



CITY OF *Beachwood* **2015 MASTER PLAN**

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County Planning

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About County Planning

The Cuyahoga County Planning Commission's mission is to inform and provide 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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Beachwood

2015 MASTER PLAN



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2016 Elected Officials

Merle S. Gorden, *Mayor*

Martin S. Horwitz, *Council President*

Justin Berns, *Councilman*

Alec Isaacson, *Councilman*

Melvin M. Jacobs, *Councilman*

Barbara Bellin Janovitz, *Councilwoman*

Brian Linick, *Councilman*

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2015 Elected Officials

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Source: Beachwoodohio.com

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2015 MASTER PLAN

EXECUTIVE SUMMARY

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The Master Plan Process

The City of Beachwood Master Plan was constructed over the course of a year. The Master Plan included a five phase process, as outlined below.

Phase 1: Community Vision	The Community Vision phase described the major topic areas of concern for the City and its residents. Vision statements then described the City's desired future.
Phase 2: Community Survey	The Community Survey was a random, statistically accurate survey of Beachwood residents and businesses. The results informed the community vision statements, policy ideas, and priority levels.
Phase 3: Current Conditions	The Current Conditions phase involved accumulating and analyzing baseline data such as population changes, housing changes, and land use mapping to understand where Beachwood is today.
Phase 4: Policy Development	The Policy Development phase proposed action steps to help the community reach its desired future. Action steps specifically addressed issues and concerns identified in the Community Survey and Current Conditions analysis.
Phase 5: Implementation and Full Plan	The Implementation and Full Plan phase pulled together all of the previous phases and outlined a responsible parties, timelines, and priorities for accomplishing goals.

The Community Survey

The Master Plan involved two surveys: one was sent to a random sample of residents, and another was sent to Beachwood businesses. The survey covered topics such as transportation, housing, land use, and parks. The results guided plan recommendations.

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The Big Ideas

The Master Plan outlines a series of action steps that the community should undertake to achieve its desired future. These steps are wide ranging and spelled out in detail in the Goals and Actions section of the Master Plan. Below are outlined some of the plan's biggest ideas: transformative steps that can have powerful and positive effects on the community.

Land Use Actions

Land Use actions cover future development patterns to encourage more walkable and livable neighborhoods and mixed-use areas. Key recommendations include the following:

- Developing a detailed area plan for the Chagrin Highlands area
- Adopting two new mixed-use zoning districts
- Adopting requirements to make mixed-use areas more walkable and friendly to pedestrians



Source: Flickr User Brett VA

Housing Actions

Housing actions cover methods of constructing, maintaining, and renovating housing that best benefits existing and new neighborhoods in the City.

Key recommendations include the following:

- Developing design guidelines to set standards for new housing
- Constructing unique street lighting in residential neighborhoods
- Naming residential neighborhoods and hosting events to enhance community pride and encourage a sense of place

Economic Development Actions

Economic Development actions cover efforts to attract, retain, and expand employment opportunities. Key recommendations include the following:

- Evaluating broadband network improvements and Citywide wi-fi connections

- Establishing a Community Reinvestment Area to provide tax incentives for real property improvements
- Convening a consortium of communities along the I-271 corridor to coordinate economic development activities
- Establishing a non-profit Community Improvement Corporation to drive economic development activities

Community Image Actions

Community Image actions cover physical improvements to the City environment to ensure the physical design of the City matches its strong qualities. Key recommendations include the following:

- Developing design guidelines to form a characteristic Beachwood brand in newly constructed buildings
- Developing a common set of unique infrastructure elements, establishing streetscape plans, and constructing gateway entrances including along the I-271 corridor



Source: County Planning

Parks and Recreation Actions

Parks and Recreation actions cover the City's formal parks, recreation centers, and green spaces. Key recommendations include the following:

- Developing a detailed town center area plan for the space around City Hall and the recreation complex to create a physical center for the community
- Enhancing existing, barren green spaces to become usable park space for residents

Environment Actions

Environment actions cover the environmentally sensitive areas that beautify the City, provide park space, and determine water quality and flood prevention. Key recommendations include the following:

- Developing and incentivizing an Eco-District in Chagrin Highlands that focuses on green infrastructure, environmentally friendly buildings, and promotes green methods of transportation
- Increasing access to recycling locations near multi-family complexes
- Investing in green stormwater infrastructure

Transportation Actions

Transportation actions cover the full range of ways people get around: by car, on foot, by bicycle, and on public transportation. Actions seek to develop and enhance the City's complete transportation network. Key recommendations include the following:

- Adopting a Complete Streets Policy and building complete and green Streets in Commerce Park and connecting Commerce Park to Harvard Road
- Consider a road diet and access management improvements along Richmond Road
- Constructing a complete bicycle network of trails to connect residents with amenities
- Connecting Beachwood to the Acacia Reservation with a Cedar Road pedestrian crossing
- Improving bus stops to make transit more attractive
- Constructing new sidewalks in critical areas



Source: PedBike Images

Quality Government Actions

Quality Government actions cover the effective management of governmental services and infrastructure. Key recommendations include the following:

- Developing metrics and evaluation systems for governmental services to benchmark City services
- Actively collaborating with surrounding communities on shared services such as marketing, economic development, traffic management, and public safety



Source: Beachwoodohio.com

SECTION 1



INTRODUCTION

Welcome to the 2015 Beachwood Master Plan. This document outlines the path for growth and change in Beachwood. The Master Plan lays out current conditions, community input, policies to undertake, and parties responsible for action.

and how they fit into the current Master Plan.

What's In This Section?

The Introduction section includes an overview of the City and context maps. It also includes a brief summary of the process and public involvement.

How Do I Use It?

The Introduction section is an overview of the process and the City. Use it to understand previous studies and plans

About Beachwood

The Village of Beachwood originated as a separate political entity in 1915 after breaking from Warrensville Township. In 1960, the Village grew into the City of Beachwood when its population reached 6,089. Population has increased from the original 151 citizens to a 2013 population of 11,884.

Located in the eastern portion of Cuyahoga County, Beachwood is just beyond original streetcar suburbs of University Heights and Shaker Heights and is easily accessible via Interstate 271. Transportation access has defined the City's development, allowing the City to become a regional shopping center with Beachwood Place located at the corner of Cedar and Richmond Roads.

Beachwood consists of strong residential neighborhoods that integrate with surrounding communities. The City has a large Jewish population that lives within walking distance to the City's many synagogues. The public school district is highly rated and supplemented with quality private schools.

Beachwood's accessibility and business-friendly environment has also made it a prime location for company

headquarters. The City has many long-time business anchors such as DDR Corporation and Tremco, as well as new business headquarters including the 10-story complex of manufacturer Eaton Corporation.

Planning History

While the City of Beachwood does not presently have a master plan, it has produced or commissioned targeted reports and studies. These include an annual Community Report, an Economic Development Strategy, targeted revitalization studies, and public facility planning documents.

These planning documents were reviewed as part of the Current Conditions and Community Vision document and are described on the opposite page.

Community Report 2013



Source: *Beachwoodohio.com*

The annual report includes basic information on Beachwood City government, major development initiatives, recently completed projects, and information concerning the City's finances.

Economic Development Action Plan



Source: *Beachwoodohio.com*

The Economic Development Action Plan outlines steps needed to formalize and improve the City's economic development structure while building on core assets such as location, workforce, infrastructure, and the pro-business culture.

Commerce Park Area Revitalization Study



Source: *Beachwoodohio.com*

The study outlined potential redevelopment scenarios within the Commerce Park business park by identifying infrastructure and land use needs as well as potential City investments.

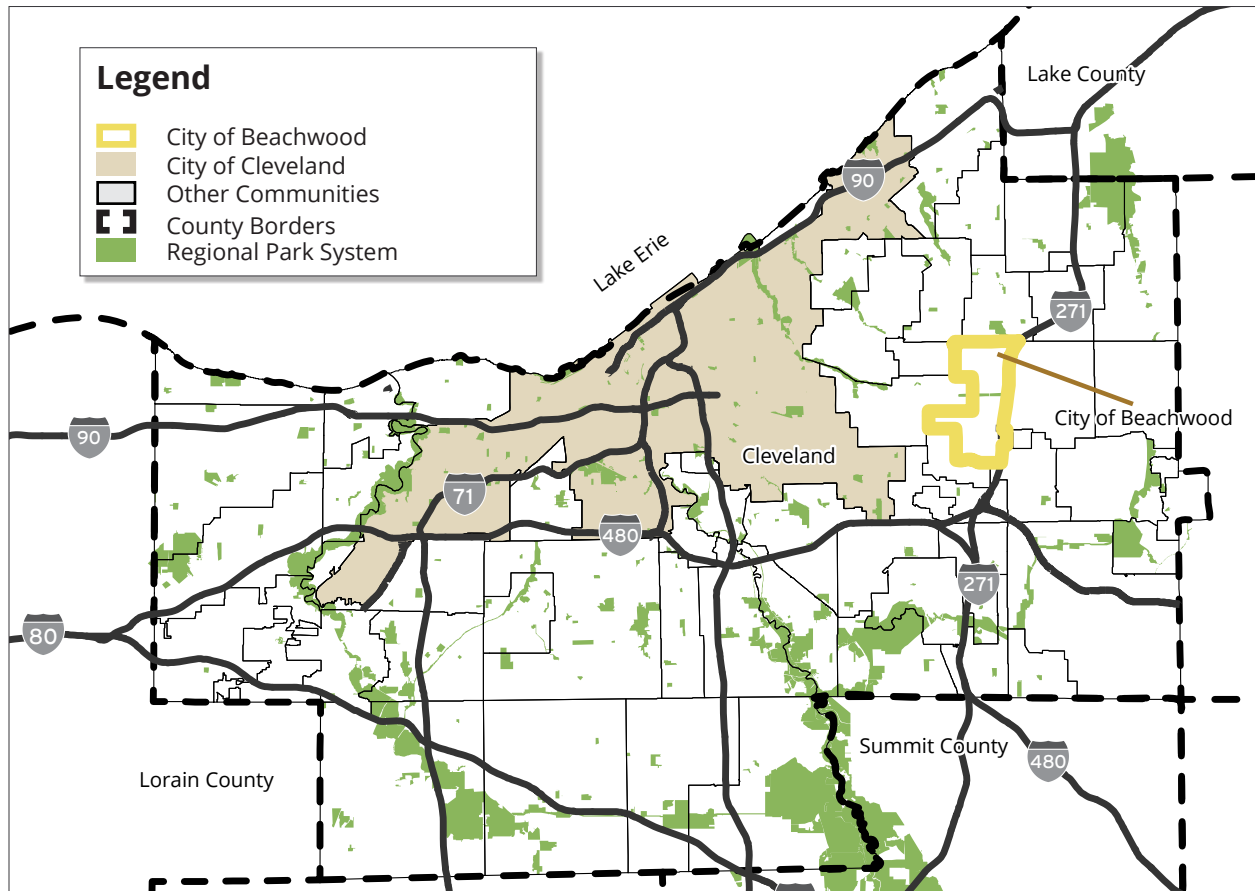
Vision 2014 & Beyond



Source: *Beachwoodohio.com*

This document outlined the City's public service needs such as a new police headquarters, a possible amphitheater, traffic signalization, and improvements to Commerce Park.

