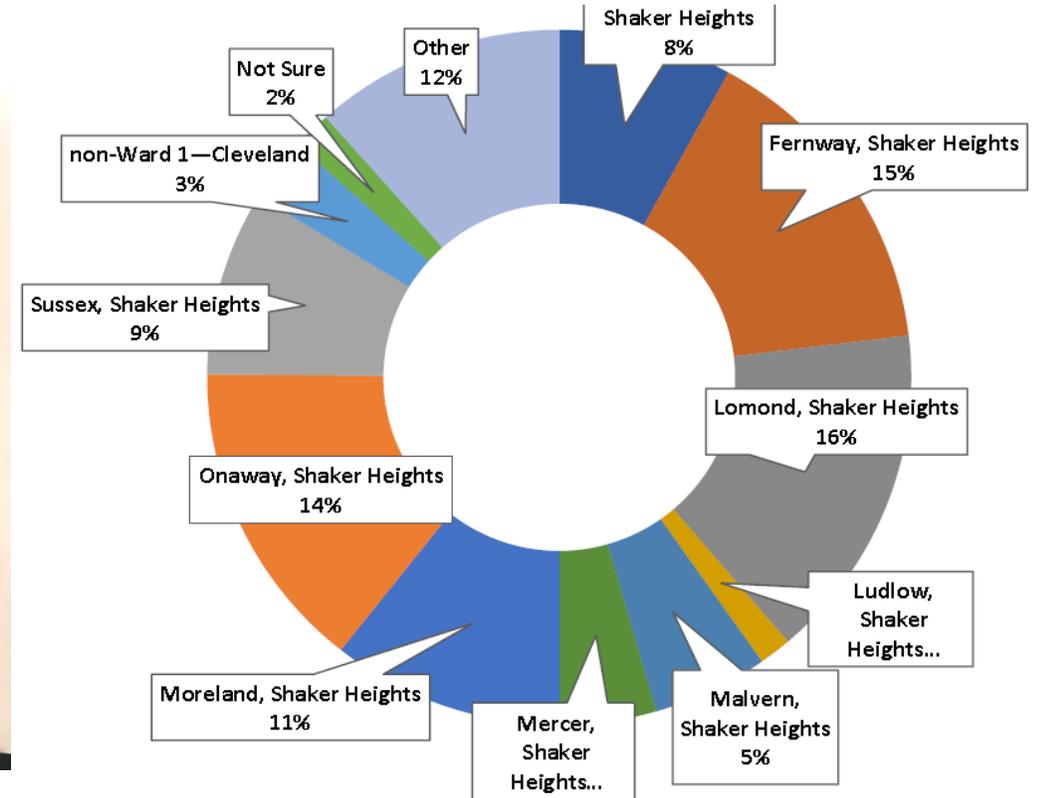
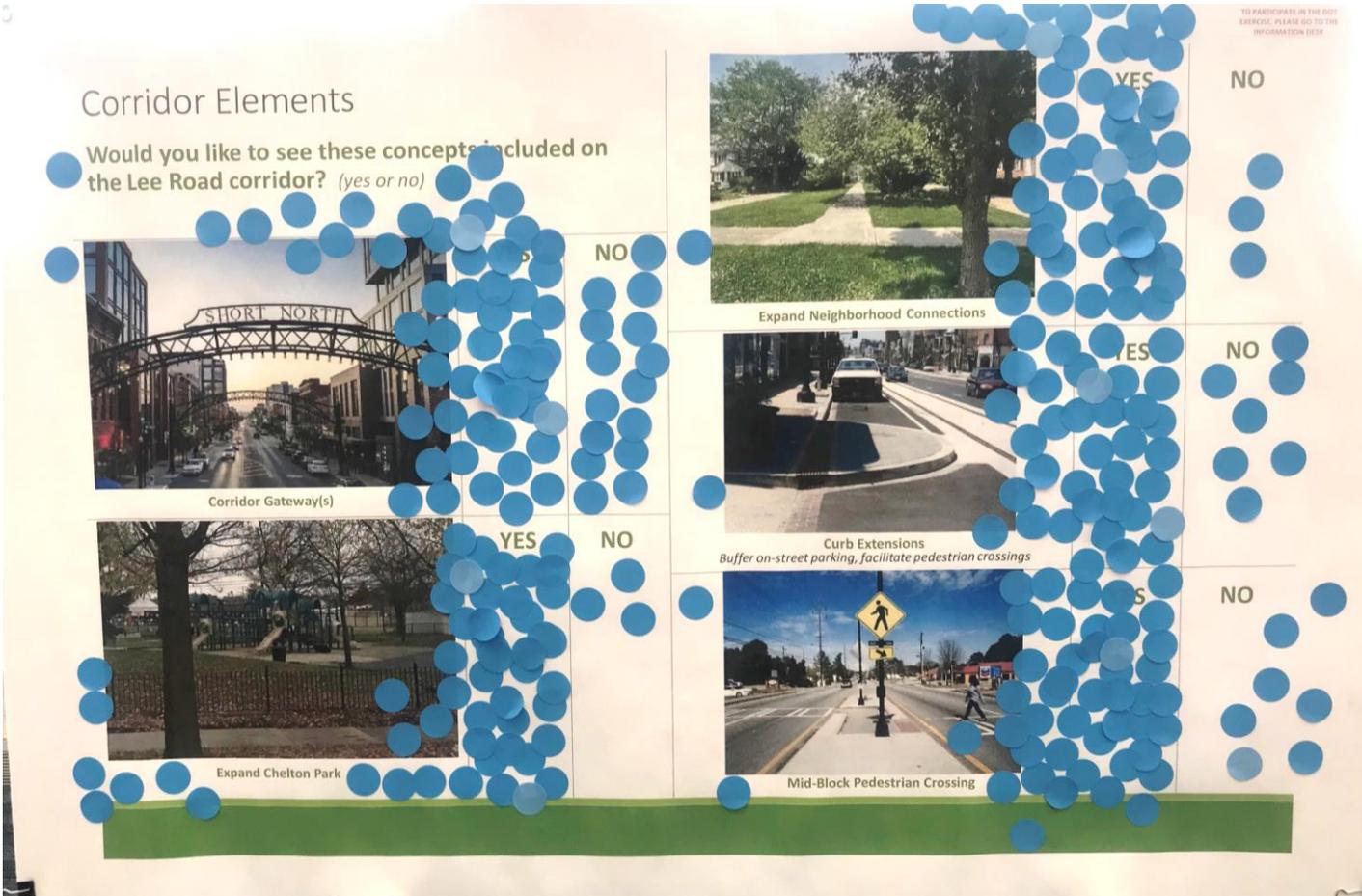
- June 15, 2022 MOOS (12 attendees)
- June 25, 2022 Ciclovia (20 attendees)
- July 13, 2022 FASS business discussion (14 attendees)
- July 13, 2022 Lindholm neighbors (11 attendees)
- July 20, 2022 Bike Cleveland biking tour/walk (27 attendees)
- July 20, 2022 Moreland Neighbor Night (30 attendees)
- July 29, 2022 Library Courts (6 attendees)
- July 11 – 22, 2022 Kenyon Businesses (5 meetings; 10 attendees)





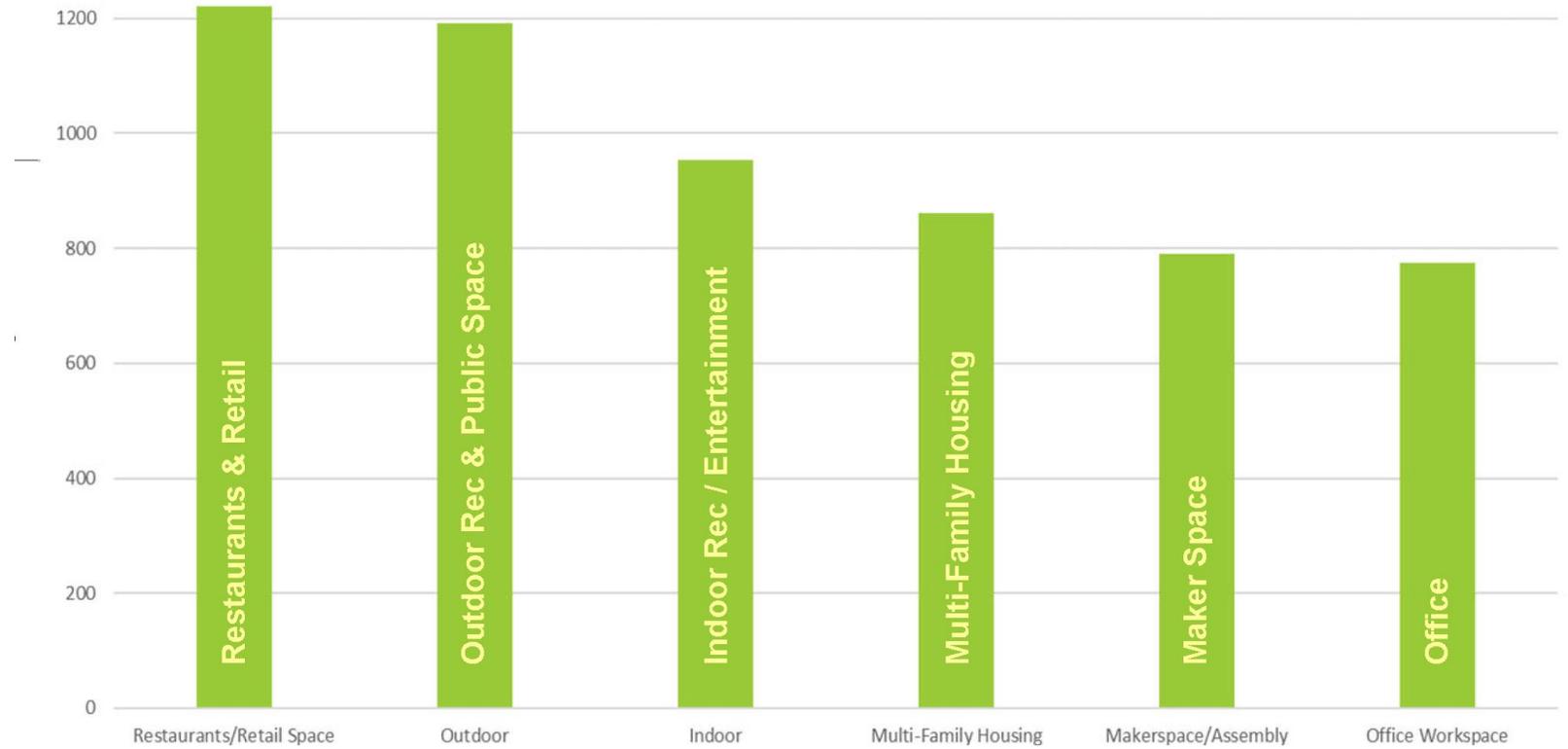
Phase 2: Concept Development Community Input- Surveys

June – September 2022



Phase 2: Concept Development

Land Use



Restaurants / Retail

Outdoor Spaces

Indoor Recreation

Multi-Family Housing

Maker Space

Office

Phase 2: Concept Development

Public Realm Treatments & Enhancements

Corridor Elements Public Realm Treatments & Enhancements

What should be enhanced in the Lee Road corridor?
(select up to 3)



