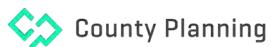




CITY OF GARFIELD HEIGHTS

COMMUNITY MASTER PLAN



Adopted: October 24, 2022
RESOLUTION NO. 34-2022

ACKNOWLEDGMENTS

Adopted: October 24, 2022
RESOLUTION NO. 34-2022

CITY OF GARFIELD HEIGHTS

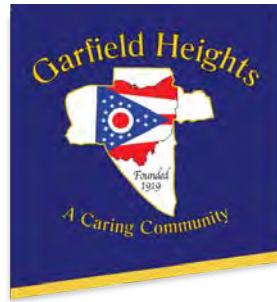
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Stacey Collier, *Ward 1*
Charles Donahue, *Ward 2*
Jason Seither, *Ward 3*
Avery Johnson, *Ward 4*
Rachelle Tonsing, *Ward 5*
Clifford Kelley, Jr., *Ward 6*
Lottie Overby, *Clerk of Council*

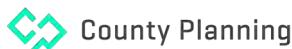


Our mission is to inform and provide professional services in support of the short and long term comprehensive planning, quality of life, environment, and economic development of Cuyahoga County and its cities, villages and townships.

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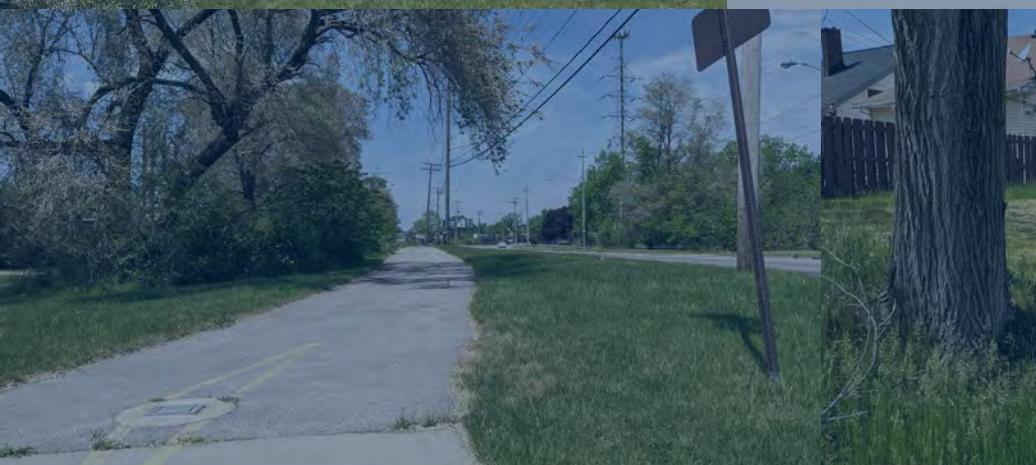
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APPENDIX: CURRENT CONDITIONS ANALYSIS



OUR THANKS

A special thank you to all the residents, groups, public officials, business owners, and community representatives that participated in the Master Plan process. Your input at public meetings, through online and paper surveys, in stakeholder interviews, and as part of one-on-one conversations ensured that this document included the thoughts, opinions, hopes, and goals of those who call Garfield Heights home.

Thank you especially to those members of City Council, the Project Team, and the Focus Group that dedicated their time, energy, and expertise in crafting a plan for the community.



DID YOU KNOW?

Garfield Heights was originally called South Newburgh but was **later renamed** the Village of Garfield Heights. In **1930** it was officially **incorporated as a city**.





SECTION 1

INTRODUCTION

Over the past 100 years, Garfield Heights has grown from a small farming community into a bustling first-ring suburb of over 27,000 residents. The Master Plan process has provided a unique opportunity for residents, local businesses, civic leaders, community organizations, and other interested stakeholders to discuss assets, issues, and opportunities found within Garfield Heights, and how the community can come together to create a holistic vision for the City's future.

This is the community's Master Plan. It is the culmination of ideas shared by residents, business owners, and other community stakeholders alike. This section provide an overview of the planning process, community engagement, data and demographics, a brief history of the community, and emerging trends for post-pandemic recovery.

SECTION 1

INTRODUCTION

1.1 UNDERSTANDING THE PLANNING PROCESS

A Master Plan is a policy guide created by the City of Garfield Heights in collaboration with residents, business owners, stakeholders, and interested groups. It is a long-term plan for how the community wants to grow and develop in the future, and it is intended to look five to ten years from present day.

Generally, a Master Plan inventories what exists today, outlines a community's vision for the future, and describes concrete action steps to achieve that vision. Developing a plan provides the community an opportunity to give input on the general direction of the City. It prepares residents and business owners for changes, shapes future development, and gives a competitive advantage when applying for grants and funding.

Residents are encouraged to use the Master Plan to see what changes may occur in their neighborhoods and assist implementation by developing community groups or volunteer organizations to support it. Business owners

are encouraged to use the Master Plan to find where the City is focusing business expansion efforts, and to see what land may be available. The City is encouraged to use the Master Plan when deciding what infrastructure investments to make or what grants to apply for. These are substantive ways that members of the community can use the Master Plan to guide their decisions.

MASTER PLAN & ZONING: WHAT'S THE DIFFERENCE?

The Master Plan is particularly related to land development because it provides a guide for how the community would like to see new uses arranged and developed. While the Master Plan describes potential land use changes, it does not alter any zoning or regulations. Existing zoning remains the same until the City or a property owner seeks to change zoning through a rezoning or an update to existing City codes.

MASTER PLAN

- A general plan for future growth
- Describes recommendations for what should happen in the future
- Includes recommendations that can be undertaken by the City, residents, or partners
- A flexible plan that is intended to be interpreted as conditions change

OR

ZONING ORDINANCE

- Specific rules for development
- Describes what is and what is not allowed today
- Includes mandatory regulations on development that are enforced by the City unless specifically waived
- Relatively rigid set of regulations that can only be changed by a legal process



PHASES OF THE MASTER PLAN

The Master Plan for the City of Garfield Heights was organized into five phases. These phases are described in more depth below:

- **Current Conditions:** In this initial phase, demographic, land use, housing, business, and transportation analyses provide an overview of the City of Garfield Heights
- **Community Vision:** In this phase, a vision for how the community wants to grow and develop in the coming decade is formed
- **Recommendations:** In this phase, specific action steps are outlined that can be taken to achieve the community's desired future
- **Implementation:** In this phase, priorities, timelines, and responsibilities are attached to each action to show how to accomplish them
- **Master Plan Document:** In this final phase, the previous components are combined into a complete, final Master Plan document

PROCESS OUTLINE



CURRENT CONDITIONS



COMMUNITY VISION



RECOMMENDATIONS



IMPLEMENTATION



MASTER PLAN DOCUMENT

SECTION 1

INTRODUCTION

1.2 COMMUNITY ENGAGEMENT OVERVIEW

The Master Plan process included multiple opportunities for public involvement to ensure that the plan reflected the concerns, ideas, and priorities of residents.

INVOLVED GROUPS

The planning process involved the input of three groups: the Project Team, the Focus Group, and the public. The Project Team was comprised of City staff and public officials with an in-depth knowledge of the day-to-day operations of the City. The Focus Group was comprised of a small number of residents, business owners, and stakeholders that represented a broad cross-section of the community. Finally, the public included any interested residents or parties that want to be involved in the process.

The Project Team met multiple times throughout the planning process, the Focus Group met twice, and the public had three engagement opportunities that covered the most important parts of the project. The inclusion of these groups was important in ensuring that the data, ideas, and policies were appropriate for Garfield Heights. The involvement of the Project Team and Focus Group also assisted in identifying areas of the Master Plan that should be presented to the public for additional feedback.

PUBLIC ENGAGEMENT & ONLINE FEEDBACK

The Garfield Heights Master Plan included three community engagement opportunities throughout 2021 and 2022 to allow residents the opportunity to provide input. A brief summary of the three meetings is provided on the following page.

Meeting information was posted on the City's and County Planning's websites, announced at City Council meetings, posted on social media, displayed on yard signs placed throughout the community, and shared via handouts with information boards placed at key locations. As a part of each community engagement

opportunity, an online survey and an equivalent paper version was made available throughout the duration of each engagement period.

USING THE RESULTS

After presenting information to the public, the Master Plan documents were updated to incorporate feedback. At the second and third community engagement opportunities, County Planning outlined the results of the previous meeting and showcased the changes that were made to ensure the public was aware of how the plan was responsive to their comments.

THANK YOU FOR YOUR CONTRIBUTIONS FOCUS GROUP MEMBERS

Kelly Beck, *Resident*

Donna Bell, *Resident*

Jerry Crites, *Property Manager*

Ike Dawson, Jr, *Educator, Garfield Heights High School*

Barb Dottore, *Trinity High School*

Estella Fortson, *Resident*

Jim Klimo, *Business Owner*

Vonda Leath, *Business Owner*

Jennifer Newrones, *Resident*

Greg Patterson, *Resident*

Tonie Patterson, *Resident*

Father John Schneider, *Ss. Peter & Paul Parish/
St. Therese Church*

Joe Maimone, *Resident, Planning Commission Member*

Kimberly Motley, *Resident, Planning Commission Member*



COMMUNITY ENGAGEMENT

Due to COVID-19 and limitations on meeting in person, Community Engagement exercises were conducted in a variety of ways, including online and paper surveys, virtual or in-person public meetings, and feedback boards stationed at the library, city hall, and recreation center.



COMMUNITY ENGAGEMENT #1 CURRENT CONDITIONS & COMMUNITY VISION JULY 17TH - AUGUST 23RD 2021

The purpose of this initial Community Engagement was to introduce the planning process, outline what has been accomplished thus far, and solicit input. The mix of in-person and virtual events offered residents numerous opportunities to provide input and have their voices heard. These activities and virtual public open house with presentation took place between May 6th and June 10th, 2022, and provided multiple options for providing feedback.

COMMUNITY ENGAGEMENT #2 RECOMMENDATIONS MAY 6TH - JUNE 10TH 2022

The purpose of this second Community Engagement was to update the public on the planning process, outline what has been accomplished thus far, and solicit input on the Master Plan's various Communitywide and Focus Area Recommendations. These activities and in-person public open house with presentation took place between May 6th and June 10th, 2022, and provided multiple options for providing feedback.

COMMUNITY ENGAGEMENT #3 IMPLEMENTATION JULY 11TH - AUGUST 8TH 2022

The purpose of this third and final Community Engagement was to update the public on the planning process, outline what has been accomplished thus far, and solicit input on prioritizing the Master Plan's various Communitywide and Focus Area Recommendations. These activities and in-person public open house took place between July 11th and August 8th, and provided multiple options for providing feedback.

SECTION 1

INTRODUCTION

1.3 DATA & DEMOGRAPHICS

WHERE DOES THE DATA COME FROM?

The data used within this Master Plan, its analyses, and maps comes from a variety of local, regional, and national sources. Much of the data associated with this document is sourced from the United States Census Bureau; including the decennial census, the American Community Survey (ACS), Longitudinal Employer-Household Dynamics (LEHD), and others. Throughout this Master Plan, source information can be found below graphics, images, and maps so that users may locate the original data.

The decennial census occurs every decade on years that end with the number 0, as required by the U.S. Constitution. The most recent decennial census was conducted in 2020 and the overall goal of the decennial census is to conduct a total count of all persons living within the United States. This is important because the data collected by the decennial census determines the number of seats each state has in the U.S. House of Representatives, it's used to distribute federal funds to local communities, and it helps tell the story of who we are and where we are going as a nation. Additionally, the data derived from the decennial census provides insight as to how and where local communities should construct new buildings, such as schools, supermarkets, homes, and hospitals.

The ACS is an ongoing survey that provides vital information on a yearly basis about our nation and its people. Information from the survey generates data that help determine how more than \$675 billion in federal and state funds are distributed each year. Generally, the ACS helps local officials, community leaders, and businesses understand the changes taking place in their community, and it provides a detailed look at critical topics, including social, housing, economic, and demographics trends (U.S. Census Bureau, About the American Community Survey).

LEHD is part of the Center for Economic Studies at the U.S. Census Bureau and produces new, cost effective, public-use information combining federal, state and Census Bureau data on employers and employees under the Local Employment Dynamics (LED) Partnership. LEHD data is a great tool for understanding where employees live and work, identifying the types of employment sectors and job concentrations in a specified area, and general demographics of employees based on a defined geographic boundary. This provides an in-depth snapshot of employment characteristics for a specific location, which is very useful for understanding a community's workforce (U.S. Census Bureau, Longitudinal Employer-Household Dynamics).



UNITED STATES CENSUS BUREAU

With a history dating back to the first decennial census in 1790, the Census Bureau's long-held mission is to serve as the nation's leading provider of quality data about its people and economy. The US Census Bureau is responsible for a variety of annual surveys such as the Economic Census, the American Community Survey, and the Census of Governments, which are critical to determining congressional seats, distribution of funding, and allocating resources for programs. Additionally the decennial census is enshrined by the United States Constitution under Article I, Section II, which calls for an "enumeration" to be made of the populace "within every subsequent term of 10 years."

The data gathered and prepared by the US Census Bureau is essential to understanding the core issues communities are facing, where they target improvements, and how best to prepare for the future.



THE DATA BOOK SERIES

The Data Book Series was created and developed by the Cuyahoga County Planning Commission in an effort to provide easily accessible data, mostly from the Census Bureau, in a user-friendly format on a variety of critical topics essential to our region. These resources are used by County Planning during the planning process, such as for this plan. They are also intended to be used by local governments, community organizations, and others interested in learning more about our Cuyahoga County communities. The Data Books can also be used as a resource in preparing grant applications, understanding community changes, and identifying issues to address.

Additionally, while the Data Book Series will be updated annually, these resources are always readily

available online with interactive tables and maps where interested parties can quickly search for specific areas or topics of interest. This can aid communities in the decision making process and also provides a means for comparison among all of our Cuyahoga County communities to help determine where they stand on critical issues.

In general, the Data Books provide a wealth of information to better understand how regional trends are impacting not only their own community, but others across our county. These findings will be utilized during this Master Plan to help understand Garfield Heights.

*The complete Data Book Series and interactive community tables and maps can be found on our website:
www.countyplanning.us/databook*

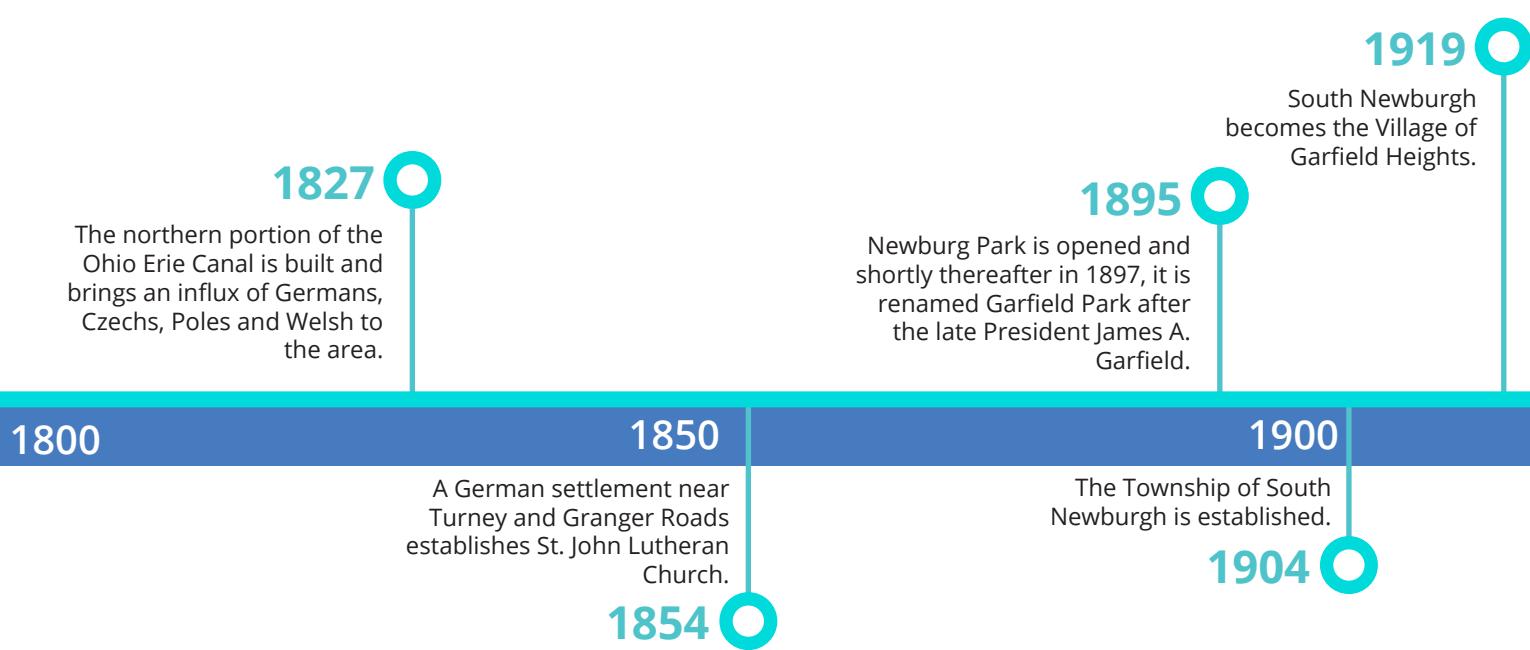


SECTION 1

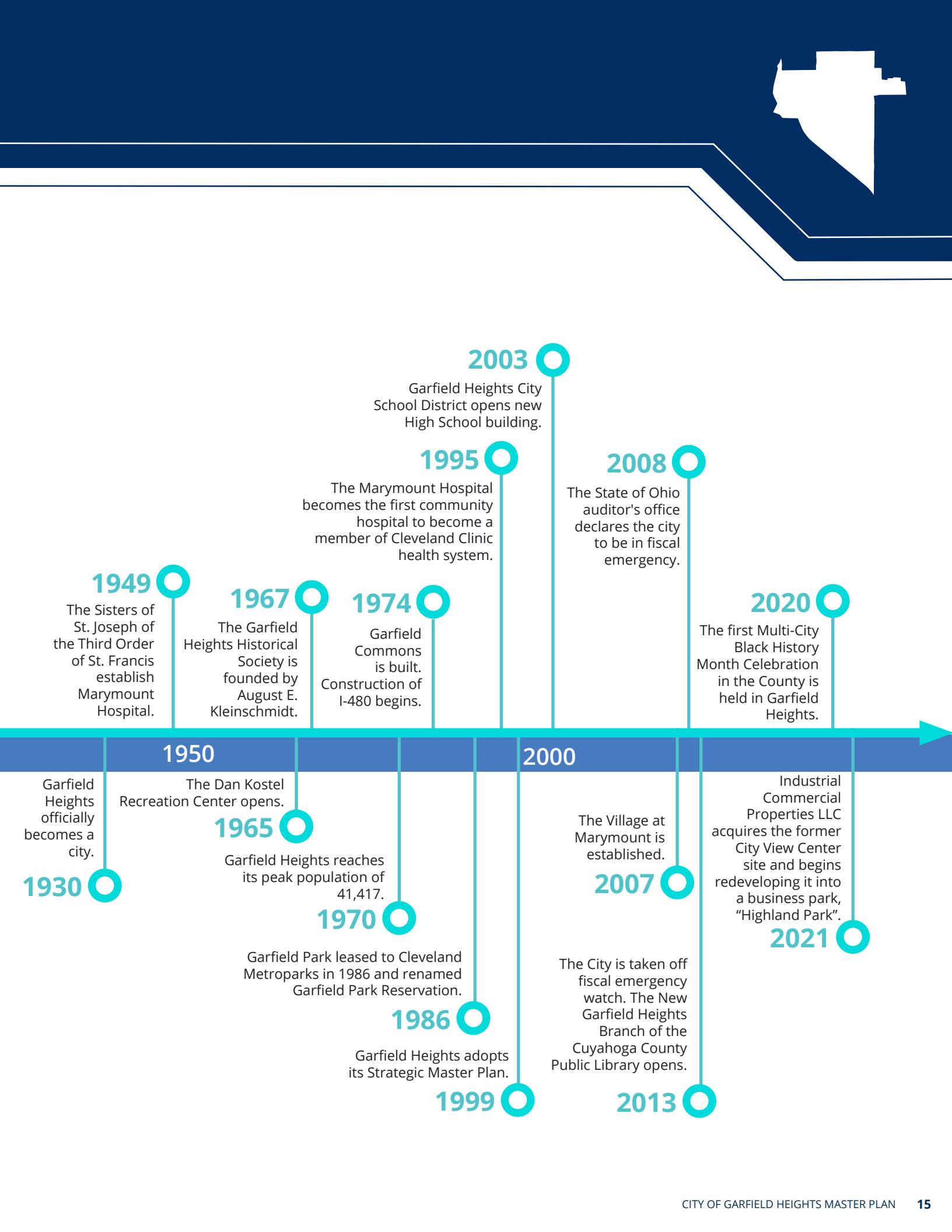
INTRODUCTION

1.4 GARFIELD HEIGHTS THEN & NOW

Garfield Heights, originally South Newburgh, was founded in 1919 and officially became a city in 1930. This community started as a mostly rural, farming community that transitioned into a more urban/suburban residential community starting in the 1920s when it experienced a population boom. Garfield Heights would later be known as the "City of Homes" and reached its peak population in 1970, with much of its housing stock being constructed Post WWII. However, the city then experienced a population decline as people moved further away from the inner-city. Similar to other communities in the Greater Cleveland area, Garfield Heights experienced many financial challenges that would be exacerbated by the Great Recession in 2008. Today, Garfield Heights is a proud and diverse community with quality homes, an expanding business portfolio, and great access to prominent regional and local amenities.



Sources: County Planning, 2021; Garfield Heights city website, "Mayor" page; Case Western University, Encyclopedia of Cleveland History "Garfield Heights", updated 2020; Garfield Heights Historical Society website, "The History of Garfield Heights"; Marymount Hospital, "Celebrating Our History"; Industrial Commercial Properties, "Highland Park project in Garfield Heights lands two growing companies", 2018



SECTION 1

INTRODUCTION

1.5 POST-PANDEMIC RECOVERY

THE ECONOMY OF TODAY

The COVID-19 pandemic has left the world in a profound state of uncertainty, which continues to fundamentally shift our everyday lives and economic patterns. In addition to the physical and psychological toll, economies, product demand, and supply chains of all sizes have also been disrupted, and it is critical to understand what jobs and skill-sets are imperative to drive the recovery effort forward.

While the pandemic has vastly reshaped the employment landscape across nearly every industry, the skills required for those jobs has been shifting for many years. New jobs and roles are always going to be created, however research has shown that, "the skills required for many common jobs has changed up to 40% over the past decade, a change that is driven by technological advancement."¹ Automation, digitalization, and hybridization of job roles were accelerated as a result of the pandemic. This was evident in 2020 as employers were desperately seeking those with skills, such as video conferencing, marketing, and mobile app development, to cope with these new demands.

THE FIVE ECONOMIES OF TOMORROW

Burning Glass Technologies, an analytics software company that is powered by the world's largest database of labor market data, provides significant insight as to which jobs and skill-sets will lead the way over the next five years to economic recovery. In general, these trends fall under five individual, but interrelated economies:



The Readiness Economy: This economy has the richest opportunities for middle-skilled workers and includes biotechnology, cybersecurity, infrastructure and public health.



The Logistics Economy: This economy has been the slowest growing, but there is significant overlap with the Automated Economy. The Logistics Economy includes industrial big data analytics, internet of things, logistics and supply chain management manufacturing of pharma, and manufacturing of PPE and medical equipment.



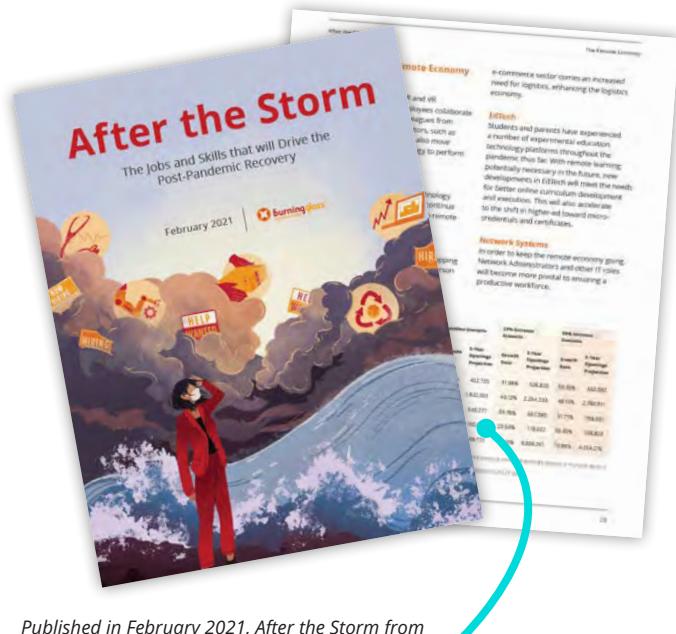
The Green Economy: In many ways, this economy overlaps with the infrastructure demands of the Readiness Economy. The Green Economy includes environmental scientists, engineers and technicians, renewable energy, fuel cell and nuclear, pollution removal, waste management and recycling, and natural resource conservation.



The Remote Economy: This economy is primarily a college-educated workforce and includes AR/VR, cloud, e-commerce, EdTech, and network systems.



The Automated Economy: This economy is most likely to impact roles that create and maintain automated systems in the near term, and includes AI and robotics in healthcare, AI in finance and investment, AI in natural language processing and machine learning, computer vision and autonomous driving, and robotics and process automation.



Published in February 2021, *After the Storm* from Burning Glass Technologies brings an ambitious plan for driving post-pandemic recovery efforts by identifying critical jobs and skills to rebuild a more resilient and equitable economy.

¹ Burning Glass Technologies, *After the Storm: The Jobs and Skills that will Drive the Post-Pandemic Recovery*, pg 6, February 2021
Sources: Burning Glass Technologies, *After the Storm: The Jobs and Skills that will Drive the Post-Pandemic Recovery*, February 2021

WHAT DOES THIS MEAN FOR THE CITY OF GARFIELD HEIGHTS?

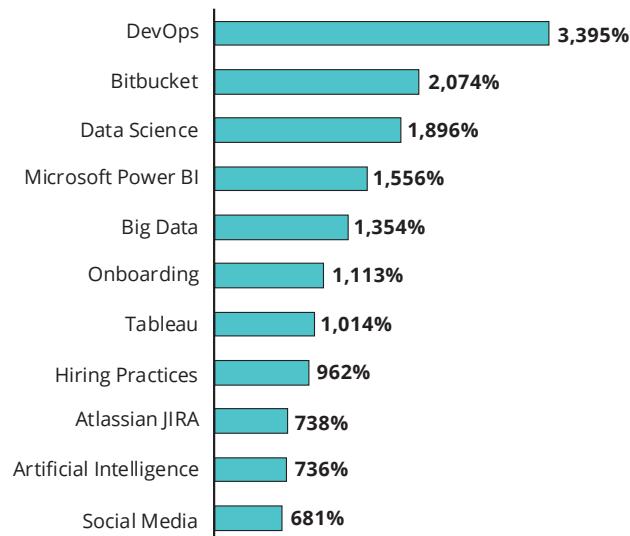
The City of Garfield Heights is poised for economic opportunity as the COVID-19 pandemic begins to slow and life resumes a level of normalcy. The city contains higher concentrations of industries that possess employment options for lower-skilled workers, meaning some of these workers were likely displaced as a result of the pandemic. It is important to create a unified direction for building upon skills these workers already have and strategically helping them into "adjacent" employment sectors that are in high demand. This will be critical for a successful economic recovery because if the highly-skilled are the only ones who prosper and the less-skilled do not, the resulting economy will be far less robust, equitable, and stable than it was prior to 2020.

As seen in the graphics below, prior to the COVID-19 pandemic, relative shifts in skill demand were already being shaped by emerging technologies. However, other skills such as PPE, video conferencing, range of motion (physical therapists), and sales management greatly increased during the pandemic. Three of the city's top

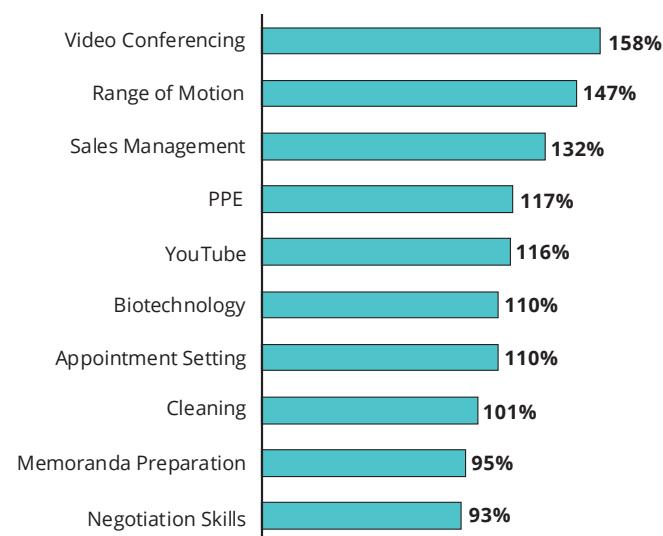
five industry sectors--manufacturing, wholesale trade, and construction--all felt the impact of the pandemic and resulting economic recession much more so than other industry sectors; as these industries were already beginning to shrink in our region prior to 2020. However, there exists the untapped potential of unused or underutilized areas throughout the community as a means for up-skilling workers and retrofitting spaces to meet new demands. "Shortages of key skills can create bottlenecks that can slow a recovery—and with many technical skills, that can also encourage employers to look for remote talent elsewhere."²

Up-skilling and re-skilling a displaced workforce can greatly increase the speed of economic recovery and policy changes for more equitable growth.³ Planning ahead and preparing for these new skill demands can lead to immense opportunities for local governments, employers, and education systems across the country.

Largest Relative Increases in Skill Demand, U.S. 2010-2020



Largest Relative Increases in Skill Demand, U.S. 2019-2020



^{2,3} Burning Glass Technologies, *After the Storm: The Jobs and Skills that will Drive the Post-Pandemic Recovery*, pg 28, February 2021
Sources: County Planning, 2021; Burning Glass Technologies, *After the Storm: The Jobs and Skills that will Drive the Post-Pandemic Recovery*, February 2021



DID YOU KNOW?

At 27,448 residents in 2019,
Garfield Heights **ranks 10th in**
total population out of Cuyahoga
County's 59 municipalities.





SECTION 2

REGIONAL OVERVIEW & FIRST SUBURBS ANALYSIS

The City of Garfield Heights is located approximately 10 miles southeast of Cleveland and shares an outer boundary with four other communities: Maple Heights, Valley View, Cuyahoga Heights, and Cleveland. Officially incorporated as a city in 1930, Garfield Heights has a deeply rooted history as one of the region's well-established First Suburbs communities. By definition, a First Suburb is a community that was mostly built near or adjacent to central cities before the year 1960.

It is through a careful analysis of regional data and trends that will help identify how and where the City can improve. This Master Plan will utilize not only Garfield Heights' history and partnerships, but also focused analyses of local, regional, and national data sets to help understand the impacts of historic and current trends throughout the community.

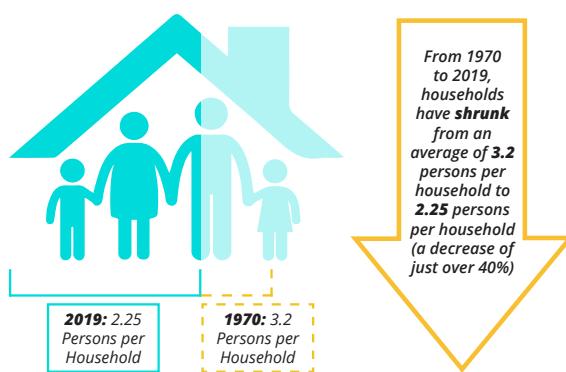
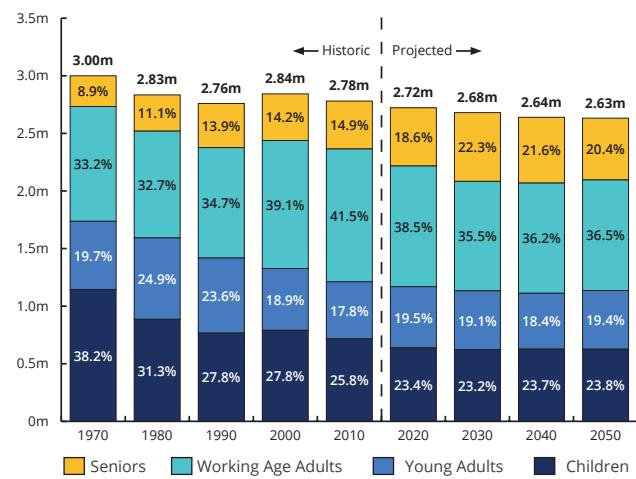
SECTION 2

REGIONAL OVERVIEW & FIRST SUBURBS ANALYSIS

2.1 REGIONAL TRENDS IMPACTING THE CITY

REGIONAL POPULATION & HOUSEHOLD SIZES ARE SHRINKING

Historically, the population in the Northeast Ohio region peaked in 1970 with just over three million people. That number fell to a low in 1990 before a slight uptick in 2000. Based on 2010 population totals and changes, the population in the Northeast Ohio region is projected to continue to decline slightly over the next four decades from 2.78 million in 2010 to 2.63 million in 2050. This equates to a 5.3% loss in population in the coming decades.