Map 1 Regional Context



The City of Beachwood (outlined in yellow on Map 1) is located in the eastern part of Cuyahoga County along the I-271 corridor. It is bordered by denser communities to the west including

Shaker Heights, University Heights, and South Euclid. More rural communities such as Orange and Pepper Pike are located east of the City.

Planning Process

The Master Plan process includes numerous opportunities for input to ensure that the plan reflects the concerns, ideas, and priorities of the community.

Project Team

The planning process included the committed involvement of a Project Team that was comprised of City staff and public officials with an in-depth knowledge of the day-to-day concerns of residents and business owners. This group brought significant local knowledge and acted as a sounding board for policy ideas and land use concerns.

The inclusion of this group was important in confirming that the data, ideas, and policies included in the plan were appropriate for Beachwood. Nine meetings were held over the course of a year, and they covered each phase of the planning process to ensure work was continuously addressing community needs.

Resident and Business Surveys

The 2015 Beachwood Community Survey was an opportunity for public officials to gather the thoughts and opinions of a statistically accurate and wide-ranging group of residents and businesses. The outcomes of the survey informed the goals and recommendations of the plan.

The 12-page residential survey was sent to 900 residential addresses and returned by 361 households for a response rate of 40.1%. The business survey was sent to 575 business addresses and returned by 127 businesses for a response rate of 22.1%.

The results of the survey were statistically accurate snapshots of community attitudes on a variety of topics including land use, transportation, housing, parks, and community facilities. The findings were the underpinnings of many of the Master Plan goals and recommendations.

City Council Hearings

The City of Beachwood held two City Council hearings during the process to provide updates on the work completed as part of the Master Plan.

The first council hearing was held on May 13, 2015 and covered the results of the Community Survey. The second council hearing was held on November 23, 2015 and provided an overview of the draft Master Plan. This overview included a discussion of the basis for actions, the vision statements, and the goals and specific policy steps included in the plan.

Public Meeting

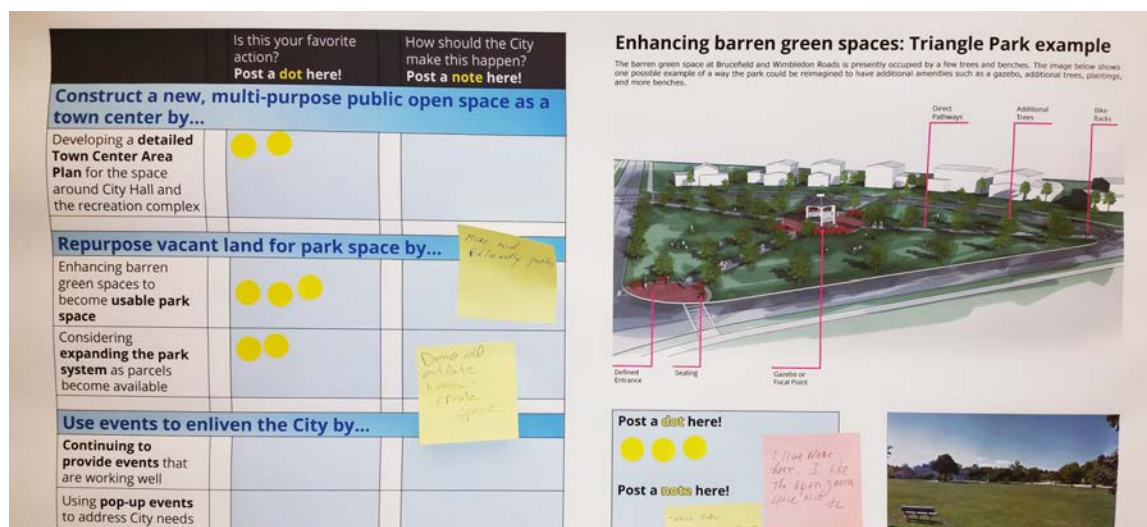
The Beachwood Master Plan included a public meeting held on January 11, 2016. At the public meeting, County Planning welcomed residents, provided information on the process, and invited

meeting attendees to review a series of boards around that room with maps, graphics, and actions from the Master Plan.

Members of the public were asked to place dots next to actions they thought were important as well as write any comments on ways they would like to see the Master Plan changed. The results of the public meeting were summarized and distributed to the City for consideration.

Using the Results

County Planning used the input from the Project Team, the findings from the Community Survey, and the feedback from City Council to make changes to the Master Plan. After presenting information to the public, comments and potential changes were forwarded to the City.



At the public meeting, residents in attendance posted dots on their priority actions and wrote comments about things they would like to change.

Source: County Planning

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Source: *Beachwoodohio.com*

SECTION 2



COMMUNITY VISION

Community Visions cover a wide range of topics, describing how a community and its residents would like to get around, where they would like to recreate, how they would like to interact with the government, and what types of new investments they would like to see.

documents and interviews with City staff. Initial visions were reviewed and updated based on surveys that were mailed to residents and businesses, and based on the results of the Current Conditions analysis described in Section 3 beginning on page 27.

What's In This Section

The Community Vision section describes what type of future residents and community leaders want. These goals are described in vision statements: broad descriptions of how the community would like to look and function in five to ten years.

The Community Vision for the City of Beachwood Master Plan was developed using two sources: existing planning

How Do I Use It?

The Community Vision forms the basis for developing specific goals and actions that the community should undertake to achieve its vision.

Vision Statements

The vision statements describe the community's desired future in words. The statements are grouped into eight topic areas.



Source: *Beachwoodohio.com*



Source: *Beachwoodohio.com*

Vision for Land Use

- Promote mixed-use redevelopment of Commerce Park, the Chagrin Boulevard corridor, and other outdated commercial areas to encourage reuse and growth where industry and jobs currently exist
- Develop mixed-use areas that promote and support walkable neighborhoods
- Redevelop the Richmond Road corridor, and the Chagrin Boulevard/South Green Road area, to support new, higher-density residential neighborhoods

Vision for Housing

- Incentivize housing that accommodates future need and grows the City's population
- Enhance existing residential neighborhoods and protect them from encroachment by commercial and industrial development
- Continue to maintain quality housing stock and strong neighborhoods



Source: *Beachwoodohio.com*

Vision for Economic Development

- Maintain and enhance the City's reputation as a prime location for businesses
- Become a local leader in building a regional and micro-regional economic development network that promotes growth and cooperation, leverages the area's unique assets, and limits harmful poaching
- Maintain and enhance the City's transportation and tech infrastructure—such as fiber optic and wi-fi areas—to meet future business needs
- Create coordinated marketing materials, including maps, to promote the concept of "Beachwood Quality" and sustain investment in Commerce Park and other commercial and industrial areas in the City



Source: *Beachwoodohio.com*

Vision for Community Image

- Reinforce the City's strong economy and stable neighborhoods with an attractive physical landscape that upholds "Beachwood Quality" standards
- Enhance entrances to the City with distinct gateway features



Source: *Beachwoodohio.com*

Vision for Parks and Recreation

- Maintain and expand the City's well-managed system of parks, open spaces, and its community center to fit the needs of future residents
- Create a new, multi-purpose public open space as a "town center"
- Promote a more active and healthy lifestyle among City residents
- Increase cultural offerings and community events that serve to enhance social capital
- Enhance connections into the region's network of parks, open spaces, and trails



Source: *County Planning*

Vision for the Environment

- Enhance and protect critical features of the natural environment by incentivizing, encouraging, and requiring green building design and environmentally sensitive development
- Enhance Beachwood's reputation as a green city by restoring, preserving, and enhancing environmentally sensitive areas and encouraging responsible practices such as recycling
- Explore opportunities for solar-powered street lighting and traffic signals



Source: VibrantNEO.org



Source: Beachwoodohio.com

Vision for Transportation

- Continue to maintain the City's road system to ensure easy access by vehicles while balancing non-motorized access
- Expand the City's road system with targeted connections in critical locations such as Harvard Road, as well as enhancements such as improving Richmond Road
- Enhance active transportation connections that allow residents and employees to access nearby amenities on foot or by bike
- Enhance public transit connections to allow those without vehicles to access employment and amenities easily and safely

Vision for Quality Government

- Continue to provide the highest quality municipal services to residents and businesses

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Source: Beachwoodohio.com

SECTION 3

CURRENT CONDITIONS

Many factors affect a community's future, including population and housing trends, existing development patterns, proximity to highways, and natural features. The Current Conditions section provides an overall assessment of the City's existing conditions and trends.

What's In This Section?

The section includes the following topics:

- Population, page 28
- Educational Attainment, page 32
- Income, page 34
- Housing and Neighborhoods, page 35
- Municipal Tax Base, page 46
- Employment, page 51
- Community Facilities, page 54
- Parks and Recreation, page 58

- Environment, page 60
- Transportation Network, page 66
- Land Use and Zoning, page 74
- City Image, page 80

This section's data comes from numerous sources, including the U.S. Census' American Community Survey, Cuyahoga County, and the City of Beachwood. Throughout the document, pages outlined in blue indicate a reference to the Beachwood Business and Residential Surveys.

How Do I Use It?

The Current Conditions data gives a baseline understanding of the community. This data was used to inform the Master Plan's goals and actions.

Population

Land use and municipal service needs are influenced by population size, household composition, and growth trends. Understanding these trends can help communities anticipate future needs and better allocate resources.

Population and Age

Historically, the City of Beachwood's population skyrocketed between 1950 and 1970 before slowing during the 1980s and 1990s, and peaking in 2000. Since that time, the City's population has remained relatively stable.

As with most communities, Beachwood's population grew exponentially as farmland was converted to housing. With the little remaining vacant land in the 1980s, new large-scale developments moved to other communities, which contributed to population stabilization.

Most suburban communities experience a sharp increase in residents as vacant land is developed, a stabilization, and then population loss without concerted redevelopment. Among surrounding communities, Shaker Heights was the first community to see its population

begin to decrease in 1970. Lyndhurst and University Heights saw population loss beginning in 1980, Pepper Pike in 2000, and Beachwood in 2010.

Cuyahoga County as a whole has been decreasing in population consistently since 1970. While the City of Beachwood's population grew 24.1% between 1970 and 2010, the County's population fell 25.6%. The most recent population estimates place Beachwood's 2013 population at 11,884, a population decrease of 69 from 2010.