Sidewalks & Seating



Transit Waiting Environment



Lighting



Public Art



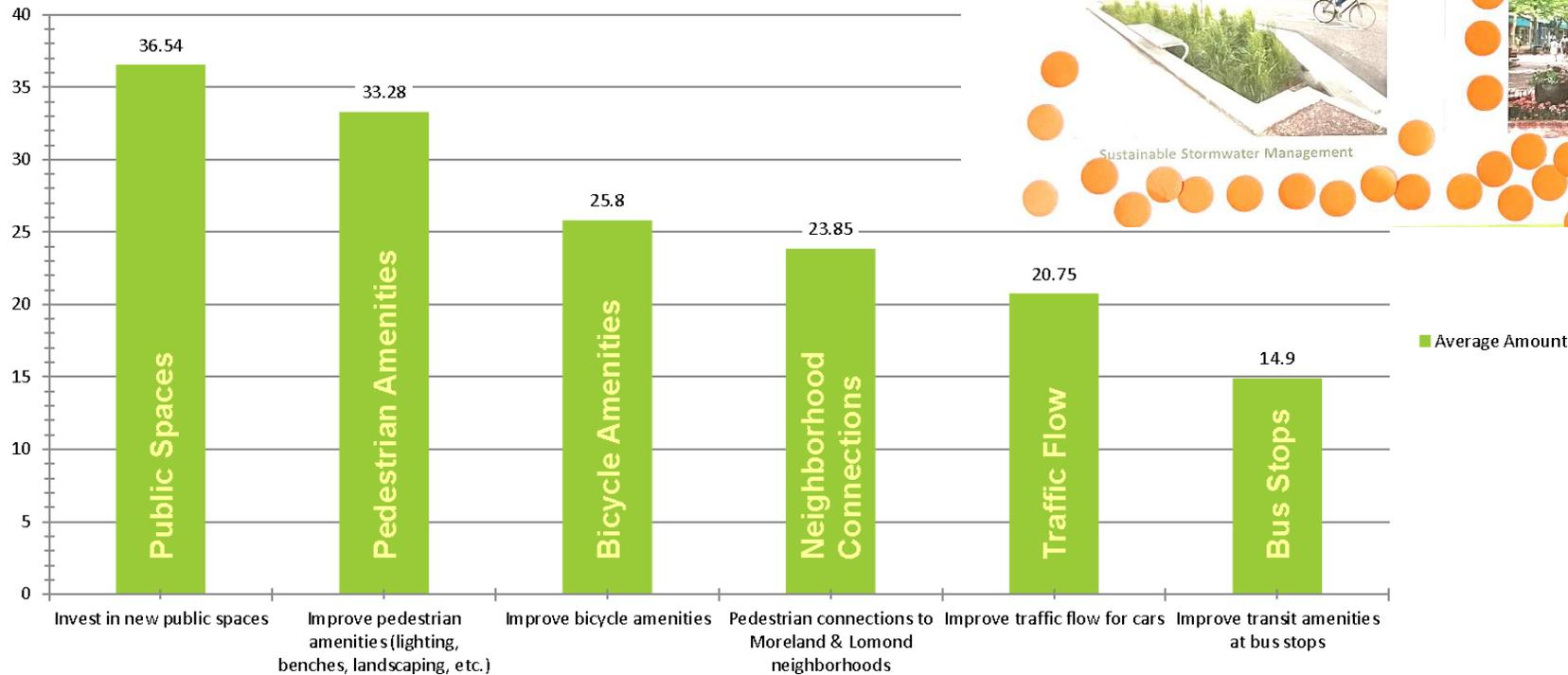
Sustainable Stormwater Management



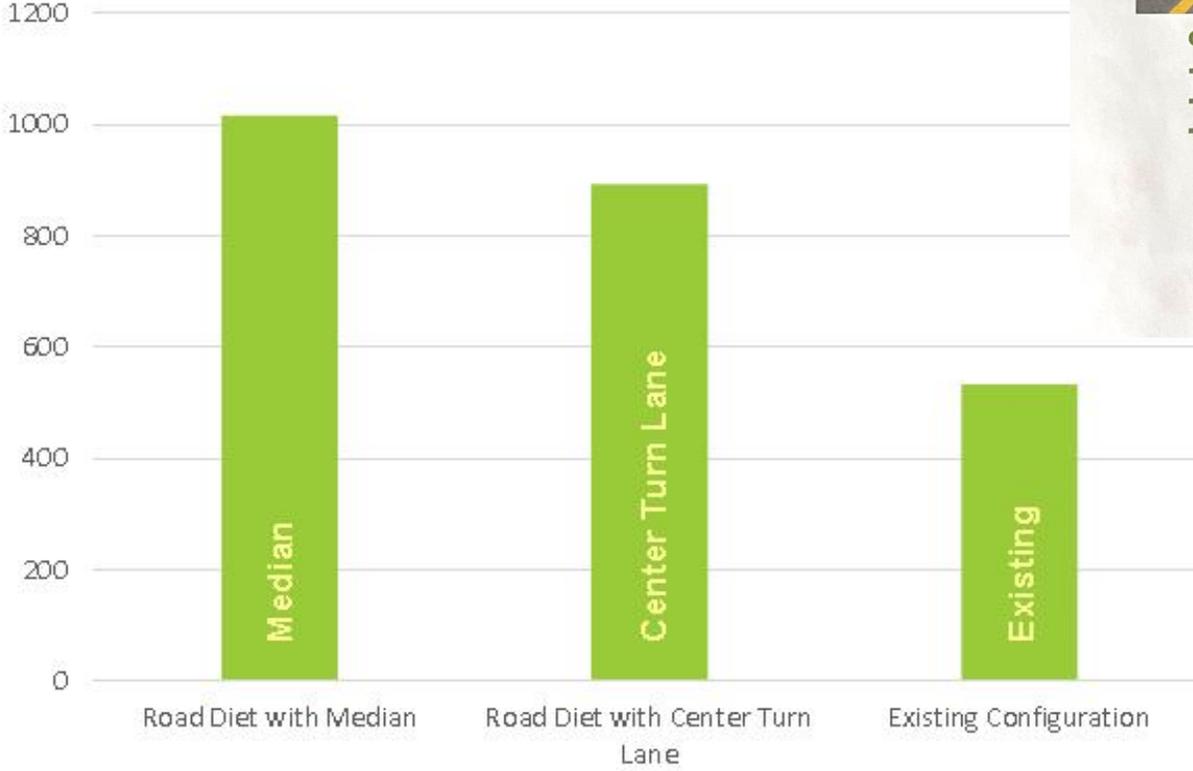
Amenity Zone



Pedestrian Connections to Neighborhood



Phase 2: Concept Development Roadway & Traffic



Corridor Elements Roadway Reconfiguration – Vehicles



CENTER TURN LANE

- Calms traffic
- Improves safety
- Retains access to driveways



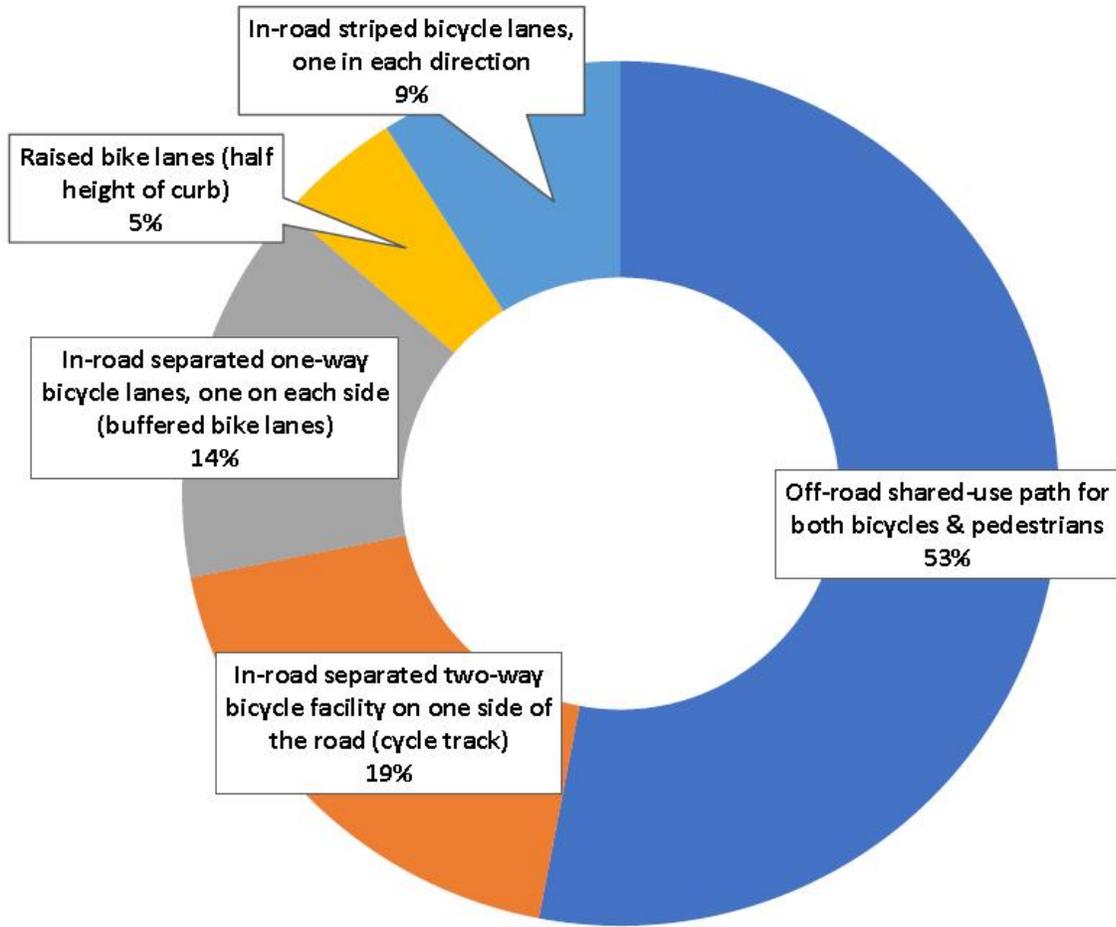
MEDIAN SECTION

- Calms traffic
- Improves safety
- Provides landscaping opportunities
- Provides opportunity for pedestrian refuge area(s)
- May restrict access to some driveways

Which treatment do you prefer?

Phase 2: Concept Development

Bicycle Elements



Corridor Elements
Bicycle Treatments

Which type of bike facility would you like on the Lee Road corridor? (select 1)

The image displays four different bicycle facility options, each with a corresponding selection of green and blue dots indicating preference. The facilities are:

- Off-Road Trail:** A paved path with a brick surface, separated from the road by a grassy area.
- In-Road Separated Two-Way Bikeway:** A paved path with a white-painted curb and bollards, separated from the road.
- In-Road Separated One-Way Bike Lanes:** A paved path with a white-painted curb and bollards, separated from the road, with a white arrow pointing in the direction of travel.
- In-Road Striped Bike Lanes:** A paved path with white stripes and a white-painted curb, separated from the road.

EAST
SIDE

Public Right-of-Way Line

3-4 Story Mixed-Use Buildings



Phase 2: Concept Development Parking

Corridor Elements
Parking

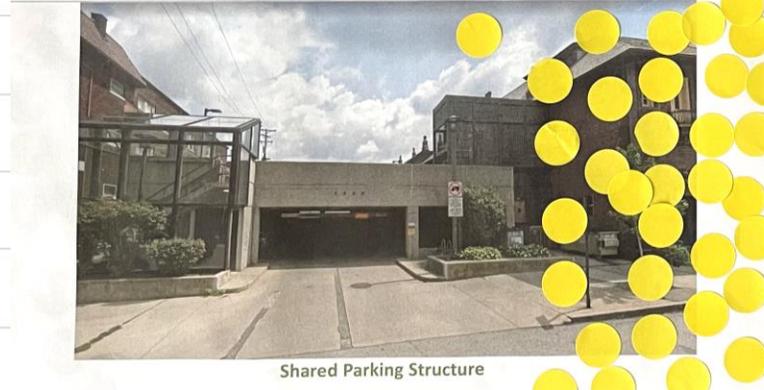
What type of parking would you like on the Lee Road corridor? (select 1 or 2)



On-Street Parking



Shared Surface Parking Lot(s)



Shared Parking Structure



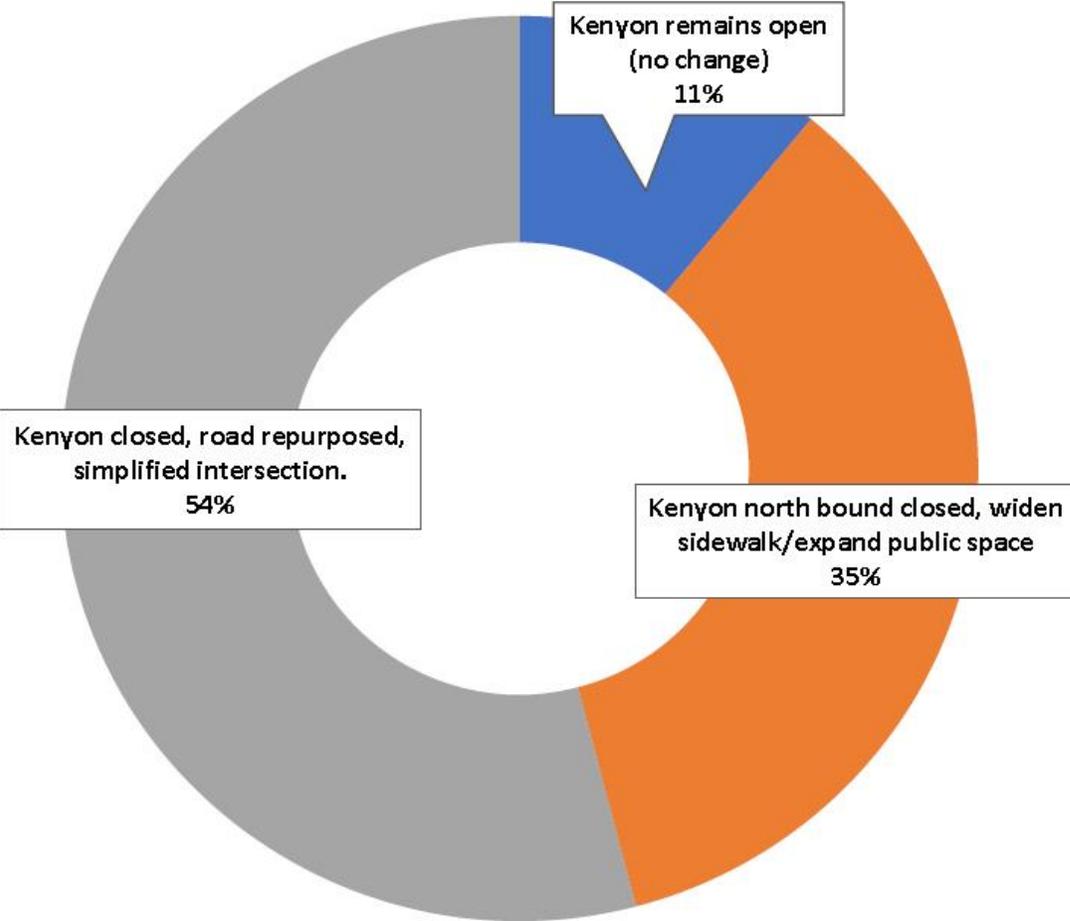
Individual Properties



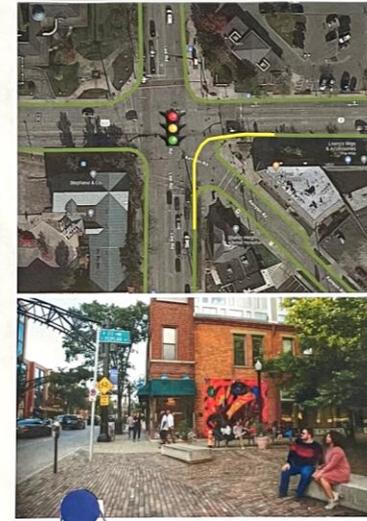
Phase 2: Concept Development Kenyon Reconfiguration

Corridor Elements
Intersection Configuration

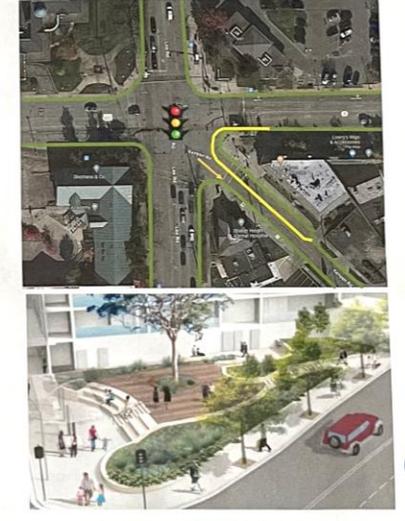
Which treatment would you prefer for the Kenyon-Chagrin-Lee intersection? (select 1)