The U.S. Census defines a Household as any person or group of people living together in a residence regardless of relationship. Historically, household sizes have consisted, on average, of at least 3 persons per household prior to the year 1980. Since that time, household sizes have continued to decrease from 2.7 in 1980 to 2.6 in 1990, and 2.5 in 2000, 2.4 in both 2010 and 2017, and 2.25 in 2019. This equates to households, on average, being over 40% smaller than they were fifty years ago.

MORE EMPLOYEES ARE WORKING REMOTELY FROM HOME

With growing daily commute times, workers are turning to alternative methods for getting to their places of employment. While the vast majority of the workforce still chooses to drive alone (79.3% of all commuters within Cuyahoga County, 2019), the fastest growing means of commuting is by walking (+7.4%), while more conventional methods like driving alone (-1.0%) and using public transit (-8.7%) each saw losses from 2014 to 2019.

However, more employers are allowing their staff to work from home as an option, instead of a traditional in-office model. Those working remotely from home in Cuyahoga County saw an increase of nearly 5,300 workers (+18.2%) from 2014 to 2019. This is a trend that is expected to continue growing considerably as the COVID-19 pandemic has rapidly expanded the demand for remote tools, video conferencing, wifi and 5G availability, and other technologies critical to maintaining a remote workforce.

Sources: National Historic GIS (NHGIS, 1970-2010), Ohio Development Services Agency (2020-2050); American Community Survey, 2014 & 2019 (5 year estimates); TeamNEO/JobsOhio Quarterly Economic Review, September 2019 (Change in Northeast Ohio Employment by Top 10 Largest Industry Sectors: 2007-2019, Moody'sEconomy.com)



HEALTH CARE & PROFESSIONAL SECTORS CONTINUE TO GROW PRODUCT OUTPUT

During the Great Recession from 2007 to 2010, Northeast Ohio's economy lost more than 168,000 jobs, a decline in total employment of 8%. Since 2010, the region has steadily added jobs back to the economy, particularly in the health care sector, which has surpassed its 2007 level and has grown by 38,000 workers (or 13%). However, other large sectors such as manufacturing are still seeing net declines in employment growth within our region. While there was growth in accommodation and food services, all other top 10 employment sectors either saw no growth or lost a portion of their jobs during the same time period.

In terms of output, between 2007 and 2019, health care and professional, scientific, and technical services grew the most within the region. While the manufacturing industry accounts for one of the largest percentages of jobs within our region, it still remains \$3 billion below its 2007 height of product output and has not rebounded as quickly as other sectors.

The City of Garfield Heights' largest employment sector is healthcare and social assistance, which is continuing to see regional growth. This is followed by administration and support, waste management and remediation which has seen no regional growth from 2007 to 2019. Additionally, rounding out the City's top five largest employment sectors are manufacturing, wholesale trade, and construction; all of which saw a regional loss in jobs during the same time period.

From 2007 to 2019...



Output for oil and gas grew 525% from a \$1.3 billion industry to an \$8.2 billion industry



Output for professional, science, and technical services grew almost 22%, or \$2.3 billion



Output for health care grew nearly 20%, or \$3.8 billion, to become a \$23 billion industry, the second largest sector of the regional economy

Top 5 Employment Sectors (Garfield)	Number of Workers	% of Workforce
Health Care and Social Assistance	2,999	26%
Administration & Support, Waste Management and Remediation	1,345	11.7%
Manufacturing	1,003	8.7%
Wholesale Trade	935	8.1%
Construction	929	8.1%

Total Workforce Garfield Heights (2018): 11,536

SECTION 2

REGIONAL OVERVIEW & FIRST SUBURBS ANALYSIS

2.2 FIRST SUBURBS ANALYSIS

WHAT ARE THE FIRST SUBURBS?

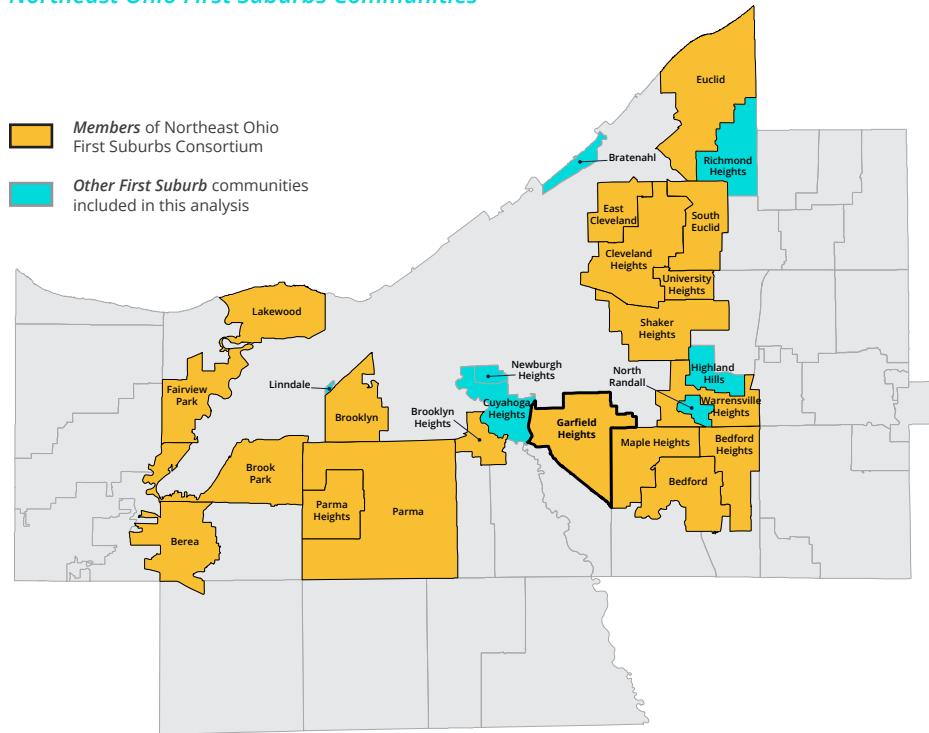
The First Suburbs are generally considered the municipalities bordering or surrounding a central city and were mostly developed after World War II. The post-WWII housing boom and the development of the interstate highway system accelerated suburban sprawl, which pushed development further away from the central city and triggered a decline within some of the First Suburbs. The 2008 recession exacerbated that decline and made apparent the distinct challenges First Suburbs continue to face.

Landlocked between the sprawling newer suburbs and the compact older central city, First Suburbs share characteristics of both regions. However, they have also

recently experienced many of the issues traditionally seen as urban challenges such as aging infrastructure, poverty, population loss, and disinvestment. Unfortunately, unlike the central city, First Suburbs are often smaller and have fewer direct resources to address these issues.

In order to support the First Suburbs, many advocacy organizations formed at the turn of the century. The Northeast Ohio First Suburbs Consortium was the first government-led advocacy organization to form and is celebrating 25 years of advocacy for the First Suburbs of Cleveland.

Northeast Ohio First Suburbs Communities



"County Planning has identified 26 communities around Cleveland that are considered First Suburbs for the purposes of data collection. Of those 26 communities, 19 are participating members of the Northeast Ohio First Suburbs Consortium."



Source: County Planning, 2021

KEY FIRST SUBURB CHARACTERISTICS & REGIONAL COMPARISONS

Cuyahoga County's First Suburbs include 26 communities and make up almost 40% of the total population of the County as a whole. A closer look at census data reveals unique patterns between the outer suburbs, First Suburbs, and the central city. Ultimately, it reveals the distinct character of first suburban communities.

First suburbs are increasingly more diverse than outer suburbs.

33% of the population in first suburbs identify as black.

In contrast, only 5% of the population identify as black in the outer suburbs.



First suburbs are a **LABOR FORCE SUPPLIER**.
Outer suburbs and Downtown Cleveland are **EMPLOYMENT MAGNETS**.



% of workforce that...	FIRST SUBURBS	OUTER SUBURBS	CENTRAL CITY
works in the community, but lives elsewhere.	34%	53%	60%
lives in the community, but works elsewhere.	50%	32%	23%

Homeownership is lower in the first suburbs than in the outer suburbs, but higher than in the central city of Cleveland.

77% OUTER SUBURBS

58% FIRST SUBURBS

42% CENTRAL CITY



15% of the population in first suburbs

LIVE BELOW THE POVERTY LINE,

3X higher than those living in the outer suburbs.



55% of areas located in the first suburbs

ARE WITHIN A 1/4 MILE

of a bus stop, compared to only

20% OF AREAS WITHIN THE OUTER SUBURBS



33% of commuters in the first suburbs have a commute time that is greater than 30 minutes.

Despite having over half of its population working outside of their communities, this is not much different than the outer suburbs (38%) or central city (30%).



SECTION 2

REGIONAL OVERVIEW & FIRST SUBURBS ANALYSIS

REVITALIZING FIRST SUBURBS

In 2018, the International City/County Management Association (ICMA) funded a research fellowship to examine the lasting impacts of the Great Recession of 2008 on First Suburbs, and generate strategies and tools tailored to local governments for combating decline. The product of this research is the report called "Revitalizing First Suburbs, A Manager's Manual."

First Suburb decline has been described in the report as a "slow-moving crisis," whose challenges are often invisible and are sometimes not addressed directly. What is less known is the lasting impact of the Great Recession on First Suburbs. To address this, the research examined the First Suburbs of Hamilton County, Ohio that surround the City of Cincinnati. The most significant takeaway from this research is the uneven impact of the Great Recession on First Suburbs compared to outer suburbs. Although many of Hamilton County's First Suburbs do have similar challenges, the magnitude of those challenges diverges significantly. Some of the communities that were prospering before the Great Recession were only hit temporarily and have since recovered. Others had shown signs of distress before 2008 and the Great Recession accelerated those problems, leaving these communities struggling more than ever before. Additionally, there are communities that were transformed by the Great Recession and are still trying to get back to their pre-recession levels.

The Revitalizing First Suburbs report analyzes various factors that can contribute to or reveal levels of decline and that can help explain this uneven recovery. The author emphasizes the importance of First Suburbs tracking and comparing their level of decline to other First Suburbs and learning from each other. Most solutions offered by other reports and scholars are placed at the state or federal level, thus leaving local government leaders out of the conversation. This report attempts to fill this gap and empower First Suburbs to be proactive by providing tools and strategies available directly to local entities to take charge, evaluate their level of decline, and approach decline directly. The report poses the following three key questions to local government leaders: 1) What is the essential problem facing first suburbs?; 2) What are the essential skills and tools a city manager and his or her organization should have available in order to understand and address the issue?; and 3) What are some innovative approaches

to the problem and applications of the skills and tools that other first suburban cities are using to address this essential problem?

Cuyahoga County is comparable to Hamilton County as they share similar histories and thus the conclusions in this report are very relevant to this Master Plan. An initial takeaway of comparing the First Suburbs of Hamilton County and Cuyahoga County is that the recovery in Hamilton County is more uneven than in Cuyahoga County. In Hamilton County, there were many communities in opposite sides of recovery from deep distress to prosperity. In contrast, none of the First Suburbs in Cuyahoga County were considered prosperous, but only one community was in deep distress.

"There is no silver bullet, no one solution, and no quick fix. However, the best practices that are detailed in this research point us in the right direction. Try to replicate and improve upon the strategies contained inside."



Published in January 2021, the Revitalizing First Suburbs Manual provides insight to identifying decline in first suburban communities and also provides tools to address those issues.

¹ Revitalizing First Suburbs, A Manager's Manual, 2021, Tanisha R. Briley City Manager Gaithersburg, pg 7
Source: Revitalizing First Suburbs, A Manager's Manual, 2021

SELF-ASSESSMENT & PERFORMANCE INDICATORS

One of the tools offered in the report, "Revitalizing First Suburbs, a Manager's Manual," is a quick assessment tool that allows First Suburbs to get a snapshot of their relative health and recovery from the 2008 recession and to track how they may compare to their peers.

A crucial point the author makes about this assessment is that it is not "meant to judge the success or failure of any particular community" nor can local governments be put at fault for a decline that is largely due to broader social and economic trends. The assessment can illuminate how First Suburbs share a common experience yet can also help identify specific aspects of their community that are facing the most challenges.

As seen in the graphics to the right, the assessment is based on three key indicators: 1) total population change; 2) current poverty levels; and 3) the changes in the size of the tax base. These indicators were selected because they are each relatively simple metrics that can reveal the early signs of decline in a community. A score ranging between -40 to 5 points is given to each individual indicator and then the three scores are summed up to create a cumulative score. As seen in the graphic below, this cumulative score falls under six designations from a prosperous first suburban community to a first suburban community in deep distress.



TOTAL POPULATION growth or loss, 1990 to 2010

Many First Suburbs are experiencing population decline due to fewer homes, smaller family units, and residential departure. Population decline can put a large strain on a First Suburb as the burden of funding public services is then spread across fewer taxpayers, which then also impacts local businesses as their immediate customer base shrinks.



POVERTY current share of population in poverty

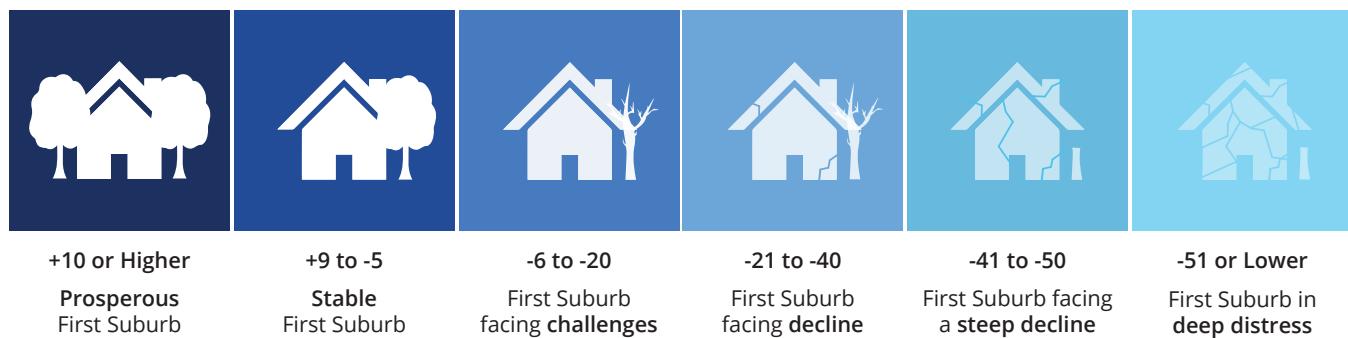
According to the Revitalizing First Suburbs report, once a community has more than 20% of its households below the poverty line, it takes on the characteristics of a stressed community. The change in poverty rates among First Suburbs is very gradual, often making the relative degree to which these communities experience the expansion of poverty unnoticeable from year to year.



TAX BASE change in total property value, 2008 - present

A main characteristic of First Suburbs is that they are largely built-out and their tax base can easily fluctuate as a result of the real estate market. The Great Recession has left many First Suburbs with a much smaller total tax base than when they started in 2008.

Stress Test Cumulative Score Designations



Source: County Planning, 2021; Revitalizing First Suburbs, A Manager's Manual, 2021

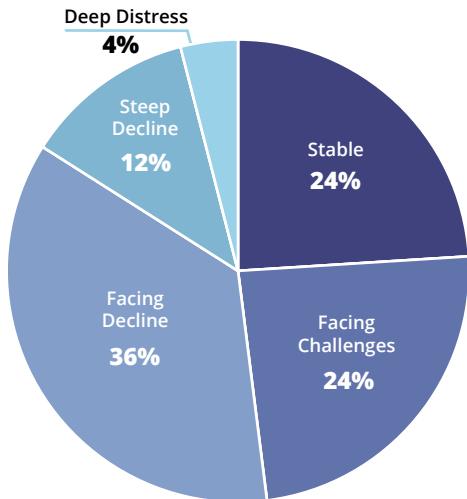
SECTION 2

REGIONAL OVERVIEW & FIRST SUBURBS ANALYSIS

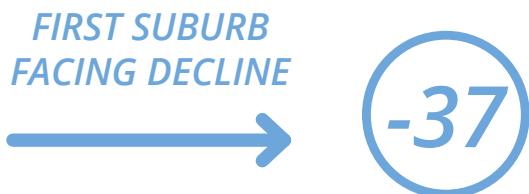
STRESS TEST RESULTS

The City of Garfield Heights received a composite score of -37, designating it as a "First Suburb in Decline." As seen in the graphic below, 36% of First Suburbs in Cuyahoga County also fall into this designation. The majority (64%) of First Suburbs are considered as facing challenges or are in decline. Thus, Garfield Heights is experiencing a broader phenomenon affecting the majority of First Suburbs surrounding Cleveland. This means the majority have not recovered from the 2008 recession, but are making progress towards recovery. A regional approach is warranted to combat the decline in the First Suburbs and a closer look into each individual score provides context for the composite score.

Overall Trends in Composite Scores for All First Suburbs



Garfield Heights Composite Score



TOTAL POPULATION

Garfield Heights Score: -5

In 1990, Garfield Heights' total population was 31,739, which dropped to 28,849 by 2010. In 2010 Garfield Heights retained 91% of its 1990 total, thus earning a score of -5. According to the 2019 ACS 5-year estimates, Garfield Heights has a total population of 27,448 which is slightly less than that of 2010.



POVERTY

Garfield Heights Score: -12

Garfield Heights has 18% of its total population under the poverty line, thus receiving a score of -12. It has the 12th highest poverty levels within Cuyahoga County and ranks 10th among other First Suburbs. The top ten communities with the highest poverty levels within the County are first suburban communities. Poverty levels are not statistically significant from year to year, but they are significant over the 2000 to 2019 time period. The increase in poverty rates has slowed recently from a dramatic 62% increase between 2009 to 2014 to only a 5% increase from 2014 to 2019.



TAX BASE

Garfield Heights Score: -20

Garfield Heights' total property value was \$516,375,591 in 2008 and decreased to \$337,284,240 by 2020, representing a -35% change in property value. Garfield Heights' percent change in property value ranks 24th among first suburban communities. Garfield Heights has one of the highest shares of vacant land (18%) which ranks 11th among all municipalities in Cuyahoga County and 3rd among first suburban communities.

Source: County Planning, 2021; Decennial 1990, 2000, 2010; American Community Survey 2009 (3 year estimates), 2014 (5 year estimates), 2019 (5 year estimates); Cuyahoga County Fiscal Officer Assessed Tax Valuation 2008 and 2020

INTERPRETING THE RESULTS

The results show that Garfield Heights shares a common experience with other First Suburbs, reaffirming the importance of collaboration and a unified approach. The results from this assessment are only a small fraction of what represents Garfield Heights, and it cannot be reduced to those metrics alone. However, they cover three key issues that if not addressed effectively can impede or overshadow Garfield Heights' progress. As seen below, a deeper look at the results and their context shows signs of opportunity and progress.

AREAS OF CONCERN

Garfield Heights has experienced a moderate **3%** POPULATION LOSS. This is a slightly sharper decline than Cuyahoga County and all First Suburbs.



The City of Garfield Heights is approaching a **20%** POVERTY THRESHOLD. THE TOP 10 COMMUNITIES IN THE COUNTY with the highest poverty rates are First Suburbs.



FROM 2008 TO 2020, the City of Garfield Heights has SEEN A STEEP DECLINE IN PROPERTY VALUES.



ASSETS & OPPORTUNITIES

The City of Garfield Heights is one of the MOST POPULATED COMMUNITIES among the first suburbs and the County.



The increase in poverty levels has begun to plateau. FROM 2009 TO 2014 THERE WAS A 62% INCREASE IN POVERTY LEVELS. FROM 2015 TO 2019, THERE WAS ONLY A 5% increase in poverty levels.



Despite the economic challenges brought on by COVID-19, GARFIELD HEIGHTS HAD ONE OF THE LARGEST gains in home sale prices from 2019 to 2020; an increase of about 18%.



THE CITY OF GARFIELD HEIGHTS HAS THE **3rd** largest share of vacant land among first suburb communities, giving the City an advantage to accommodate growth.



Source: County Planning, 2021; American Community Survey 2009 (3 year estimates), 2014 (5 year estimates), 2019 (5 year estimates); Cuyahoga County Fiscal Officer Assessed Tax Valuation 2008 and 2020; Northern Ohio Data and Information Service. Median Single-Family Home Sale Price 2019 and 2020



DID YOU KNOW?

From 2019 to 2020, the City saw an **18% increase in the median sale price** of a single-family home; the **11th largest increase in Cuyahoga County** and 4th among the First Suburbs.





SECTION 3

CURRENT CONDITIONS KEY FINDINGS

The City of Garfield Heights has its own unique challenges, assets, and opportunities, but it also shares many characteristics to those of other first suburban communities around Cleveland. Garfield Heights is approximately 7.2 square miles in size and has significant terrain fluctuations, especially on the City's western boundary. In addition to unique terrain typologies, Garfield Heights also serves as the confluence of several sub-watersheds and numerous bicycle and transit routes. The City offers numerous amenities to its residents and provides ample opportunities for redevelopment. These elements and others are contained within the Current Conditions Assessment.

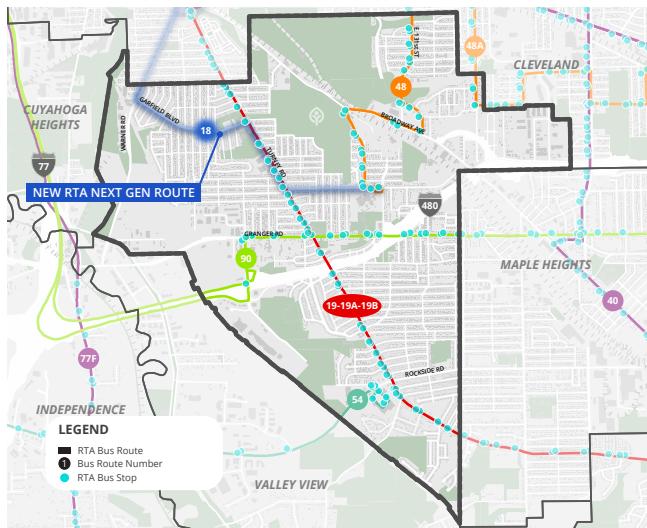
This section outlines several key takeaways from the Current Conditions Analysis that are of critical importance and helped shape targeted recommendations as part of this Master Plan. The full Current Conditions Analysis can be found within the Appendix.

SECTION 3

CURRENT CONDITIONS KEY FINDINGS

3.1 KEY FINDINGS

COMMUTING & TRAVEL EXPERIENCE MAP

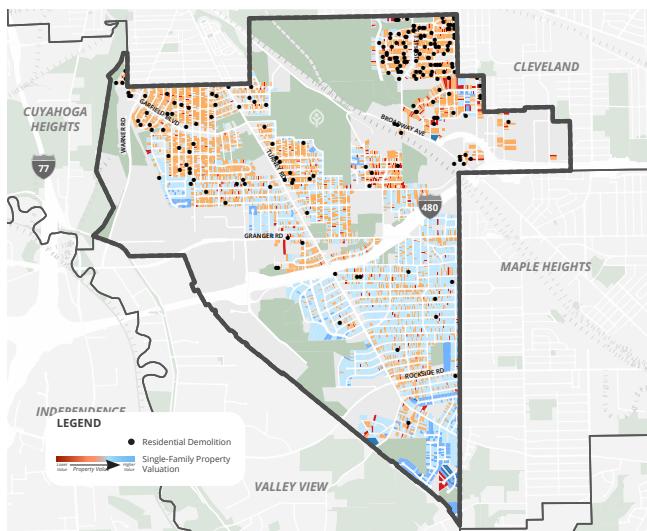


Source: County Planning, 2021; Greater Cleveland Regional Transit Authority (GCRTA), 2021

GARFIELD HEIGHTS HAS A TREMENDOUS TRANSPORTATION NETWORK WITH THE POTENTIAL FOR FUTURE EXPANSION

Being a well-established first suburban community of Cleveland, the City of Garfield Heights is well-positioned with robust sidewalk, trail, and transit networks. Over 86% of City roadways have at least one sidewalk and the City also ranks 9th among First Suburbs in terms of access to trails, with 7% of its residents living within 1/4 mile of a trail. Additionally, the Cuyahoga Greenways Plan has identified nearly five miles of future connections, including Garfield Boulevard, which would link Cleveland Metroparks Garfield Reservation to the Towpath Trail. Lastly, residents have access to eight Greater Cleveland Regional Transit Authority (GCRTA) bus lines, including an all new route along Garfield Boulevard as part of the GCRTA's NEXTGEN plan.

DEMOLITIONS & HOME VALUATIONS MAP



Source: County Planning, 2021; Cuyahoga County Fiscal Office, Certified 2020 values; Cuyahoga County Demolition Fund and County Land Bank, 2010-2021 (via NST/NEOCANDO, Case Western Reserve University), 2021

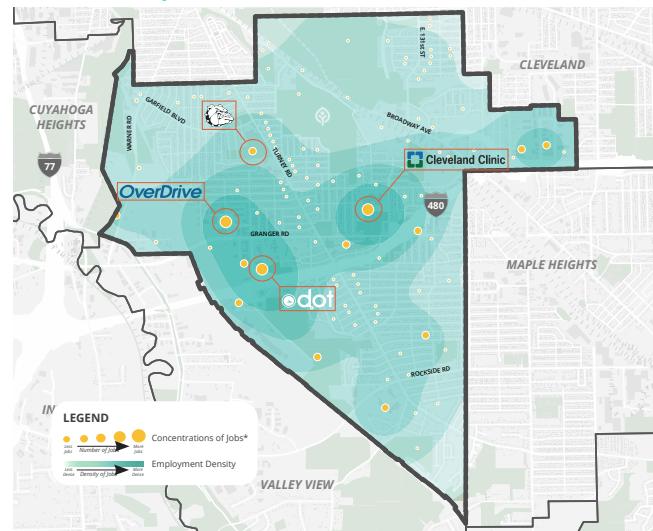
HOMES AND RESIDENTIAL LAND IN GARFIELD HEIGHTS ARE TRENDING UPWARD, INDICATING OPPORTUNITIES FOR NEW HOUSING

In recent years, Garfield Heights has participated in the Cuyahoga County Property Demolition Program to removed nuisance or blighted properties from the community. From 2010 to 2020, the City and Land Bank demolished 210 properties, with the majority concentrated within Ward 1 near E. 131st Street. These areas of high demolitions are excellent opportunities for new infill housing within existing neighborhoods. Additionally, since the Great Recession in 2008 home valuations continue to climb and in 2020 Garfield Heights' median sale price for a single-family home was \$76,000, which is an approximately 18% increase since 2019; representing the 4th largest increase among First Suburbs and 11th largest among all municipalities in Cuyahoga County.

GARFIELD HEIGHTS IS A KEY HUB FOR WORKFORCE TRAINING AND EMPLOYMENT EXPANSION

Although not unique to Garfield Heights, much of the localized workforce was displaced as a result of the COVID-19 pandemic. There is immense potential to up-skill and re-skill a local workforce to meet the emerging demands and shifts in the economy to help drive recovery from the pandemic. Large employers have made efforts towards providing opportunities to local communities. For example, one of Garfield Height's largest employers, the Cleveland Clinic, is committed to hiring more people from local communities where clinics are located. The Cleveland Clinic offers various programs, tailored to high school students, adults with a high school degree or GED, and college students, that provide the necessary training for individuals to gain essential skills for a job with the Clinic.

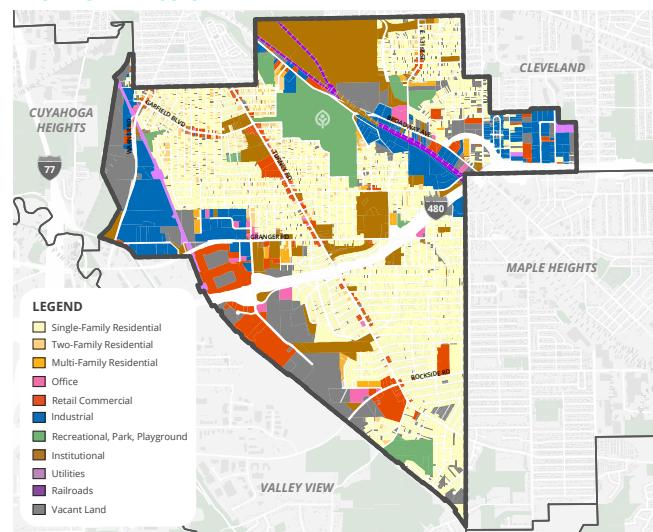
EMPLOYMENT & JOB CENTERS MAP



GARFIELD HEIGHTS HAS SIGNIFICANT VACANT LAND OPPORTUNITIES FOR NEW INFILL DEVELOPMENT

Garfield Heights has significant pockets of vacant lots that present both unique challenges and opportunities. Capped landfills located on the City's western edge offer some of the largest vacant available space. However, these areas also have some of the most sensitive environmental features and steep slopes, which could be challenging to further develop. Additionally, residential demolitions have provided space for new homes in existing neighborhoods. As a result of these capped landfills and residential demolitions, Garfield Heights has the 3rd highest amount of vacant land for infill development compared to other first suburban communities.

EXISTING LAND USES MAP



Source: County Planning, 2021; Cuyahoga County Fiscal Office, 2021; Demolition Records, 2021



DID YOU KNOW?

Garfield Heights has the **3rd** **highest amount of available vacant land** for infill development compared to **other first suburban communities** in NE Ohio.





SECTION 4

COMMUNITY VISION & CATALYST PROJECTS

The City of Garfield Heights is a "caring community," that is often described as a City of homes; thus a City for the people. The City's residents continue to be one of its most powerful assets—and they have bright, insightful, and hopeful visions of the community in the future.

This section outlines how the Community Vision was established through this Master Plan's first community engagement exercise and public meeting. These ideas laid the groundwork and set the tone for the recommendations found within this document. Additionally, the top 10 catalytic projects as part of this Master Plan's recommendations are also outlined as "big ideas" critical to achieving the community's vision for the future. These particular projects hold a high level of significance and are of the highest priority for residents and stakeholders within Garfield Heights.

SECTION 4

COMMUNITY VISION & CATALYST PROJECTS

4.1 COMMUNITY VISION

The ideas provided by the public, Project Team, Focus Group, and community stakeholders established a vision for the future of Garfield Heights. Feedback gathered during the first phases was critical to identify areas and topics of importance to residents, businesses, and other stakeholders.

As a result of this feedback, the two vision statements to the right were created:

- 1) **Garfield Heights Today** focuses on existing conditions and opportunities found throughout the community.
- 2) **Garfield Heights Tomorrow** focuses on building upon existing opportunities, bringing residents together, and strengthening community pride.

In addition to understanding community aspirations, residents and stakeholders were asked to identify their favorite places (green dots) in Garfield Heights and areas they feel need improvement (red dots). In total, 101 green dots and 121 red dots were placed. This input helped refine this Master Plan's six overall recommendation topics and five Focus Areas. A summary of these locations can be found on the map on the next page.



Source: County Planning, 2021; Public feedback boards from Community Engagement #1, Recreation Center

GARFIELD HEIGHTS TODAY

Garfield Heights is a changing community that lacks a clear identity and has experienced decline. However, the city and community leaders continue to work diligently and show dedication in times of adversity. The community's greatest asset continues to be the diversity of its residents and established, close neighborhoods.

The City has immense untapped potential as a result of its central location and proximity to regional transportation networks creating access to key amenities such as shopping, parks, recreation opportunities and employment hubs. Garfield Heights also has numerous infill and redevelopment opportunities through its commercial and residential vacancies.