Table 1
Population Change, 1950-2013

Year	Beachwood	Cuyahoga County
1950	1,073	1,389,532
1960	6,089	1,647,895
1970	9,631	1,721,300
1980	9,983	1,498,400
1990	10,677	1,412,140
2000	12,186	1,393,978
2010	11,953	1,280,122
2013	11,884	1,272,533

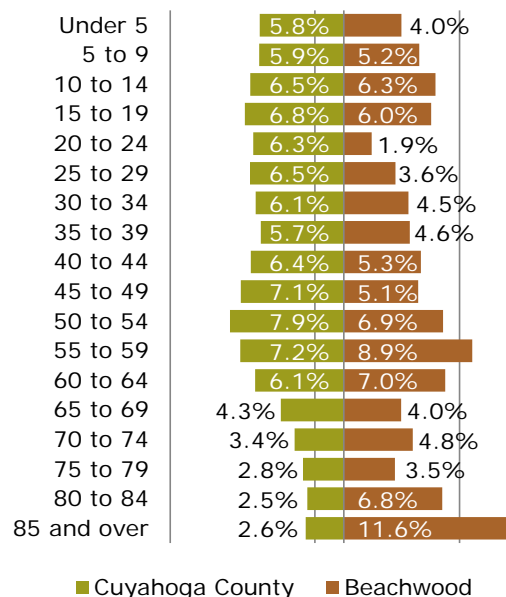
Source: Cleveland.com; County Planning; U.S. Census Bureau; American Community Survey, B01003

Age of Residents

Age is important to understanding the housing and social programming needs of residents. Comparing Beachwood to the County as a whole, the City has a significantly higher percent of senior residents with 30.6% of residents 65 and over compared to 15.7% in the County. Likewise, Beachwood has a significantly lower population of young adults, with only 10.0% of the population between 20 and 34 compared to 18.8% in the County.

The population pyramid in Figure 1 displays the age of populations in Cuyahoga County and Beachwood in 2013. The City has an extremely high proportion of persons age 85 and over, a spike in persons aged 55 to 59, and an extremely low proportion of residents aged 20 to 24.

Figure 1
Population Pyramid, 2013



Source: American Community Survey, B01001

Comparing populations in 2009 and 2013, Beachwood's senior population shrunk from 33.6% of the population in 2009 to 30.6% in 2013, bucking the countywide trend of growth in this age group. Similarly, the City's young adult population shrank from 10.9% to 10.0% while the county's proportion grew. The City did grow from 34.9% of working age adults in 2009 to 37.8% in 2013 while the County remained stable.

Table 2
Population Change, 1950-2013

Age	Proportion Population	
	2013	2009
Under 20	21.6%	20.5%
20 to 34	10.0%	10.9%
35 to 64	37.8%	34.9%
65 and Over	30.6%	33.6%

Source: American Community Survey, B01001

Households

Household and family characteristics are also key indicators of a community's population. The U.S. Census defines a household as any person or group of people living together in a residence regardless of relationship. A household may consist of a person living alone or of multiple related and/or unrelated individuals living together.

Household Characteristics

Between 2000 and 2013, the number of households in Beachwood fell by 424 between 2000 and 2009 before increasing by almost 300 between 2009 and 2013. In comparison, the number of households in Cuyahoga County has fallen each year in 2000, 2009, and 2013.

Table 3
Household Change, 2009-2013

Year	Beachwood	Cuyahoga County
2000	5,074	571,457
2009	4,650	542,058
2013	4,932	534,476

Source: U.S. Census Bureau, DP-1; American Community Survey, B11001

Table 4
Race and Ethnicity, 2013

	Beachwood		Cuyahoga County	
	#	%	#	%
White	9,562	80.5%	777,401	61.1%
Black	1,025	8.6%	372,459	29.3%
Asian	1,066	9.0%	33,349	2.6%
Other	84	0.7%	26,372	2.1%
Hispanic	147	1.2%	62,778	4.9%

Source: American Community Survey, B03002

Race and Ethnicity

The racial and ethnic background of a community can help to inform policy and program decisions. Compared to Cuyahoga County in general, Beachwood has a less diverse population. The City's population is 80.5% White, 8.6% Black, 9.0% Asian, and 0.7% other races. In comparison, Cuyahoga County is 61.1% White, 29.3% Black, 2.6% Asian, and 2.1% other races. While Beachwood has a higher Asian population, all other minority groups are smaller proportions of the City than countywide.

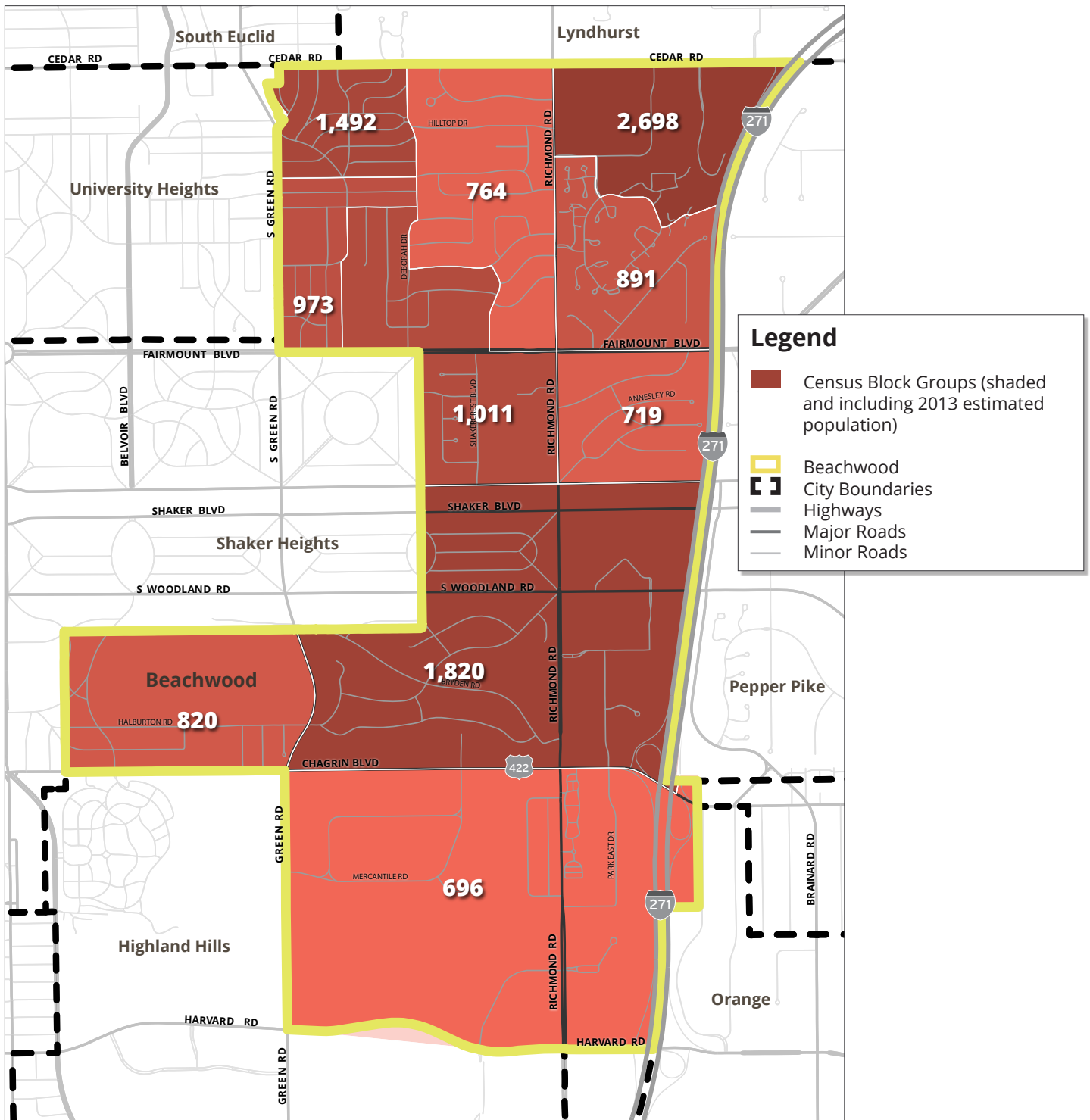
Compared to 2009, Beachwood's Black population is growing slightly while the White and Asian populations are growing more quickly. However, both the Black and White populations are decreasing as a portion of the City while the Asian and other groups are increasing quickly. This indicates that the City is becoming more diverse even as its population remains relatively stable.

The Census counts Hispanic ethnicity independently of race. Those claiming Hispanic ethnicity account for 1.2% of the City population compared to 4.9% of the County population. Hispanics are also growing slightly compared to 2009.

Neighborhoods

The map on page 31 displays Beachwood's neighborhoods as defined by the Census. The majority (71.9%) of Beachwood residents live in neighborhoods north of Shaker Boulevard.

Map 3 Population and Neighborhoods



Educational Attainment

Educational attainment describes the level of schooling someone has completed. Higher attainment is important because it is tied to higher incomes, and an educated workforce can attract higher-paying employers.

Educational Attainment

Compared to the County, Beachwood has a significantly higher percent of its population with a master's degree or higher. More than 30% of the City's population holds such a degree compared to only 12% in the County. The City also has a higher percent of residents having received some college or holding a bachelor's degree (49.6%), compared to the County (46.9%).

When viewed over time, the City's population is growing more educated. Between 2009 and 2013, the City's proportion of residents holding a master's degree or higher grew by 7.1%, and those having received some college or holding a bachelor's degree grew

by 3.8%. In comparison, those with a high school diploma or less shrunk as a portion of the City's population.

School Systems

Beachwood offers a range of educational opportunities from Beachwood City Schools to private religious and technical schools.

Beachwood City Schools offers K-12 education as well as additional pre-school and daycare services. In their District Report Card, Beachwood City Schools earned an A grade in the performance index which indicates test result success for children in the school system. The most recent class of 2014 had a 100% graduation rate.

Table 5
Educational Attainment

	Beachwood			Cuyahoga County		
	2013	2009	Change	2013	2009	Change
Less than High School Diploma	5.7%	7.5%	-24.7%	12.5%	14.5%	-13.7%
High School Graduate	14.1%	16.1%	-12.3%	28.6%	30.8%	-7.0%
Bachelor's or Some College	49.6%	47.8%	3.8%	46.9%	43.7%	7.2%
Master's or Higher	30.6%	28.6%	7.1%	12.0%	11.0%	8.9%

Source: American Community Survey, B15002



Survey Results: Education

The Beachwood Residential and Business Surveys asked three questions related to education: whether residents choose to live in Beachwood for the school system, what the average education of newly hired employees is, and to what extent access a quality workforce is important to a business and a challenge to a business.