No Change
existing condition

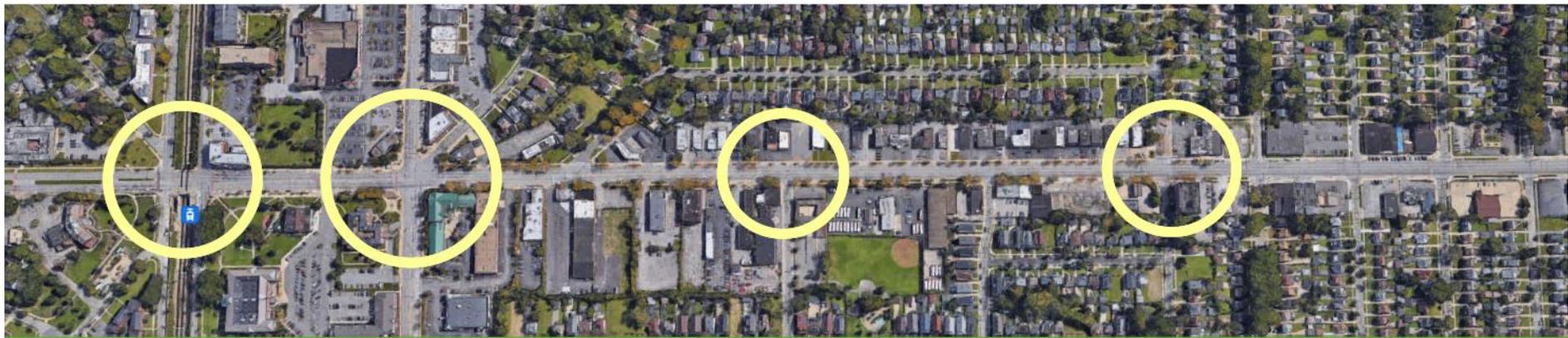
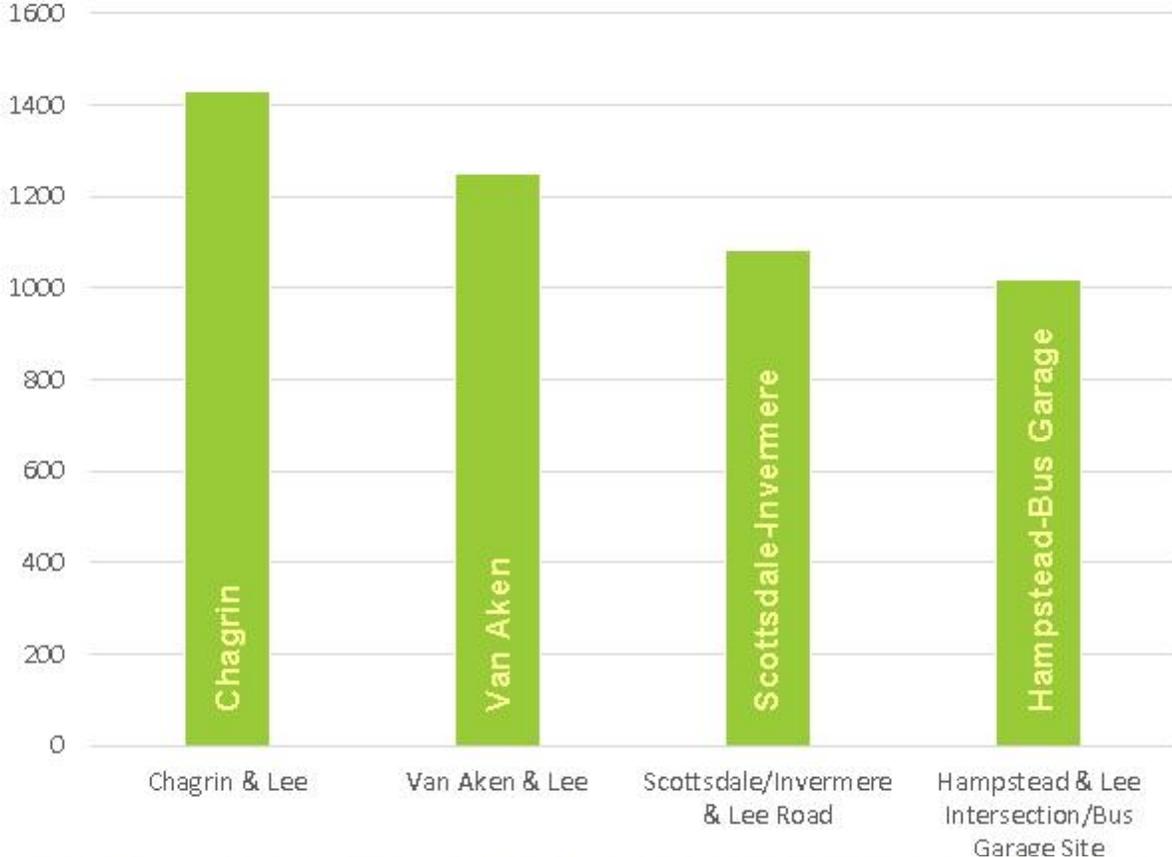


Closed to Vehicles
repurpose roadway space



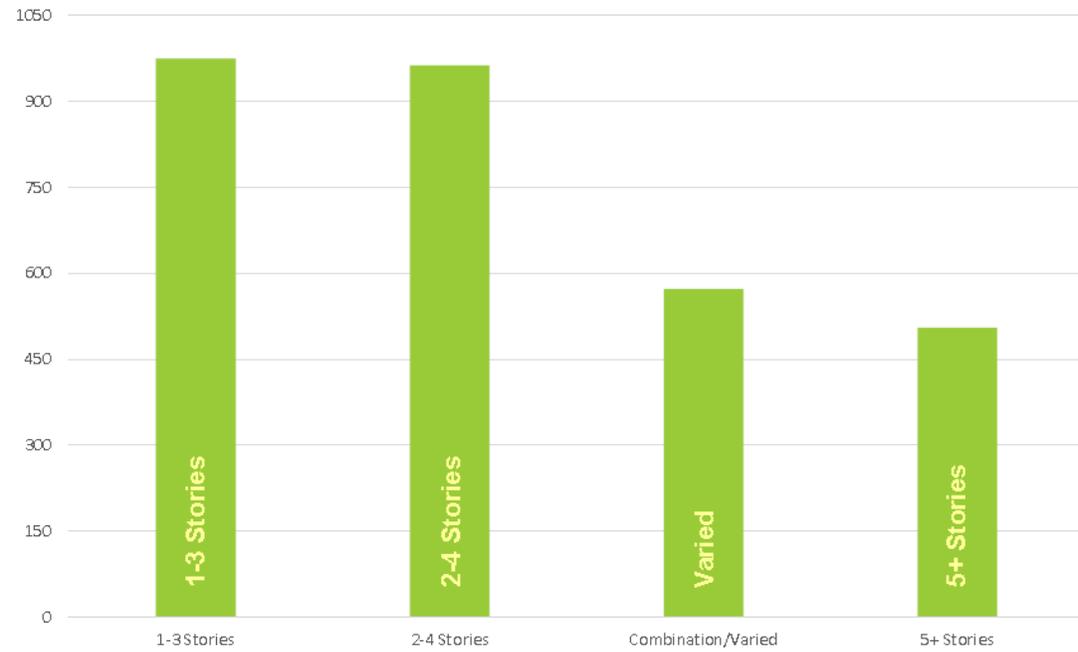
Open Inbound Only
widen sidewalk area

Phase 2: Concept Development Development Locations



Phase 2 Concept Development

Commercial Redevelopment



Phase 2 Concept Development Commercial Redevelopment



Economic Development Analysis Overview

- ❖ Excerpted Findings from 2010 Economic Development Plan
 - ❖ Goal: generate more income taxes to maintain economic strength
 - City has increased amount of income taxes
 - City has increased percentage of income tax from commercial sources
 - ❖ Goal: address lack of quality office space; develop office space to attract new jobs
 - Created significant new Class A office space at Van Aken District
 - Market can support additional office
 - ❖ Goal: incentivize commercial property modernization and segment-specific business attraction
 - City created investment programs: Vision Loan, SBA Partnership, Storefront
 - Lee Road Action Plan evaluates those programs

Economic Development Analysis Overview

- ❖ Market Analysis: What is achievable on this corridor?
 - ❖ Significant unmet business demand
 - ❖ Unmet consumer demand for retail/restaurants
 - ❖ Leverage and enhance strong culture for entrepreneurship
 - ❖ Analyze national trends impacting economic conditions and development (PEST: political, economic, sociocultural, technological)
 - ❖ Consider adding residential uses
 - ❖ Final proposed plan will be grounded in economic reality; the market can absorb it

Economic Development Analysis Overview

- ❖ Analysis of Growth and Opportunity
 - ❖ Evaluate occupations, job types, workforce/talent trends
 - ❖ Integrate with land use strategies
- ❖ Review of Incentive Programs
 - ❖ Evaluation of existing programs
 - ❖ Consider how incentives help meet public policy goals

Funding

Estimated Implementation budget	\$25.3 million
Secured Grants: <ul style="list-style-type: none"> • HSIP • Cuyahoga County ARPA • CMAQ 	\$ 3.4 million total <ul style="list-style-type: none"> • \$ 1.8 M • \$ 1.0 M • \$ 0.6 M
Pending Grants: <ul style="list-style-type: none"> • NOACA TIP 	\$ 10.35 million total <ul style="list-style-type: none"> • \$10.35 M
Estimated City Match	\$ 7.95 million

POTENTIAL GRANT SOURCES

- County Road 50/50
- NEORSD Green Infrastructure
- CDBG/CDSG
- OPWC State Safety
- ODNR Clean Ohio Trails
- TLCI Implementation
- State Capital
- ODOT Jobs & Commerce
- RAISE
- OPWIC State Infrastructure

Next Steps

- ❖ Stakeholder Meeting, November 7, 6:30 – 7:30 pm (zoom)
- ❖ Business Focus Group, November 10, 10 – 11 a.m. (zoom)
- ❖ Public Open House, November 10, 5:30 – 7:30 pm (Dealership)
- ❖ Plan Adoption, late 2022
- ❖ Grant applications
- ❖ Continued coordination with our partners
 - ❖ (Cleveland, Cuyahoga County, NOACA)
- ❖ Construction 2026



APPENDIX B

ECONOMIC DEVELOPMENT PLAYBOOK

Table B.1. Economic Development Recommendations

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
Economic Development Strategies	Entrepreneurship	<p>Internal and external focus on entrepreneurship.</p> <p>1) City Economic Development staff, coordinated with SHDC, should be better integrated into the regional entrepreneurial ecosystem, including collaboration with JumpStart, MAGNET, Greater Cleveland Partnership, the Cleveland Innovation Project, area incubators and accelerators, university innovation and entrepreneurship centers, the Northeast Ohio Startup Network, and more.</p> <p>2) Consider creating a Shaker Heights Entrepreneurship Task Force to help define and collaborate on approaches and strategies that can leverage Shaker’s entrepreneurial talent and energy.. This Task Force should include a cross-section of partners from government, education, finance, technical assistance providers, and seasoned entrepreneurs. The Task Force should provide reports at least annually to City Council.</p>	<p>The City of Shaker Heights is in exclusive company as it pertains to investments, resident spending, and self-employment income, with a strong potential for both investor activity and entrepreneurial interest. The 44120 zip code is one of only five zip codes in Ohio with an average capital gain of \$60,000 or higher on IRS personal income tax returns and its 44122 zip code is one of only 12 zip codes with an average capital gain of \$47,000 or higher on IRS personal income tax returns. Furthermore, over the last five years the City has experienced 18.7% in per capita income growth and 16% in household income growth. Over that same period, the City is one of only a very few Ohio municipalities that has experienced self-employment income growth of 150% or higher. Moreover, the City's average household expenditure rate is in the highest bracket (over \$73,000 annually) in the state. This convergence of factors offers the City a unique opportunity to take advantage of the entrepreneurial talent and energy present in the City.</p>
Economic Development Strategies	Entrepreneurship	<p>The City should leverage and expand the Van Aken District Entrepreneurial Initiatives to be citywide with the goal of encouraging entrepreneurship outside of traditional incubators. The community should create additional spaces along Lee Road that connect to this citywide entrepreneurial initiative, including additional maker spaces, common areas for mobile and pop-up locations, and free Wi-Fi locations.</p>	<p>Shaker Heights enjoys a competitive advantage as it has a high concentration of entrepreneurial energy as well as wealth, as well as the existing Van Aken District. To activate this advantage, the City will want to consider optimizing the physical environment for entrepreneurs.</p>
Economic Incentives	Community Partnerships; All Incentive Programs	<p>All economic incentive agreements involving the use of tax abatements, tax increment financing, or other City revenues should require a community partnership agreement with the prospective beneficiary, where the beneficiary (typically a developer or larger business new to Shaker Heights) will commit not only to creating new jobs in the City, as is traditional, but will also contribute to community causes or initiatives, either financially, through targeted programming, or</p>	<p>Incentives viewed through the lens of a public-private partnership create greater public trust and are viewed with less skepticism if a community partnership is cultivated as a requirement of the deal. This does not have to be a large financial commitment, but rather the commitment to partner with an identified local organization.</p>

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
		otherwise. Examples of possible contributions include investing (either in up front cash or by assessment) in public park improvements, planting trees, participating in career technical education programming with local schools, contributing to regional workforce development programs, and providing direct services to a targeted population. These suggestions are not intended to be exhaustive and are likely to change over time, depending on circumstances.	
Economic Incentives	All Incentive Programs	Bonuses (in the form of better loan terms) should be awarded to minority-owned and women-owned businesses.	While the City has awarded many loans and grants to minority-owned or women-owned businesses (MBE/WBE), there is not currently a policy to apply incentive bonuses to MBE/WBEs. If the City wants to encourage investment by MBE/WBE businesses, their underrepresentation should weigh in favor of proactively offering more favorable terms. Some Ohio precedent for this approach exists, as the Ohio Job Creation Tax Credit program considers "the specific percentage of disadvantaged persons and minorities the taxpayer is agreeing to hire for the project (OAC 122:7-1-06)" in determining tax credit award terms for companies seeking state assistance through the program. The City of Denver Microlending Program includes required characteristics for a borrower – factors include minority or woman ownership, multi-generational ownership, and low-to-moderate income as existing or aspiring entrepreneurs.
Economic Incentives	Forgivable Vision Loan Program	Clawback and repayment periods should be reduced from twice the term of the loan to the repayment period plus three years.	Clawbacks – or required repayments of incentives – have become an emerging discussion point for site selectors in initial relocation and site selection conversations with companies. In most circumstances, site selectors research incentives on a local government website before a company or its representative will pick up the phone to call a local government. Private companies (and their investors) value, above all else, certainty. Thus, companies view clawbacks as a risk, and as such do not classify the benefit of the incentive dollar in the same manner as an incentive without clawback, which many communities offer. That said, clawbacks are a responsible public policy tool to ensure a company is committed beyond its benefit term. In 2009, Ohio reduced the clawback period of its long-standing Job Creation Tax Credit program after it conducted an in-depth study and survey of businesses. It found that the program was not competitive nor business-friendly due to its aggressive clawback provisions. It maintained the clawback as a public policy tool but

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
			changed the clawback period from two times the term of the benefit period to the benefit period plus three years.
Economic Incentives	Forgivable Vision Loan Program	<p>The City currently limits use of its business loan and grant programs to buildout and tenant improvements. The City should consider broadening the eligible costs payable under such programs to include activities supporting the Lee Road Action Plan. For instance, businesses may have the option to dedicate a portion of loans or grant proceeds to working capital or payroll of new or retained employees. (Note that the use of loan proceeds for working capital is problematic under the Ohio Constitution).</p> <p>Additionally, in the case of loans, the City could encourage borrowers to ensure that they are fully reviewing their expenses, so that capital expenses are not improperly classified as working capital expenses for purposes of determining eligible expenses. Alternatively, the program could offer a municipal income tax credit alternative with longer terms and higher percentage of income taxes for businesses on Lee Road. The use of tax credit funds, if made in the form of a grant, is not subject to the restrictions on use of funds imposed by the Ohio Constitution.</p>	The City's forgivable Vision Loan program closely follows the jobs-based grant or jobs-based tax credit model used by many Ohio municipalities. Worthington, Ohio's Venture Grant follows a similar model, in which incentives are paid upfront and based on the future income taxes generated by the project. However, the grant is not limited in how it is used, as it is simply an exchange for jobs and payroll (and the indirect benefits of such activity).
Economic Incentives	SBA Shaker Partnership Program	Consider removing or reducing the income tax requirement of the SBA Partnership Program.	Participation in SBA 7a or SBA 504 loans comes with a heavy compliance burden to borrowers. Prospective loan terms are reviewed in many cases by a private lender and a Small Business Development Center in addition to the City. Rather than basing borrower compliance on an income tax metric, the City could consider including a provision that noncompliance is triggered by a default on the private loan, rather than a lack of income tax generation, at least in the case of Lee Road businesses. As the nature of small business return on investment is more heavily determined by sales and neighborhood vitality, job and payroll metrics may carry little public policy return on investment relative to the administrative burden.
Economic Incentives	SBA Shaker Partnership Program	Market the SBA Partnership Program as a retention tool for existing businesses. City staff should also continue to visit bank branch managers with a regional	Since the inception of the City's SBA Partnership Program in 2014 through December 2022, 13 projects have been awarded a total of \$436,346 in forgivable loan proceeds. A review of Small Business Association Data shows that from 2016-2021, 22 SBA 7a loans and zero SBA 504 loans were