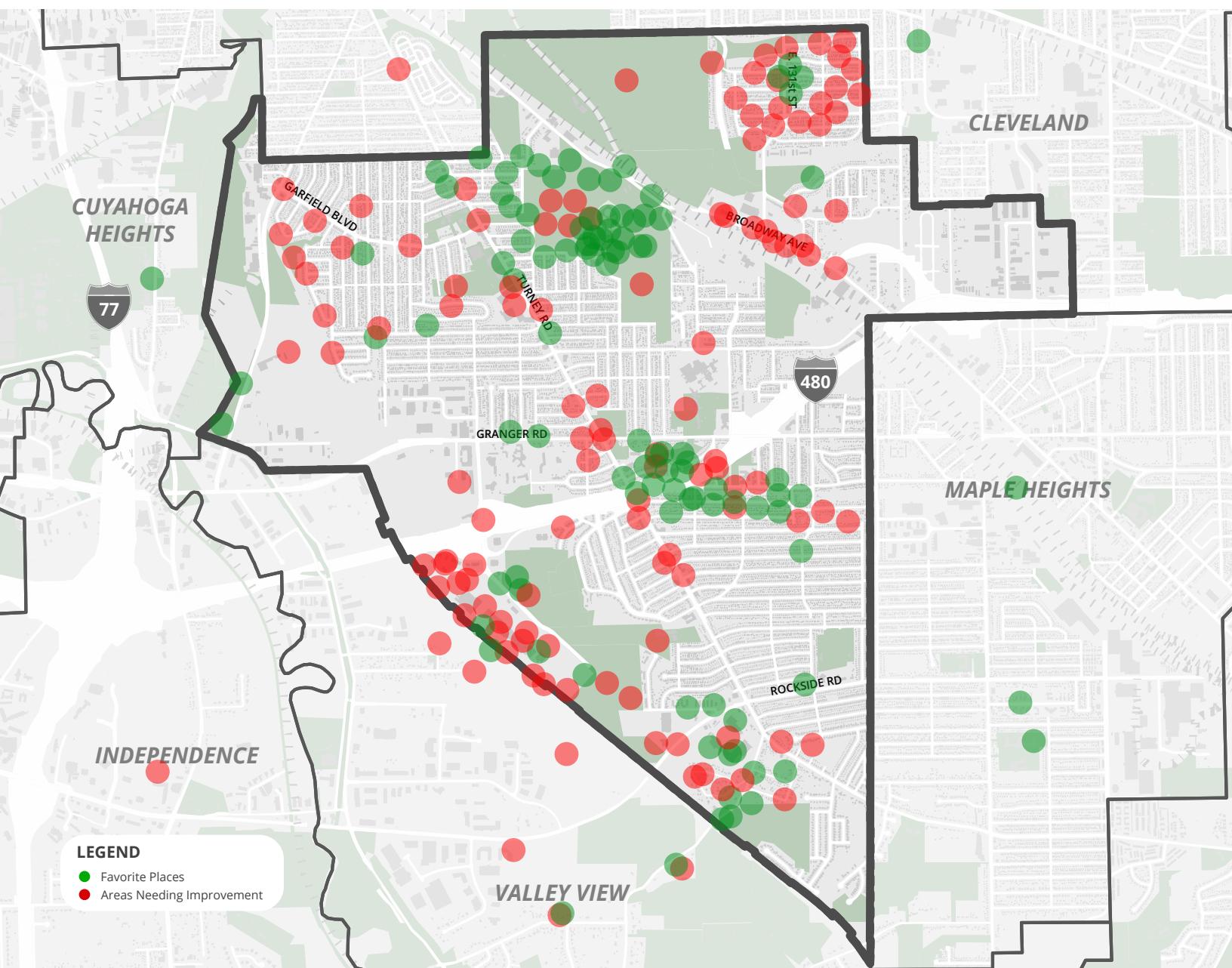
GARFIELD HEIGHTS TOMORROW

Garfield Heights will be a thriving city with a welcoming and exciting environment for residents and visitors. The future will include community-wide events, recreational offerings, beautiful parks and trails, and bustling commercial districts with a variety of retail stores, businesses, and sit-down restaurants.

Garfield Heights will be a united community that celebrates its diversity and is inclusive of all those who call Garfield Heights home. It will be a community that looks out for each other and is committed to making Garfield Heights a peaceful and safe place to raise a family and grow together.

Garfield Heights will be a beautiful place to live with well-kept homes and yards, attractive storefronts, an abundance of greenery, and a clean and walkable environment.

FAVORITE PLACES & IMPROVEMENTS MAP



Source: County Planning, 2021; Public feedback from Community Engagement #1

SECTION 4

COMMUNITY VISION & CATALYST PROJECTS

4.2 CATALYST PROJECTS

The following is a summary of the top 10 big ideas from the Master Plan Recommendations.

1



Improve the Overall Feeling & Perception of Safety

Zoning & Community Character
Goal D, Strategy 13

Public safety was the among most mentioned community topics throughout this Master Plan's process. The feeling of safety throughout the community is critical to changing perceptions about the City and strengthening neighborhoods, business districts, and overall community pride.

2



Create a Community Safety Action Plan

Zoning & Community Character
Goal D, Strategy 16

A Community Safety Action Plan will help outline future strategies to ensure the ongoing review of safety protocols and identify where response, program, or personnel deficits might exist. This is also an opportunity to engage with residents with on-the-ground knowledge about their neighborhoods.

3



Update the City's Zoning Code with Modern Best Practices

Zoning & Community Character
Goal A, Strategy 1

The City's zoning is outdated and could be a hurdle for attracting desirable development and businesses to the community. A complete zoning code review and update will ensure the City is not only compliant with modern best practices, but protected from undesirable development patterns.

4



Incentivize Residential Housing Reinvestment

Housing & Neighborhood Reinvestment
Goal C, Strategy 9

Establishing a citywide Community Reinvestment Area (CRA) will help improve the City's housing stock by encouraging investment in properties through real property tax exemptions. This is also an opportunity to evaluate design guidelines and review processes for infill development.

5



Support Neighborhood Revitalization Efforts

Community Facilities, Programming, & Recreation
Goal A, Strategy 3

Establishing or partnering with an existing Community Development Corporation (CDC) can strengthen City-led revitalization efforts by supporting local programs to bridge the gap between residents and government officials, programs, and resources. This is also an opportunity to grow community pride and reinvestment initiatives, while researching regulatory requirements and costs to establish a future CDC within the City.



6



Provide Opportunities for Learning and Local Workforce Development

Economic Development & Workforce Programs
Goal C, Strategy 9

Workforce development programs will encourage and support transitioning high school students or recent college graduates to stay or relocate within Garfield Heights for new job opportunities and career paths. This is also an opportunity to partner with local employers and institutions to attract and retain a talented workforce.

7



Support and Organize Local Businesses by Establishing a Chamber of Commerce

Economic Development & Workforce Programs
Goal B, Strategy 3

A Chamber of Commerce would help organize businesses and provide them with the necessary information and resources to be successful within the community.

8



Conduct a Detailed Study of Broadway Avenue and Adjacent Properties

Environmental Stewardship & Stormwater Management
Goal A, Strategy 3

This study would help evaluate and identify potential alternatives for alleviating flooding along the Broadway Avenue Corridor, adjacent businesses, and nearby residential neighborhoods.

9



Construct All-Purpose Trail Facilities Along Garfield Boulevard & Through Ward 1

Transportation Networks & Roadway Infrastructure
Goal A, Strategy 1

The Garfield Boulevard Trail will enliven the existing business district with enhanced streetscaping and safety improvements, and increase bicycle and pedestrian traffic along corridor; attracting new visitors into the area. New facilities throughout Ward 1 will also provide E. 131st Street neighborhoods with direct access to recreation amenities.

10



Expand the I-480 Interchange and Improve E. 126th Street

Transportation Networks & Roadway Infrastructure
Goal D, Strategy 16

This expanded interchange will not only enhance access to areas in and around the Marymount Campus, it will greatly improve safety for emergency vehicles that might have otherwise been delayed during transport due to train tracks and traffic on local roadways.



DID YOU KNOW?

76% of roads in Garfield Heights
have **sidewalks available on
both sides** of the street.





SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

The City of Garfield Heights is a well-established community with the structure for a walkable, vibrant place. The City's extensive sidewalks, robust job hubs, access to recreation areas, and other attributes all play important roles in supporting the community's future.

This section highlights recommendations in six key topic areas that were identified through community engagement as integral to achieving the community's desired future. These topics include: 1) Transportation Networks & Roadway Infrastructure; 2) Environmental Stewardship & Stormwater Management; 3) Community Facilities, Programming, & Recreation; 4) Economic Development & Workforce Programs; 5) Zoning & Community Character; and 6) Housing & Neighborhood Reinvestment.

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

5.1 TRANSPORTATION NETWORKS & ROADWAY INFRASTRUCTURE

Garfield Heights is home to a growing active transportation network with numerous trail systems. The majority of the City's existing trails are concentrated in the northern half of the City, including: the Cleveland Metroparks Garfield Reservation; along Warner Road which connects to the Towpath on the City's Western edge; and on the eastern side McCracken Road. In addition to roadway infrastructure itself, the appearance of streetscapes are equally as important to improving the City's connectivity network. As a result of the first community engagement survey conducted as part of this Master plan, respondents were asked about their satisfaction with transportation amenities, which respondents indicated that they were least satisfied with the look and feel of streets. This is important to address because more residents would be inclined to use bicycle and pedestrian infrastructure when it is safe and comfortable.

The Transportation Networks & Roadway Infrastructure section focuses on making the transportation network more comfortable and safe for pedestrians, cyclists, and transit users by directly connecting users to key destinations, enhancing bus stops and travel lanes, and making sure roadway maintenance is addressed in a timely and efficient manner.

WHAT ONLINE SURVEY RESPONDENTS ARE SAYING:



I hope the beautification project on Garfield Boulevard becomes a reality.



We need easier access to senior center activities and to shopping areas for people who can't drive anymore.



(I would like) for the city to be less car dependent/focused and allow for more small businesses to be intermingled with residential buildings.



OUR STRATEGIES

GOAL A: Strengthen pedestrian and bicycle connections to key destinations by completing a community trail network, enhancing the user experience, and improving safety

1. Partner with public and private entities to construct all-purpose trail facilities in accordance with the Connectivity Framework, page 45
2. Develop a sidewalk review process to identify needed repairs and actively work with private property owners to ensure a safe sidewalk network
3. Improve pedestrian access to businesses and places of interest by constructing and requiring complete and direct sidewalk access from the street to the front entrances
4. Ensure safe bicycle parking by installing bike racks and updating zoning to require bike racks in new developments

GOAL B: Balance the needs of all users on City roadways by investing in opportunities for walking and public transit

5. Partner with GCRTA to identify the most heavily used transit stops and improve them to provide comfortable waiting environments for transit riders
6. Work with the GCRTA and neighboring communities to evaluate a bus rapid line that travels along the key job corridors on Turney Road and Broadway Avenue
7. Partner with the Garfield Heights City School District (GHCSD) to conduct and implement a Safe Routes to School Plan
8. Partner with the City's business districts identified in the Streetscape Priority Areas Map, page 47, to beautify and enhance these corridors
9. Adopt a Complete and Green Streets policy that requires the consideration of active transportation and green infrastructure elements when undertaking road reconstruction projects

GOAL C: Prepare for emerging technologies on roadways and in parking areas

10. Update zoning regulations to permit Electric Vehicle (EV) charging stations within desired districts
11. Seek funding to add EV charging stations at public facilities such as the Civic Center, Dan Kostel Recreation Center, and library
12. Work with local businesses to integrate EV charging stations into existing parking configurations
13. Coordinate with surrounding communities and NOACA to review timing of traffic signals (NOACA's Signal Timing Optimization Program) and the use of new traffic technologies to make the existing system more efficient

GOAL D: Support continued roadway improvements throughout the community

14. Coordinate the replacement of the Henry Street bridge off Broadway Avenue with the Cuyahoga County Department of Public Works and the Cleveland Metroparks to improve pedestrian and bicycle access and safety to the Garfield Reservation from Cranwood Park
15. Coordinate efforts with the Village of Valley View to extend Transportation Boulevard to Rockside Road
16. Coordinate with ODOT, the Cleveland Clinic, and Trinity High School to expand the I-480 interchange and consider improvements E. 126th Street as a result of changes in traffic patterns

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

BUILDING A NETWORK OF COMPLETE STREETS

Traditionally, transportation infrastructure has mainly focused on automotive users, and roads were built to move people via cars and trucks. However, these methods have often neglected other modes, such as biking and walking. In recent years there has been a growing resurgence in multi-modal networks as communities recognize the intrinsic value of providing options for everyone by constructing a network of complete streets.

Complete Streets are roadways that are designed for everyone by including facilities like sidewalks, bikeways, safe crossings, and transit stops. As defined by Smart Growth America, complete streets are designed and operated to prioritize safety, comfort, and access to destinations for all people who use the street. This is especially true for people whose needs have not been met through a traditional transportation approach, including older adults, people living with disabilities, and people who cannot afford or do not have access to a car. The choice not to own a personal vehicle may be a preference for some, but for others the cost of owning and maintaining a car or ability to operate a vehicle may not be possible. The most vulnerable roadway users, such as school children or elderly residents, should have their unique needs taken into consideration during roadway infrastructure projects. By balancing the demands and expectations of all users, an effective plan can be implemented for a sustainable roadway design that comfortably supports all modes of travel.

Building a network of complete streets can provide numerous benefits. In general, increased safety through multi-modal improvements can reduce speeds and encourage more people to bike and walk, thus creating active and vibrant neighborhoods and commercial areas. Complete streets policies and programs like Safe Routes to School can not only improve roadway safety, but can also encourage new economic growth as people rediscover local business districts. Expanded multi-modal infrastructure and streetscape improvements throughout the City of Garfield Heights could be a catalyst for change and could strengthen community pride.

“Bicycling and walking are important elements to integrated, inter-modal transportation systems that improve quality of life by providing access to jobs, education, health care, and other essential services.”

Source: FHWA Guidance, Bicycle and Pedestrian Provisions of Federal Transportation Legislation, 2015



Before (left): The roadway is designed for moving only one mode of travel - vehicles - and neglects others transportation modes.

After (right): The roadway has been redesigned to integrate complete street elements, including bike lanes, safe crossing points for pedestrians with clear stopping areas for traffic, and new sidewalks; making the roadways much safer for all users.

Source: Smart Growth America, Cities Advance Complete Streets Policies (Doyle, Sean; August 2020)



SAFE ROUTES TO SCHOOL: SAFE ROUTES CHAGRIN

CHAGRIN FALLS, OHIO

WHAT IS SAFE ROUTES TO SCHOOL?

A safe, connected transportation network means that even children can get to school by walking or biking. The Safe Routes to School (SRTS) program is funded by the Ohio Department of Transportation (ODOT) and provides resources, assistance, and funding as part of a comprehensive approach to promote walking and biking to school through both infrastructure and non-infrastructure projects. The program provides \$4 million in annual funding for projects in five categories: Engineering, Encouragement, Education, Enforcement and Evaluation. Infrastructure projects must be located within two miles of a K-8 school and have a limit of \$400,000, with 100% reimbursement of any eligible costs including engineering, right-of-way acquisition, and construction. Non-infrastructure activities include education, encouragement, enforcement or evaluation. For items such as training, program supplies, safety and education incentives, and public awareness campaigns ODOT will reimburse 100% of eligible costs up to \$60,000. When cities choose to develop a SRTS program the entire community becomes a better place for everyone to walk and bike—but especially to provide a safe and healthy way for children to get to school.

SAFE ROUTES CHAGRIN

Safe Routes Chagrin is one of the most recognized, established and award-winning Safe Routes to School programs in Ohio. Safe Routes Chagrin works to promote healthy and active lifestyles for school-age children, with a mission to encourage and support school-age students in leading active lifestyles that incorporate walking and biking to and from school.

Established in 2007, the Safe Routes to School program has helped Chagrin develop many programs and fund infrastructure improvements that encourage active transportation for students in grades 4-8. These changes have also made the community a more pedestrian friendly environment for residents and visitors of all ages and abilities. Safe Routes Chagrin is sponsored by various local merchants and the planning of programs and events is led by a variety of representatives and

volunteers from the school district, police force, village council, library, local small business owners, community organizers, and many parents and grandparents.

Many successful events include: Bike-a-Palooza (Bike Rodeo), Bike to School Day, July 4th Bike Parade and Walk to School Day, described by Safe Routes Chagrin President Deborah Wilkinson as:

"A fun event energizes students who might not normally walk to school or to town to give it a try and find out first-hand how fun it can be to be active while walking with friends. Walk to School events help to emphasize the importance of issues such as increasing physical activity among children, pedestrian safety, traffic congestion, concern for the environment and building connections between families, schools and the broader community."



Source: Safe Routes Chagrin



Source: Northeast Ohio Areawide Coordinating Agency (NOACA)



Source: Bike Cleveland

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

CITYWIDE CONNECTIVITY

Connectivity refers to a network of direct routes for getting around a community without the need for a vehicle. A well-connected community has trails, bike lanes, and safe routes to get people to the places they want to go. The Garfield Heights Connectivity Framework identifies optimal routes for strengthening non-motorized ways of getting around the City.

There are a number of key objectives associated with the Connectivity Framework, including:

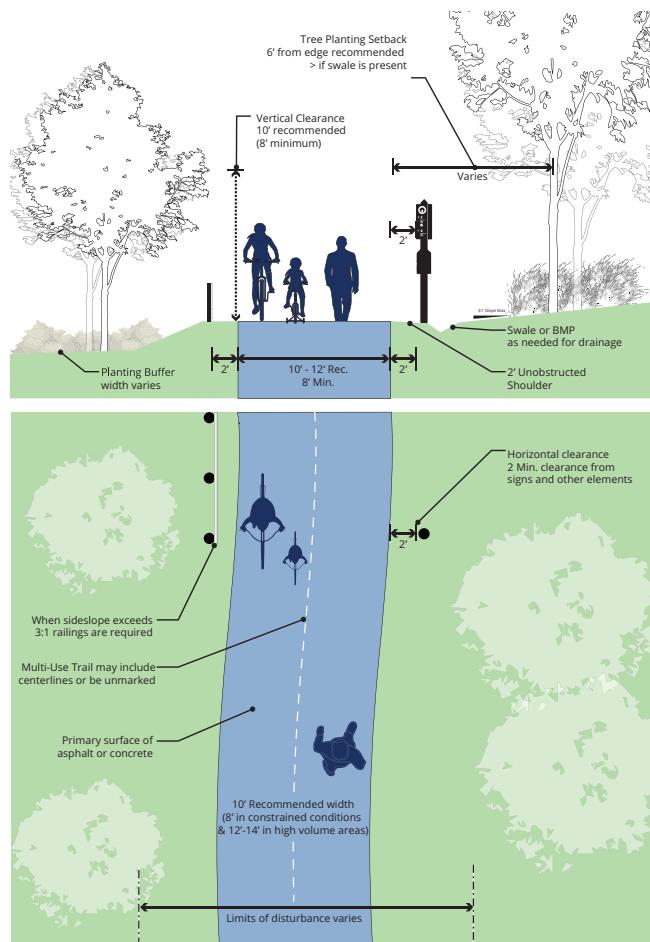
- Improve the overall safety and accessibility of pedestrian and bicyclist facilities
- Connect Ward 1 neighborhoods to new recreation opportunities, amenities, and jobs
- Connect Garfield Reservation with the Towpath Trail to improve access to these prominent destinations
- Connect the Marymount Campus Area with the Civic Center and Garfield Reservation to support an alternative travel network for employees and visitors

Many of the proposed connectivity improvements involve the construction of all-purpose trails, which offer enormous benefits to communities. In addition to creating recreational opportunities they can also deliver positive impacts to the economy, health of residents, property values, quality of life, and much more. Expanded partnerships with the Cleveland Clinic and Cleveland Metroparks could help connect residents, workers, and other visitors to key destinations within the community more safely and efficiently. However, more cost-effective connectivity solutions, such as bike lanes, could be integrated where traffic volumes are lower or space is constrained.

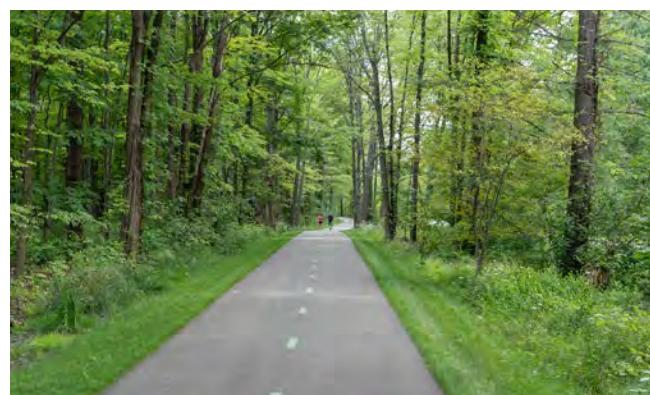
As seen in the Connectivity Framework on the next page, there are six key all-purpose trail and bike lane connections proposed within the community:

- 1) Garfield Boulevard Trail
- 2) MLK Connector Trail
- 3) McCracken Road Bike Lane Connector
- 4) Marymount Connector Loop Trail
- 5) Power Line Corridor Trail
- 6) Cleveland Bike Lane Extension

ALL-PURPOSE TRAIL EXAMPLE

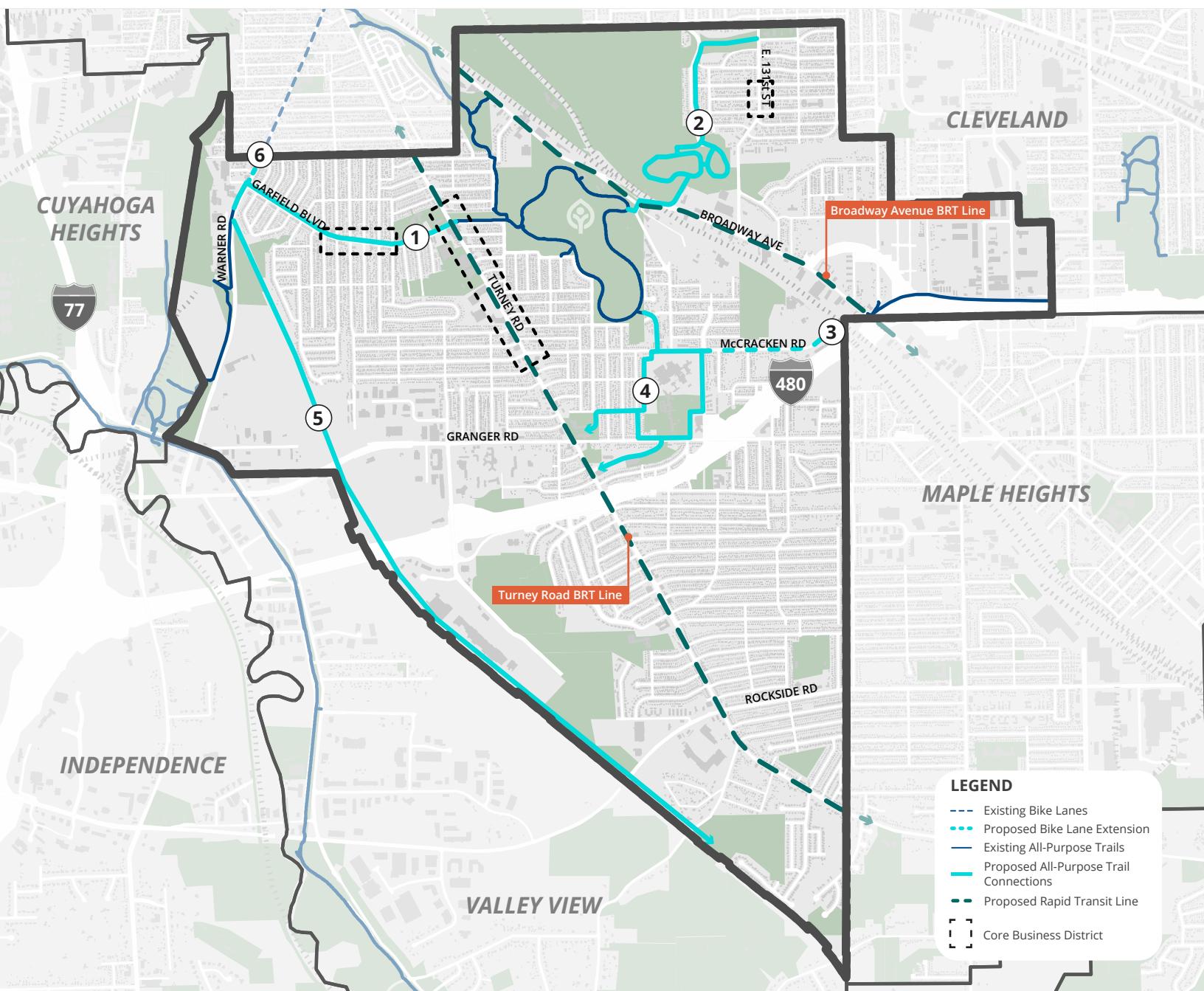


Source: County Planning



Source: Cuyahoga County

CONNECTIVITY FRAMEWORK MAP



Source: County Planning

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

STREETSCAPE PRIORITY AREAS

The City of Garfield Heights has numerous business districts and key destinations along prominent arterial roadways and secondary streets. This provides the foundation for creating safe, welcoming, and interesting places for residents and visitors to shop, dine, and explore; however, many of these areas are in need of streetscape improvements to fulfill this potential.

The term 'streetscape' is used to describe the natural and built fabric of the street. A good streetscape includes wide sidewalks, street trees, lighting, and amenities like benches, trash cans, and art. This is important because the design of streets can influence how and where people interact and use public spaces, which also can impact a community's aesthetic qualities, economic health, and sustainability. Improved streetscapes can serve as a key driver for economic development along commercial corridors and within commercial developments. Retail, dining, and entertainment businesses are increasingly focusing on creating or providing unique "experiences," which often includes walkable areas with a variety of restaurants, shopping, and entertainment options within close proximity to each other. Being able to walk in these areas allows visitors to linger and enjoy a number of options as part of their trip or night out. This allows guests to park once, take public transportation, or use neighborhood connections without worrying about driving to multiple locations or traveling large distances. Garfield Heights has several corridors and legacy commercial areas that could benefit from increased walkability and connectivity.

As seen in the map on the next page, there are six overall streetscape priority areas identified within Garfield Heights. Within these areas—and especially within the Core Business District areas—the City should work to improve streetscapes. This can have numerous, long-lasting benefits, such as increased access and safety, stronger business districts, and a beautified appearance of the area. These areas include:

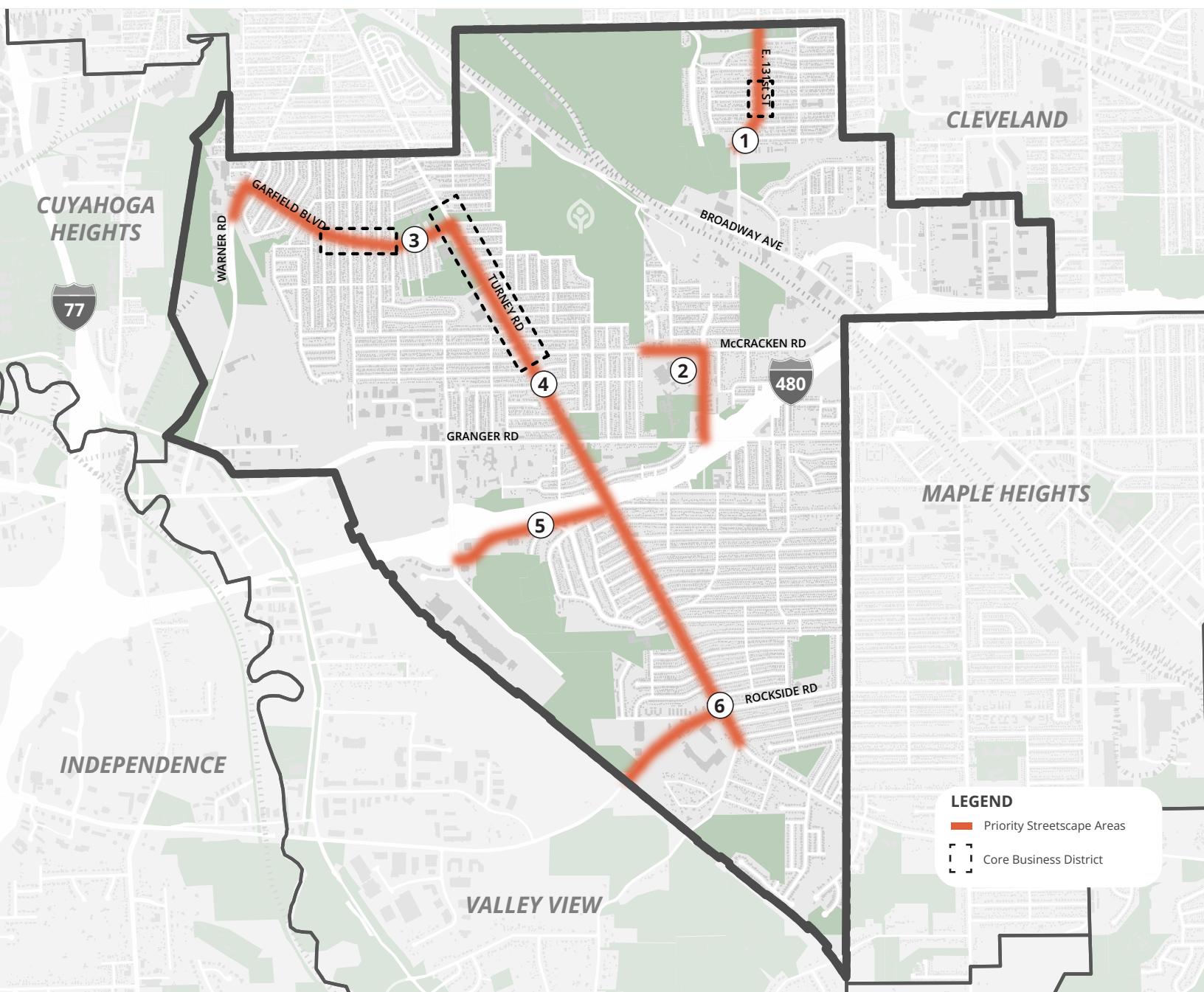
- 1) E. 131st Street & Business District
- 2) McCracken Road & E. 126th Street
- 3) Garfield Boulevard
- 4) Turney Road (north of I-480)
- 5) Antenucci Boulevard
- 6) Turney Road (south of I-480) & Rockside Road



Examples of streetscapes in Cuyahoga County that provide the foundation for creating safe, welcoming, and interesting places for residents and visitors to shop, dine, and explore.

Source: Cuyahoga County

STREETSCAPE PRIORITY AREAS MAP



Source: County Planning

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

5.2 ENVIRONMENTAL STEWARDSHIP & STORMWATER MANAGEMENT

The combination of steep slopes, numerous tributaries, flood plains, and wetlands found throughout the City have made certain areas susceptible to flooding and require particular attention and protection from additional development. Additionally, the extensive impervious surfaces throughout the community have also impacted how stormwater flows and enters the ground and existing sewer systems. Over time this can lead to road and property damage, which have both been highlighted as concerns for Garfield Heights residents.

The Environmental Stewardship & Stormwater Management section focuses on protecting environmentally sensitive areas and managing stormwater by implementing green infrastructure guidelines, putting regulations in place for new development near sensitive features, and strengthening the tree canopy.

WHAT ONLINE SURVEY RESPONDENTS ARE SAYING:



The flooding issues need repair.



We need to be a Tree City - for air quality and beauty.



[I'd like the City] to highlight parks and invest in trails.



OUR STRATEGIES

GOAL A: Continue to limit the impacts of development on sensitive environmental assets

1. Adopt regulations to preserve stream corridors, steep slopes, wetlands, and riparian areas by limiting development within the areas identified on the Sensitive Environmental Features & Site Monitoring Map, page 51
2. Continue to work closely with the Ohio EPA to monitor capped landfills, especially during any activity that might disturb the soil
3. Collaborate with the Northeast Ohio Regional Sewer District (NEORSD) to conduct a detailed study of Broadway Avenue and adjacent properties for evaluating alternatives to address flooding in this area
4. Coordinate redevelopment options with the Ohio EPA and the Cuyahoga County Board of Health (CCBH) on the brownfield site located north of Bacci Park to include new recreation opportunities, trail connections, and expanded access to adjacent open spaces

GOAL B: Improve stormwater management practices, parking, and landscaping requirements for development

5. Increase landscaping requirements for new development and integrate green infrastructure features where possible to reduce the burden on existing storm sewers and natural systems
6. Reduce impervious surfaces and increase stormwater management efforts through green infrastructure improvements on City-owned land
7. Review parking and impervious surface standards and consider regulations for reducing impervious surfaces and improving stormwater management
8. Consider alternative parking standards such as setting parking maximums, allowing shared parking, or allowing in-lieu fees to reduce the overall requirement for parking

GOAL C: Strengthen and grow the City's tree canopy to preserve natural areas and enhance streetscapes

9. Apply for Cuyahoga County tree canopy grants to create a citywide tree plan and maintenance schedule, manage the City's existing trees, and plant new trees
10. Consider a tree canopy protection ordinance to maintain trees when an area is developed

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

PROTECTING ENVIRONMENTAL ASSETS

Garfield Heights has a variety of important environmental features located within its boundaries, which can have an impact on neighboring communities and regional environmental assets as well. Mill Creek and Wolf Creek in the northern portion of the City are the community's most significant natural features. While much of Wolf Creek is protected and contained within the Cleveland Metroparks Garfield Reservation, it flows into Mill Creek which stretches through several communities, abuts industrial uses along Broadway Avenue, and flows into the Cuyahoga River.