Businesses Require Access to a Well-Trained Workforce

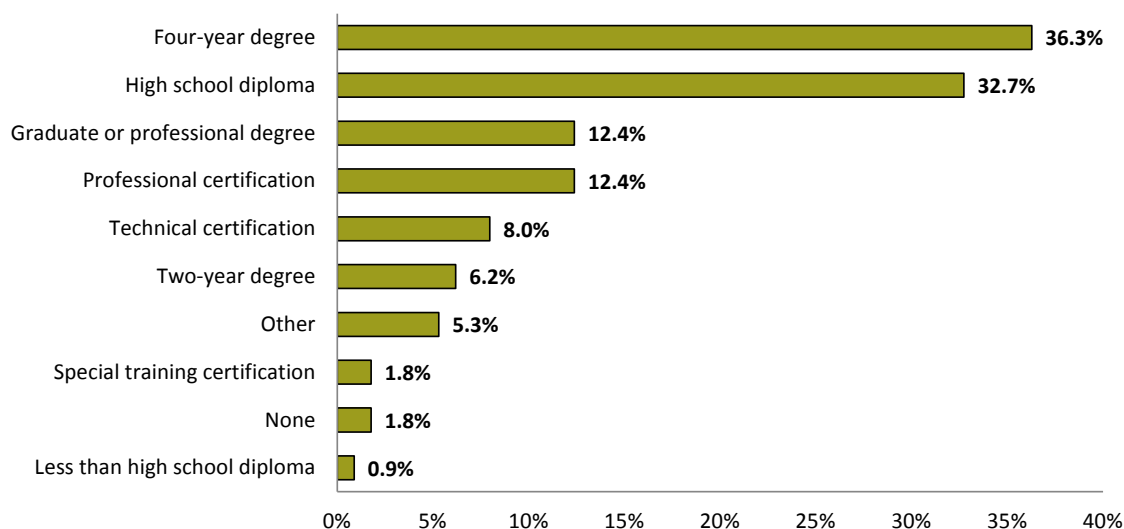
The Business Survey asked leaders what their greatest challenges were and “Finding skilled workforce” was the third-highest selection among respondents. Similarly, business leaders said “Access to workforce” was an important issue to them, with 68.9% of businesses saying this was important, indicating that maintaining a well-educated population is a requirement for attracting employers.

When asked what the average education required of new hires is, business leaders said a four-year degree was the most common educational attainment required of new hires, as shown in Figure 2. This was followed by a high school diploma and indicates an ongoing need to expand education and maintain the high quality workforce needed to attract businesses.

Residents Value the High Quality School System

When asked for what reasons residents choose to live in Beachwood, the high quality of the school district was the second most popular reason for choosing to live in the City. This indicates a high-quality school system that is attractive to families with children.

Figure 2
Average Education Required of New Hires



Income

The economy in Beachwood and the nation were significantly affected by the Great Recession. Studies have shown that despite recent job gains, income has yet to catch up to higher employment.

Median Household Income

Median household income (MHI) is an important gauge for understanding a community's purchasing power, the ability of residents to maintain their homes, and future income taxes. Beachwood's MHI in 2013 was \$79,722, almost double Cuyahoga County's \$43,804, as shown in Table 6. In both the City of Beachwood and Cuyahoga County,

the MHI increased from 2000 to 2009 to 2013. Beachwood's 2013 MHI was 21.9% higher than it was in 2000, while the County's MHI was 11.8% higher.

Inflation-Adjusted Income

While raw numbers suggest median household income has increased, when adjusted for inflation, MHI has actually been declining. Compared to 2000, Beachwood's 2013 MHI was down 9.9% when adjusted, while Cuyahoga County's was down 17.3%. Importantly, between 2009 and 2013, Beachwood's inflation-adjusted MHI increased while Cuyahoga County's continued to decrease.

Table 6
Median Household Income

	Beachwood			Cuyahoga County		
	2013	2009	2000	2013	2009	2000
Median Household Income	\$79,722	\$71,961	\$65,406	\$43,804	\$43,145	\$39,168
Percent Change from 2000	21.9%	10.0%	-	11.8%	10.2%	-
Inflation-Adjusted Median Household Income	\$79,722	\$78,140	\$88,483	\$43,804	\$46,849	\$52,988
Percent Change from 2000	-9.9%	-11.7%	-	-17.3%	-11.6%	-

Source: American Community Survey, B19013; 2000 Census; BLS Inflation Calculator

Housing and Neighborhoods

Housing is a vital component of a community because it is the linchpin of neighborhoods. The size, quality, and type of housing affects who will seek to live there. This section displays the types of units available in Beachwood as well as recent construction activity.

Housing Units

The total number of housing units in Beachwood decreased by more than 400 units between 2000 and 2009 before gaining 300 units between 2009 and 2013. Conversely, Cuyahoga County as a whole saw an increase in housing units between 2000 and 2009 before declining between 2009 and 2013.

Given a lack of major housing initiatives in Beachwood over this time, the drop in number of housing units between 2000 and 2009 may be attributable to inconsistencies in data collection between the Census and the American Community Survey. The number should be understood within this context but is likely a representation that housing units were taken offline in that time frame.

Table 7

Housing Unit Change, 2009-2013

Year	Beachwood	Cuyahoga County
2000	5,447	616,903
2009	5,013	621,092
2013	5,331	620,028

Source: U.S. Census, H001, H1; American Community Survey, B25001

Redevelopment Initiatives

Because Beachwood is largely built-out, the number of units will likely remain unchanged barring redevelopment, densification, or demolition.

Recently, the City has been experiencing home demolitions in older neighborhoods. In these areas, two or more adjacent homes have been demolished, lots combined, and larger houses constructed in their place. This could have reduced the City's population as neighborhoods become less dense.

Redevelopment has also brought new housing to traditional commercial areas. The Vue is a new 348-unit luxury apartment building being constructed at the

The Vue is a new apartment development that replaces an outdated commercial building.

*Source:
BeachwoodOhio.com*



corner of Chagrin Boulevard and South Green Road, replacing a portion of a dated commercial and industrial park.

Finally, home builders have begun to construct new townhouses and apartment buildings in Beachwood. Two new 11-story senior complexes have been proposed in the city's northeast quadrant.

Tenure

Tenure describes whether a housing unit is owned or rented by the household residing in it. In the City of Beachwood, 37.2% of housing units are renter-occupied compared to 39.1% in Cuyahoga County as a whole.

While Beachwood's proportion of renter-occupied housing is roughly consistent with the County average, it is significantly higher than most surrounding suburbs. In comparison, the Village of Orange has 11.2% renter-occupied units, Pepper Pike has 4.2%, and University Heights has 30.7%. Only Shaker Heights with 37.7% renter-occupied units has a higher proportion than the City of Beachwood.

Table 8
Tenure, 2013

	Beachwood	Cuyahoga County
Renter-Occupied	1,836 37.2%	209,087 39.1%
Owner-Occupied	3,096 62.8%	325,389 60.9%
Total	4,932	534,476

Source: American Community Survey, B25003

Age and Type of Units

The age and type of housing units also gives insight into the needs neighborhoods will have. Older units, for instance, often have greater costs for renovation but may have more opportunities for mixed-use redevelopment.

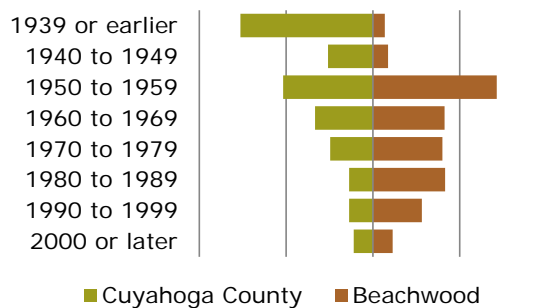
Age of Housing Units

Figure 3 displays the year built for each housing unit in Beachwood and in Cuyahoga County. While most units in Cuyahoga County were built before 1940, very few homes in Beachwood were built during that time. Most homes in the City were built between 1950 and 1959. Following that initial building boom, home construction was fairly consistent until 1990, when the pace slowed. The slow construction of new

units after 1990 reflects the decrease in available land within the City. With most parcels built out, new housing units will require redevelopment.

Figure 3

Year Built



Source: American Community Survey, B25034

Type of Housing Units

In addition to the age of housing, the type of housing units available in a community shows the options for prospective households. Analyzing housing by the number of units in a structure describes the types of buildings in a community. For instance, a 1-unit structure would be a single-family home or possibly an attached townhouse. A 2-unit structure would be a duplex. A 50-unit structure would be a large apartment or condo building.

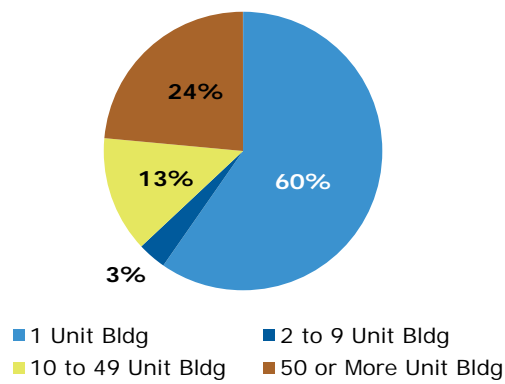
In the City of Beachwood, 64.5% of housing units are in 1-unit buildings compared to 59.7% of units in the County as a whole. Beachwood has a significantly higher percentage of units in structures of 50 units or more. The City has 23.5% of units in structures of this size compared to only 9.2% within the county. This indicates that the City has a greater proportion of single-family neighborhoods and high-density high-rises and a lower proportion of

mid-sized buildings than the County average.

Figure 4 displays the breakdown of units in structures in the City of Beachwood.

Figure 4

Number of Units in Structure, Beachwood, 2013



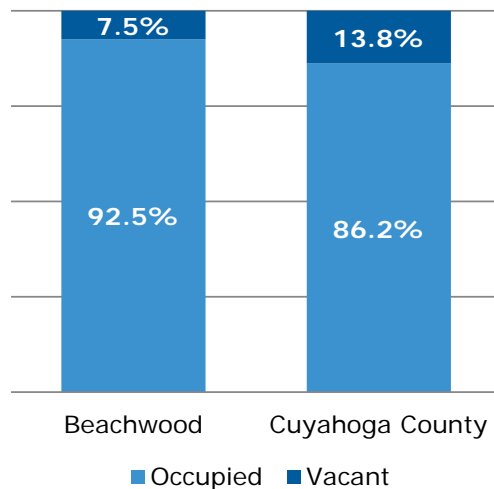
Source: American Community Survey, B25024

Occupancy

Occupancy rates display what percent of housing units within an area are currently occupied. Vacant units are not necessarily vacant and abandoned, but may include homes for sale or second homes.

In the City of Beachwood, the 2013 vacancy rate was 7.5%, significantly lower than the Cuyahoga County's 13.8% vacancy rate.

Figure 5
Occupancy Rates, 2013



Source: American Community Survey, B25002

Building Permits

Building permit data measures the number and type of units being

constructed. According to the U.S. Census Bureau, 56 units have been constructed in Beachwood in the last ten years, as shown in Figure 7.