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
		SBA representative to increase awareness of the City's program.	utilized in Shaker Heights. For comparison, neighboring municipalities have seen more 7a loans on a per capita basis than Shaker Heights. This includes University Heights (18 7a loans), Cleveland Heights (49), Lyndhurst (36) and Beachwood (56), and each municipality also had at least one 504 loan transaction during the same period. It is possible that increased marketing of SBA programs in general could create more borrowing activity in Shaker Heights and increase use of the SBA Partnership Program.
Economic Incentives	Storefront Renovation Program	The City has established a Storefront Renovation Rebate Program that provides funding for signage and façade improvements. Signage and façade improvements are limited to 50% of the project cost and to \$3,000 and \$15,000, respectively. The availability of the Storefront Renovation Rebate Program should be emphasized on Lee Road, and City staff should proactively work with existing and new businesses to encourage and implement storefront improvement projects. Further, it may be legally feasible to use TIF Funds or BID assessments to complement façade improvements.	Businesses on Lee Road have noted that business visibility is a challenge.
Economic Incentives	Community Reinvestment Area	Establish a commercial (including multifamily residential) tax abatement and TIF policy that provides abatements or subsidies in exchange for public policy benefits. Developers or companies may have the potential to "buy out" of requirements by contributing to a community development fund dedicated to Lee Road initiatives or other community need. Examples of potential public policy benefits may include: 1) Requiring school payments and/or participation in school initiatives; 2) Filling gaps in housing types and incorporating rental residential units at desired price points; 3) Requiring commercial tenants to participate in Shaker entrepreneurship network initiatives or conduct research and development activities; 4) Securing participation in a Business Improvement District (BID);	incentives should have a clear goal and be tied to public policy benefits in addition to creating new jobs and public revenue. The City of Shaker Heights has historically approved property tax incentives for development projects only when necessary for the project to occur. This is commonly known as the "but for" test, such that without the incentive, the project would not have occurred. To date, the City's rationale for awarding a commercial property tax incentive (such as Tax Increment Financing - TIF or a commercial tax abatement) has sought largely to grow the commercial tax base by creating new jobs and new tax revenue to the City and Shaker Schools. The City should continue to require developers to meet the "but for" test and to require job and/or tax revenue creation in its property tax incentive policies. Now, the City should also expand its goals for such property tax incentive programs to include solutions for additional community needs and priorities. This recommendation should be applied citywide, and not solely for Lee Road development. The City of Columbus and the City of Cincinnati are two examples of municipalities using a progressive CRA policy to advance public policy goals.

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
		<p>5) Obtaining a commitment to hire disadvantaged candidates and/or contract with minority- or woman-owned vendors;</p> <p>6) Improving energy efficiency;</p> <p>7) Incorporating community spaces into private developments;</p> <p>8) Requiring community partnership agreements; and/or</p> <p>9) Obtaining a commitment to join a new community authority (NCA).</p>	<p>In the City of Columbus, residential developments receiving tax abatements must incorporate at least 20% affordable units into a multi-family development project (Columbus defines “affordable” as rents that are affordable to those making 60-80% of Area Median Income). Developers can “buy out” of the requirement by paying a per-unit fee that is deposited in a community development fund geared to improve affordability in neighborhoods of need. Further, the terms of the abatement are based on the distress criteria of the census tract, which include poverty, median household income growth, population growth, median rent growth, mortgage foreclosure rate, and housing vacancy rate.</p> <p>In Cincinnati, tax abatements are given more favorable terms for incorporating LEED certification standards into the development.</p>
Economic Incentives	Tax Increment Financing & Community Reinvestment Area	<p>Encourage the use of 5709.40 and .41 TIFs and CRAs within the Lee Road commercial district to encourage mixed-use development, including multifamily housing, office and ground floor commercial spaces.</p> <p>The CRA incentive is best directed towards residential (both single-family and multifamily housing) and perhaps, in the case of the Shaker Schools bus depot relocation, new development. The TIF incentive is a tool well-suited to provide funding for either public infrastructure or private redevelopment and commercial improvements. TIF and CRA incentives may be combined, where appropriate, with the other incentives described in this report to provide funding for projects when necessary.</p>	<p>Establishing one or more TIF Districts and a commercial Community Reinvestment Area for the Lee Road commercial district are critical steps in the renewal and revitalization of Lee Road. The CRA incentive is best directed towards residential (both single-family and multifamily housing) and perhaps, in the case of the Shaker Schools bus depot relocation, new development. The TIF incentive is a tool well-suited to provide funding for either public infrastructure or private redevelopment and commercial improvements. TIF and CRA incentives may be combined, where appropriate, with the other incentives described in this report to provide funding for projects when necessary.</p> <p>In addition, in the right circumstance, the City should use TIF powers under Section 5709.41 of the Ohio Revised Code, which permits TIF revenues to be used for any purpose designated by the City. These dollars are frequently provided to property owners to assist in financing improvements. Such an incentive could be particularly valuable to the City in incentivizing the private sector to construct multifamily workforce housing, as the return of TIF payments to the property owner can somewhat mitigate the burden of holding rents at a lower level than the rest of the market.</p>
Economic Development	New Market Tax Credits	<p>Engage with regional/local Certified Development Entities (CDEs) to market NMTCs as an opportunity for developers. NMTCs should be offered to any eligible project as it comes from federal investment at no cost to the City.</p>	<p>The census tract west of Lee Road and south of Chagrin (Census Tract 1836.03) is designated as a Severe Distress tract for purposes of the federal New Markets Tax Credit (NMTC). NMTCs can be a powerful tool to help fund mixed-use and office development projects on the west side of the Lee Road commercial district. NMTCs provide roughly 20% of project costs</p>

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
			to a developer or property owner that can be pledged as equity to a loan that pays for project costs. It is worth noting that NMTCs have a requirement that 20% of units in a mixed-use multifamily development are affordable to those making 80% of area median income and are rent-restricted accordingly. Any project funded with NMTCs must have at least a 20% commercial component.
Economic Incentives	Port Authority Financing Tools	Create a partnership with the Cleveland-Cuyahoga County Port Authority that would enable the City to utilize port authority funding for selected improvements on Lee Road without the incurrence of general obligation debt and that would enable developers and other businesses to save money on projects through the exclusion of sales taxes.	<p>Port authorities have a number of powers that can be helpful in financing projects. They can provide conduit lease financing, which exempts the construction materials used in development projects from sales and use taxes. In addition, the Cleveland-Cuyahoga County Port Authority operates an investment-grade pooled bond fund that can provide long-term financing at fixed rates (in some cases, the fund can take the place of bank financing). Port authorities can also finance public infrastructure and other facilities related to economic development by aggregating payments in lieu of taxes, community development charges, and other non-tax revenues, either within or outside of the pooled fund.</p> <p>Port authorities can also enable the City to finance public improvements without incurring general obligation debt. The Columbus-Franklin County Finance Authority and the Delaware County Finance Authority have used their powers to fund public infrastructure for municipalities, townships, and counties with a combination of TIF revenues and community development charges..</p>
Economic Incentives	PACE Financing	Actively encourage more frequency of Property Assessed Clean Energy Financing (PACE) deals to businesses and property owners making improvements along Lee Road.	<p>Property Assessed Clean Energy (PACE) financing is a tool that helps property owners finance the costs of energy efficiency and renewable energy improvements. The property owner obtains a private loan to pay for improvements to the property, and the private loan is repaid by a voluntary special assessment on the real estate tax bill. The energy improvements made to the property result in energy savings, meeting the dual goals of environmental sustainability and economic development.</p> <p>PACE financing has no cost to the City. The property owner's obligations related to PACE financing are off-balance sheet, cannot be accelerated, and are passed on to subsequent property owners. It is an excellent tool to enable eligible business borrowers to reduce debt and enhance equity.</p> <p>PACE has been used historically for commercial applications; it is increasingly being used in the context of multi-family residential construction, rehabilitation, and redevelopment. This recommendation is</p>

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
			<p>limited to increasing the use of commercial PACE financing (which includes multifamily) and this plan has not analyzed residential applications.</p> <p>The City is part of the Northeast Ohio Advanced Energy District (AED), an Energy Special Improvement District, which has the ability to undertake PACE financing. The City’s Economic Development Director sits on the board of the AED, and the City approved its first commercial PACE project in 2022. However, awareness of this tool is low. As private investment is spurred by the public investment on Lee Road, developers, businesses and property owners making improvements on Lee Road should be aware that the City supports PACE financing as a development tool.</p>
Economic Incentives	Business Improvement District	The City should partner with the Shaker Heights Development Corporation (SHDC) and work with business owners in the Chagrin-Lee commercial district to establish a Business Improvement District (BID) , which would create a funding source for uniform enhancements to the commercial district.	A Business Improvement District is another name for a Special Improvement District (SID), which is a physical area in which property owners elect to pay an additional assessment in order to fund public improvements and services that benefit the district. A BID allows business and property owners to collaborate and to agree to the levy of special assessments on their properties to be used to fund public improvements and public services such as beautification projects, litter removal, or support for community activities, like street markets. BIDs are excellent ways to continue to enhance the physical conditions, health, safety, and welfare in a commercial district with a streamlined investment plan. It is a way to provide extra funding for needed services. To establish a BID, property owners owning 60% of the front footage or 75% of the area within the proposed BID must sign a petition that is subsequently presented to City Council for approval.
Economic Incentives	Downtown Redevelopment District & Innovation District	Examine the establishment of a Downtown Redevelopment District (DRD) or Innovation District (ID) in eligible areas of the Lee Road commercial district. This would complement a Business Improvement District with modernized funding for technology and business incubation. Establishing a DRD/ID requires an investment or renovation of a property that is on a national, state or, local historic registry. On Lee Road in the project area, that could include the Kingsbury Building at the Van Aken-Lee intersection and the Lee-Scottsdale Building at the Southern Gateway.	Downtown Redevelopment Districts and Innovation Districts (collectively “DRD/IDs”) are a tool similar to TIFs with enhanced eligible uses. These enhanced uses include, in addition to public infrastructure, the ability to contribute to a Special Improvement District, rehabilitate historic structures, and provide grants and loans to businesses. DRD/IDs may include up to 10 acres. The City of Canton utilizes a DRD for its Downtown Innovation District and Business Incubator, while the City of Columbus passed a 30-year DRD/ID in connection with the rehabilitation of an historic building into a Fresh Foods market and the provision of a business incubator focusing on local engagement with the school district.

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
Economic Incentives	Vison Fund Modernization Program	If the City pursues a DRD/ID, create a “Vision Fund Modernization Program” funded through the creation of a DRD/ID, which will provide loans to businesses. Additionally, the City would need to obtain historic designations so that at least one historic property can be included in the DRD (the Lee-Scottsdale Building appears to already qualify).	While DRD/IDs resemble TIFs, they also permit the use funds to make loans to businesses. This may be a good fit in Shaker Heights, where incubation and business support needs may outstrip the need to fund additional one-time funding for capital improvements.
Economic Incentives	Restaurant and Retail Catalyzation Program	Subject to the conclusions of the land use study, in an effort to attract and increase new dining, shopping, and entertainment options to Lee Road, the City could consider establishing a restaurant and retail catalyzation grant program . The amounts awarded would be decided on a case-by-case basis on the order received, subject to available funds, eligibility, and grant agreement approval with the City. Such funding could be appropriated by the City on annual basis. Should the City determine to establish a new community authority, funds derived from its community development charges could conceivably be used for such a program. Alternatively, Vision Fund program dollars from a DRD/ID could conceivably used for restaurant incubation.	To create more activity on Lee Road, especially to develop Class A office space and attract talent, meeting demand for capacity-building uses such as restaurant and retail will be critical. The City of Romeoville, IL and the Village of Wheeling, IL both run grant programs geared towards increasing dining, shopping, and entertainment. In Romeoville, this grant is for new establishments locating in that city, including full-service sit-down restaurants, grocery stores, and stores for clothing and apparel, furniture, home improvement, specialty retail, retail entertainment, and sporting goods. Romeoville has similar characteristics to Shaker Heights related to population, self-employment income growth, and median household income. Wheeling has two versions of its program, one geared for sit-down restaurants and another for food and beverage, retail, and shopping centers.
Economic Incentives	New Community Authority	City officials should consider whether a New Community Authority (NCA) could be a useful tool for development or redevelopment on Lee Road. An NCA is a political subdivision that is formed under authority of Chapter 349 of the Ohio Revised Code pursuant to a petition filed by a “developer” (as defined in Section 349.01 of the Ohio Revised Code). NCAs have the power to levy charges, known as “community development charges” on properties within the district. These charges can be based on assessed valuation, economic activity within the territory of the NCA (e.g., retail sales or lodging) on a per-lot basis or using other criteria. These charges can be imposed as an extra charge to pay costs of community facilities or to support community activities (e.g. commercial, governmental, recreational, educational, industrial, residential, and/or research activities). The creation of	<p>NCAs can cross municipal boundaries. An NCA is a tool that could assist in the holistic development of the Lee Road corridor in Shaker Heights and in the city of Cleveland and provide for the pooling and application of NCA revenues throughout the properties within the NCA. This would be challenging and complicated, but it is legally possible.</p> <p>NCAs have been a tool for transformative development in Central Ohio for the past 20 years, more often than not, on greenfield sites (e.g., the city of New Albany). Their ability to supplement and secure sources of revenue, as well as their flexibility, make them an excellent development finance tool. Their utility in redevelopment has yet to be proven, primarily because of challenges surrounding site control. Further exploration of the costs and benefits of an NCA on Lee Road is warranted.</p> <p>The most common structure for NCA usage is a tax abatement coupled with a fixed NCA charge. This provides a benefit to the property owner while also providing a fixed charge for public improvements. Assuming that</p>