Flooding has been indicated as an issue around Mill Creek, so controlling stormwater flow into the stream is essential to reducing flood events. Increasing stormwater retention capacity throughout the City is an important goal of this Master Plan. This can be done through new infrastructure, reducing pavement or other impervious surfaces, and enhancing existing natural features. One example of these efforts currently in the planning phase is the restoration of a lake along Wolf Creek in Garfield Reservation. This new recreational lake could also be developed to help increase stormwater capacity as well as control the timing and flow of stormwater downstream into Mill Creek. Additional efforts to reduce impervious surfaces, capture stormwater on-site for industrial properties along Broadway Avenue, and continued maintenance of existing sewer lines can help alleviate the effects from heavy rain events. This would also help to reduce the flow of pollutants directly into nearby bodies of water.

Additionally, Garfield Heights is home to several closed landfill sites, which present their own unique environmental challenges. These are heavily concentrated along the western boundary of the City. Redevelopment on these capped landfills has been challenging and has led to vacancy issues as ground settlement and gas leakage has affected existing efforts. Addressing these issues appropriately could open a significant amount of land to new development.

These landfills also need continuous monitoring to prevent the leaching of residual chemicals and pollutants. The landfills are built on high ground above the Cuyahoga River Valley and if not properly maintained and monitored, pollutants from the landfills could have a detrimental effect on downstream areas. It is important

to work collaboratively with the appropriate partners, such as the Ohio EPA, Cuyahoga County Board of Health, and the Northeast Ohio Regional Sewer District (NEORSD) during any evaluation of future development or planned soil disturbances.

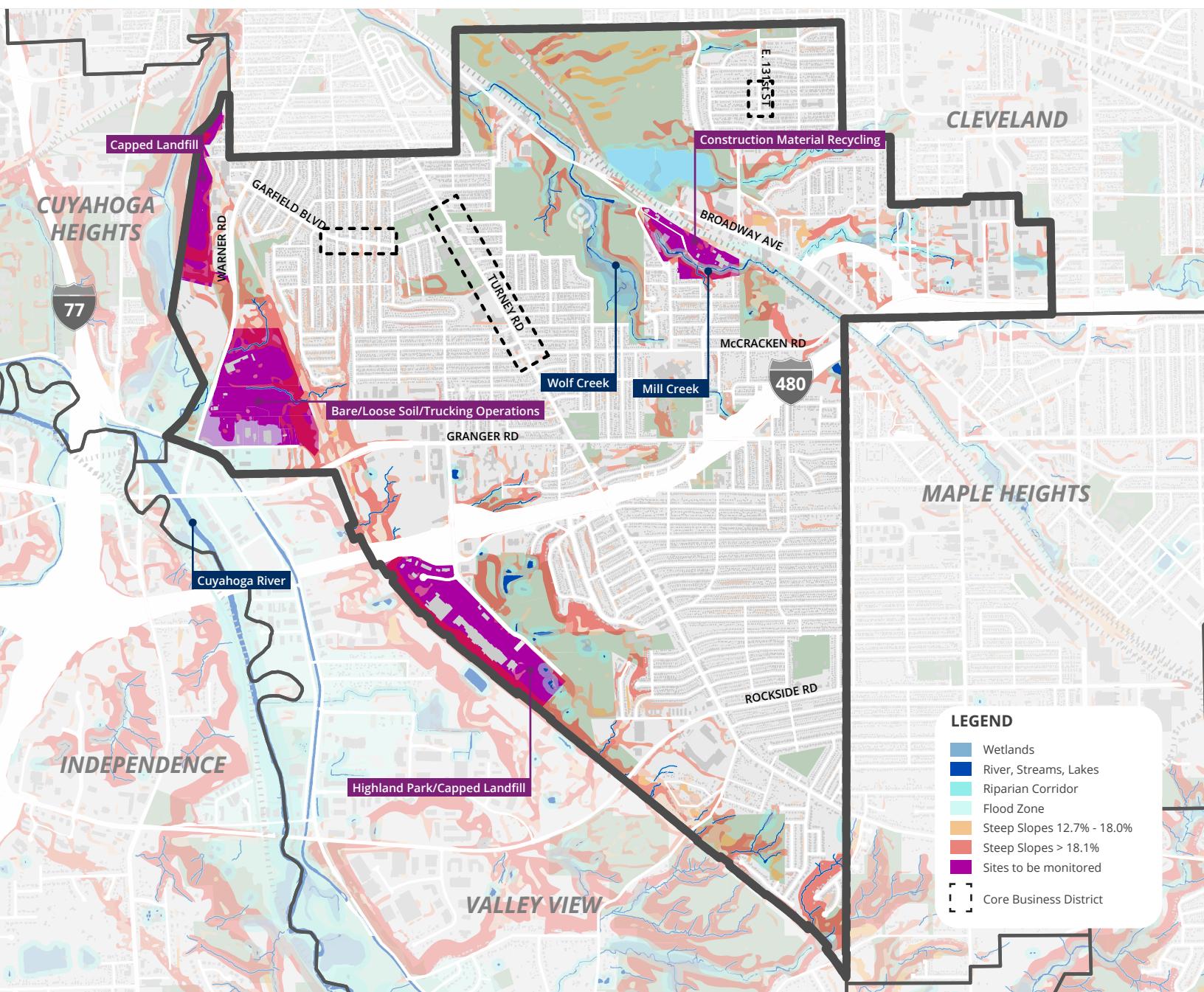
Redevelopment efforts are already underway with new manufacturing and design companies calling the former City View site home. Now called Highland Park, the over 60 acre property sits poised for new growth under the new ownership and guidance from Industrial Commercial Properties LLC (ICP). Site upgrades such as LED lighting, new landscaping, and facade removals, have already begun to improve this capped landfill.



Mpac-Switchback, a company that specializes in the design and manufacturing of packaging equipment, is shown above at Industrial Commercial Property's (ICP LLC) Highland Park in Garfield Heights, Ohio, and displays new development activities on the deepest section of a capped landfill.

Source: Google Earth

SENSITIVE ENVIRONMENTAL FEATURES & SITE MONITORING MAP



Source: County Planning

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

GREEN INFRASTRUCTURE

Garfield Heights, along with much of Northeast Ohio, was developed when limited stormwater and floodplain regulations existed. The removal of natural areas and an overabundance of impervious surfaces, like parking lots, have reduced the environment's natural ability to handle stormwater and has compounded flooding issues around developed areas. However, in the last few decades increased regulations, modern stormwater infrastructure, and new technology have become available to address stormwater management issues in new development and to retrofit existing areas.

Green infrastructure has become an important part of modern stormwater management. The Northeast Ohio Regional Sewer District (NEORSD) defines Green Infrastructure as control measures that store, filter, absorb, or reuse stormwater in order to reduce the burden on traditional sewer infrastructure. This includes enhanced plantings and natural areas, such as bioretention cells, rain gardens, and restored wetlands, as well as infrastructure elements such as green roofs, pervious pavement, and detention basins. Incorporating green infrastructure in Garfield Heights will be important to help increase stormwater management capacity.

Green infrastructure works to mimic natural functions by absorbing and slowly releasing rainwater. Some features, like bioswales and rain gardens, are enhanced natural features within the built environment that work to either replace impervious surface or counteract the negative stormwater effects of surrounding development.

Flooding, especially along Mill Creek and Broadway Avenue, is a significant concern for the City. Impervious development along Turney Road and other commercial areas throughout the community compound this issue by having more stormwater flow directly into local streams. However, the growth in green infrastructure and the use of technology can have a significant impact on reducing the incidence and duration of flooding events, allowing the City to protect private property and public infrastructure with the additional benefit of more attractive and green areas.



The La Salle parking lot retrofit included bioretention cells and underground chambers that drain 0.55 acres and helps capture 166,000 gallons of water a year.

Source: Northeast Ohio Regional Sewer District (NEORSD), 2020

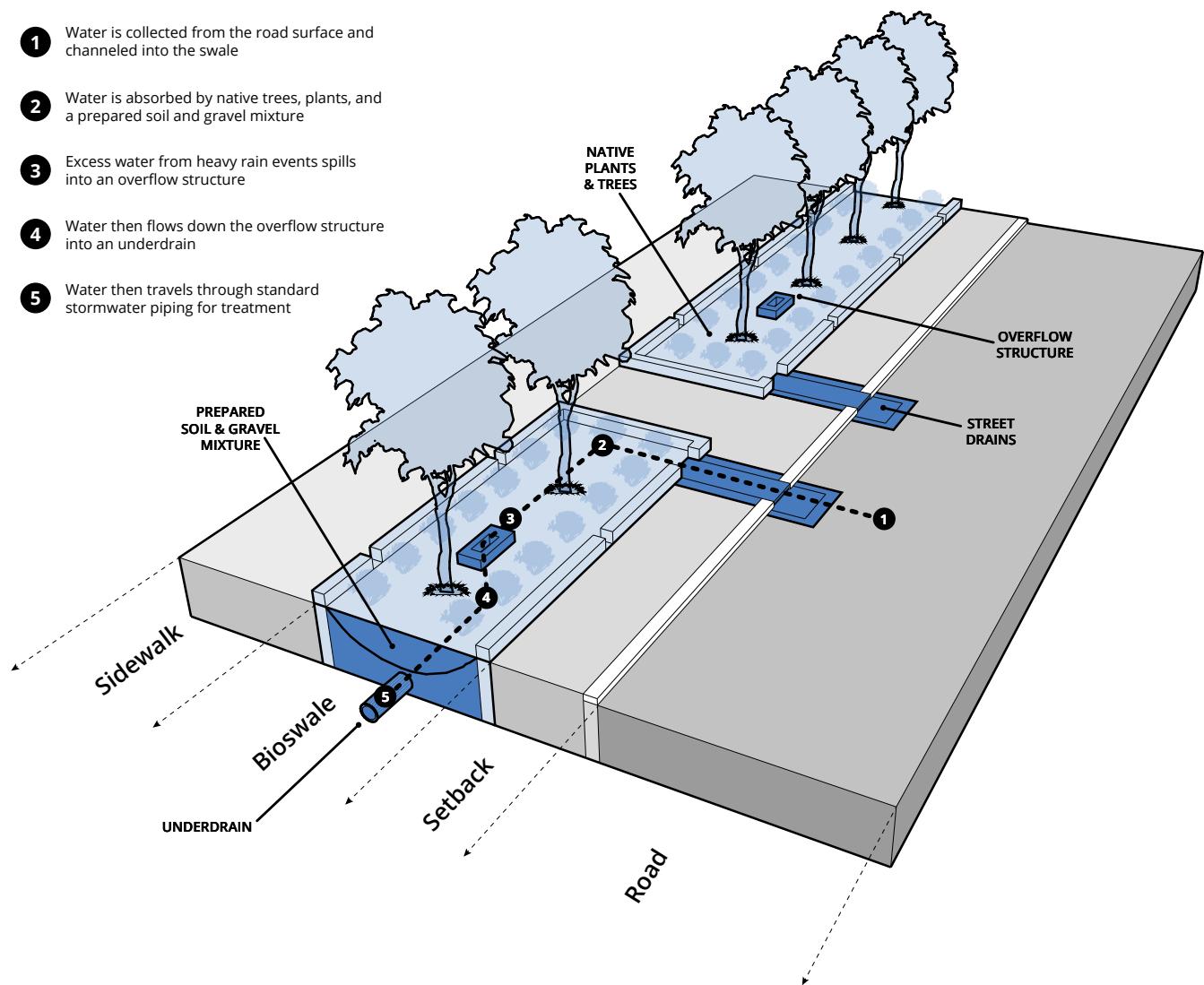


The LINK 59 project included bioretention cells that drain an acre of land and help capture 582,459 gallons of stormwater a year.

Source: Northeast Ohio Regional Sewer District (NEORSD), 2016

WHAT IS A BIOSWALE?

- 1 Water is collected from the road surface and channeled into the swale
- 2 Water is absorbed by native trees, plants, and a prepared soil and gravel mixture
- 3 Excess water from heavy rain events spills into an overflow structure
- 4 Water then flows down the overflow structure into an underdrain
- 5 Water then travels through standard stormwater piping for treatment



A bioswale's main purpose is to manage stormwater in an effective and environmentally friendly manner such that water is slowly released into the soil after it has been naturally filtered through the swale. Bioswales typically occur in and along areas of high impervious pavement such as roadways and parking lots.

Bioswales are not only aesthetically pleasing, but they also use prepared soil and rock mixtures that more efficiently manage stormwater runoff than just traditional sewer systems alone. This type of green infrastructure can significantly reduce the likelihood of flooding during heavy rain events.

An example of how a bioswale works can be seen in the graphic above.

Source: County Planning

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

5.3 COMMUNITY FACILITIES, PROGRAMMING, & RECREATION

Garfield Heights sits well-positioned for success among its numerous local and regional assets. In addition to the City's various local parks and amenities, the Cleveland Metroparks Garfield Reservation, and the Towpath Trail, Garfield Heights is also home to a branch of the Cuyahoga County Public Library system, which continues to rank nationally as one of the best and busiest library systems in the country. The immense popularity and importance of these amenities will remain prevalent well into the future. By building upon these and many other community amenities the City can continue to be proud of all there is to see and do within Garfield Heights.

The Community Facilities, Programming, & Recreation section focuses on expanding outreach and recreation assets, while enhancing existing facilities and preserving natural features.

WHAT ONLINE SURVEY RESPONDENTS ARE SAYING:



I would like there to be more recreational opportunities and more interaction between neighbors and multiple generations.



Highlight parks and invest in trails.



I would like the city to become an example of a diverse community (racially, economically, socioeconomically) that works together to build a strong community that has respect and dignity for their neighbors.



OUR STRATEGIES

GOAL A: Expand volunteer and outreach programs to support beautification efforts and strengthen community pride

1. Collaborate with local public and private organizations to enhance the City's community calendar for social gatherings, markets, seasonal parties, and other similar events
2. Encourage and promote the creation of neighborhood groups that support residents and build relationships among neighbors
3. Establish a Community Development Corporation (CDC) or collaborate with an existing CDC to help support the ongoing revitalization of neighborhoods, maintain affordable housing, and meet the needs of residents through community services, such as education, job training, and other social programs
4. Collaborate with residents and neighborhood organizations to establish a Community Action Day to help get neighbors engaged and involved within their community

GOAL B: Enhance the City's tremendous park, trail, and open space system, while expanding safe and equitable neighborhood access for residents

5. Collaborate with the GHCS, private property owners, and other stakeholders to create new public recreation spaces as identified in the Park Improvements & Opportunities Map, page 57
6. Coordinate with the Cleveland Metroparks for the acquisition and ongoing maintenance of a new park space at the Wargo Farms property south of Rockside and Turney Roads
7. Evaluate new passive recreation options and trail connections from the Wargo Farms property to the Towpath Trail in the west, Valley Woods Park in Valley View to the south, and Dunham Park in Maple Heights to the east

GOAL C: Continue to maintain, evaluate, and upgrade community facilities

8. Consider an appropriate location for a new Justice Center that offers streamlined, convenient, and timely services for the community
9. Continue to partner with the Cleveland Metroparks for improvements to Garfield Reservation and any future park expansions
10. Undertake a Comprehensive Parks and Recreation Plan to evaluate City recreation amenities and identify needs

GOAL D: Continue to protect well-preserved natural spaces throughout the community

11. Collaborate with private property owners and other stakeholders to protect and preserve key natural spaces as identified in the Park Improvements & Opportunities Map, page 57

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

PARK IMPROVEMENTS & OPPORTUNITIES

Parks and recreational amenities are essential for the health, well-being, and quality of life of residents. The opportunities to enhance these amenities in the community provide a wide range of local and regional benefit while also having the potential to be used as a catalyst for economic development within Garfield Heights. The City has numerous community recreation amenities available to residents and visitors. These not only include local parks and facilities, but also regional destinations, such as the Cleveland Metroparks Garfield Reservation and access to the Cuyahoga Valley National Park along the Towpath Trail. While the City has much to offer, the community is missing well-developed, neighborhood-scale parks and modern community facilities.

Several opportunities exist to expand these amenities within the City. Currently, Garfield Heights and the Cleveland Metroparks have plans underway to transform the Wargo Farms area at the southern end of the City into a new passive park space with walking trails. These connections can greatly impact the quality of life for residents and improve access to recreation amenities directly from neighborhoods. For example, the Ohio & Erie Canal Towpath Trail runs just outside the City and connects to trails and greenspace throughout Northeast Ohio, including the Cuyahoga Valley National Park.

The Garfield Heights City School District is another great partner to coordinate recreation improvements. Currently, there are opportunities for integrating new community recreation facilities and park space as part of a larger Middle School redevelopment and High School stadium or indoor field house project. Shared funding, agreements, and resources could help to expand recreation options for residents.

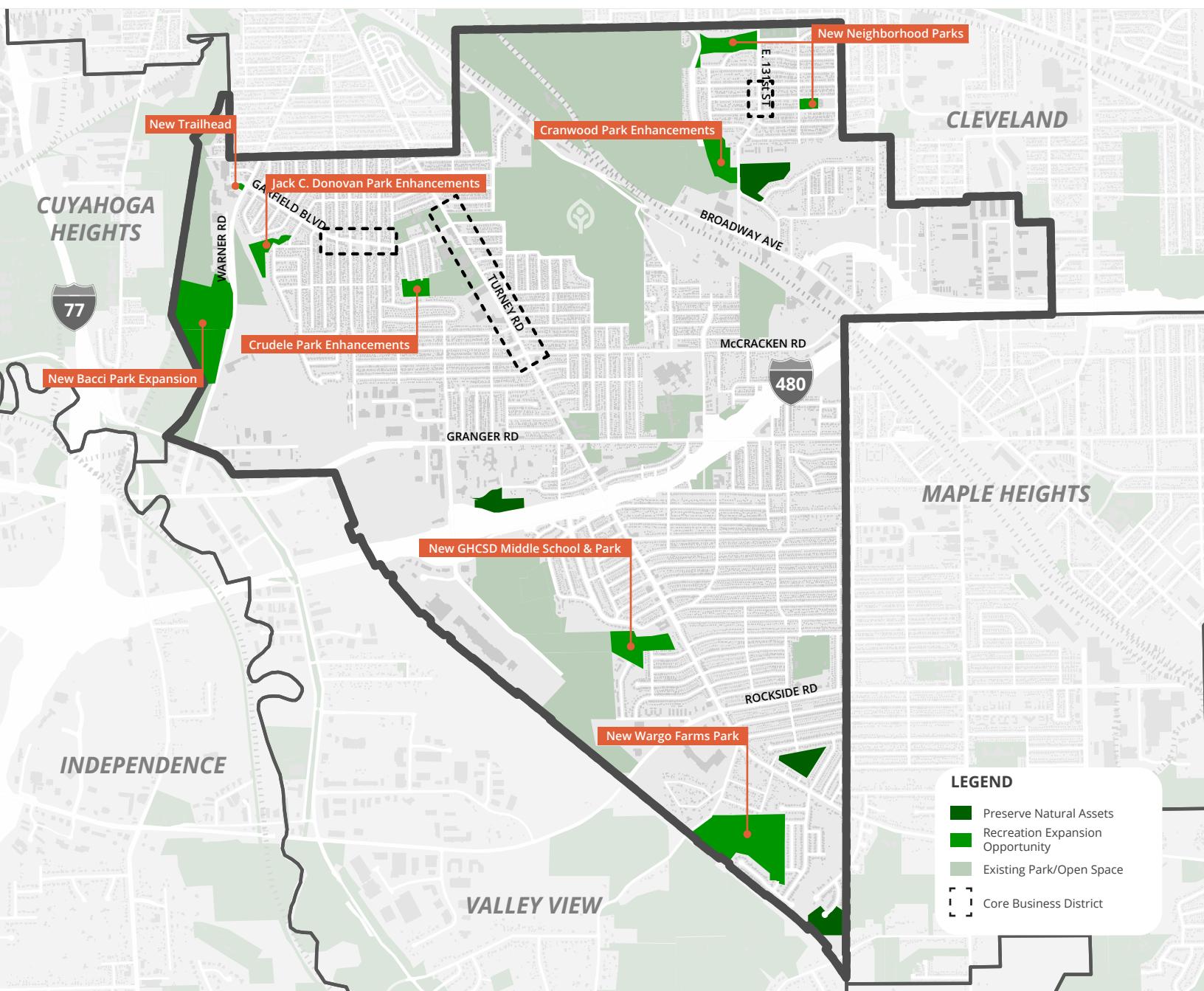


Source: Cleveland Metroparks (Garfield Reservation)



Source: City of Garfield Heights (Youth Sports Programs)

PARK IMPROVEMENTS & OPPORTUNITIES MAP



Source: County Planning

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

COMMUNITY DEVELOPMENT CORPORATIONS (CDC)

Community Development Corporations, or CDCs, are non-profit organizations that operate development programs in support of their local communities and neighborhoods. They can operate across an entire city in smaller communities, while in larger cities they typically operate for local neighborhoods. They work on a variety of community issues including housing, parks, transportation, economic development, and social services. CDCs are not governmental organizations, but often work to support local government efforts. They often work as a bridge to provide local connections to larger city governments. They can also work in support of city governments to fill in the gaps where local government, due to local conditions, may not have the ability to fund or prioritize certain initiatives.

Typically CDCs have a paid director and a small support staff to operate their programs and initiatives. A volunteer board to oversee operations is also typical. Many CDCs are supported by citizen volunteers, both in their creation and long-term operation. They operate through formal support, and potentially funding, by the local government. The City of Cleveland alone has over 30 CDCs serving local neighborhoods. The City uses Community Development Block Grants (CDBG) to provide much of the funding for the CDCs. Other cities in Cuyahoga County with a CDC include Cleveland Heights, Lakewood, Shaker Heights, and South Euclid.

Supporting the establishment of a local CDC can provide many benefits to the Garfield Heights community. A CDC could provide essential support for local development initiatives such as affordable housing and economic development, or be a key partner in accomplishing many of the economic and community development focused recommendations in this Master Plan. The CDC would provide dedicated expertise working on specific community development issues and additional avenues for pursuing funding for programs and projects. A CDC could also work to engage residents and local neighborhoods to take a more active role in community development. Providing a pathway to volunteer in the work of the CDC, undertaking community outreach and organizing initiatives, and holding community events could engage more residents and local groups that are not typically involved.



There are 147 CDCs in the greater Cleveland Ohio metro area, which employ 568 people, earn more than \$69 million in revenue each year, and have assets of \$214 million.

Source: CauseIQ (Cleveland, OH community development corporations)



LOCAL COMMUNITY DEVELOPMENT CORPORATION: FUTUREHEIGHTS CLEVELAND HEIGHTS AND UNIVERSITY HEIGHTS, OHIO

FutureHeights began from a community gathering over the potential development of a large grocery store in the Cedar-Fairmount neighborhood of Cleveland Heights. This event brought together a group of invested citizens who began organizing a community newsletter and community engagement events.

FutureHeights was officially incorporated as a non-profit in 2002 and became a formal member of the Ohio CDC Association in 2017. With funding from the Raymond John Ween Foundation and The Cleveland Foundation they hired their first Director and established many of their core programs to support the local economy, preserve their historic areas, and citizen engagement

PROGRAM EXAMPLES

FutureHeights operates a broad range of community development programs and events. Current and past programs include:

Heights Observer - Described as a "hyper-local" paper written by volunteer citizen reporters, the Heights Observer was one of the initial projects of FutureHeights to provide information and promote civic engagement to residents of Cleveland Heights and University Heights.

FutureHomes - This program works in coordination with the Cuyahoga County Land Bank to sell homes in need of rehabilitation to developers who agree to sell them to owner-occupants.

Cedar-Lee Mini-Park Placemaking Project - This project is working to transform a bland paved area in the Cedar-Lee Business District. The CDC has worked with MKSK Architecture to develop a Plan to turn the space into a vibrant and active area that serves the community and local businesses.

Neighborhood Mini-Grants Program - This program provides grants up to \$1,000 dollars for citizen-led projects in Cleveland Heights and University Heights to start or sustain a neighborhood project or initiative that is geared towards building community. Grants have been awarded for community gardens and beautification,

pocket parks, and other community and youth outreach initiatives.

Noble Road Corridor Plan - Working with local governments and other CDCs, FutureHeights helped to undertake a planning process for the Noble Road corridor, a significant road that runs through the northeast area of the City. With the help of an urban planning firm and funding through U.S. Bank, a corridor plan was developed to address commercial redevelopment, job growth, placemaking, transit & connectivity, safety, and residential quality of life.

Heights Music Hop - Along with neighborhood and development programs, FutureHeights also works to put on community events. The Heights Music Hop is a multi-site annual event that encourages residents and visitors to build community and raises awareness.

Best of the Heights - An annual public opinion survey and awards ceremony to honor local businesses and their successes and contributions to the community.



Source: FutureHeights, www.futureheights.org

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

5.4 ECONOMIC DEVELOPMENT & WORKFORCE PROGRAMS

Garfield Heights should build upon its many assets and begin to start laying the foundation for future economic growth. During the first community engagement survey as part of this Master Plan, respondents overwhelmingly indicated economic development as the number one priority for improvement. Respondents expressed a desire for Garfield Heights to become the “place to be” by providing more dining, shopping, and entertainment options, and by making the business districts more visually appealing and inviting. Additionally, respondents expressed wanting to make the City a “business-friendly” community that attracts industry, manufacturing, and other similar sectors that would help put the City on a prosperous path.

The Economic Development & Workforce Programs section focuses on transforming the City's business districts to better service local residents and attract visitors through strategic branding, programming, and marketing while bolstering the City's workforce through partnerships with key employers.

WHAT ONLINE SURVEY RESPONDENTS ARE SAYING:



I would like a city gaining new businesses ready to hire our current residents.



I think the Rockside/Turney/480 areas are prime areas to develop to bring in people from outside the city for revenue generation.



Attract business that can help the city prosper and therefore attract residents that will make Garfield Heights their home.



OUR STRATEGIES

GOAL A: Evaluate alternative funding models to strengthen commercial areas and critical neighborhood business districts

1. Consider establishing a Special Improvement District (SID) in core business districts to help fund maintenance, physical improvements, cleaning, and additional safety measures
2. Consider a Revitalization Budget to specify funds for strategic initiatives such as reinvesting in local businesses, improving critical infrastructure, and revitalizing neighborhoods

GOAL B: Actively market available land and buildings, financial incentives, and local assets

3. Establish a Chamber of Commerce to organize and market current and future businesses located in Garfield Heights
4. Develop a regularly updated marketing package with available financial incentives and regional site selection resources from TeamNEO to attract new businesses into the City
5. Collaborate with adjacent communities for targeted marketing strategies to enhance the attractiveness of the region for larger business relocations
6. Proactively seek funding to remediate brownfields and assemble land to make available sites shovel ready for new development
7. Evaluate redevelopment options for vacant sites and development as identified within the Redevelopment Opportunities Map, page 63

GOAL C: Partner with stakeholders to develop and strengthen the local workforce

8. Collaborate with the Cleveland Clinic to help support and grow their mission to hire a local workforce at the Marymount Campus
9. Work with the GHCSD and CCPL to develop and enhance skills training programs and job opportunities
10. Coordinate efforts to train or retrain the local workforce in skills required by local employers

SECTION 5 COMMUNITYWIDE RECOMMENDATIONS

PRIORITY COMMERCIAL AND INDUSTRIAL REDEVELOPMENT SITES

The map on the following page identifies four redevelopment opportunities ranging from 13 acres to over 70 acres. These sites are located in prime areas such as an I-480 interchange, along major commercial corridors, or by new developments. These are opportunities to introduce desired commercial and industrial developments that meet the needs of residents while attracting jobs, visitors, and shoppers. The City should work collaboratively with these property owners to ensure new developments align with the community's goals and to provide assistance or incentives to ensure a smooth and predictable development process. In addition to these four sites, the map on the following page shows other commercial (in pink) and industrial (in blue) vacant land. Some of this land has topographical or environmental challenges, such as capped landfills that could make redevelopment challenging. There is a higher concentration of vacant land along Broadway Avenue and the western boundary of the City. Garfield Heights should consider collaborating with Valley View on the vacant land along the western border to attract a larger development project.



Area: 73.5 Acres | Zoning: Commercial

Largely undeveloped site that sits at the I-480 overpass. There have been road and bridge improvements by the site, funded by the current developer.



Area: 16.04 | Zoning: Office Park

Situated next to the new business park which is a redevelopment of the former City View Center property on Transportation Blvd.



Area: 19.2 Acres | Zoning: Office Park/Commercial

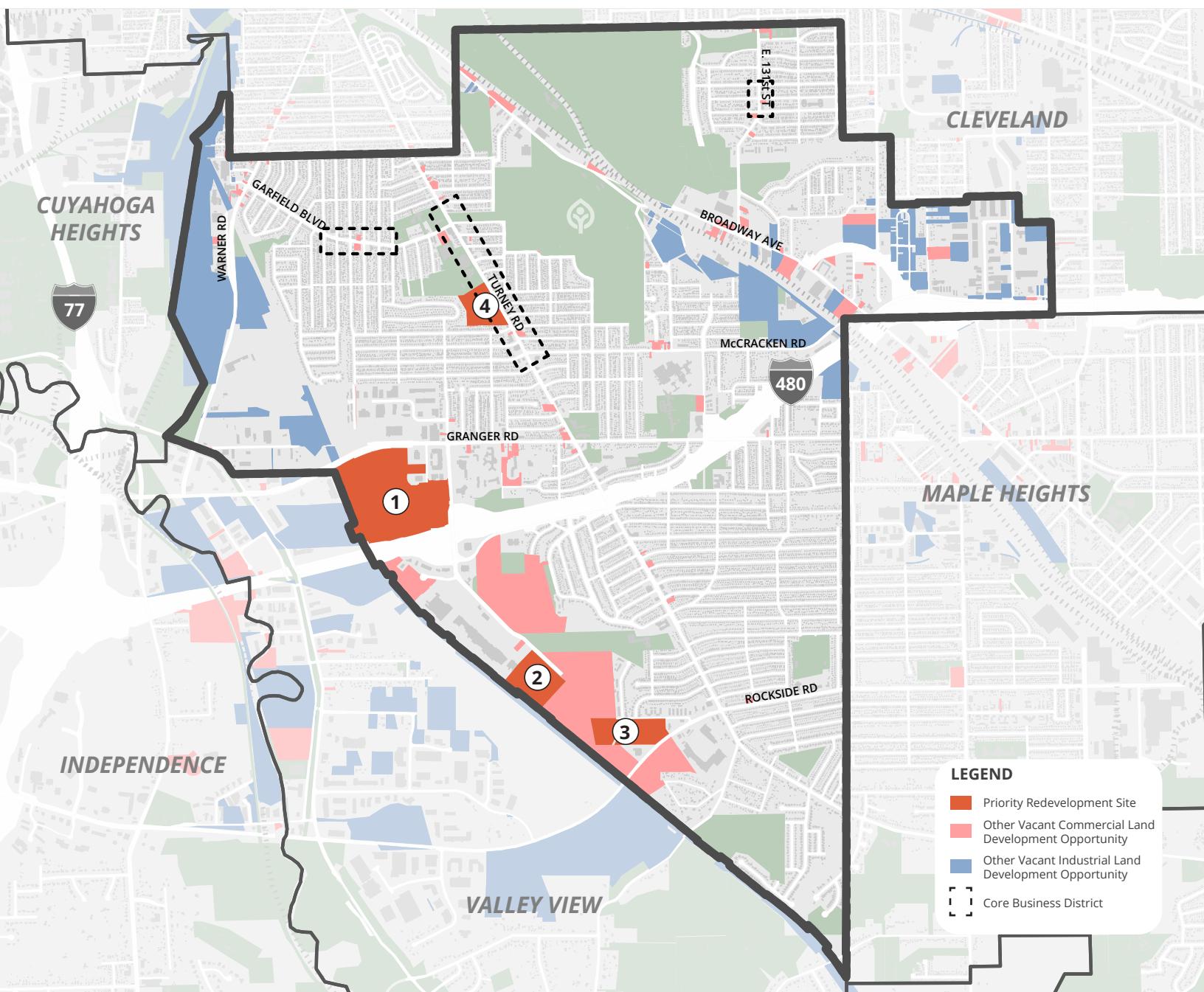
A former Kmart Site that is currently for sale. Situated on Rockside Road next to the proposed Transportation Boulevard extension.



Area: 13.7 Acres | Zoning: Commercial

A strip mall development with active tenants but with some vacancy. Situated on Turney Road north of I-480.

REDEVELOPMENT OPPORTUNITIES MAP



Source: County Planning

SECTION 5 COMMUNITYWIDE RECOMMENDATIONS

TURNEYTOWN REDEVELOPMENT OPPORTUNITY

The potential redevelopment of Turneytown provides an opportunity to generate excitement and encourage additional reinvestment along Turney Road. Turneytown is approximately 14 acres in size and includes a traditional strip mall, limited landscaping, and abundant parking with unclear access points. Strip mall development, like Turneytown, is common in many older suburban communities. Many of these strip malls face decline due to changes in shopping trends and shifts in consumer and commuting preferences. As consumers demand more pedestrian-oriented shopping destinations that offer a variety of services, dining and shopping options, the City should work closely with Turneytown representatives to consider redevelopment options.