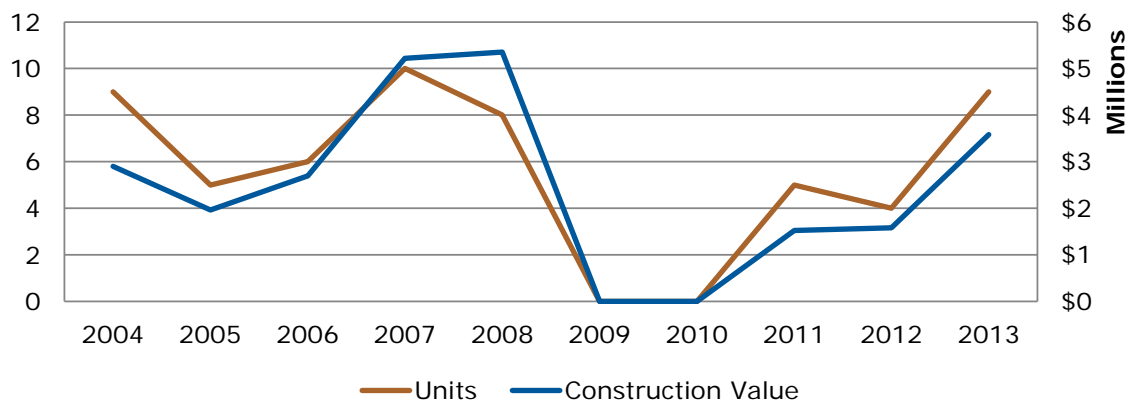
Number and Value of Permits

The number of units issued building permits has been rising since 2010, with nine units issued permits in 2013. Permits peaked in 2007 with ten units, but dropped to zero in 2009 and 2010 at the height of the Great Recession.

While the number of building permits issued reflects changes in the national economy, it also reflects the little remaining developable land in Beachwood, with only an average of 5.6 units built each year.

In addition to the number of permits, the construction value of these units has followed a roughly similar trajectory. The value of new units peaked in 2008 at the height of the housing bubble. The Great Recession stopped all

Figure 7
Building Permits by Number of Units and Construction Value, 2004-2013



Source: U.S. Census Bureau Building Permit Estimates

new construction in Beachwood, resulting in no added value for two consecutive years. With the righting of housing prices following the Great Recession, construction value has climbed at a slower rate than the number of new units constructed.

Types of Units Permitted

Newly constructed units between 2004 and 2013 have been entirely single-family homes with the exception of two units in a duplex.

Median Sales Price

Median sales price of homes is an important indicator of the strength of the housing market and can easily display trends in housing sales.

The median sales price in Beachwood for 2014 was \$255,000. When compared to surrounding communities, this was roughly in the middle. Communities closer to the center of the County had lower median sales prices, such as

Shaker Heights with a median sales price of \$219,950. Communities such as Orange Village and Pepper Pike had higher median sales prices of approximately \$350,000 each, as shown in Table 9.

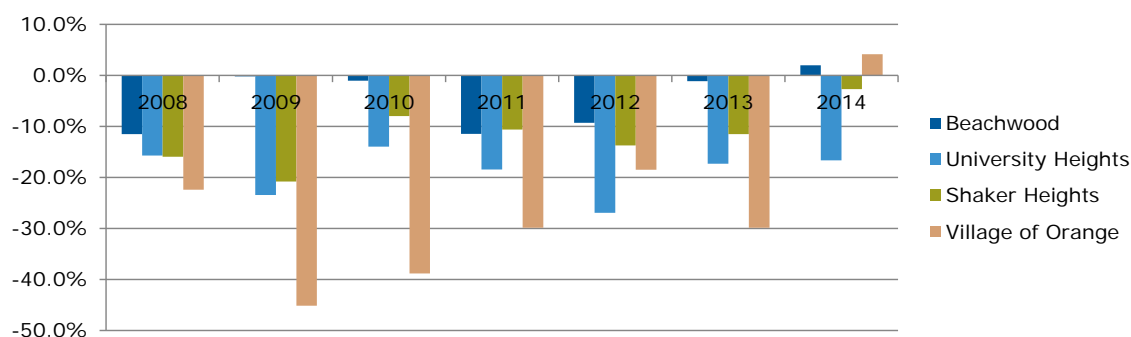
Table 9
Median Sales Price, 2014

Community	Median Sales Price
Pepper Pike	\$350,000
Village of Orange	\$349,000
Beachwood	\$255,000
Shaker Heights	\$219,950
University Heights	\$130,000
Lyndhurst	\$117,250

Source: *Regional Income Tax Agency*

When viewed since 2007, the median sales price in Beachwood has remained relatively strong even during the Great Recession. While Beachwood's median sales price fell 11.5% from 2007 to 2008, the median sales price in 2014 is 2.0% higher than in 2007.

Figure 8
Change in Median Sales Price Compared to 2007



Source: *Cleveland.com Home Sales Database*

All other communities were hit significantly harder by the Great Recession than Beachwood, with Orange Village homes losing 45.1% of their value at the high end and Shaker Heights losing 20.8% of their value on the low end. While most communities have rebounded since the Great Recession, only Orange Village and Beachwood have higher median sales prices in 2014 compared to 2007, as shown in Figure 8.

While median sales prices have improved to pre-recession values, it is important to note that these numbers should be seen in context of inflation. While home prices are higher numerically, when adjusted for inflation, median sales prices are still lower than 2007.

Median Rent

Median gross rent is also an indicator of the strength of the housing market. Combined with other housing cost indicators, it gives insight into housing affordability and the burden placed on households in the City.

The median rent in Beachwood in 2013 was \$1,580. That is more than double what the median gross rent was for Cuyahoga County at \$732. Beachwood's median rent has increased 24.9% since 2009, when median rent was \$1,265, indicating that the apartment market in Beachwood has strengthened significantly since the depths of the Great Recession. In comparison, The County's median rent increased only 6.9% during the same time.

Table 10

Change in Median Rent, 2000-2013

Year	Beachwood	Cuyahoga County
2000	\$1,145	\$541
2009	\$1,265	\$685
2013	\$1,580	\$732

Source: U.S. Census Bureau, H063; American Community Survey, B25064

Housing Affordability

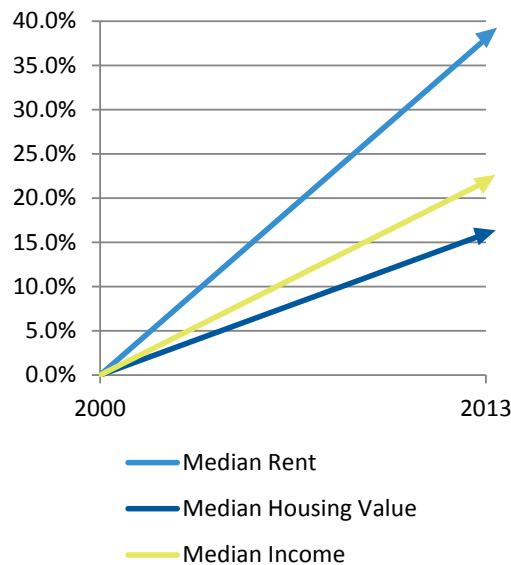
The price of housing as it relates to the income of residents can determine who is able to afford to live within Beachwood, what type and quantity of housing can be built, and what the potential market for residents is.

By comparing the change in median rent, median housing value, and median income between 2000 and 2013, trends show whether increases in income are keeping pace with increases in housing costs. While rent, housing value, and income have all increased in the City, they have increased at different paces. Without adjusting for inflation, median rent has grown the fastest, increasing 38.0% between 2000 and 2013. Median income has increased 21.9%, and median housing value has increased 16.0%.

The change in rent, income, and value shows that increases in rent are outpacing increases in income, while increases in income are outpacing median housing value. This indicates residents are spending a larger amount of their money on rent than in the past but may be able to more easily afford to purchase a home. This information is shown in Figure 6.

Figure 6

Change in Rent, Housing Value, and Income, 2000-2013



Source: U.S. Census Bureau, H063, H085, P053; American Community Survey, B25064, B19013, B25077

Neighborhood Profiles

The U.S. Census Bureau divides Beachwood into three Census Tracts and subdivides those Census Tracts into ten Census Block Groups. Information on Beachwood's neighborhoods was compiled by looking at the estimates for these ten Block Groups. By analyzing data at local levels, trends within neighborhoods emerge. This information is displayed on Map 4 on page 43.

Northwest Section (orange)

The oldest section of the City is the northwest area, which has the highest percent of homes that were built prior to 1970. The majority of this area consists of single-family, owner-occupied units. Despite the similarities in time

of construction and owner-occupancy, there are large fluctuations in vacancy and home value. The Northwest 1 area has the lowest median value of \$197,100 but a vacancy rate of 0.0%. The Northwest 2 area has an 11.2% vacancy rate but a \$340,900 median value. This may indicate a higher demand for lower-priced units.

Northeast Section (green)

The Northeast Section is the newest section of the City, with a majority of units built after 1970. This section of the City has some of the highest median values, with all three areas above \$200,000 in median value.

The majority of rental and multi-unit buildings are located in this section of the City, with the Northeast 1 area having a 7.0% owner occupancy rate.

The Northeast 3 area has the second highest vacancy rate of the entire City, with 14.7% of units in the area vacant.

South Section (blue)

The South section of the City is the most sparsely populated and the least uniform of three sections.

The South 2 area is newer than other areas, with 48.3% of units built before 1970. It has the highest median value, but the lowest owner-occupancy rate.

The South 3 area is the oldest, with 100% of units built before 1970. It also has the lowest median values.

The South 2 area also has a high percent of units constructed before 1970, comparatively low median home values, high vacancy rates, and low owner-occupancy rates.