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
		<p>an NCA is subject to approval of a petition by City Council. NCAs have a board comprised of a majority of members appointed by the City. The powers of an NCA include cooperation with municipalities.</p> <p>A City may act as a “developer” to create an NCA if it owns or otherwise controls property within a proposed district or if it would have the right to acquire that property by eminent domain. Any NCA established in the Lee Road commercial district covering existing properties would need to be agreed to by the owners of the properties to be included in the new community district unless the City could establish, through a blight study, that it would have the right to acquire those properties by eminent domain if it chose to do so. Before proceeding with a blight study to gauge the properties’ suitability for eminent domain acquisition, the City should consult with legal counsel or consider alternative paths for including properties within NCA.</p>	<p>there is minimal private business use, such charges can be used in connection with tax-exempt financing.</p>
Economic Incentives	Urban Renewal TIF District	<p>Council should amend the City’s legislation that established its Urban Renewal TIF District (the “Urban Renewal District”) to remove properties on Lee Road south of Chagrin. The current Urban Renewal District contains Lee Road properties that are not currently contributing to bond repayment. Removing these properties from the Urban Renewal District would permit the City to provide more tailored incentives and to dedicate revenues from those properties to obligations directly related to development or to improvements to the Lee Road commercial district.</p>	<p>The City currently utilizes an urban renewal TIF established under Chapter 725 of the Ohio Revised Code. The City issued general obligation bonds maturing in 2031 that are paid from such TIF revenues, to the extent such revenues are available. To date, TIF revenues derived from the Urban Renewal District have been insufficient to pay debt service on those general obligation bonds and have required subsidy from the City’s general fund. However, due to recent new developments in the Urban Renewal District, the City estimates that revenues will fully cover annual debt service in approximately 2025.</p> <p>Although there has been some new development in the northern part of the Urban Renewal District, Lee Road properties south of Chagrin have seen no new development. Because those properties are located within the Urban Renewal District, the City cannot use additional or different development finance tools to help redevelop them. The inability to use targeted property tax incentives in private developments may have contributed to a lack of investment and dearth of development on Lee Road. The City can create additional opportunities for development by removing those properties from the Urban Renewal TIF District and instead establishing commercial CRA and TIF Districts as described herein.</p>

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
Market Analysis	Office Market	Aim to increase Class A office space.	Shaker Heights only possesses 64,000 square feet of Class A Office space, and should aim to add to its Class A office product to absorb national "flight-to-quality" trends, which see businesses migrating to premiere, highly amenitized office space.
Market Analysis	Office Market	Leverage short term demand for Class B and C office space	Regional office trends are showing a "flight-to-quality" by office users; however, in the short term, Class B and Class C office product in the suburbs maintain price points that allow tenants to navigate uncertainty as the office market emerges from the COVID-19 pandemic.
Market Analysis	Office Market	Strategically target office user such as advertising/PR/related services, computer systems design, facilities and building management, banks and financial services, office support services and headquartered companies	Each of these industries are meeting 75% or less of demand from businesses, governments and households within the Shaker Heights trade area.
Market Analysis	Residential Market	Undertake a housing study to better understand demand, unit typologies, sizing and affordability factors.	The market analysis associated with this study identified considerable surpluses and deficits in housing units by price point related to the household income brackets of City residents. A housing study would assist in better developing unit size typologies and other key housing demographic information.
Market Analysis	Residential Market	Encourage the production of more rental units with monthly rents less than \$729.	An analysis of renter income brackets and available rental units found that there is an approximate 406 unit deficit of units with monthly rents between \$83 and \$729 per month and a 576 unit deficit at \$1,562 and above.
Market Analysis	Residential Market	Encourage the production of more rental units with monthly rents of \$1,562 and above.	An analysis of renter income brackets and available rental units found that there is an approximate 406-unit deficit of units with monthly rents between \$83 and \$729 per month and a 576 unit deficit at \$1,562 and above.
Market Analysis	Residential Market	Encourage the production of more owner-occupied housing at price points of \$80,000-\$100,000 and over \$750,000.	An analysis of homeowner income brackets and available owner-occupied units found that there is an approximate 2,932-unit deficit of units at price points of \$750,000 or higher per month and a 184 unit deficit between \$80,000-\$100,000
Market Analysis	Retail Market	Utilize available space and construct new spaces to absorb the development potential of 50,000-80,000 square feet of retail space.	Based on the top retail uses with unmet local demand from households, governments and businesses in the trade area, there is enough retail sales opportunity that would represent approximately 50,000-80,000 square feet of retail space.

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
Market Analysis	Retail Market	Targeted retail uses should include, but not be limited to, general merchandising stores, car washes, bars and drinking establishments, full-service restaurants, clothing stores, personal care stores, appliance stores and furniture stores.	The targeted industries mentioned all have over \$1 million in retail sales opportunity with many industries possessing over \$5 million in retail sales opportunity based on unmet demand.
Market Analysis	Recreation and Entertainment Market	Targeted uses should emphasize bowling centers, amusement (parks and arcades), commercial sports (except racing), performing arts (e.g. comedy, music, etc.).	The targeted industries mentioned all have over \$1 million in retail sales opportunity based on unmet demand.
Economic Development Strategies	Attraction	The attraction strategy should be focused on two key pillars, 1) developing office space and 2) talent attraction (which includes housing for aspired talent).	<p>In addition to building more Class A office space and renovating Class B and C space, the City should pursue targeted industries for tenant attraction opportunities. Many of these tenants, to the extent they employ a high number of workers in management, financial services, engineering, and technology, will have average salaries well above the mean \$53,000 annual wage for Ohio workers, all of whom will pay income tax to the City.</p> <p>In terms of the regional talent pipeline, there are 12,000 graduates annually within a 25-mile radius receiving Associates, Bachelors, Masters or Ph.D. degrees in health professions, liberal arts, education, performing arts, social science, business, engineering and computer sciences professions, among others. Higher paying graduate degrees include health professions (3,095), business, management (2,878) engineering (1,165) and computer science (400).</p>
Economic Development Strategies	Attraction	The City and SHDC should coordinate with TeamNEO and office brokers to get in front of targeted industries through associations, conferences, etc. Based on the market study and economic analysis, targeted office users should include (but not be limited to) advertising/public relations/related services, computer systems design, facilities and building management, banks and financial services, office support services, and corporate headquarters.	The best way to target industries is to work with industry associations and through office brokers to ensure that available space is marketed with pre-packaged economic development incentive and financing opportunities. Tenant/business attraction strategies should focus on industries that have unmet county or local demand by businesses, institutions and governments.
Economic Development Strategies	Retention & Expansion	Host business roundtables or focus groups for businesses to provide input on BR&E strategy. Business visitations by City/SHDC representatives should include overviews of City, county and state incentive opportunities, insights on new growth and development in the City, planned investments, or	A fundamental tenet of economic development is that it is always less costly and time intensive to retain and expand existing businesses than to recruit new ones. The City's business retention and expansion strategy should continue to emphasize working with the businesses that have already chosen to invest in the community and seeking their input in meeting challenges and promoting new growth. The specific strategies

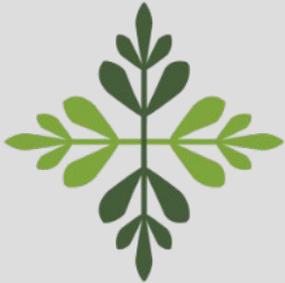
CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
		anything else that illustrates a potential value to businesses.	selected should be identified by the businesses themselves. Creating a process for input and strategy development with these groups allows for a greater understanding of business needs and a greater likelihood of successful, sustainable long-term outcomes.
Economic Development Strategies	Retention & Expansion	Implement a business visitation strategy that clearly demonstrates the City's value proposition to the business. This strategy should be led by the City's Economic Development Department and coordinated with SHDC and local business and community leaders.	Visitations should be armed with an overview of City, County and State incentive opportunities, insights on new growth and development in the City, planned investments or anything else that illustrates a potential value to businesses. Information and data provided by local business can provide insights to City leadership into strategies that will assist in local business retention and expansion as well as attraction.
Economic Development Strategies	Retention & Expansion	In addition to the annual Shaker Heights Business Appreciation Mixer co-hosted by the City, SHDC, and Heights Hillcrest Chamber of Commerce, the City should consider hosting large-scale BR&E informational events such as a business walk or economic forecast breakfast.	Special events serve as another way to convene the business community together. This is a practice commonly utilized by Cities in Ohio including Whitehall, Gahanna, Toledo and commonly used by Regional Economic Development Organizations.
Economic Development Strategies	Retention & Expansion	Consider investing in economic development software – for example Blue Dot, UrbanLogiq, or Implan.	Up-to-date planning software will assist the City in engaging and retaining businesses and helping them to remain competitive.
Economic Development Strategies	Retention & Expansion	Consider establishing a Lee Road Designated Outdoor Refreshment Areas (DORA) if deemed appropriate after the land use review. A DORA is a specifically designated area that allows patrons over the age of 21 to purchase alcoholic beverages from an establishment and carry them within the boundaries of the DORA.	Currently a successful DORA exists within the Van Aken District. Municipal corporations with populations of less than 50,000 may establish up to three DORAs. A DORA can enhance sales and visibility to businesses engaged in alcohol sales and will generally promote outdoor pedestrian activity and event capacity
Economic Development Strategies	Land Assembly	The City has been working in close partnership with SHDC to establish a community-based development fund with a primary goal to redevelop and revitalize underutilized properties in the Lee Road commercial district – including acquisition and land assembly. The Shaker Lee Development Fund – referred to as The Fund – is now operational and is currently raising funds until its offering period closes in November 2023. The Fund's purpose is to provide an opportunity for the Shaker community to take an active funding role in the development of Lee Road. The City should continue to collaborate with SHDC and the Fund to leverage and	Many local governments, when faced with challenges of poor property maintenance and vacancy, have found that it is desirable to begin to acquire properties when they become available because having such control will enable the local government to dictate the uses going forward. This has been done to great effect in the cities of Cleveland (e.g. the Gateway Project) and Columbus (Columbus Commons), as well as by The Ohio State University around its campus. Additionally, many of the tools that are available to the City, for example New Community Authorities (NCAs), require or benefit from site control. However, land assembly requires time, effort, and expense and needs to be justified with a vision of the desired outcome. It is also challenging to build

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
		coordinate Fund activity with Lee Road Action Plan and required land acquisition recommendations as appropriate.	support for spending public dollars to acquire private properties for future private development.
Economic Development Strategies	Commercial code enforcement	The City should ensure that all commercial property owners are living up to their obligations and not neglecting their properties , which is deleterious to the community.	Some of the costs associated with incentivizing redevelopment can be mitigated by strengthening code enforcement (citing for poor property conditions such as broken windows, deteriorated parking lots, unsafe building conditions, etc.).
Economic Development Strategies	Transit Oriented Development	The City should take advantage of its transit system and promote connectivity to Lee Road with transit oriented development.	One of the City's greatest assets is its rail system, and Lee Road includes the Blue Line Rapid Transit (at both Van Aken and Shaker Blvd) as well as two major bus lines (on Lee and on Chagrin). In revitalizing Lee Road, the City should continue to be mindful of the advantages transit affords and should emphasize creating a thriving mixed-use community. Transit-oriented, mixed-use communities are where innovation thrives and can anchor the type of office buildings and amenities that will transform Lee Road and benefit everyone in the City.
Economic Development Strategies	Vacant Properties	The City should work with the County Land Bank to address vacant and tax delinquent properties.	Vacant and tax delinquent properties represent both an opportunity and a challenge. The Cuyahoga County Land Reutilization Corporation (CCLRC) offers programs to acquire and rehabilitate properties that have outstanding tax liabilities. The City is already working in close collaboration with CCLRC when needed.
2010 Economic Development Plan	Income Tax Objective	The City should maintain a focus on generating income tax , however it needs diversify the strategy to more than just adding jobs. The City should focus on attracting higher- paying jobs and housing that caters to desired and emerging occupations.	Income taxes have increased by 46% since 2013. Income tax revenue in 2010 (the baseline of the original 2010 strategy) was approximately \$19.8 million; income tax revenue in 2013 (after the rate increase) was more than \$27.7 million; and income tax revenue in 2022 exceeded \$40.6 million. The City has experienced this growth while overall employment numbers have declined over the same period. Further, from 2016-2020, the City experienced a 116% growth in employees making over \$40,000 annually, compared to 16.6% at the County level and 19.87% at the State Level. Approximately 8.1% of City residents are employed within the City. Work-from-home withholding rules and changes are still evolving and will impact overall income tax receipts and employment trends.
2010 Economic Development Plan	Business Proactive Policy Objective	The City continues to be on the cutting edge in incentive and business programming. It is important that the City maintains this objective with an emphasis on supporting commercial property owners, business tenants, and business districts , as outlined in the 2010 Economic Development Strategy.	The City's incentive programming is thoughtful and risk averse. All programs are grounded with income tax metrics to ensure direct ROI and clawback provisions are in place with lengthy terms to ensure businesses are anchored within the City. The Forgivable Vision Loan, Storefront and SBA Partnership programs, when combined with traditional municipal

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
			finance and property tools, create a strong incentives package for a developer or company.
2010 Economic Development Plan	Quality Office Space Objective	The City has addressed its objective to increase quality office space with the development of Phase 1 of the Van Aken District. The City should continue to place additional Class A Office Space into the market.	With completion of Phase 1 of the Van Aken District, 64,000SF of new Class A office space was recently added to the marketplace. Still, the City's current Class A office space represents only 5.8% of the City's total office market.
2010 Economic Development Plan	Financial Support to Commercial Owners Objective	The City has created a number of programs to accomplish its objective to support commercial property investments and provide business-segment specific incentives, including the Forgivable Vision Loan Program, the SBA Partnership Loan Program, and the Storefront Renovation Program. These incentives should continue to be modernized to capitalize on trends and changes to the external environment.	An analysis of over eight peer cities (peer based on median household income, growth in self-employment income and population) and best practices from larger Cities both inside and outside of Ohio illustrates a number of methods and best practice to modernize and expand the toolbox.
External Factors	PEST Analysis	City Leadership (City Council and City Staff) should formally analyze the Political, Economic, Sociocultural and Technological trends of the external market to ensure the plan is agile and reactive to market forces.	A PEST Analysis is a good way to keep City leadership aware of key trends that might influence policies in the present and future.
External Factors	Political	Create a system for monitoring the release of federal and state funds and new legislation that is applicable to Shaker Heights.	Federal and State funds geared toward infrastructure, brownfield development & demolition, mixed-use development and transportation continue to be programmed at a rapid rate, creating a need for ongoing monitoring of opportunities.
External Factors	Political	Continue to engage with office brokers to better understand the changing needs of the office market emerging from COVID-19.	Over the next two years there will be a stabilization of office use emerging from the pandemic. It is important to engage with brokers and consultants to understand this potential shift.
External Factors	Economic	Consider implementing standards for deviation from typical incentive policies to react to inflation, interest rates and materials costs impacting developers and prospects.	Trends such as labor shortages, materials costs and interest rate hikes will continue to strain Developers. It is important to be adaptive to these realities.
External Factors	Economic	Continue to analyze regional trends in corporate and venture capital investments as opportunities start to shift to lower-cost markets such as the Midwest.	In 2012, the State of Ohio's venture capital (VC) network raised \$63.9 million in venture capital funds. In 2019, Ohio raised \$894 million in VC funds, a 1,298% increase. Ohio is one of many states that has put the tools and talent in place to ramp up its VC ecosystem, while benefitting from a shift in where VC dollars are originating and where they are being invested into companies. Venture capital has historically been dominated by investment activity in California, Massachusetts and New York. From 2004