The scenarios presented in this document are strictly conceptual and are intended to show how the redevelopment of Turneytown could bring new vibrancy to the Turney Road business district. Taking an incremental approach to redeveloping this site would be important to garner interest from the community, and secure buy-in and additional funding. As seen in the conceptual development scenarios on the next page, Turneytown could be redeveloped incrementally, which could include landscaping, new housing options, mixed-use development, pedestrian safety measures, and outdoor event spaces. Transforming Turneytown could encourage further reinvestment and rehabilitation of surrounding properties.

TURNEYTOWN TODAY



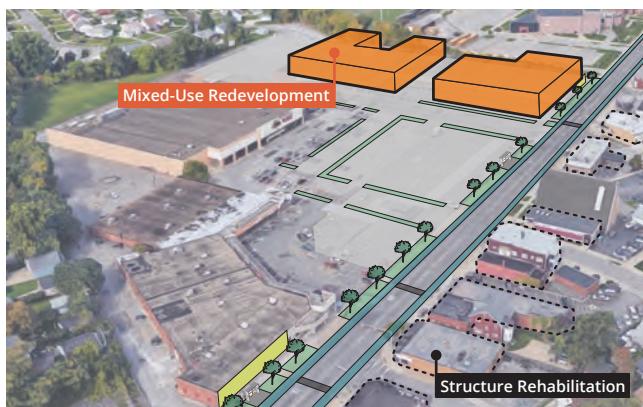
Source: Google Earth

TURNEYTOWN REDEVELOPMENT SCENARIO CONCEPTS



STREETSCAPE BEAUTIFICATION & INFRASTRUCTURE

This first scenario includes temporary and aesthetic changes to the site and modifications to the public right-of-way such street trees, dedicated BRT lanes, improved bus waiting areas, and improved crosswalks. The goal is to enhance the pedestrian experience and attract interest in Turneytown without any permanent or major reconfigurations of the site. The parking lot is reconfigured using new infrastructure and landscaping to help reorganize vehicular traffic in a more predictable way and to start laying the groundwork for future development.



PARTIAL REDEVELOPMENT & STRUCTURE REHABILITATION

In this second scenario, the site's northern building could be redeveloped and transformed into new mixed-use buildings, while keeping the other buildings intact. This could introduce new residential units over retail and entertainment in a walkable layout. This level of redevelopment could also help encourage spin-off improvements on nearby properties. Structures on the eastern side of Turney Road could be rehabilitated and renovated to accommodate first floor retail or office and second story residential units.



COMPLETE SITE REDEVELOPMENT

This scenario entails a full transformation of the site that replaces the strip mall with multiple, mixed-use buildings that integrate new housing above retail or office space. Other housing options, such as townhouses, could also be integrated to create a transitional space between existing neighborhoods and the site. Additionally, a new road network would align with existing side streets and traffic signals. Parking would be more strategically organized with limited surface parking and larger structured parking. Outdoor gathering spaces are also integrated into the site for dining, leisure, and entertainment options.

Source: County Planning

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

SPECIAL IMPROVEMENT DISTRICTS

A Special Improvement District (SID) is a designated area where property owners within its boundaries agree to pay a supplemental tax or fee to fund additional public improvements or services that are tailored to the district's needs. Common services and improvements funded by SIDs include wayfinding and branding, landscaping and decorative street furniture, litter clean up and sidewalk maintenance, small business assistance and development, and community events and services.

The SID designation process can help set goals and a cohesive vision for the district and can ensure a consistent stream of revenue to help implement desired improvements. Any group of people, property and business owners, organizations, institutions, or the City itself can initiate the process of creating a SID. Ultimately, 60% of property owners in the district as calculated by frontage length or 75% of total property owners by area within the proposed SID boundaries need to provide signatures to form a SID. A SID must be run by a non-profit that is headed by a board of directors of at least five members.

A Special Improvement District boundary can initially encompass a smaller area with a budget that focuses on a targeted issue such as safety or maintenance. Often, as the SID becomes more established, the boundary can be expanded and the budget can be increased to include additional improvements like public art, community events, marketing, and business development. Some central aspects that make a SID successful include existing relationships among property owners, low vacancy rates, a robust concentration of commercial activity, few governmental or institutional properties, and strong city support. Turney Road, north of I-480, is the best candidate for a potential SID because this area has the densest concentration of commercial activity within Garfield Heights. However, it would be important to first formalize a relationship among business owners through a Merchants Association or other similar organizations. This would help businesses support each other and develop a consensus of their needs and wants for the future. This would also help businesses be in a better position to consider a SID designation in the future. The City could assist in these efforts and encourage conversations by creating a directory of businesses and providing opportunities for business owners to connect.

In 2019, County Planning developed a Guidebook as a resource to local governments, community organizations, business owners, and others interested in learning more about Special Improvement Districts and how to establish one. The Special Improvement District Guidebook includes a step-by-step guide to formation, best practices from local SIDs, and resources for getting started.

To learn more about SIDs and to download the full Guidebook, please go to: countyplanning.us/guidebooks



Source: County Planning



COVENTRY VILLAGE SPECIAL IMPROVEMENT DISTRICT CLEVELAND HEIGHTS, OHIO

The Coventry Village Special Improvement District (CVSID) was formed in 1996 and was one of the first to be created in Ohio. The success of this SID is based on the strong relationship and commitment among businesses, as the SID was initiated by a Merchants Association in Coventry. The SID's first priority was establishing new safety measures and through this success the budget has expanded, additional services and improvements have been funded such as public art, facade enhancements have taken place, and more community events have been added.

For more information about the CVSID, please visit: www.coventryvillage.org



Source: Coventry Village

OHIO CITY SPECIAL IMPROVEMENT CORPORATION CLEVELAND, OHIO

The Ohio City Improvement Corporation (OCIC) is a SID established in 2012 and originally only encompassed the immediate area and businesses around the West Side Market. Through the continued success of the SID, its boundaries were expanded in 2017 and in 2020 to now include portions of W. 25th Street, Detroit Avenue, and some interior neighborhood streets. The OCIC funds services that address cleanliness, maintenance, and safety. For example, in 2015 there were 1,152 instances of graffiti cleaned from the district. The SID has also had indirect benefits such as business development—by 2016, commercial vacancy in the district had dropped from 40% to 2%.

For more information about the OCIC, please visit: www.ohiocity.org



Source: "Cleveland West Side Market," Erik Drost; flickr.com/photos/edrost88/15097364980; Accessed 6/3/20

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

REVITALIZATION BUDGET

A city's annual budget generally has two large components: 1) the operating fund, which funds day-to-day costs such as salaries, benefits, utilities, and maintenance; and 2) the capital budget, which is dedicated for long-term projects such as roads, infrastructure, and parks. It is common for First Suburbs to find themselves in a challenging position; balancing current needs and future priorities with limited or diminishing funds. Operating budgets are often difficult to adjust as cost-cutting measures are felt immediately. Thus, in hard economic times, capital projects are often deferred. While the impact from these delays may not be felt immediately, it is magnified in the future and becomes that much harder to fund projects. Public infrastructure becomes more costly to repair, defective, or even dangerous as it is past its usable life. This creates a situation where a community is in a constantly reactive position.

Addressing decline due to the financial challenges described above requires communities to change the status quo and proactively seek solutions that can put them on a different path. One potential solution is implementing a revitalization budget. A revitalization budget is an additional priority within a municipality's annual budget that consists of setting aside a certain amount of general funds, in addition to establishing other funding streams (e.g., philanthropic grants, donations, proceeds from real estate sales, etc.) towards investing in redevelopment projects that are critical to economic growth.

The author of the report, *Revitalizing First Suburbs, A Manager's Manual*, argues that a revitalization budget is important for a community to prioritize redevelopment and communicate its commitment to investing in its future. Establishing a revitalization budget requires the City to consider and prioritize redevelopment in its budget decisions. Additionally it would require the City to reexamine its budget allocations in new ways, such as performance measures, to assess where there are possibilities for freeing up resources.

A revitalization budget allows a municipality to play an active role in the development process and directly shape its future as these funds can be used for acquiring property, investing in real estate, or cleaning up brownfields to make them shovel ready. Several

communities have successfully used this type of tool: Kettering, Ohio sets aside \$500,000 of its general budget for revitalization projects, which has allowed it to acquire 300 acres of land. Huber Heights, Ohio supports its revitalization fund with proceeds from selling its own real estate, thus allowing the municipality to continue investing in real estate. Silverton Village, Ohio utilizes a combination of sources to fund its revitalization fund, which has allowed the municipality to undertake several economic project.

The City of Garfield Heights should consider a revitalization budget as an additional component to its annual budget. Garfield Heights has many redevelopment opportunities that can be catalytic for the City's growth and can support its long-term community goals. Having a dedicated revitalization budget to support these efforts can be a first step in making these projects a reality.

The establishment of a revitalization budget as an *equal partner to the operating and capital budgets* in the annual budgeting process *fosters strategic thinking*. If both capital and revitalization budgets are underfunded, the first suburb is failing to invest in its future.

Source: Tom Carroll, Village Manager, Silverton, Ohio, *Revitalizing First Suburbs, A Manager's Manual*, 2021



REDEVELOPMENT IN A FIRST SUBURB

SILVERTON VILLAGE, OHIO

FROM DECLINE TO PROGRESS

Silvertown Village, a First Suburb of Cincinnati, has experienced decline in population, jobs, incomes, home prices, and municipal funds after the Great Recession. Silvertown's population fell so much that it reverted back to village status in 2011 after the 2010 Census showed that its population fell below 5,000 residents. Village manager Tom Carroll credits this decline with forcing the Village to make critical changes on how the village was run. This allowed the Village to restructure its budget and transform the Village's finances.

Over the past few years the Village has been able to progress and expand many of the goals in its 2008 Master Plan. According to Tom Carroll, it has become increasingly essential for First Suburbs to insert themselves in the development process to address economic decline.

JOB CREATION & REVITALIZATION FUND

In order to support and prioritize the Village's redevelopment goals, the Job Creation and Revitalization Fund (JCRF) was created. The JCRF is a revitalization budget that receives an amount transferred from the Village's General Fund. The revitalization budget also depends on a combination of other smaller or unexpected revenue streams such as philanthropic grants, environmental remediation grants, rental income for Silvertown-owned properties, proceeds from real estate sales, donations, and interest revenues. By using a variety of smaller funding sources this ensures constant funding without relying too much on one single source.

REDEVELOPMENT PROJECT EXAMPLE

Silvertown's largest undertaking is the assemblage of over 10 acres of land for redevelopment. This included acquiring a former school site, five commercial buildings, a five-family rental unit, and ten adjacent single-family properties. The community recently completed its first phase of redevelopment of the "Residences at AG47," which includes 204 apartment units. The second phase

of development is set to include 40,000 square feet of office space and 20,000 square feet of retail space.



Source: Google Earth



Source: Google Earth

Source: Tom Carroll, *Community Engagement & Revitalization in an Older Suburb*, *National Civic Review*, Vol. 109, No. 1, Spring 2020; Tom Carroll, Village Manager, Silvertown, Ohio, *Revitalizing First Suburbs, A Manager's Manual*, 2021; *Village of Silvertown, Ohio 2020 Comprehensive Plan Update*, 2021

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

5.5 ZONING & COMMUNITY CHARACTER

Outdated or incomplete zoning codes can act as a barrier to new development or lead to undesirable outcomes. This Master Plan supports the City's ongoing efforts of addressing zoning code modernization by providing the tools and recommendations necessary for integrating contemporary best practices. These are key first steps for both attracting and creating opportunities for desirable development, strengthening design reviews, and providing a strong foundation for the City during the decision making process.

The Zoning & Community Character section focuses on enhancing the community character by updating the City's Zoning Code to better facilitate desired infill development and enforce the maintenance of properties. This can be done through a number of new additions to existing regulations, such as design guidelines, the creation and use of a mixed-use district, and strengthened maintenance protocols.

WHAT ONLINE SURVEY RESPONDENTS ARE SAYING:



Enforce ordinances and bring back our beautiful city.



Once the city of homes, we need to be a city of innovation and a destination.



I'd like to see the City cleaned up, empty storefronts filled, and a thriving and safe community.



OUR STRATEGIES

GOAL A: Address the City's critical need for improved zoning and development regulations

1. Review and update the City's Zoning Code to bring regulations up to date with current best practices
2. Adopt a modern, mixed-use zoning district that emphasizes pedestrian-scaled walkability, high-quality design, and an appropriate combination of uses for use along major corridors
3. Ensure new development is of a high-quality and enhances existing neighborhoods with clear design guidelines that outline overall design, materiality, and layouts
4. Review existing development approval processes to streamline priority redevelopment initiatives

GOAL B: Enhance the City's brand to communicate to existing and future residents and businesses the Garfield Heights story

5. Lead a community process to develop a comprehensive brand that includes a new logo, wayfinding signage, banners, website and social media platforms, and other brand pieces
6. Adopt the Cuyahoga Greenways trail signage as conceptualized in the graphics for Trail Signage & Wayfinding, page 73
7. Work with business owners to establish business district brands and add placemaking elements such as art, murals, and decorative lighting
8. Leverage the City's tremendous access to the Cuyahoga Valley National Park Towpath Trail and the Cleveland Metroparks Garfield Reservation as catalysts to attract local tourism
9. Showcase the City's pride in people, diversity, and history through public art installations, murals, and monuments

GOAL C: Enliven business districts and destinations with vibrant outdoor spaces and events

10. Develop a brand campaign that targets the community's key business districts on E. 131st Street, Garfield Boulevard, and Turney Road
11. Use events, such as farmers markets or craft fairs, to activate spaces and attract shoppers to business districts
12. Incorporate public art such as murals and installations in business districts and public areas as a way to create unique and interesting places

GOAL D: Improve the feeling and perception of safety in the community

13. Work closely with the Police Department, South East Area Law Enforcement (SEALE), auxiliary police force, and other safety organizations to strengthen patrol and crime response in neighborhood business districts
14. Work with neighborhood groups and business districts to complete walking safety audits and establish watch groups
15. Incorporate safety considerations—such as lighting, windows, visibility, and access control—in the design and development review process
16. Collaborate with safety personnel and City Council to engage with businesses and residents to create a comprehensive Community Safety Action Plan

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

COMMUNITY SIGNAGE

Consistent branding and signage defines a place, provides visitors with an enjoyable and memorable experience, and adds a level of predictability for users. A wayfinding system with a distinct brand and style that provides easy-to-follow and legible directions can give visitors an experience that is unique to Garfield Heights. This page displays an example of what a brand package could look like. As seen to the right, a simplified and modern community logo can help rejuvenate branding efforts across the entire City.

As seen in the graphics below, community signs should be consistent and efficiently provide information to visitors. These examples show how consistency across all branding elements is important and creates a cohesive look and feel across the entire community.



Source: County Planning

TRAIL SIGNAGE & WAYFINDING

The City of Garfield Heights is home to numerous bikeways, a nationally recognized park system, and has access to the Cuyahoga Valley National Park, which are all tremendous community assets. Signage can affect how people interact with and use these amenities by making them easier to access and navigate. It is important that trail signage is visible; is consistent in terms of scale, design, materials, and information; and does not obstruct the views of drivers, pedestrians, or other users.

As Garfield Heights builds out its trail network and connects to the regional system of trails, the number of users will increase. Therefore, it is important that the City have a wayfinding system ready that will enable all users to easily navigate the community.

As seen in the graphics below, the design is based on a comprehensive package of signage developed for the Cuyahoga Greenways system of trails. This signage program represents a best practices approach to developing a seamless program that can integrate existing signage and branding into one unified system that is applicable for all current and future routes throughout the city and potentially county.



Source: County Planning

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

COMMERCIAL DESIGN GUIDELINES

Contemporary planning recognizes that the design and orientation of structures is just as important to the proper functioning of certain districts as the uses allowed within those structures. Implementing design guidelines as part of updating the Zoning Code would give the City an additional layer of oversight on the design and layout of commercial redevelopment.

Design guidelines generally control architectural style, materiality, landscaping and greenspace, and other accessory features. The overall control of design can be regulated to varying degrees. Strict regulations require more layers of expertise, review, and approval to enforce. Guidelines that are too strict or firm can also stifle potential development by increasing costs, delaying development timelines, and intimidating potential developers. However, thoughtful and flexible regulations can help support quality development desired by the community. Design guidelines and appropriate regulatory processes can give the City, property owners, and developers a sense of certainty in the development process.

Approved and adopted guidelines also support the decision making process by providing a legal ordinance that details the roles and responsibilities in the development review process. Adopting design guidelines can help communities in two key ways: 1) they can support architectural review by appointing a volunteer board of design professionals to interpret and facilitate the process; and 2) they provide staff with the necessary information to effectively administer design review processes and communicate requirements with developers. Design guidelines are an important tool for achieving desired development outcomes.



Examples of development and exterior renovations in Cuyahoga County supported by design guidelines and architectural review processes.

Source: Cuyahoga County



CREATING DESIGN GUIDELINES: DESIGNING FOR VIBRANT SPACES

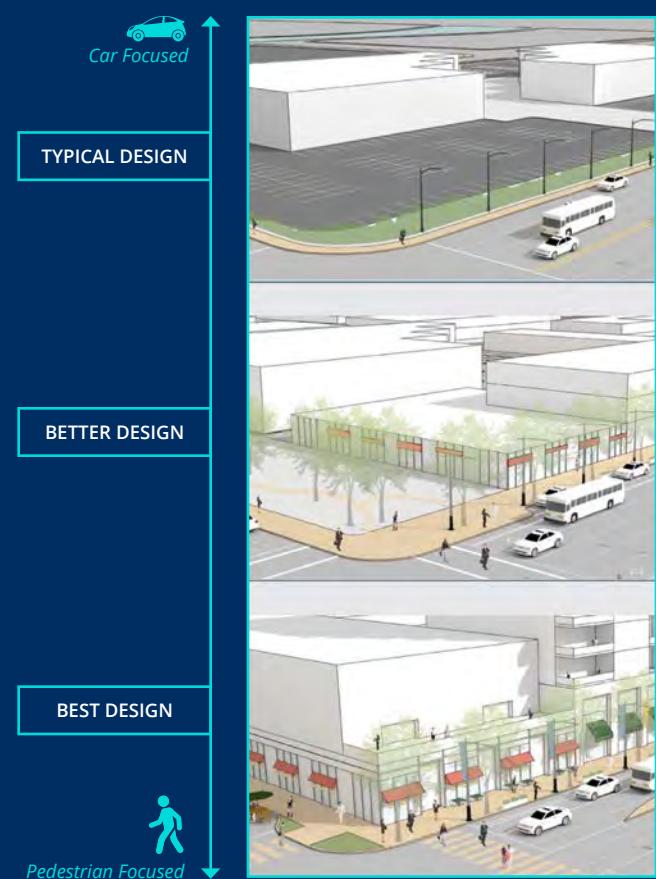
SAN FRANCISCO BAY AREA PLANNING & URBAN RESEARCH ASSOCIATION

The design and layout of commercial districts and buildings are fundamental to how the area will be used. If it is designed to be safe and enjoyable for a pedestrian with wide sidewalks, attractive storefronts, and quality public spaces, people will be more likely to walk. If it is designed to move cars quickly and places large parking areas in front of stores, people will be more likely to drive. To assist with better district design, the San Francisco Bay Area Planning and Urban Research Association (SPUR) has developed the “Getting to Great Places” report. It outlines principles for the design of commercial districts that are applicable across the country.

SEVEN KEY COMPONENTS TO DESIGNING VIBRANT PLACES

Based on research by the American Planning Association and Urban Land Institute, SPUR identified seven principles of urban design that are fundamental to the development of walkable places.

- 1) Create fine-grained pedestrian circulation:** Develop frequent and interconnected pedestrian routes to provide visual interest and varied experiences.
- 2) Orient buildings to streets and open space:** Place buildings immediately adjacent to sidewalks or public spaces to define streets and allow easy pedestrian access to stores and buildings.
- 3) Organize uses to support public activity:** Active uses such as retail or event spaces should be placed along major pedestrian spines while uses like garages, blank walls, or loading docks should be hidden.
- 4) Place parking behind or below buildings:** Parking lots should be placed behind buildings wherever possible to orient front entrances to the sidewalk.
- 5) Address the human scale with building and landscape details:** Buildings should be designed with multiple storefronts, landscaping, clear windows, decorative elements, and other features that make walking feel interesting and enjoyable.
- 6) Provide clear, continuous pedestrian access:** Sidewalks should be wide and form a completely connected network with frequent street crossings, lighting, street furniture, art, and trees.
- 7) Build complete streets:** Streets should be designed to accommodate vehicular, bus, bicycle, and pedestrian traffic without building unnecessarily wide roads that encourage speeding and unsafe driving.



Buildings should be designed at a human scale, rather than focused towards cars. Good design will encourage vibrant and active commercial areas for the community.

Source: www.DesignforWalkability.com

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

GROWING TOURISM

Garfield Heights has many elements that can be used to create a unique experience that would not only serve residents, but also draw visitors from across the region. Investing in the redevelopment of commercial corridors to create local and boutique shopping and dining destinations can build upon existing amenities, such as the Cleveland Metroparks Garfield Reservation and the Marymount Campus, that currently draw visitors into the City. Additionally, connections to the Towpath Trail would provide direct access into the community from Downtown Cleveland and the Cuyahoga Valley National Park, potentially drawing visitors who are enjoying these regional amenities. This creates an opportunity to build a unique and positive "Garfield Heights Experience."

Broadening the City's tourism efforts is an exciting opportunity to reach a much larger audience and attract more visitors to local shops, restaurants, and amenities. City staff should formalize a tourism strategy in partnership with Destination Cleveland, the Cleveland Metroparks, Cleveland Clinic, Bike Cleveland, the National Park Service, and other local and regional recreational organizations. This strategy could include ways to guide park visitors into the City's business districts, information on websites and social media platforms, articles in tourism magazines, or other forms of outreach and engagement.

Visitors to Garfield Heights may not know all of the attractions and sites located within the City. City staff should develop and brand tourism itineraries for "A Day in Garfield Heights" to outline the must-see attractions, most popular stops, and potential sites to visit as a way to showcase the community to potential visitors. These itineraries could be posted online and placed at local businesses or civic buildings to advertise these efforts and encourage more interactive tourism marketing. An online and virtual presence would be essential to increasing visitation and attracting attention. A web page could include links to businesses and attractions, contain information about the community, and provide updates about projects and community events.

In addition to websites, many people find their information through social media. This is becoming a predominant form of information sharing and marketing. Social media is a fast, easy, and cost-effective

way to advertise and distribute information. Along with a tourism website, a dedicated social media presence could help advertise the community and draw visitors.



Social media platforms, such as Facebook, Instagram, TikTok, and Pinterest are free marketing tools cities can use to advertise all there is to do in their communities.



BUILDING TOURISM INFRASTRUCTURE LOCAL TOURISM EFFORTS

Modern tourism no longer fits the standard mold of what a vacation should be, but often takes the shape of day trips to local destinations. Tourism has evolved, and communities have taken notice. In recent years, communities have identified the importance of marketing themselves regionally and nationally. Campaigns like "Pure Michigan" and "Ohio. Find it Here." have begun to change how we view tourism. Below are two examples of local tourism efforts in Ohio.

TOURISMOHIO

TourismOhio was formed through the Ohio Development Services Agency and is responsible for telling the story of what makes Ohio a unique and unforgettable place to visit. This organization promotes Ohio as a "destination of choice" that enriches lives through authentic travel experiences, and works with local communities to improve tourism infrastructure.



Source: www.Ohio.org

DESTINATION GEAUGA

Destination Geauga is a tourism and social media platform that promotes Geauga County as a place to visit. In partnership with TourismOhio, this organization developed a detailed website, marketing campaign complete with an eye-catching visitor's guide, and social media presence. TourismOhio's resources also include social media pages, blog coverage, the Ohio Travel Guide, monetary assistance for advertising, group trips with media, brochure distribution, and listings on TourismOhio's online event database.



Source: www.DestinationGeauga.com

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

5.6 HOUSING & NEIGHBORHOOD REINVESTMENT

With well-established neighborhoods, Garfield Heights is one of the oldest suburbs of Cleveland. Residents take great pride in their neighborhoods, which is evident through the first community engagement survey as part of this Master Plan, where the third most enjoyed thing about Garfield Heights was the immediate neighborhood surrounding respondent's homes. However, Garfield Heights has an aging housing stock (75% of its housing being constructed before 1960), which has become an issue with property maintenance throughout the community; this was also the third largest concern for respondents. In recent years the housing market has improved tremendously, and this has created new opportunities for residential infill development throughout existing neighborhoods. However, this opportunity has largely remained untapped as there has only been one single-family home constructed in the past ten years.

The Housing & Neighborhood Reinvestment section focuses on maintaining and enhancing the current housing stock within Garfield Heights, providing support and critical information to prospective and current homeowners, and also encouraging new residential development throughout the community.

WHAT ONLINE SURVEY RESPONDENTS ARE SAYING:



I would like to see better upkeep of residential property.



I would like to see Garfield Heights attract residents to build the community and neighborhoods.



Whatever tools are available to transition Garfield Heights into more of a "forever home" community will usher in more residents who are invested in the City's success.



OUR STRATEGIES

GOAL A: Address property maintenance and code enforcement through education and financial support

1. Partner with the County and other entities to establish a home improvement assistance program to aid homeowners in making the necessary improvements to their properties
2. Provide in-person and online educational resources to inform homeowners of regulations and expectations and to connect them to other housing resources and programs
3. Strengthen commercial and residential code enforcement and maintenance protocols for properties in violation of City ordinances
4. Promote property maintenance by creating a home improvement award program that recognizes homeowners who make significant exterior property improvements

GOAL B: Promote homeownership to stabilize neighborhoods

5. Work with banks, non-profits, and other agencies to provide mortgage assistance and other financial assistance to prospective homeowners
6. Work with regional agencies and local nonprofits to help senior citizens or those with a disability safely remain in their homes
7. Actively track property sales and ensure tax delinquencies are settled prior to issuing construction permits
8. Continue to track and actively enforce the City's rental registry

GOAL C: Support new residential development in existing neighborhoods

9. Develop a citywide Community Reinvestment Area (CRA) to incentivize investment in new or renovated housing
10. Diversify the City's residential stock by attracting new housing types, such as townhomes, cluster homes, and mixed-use units in appropriate locations identified in the Housing Opportunities Map, page 83
11. Streamline the process for developing infill housing by reducing fees, providing by-right designs, and expediting approval processes
12. Adopt a single-family infill housing overlay district or update existing regulations to make infill housing more desirable and easier to construct for developers and private property owners

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

DIVERSITY IN HOUSING TYPES

Garfield Heights is primarily a residential community with the majority of the City being zoned single-family (U-1) and two-family (U-2), though its housing stock overwhelmingly consists of single-family homes. For example, detached single-family homes make up 81% of all housing within Garfield Heights. However, results from the first community survey conducted as part of this Master Plan indicated that respondents are showing a shift in preferences away from single-family homes to higher-density options such as townhouses or smaller units such as cluster homes.

Diversifying the City's housing stock is an important way to support population growth and provide more housing options at different price points for residents. It also accommodates smaller households and family sizes, first-time home buyers, empty nesters, and older residents wanting to age in place.

As part of updated zoning regulations, the City can establish guidelines that ensure new development fits with the character of existing neighborhoods. There are several key design considerations the City should take into account:

- **Building Orientation:** Townhouses should be oriented towards the public street and not perpendicular to it. Engagement with the public street is important for resident interaction and for a more comfortable pedestrian experience.
- **Building Mass and Scale:** Townhouses should have a similar feel to the surrounding homes by having appropriate heights and widths, and should use appropriate materials to ensure cohesion.
- **Parking garages:** Garages and lots should be hidden and not occupy the entire ground floor. Curb cuts to parking structures and areas should also be limited to ensure a comfortable and safe pedestrian experience.



Source: Cuyahoga County (Tremont, Ohio)



Source: County Planning (Cyan Park Development)

FORMER CRANWOOD SCHOOL REDEVELOPMENT CONCEPT

The former Cranwood School site is a little over four acres, under the ownership of the City of Cleveland Board of Education, and is currently zoned U-8 Special Use. This site is located in a residential neighborhood, zoned single-family (U-1) but is only a block over from the neighborhood business district on E. 131st Street. Below is a conceptual graphic of how the former school site could be transformed to benefit the overall

community and accommodate new housing. Half of the site could incorporate townhomes with rear garages, hiding parking from the street. The other half could be dedicated to public green space that incorporates new amenities, such as passive walking trails, a playground, or a reservable pavilion space. The addition of trees along the site's edge and within the site could help soften the streetscape and provide shade.



Source: County Planning



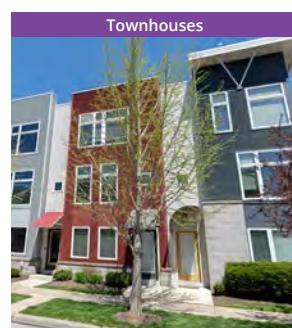
Source: Cuyahoga County
Cleveland, Ohio



Source: Cuyahoga County
Cleveland, Ohio



Source: Cuyahoga County
Berea, Ohio



Source: Cuyahoga County
Cleveland, Ohio

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

RESIDENTIAL INFILL

Like other First Suburban communities, Garfield Heights is largely built-out with vacant residential lots scattered through existing neighborhoods. Most of these lots had been occupied by a home that has since been demolished. Thus, these potential infill lots have become an opportunity for new housing, including single-family homes, townhomes, or similar small-scaled multi-family units. Despite the opportunity of infill lots, this type of development comes with challenges that would need to be addressed to encourage desired residential infill development. For example, zoning codes can often inhibit rather than enable desired infill development for various reasons:

- These codes may be outdated and no longer reflect current development goals or needs
- Dimensional standards are larger than what is possible on current lots
- Design guidelines may not be established to provide clear direction for development
- Overall zoning code structure could be cumbersome and confusing

This can often result in either infill development that does not match the community character or lots that remain vacant. County Planning, in partnership with the First Suburb Consortium and the Cuyahoga Land Bank, conducted a study that measured infill potential within single-family districts among Cleveland's First Suburbs. This study identified 530 potential single-family infill lots within Garfield Heights, ranking third highest when compared to other peer communities. These lots provide the City with an immense potential to offer new housing and also grow its residential population, especially in areas that have experienced population loss or demolitions over the past decade. However, there are some regulatory and procedural challenges the City will need to address in order to better facilitate infill development.

Currently, requirements for the City's U-1 and U-2 districts often cannot be met by the existing dimensions of current lots. For example, the average lot size (6,792 square feet) and the average lot width (45 feet) of potential infill lots are significantly less than the minimum requirements for lot size (12,000 square feet) and lot width (75 feet) for the U-1 and U-2 districts. This would make constructing a new home in these areas difficult or would require a variance.

Additionally, the City should reevaluate its permitting and review processes to make sure these are streamlined and easy to understand. In order to incentivize infill development, the City could consider expediting parts of the review process, reducing fees, or providing by-right designs to encourage redevelopment to take place.