Northwest 1

Total Units: 528
 Owner Occupied: 92.6%
 Multi-Unit: 0.0%
 Built Prior to 1970: 94.5%
 Vacancy Rate: 0.0%
 Median Value: \$197,100

**Northeast 1**

Total Units: 1,629
 Owner Occupied: 7.0%
 Multi-Unit: 97.3%
 Built Prior to 1970: 24.6%
 Vacancy Rate: 9.1%
 Median Value: \$436,700

**Northwest 2**

Total Units: 331
 Owner Occupied: 93.5%
 Multi-Unit: 2.4%
 Built Prior to 1970: 74.0%
 Vacancy Rate: 11.2%
 Median Value: \$340,900

**Northeast 2**

Total Units: 496
 Owner Occupied: 62.7%
 Multi-Unit: 34.5%
 Built Prior to 1970: 18.8%
 Vacancy Rate: 0.0%
 Median Value: \$287,800

**Northwest 3**

Total Units: 350
 Owner Occupied: 100.0%
 Multi-Unit: 0.0%
 Built Prior to 1970: 72.6%
 Vacancy Rate: 2.6%
 Median Value: \$314,100

**Northeast 3**

Total Units: 326
 Owner Occupied: 100.0%
 Multi-Unit: 0.0%
 Built Prior to 1970: 33.7%
 Vacancy Rate: 14.7%
 Median Value: \$376,900

**Northwest 4**

Total Units: 384
 Owner Occupied: 100.0%
 Multi-Unit: 2.1%
 Built Prior to 1970: 78.1%
 Vacancy Rate: 9.9%
 Median Value: \$292,900

**South 2**

Total Units: 743
 Owner Occupied: 77.2%
 Multi-Unit: 25.2%
 Built Prior to 1970: 48.3%
 Vacancy Rate: 5.4%
 Median Value: \$326,700

**South 1**

Total Units: 429
 Owner Occupied: 83.8%
 Multi-Unit: 44.3%
 Built Prior to 1970: 85.1%
 Vacancy Rate: 18.2%
 Median Value: \$224,200

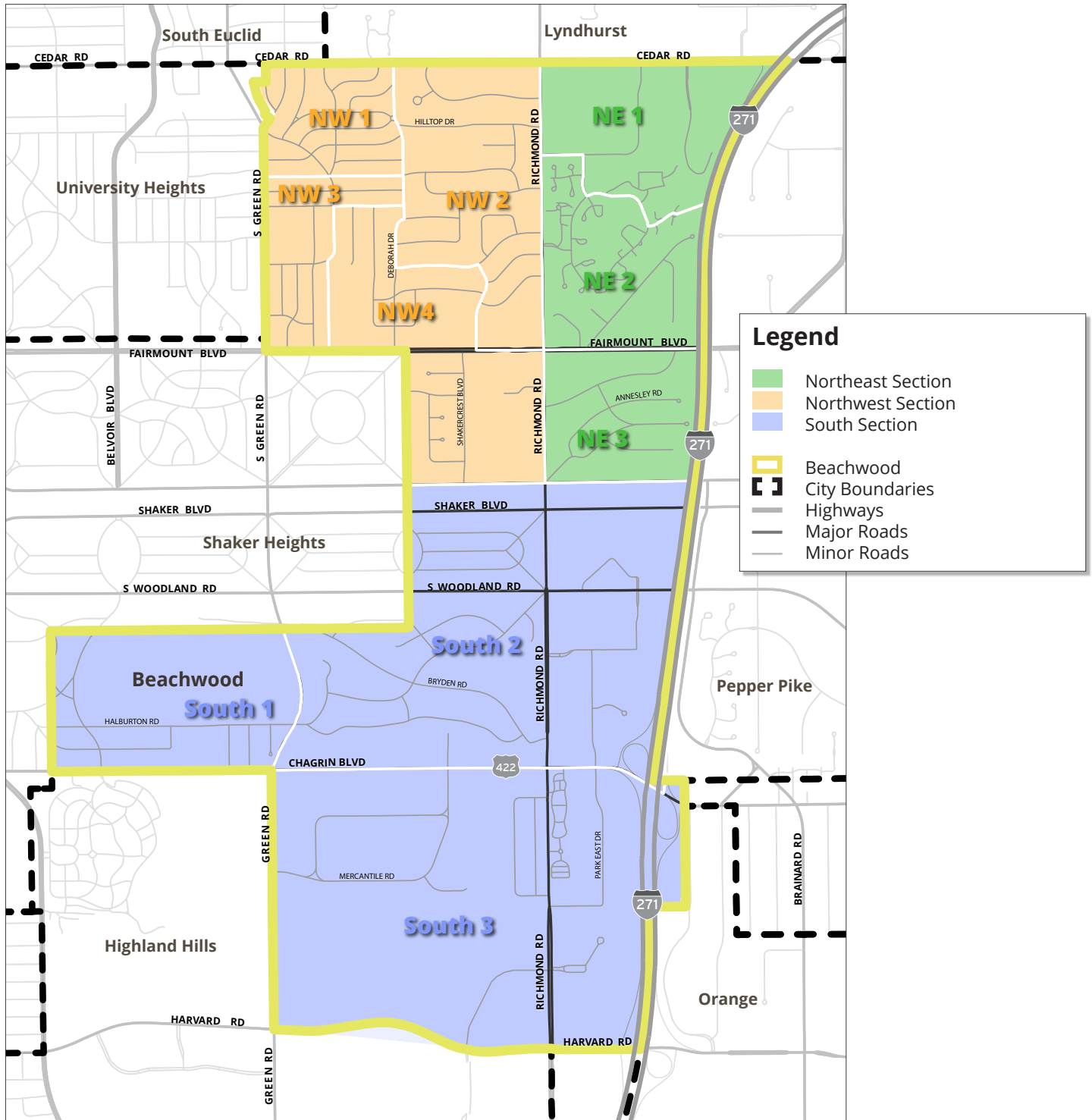
**South 3**

Total Units: 115
 Owner Occupied: 100.0%
 Multi-Unit: 0.0%
 Built Prior to 1970: 100.0%
 Vacancy Rate: 0.0%
 Median Value: \$148,900



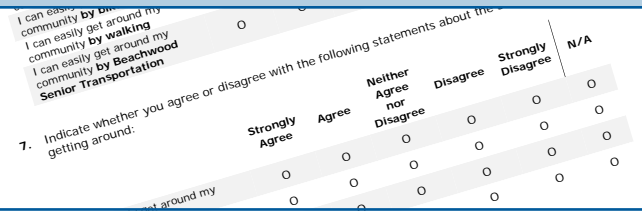
 Higher Value  Average Value  Lower Value

Map 4 Housing by Neighborhood





Survey Results: Housing



The Beachwood Residential Survey asked residents to rank their priority level for a variety of housing policies, as shown in Figure 9. The results show that residents want to protect existing neighborhoods, want more housing choices, and are split on recent housing construction.

Residents Want to Protect Existing Neighborhoods

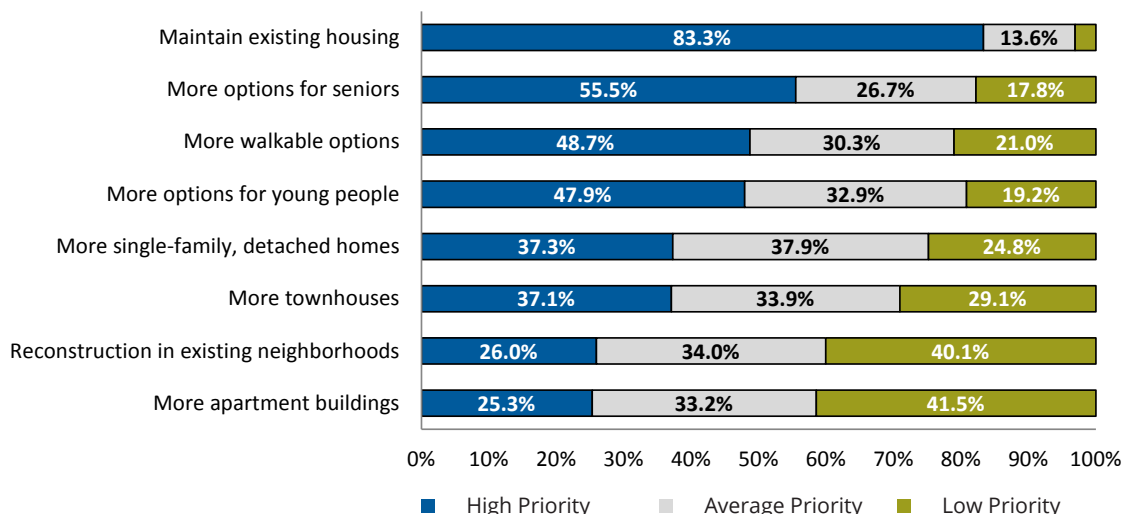
The number one housing priority for residents was to “Maintain existing housing,” with 83.3% of respondents saying this was a high priority. This was easily the most popular policy option that residents could select and points to a ‘fix-it first’ attitude among residents.

While maintaining existing housing is a priority for residents, many felt the City’s efforts could be improved. In the city services section of the survey,

residents were asked to rate city services. Of those, property maintenance enforcement ranked 16th.

In the land use section of the survey, residents said they would like new homes to match existing designs. This was the third most popular land use statement that residents were asked to rate and indicates a desire to maintain a specific style among neighborhood homes. This desire was far more pronounced among older residents. Less than half of those age 18 to 44 wanted neighborhood homes to match existing designs while more than 71% of those age 65 or older wanted new homes to match existing designs. This may indicate that new areas of the City focused on younger residents can shift from existing design.

Figure 9
Priority Level for Housing Policy Options



Residents Desire Housing Choice

Residents in Beachwood want to see more housing options in their City. After “Maintaining existing housing,” the next most popular housing policies were “More options for seniors,” “More walkable options,” and “More options for young people.” While these statements do not indicate specific development types, they do point to the desire of residents to see more housing options that cater to all ages and lifestyles.

Other questions in the survey point to some housing needs within the community. When asked for what reason a resident might consider moving, the second most popular answer was that residents may consider moving for a smaller house. This was followed by responses such as “For a retirement friendly community,” “For a rental unit,” “To be able to walk places,” and “For a newer house.” These statements point to additional types of housing choices that residents would like to see.

Respondents Are Split on Home Demolition and Reconstruction

The Residential Survey asked two questions related to allowing homes to be demolished and replaced with new, larger construction. When asked whether home demolition should be a *priority* for the City, as shown in Figure 9, residents were opposed. Only 26% of residents said demolition and reconstruction was a high priority while 40% said it was a low priority.

In the land use section of the survey, respondents were split on whether they agreed that the City should *allow* homes to be demolished and replaced

with larger homes, with 38.4% of respondents saying they agree that the City should allow it, while 39.9% said they disagreed. When further broken down, the policy was more popular in the northwest portion of the City where 48.1% of respondents said they agree the City should allow it. It was also far less popular among older residents, with only 25.7% of those age 65 and over saying it should be allowed. Thus, while residents are fairly split on whether they agree that the City should allow home demolition for new, larger construction, they do not necessarily think it should be a policy priority.

Feelings on Small Apartments within Existing Neighborhoods Are Mixed

Also in the land use section of the survey, residents were asked whether they agreed that small apartment buildings can co-exist near single-family neighborhoods. The results were fairly mixed with 44.4% of respondents saying they agreed and 39.0% saying they disagreed. Respondents in the northeastern part of the City—where a large number of apartment buildings exist—were far more in favor of this policy than in the largely single-family neighborhoods west of Richmond Road. Younger respondents were also far more likely to be in favor, with 56.5% of respondents age 18 to 44 agreeing with this policy and only 40.6% of those 65 and older agreeing. These results indicate that such a mix of small apartments near single-family neighborhoods should be considered carefully and only in select neighborhoods where mixed-use development is more appropriate.