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
			to 2019, these states have managed approximately 77.45% of US Assets Under Management (AUM) and raised 80% of the total US VC dollars raised. However, an analysis of recent trends has illustrated that the growth of venture activity is slowing or decreasing in both the dollar amount AUM and capital raised in these states, and the market share of these activities is shifting toward states in-between the coasts, creating an opportunity for Ohio. Ohio witnessed the seventh (7th) highest percentage change in venture capital dollars raised from 2016-2019. New York came in at 12th with moderate growth, while California (18th) and Massachusetts (14th) experienced a decrease in dollars raised during the period.
External Factors	Sociocultural	As part of the talent attraction strategy, continue to look for opportunities to provide an at-home office environment or ladders to entrepreneurship associated with employee behavioral changes arising from the Great Resignation.	A year after the COVID-19 pandemic began, economists and other observers took note of a rising job quit rate, as measured by the U.S. Bureau of Labor Statistics (BLS) Job Openings and Labor Turnover Survey (JOLTS) program. JOLTS recorded a seasonally adjusted quit rate of 2.4 percent in the second month of the program's existence (January 2001), and although this level was matched at other times, it was not surpassed until March 2021, when the quit rate reached 2.5 percent. This new record was quickly eclipsed in April 2021, when the quit rate stood at 2.8 percent; the current record is 3.0 percent, first reached in November 2021 and matched in December 2021. The rise in the quit rate has been called the "Great Resignation," with many articles in the popular press speculating about why individuals have become more willing to leave their current employers. Highest quit rates took place in the following industries: Retail Trade (4.4%), Professional & Business Services (3.7%), Accommodation & Food Services (6.9%), Healthcare and Social Assistance (3%), Arts, Entertainment & Rec (3.7%). For non-retail jobs, experts say employers can offer more accommodating work arrangements, including remote work, hybrid work, and flexible schedules to better accommodate existing employees or take advantage of the Great Resignation.
External Factors	Sociocultural	As companies become more conscious of Environmental, Social and Governance, continue to understand trends in how companies are prioritizing diversity, sustainability and culture and replicate these trends within Shaker Heights.	A recent study found that a majority of MBA students would accept a lower salary to work for an environmentally responsible company. Nearly half of the employees polled in another recent survey would willingly reduce their pay in exchange for their company engaging in better data privacy practices. By 2025, millennials may comprise 75% of the world's workforce representing a larger share of business influence. In the 2021 Deloitte Millennial and Gen Z Survey, workers cited their beliefs that while businesses should consider stakeholder interests and profits, employers tend to prioritize the bottom line above all else, including personnel, society and the environment. This approach does not increase loyalty

CATEGORY	SUB-CATEGORY	RECOMMENDATION	JUSTIFICATION
			among employees. The survey of 10,500 respondents also found that only 47 percent believe that businesses are having a positive impact on society, a 19 percent decline from 2017. Sustainable communities attract sustainable companies and the City should prioritize environmental sustainability goals to attract and become home to the future of the Region's workforce.
External Factors	Sociocultural	Create a Diversity, Equity and Inclusion strategy that analyzes and benchmarks the job market, vendor opportunities and provides aspirational goals for diversity, equity and inclusion citywide. This may include enhancements to current incentive programs that allow for bonuses in form of more favorable terms for minority businesses, for example.	Diversity, Equity and Inclusion goals can allow for greater labor force participation and competition. Further, Cities with DE&I goals have shown to have a lower rate of income inequality. Based on the GINI Index a federal metric that scores income inequality, the City has one of the higher rates of income inequality in the State at 0.53 (a score of 0 represents perfect income equality and 1 represents perfect inequality). To scale, the State of Ohio rate is 0.46 and the Cuyahoga County rate is 0.51.
External Factors	Technological	Analyze Wi-Fi and connectivity to residential areas along the corridor, including public Wi-Fi spaces. Not only does quality broadband create a more favorable work-from-home environment, it is a ladder to at-home business and entrepreneurship.	Lee Road is adequately served with residential fiber to the end-user at advertised speeds of 1,000 mbps or higher. Further, there are 3 high-speed providers serving the corridor, allowing for choice for residents. However this is data reported to the FCC by providers and it may be worthwhile to create a resident survey on broadband speeds and capacity. Further, providing free Wi-Fi in public spaces can help maximize broadband access.
External Factors	Technological	Utilize data and smart infrastructure to better understand trends within the City and needs of businesses and residents.	The City should consider analyzing smart infrastructure investments as a way to drive community participation, inform policy decisions through data collection and provide real time transportation solutions. Smart infrastructure can be employed to enhance transportation and mobility by using technology. The systems can monitor, measure, analyze, communicate and act based on data collected by sensors. For example An example of smart infrastructure investments includes traffic lights changing according to cyclist movements, or real-time arrival times provided to riders in transit.



APPENDIX C

ROI EXAMPLES

The following are Ice Miller Whiteboard’s calculations of the City’s estimated return on Investment of the Neighborhood Center and the Southern Gateway. In making these calculations, we made certain assumptions, including 1) the size of buildings, 2) size of units (e.g., 1,000 SF/residential unit), 3) density of development, 4) construction costs (based on 2021 third quarter costs from RSMMeans), 5) estimated occupancy (e.g., 2 residents per unit), and 6) employment and wages. For purposes of the calculations, we assumed that no economic incentives would be used to induce development (e.g., tax increment financing, tax abatement or income tax incentives). However, under current market conditions, it is our belief that use of incentives is expected to be necessary for development to occur. When calculating the tax value of buildings, we assumed that the assessed value will be 20% of construction cost (The valuation methodology followed by Cuyahoga County is more complex and could differ). When calculating the value of construction wages, we relied on information from the Bureau of Labor Statistics (Standard Occupational Classifications).

In every instance, the assumptions we used could vary from reality, based on market conditions, physical conditions and public policy decisions.

NEIGHBORHOOD CENTER

The Neighborhood Center concept plan includes new construction of four mixed-use residential buildings with ground floor retail and one mixed-use office building with ground floor retail totaling approximately 340,000 square feet.

SOUTHERN GATEWAY

The Southern Gateway concept plan includes new construction of two four-story free standing buildings on the northern corners of the Lee and Scottsdale intersection and a third four-story building with only a portion in Shaker Heights on the southeast corner of Lee and Scottsdale, totaling approximately 30,000 square feet. The buildings include the following anticipated uses: 1) residential and retail and 2) office and retail. The three buildings represent part of an approximate 5-acre development of which an estimated 1.49 acres are within the City of Shaker Heights. The table reflects more than 1.49 acres because of the multiple story nature of the development.

NEIGHBORHOOD CENTER

Use	Acres	Physical Square Footage	Units	Employment	Residents	Construction Cost
Residential	4.10	307,125	307	26	614	\$70.5m
Retail	1.82	21,840	n/a	32	n/a	\$3.9m
Office	0.46	9,101	n/a	35	n/a	\$1.5m

	Construction Period	Operations Period									
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Property Tax Basis	\$0	\$75,603,224	\$76,359,256	\$77,122,849	\$77,894,077	\$78,673,018	\$79,459,748	\$80,254,346	\$81,056,889	\$81,867,458	\$82,686,132
Income Tax Basis	\$47,124,809	\$3,010,936	\$3,010,936	\$3,010,936	\$3,010,936	\$3,010,936	\$3,010,936	\$3,010,936	\$3,010,936	\$3,010,936	\$3,010,936
Sales Tax Basis	\$37,754,455	\$5,460,000	\$5,460,000	\$5,460,000	\$5,460,000	\$5,460,000	\$5,460,000	\$5,460,000	\$5,460,000	\$5,460,000	\$5,460,000
Lodging Tax Basis	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes	\$0	\$2,133,869	\$2,155,208	\$2,176,760	\$2,198,527	\$2,220,513	\$2,242,718	\$2,265,145	\$2,287,796	\$2,310,674	\$2,333,781
County	\$0	\$206,141	\$208,202	\$210,284	\$212,387	\$214,511	\$216,656	\$218,823	\$221,011	\$223,221	\$225,453
School District	\$0	\$1,596,923	\$1,612,893	\$1,629,022	\$1,645,312	\$1,661,765	\$1,678,383	\$1,695,166	\$1,712,118	\$1,729,239	\$1,746,532
City	\$0	\$149,695	\$151,192	\$152,704	\$154,231	\$155,773	\$157,331	\$158,904	\$160,493	\$162,098	\$163,719
Library	\$0	\$70,915	\$71,624	\$72,340	\$73,064	\$73,794	\$74,532	\$75,278	\$76,030	\$76,791	\$77,559
Income Tax											
State Withholdings Tax	\$1,178,120	\$75,273	\$75,273	\$75,273	\$75,273	\$75,273	\$75,273	\$75,273	\$75,273	\$75,273	\$75,273
City Income Tax	\$1,060,308	\$60,219	\$60,219	\$60,219	\$60,219	\$60,219	\$60,219	\$60,219	\$60,219	\$60,219	\$60,219
Sales Tax											
State	\$2,170,881	\$313,950	\$313,950	\$313,950	\$313,950	\$313,950	\$313,950	\$313,950	\$313,950	\$313,950	\$313,950
County	\$471,931	\$68,250	\$68,250	\$68,250	\$68,250	\$68,250	\$68,250	\$68,250	\$68,250	\$68,250	\$68,250
Transit	\$377,545	\$54,600	\$54,600	\$54,600	\$54,600	\$54,600	\$54,600	\$54,600	\$54,600	\$54,600	\$54,600
City Revenues	\$1,060,308	\$209,914	\$211,411	\$212,923	\$214,450	\$215,992	\$217,550	\$219,123	\$220,712	\$222,317	\$223,938
County Revenues	\$471,931	\$274,391	\$276,452	\$278,534	\$280,637	\$282,761	\$284,906	\$287,073	\$289,261	\$291,471	\$293,703
School District Revenues	\$0	\$1,596,923	\$1,612,893	\$1,629,022	\$1,645,312	\$1,661,765	\$1,678,383	\$1,695,166	\$1,712,118	\$1,729,239	\$1,746,532

SOUTHERN GATEWAY

Use	Acres	Physical Square Footage	Units	Employment	Residents	Construction Cost
Residential	1.00	75,000	75	6	150	\$16.2m
Retail	0.85	20,400	n/a	29	n/a	\$3.5m
Office	0.39	25,082	n/a	96	n/a	\$4.0m

	Construction Period	Operations Period									
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Property Tax Basis	\$0	\$25,002,636	\$25,252,663	\$25,505,189	\$25,760,241	\$26,017,844	\$26,278,022	\$26,540,802	\$26,806,210	\$27,074,272	\$27,345,015
Income Tax Basis	\$15,604,045	\$7,587,305	\$7,587,305	\$7,587,305	\$7,587,305	\$7,587,305	\$7,587,305	\$7,587,305	\$7,587,305	\$7,587,305	\$7,587,305
Sales Tax Basis	\$12,501,318	\$5,100,000	\$5,100,000	\$5,100,000	\$5,100,000	\$5,100,000	\$5,100,000	\$5,100,000	\$5,100,000	\$5,100,000	\$5,100,000
Lodging Tax Basis	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes											
	\$0	\$705,689	\$712,746	\$719,873	\$727,072	\$734,343	\$741,686	\$749,103	\$756,594	\$764,160	\$771,801
County	\$0	\$68,173	\$68,854	\$69,543	\$70,238	\$70,941	\$71,650	\$72,367	\$73,090	\$73,821	\$74,559
School District	\$0	\$528,116	\$533,397	\$538,731	\$544,119	\$549,560	\$555,056	\$560,606	\$566,212	\$571,874	\$577,593
City	\$0	\$49,505	\$50,001	\$50,501	\$51,006	\$51,516	\$52,031	\$52,551	\$53,077	\$53,607	\$54,143
Library	\$0	\$23,452	\$23,687	\$23,924	\$24,163	\$24,404	\$24,648	\$24,895	\$25,144	\$25,395	\$25,649
Income Tax											
State Withholdings Tax	\$390,101	\$189,683	\$189,683	\$189,683	\$189,683	\$189,683	\$189,683	\$189,683	\$189,683	\$189,683	\$189,683
City Income Tax	\$351,091	\$170,714	\$170,714	\$170,714	\$170,714	\$170,714	\$170,714	\$170,714	\$170,714	\$170,714	\$170,714
Sales Tax											
State	\$718,826	\$293,250	\$293,250	\$293,250	\$293,250	\$293,250	\$293,250	\$293,250	\$293,250	\$293,250	\$293,250
County	\$156,266	\$63,750	\$63,750	\$63,750	\$63,750	\$63,750	\$63,750	\$63,750	\$63,750	\$63,750	\$63,750
Transit	\$125,013	\$51,000	\$51,000	\$51,000	\$51,000	\$51,000	\$51,000	\$51,000	\$51,000	\$51,000	\$51,000
City Revenues	\$351,091	\$220,220	\$220,715	\$221,215	\$221,720	\$222,230	\$222,745	\$223,265	\$223,791	\$224,322	\$224,858
County Revenues	\$156,266	\$131,923	\$132,604	\$133,293	\$133,988	\$134,691	\$135,400	\$136,117	\$136,840	\$137,571	\$138,309
School District Revenues	\$0	\$528,116	\$533,397	\$538,731	\$544,119	\$549,560	\$555,056	\$560,606	\$566,212	\$571,874	\$577,593



APPENDIX D

ECONOMIC DEVELOPMENT CASE STUDIES

Project Case Study

COLUMBUS EAST SIDE TROLLEY BARN

The Trolley Barn Project in Columbus, Ohio provides an example of how the federal New Markets Tax Credits can be productively combined with local programs, including PACE financing, CRA tax abatement and a Downtown Redevelopment District. This project, which was many years in the making, is an example of the creative combination of different tools that led to a successful conclusion with the April 2022 opening of the Trolley Barn. The project that is now anchor for near east side commerce and community activity, business incubation, and important retail activity.

This project involved the redevelopment of five historic buildings built between 1880 and 1920 that originally served as streetcar and machine shops. These buildings, one block removed from Columbus' premier park, sat vacant and blighted for nearly 30 years. Deploying the incentives listed above resulted in the transformation of the space into a new, 61,000 sq. ft. mixed-use project now known as the Trolley District, which includes a fresh foods market and business incubator, office space and residential units.

This was the first Innovation District within the City of Columbus, which allows the Trolley Barn development to capture property tax revenues and redistribute them as grants to fund business incubation space, grants to qualified building tenants, and funds for preservation of the historic structure and infrastructure.

Innovation Districts require a designated historic district (i.e., a district with at least one historic property) and high-speed internet access. They are excellent tools to revitalize business districts by allowing the capture of incremental property taxes and other development charges within the District to be used creatively for development.

The full list of incentives used to deliver this project included:

- **Federal and State New Markets Tax Credits** to provide capital for project construction costs from two different Certified Development Entities (CDEs).
- **Federal and State Historic Preservation Tax Credits** to provide capital for rehabilitation of the historic buildings.
- The project resides in a **Federal Opportunity Zone**, allowing investors in the project to realize capital gains relief. (Note that no opportunity zones are located within Shaker Heights).

- The creation of Columbus, Ohio's first local **Downtown Redevelopment and Innovation Districts** (approved by the City), which capture property tax revenue within a 10-acre area that provide a 30-year revenue stream for operations and maintenance of the buildings, infrastructure, and grants and loans from the developer to building tenants.
- **PACE financing** to provide capital for project construction costs that result in energy efficiencies to the development.
- **Grant from the Franklin County Finance Authority** (the local port authority) that provides equity to the project and assist with project costs.
- **15 year- 100% real property tax abatement from the City** on the residential portion of the project.