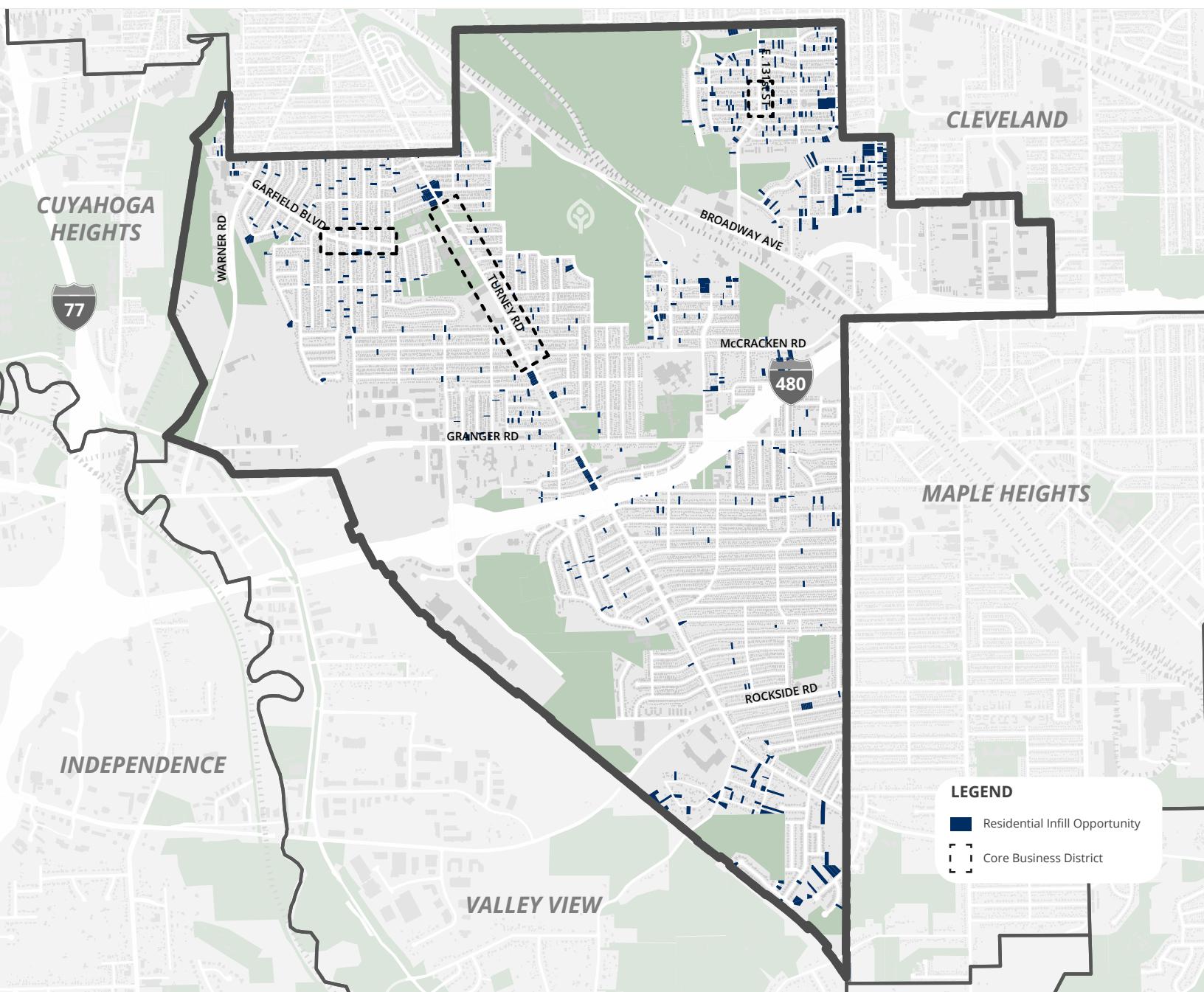
As seen in the map on the next page, there are 530 potential single-family infill lots, which are mostly located north of Granger Road and in older neighborhoods within Ward One. Using this map as a starting point, these lots should be further evaluated, considering aspects such as lot size, property ownership, environmental considerations, and regulatory issues. This will be important to identify, assemble and market the ones available and ready for infill development. The City should work closely with the Cuyahoga Land Bank to package these lots and seek developers for infill development.

Existing Garfield Heights Single-Family Requirements

Min Lot Size	12,000 square feet
Min Lot Width	75 feet
Max Lot Coverage	Shall not exceed 15% by any structure, or building (enclosed or otherwise)
Min Front Setback	25 feet
Min Side Setbacks	5 feet on any one side; Side setbacks must be at least 20% of total lot width
Min Rear Setback	20% of the lot depth

Source: City of Garfield Heights Official Zoning Ordinance

HOUSING OPPORTUNITIES MAP



Source: County Planning

SECTION 5

COMMUNITYWIDE RECOMMENDATIONS

COMMUNITY REINVESTMENT AREAS (CRA)

The Community Reinvestment Area (CRA) program is a state incentive program that is administered locally and meant to incentivize renovations or new construction of residential, commercial, or industrial properties in areas where there has been a history of disinvestment. The goals of this program often include strengthening a municipality's housing stock to retain and attract residents, and encouraging new investment to create new jobs and attract businesses.

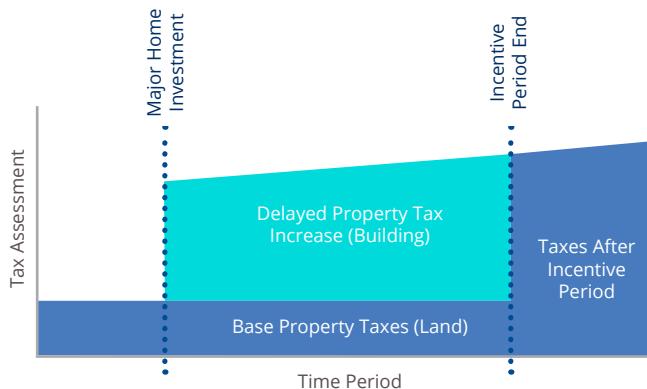
A CRA is a tax abatement program that delays increases in taxes that come with new investment for properties within the boundaries of the CRA. For instance, rather than property taxes immediately rising to reflect an increase in property value—from the renovation or new construction—that tax increase would be delayed for a set number of years.

Changes made in July of 1994 to the requirements of the Ohio Community Reinvestment Area Program separate CRAs into two groups with distinct requirements: 1) those created before the changes (pre-1994); 2) and those created afterwards (post-1994). For Post-1994 CRAs, municipalities can offer up to 100% exemption of real property for up to 15 years for residential projects. For commercial or industrial projects, exemption percentages are negotiated prior to project initiation on a case-by-case basis.

Before a CRA is enacted, the local school board is required to be notified. Approval from the local school is only required for commercial and industrial projects if the exemption amount exceeds 50%. However, CRAs are most effective when the local school board is actively engaged in the CRA process to ensure the CRA does not negatively impact the local school district. Within these parameters, municipalities can determine the types of developments eligible for CRA incentives, the boundaries of the CRA (citywide or targeted to specific areas), the terms and exemption percentages of the abatement, and other additional criteria. It is important to make sure the CRA is consistent with other goals and objectives that benefit the broader community.

For example, when negotiating CRA terms for commercial and industrial projects, if a project has a significant impact on the surrounding residential community, the City could require a community benefits

agreement to mitigate or compensate for any impacts. Garfield Heights has made smaller CRA agreements in the past, but should consider a citywide CRA to have a far-reaching impact on the community and incentivize rehabilitation and new development in all of its neighborhoods, with higher incentives in areas that need it most.



Source: County Planning, CRA Sample Tax Abatement Timeline



CITYWIDE COMMUNITY REINVESTMENT AREA (CRA): GROW PROGRAM

CLEVELAND HEIGHTS, OHIO

Established in 2018, the Grow Program in Cleveland Heights is a citywide CRA that consists of a tiered scoring system where the terms and exemption amounts vary by neighborhood (census tract) based on how many of the target reinvestment criteria they meet. This tiered system is meant to be a more strategic way to provide incentives by targeting areas with weaker housing markets that need additional assistance to spur redevelopment.

CRA STRUCTURE

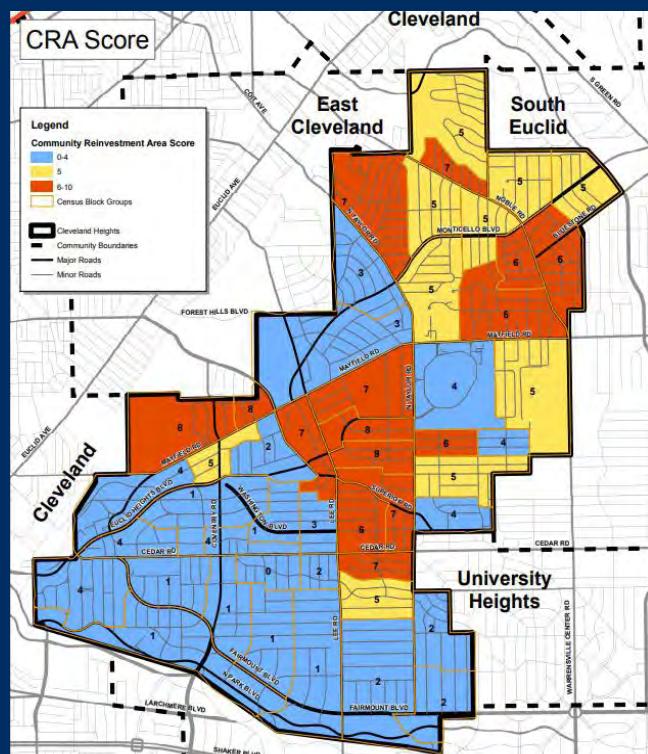
In general, there is a base level term and exemption amount of five years at 25% for new residential construction and seven years at 75% for remodeling residential buildings. The term and exemption amounts increase for neighborhoods that meet five, six, or more of the ten target reinvestment criteria. Projects can also attain greater incentive levels if they fulfill the "Sustainability Requirement," meaning they utilize recognized third-party, energy-efficient, and sustainable construction methods.

The ten Target Reinvestment Criteria include:

- Declining property values
- Less than 66.9% owner occupancy rates
- Median housing value rates less than \$152,200
- Residential vacancy rates equal to or exceeding 7.2%
- Designated National Register of Historic Places District
- Designated neighborhood redevelopment areas, having high concentrations of city-owned vacant properties resulting from Neighborhood Stabilization Program demolitions, and including certain specific named neighborhoods
- Median Household Income
- Community Development Block Grant (CDBG) eligible areas
- Commercial vacancy rate
- Strength of housing market

CRA SCORE MAP

Cleveland Heights provides a map of the CRA Scores across the city, showing three levels of incentives: areas in blue (scores between 0 and 4) receive base-level incentives; areas in yellow (score of 5) have an increase in incentive levels; and areas in red (scores above 6) have the highest level of incentives. This tool allows the City to target CRA incentives to neighborhoods that need additional assistance.



Source: City of Cleveland Heights



DID YOU KNOW?

Garfield Park **officially opened** in **1895**, which was later leased to Cleveland Metroparks beginning in 1986, and has been a **beloved** **community amenity** ever since.





SECTION 6

FOCUS AREA RECOMMENDATIONS

The City of Garfield Heights is a community with diverse business districts surrounded by deeply rooted neighborhoods, regional assets, and large employment hubs. This Master Plan draws from public input and analysis to develop targeted area recommendations to support the health, longevity, and reinvestment of the community.

This section highlights five key areas within the community where a special emphasis was placed to more closely analyze opportunities for the future. These Focus Areas include: 1) E. 131st Street; 2) Marymount Campus Area; 3) Garfield Boulevard; 4) Turney Road (north of I-480); and 5) Turney Road (south of I-480).

SECTION 6

FOCUS AREA RECOMMENDATIONS

6.1 EAST 131ST STREET

OVERVIEW

This focus area is located within the Ward One City Council District and includes close-knit neighborhoods that surround a small, local business district on E. 131st Street. This area also contains a number of churches, daycares, and early educational institutions, which support families with children. Additionally, there is an industrial corridor and valley along Broadway Avenue, which isolates Ward One neighborhoods from other sections of Garfield Heights, greatly reducing access to nearby amenities such as the Cleveland Metroparks Garfield Reservation.

CHALLENGES & OPPORTUNITIES

This focus area contains some of the oldest properties in the City and thus has experienced a larger number of demolitions in recent years. As a result of these demolitions, there is a significant opportunity for residential infill development and constructing newer housing units.

In addition to residential vacancies, this focus area also has numerous commercial and institutional vacancies, including retail on E. 131st Street, the former Cranwood Elementary School, and Word of Righteousness Church. The school and church sites especially offer unique redevelopment opportunities for new housing, diversified housing types, and integrating expanded park spaces into existing neighborhoods. Additionally, vacant storefronts on E. 131st Street provide an opportunity for reinvestment in businesses and new retail options for residents.

This focus area also has various sensitive environmental features that play a large role in stormwater management and water quality within the community. Historic quarry operations and ongoing materials recycling continue to impact the environmental health of nearby stream corridors and thus have created a number of challenges. However, this is also an opportunity to evaluate new regulatory measures to better control flooding and reduce impacts to the surrounding landscape.

OUR GOALS

A. Strengthen Neighborhood Business District

Our goal is to re-establish a local business district on E. 131st Street with an attractive and safe streetscape, and retail destinations that cater to the needs of residents in adjacent neighborhoods.

B. Redevelop Institutional Properties

Our goal is to bring new high-quality residential development and open spaces to the Cranwood School and former Word of Righteousness Church sites to help enliven existing neighborhoods with expanded housing types and new parks.

C. Encourage Reinvestment in Residential Areas

Our goal is to enhance the streetscape, improve the comfort level of pedestrians, and promote and incentivize infill housing to strengthen neighborhoods.

D. Preserve Environmental Assets & Enhance Parks

Our goal is to protect sensitive environmental features, stream corridors, and tree canopy from industrial expansion, waste, and pollution, while enhancing park spaces with desired features, such as pavilions, playgrounds, and trails.

E. Establish Connections & Improve Intersections

Our goal is to utilize the existing road network to create safe connections for residents to access nearby businesses, schools, and parks, especially the Cleveland Metroparks Garfield Reservation to the west and new open space as part of the Cranwood School redevelopment opportunity.



SECTION 6

FOCUS AREA RECOMMENDATIONS

OUR STRATEGIES

GOAL A: Strengthen Neighborhood Business District

1. Improve the streetscape of E. 131st Street, with a special emphasis on the Core Business District area, through the installation of street trees, banners, decorative and functional lighting, benches, waste receptacles, crosswalks, and other elements.
2. Organize an association of businesses, residents, and religious institutions to support the ongoing maintenance, programming, and beautification of the business district through events, activities, and improvements.
3. Fill retail vacancies with new businesses that address the needs of the local neighborhood, such as small retail shops and restaurants.
4. Integrate public art, murals, and other placemaking elements as part of improvements at key gateways, including on publicly owned land and parking lots.

GOAL B: Redevelop Institutional Properties

5. Partner with property owners, developers, and neighbors to redevelop the former Cranwood Elementary School with park space and new housing.
6. Partner with property owners, developers, and neighbors to redevelop the former Word of Righteousness Church with new housing.

GOAL C: Encourage Reinvestment in Residential Areas

7. Work with residents and property owners to plant and maintain trees on private properties.
8. Enhance residential areas with complete sidewalks, street trees, wayfinding and signage, and other similar elements to encourage safer walking and biking alternatives within the community.
9. Improve the Rexwood Avenue streetscape between E. 131st Street and the proposed greenspace at the former Cranwood Elementary School site through street tree plantings, signage, lighting, and crossing improvements.
10. Partner with property owners and the Cuyahoga County Land Bank to redevelop vacant residential sites for new infill housing.
11. Encourage denser housing development such as townhouses on vacant lots or older properties facing East 131st street.

GOAL D: Preserve Environmental Assets & Enhance Parks

12. Protect the existing tree canopy and stream corridor south of the One-3-One Apartments and north of S. Parkway Drive from future development.
13. Develop a detailed plan for Cranwood Park that considers removing one ball field and adding new community features, such as updated playground equipment, pavilions, benches, and lighting.
14. Increase the tree canopy by planting trees on the newly filled quarry pits south of Calvary Cemetery to help with stormwater control, water quality, and provide beauty and shade to Cranwood Park.

GOAL E: Establish Connections & Improve Intersections

15. Install a new all-purpose trail (APT) on the unused right-of-way just to the north of the S. Parkway Drive area from E. 131st Street to Martin Luther King Jr. Boulevard.
16. Expand the eastern sidewalk on Martin Luther King Jr. Boulevard to become an all-purpose trail (APT) that continues south towards a new loop trail system in Cranwood Park.
17. Evaluate potential trail extensions to the west towards the Cleveland Metroparks Garfield Reservation from Cranwood Park.



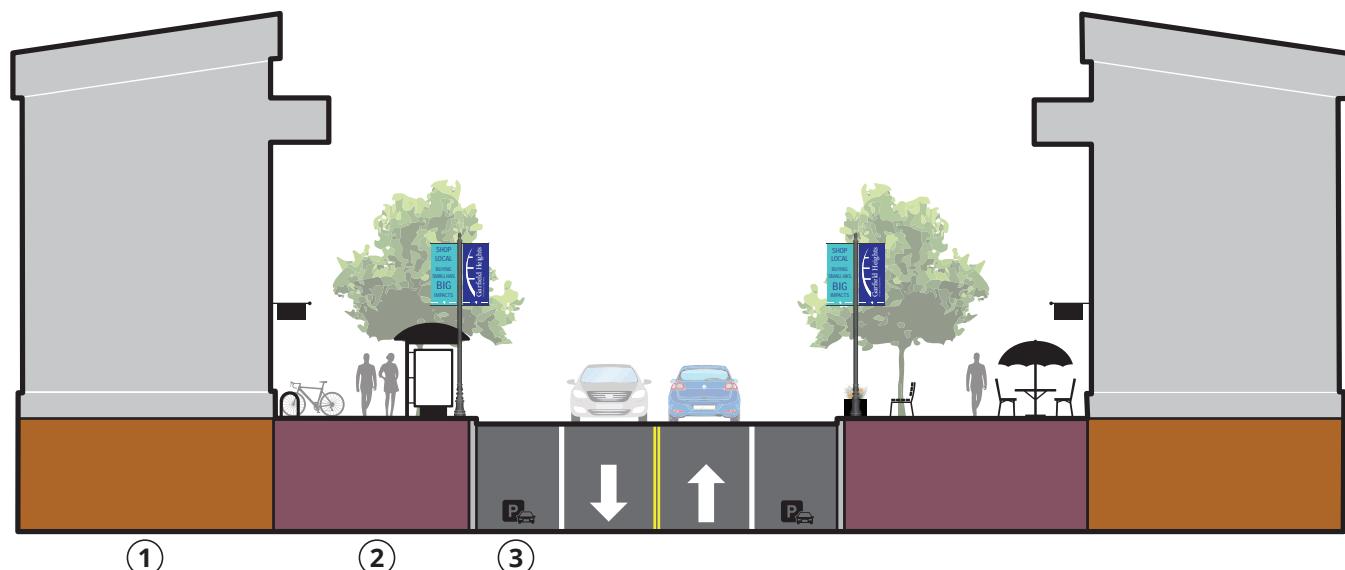
SECTION 6

FOCUS AREA RECOMMENDATIONS

E. 131ST STREET KEY STREETSCAPE ELEMENTS

E. 131st Street is the main spine and key hub of this neighborhood, and streetscape improvements could enhance the corridor and attract visitors. As seen in the conceptual streetscape graphic below, E. 131st Street should provide public spaces that support interactions between visitors, integrate safe and comfortable waiting environments for public transportation, and have a beautiful streetscape with elements such as decorative lighting, banners, and street trees. Additionally, with continued investment in existing structures the core neighborhood business district on E. 131st Street can be a truly unique place to live, work, shop for goods and services, and find local entertainment options.

- ① **Commercial Building Rehabilitation:** continued reinvestment in existing commercial buildings with housing units above retail or office space will help reestablish the business district and bring new energy to the area.
- ② **Enhanced Amenity Zone:** improved pedestrian areas, with elements such as outdoor dining spaces, street trees, decorative infrastructure, lighting, and bus shelters, will encourage more foot-traffic to nearby businesses and enliven the business district.
- ③ **On-Street Parking & Curb Bump-Outs:** quick and convenient on-street parking will help support local businesses and provide additional parking for employees, patrons, and residents, while curb bump outs at intersections can provide shorter crossings and opportunities for greenery.



E. 131ST STREET & REXWOOD AVENUE
LOOKING NORTH

Source: County Planning

VISUALIZING THE FOCUS AREA



STRUCTURE REHABILITATION

Rehabilitating older E. 131st commercial structures, like this one in the Short North district in Columbus, can provide new retail and housing opportunities.



NEW HOUSING TYPES

Adding new housing types along E. 131st street, like these townhomes at Battery Park in Cleveland, can help diversify housing and create walkable districts.



ALL-PURPOSE TRAIL CONNECTIONS

All-purpose trail connections to Garfield Reservation, like this one to Engle Road in Middleburg Heights, can help residents safely access destinations.



PUBLIC ART AT GATEWAYS

Public art installations at gateways to E. 131st Street, like this wall mural in Cleveland, brighten, enhance, and create visual interest and welcoming spaces.

Image Sources: Wood Companies (Short North Carriage House Building); Cuyahoga County (Battery Park Townhomes); Cuyahoga County (Berea Nature Trail); Cuyahoga County (Midtown Mural/Cleveland)

SECTION 6

FOCUS AREA RECOMMENDATIONS

6.2 MARYMOUNT CAMPUS AREA

OVERVIEW

The Marymount Campus Area not only includes the Cleveland Clinic-Marymount Hospital, but also encompasses the Village at Marymount, an assisted living facility, and Trinity High School. The campus and the I-480 interchange help anchor this focus area in the center of the community. As the main employer within Garfield Heights, the Cleveland Clinic draws in many people to the community and plays an important role locally and regionally. The Marymount Campus Area is nestled within one of Garfield Heights numerous and densely organized neighborhoods. It is also in close proximity to other key destinations, such as the Cleveland Metroparks Garfield Reservation and the Civic Campus, which also attract numerous visitors to the area daily.

CHALLENGES & OPPORTUNITIES

The Cleveland Clinic hopes to undertake a number of new initiatives to hire a local workforce where their campuses are located. This is a great opportunity to expand services and potentially provide transitional housing and training options to the community and future employees. Additionally, while the overall campus area is relatively walkable — having most of its internal streets lined with sidewalks on both sides — entrances into the campus are hazardous conflict points for bicyclists and pedestrians. This has disconnected the campus from the surrounding neighborhoods, but new trail options could connect residents, employees, and visitors to the Civic Center Campus to the south and the Cleveland Metroparks Garfield Reservation to the north.

The I-480 interchange is an important gateway into Garfield Heights and provides access to numerous regional amenities. However, the lack of a west-bound off-ramp and an east-bound on-ramp impedes access for emergency vehicles. By completing this interchange, ambulances will be able to access the hospital more efficiently, and thereby unlock the potential for job growth. Completing the interchange would also create an opportunity for new flood control measures, green infrastructure, and community gateways.

OUR GOALS

A. Enhance the Campus as a Job Hub

Our goal is to grow local employment on the campus while partnering with anchor institutions to facilitate job training, enhance neighborhood stability, and address vital health and wellness needs such as exercise and financial well-being.

B. Redevelop Commercial Properties

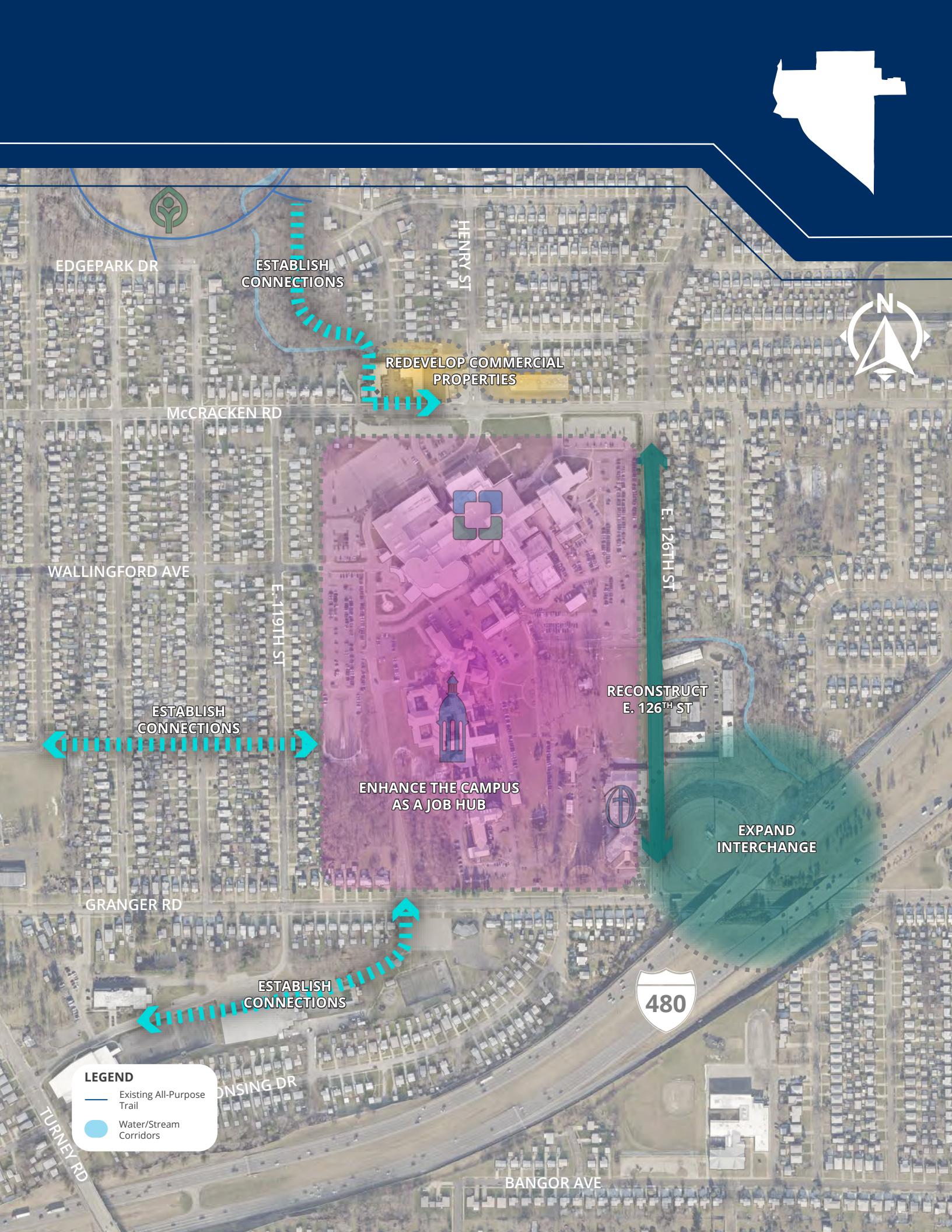
Our goal is to create desirable destinations for employees, families, and other visitors that frequent the Marymount Campus Area by encouraging new mixed-use development that adds amenities and enhances the area's aesthetic appeal.

C. Expand Interchange & Reconstruct E. 126th ST

Our goal is to provide critical road and highway improvements for safer and more efficient regional access to and from the campus area, while ensuring the safe travel of residents in adjacent neighborhoods, employees that work on or near the campus, or students that attend school within the area.

D. Establish Connections & Improve Intersections

Our goal is to establish connections that are safe and comfortable for cyclists and pedestrians to travel between the Marymount Campus Area, the Cleveland Metroparks Garfield Reservation, the Civic Center, surrounding community amenities, adjacent neighborhoods and schools, and nearby businesses.



SECTION 6

FOCUS AREA RECOMMENDATIONS

OUR STRATEGIES

GOAL A: Enhance the Campus as a Job Hub

1. Collaborate with the Cleveland Clinic to develop the southwest corner of the campus to include new offices and community services, which could include a training center, employee housing, or similar uses to help re-skill and up-skill a local workforce.
2. Coordinate educational and training opportunities with the Garfield Heights City School District (GHCSD), Trinity High School, and other institutions to fully equip, train, and hire a local workforce.
3. Enhance the campus area's landscaping and stormwater management by integrating swales, natural retention areas, and other green infrastructure.
4. Improve internal pedestrian circulation to allow easy access to the many amenities available on the campus, including the National Wayside Shrine.
5. Partner with the Cleveland Clinic for improvements to nearby housing by incentivizing local employees to live in adjacent neighborhoods.

GOAL B: Redevelop Commercial Properties

6. Work with private property owners, developers, and the Cleveland Clinic to redevelop parcels at Henry Street and McCracken Boulevard as mixed-use developments that could include a combination of newer housing, retail, and offices.
7. Ensure new development is of a high quality and integrates direct access into the Cleveland Metroparks Garfield Reservation to the north, provides basic trail amenities for visitors (bicycle parking, wayfinding, etc.), and includes outdoor placemaking elements (benches, flowers, banners, lighting, etc.).
8. Preserve the tree canopy and protect stream corridors that run behind these sites to ensure water quality is maintained and stormwater is properly managed.

GOAL C: Expand Interchange & Reconstruct E. 126th Street

9. Expand the I-480 interchange to include on and off ramps for both eastbound and westbound traffic.
10. Strengthen the tree canopy and stormwater management through landscaping and green infrastructure features to reduce flooding, buffer adjacent properties from the impacts of a newly completed interchange, and add visual interest to the site as a prominent gateway into the community.
11. Evaluate the need for infrastructure improvements as a result of new traffic patterns from the expanded I-480 interchange.
12. Consider improvements for traffic, pedestrians, and bicyclists on E. 126th Street including new traffic signals and safe crossings at McCracken Road and Granger Road.

GOAL D: Establish Connections & Improve Intersections

13. Develop a new all-purpose trail (APT) loop on the Marymount Campus.
14. Create unique gateway features through wayfinding, signage, and public art at key access points, as shown on the map on the following page.
15. Connect the Marymount Campus with all-purpose trails to the Cleveland Metroparks, Elmwood Elementary School, the Civic Center, and adjacent neighborhoods.
16. Install a new all-purpose trail (APT), landscaping, and safe crossings on the unused right-of-way west of the Marymount Campus as a connection to the Elmwood Elementary School.



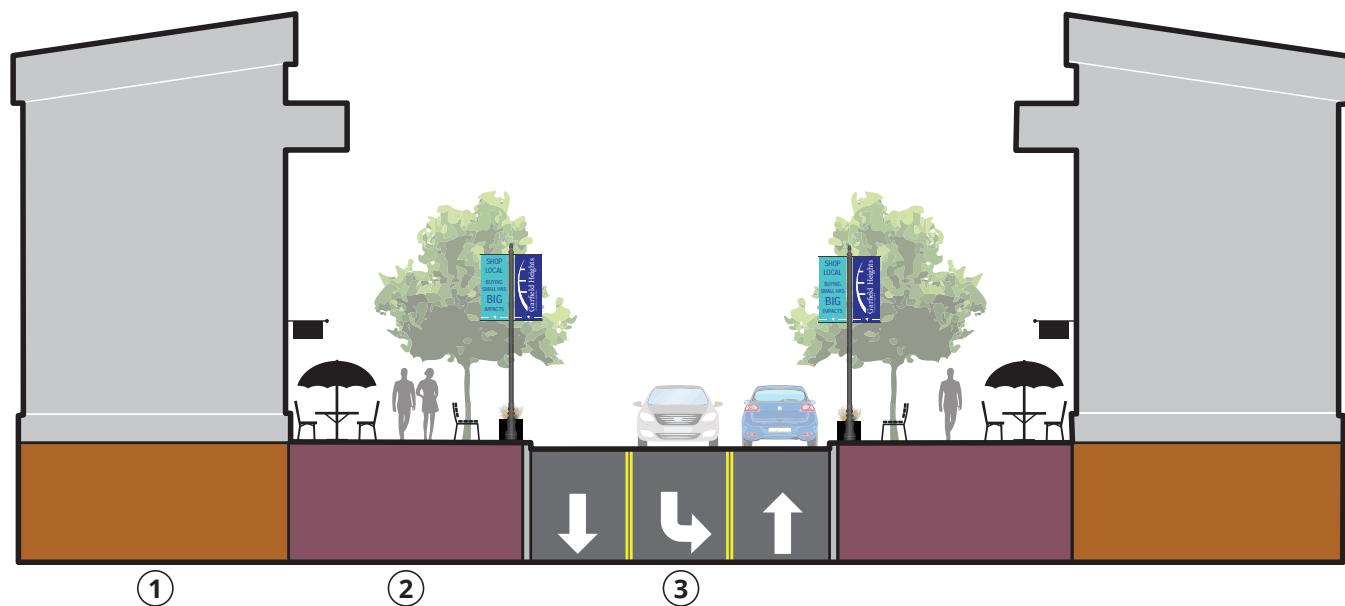
SECTION 6

FOCUS AREA RECOMMENDATIONS

MARYMOUNT CAMPUS AREA KEY STREETSCAPE ELEMENTS

New mixed-used development at the intersection of Henry Street and McCracken Road has the potential to create a destination for workers and visitors to the Marymount Campus Area. As seen in the conceptual streetscape graphic below, the area near Henry Street and McCracken Road offers a unique opportunity for mixed-use redevelopment that integrates new housing types, outdoor public spaces, and a resting place for bicyclists and pedestrians from Garfield Reservation. This area could act as an activity hub and anchor for the northern portion of the Marymount Campus, and be the catalyst to encourage further reinvestment in other properties on McCracken Road.

- ① **Mixed-Use Redevelopment:** new mixed-use buildings could anchor the intersection of Henry Street and McCracken Road to create a new destination for Garfield Reservation users and Cleveland Clinic staff and families to shop and dine locally while visiting the area.
- ② **Enhanced Amenity Zone:** improved pedestrian areas, with elements such as outdoor dining spaces and trail head amenities, will encourage more visitors from nearby destinations and provide them with amenities that will keep them in the area longer.
- ③ **Left Turn Lane:** with the expansion of businesses and residential options, increased traffic on Henry Street will need to be safely integrated into any future development considerations to ensure the efficient movement of all modes of travel.



HENRY STREET & McCRAKEN ROAD
LOOKING NORTH

Source: County Planning

VISUALIZING THE FOCUS AREA



MIXED-USE REDEVELOPMENT

Developing mixed-use buildings at Henry Street and McCracken Road, like this one seen in University Market in Berea, integrates new retail below residential units and prioritizes accessibility.