Municipal Tax Base

A community's fiscal situation determines its ability to provide quality public services and infrastructure. As is the case for most Ohio municipalities, Beachwood collects revenue from a number of sources, three of which are directly tied to the composition of land uses: income taxes, property taxes, and lodging taxes (hotel or bed taxes).

Income Taxes

Municipal income taxes are paid by three entities:

- those working in the City pay a withholding tax;
- businesses pay taxes on net profits on activities in Beachwood and;
- in some cases, residents who work outside the City pay income tax on their earnings.

Income Tax Rates

In 2015, the income tax rate in Beachwood was 2.0%, which was the lowest rate among surrounding communities with the exception of Pepper Pike's 1.0% rate. Warrensville Heights

had the highest income tax rate among surrounding communities at 2.6%, as shown in Table 11.

Table 11
Tax Rates and Taxes Collected, 2013

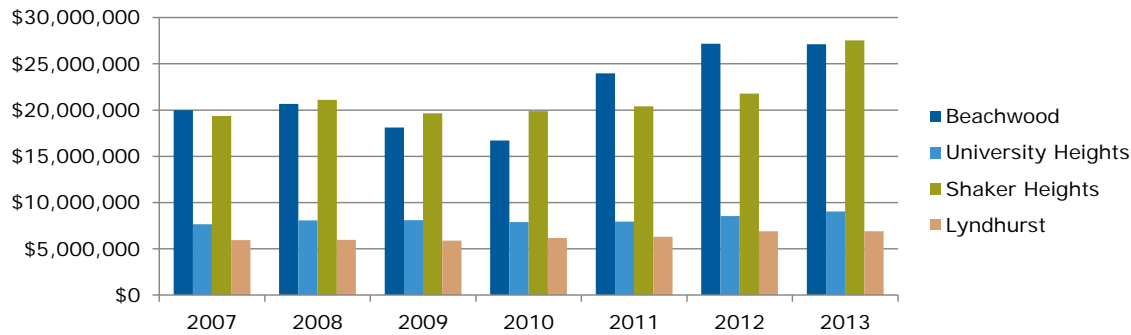
Community	Tax Rate	Taxes Collected (in millions)
Beachwood	2.0%	\$27.1
University Hts	2.5%	\$9.0
Shaker Hts	2.25%	\$27.5
Highland Hills	2.5%	*
Warrensville Hts	2.6%	*
Orange Village	2.0%	\$3.0
Pepper Pike	1.0%	\$5.3
Lyndhurst	2.0%	\$6.9
South Euclid	2.0%	\$8.9

Source: Regional Income Tax Agency
*Warrensville Heights and Highland Hills were not included because they are not RITA members.

Income Tax Receipts

According to the Regional Income Tax Agency (RITA)—the entity that collects municipal income taxes on behalf of its member communities—Beachwood collected over \$27.1 million in income

Figure 10
Income Tax Collected



Source: Regional Income Tax Agency

taxes in 2013. This was more than three times the amount collected by any surrounding community, with the exception of Shaker Heights, which collected a roughly equivalent amount, despite having a resident population nearly twice as large.

Figure 10 displays the change in income tax receipts for Beachwood and three surrounding cities from 2007 to 2013. Income tax receipts in the City of Beachwood have rebounded since the Great Recession. Receipts in 2008 were \$20.7 million, but shrunk to \$16.7 million by 2010. They have since grown to \$27.1 million in 2013.

Income Tax Per Capita

When compared to surrounding municipalities, the City of Beachwood collected more than double the income tax per capita than any other community. With 2013 income taxes of \$27.1 million and a 2013 population of 11,884, the City collected \$2,281 per resident. In comparison, Shaker Heights collected \$977 per resident, University Heights collected \$669 per resident, and South Euclid collected \$402 per resident. This information is shown in Table 12.

Table 12
Income Tax Collected Per Capita, 2013

Community	Taxes Collected (per capita)
Beachwood	\$2,281
Shaker Hts	\$977
University Hts	\$669
South Euclid	\$402

Source: Regional Income Tax Agency

Property Taxes

Property taxes are levied on land and buildings owned by private individuals, businesses, and public utilities located within the taxing district. Real estate taxes are based on three elements:

- the determination of market value;
- the percentage at which the market value is assessed; and
- the property tax rate.

Appraisals in Beachwood

The Cuyahoga County Fiscal Office is tasked with appraising all taxable real

property once every six years to determine market values. Property tax bills are calculated on the assessed value of property, which according to the Ohio Revised Code equals 35% of the auditor's appraised value. Therefore, a home with an appraised value of \$100,000 will be taxed on a value of \$35,000. The County collects the tax and then redistributes it to the taxing jurisdiction.

The appraised value of property in a community is a key factor in determining the potential for real estate tax collection and is a function of the types of land uses found in the City. According to the County Fiscal Officer's 2014 records, property in Beachwood was valued at more than \$806 million. This is significantly higher than surrounding communities, as displayed in Table 13.

Table 13
Total Tax Valuations, 2014

Community	Tax Valuation Actual (in millions)
Beachwood	\$806.2
University Hts	\$242.9
Shaker Hts	\$740.8
Highland Hills	\$26.5
Warrensville Hts	\$222.9
Orange Village	\$174.1
Pepper Pike	\$415.8
Lyndhurst	\$394.7
South Euclid	\$360.8
Cuyahoga County	\$27,733.5

Source: County Fiscal Office

The City of Beachwood collected a much higher percent of its property values from commercial and industrial properties when compared to surrounding

jurisdictions and the County as a whole. Residential holdings accounted for 41.3%, while commercial and industrial properties accounted for 57.5%, and public utilities for 1.2%. In Cuyahoga County, 30.2% of taxes come from commercial and industrial uses. In surrounding communities, only Warrensville Heights and Highland Hills gathered a greater percent of their property taxes from commercial and industrial uses than Beachwood.

Millage Rates

A variety of governmental entities levy a tax on real property. The amount of taxes a property owner pays is based on a combined rate for all jurisdictions including the local school district, county, library, and the municipality. The majority of property taxes are paid to the local school district, while a much smaller percentage is paid to the local government. For example, for residents in Beachwood, the total effective property tax rate is 76.30 mills, with 64.1% from the school district levies and only 5.2% from the City millage. The remaining percentage is disbursed between the County and the library system.

Though property taxes contribute only a small percentage of the City's general fund revenues, property owners often choose where to buy property based on the total amount of property taxes paid, which is typically the result of the school district's portion.

When compared to the surrounding communities, City of Beachwood residents living within the Beachwood School District pay the lowest property tax rate of any of the surrounding communities. The City's total effective rate is 76.30 compared to 84.23 in

The Aloft is the newest addition to Beachwood's cluster of hotels, which provides lodging taxes to the City.

*Source:
BeachwoodOhio.com*



Orange Village, which is the next lowest tax rate.

Chagrin Boulevard just west of the I-271 Chagrin Road interchange.

Table 14
Total Millage, 2014

Tax District	Total Millage
Beachwood	69.25
Orange Village	78.08
Pepper Pike/Orange Schools	80.48
Beachwood/Warrensville Schools	91.78
Warrensville Heights	94.22
Lyndhurst	101.90
Highland Hills	105.85
South Euclid	106.75
University Heights	123.24
Shaker Heights	133.89

The City levies a 3.0% tax on hotel room nights at hotels. According to the City's 2013 Comprehensive Annual Financial Report, this tax accounted for \$843,102.

Source: County Fiscal Office

Lodging Taxes

In addition to income and property taxes, the City of Beachwood collects a lodging tax on the numerous hotels located in the City. Beachwood is strategically positioned for hotel development and has a cluster of eight luxury hotels equipped with 1,300 rooms and over 20,000 square feet of meeting space. The most recent addition was the Hotel Indigo, which opened in July 2014 on

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Employment

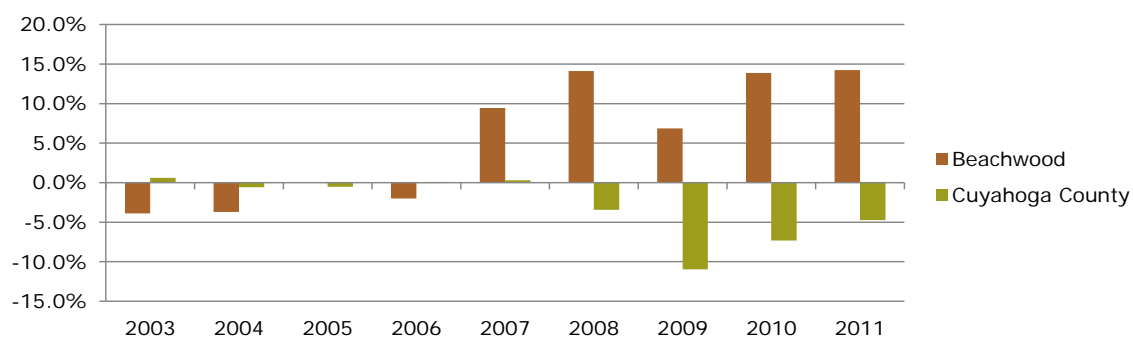
Employment trends are important to understanding income tax receipts, housing needs, and business interests. The U.S. Census provides employment data for local communities through its Local Employer-Household Dynamics partnership. While the data is more localized, it is also older. The most recent year of data available for the City of Beachwood is 2011, which does not include recent employment changes such as the addition of Eaton Corporation's headquarters.

Total Employment

According to the U.S. Census' Local Employer-Household Dynamics data, 23,445 jobs were located in the City of Beachwood in 2011, equating to 1.96 jobs per resident.

When viewed in comparison to a baseline count in 2002, employment in Beachwood decreased initially before rebounding dramatically in 2007 and 2008, as displayed in Figure 11. While Beachwood's employment was affected

Figure 11
Total Employment Compared to 2002



Source: Local Employer-Household Dynamics

by the Great Recession, it recovered quickly.

In comparison, Cuyahoga County had a relatively stable employment count from 2003 to 2007 before dramatic losses during the recession. The County, unlike the City of Beachwood, has not returned to pre-recession employment levels.

Table 15
Employment Change, 2002-2011

Year	Beachwood	Cuyahoga County
2002	20,522	749,145
2003	19,724	753,787
2004	19,764	744,762
2005	20,525	745,362
2006	20,113	748,690
2007	22,460	751,333
2008	23,422	723,340
2009	21,933	667,100
2010	23,369	694,272
2011	23,445	713,581

Source: Local Employer-Household Dynamics

Employment Profile

Employment data shows that the majority of jobs in the City (68.0%) required some college education. In comparison, 65.1% of jobs countywide required some college education.

In terms of income, 36.9% of jobs located in the City paid a monthly wage of \$3,333 (approximately \$40,000 annually). In comparison, 41.2% of jobs countywide paid similarly. Beachwood's employment generally paid lower wages than jobs countywide, most likely a

result of the large retail presence and lack of high-paying manufacturing jobs.