Example Incentive Programs and Policies

- **City of Columbus Affordable Housing CRA Policy**
This policy provides an example of using the CRA tax abatement program to leverage greater community outcomes, specifically the provision of affordable housing within the City of Columbus. [Affordable Housing Code Section Related to CRA Policy 2021 Policy Update.](#)

- **City of Cincinnati CRA Policy and Voluntary Contribution Agreement**
Provides an alternative example of using the CRA tax abatement program to leverage greater community outcomes. [Overview](#)
- **Denver Microlending Program**
Provides an example of a local lending program that factors in neighborhood placement, minority ownership, multigenerational ownership and other unique factors into the intake decision. [Program Webpage.](#)
- **City of Toledo Incentives & Financing Programs (White Box Grant, Façade Improvement, Expansion Incentive Program, Municipal Job Creation Tax Credit)**
The City of Toledo is an example of an Ohio municipality that offers a mix of incentives to provide for main street improvements, small office renovation, and flexible incentive options. Funding comes from anticipated municipal income taxes. [Program Webpage.](#)

PEER CITIES INCENTIVE ANALYSIS

Ice Miller identified 29 peer cities in which to evaluate best practices in economic incentives. These cities shared the following characteristics with Shaker Heights: 1) population between 25,000 and 35,000, 2) Self Employment Income growth of 60% or higher

and 3) average household income of \$75,000 to \$110,000. Twenty-nine (29) cities met these criteria (see below). Further, in an effort to advance the City’s diversity and inclusion efforts, the list was further condensed to just those that had a higher minority concentration than their respective county averages (highlighted in bold):

1. Gahanna (OH)
2. Avon (OH)
3. Pickerington (OH)
4. **Avon (IN)**
5. Elk Grove (IL)
6. **Romeoville (IL)**
7. Montgomery (IL)
8. Windsor (CO)
9. Forest Lake (MN)
10. Ramsey (MN)
11. **Chaska (MN)**
12. Prior Lake (MN)
13. North Haven (CT)
14. Wethersfield (CT)
15. Norwood (MS)
16. Pasadena (MD)
17. Sterling (VA)
18. Fuquay-Varina (NC)
19. **Bluffton (SC)**
20. Peachtree City (GA)
21. Forney (TX)
22. Cornith (TX)

23. **Cibolo (TX)**
24. Pecan Grove (TX)
25. Anthem (AZ)
26. **East Palo Alto (CA)**
27. Lakeside (CA)
28. **North Lynwood (WA)**
29. Saratoga Springs (UT)

In addition, at the City’s request, we added: (1) the City of Bexley, Ohio, an inner ring suburb of Columbus that has a population of 13,928, and that is, like Shaker Heights, surrounded by other municipalities; (2) the City of Kirkwood, Missouri, (3) University City, Missouri, (4) Southfield, MI, (5) Evanston, IL, and (6) Oak Park, IL.

Not all peer cities evaluated had publicly available information on incentive programs, or in some circumstances the City deferred to incentives offered by the county, state or federal government. The highlighted cities below had unique and notable incentive programs, as follows:

- **Evanston, IL**
 - ▷ City owned property
 - ▷ Storefront Modernization – rebate of 50% of costs of interior or external improvements; interior renovations limited to properties within TIF Districts.
 - ▷ TIF Districts and Special Service Areas

- ▷ TIF plans generally support land assembly, with an emphasis on commercial redevelopment (as opposed to residential acquisition), with an emphasis on strengthening the City’s economic base, with a healthy balance of market rate and affordable residential growth and commercial redevelopment. Goals include providing a variety of housing options and goods and services throughout the community, while striving to maintain the cultural character of the community. See the sample TIF Plan [here](#).
 - ▷ Direct funding of new affordable housing with TIF funds.
 - ▷ TIFs used both in blighted and non-blighted areas; TIF funds can be used for improvements to older housing stock.
 - ▷ Sustain Evanston – incentivizes businesses to become more sustainable – emphasizes energy efficiency, recycling, clean energy and other sustainable activities. This program was the largest line item in Evanston’s economic development budget for 2023. More information [here](#).
- **Oak Brook, IL**
 - ▷ Established Oak Park Economic Development Corporation in 1974.
- ▷ OPEDC emphasizes diversity, with a prominent statement on its website.
 - ▷ City Business Service department assists in obtaining retail grants or loans for rehabilitation or startup, including Section 108 loans.
 - ▷ Local energy efficiency grants for residents.
 - ▷ TIF districts used; minimal site availability.
 - ▷ City expects to see building commercial and residential density around transit nodes. As Oak Park is fully built out, the Village does not appear to be particularly active or aggressive in economic development.
 - ▷ An interesting discussion with the Executive Director of OPEDC is [here](#).
- **Romeoville, IL**
 - ▷ The Restaurant and Retail Grant Program
 - ▷ The Lewis Innovation Hub Regional Incubator
 - ▷ The use of Tax Increment Financing on a per Project basis for both retail and commercial projects located in key areas of the City.
- **Avon, IN**
 - ▷ TIF Financing
 - ▷ Right to Work State
 - ▷ Low housing and utility costs
- ▷ Primary reliance on state incentives, as emphasis in Avon is attracting new businesses to greenfield sites with access to transportation.
- **Chaska, MN**
 - ▷ Utilization of Tax Increment Financing for Brownfield Projects
 - ▷ Limitations to Tax Abatements to 3x the annual total of new property taxes
 - ▷ Granting of rebates for energy efficiency retrofitting and new construction up to \$150k per grantee
- **Bexley, OH**
 - ▷ Payroll tax incentive for creating jobs – up to 50% of payroll withholding for up to 6 years, for new and existing employers.
 - ▷ Property Tax Abatements
 - Up to 100% for 15 years on newly constructed or renovated mixed use projects, subject to Council approval.
 - Automatic residential abatements within Main Street CRA
 - Various levels of abatement for different areas of the City, for both commercial and residential
 - ▷ TIF Program on Main Street, and on an ad hoc basis elsewhere in the City
 - Façade grants – incentive grants of up to 35% of approved project costs up to a maximum of \$10,000

per business for exterior building and property improvements.

- Establishment of a Community Improvement Corporation
- Housing voucher acceptance grant to eligible landlords in order to encourage Bexley rental property owners to accept various state/local government housing voucher programs. Grants up to \$500 for first unit and \$300 per unit registered and rented thereafter.

▪ **East Palo Alto, CA**

- ▷ Emphasis on maximizing new development and attracting revenue generating businesses
 - Strategies include connecting with desired tenants, attracting hotels to highway sites, expedited permitting and making infrastructure improvements.
 - Require fiscal impact report for market rate rental housing over 20 units, with affordable housing and replacement housing units exempt from that requirement.
 - Require payment in lieu of taxes to be made by tax-exempt organizations (like hospitals).
 - Negotiate with developers of large scale developments to maximize the potential for acquiring community benefits, like

infrastructure, new facilities, employment opportunities for residents, income restricted affordable housing, local serving retail and other benefits.

- Requires employment generating projects larger than 20,000 square feet to prepare a job analysis including estimation of jobs for local residents. Require local hiring programs for new businesses that locate in East Palo Alto.

▪ **Sterling, VA (economic development conducted through Loudon County)**

- ▷ Renaissance Entrepreneurship Center
- ▷ Partnership with local law school to provide legal advice to entrepreneurs (now defunct)
- ▷ Former redevelopment agency of City coordinated redevelopment of areas in City until its dissolution in 2012 as mandated by state law.

▪ **North Lynwood, WA – no formal municipal programs offered. See the City of North Lynwood’s economic development [brochure](#)**

▪ **Bluffton, SC**

- ▷ City-sponsored business incubator (Don Ryan Center for Innovation); partnership with Clemson University
- ▷ DRCI has network of consultants to assist businesses

▪ **Southfield, MI**

- ▷ Established a Downtown Development Authority (DDA) that:
 - Maintains a site inventory
 - Offers TIF Financing, for development and redevelopment
 - Offers Brownfield Incentives
- ▷ Goals of the DDA include enhanced infrastructure, walkability and appearance of the District, support success of District’s key stakeholders as catalysts for new investment and economic vitality and to continue marketing and communications to improve public’s perception of the downtown development district managed by the Authority.
- ▷ Plan emphasizes community strengths, namely health care and higher education, with a goal of increasing development density, in particular by redeveloping under-utilized parking lots, vacant land and obsolete buildings.
- ▷ Plan is focused on redevelopment of Northland Mall, formerly a major shopping center in Southfield. Much of the land around and comprising the former 1.4 million square foot mall was acquired by the City beginning in 2015.
- ▷ Coordinated activity between the Downtown Development Authority and the Southfield Brownfield

Redevelopment Authority (which is funded from the State Brownfield Act)

- ▷ Façade Improvement Revolving Fund proposed
- ▷ Total investment through 2038 anticipated to be approximately \$60 million, to be funded either on a pay-go basis or with bonds.
 - Full [plan](#). City ultimately sold its interest in the Northland Center to private developer following Michigan Economic Development Corporation’s approval of a 26 million Michigan Strategic Fund Investment in 2021. Mixed use redevelopment is proposed by the private developer on the 97 acre site.
 - City established a SmartZone to connect universities, industries, research organizations, government branches, and other community institutions to stimulate growth of technology-based businesses and jobs. 400 businesses and 4,000 employees in the SmartZone, which is part of a statewide network.
 - Offers grants (up to \$275,000) in grants, funded by private investors, to accelerate growth of

cleantech, climatech and circular economy technologies; this initiative is coordinated with Lawrence Technological University.

- **Kirkwood, MO**

- ▷ Downtown Façade Improvement Program (administered through a special district)
- ▷ Community Improvement District
- ▷ Neighborhood Improvement District
- ▷ Transportation Development District
- ▷ Tax Increment Financing
- ▷ Industrial Development Bonds

- **University City, MO**

- ▷ Levies ¼ of 1% sales tax for economic development purposes, administered by a separate advisory Board. Provides funds for grants.
- ▷ Façade improvement program – exterior improvements – up to \$15,000.

- **Cibolo, TX**

- ▷ Municipal Grants and Loans based on sales tax revenue generated by the businesses
- ▷ Tax Increment Financing on a per-project basis

Infrastructure Case Study

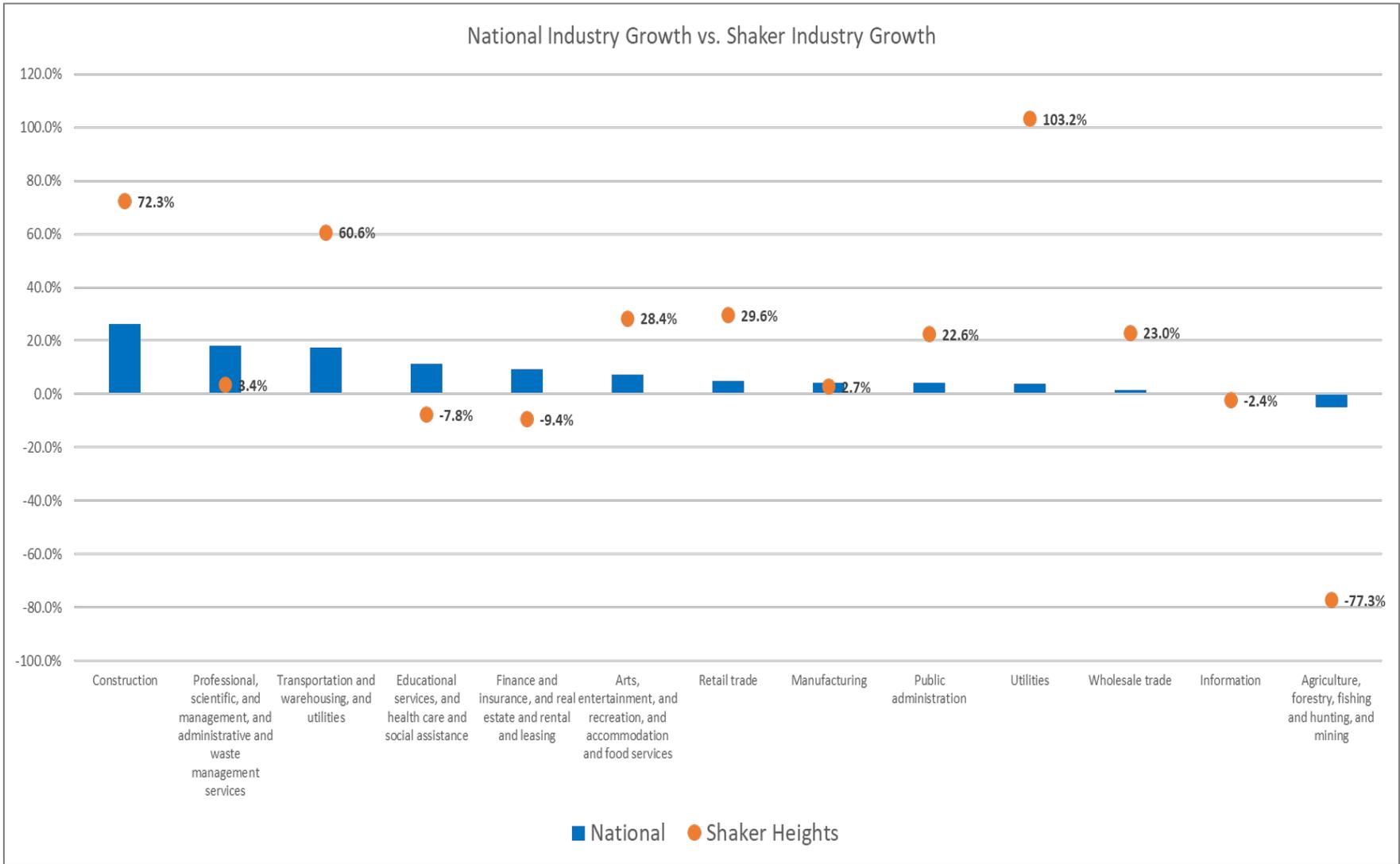
- **Columbus Short North Special Improvement District**

Provides an example of a reauthorized, heavily active Special Improvement District that can inform the creation of a Business Improvement District.