OUTDOOR AMENITIES

Adding outdoor amenities in commercial districts, like this dining area on Merchant Street in Tremont, provide spaces for dining, seating, and areas for people to gather.



WELCOMING GATEWAYS & LANDSCAPING

Adding welcoming gateways and attractive landscaping to the Marymount Campus, like the Tri-C main campus in Cleveland, could provide features to enhance an area and support walkability.



INTERCHANGE ACCESS

Key destinations, like Polaris in Columbus at I-71, are supported by highway transportation networks to improve regional accessibility.

Image Sources: Cuyahoga County (University Market/Berea, Merchant Street/Tremont, Tir-C Central Campus/Cleveland); Polaris interchange (Polaris Centers of Commerce)

SECTION 6

FOCUS AREA RECOMMENDATIONS

6.3 GARFIELD BOULEVARD

OVERVIEW

Garfield Boulevard is a very wide secondary street that averages well over 50 feet of pavement width from curb to curb throughout the entire corridor. It contains a business district from E. 85th Street to E. 94th Street, which is adjacent to residential structures to the west and east. The corridor has immense potential for becoming a walkable destination. Garfield Boulevard is located in a prime location within the community and acts as a connection point from Warner Road and the Towpath Trail in the west, to Turney Road and the Cleveland Metroparks Garfield Reservation in the east.

CHALLENGES & OPPORTUNITIES

While there are a number of retail vacancies in the core business district, this is also an opportunity to incentivize local businesses to establish themselves on this corridor and capitalize on future tourism efforts through a trail connection along Garfield Boulevard. This would ultimately connect the Towpath Trail to the Cleveland Metroparks Garfield Reservation and could potentially bring in many new visitors and tourism dollars to the City.

Garfield Boulevard currently acts a pass-through for daily trips in and out of the area. However, there is opportunity to create a desirable and walkable destination along the corridor. The wide road widths offer ample space for placemaking, such as decorative streetscapes, outdoor dining, and bicycle parking.

OUR GOALS

A. Reestablish Neighborhood Business District

Our goal is to reestablish a welcoming commercial district with an attractive streetscape and successful small businesses that support the needs of nearby residents and capitalize on trail connections to attract visitors.

B. Reinvest in Residential Areas & Streetscapes

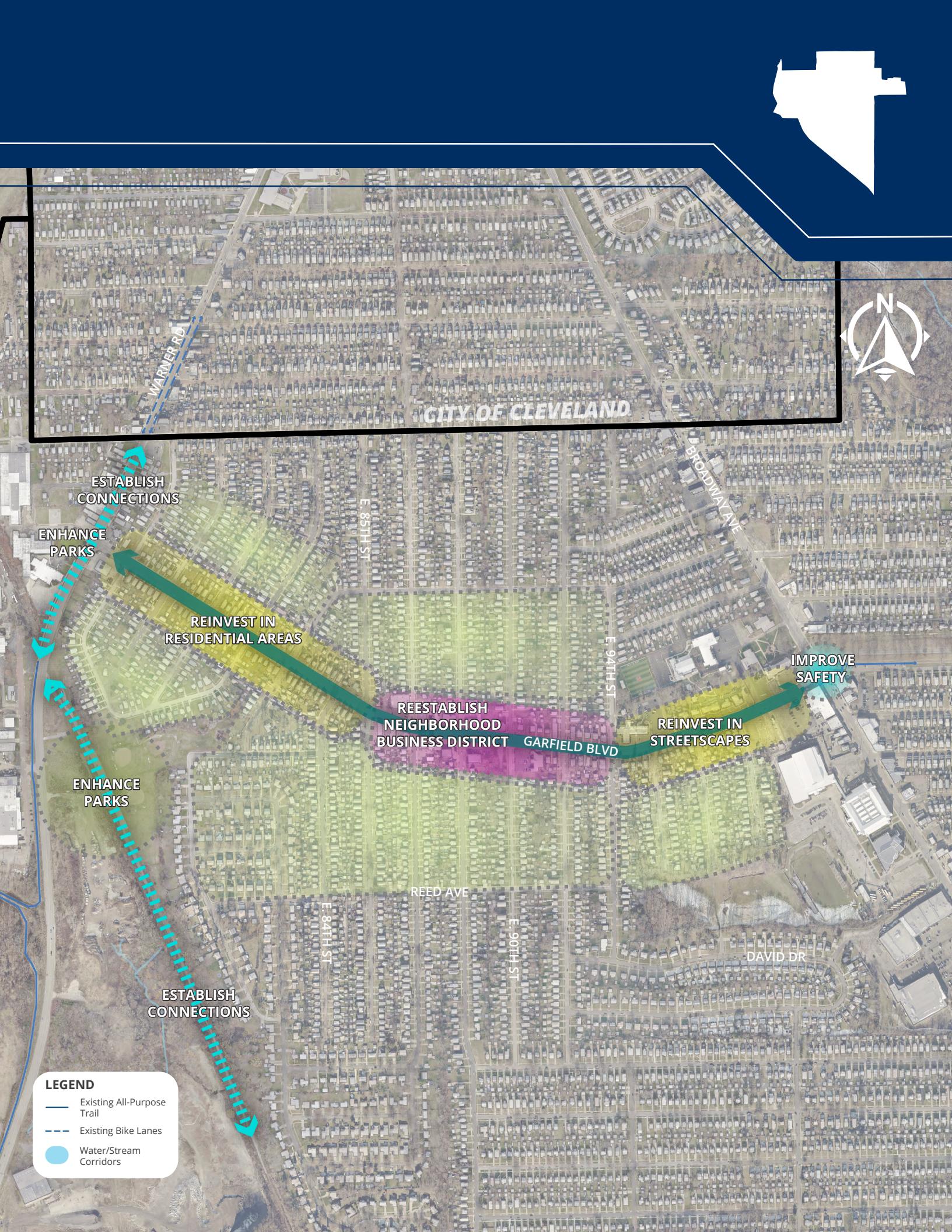
Our goal is to enhance streetscapes in residential areas to create a welcoming, vibrant, and cohesive atmosphere for residents and visitors, as well as attract infill housing on vacant lots and reinvestment in older homes, especially those facing Garfield Boulevard.

C. Expand Environmental Assets & Enhance Parks

Our goal is to beautify and expand the tree canopy in neighborhoods, better connect residents to enhanced and improved parks, and establish new parks and trailheads for visitors.

D. Establish Connections & Improve Safety

Our goal is to complete the local trail network with safe connections along Garfield Boulevard and the power line right-of-way to connect the Towpath trail to bikeways in Cleveland, the Garfield Reservation, and the neighborhoods of Garfield Heights.



SECTION 6

FOCUS AREA RECOMMENDATIONS

OUR STRATEGIES

GOAL A: Reestablish Neighborhood Business District

1. Improve the streetscape of Garfield Boulevard, with a special emphasis on the Core Business District area, through the installation of street trees, banners, decorative and functional lighting, benches, waste receptacles, crosswalks, and other elements to create a welcoming destination.
2. Organize an association of businesses, residents, and religious institutions to support the ongoing maintenance, programming, and beautification of the neighborhood business district through events, activities, and improvements.
3. Fill retail vacancies on Garfield Boulevard with businesses that leverage new trail connections, such as local restaurants, bicycle and recreation shops, and other similar establishments.
4. Coordinate with the Cuyahoga Valley National Park, the Cleveland Metroparks, and local businesses to create a tourism marketing strategy that captures new visitors.
5. Integrate public art, murals, and other placemaking elements at key gateways along Garfield Boulevard, including Warner Road, Turney Road, and at each end of the core neighborhood business district.
6. Expand off-street public parking options potentially by re-purposing vacant land on the southwest corner of Garfield Boulevard and E. 90th Street for parking.
7. Partner with property owners to reinvest in mixed-use buildings for first floor retail and second floor residential or offices.

GOAL B: Reinvest in Residential Areas & Streetscapes

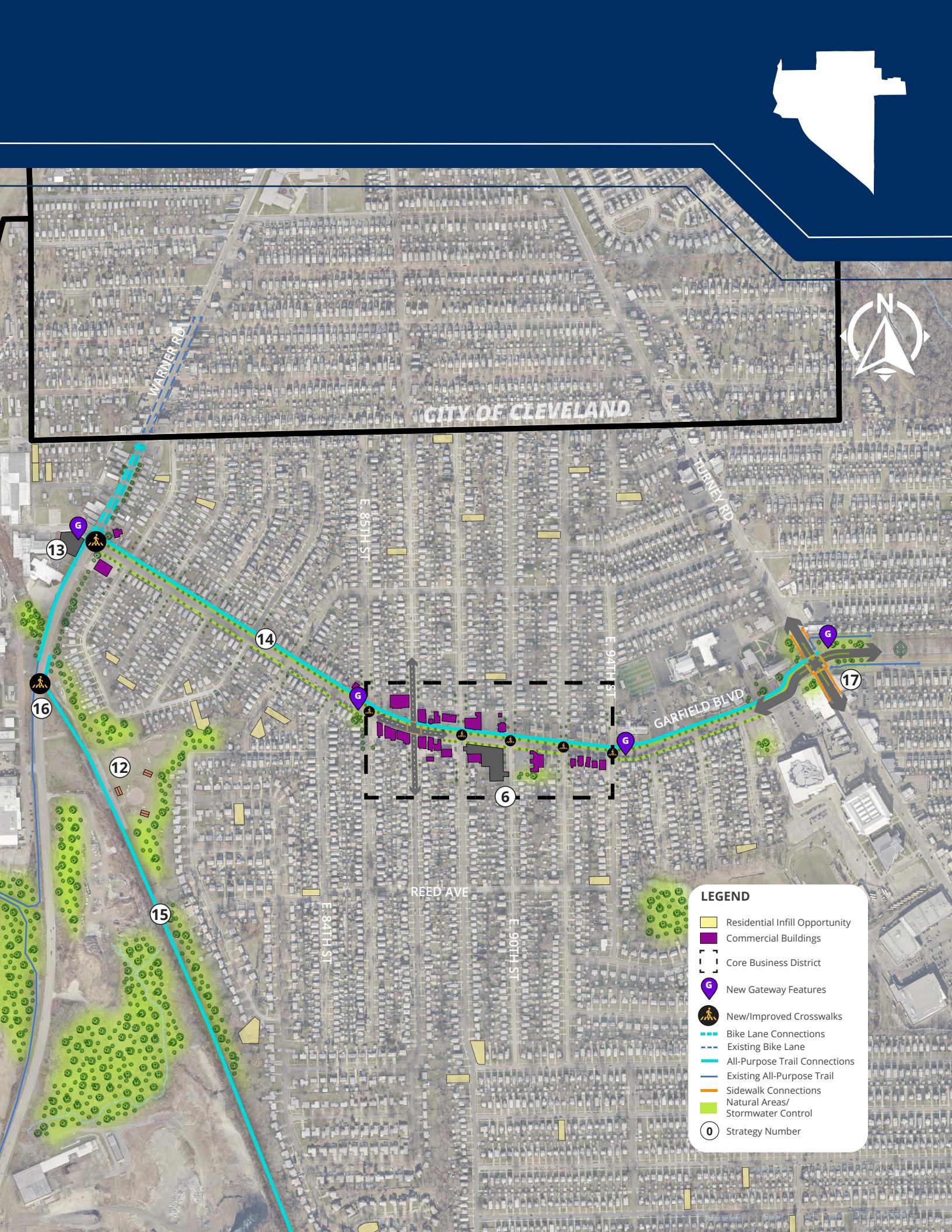
8. Work with residents and property owners to plant and maintain trees on private properties.
9. Enhance residential areas with complete sidewalks, street trees, wayfinding and signage, and other similar elements to encourage safer walking and biking alternatives within the community.
10. Promote reinvestment in residential properties that front Garfield Boulevard.

GOAL C: Expand Environmental Assets & Enhance Parks

11. Strengthen the tree canopy by integrating street trees along the Garfield Boulevard corridor to create a more comfortable walking and biking environment.
12. Develop a detailed plan for Jack C. Donovan Park that could include improving the ball fields and amenities with more places to sit during sporting events, public restrooms, and bicycle repair stations.
13. Establish a new parking area that could include a trailhead at the city-owned property on the southwest corner of the Warner Road and Garfield Boulevard intersection.

GOAL D: Establish Connections & Improve Safety

14. Construct a new all-purpose trail (APT) along Garfield Boulevard to connect the Towpath Trail on Warner Road in the west and the Cleveland Metroparks Garfield Reservation in the east.
15. Evaluate a power line trail that would follow the utility corridor along the City's western edge, and could connect the length of the community from north to south.
16. Evaluate a mid-block crossing on Warner Road at Jack C. Donovan Park to provide a safe crossing for trail and park users.
17. Reconstruct the Turney Road and Garfield Boulevard intersection by realigning the roadways into a more traditional four-way configuration or consider a roundabout.



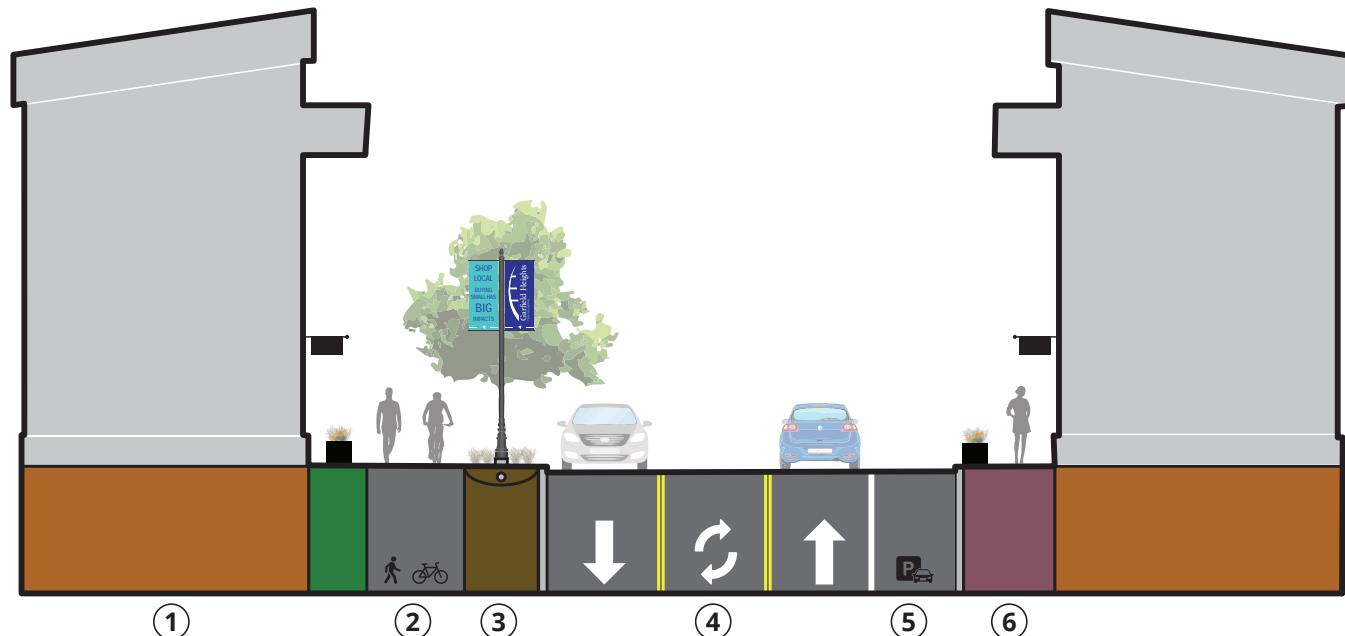
SECTION 6

FOCUS AREA RECOMMENDATIONS

GARFIELD BOULEVARD KEY STREETScape ELEMENTS

Garfield Boulevard is a critical link in the community, but is significantly wider than necessary. As seen in the conceptual streetscape graphic below, Garfield Boulevard would benefit from a road diet to eliminate unnecessary travel lanes and integrate a new all-purpose trail on the north side of the roadway. Additionally, a bioswale feature on the north side of the roadway coupled with the reduction in pavement will improve stormwater management for the corridor. Improved pedestrian areas with decorative features, such as banners and street trees, in addition to reinvestment in storefronts will also help enliven and attract visitors to the area.

- ① **Mixed-Use Rehabilitation:** continued reinvestment in existing commercial buildings with housing units above retail or office space will help reestablish the business district and bring new energy to the area.
- ② **All-Purpose Trail:** installing an all-purpose trail on the north side of Garfield Boulevard will not only connect the Towpath trail with Garfield Reservation, but also increase foot and bicycle traffic into the business district.
- ③ **Stormwater Management:** bioswales and retention cells will help reduce the burden on existing stormwater infrastructure, and also beautify the corridor.
- ④ **Road Diet:** reducing the amount of pavement along Garfield Boulevard will improve drainage and safety, while enhancing the area's aesthetic appeal.
- ⑤ **On-Street Parking:** quick and convenient on-street parking will help support local businesses and provide additional parking for employees, patrons, and residents.
- ⑥ **Enhanced Amenity Zone:** improved pedestrian areas, with elements such as seating and decorative planters and banners, will encourage more foot-traffic to nearby businesses and enliven the business district.



Source: County Planning

VISUALIZING THE FOCUS AREA



PUBLIC ART AT GATEWAYS

Public art installations, like this wall mural in Cleveland, can brighten, enhance, and create a welcoming Garfield Boulevard.



ALL-PURPOSE TRAIL CONNECTIONS

An all-purpose trail connection on Garfield Boulevard, like this one on North Court Street in Medina, supports alternative travel and access to storefronts.



NATURAL BIOSWALES

Bioswales, like this one on E. 59th Street in Cleveland, help reduce runoff volumes by utilizing soils and vegetation to natural absorb stormwater.



RE-PURPOSING STRUCTURES

Re-purposing older structures facing Garfield Boulevard, like this one in the Short North district in Columbus, provides new opportunities for retail and housing options.

Image Sources: Cuyahoga County (Midtown Mural/Cleveland); The Post (North Court Street/Medina, Ohio); NEORSD (E. 59th Street green infrastructure); Experience Columbus (High and Lincoln)

SECTION 6

FOCUS AREA RECOMMENDATIONS

6.4 TURNY ROAD (NORTH OF I-480)

OVERVIEW

Turney Road north of I-480 is much more commercialized than its areas south of I-480. This northern portion contains the Garfield Heights City School District High School campus, prominent neighborhood retail (Turneytown), access to the Cleveland Metroparks Garfield Reservation, and many of the City's key facilities, such as the Civic Center, library, and recreation center. Additionally, the area around the intersection of Turney Road and Garfield Boulevard is the most walkable destination in the City, making this a critical location for the community.

CHALLENGES & OPPORTUNITIES

While this focus area has some of the most bustling commercial development in the City, many parking lots and intersections lack clear circulation patterns and pedestrian safety measures. However, with appropriate signage, direct access to businesses, and safety improvements at crosswalks, Turney Road north of I-480 would be a much more comfortable and walkable environment.

Located just to the north of Turneytown is the Garfield Heights City School District High School campus, which includes a performing arts center, outdoor stadium, and park space. There is tremendous opportunity to construct an indoor community field house and stadium, but also support year-round recreation for residents. Additionally, the performing arts center could be an anchor institution for entertainment that could be rented out for live performances throughout the year.

Lastly, as this is the City's central hub of activity, establishing a defined commercial district to organize businesses and support improvements will provide the structure necessary for continued success.

OUR GOALS

A. Formalize Downtown Commercial District

Our goal is to anchor the community around local retail destinations and the High School campus by establishing a Downtown District with small businesses, walkable spaces, creative placemaking elements, and safe access for pedestrians and bicyclists.

B. Strengthen Commercial Corridor

Our goal is to create desirable destinations for residents and visitors that frequent Turneytown and other nearby commercial areas by encouraging new development that adds entertainment options, integrates outdoor amenities, and enhances the area's aesthetic appeal.

C. Encourage New Housing Types & Reinvestment

Our goal is to continue reinvestment in existing residential areas, while encouraging the development of newer housing types, such as townhomes and mixed-use development, to support a vibrant downtown core business district.

D. Expand Recreation Options & Enhance Parks

Our goal is to create year-round recreation options through shared access to recreation amenities with the School District and to leverage Garfield Reservation as an anchor for the area.

E. Establish Connections & Improve Safety

Our goal is to establish connections that are safe and comfortable for all users to travel between community amenities and support walkable development within the area's core business district around Turneytown.

CITY OF CLEVELAND



ENCOURAGE NEW HOUSING TYPES

IMPROVE SAFETY

EXPAND RECREATION OPTIONS

ENHANCE PARKS

ENCOURAGE REINVESTMENT IN RESIDENTIAL AREAS

STRENGTHEN COMMERCIAL CORRIDOR

E. 110TH ST

McCRACKEN RD

E. 19TH ST

FORMALIZE DOWNTOWN COMMERCIAL DISTRICT

ESTABLISH CONNECTIONS

GRANGER RD

IMPROVE SAFETY

LEGEND

- Water/Stream Corridors
- Road Diet/Potential Bus Rapid Line
- Existing All-Purpose Trail

100

SECTION 6

FOCUS AREA RECOMMENDATIONS

OUR STRATEGIES

GOAL A: Formalize Downtown Commercial District

1. Organize an association of businesses, residents, and religious institutions to support the ongoing maintenance, programming, and beautification of the neighborhood business district through events, activities, and improvements.
2. Partner with property owners to reinvest in mixed-use buildings for first floor retail and second floor residential or offices.

GOAL B: Strengthen Commercial Corridor

3. Restructure the Turneytown parking areas to create protected and direct pedestrian access to businesses, provide a clear traffic circulation pattern for vehicles, and add green space and trees.
4. Work with Turneytown representatives and businesses to add new out-parcel developments that are close to the sidewalk, well-designed, and pedestrian-friendly.
5. Partner with Turneytown representatives and businesses to re-imagine the shopping center as a mixed-use, dense, walkable development to anchor the business district.
6. Work with the Garfield Heights City School District (GHCSD) to consider a shared parking agreement to allow retail parking on school district lots during non-school hours for visitors to the downtown area.

GOAL C: Encourage New Housing Types & Reinvestment

7. Work with residents and property owners to plant and maintain trees on private properties.
8. Encourage denser housing development such as townhouses on vacant lots or older properties facing Turney Road.

GOAL D: Expand Recreation Options & Enhance Parks

9. Collaborate with the Garfield Heights City School District (GHCSD) to construct a new football stadium and indoor field house on the high school campus as a community amenity and business district anchor.
10. Develop a detailed plan for Crudele Park that could include recreation options for adjacent neighborhoods, such as new playground equipment, pavilions, trees, seating, and lighting.

GOAL E: Establish Connections & Improve Safety

11. Collaborate with the Greater Cleveland Regional Transit Authority (GCRTA) and neighboring communities to consider a Bus Rapid Transit line that runs along Turney Road.
12. Collectively work with Turney Road businesses and GCRTA to improve the streetscape of Turney Road, with a special emphasis on the Core Business District area, through the installation of street trees, banners, decorative and functional lighting, benches, waste receptacles, crosswalks, and other elements as part of a Bus Rapid Transit line reconstruction.
13. Create unique gateway features through wayfinding, signage, and public art at key access points, including the bridge over I-480 and the intersection of Turney Road and Garfield Boulevard.
14. Utilize the reconfigured intersection at Turney Road/Garfield Parkway and Garfield Boulevard as an iconic marketing area within the community for public art, landscaping, and other welcoming features where visitors can gather for photographs.

CITY OF CLEVELAND



SECTION 6

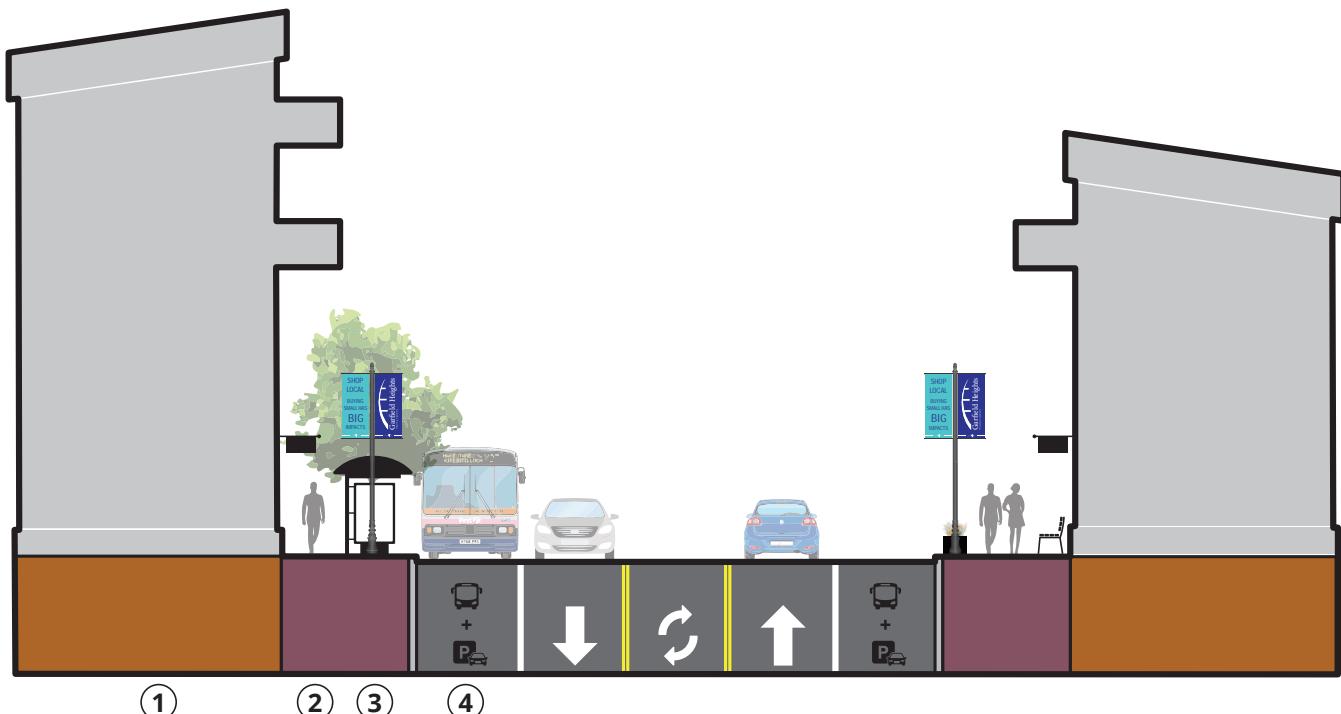
FOCUS AREA RECOMMENDATIONS

TURNEY ROAD (NORTH OF I-480) KEY STREETSCAPE ELEMENTS

Turney Road north of I-480 is the City's "downtown" hub and could be restructured to be more walkable and include a Bus Rapid Transit line for direct access to Downtown Cleveland. As seen in the conceptual streetscape graphic below, a restructured Turney Road north of I-480 would improve both public transportation access and overall safety. This could be accomplished through a road diet that would reduce the number of drive lanes to one in each direction as well as a center turn lane and a dedicated lane for buses during peak hours and on-street parking during off hours. A renovation of this street could also include elements such as street trees, lighting, and pedestrian amenities to transform the corridor into a more walkable and vibrant one.

- ① **Mixed-Use Building Rehabilitation and Development:** Turney Road north of I-480 has immense opportunity for out parcel development and redevelopment at Turneytown to further expand and enhance the City's shopping experience and diversify housing options.
- ② **Enhanced Amenity Zone:** improved pedestrian areas, with elements such as outdoor dining and decorative planters and banners, will encourage more foot-traffic to nearby businesses, enliven the business district, and encourage visitors to spend more time in the area.

- ③ **Stormwater Management:** bioswales and retention cells will help reduce the burden on existing stormwater infrastructure, and also beautify the corridor.
- ④ **Road Diet and Bus Rapid Transit:** reducing the number of drive lanes on Turney Road and replacing them with bus only lanes/parking lanes can improve transit ridership and enhance the corridor's walkability.



TURNEY ROAD & RICHLAND AVENUE
LOOKING NORTH

Source: County Planning

VISUALIZING THE FOCUS AREA



MIXED-USE DEVELOPMENT

Mixed-use development along Turney Road, like this building in Columbus, provides the framework necessary to support multi-modal travel.



BUS RAPID TRANSIT

Rapid bus lines, like GCRTA's HealthLine, provide quick and convenient access between key destinations for residents, students, and workers.



NEW HOUSING TYPES

Newer housing types on Turney Road, like these townhomes at Battery Park in Cleveland, can help diversify housing stock and create walkable districts.



LEVERAGING DISTRICT ASSETS

Leveraging business district assets on Turney Road, like The Katz Club Diner in Cleveland Heights, offer unique opportunities for shared parking and hosting community events.

Image Sources: The Wood Companies (The Wood Co/Columbus, Ohio); Active Transportation Alliance (GCRTA HealthLine); Cuyahoga County (Battery Park Townhomes/Cleveland, Ohio; Cleveland Heights, Ohio)

SECTION 6

FOCUS AREA RECOMMENDATIONS

6.5 TURNY ROAD (SOUTH OF I-480)

OVERVIEW

Turney Road south of I-480 is much more residential in character than the area north of I-480. This southern portion contains numerous single-family homes with pockets of small businesses scattered along the corridor. The scale of commercial development generally intensifies when traveling south towards Rockside Road and the Garfield Commons Shopping Mall. The Garfield Heights City School District Maple Leaf Elementary School and Middle School are also located within this focus area.

CHALLENGES & OPPORTUNITIES

Overall, this focus area has fewer commercial and residential vacancies than other portions of the community. However, the local businesses found directly on Turney Road have poorly structured parking areas with minimal considerations for pedestrians or bicyclists. At some point everyone becomes a pedestrian to access their destinations and safety and comfort is important. Many business areas found along Turney Road south of I-480 are an opportunity for parking lot restructuring, walkability improvements, and streetscape enhancements.

Located near the center of this focus area is the Garfield Heights City School District Middle School campus. As all other school facilities have been more recently updated, there is opportunity to construct a new campus that integrates community recreation. The portions of Garfield Heights that are located south of I-480 have very limited access to park spaces, so this would be a way to integrate new recreation areas for residents.

Additionally, there is opportunity to redevelop the former K-Mart site to add jobs in the City. With access to GCRTA transit lines on both Rockside and Turney Roads, this site has the potential to host a light industrial, warehousing, or similar development and act as a catalyst for additional investment nearby.

OUR GOALS

A. Diversify Businesses & Strengthen Retail Hubs

Our goal is to create unique shopping destinations that not only serve adjacent neighborhoods, but also surrounding communities through strong anchors and a diverse selection of businesses.

B. Redevelop Key District Anchors

Our goal is to leverage key sites as anchors for the neighborhood by redeveloping the former K-Mart as a job site and supporting the Garfield Heights City School District in reconstructing the Middle School campus site.

C. Reinvest in Residential Areas & Streetscapes

Our goal is to enhance neighborhood streetscapes, improve the comfort level of pedestrians, and promote and incentivize infill housing to strengthen neighborhoods.

D. Expand Recreation Options & Preserve Assets

Our goal is to ensure a high quality of life is maintained by creating new recreation areas and parks for residents and community members that live or frequent areas south of I-480, and to protect environmental assets, such as tree canopy, from future development.

E. Establish Connections & Improve Walkability

Our goal is to establish connections that link residents and visitors safely to key destinations and attractions found within the community, and to improve the walking environment within commercial areas and along the key corridors of Rockside and Turney Roads.



SECTION 6

FOCUS AREA RECOMMENDATIONS

OUR STRATEGIES

GOAL A: Diversify Businesses & Strengthen Retail Hubs

1. Maintain low retail vacancies with businesses that enrich the street and support local residents such as restaurants, services, and local retail.
2. Ensure new retail construction is of high quality and is sited close to the street with parking to the side or rear.

GOAL B: Redevelop Key District Anchors

3. Work with Garfield Commons Shopping Mall representatives to evaluate potential out-parcel development and parking lot restructuring for improved pedestrian safety.
4. Attract new light industrial to the former K-Mart site near Valley Lane Drive.
5. Work with the Garfield Heights City School District (GHCSD) to construct a new Middle School campus.

GOAL C: Reinvest in Residential Areas & Streetscapes

6. Work with residents and property owners to plant and maintain trees on private properties.
7. Enhance residential areas with complete sidewalks, street trees, wayfinding and signage, and other similar elements to encourage safer walking and biking alternatives within the community.

GOAL D: Expand Recreation Options & Preserve Assets

8. Work with the Garfield Heights City School District (GHCSD) to ensure a new Middle School campus integrates outdoor community recreation options for residents, which could include sports fields, passive trails, scenic overlook, and other similar features or amenities.
9. Coordinate with the Cleveland Metroparks to transfer ownership and maintenance of the Wargo Farms area into a passive recreation park space with trail connections.
10. Protect the existing tree canopy behind Milo Road from future development.

GOAL E: Establish Connections & Improve Walkability

11. Collaborate with the Greater Cleveland Regional Transit Authority (GCRTA) and neighboring communities to consider a Bus Rapid Transit line that runs along Turney Road.
12. Collectively work with Turney Road businesses and GCRTA to improve the streetscape of Turney Road, with a special emphasis on frontage retail areas, through the installation of street trees, banners, decorative and functional lighting, benches, waste receptacles, crosswalks, and other elements as part of a Bus Rapid Transit line reconstruction.
13. Improve pedestrian safety and walkability at key intersections, including Antenucci Boulevard, Oak Park Boulevard, Maple Leaf Drive, and Rockside Road.
14. Collaborate with local businesses on Turney Road to restructure front parking areas to increase pedestrian safety, enhance and beautify the corridor, and improve traffic circulation.



SECTION 6

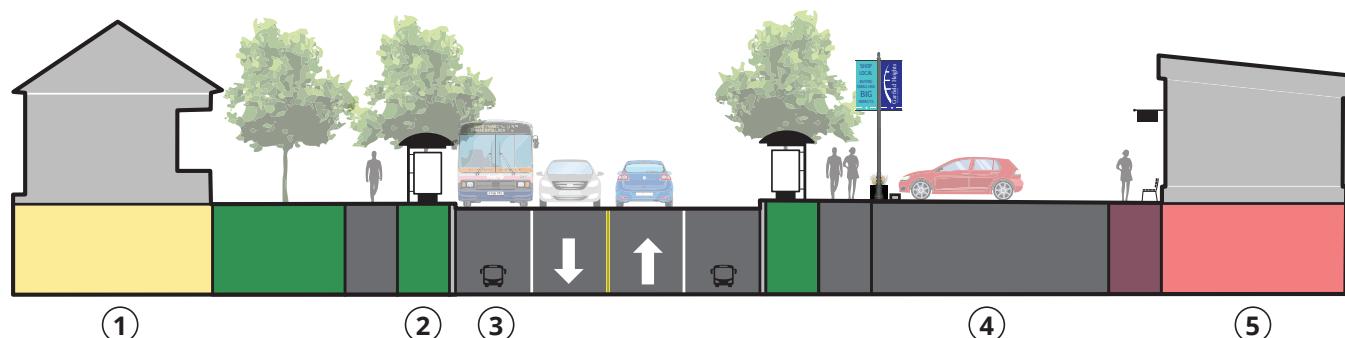
FOCUS AREA RECOMMENDATIONS

TURNEY ROAD (SOUTH OF I-480) KEY STREETSCAPE ELEMENTS

Turney Road south of I-480 is not as intensely developed as areas north of I-480, but investments in the streetscape and implementation of a Bus Rapid Transit line could remake this section of the corridor. As seen in the conceptual streetscape graphic below, one of the largest obstacles to overcome is existing parking lot configurations. By implementing parking lot reconfigurations, sidewalks can be more safely incorporated. Including lanes for buses and on-street parking can likewise reinvigorate this street.

- ① **Existing Single-Family Homes:** support and encourage reinvestment in residential properties.
- ② **Stormwater Management:** bioswales and trees will help reduce the burden on existing stormwater infrastructure, and also beautify the corridor.
- ③ **Bus Rapid Transit:** providing bus only lanes can improve transit ridership and enhance the corridor's walkability.

- ④ **Existing Parking:** utilize existing parking lots by restructuring parking spaces to accommodate direct pedestrian access to business storefronts and improve the safety and efficiency of circulation.
- ⑤ **Business District Enhancements:** support and encourage reinvestment in existing businesses through exterior renovations, placemaking, and integrated streetscape elements, such as signage and seating.



VISUALIZING THE FOCUS AREA



WALKABLE OUTPARCEL DEVELOPMENT



Adding walkable outparcel developments along Turney Road and Rockside Road, like this one in Westerville, can create walkable spaces.



DIRECT BUSINESS ACCESS



Direct access to businesses, like this one in Upper Arlington, brings visitors to the front doors of storefronts and creates more vibrant and welcoming spaces.



COHESIVE STREETSCAPE



Consistent and cohesive streetscapes, like this one in Berea, provide curb appeal and enhance the pedestrian user experience.



PASSIVE PARK SPACE



Wargo Farms could be reconstituted as a passive park space, like Aukerman Park in the Brecksville Reservation, which provides quiet spaces for walking, jogging, or simply enjoying the outdoors.

Image Sources: Google Earth (Westerville, Ohio); Cuyahoga County (Berea, Ohio); Colliers (The Shops on Lane Avenue); Cleveland Metroparks (Aukerman Park)



DID YOU KNOW?

There are over **147 Community Development Corporations** in Cuyahoga County, which **earn over \$69 Million** in revenue annually and **employ nearly 600 workers**.





SECTION 7

IMPLEMENTATION STRATEGIES

The City of Garfield Heights is well-positioned for strong and lasting change throughout the community. The City's deeply rooted and passionate residents, regional assets, economic drivers, and dedicated partners will all play key roles in supporting this Master Plan's implementation.

This section highlights various strategies for moving recommendations into reality. These include: 1) Early Wins; and 2) High Priorities. There is also an Implementation Matrix that showcases the various Topics, Goals, and Strategies and several key determining factors for implementation, including priority levels, years to complete, potential partners, and estimated costs.

SECTION 7

IMPLEMENTATION STRATEGIES

IMPLEMENTATION MATRIX

It is intended that this Master Plan will be used by the City of Garfield Heights—as well as property owners, business owners, and developers—when deciding where, when, and how to make investments for the betterment of the City. A viable implementation program—one that sets forth specific action items—is a valuable tool to ensure that recommendations are acted upon.

COLLABORATION

It is important to recognize that there are factors that impact the City that are beyond its control, including economic instability or regulatory changes. In such cases, it is critical to forge and maintain supportive partnerships with those who can provide assistance. In addition, because cities across the County and State are facing declining resources, it is becoming more important than ever to engage firms, institutions, and citizens to collaborate in the work of local government. The Master Plan identifies opportunities for engaging with other entities in developing mutually beneficial programs. With this in mind, the City can serve as a champion and supporter to help spur collaboration.

The implementation tables on the following pages link directly to the actions in the Recommendations document. While Potential Partners, Years to Complete, and Estimated Cost are listed, changing circumstances, priorities, and funding streams may require this implementation table to change. The last column—Notes—provides the opportunity to track changes in the implementation of an action and to provide a record of when a project or action is completed. It is important to recognize that the tables serve as guides, and they are intended to be updated as circumstances warrant.

COST ESTIMATES

Costs will vary depending on the type of action described. Some recommendations may be more administrative, and can be addressed internally by the City Administration and Council. Other recommendations will require outside professional services. The implementation tables provide a range of costs to give a general understanding of the scope of a project. The estimated costs are categorized in three levels: High,

Medium, and Low. For the purposes of this plan, High, Medium, and Low cost ranges describe the costs to the City and can be understood as shown in the chart below.

Importantly, estimated costs are only supplied for the action as described, and they do not take into account potential additional steps. For instance, the action "Develop a sidewalk review process to identify needed repairs and actively work with private property owners to ensure a safe sidewalk network" only takes into account the cost of creating the process itself. The estimate does not include the potential costs associated with constructing sidewalk improvements identified in a new sidewalk review process.

Estimated Cost Range	
\$\$\$	High Cost (Over \$500,000)
\$\$	Medium Cost (\$100,000 to \$500,000)
\$	Low Cost (Up to \$100,000)

PRIORITIES & EARLY WINS

The priorities for strategies are identified by stars in the implementation tables. Those with three stars are the highest priority while fewer stars indicate lower priorities as shown in the table below. Priorities were determined through public input and feedback from the Project Team. Early wins are identified within the implementation matrix by the icon below. Early wins represent specific strategies that are generally easier to implement due to lower costs associated with them and can usually be conducted with existing resources. Additionally, early wins will have shorter timelines and can help lay the ground work for implementing larger strategies.

Priority Level
★★★ Highest Priority
★★ Medium Priority
★ Lowest Priority



Example icon to identify Early Wins within the implementation matrix.

POTENTIAL PARTNERS

The Master Plan outlines numerous goals and strategies to achieve the community's vision. However, while some actions can be completed by the City itself, others may require the assistance, resources, or support from other partners. Throughout the implementation matrix, potential partners have been identified to help with the implementation of this Plan's strategies.

As seen in the table to the right, a legend has been provided to help better understand who might be the right fit for each strategy. While this is an extensive list of potential partners, it does not necessarily include all available resources and agencies. This should act as a starting point for the City when moving forward with implementation and further collaboration will be important as projects and ideas become thoroughly developed.

Legend of Potential Partners	
BC	Bike Cleveland
CLEC	Cleveland Clinic
CMP	Cleveland Metroparks
CDC	Proposed Community Development Corporation
CRA	Proposed Community Reinvestment Area
CAC	Cuyahoga Arts & Culture
CCBH	Cuyahoga County Board of Health
CCD	Cuyahoga County Department of Development
CCLB	Cuyahoga County Land Bank
CCPC	Cuyahoga County Planning Commission
CCPL	Cuyahoga County Public Library
CCPW	Cuyahoga County Department of Public Works
CCS	Cuyahoga County Department of Sustainability
CSW	Cuyahoga Soil & Water Conservation District
CVNP	Cuyahoga Valley National Park
DP	Design Professionals
GHCSD	Garfield Heights City School District
GCRTA	Greater Cleveland Regional Transit Authority
MCWP	Mill Creek Watershed Partnership
NC	Neighboring Communities
NOACA	Northeast Ohio Areawide Coordinating Agency
NEORSD	Northeast Ohio Regional Sewer District
ODD	Ohio Department of Development
ODH	Ohio Department of Health
ODNR	Ohio Department of Natural Resources
ODOT	Ohio Department of Transportation
EPA	Ohio Environmental Protection Agency
PPO	Private Property Owners
SID	Proposed Special Improvement District(s)
TNEO	TeamNEO
THS	Trinity High School
WRLC	Western Reserve Land Conservancy

SECTION 7

IMPLEMENTATION STRATEGIES

COMMUNITYWIDE RECOMMENDATIONS

Transportation Networks & Roadway Infrastructure	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Goal A: Strengthen pedestrian and bicycle connections to key destinations by completing a community trail network, enhancing the user experience, and improving safety					
Strategy 1: Partner with public and private entities to construct all-purpose trail facilities in accordance with the Connectivity Framework Map, page 45	★	3-5 years	CMP, CCPW, BC, PPO, ODNR	\$\$\$	
Strategy 2: Develop a sidewalk review process to identify needed repairs and actively work with private property owners to ensure a safe sidewalk network	★	1 year	PPO, SID	\$	
Strategy 3: Improve pedestrian access to businesses and places of interest by constructing and requiring complete and direct sidewalk access from the street to the front entrances	★★★	Ongoing	PPO	\$\$	
Strategy 4: Ensure safe bicycle parking by installing bike racks and updating zoning to require bike racks in new developments	★★	Ongoing	CCPC, BC, PPO, SID	\$	
Goal B: Balance the needs of all users on City roadways by investing in opportunities for walking and public transit					
Strategy 5: Partner with GCRTA to identify the most heavily used transit stops and improve them to provide comfortable waiting environments for transit riders	★★	1 year	GCRTA, NC, PPO, SID	\$	
Strategy 6: Work with the GCRTA and neighboring communities to evaluate a bus rapid line that travels along the key job corridors on Turney Road and Broadway Avenue	★★	3-5 years	GCRTA, NC	\$	
Strategy 7: Partner with the Garfield Heights City School District (GHCSD) to conduct and implement a Safe Routes to School Plan	★★★	1 year	GHCSD, ODOT	\$	
Strategy 8: Partner with the City's business districts identified in the Streetscape Priority Areas Map, page 21, to beautify and enhance these corridors	★★	Ongoing	PPO, SID	\$\$\$	
Strategy 9: Adopt a Complete and Green Streets policy that requires the consideration of active transportation and green infrastructure elements when undertaking road reconstruction projects	★★★	1-2 years	CCPW, ODOT	\$	
Goal C: Prepare for emerging technologies on roadways and in parking areas					
Strategy 10: Update zoning regulations to permit Electric Vehicle (EV) charging stations within desired districts	★★	1 year	CCPC, CCS	\$	
Strategy 11: Seek funding to add EV charging stations at public facilities such as the Civic Center, Dan Kostel Recreation Center, and library	★	Ongoing	NC, CCS	\$\$	
Strategy 12: Work with local businesses to integrate EV charging stations into existing parking configurations	★	Ongoing	PPO, SID, CCS	\$\$	

Transportation Networks & Roadway Infrastructure	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Strategy 13: Coordinate with surrounding communities and NOACA to review timing of traffic signals (NOACA's Signal Timing Optimization Program) and the use of new traffic technologies to make the existing system more efficient	★	1 year	NOACA, NC	\$	
Goal D: Support continued roadway improvements throughout the community					
Strategy 14: Coordinate the replacement of the Henry Street bridge off Broadway Avenue with the Cuyahoga County Department of Public Works and the Cleveland Metroparks to improve pedestrian and bicycle access and safety to the Garfield Reservation from Cranwood Park	★★	5+ years	CMP, CCPW, NEORSD, CSW, PPO, ODNR, MCWP	\$\$\$	
Strategy 15: Coordinate efforts with the Village of Valley View to extend Transportation Boulevard to Rockside Road	★★★	5+ years	EPA, CCBH, CSW, NC, PPO	\$\$\$	
Strategy 16: Coordinate with ODOT, the Cleveland Clinic, and Trinity High School to expand the I-480 interchange and consider improvements E. 126 th Street as a result of changes in traffic patterns	★★★	5+ years	ODOT, CLEC, THS, PPO, NEORSD	\$\$\$	

Environmental Stewardship & Stormwater Management	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Goal A: Continue to limit the impacts of development on sensitive environmental assets					
Strategy 1: Adopt regulations to preserve stream corridors, steep slopes, wetlands, and riparian areas by limiting development within the areas identified on the Sensitive Environmental Features & Site Monitoring Map, page 51	★★★	1 year	EPA, NEORSD, CSW, ODNR, MCWP	\$	
Strategy 2: Continue to work closely with the Ohio EPA to monitor capped landfills, especially during any activity that might disturb the soil	★★	Ongoing	EPA, CSW, PPO, CCD, ODD	\$	
Strategy 3: Collaborate with the Northeast Ohio Regional Sewer District (NEORSD) to conduct a detailed study of Broadway Avenue and adjacent properties for evaluating alternatives to address flooding in this area	★★★	1-2 years	CCPW, NEORSD, CSW, PPO, MCWP	\$\$	
Strategy 4: Coordinate redevelopment options with the Ohio EPA and the Cuyahoga County Board of Health (CCBH) on the brownfield site located north of Bacci Park to include new recreation opportunities, trail connections, and expanded access to adjacent open spaces	★	3-5 years	EPA, CCBH, CSW, NC, PPO, CCD, ODNR, ODD	\$\$	

SECTION 7

IMPLEMENTATION STRATEGIES

Environmental Stewardship & Stormwater Management	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Goal B: Improve stormwater management practices, parking, and landscaping requirements for development					
 Strategy 5: Increase landscaping requirements for new development and integrate green infrastructure features where possible to reduce the burden on existing storm sewers and natural systems	★★	1 year	CCPC, NEORSD, CSW, ODD, MCWP	\$	
Strategy 6: Reduce impervious surfaces and increase stormwater management efforts through green infrastructure improvements on City-owned land	★	Ongoing	NEORSD, CSW, ODD, MCWP	\$\$	
 Strategy 7: Review parking and impervious surface standards and consider regulations for reducing impervious surfaces and improving stormwater management	★★	1 year	CCPC, NEORSD, CSW, SID, ODD, MCWP	\$	
 Strategy 8: Consider alternative parking standards such as setting parking maximums, allowing shared parking, or allowing in-lieu fees to reduce the overall requirement for parking	★	1 year	CCPC, PPO, SID	\$	
Goal C: Strengthen and grow the City's tree canopy to preserve natural areas and enhance streetscapes					
 Strategy 9: Apply for Cuyahoga County tree canopy grants to create a citywide tree plan and maintenance schedule, manage the City's existing trees, and plant new trees	★★	Ongoing	CCPC, CMP, CDC, WRLC, MCWP	\$	
 Strategy 10: Consider a tree canopy protection ordinance to maintain trees when an area is developed	★★	1 year	NEORSD, WRLC, MCWP	\$	
Community Facilities, Programming, & Recreation	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Goal A: Expand volunteer and outreach programs to support beautification efforts and strengthen community pride					
 Strategy 1: Collaborate with local public and private organizations to enhance the City's community calendar for social gatherings, markets, seasonal parties, and other similar events	★	Ongoing	CMP, BC, SID	\$	
 Strategy 2: Encourage and promote the creation of neighborhood groups that support residents and build relationships among neighbors	★	Ongoing	CDC	\$	
Strategy 3: Establish a Community Development Corporation (CDC) or collaborate with an existing CDC to help support the ongoing revitalization of neighborhoods, maintain affordable housing, and meet the needs of residents through community services, such as education, job training, and other social programs	★★★	1 year	CCLB, ODD	\$\$	

Community Facilities, Programming, & Recreation	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Strategy 4: Collaborate with residents and neighborhood organizations to establish a Community Action Day to help get neighbors engaged and involved within their community	★	Ongoing	PPO	\$	
Goal B: Enhance the City's tremendous park, trail, and open space system, while expanding safe and equitable neighborhood access for residents					
Strategy 5: Collaborate with the GHCSD, private property owners, and other stakeholders to create new public recreation spaces as identified in the Park Improvements & Opportunities Map, page 57	★	3-5 years	CMP, GHCSD, BC, PPO, ODNR, WRLC	\$\$	
Strategy 6: Coordinate with the Cleveland Metroparks for the acquisition and ongoing maintenance of a new park space at the Wargo Farms property south of Rockside and Turney Roads	★	1-2 years	CMP, PPO	\$	
Strategy 7: Evaluate new passive recreation options and trail connections from the Wargo Farms property to the Towpath Trail in the west, Valley Woods Park in Valley View to the south, and Dunham Park in Maple Heights to the east	★	Ongoing	CMP, NEORSD, BC, PPO, ODNR, WRLC	\$\$\$	
Goal C: Continue to maintain, evaluate, and upgrade community facilities					
Strategy 8: Consider an appropriate location for a new Justice Center that offers streamlined, convenient, and timely services for the community	★	Ongoing	PPO	\$	
Strategy 9: Continue to partner with the Cleveland Metroparks for improvements to Garfield Reservation and any future park expansions	★	Ongoing	CMP, BC	\$	
Strategy 10: Undertake a Comprehensive Parks and Recreation Plan to evaluate City recreation amenities and identify needs	★★	1-2 years	CCPC, CMP, BC, WRLC, MCWP	\$	
Goal D: Continue to protect well-preserved natural spaces throughout the community					
Strategy 11: Collaborate with private property owners and other stakeholders to protect and preserve key natural spaces as identified in the Park Improvements & Opportunities Map, page 57	★★★	Ongoing	NEORSD, NC, PPO, ODNR, WRLC, MCWP	\$\$	

Economic Development & Workforce Programs	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Goal A: Evaluate alternative funding models to strengthen commercial areas and critical neighborhood business districts					
Strategy 1: Consider establishing a Special Improvement District (SID) in core business districts to help fund maintenance, physical improvements, cleaning, and additional safety measures	★★	1-2 years	CCPC, PPO	\$\$	
Strategy 2: Consider a Revitalization Budget to specify funds for strategic initiatives such as reinvesting in local businesses, improving critical infrastructure, and revitalizing neighborhoods	★★	1-2 years		\$\$	

SECTION 7

IMPLEMENTATION STRATEGIES

Economic Development & Workforce Programs	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Goal B: Actively market available land and buildings, financial incentives, and local assets					
 Strategy 3: Establish a Chamber of Commerce to organize and market current and future businesses located in Garfield Heights	★★	1 year	CDC, SID, ODD	\$	
Strategy 4: Develop a regularly updated marketing package with available financial incentives and regional site selection resources from TeamNEO to attract new businesses into the City	★★★	Ongoing	TNEO, CCD, ODD, DP	\$	
 Strategy 5: Collaborate with adjacent communities for targeted marketing strategies to enhance the attractiveness of the region for larger business relocations	★	Ongoing	TNEO, NC, PPO, CCD, ODD	\$	
Strategy 6: Proactively seek funding to remediate brownfields and assemble land to make available sites shovel ready for new development	★★	Ongoing	EPA, CCBH, CSW, NC, CCD, ODD	\$	
Strategy 7: Evaluate redevelopment options for vacant sites and development as identified within the Redevelopment Opportunities Map, page 63	★	Ongoing	TNEO, CCLB, NC, PPO, CCD, ODD	\$	
Goal C: Partner with stakeholders to develop and strengthen the local workforce					
Strategy 8: Collaborate with the Cleveland Clinic to help support and grow their mission to hire a local workforce at the Marymount Campus	★	Ongoing	CLEC, CDC, CCD, ODD	\$\$	
Strategy 9: Work with the GHCSD and CCPL to develop and enhance skills training programs and job opportunities	★★★	1-2 years	GHCSD, CCPL, CDC, CCD, ODD	\$\$	
Strategy 10: Coordinate efforts to train or retrain the local workforce in skills required by local employers	★★	Ongoing	GHCSD, CCPL, CDC, CCD, ODD	\$\$	

Zoning & Community Character	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Goal A: Address the City's critical need for improved zoning and development regulations					
Strategy 1: Review and update the City's Zoning Code to bring regulations up to date with current best practices	★★★	1-2 years	CCPC, DP	\$\$	
Strategy 2: Adopt a modern, mixed-use zoning district that emphasizes pedestrian-scaled walkability, high-quality design, and an appropriate combination of uses for use along major corridors	★★★	1 year	CCPC, DP	\$	
 Strategy 3: Ensure new development is of a high-quality and enhances existing neighborhoods with clear design guidelines that outline overall design, materiality, and layouts	★★	Ongoing	CCPC, DP	\$	

Zoning & Community Character	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Strategy 4: Review existing development approval processes to streamline priority redevelopment initiatives	★★	1 year	CCPC, DP	\$	
Goal B: Enhance the City's brand to communicate to existing and future residents and businesses the Garfield Heights story					
Strategy 5: Lead a community process to develop a comprehensive brand that includes a new logo, wayfinding signage, banners, website and social media platforms, and other brand pieces	★★★	1-2 years	DP	\$\$	
Strategy 6: Adopt the Cuyahoga Greenways trail signage as conceptualized in the graphics for Trail Signage & Wayfinding, page 73	★	1 year	CCPC, CMP, DP	\$	
Strategy 7: Work with business owners to establish business district brands and add placemaking elements such as art, murals, and decorative lighting	★	3-5 years	CAC, SID, DP	\$\$	
Strategy 8: Leverage the City's tremendous access to the Cuyahoga Valley National Park Towpath Trail and the Cleveland Metroparks Garfield Reservation as catalysts to attract local tourism	★★	Ongoing	CMP, CVNP, NC, DP	\$	
Strategy 9: Showcase the City's pride in people, diversity, and history through public art installations, murals, and monuments	★	Ongoing	CAC, PPO, SID, DP	\$\$	
Goal C: Enliven business districts and destinations with vibrant outdoor spaces and events					
Strategy 10: Develop a brand campaign that targets the community's key business districts on E. 131 st Street, Garfield Boulevard, and Turney Road	★	3-5 years	SID, DP	\$	
Strategy 11: Use events, such as farmers markets or craft fairs, to activate spaces and attract shoppers to business districts	★★	Ongoing	SID, ODH	\$	
Strategy 12: Incorporate public art such as murals and installations in business districts and public areas as a way to create unique and interesting places	★	Ongoing	CAC, PPO, SID, DP	\$\$	
Goal D: Improve the feeling and perception of safety in the community					
Strategy 13: Work closely with the Police Department, South East Area Law Enforcement (SEALE), auxiliary police force, and other safety organizations to strengthen patrol and crime response in neighborhood business districts	★★★	Ongoing	SID	\$\$	
Strategy 14: Work with neighborhood groups and business districts to complete walking safety audits and establish watch groups	★★	1-2 years	SID	\$	

SECTION 7

IMPLEMENTATION STRATEGIES

Zoning & Community Character	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
 Strategy 15: Incorporate safety considerations—such as lighting, windows, visibility, and access control—in the design and development review process	★★★	1 year		\$	
Strategy 16: Collaborate with safety personnel and City Council to engage with businesses and residents to create a comprehensive Community Safety Action Plan	★★★	1-2 years	SID	\$\$	
Housing & Neighborhood Reinvestment					
Goal A: Address property maintenance and code enforcement through education and financial support					
 Strategy 1: Partner with the County and other entities to establish a home improvement assistance program to aid homeowners in making the necessary improvements to their properties	★	Ongoing	CCLB, CRA, ODH, ODD	\$\$	
 Strategy 2: Provide in-person and online educational resources to inform homeowners of regulations and expectations and to connect them to other housing resources and programs	★★	1-2 years	CCLB, CRA, ODH, ODD, WRLC	\$	
 Strategy 3: Strengthen commercial and residential code enforcement and maintenance protocols for properties in violation of City ordinances	★★	1 year		\$	
Strategy 4: Promote property maintenance by creating a home improvement award program that recognizes homeowners who make significant exterior property improvements	★	1 year	CRA	\$	
Goal B: Promote homeownership to stabilize neighborhoods					
 Strategy 5: Work with banks, non-profits, and other agencies to provide mortgage assistance and other financial assistance to prospective homeowners	★	Ongoing	CCLB, CRA, ODD	\$\$	
 Strategy 6: Work with regional agencies and local nonprofits to help senior citizens or those with a disability safely remain in their homes	★	Ongoing	CCLB, CRA, ODH, ODD	\$\$	
 Strategy 7: Actively track property sales and ensure tax delinquencies are settled prior to issuing construction permits	★★★	Ongoing	CCLB	\$	
 Strategy 8: Continue to track and actively enforce the City's rental registry	★★★	Ongoing	CCLB, WRLC	\$	
Goal B: Support new residential development in existing neighborhoods					
Strategy 9: Develop a citywide Community Reinvestment Area (CRA) to incentivize investment in new or renovated housing	★★★	1 year	CCPC, CCLB	\$	



Housing & Neighborhood Reinvestment	Priority Level	Years to Complete	Potential Partners	Est. Cost	Notes
Strategy 10: Diversify the City's residential stock by attracting new housing types, such as townhomes, cluster homes, and mixed-use units in appropriate locations identified in the Housing Opportunities Map, page 83	★★	Ongoing	CCLB, CRA, ODD	\$	
Strategy 11: Streamline the process for developing infill housing by reducing fees, providing by-right designs, and expediting approval processes	★★★	1-2 years	CCPC, CCLB, CRA	\$	
Strategy 12: Adopt a single-family infill housing overlay district or update existing regulations to make infill housing more desirable and easier to construct for developers and private property owners	★★★	1 year	CCPC, CCLB, CRA, ODD	\$	

LEVEL OF IMPORTANCE

As a result of feedback from the public, community stakeholders, and Project Team member, each focus area and communitywide topics were ranked by level of importance during the third community engagement exercise (1 being the most important). These rankings can assist City officials with prioritizing targeted investments throughout the community. A summary of these results can be seen in the graphic below.

1	HOUSING & NEIGHBORHOOD REINVESTMENT	1	TURNEY ROAD (NORTH OF I-480)
2	TRANSPORTATION NETWORKS & ROADWAY INFRASTRUCTURE	2	TURNEY ROAD (SOUTH OF I-480)
3	COMMUNITY FACILITIES, PROGRAMMING, & RECREATION	3	GARFIELD BOULEVARD
4	ECONOMIC DEVELOPMENT & WORKFORCE PROGRAMS	4	MARYMOUNT CAMPUS AREA
5	ENVIRONMENTAL STEWARDSHIP & STORMWATER MANAGEMENT	5	E. 131ST STREET
6	ZONING & COMMUNITY CHARACTER		

Image Sources: Google Earth

Image Sources: Cuyahoga County; County Planning; City of Cleveland Heights; Google Earth

SECTION 7

IMPLEMENTATION STRATEGIES

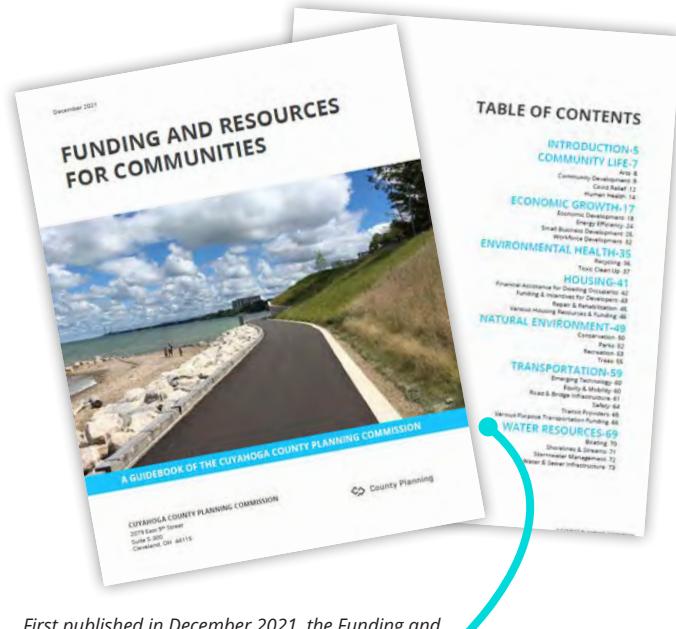
FUNDING & RESOURCES GUIDEBOOK

The Funding & Resources Guidebook for Communities was developed by the Cuyahoga County Planning Commission to assist with the operations of communities and eligible non-profit organizations. It highlights sources of grant dollars that can supplement the operating budgets of Cuyahoga County communities, and includes other useful resources. The information in the Guidebook is grouped by topic with a description of each resource and a link to its website. The funding sources and resources are current as of the date of publication and updates to this Guidebook will occur at regular intervals.

GRANT WRITING CONSIDERATIONS & TIPS

When looking for funding to help pay for a program or project, think clearly about the purpose of that program. Funders will usually state their grant-making philosophy, which often aligns with their mission. Taking time to research a funder's mission, along with their recently funded grants, will give the applicant an idea of the types of programs or projects they fund. After reviewing this information, if it appears to align with the proposed program or project, then that funder could be a good fit for the applicant's needs.

When writing a grant proposal, refer to the funder's mission and how the proposed program or project aligns with that mission. Be methodical when scrutinizing the values of the funder and include those values in the grant narrative. If a funder cannot be found to support the type of program or project being proposed, talking to a nearby community or nonprofit that could partner with the proposed program or project could be helpful. Sometimes a funder will view a new program proposed by joint applicants as a pilot program for funding, especially if there is something about the program that helps them fulfill their mission.



First published in December 2021, the Funding and Resources for Communities Guidebook provides nearly 80 pages of funding opportunities available to the communities and eligible nonprofits of Cuyahoga County.

USING THE GUIDEBOOK

The Funding & Resources Guidebook is a user-friendly resource that targets supplemental funding opportunities for communities and eligible nonprofits. The information is presented by topic, with a description that includes the funding sponsor or agency, a brief description of the funding opportunity, the types of projects each funding opportunity typically funds, and a web-link to take applicants directly to the funder's website. As seen in the table to the right, the Guidebook is organized into seven overall sections, which are then broken down into smaller, more specific categories. This helps focus the search for funding opportunities and streamline application processes and timelines.

The Guidebook also includes resources that will provide technical expertise that may be equally as valuable as grant funding to the successful launch of the proposed program or project. Using these resources could supplement grant requests and help avoid application issues. Additionally, these resources can also lead to alternative sources of funding for proposed programs and projects.

The Guidebook is one in a series of Guidebooks produced by the Cuyahoga County Planning Commission. To learn more about the Funding & Resources Guidebook and other County Planning resources, please scan the QR code to the right or go to: countyplanning.us/resources/guidebooks.

Guidebook Funding Contents

Community Life: Arts, Community Development, COVID Relief, Human Health

Economic Growth: Economic Development, Energy Efficiency, Small Business Development, Workforce Development

Environmental Health: Recycling, Toxic Clean Up

Housing: Financial Assistance for Dwelling Occupants, Funding & Incentives for Developers, Repair & Rehabilitation, Various Housing Resources & Funding

Natural Environment: Conservation, Parks, Recreation, Trees

Transportation: Emerging Technology, Equity & Mobility, Road & Bridge Infrastructure, Safety, Transit Providers, Various Purpose Transportation Funding

Water Resources: Boating, Shorelines & Streams, Stormwater Management, Water & Sewer Infrastructure



Scan this QR code to learn more about the Funding & Resources Guidebook, and other available County Planning resources.



FOR OUR COMMUNITY
FOR OUR REGION
FOR OUR FUTURE