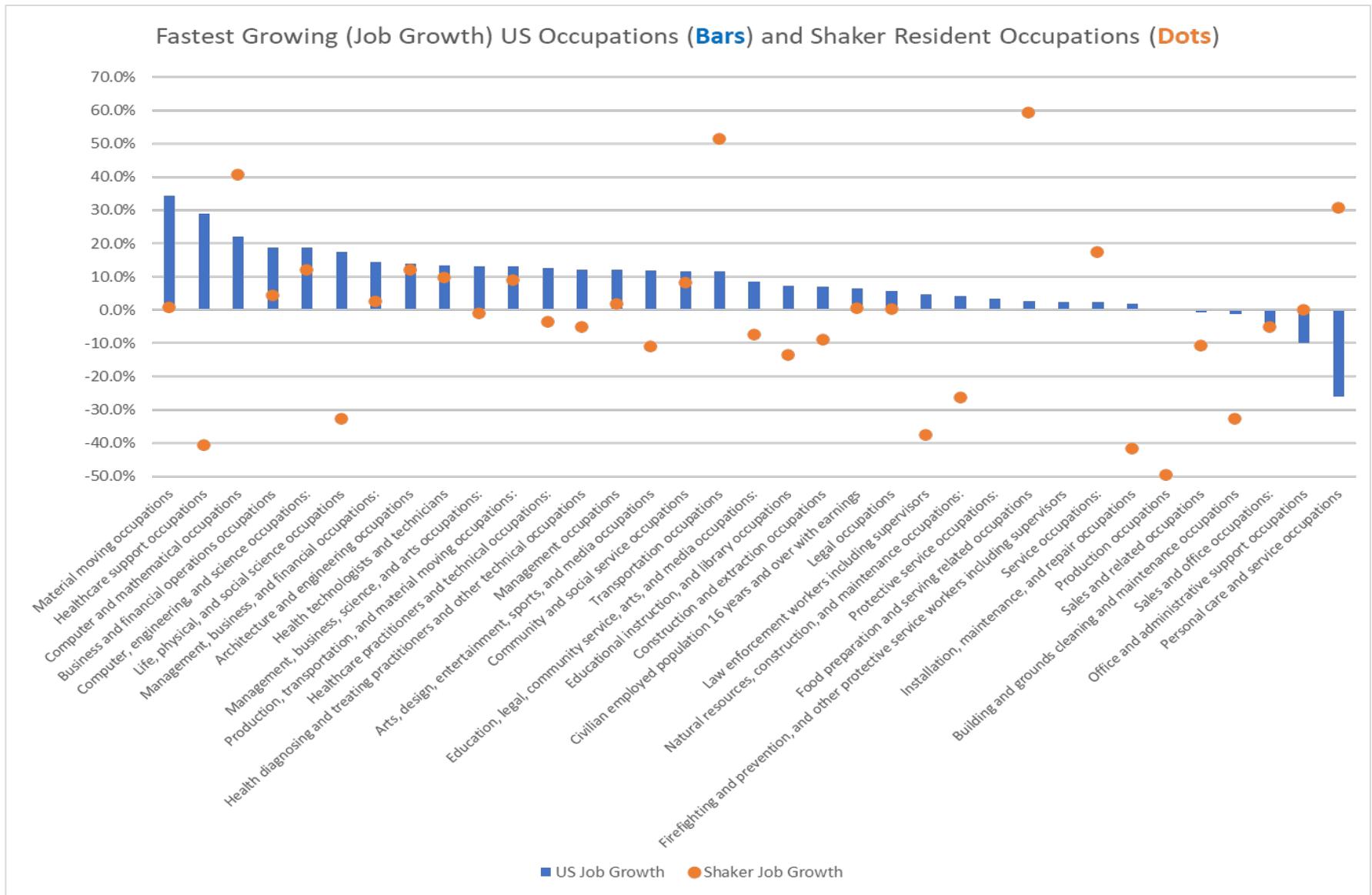
Short North SID Legislation



APPENDIX E
MARKET STUDY & ECONOMIC ANALYSIS
SUPPLEMENTAL INFORMATION



National Industry Growth vs. Shaker Heights Industry Growth (2021)



Fastest Growing US Occupations and Resident Occupations (2021)

Description	Industry Commodity	
	Demand	Domestic S/D Ratio
Advertising, public relations, and related services	\$194,330,707.64	49.67%
Electricity	\$137,312,891.00	1.90%
Petrochemicals	\$73,006,543.28	4.98%
Maintained and repaired nonresidential structures	\$71,975,354.87	49.78%
Services to buildings	\$60,193,158.97	32.81%
Refined petroleum products	\$57,422,905.61	6.18%
Noncomparable imports	\$46,740,082.58	0.00%
Internet publishing and broadcasting and web search portals	\$42,140,944.83	19.30%
Waste management and remediation services	\$40,334,377.26	30.79%
Other computer related services, including facilities management services	\$38,562,734.41	29.65%
Computer systems design services	\$37,468,284.49	36.20%
Wireless telecommunications (except satellite)	\$34,474,138.91	56.06%
Air transportation services	\$33,855,780.95	1.97%
Couriers and messengers services	\$32,322,464.47	6.46%
Landscape and horticultural services	\$32,055,376.36	27.47%
Leasing of nonfinancial intangible assets	\$27,817,151.82	0.00%
Retail services - Building material and garden equipment and supplies stores	\$27,761,153.87	36.75%
Natural gas and crude petroleum	\$26,479,073.81	0.51%
Office administrative services	\$23,360,704.21	44.61%
Software publishers	\$21,662,407.38	34.00%
Other plastics products	\$21,306,507.84	1.68%
Biological products (except diagnostic)	\$20,657,687.50	2.12%
Paperboard containers	\$20,223,460.51	0.37%
Commercial and industrial machinery and equipment repair and maintenance	\$20,147,766.88	11.88%

Unmet Demand from Local Businesses

Description	Institutional Commodity Demand	Domestic S/D Ratio
Refined petroleum products	\$68,517,889.92	6.18%
Automobiles	\$61,616,763.27	0.00%
Light trucks and utility vehicles	\$58,879,199.63	0.01%
Junior colleges, colleges, universities, and professional schools	\$51,594,838.74	70.32%
Funds, trusts, and other financial services	\$49,801,425.71	0.00%
Electronic computers	\$37,750,966.87	0.10%
Air transportation services	\$32,428,177.68	1.97%
Aircrafts	\$31,714,082.53	1.81%
Software publishers	\$30,865,822.81	34.00%
Automotive repair and maintenance, except car washes	\$28,913,149.08	68.67%
Computer systems design services	\$28,647,216.31	36.20%
Noncomparable imports	\$28,518,282.14	0.00%
Gambling recreation	\$26,643,586.97	37.76%
Support activities for oil and gas operations	\$25,497,648.29	0.00%
Direct life insurance	\$24,980,059.34	58.15%
Wireless telecommunications (except satellite)	\$24,888,337.96	56.06%
Broadcast and wireless communications equipment	\$22,348,217.11	0.06%
Wholesale services - Drugs and druggists' sundries	\$21,738,121.38	61.36%
Car washes	\$21,272,017.77	49.92%
Truck transportation services	\$21,005,263.94	69.98%

Unmet Demand from Government & Households

Description	Demand from Area		Domestic S/D Ratio	Potential Sales
	Demand from Area Businesses	Households & Government		
Retail services - General merchandise stores	\$1,590,705	\$24,749,953	36.85%	\$16,633,075
Wholesale services - Drugs and druggists' sundries	\$23,987,045	\$13,043,679	60.29%	\$14,703,692
Car washes	\$2,776,770	\$12,204,509	13.79%	\$12,915,989
Retail services - Building material and garden equipment and supplies stores	\$16,432,250	\$4,251,858	47.86%	\$10,785,568
All other food and drinking place services	\$7,822,748	\$13,052,649	53.38%	\$9,731,734
Independent artists, writers, and performers	\$7,238,020	\$405,123	12.15%	\$6,714,491
Full-service restaurant services	\$12,301,413	\$32,615,326	85.41%	\$6,554,003
Wholesale services - Petroleum and petroleum products	\$8,595,454	\$10,175,081	65.64%	\$6,449,627
Retail services - Clothing and clothing accessories stores	\$235,711	\$16,280,324	65.44%	\$5,708,600
Retail services - Furniture and home furnishings stores	\$538,818	\$7,488,226	46.00%	\$4,334,238
Personal care services	\$10,921	\$6,716,701	48.17%	\$3,486,740
Retail services - Electronics and appliance stores	\$468,737	\$6,754,289	75.64%	\$1,759,289
Amusement parks and arcades	\$22,734	\$1,490,767	7.45%	\$1,400,681

Retail Sales Potential

Description	Demand from Area		Domestic S/D Ratio	Potential Sales
	Businesses	Households & Government		
Advertising, public relations, and related services	\$194,330,707.64	\$3,648,470.87	49.67%	\$99,639,194
Air transportation services	\$33,855,780.95	\$32,428,177.68	1.97%	\$64,980,079
Funds, trusts, and other financial services	\$3,029,672.92	\$49,801,425.71	0.00%	\$52,831,099
Services to buildings	\$60,193,158.97	\$5,275,678.47	32.81%	\$43,985,680
Computer systems design services	\$37,468,284.49	\$28,647,216.31	36.20%	\$42,180,965
Internet publishing and broadcasting and web search portals	\$42,140,944.83	\$8,746,834.97	19.30%	\$41,068,395
Waste management and remediation services	\$40,334,377.26	\$18,398,908.21	30.79%	\$40,647,582
Software publishers	\$21,662,407.38	\$30,865,822.81	34.00%	\$34,666,790
Couriers and messengers services	\$32,322,464.47	\$1,519,903.55	6.46%	\$31,656,946
Other computer related services, including facilities management services	\$38,562,734.41	\$2,249,667.13	29.65%	\$28,713,217
Landscape and horticultural services	\$32,055,376.36	\$6,896,286.22	27.47%	\$28,251,539
Leasing of nonfinancial intangible assets	\$27,817,151.82	\$0.00	0.00%	\$27,817,152
Wireless telecommunications (except satellite)	\$34,474,138.91	\$24,888,337.96	56.06%	\$26,081,785
Monetary authorities and depository credit intermediation	\$188,853,586.37	\$90,598,421.25	91.17%	\$24,666,888
Transit and ground passenger transportation services	\$14,993,755.11	\$15,506,439.24	26.35%	\$22,464,482
Retail services - Building material and garden equipment and supplies stores	\$27,761,153.87	\$7,191,095.70	36.75%	\$22,106,391
Nondepository credit intermediation and related activities	\$68,132,178.57	\$4,976,572.96	71.10%	\$21,126,255
Truck transportation services	\$42,383,936.21	\$21,005,263.94	69.98%	\$19,031,629
Commercial and industrial machinery and equipment repair and maintenance	\$20,147,766.88	\$1,025,619.89	11.88%	\$18,657,371
Motion pictures and videos	\$14,140,575.62	\$7,203,439.76	16.45%	\$17,833,131
Insurance agencies, brokerages, and related services	\$220,138,375.19	\$14,442.62	92.35%	\$16,847,259
Medical and diagnostic laboratories	\$10,544,402.99	\$8,858,583.99	13.78%	\$16,729,765
Gambling recreation	\$87,188.51	\$26,643,586.97	37.76%	\$16,636,478
Junior colleges, colleges, universities, and professional schools	\$2,933,666.04	\$51,594,838.74	70.32%	\$16,182,813
Independent artists, writers, and performers	\$15,707,315.15	\$909,964.39	5.66%	\$15,676,914
Pipeline transportation services	\$13,413,261.30	\$1,081,741.77	0.00%	\$14,495,003
Automotive repair and maintenance, except car washes	\$16,930,801.30	\$28,913,149.08	68.67%	\$14,361,246
Car washes	\$6,858,781.58	\$21,272,017.77	49.92%	\$14,086,824
Office administrative services	\$23,360,704.21	\$1,289,874.40	44.61%	\$13,654,665
Radio and television broadcasts	\$6,506,588.41	\$7,547,130.02	13.12%	\$12,210,250
All other food and drinking place services	\$37,544,110.24	\$24,189,113.15	81.52%	\$11,406,512
Rail transportation services	\$14,714,084.68	\$2,517,506.83	37.45%	\$10,777,512
Direct life insurance	\$0.00	\$24,980,059.34	58.15%	\$10,454,364
Other accommodation services	\$1,077,059.35	\$9,563,325.58	7.99%	\$9,790,251
Cable and other subscription programming	\$8,512,053.18	\$96,646.16	0.88%	\$8,533,039
Satellite, telecommunications resellers, and all other telecommunications	\$7,435,637.15	\$2,227,984.99	16.25%	\$8,093,578
Travel arrangement and reservation services	\$10,584,215.50	\$6,386,201.13	55.02%	\$7,632,646
Water transportation services	\$2,932,246.92	\$5,165,185.88	5.74%	\$7,632,472

Commercial Sales Potential



APPENDIX F

CORRIDOR PHOTO LOG

VAN AKEN – CHAGRIN



VAN AKEN – CHAGRIN



VAN AKEN – CHAGRIN



VAN AKEN – CHAGRIN



VAN AKEN – CHAGRIN



CHAGRIN - LOMOND



CHAGRIN - LOMOND



CHAGRIN - LOMOND



CHAGRIN - LOMOND



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



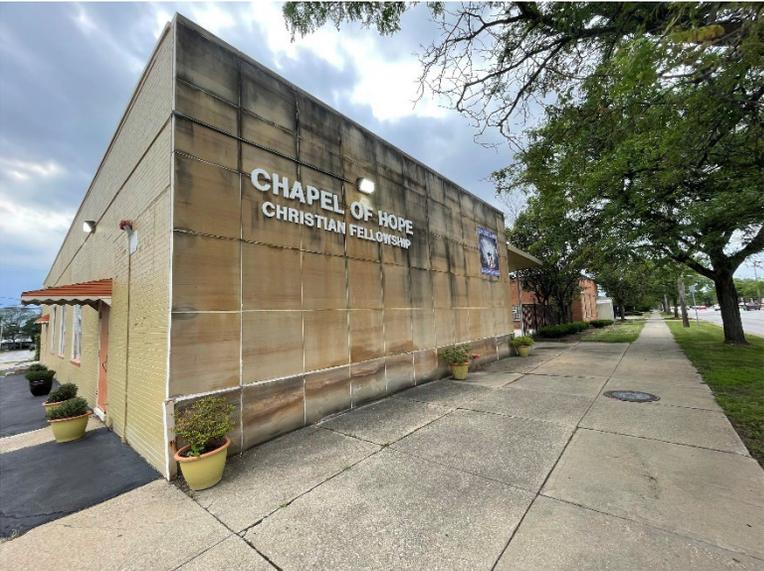
LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



LOMOND – SCOTTSDALE



SCOTTSDALE – WALDEN



SCOTTSDALE – WALDEN



SCOTTSDALE – WALDEN



SCOTTSDALE – WALDEN





APPENDIX G

TRAFFIC & SAFETY

LEE ROAD – ROAD DIET EVALUATION, 2022

In 2022, at the request of the City of Shaker Heights, GPD Group prepared a road diet evaluation to determine the minimum number of travel lanes needed to adequately serve the existing and future users while maintaining satisfactory traffic operations along the Lee Road Corridor. The full evaluation can be found here:

www.shakeronline.com/LeeRoadDietEvaluation

CUYAHOGA COUNTY CRASH DATA ANALYSIS: LEE ROAD (C.R. 8) FROM WALDEN AVENUE TO FAIRMOUNT BOULEVARD, 2022

In 2021-2022, on behalf the City of Shaker Heights, the Cuyahoga County Department of Public Works retained HNTB to collect, review, and analyze crash data for the Lee Road corridor from Walden Avenue in the City of Cleveland extending 2.2 miles northward through the City of Shaker Heights and terminating in the north at Fairmount Boulevard in the City of Cleveland Heights. The full analysis can be found here:

www.shakeronline.com/LeeCrashDataAnalysis