Industries in Beachwood

The highest number of jobs in Beachwood were in the following fields:

- *Health Care and Social Assistance:* 22.4%
- *Retail:* 13.4%
- *Administration & Support:* 10.9%
- *Professional, Scientific, and Technical Services:* 10.7%
- *Finance and Insurance:* 10.0%

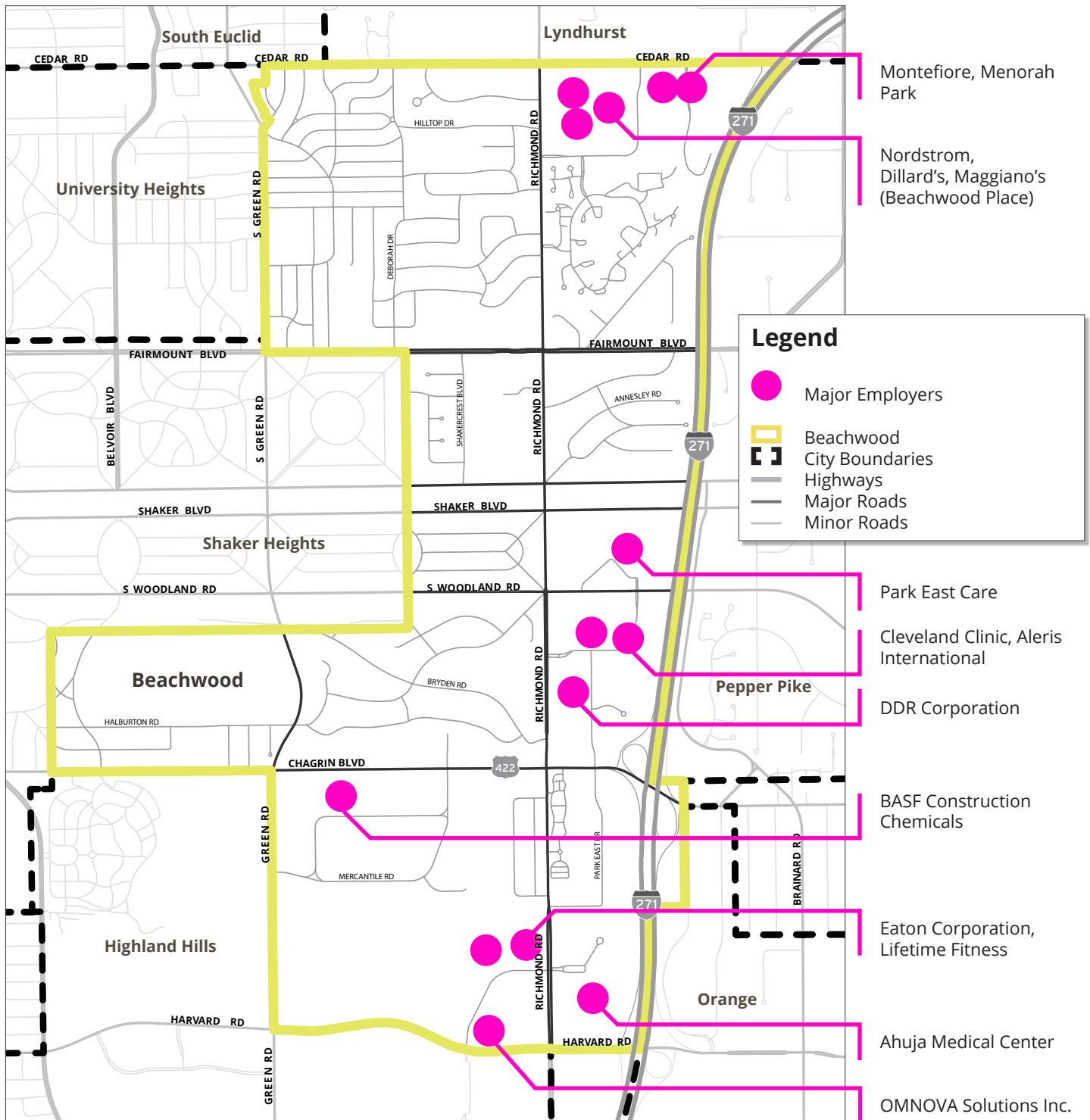
In comparison to the County as a whole, Beachwood has a greater concentration of employment in the sectors listed, with significantly lower concentrations in Manufacturing, Construction, Educational Services, and Public Administration.

When comparing Beachwood's 2011 employment to 2007, the City gained the most jobs in the Health Care and Social Assistance sector (1,103 jobs). This was followed by 447 jobs in Arts, Recreation, and Entertainment; 219 in Retail; and 215 in Accommodation and Food Services. The largest job losses were in Transportation and Warehousing (520 jobs), and Manufacturing (312 jobs).

Major Employers

Major employers in the City of Beachwood include Eaton Corporation, University Health Systems, the Cleveland Clinic, Menorah Park, Nordstrom, Maxim Healthcare Services, Montefiore, DDR Corp., OMNOVA Solutions Inc., and Aleris, located as shown in the map on page 53.

Map 5 Major Employers



Community Facilities

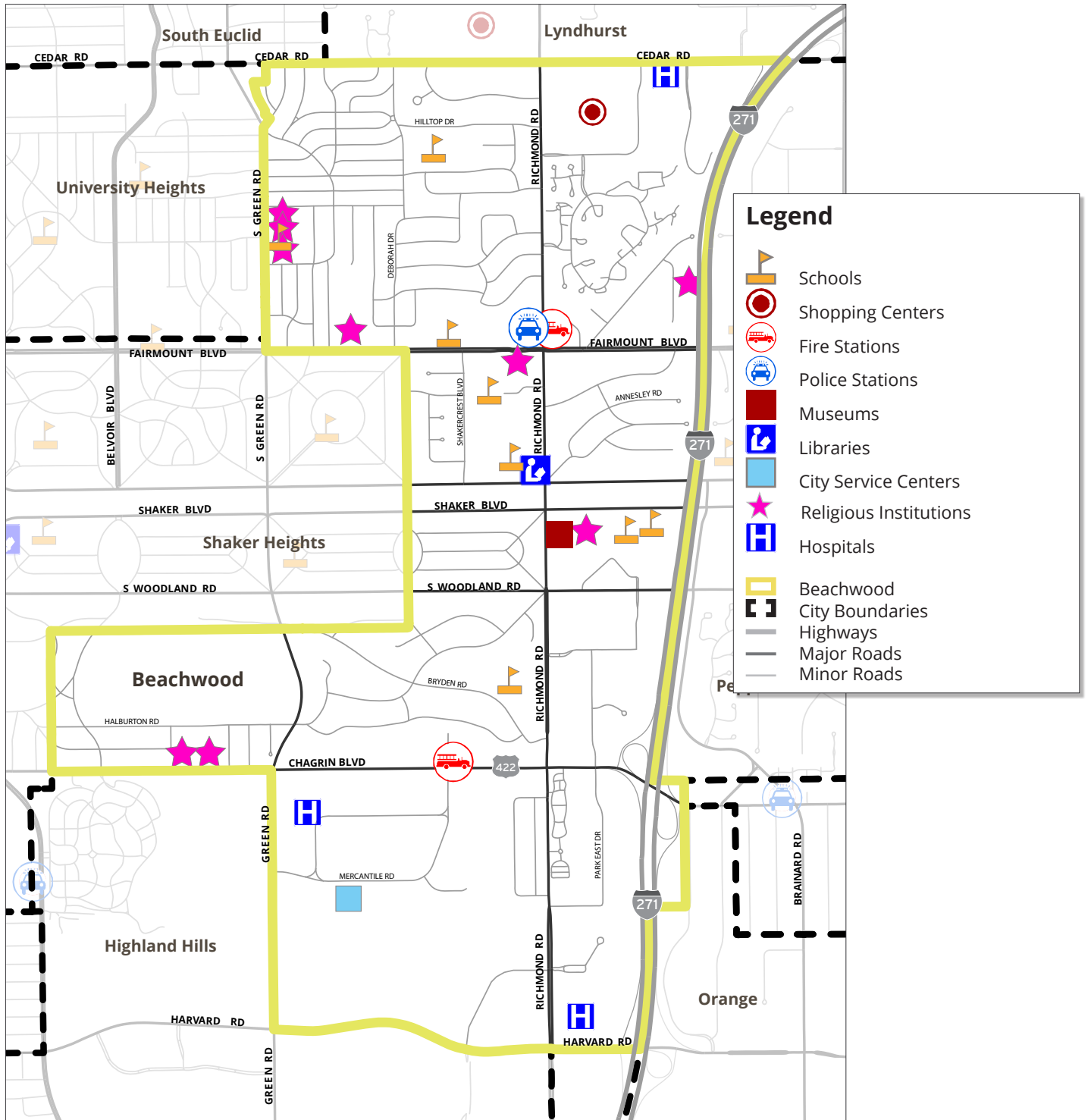
Community facilities provide a venue for public services and encompass a variety of purposes, including protecting public health and safety, contributing to culture, or providing places of worship.

Existing Community Facilities

The facilities listed below are displayed on the map on page 55.

- *Schools:* These are both public and private elementary through high schools. The majority of schools in Beachwood are located north of Woodland Road, nearer to Beachwood's population center.
- *Shopping Centers:* Beachwood Place is the City's major shopping center at Cedar and Richmond Roads. Just north of the City is Legacy Village in Lyndhurst. New shopping centers may include the Van Aken District in Shaker Heights and the Pinecrest Development in Orange.
- *Fire Stations:* The City has two fire stations, one each located in the north and south of the City.
- *Police Stations:* The City has one main police station located adjacent to City Hall.
- *Museums:* Beachwood has one major museum: the Maltz Museum of Jewish Heritage located on Richmond Road.
- *Libraries:* Beachwood is home to a branch of the Cuyahoga County Public Library, located on Richmond Road at Shaker Boulevard.
- *City Service Centers:* The City has a service center within Commerce Park. The service department is charged with trash collection, snow removal, landscaping, and repair of City-owned facilities.
- *Religious Institutions:* Beachwood is home to numerous centers of worship, including a large number of Synagogues. These are scattered throughout the City with a high concentration along Green Road. These are anchors for the nearby neighborhood as community members walk to services held there.
- *Hospitals:* The City has one major hospital: the Ahuja Medical Center on Harvard Road. Akron Children's Hospital has a pediatric cardiology

Map 6 Facilities



service in Commerce Park and the Cleveland Clinic has a Family Health and Surgery Center on Cedar Road.

Additionally, a retention basin may be added.

- *Old Fire Station:* After the completion of a replacement station, the existing Fire Station #2 may be repurposed in coming years or sold.

Proposed Community Facilities

The City of Beachwood's "Vision 2014 & Beyond" document outlined a variety of new services and facilities that the City intends to add in the coming years. While subject to revision based on available funds or changing needs, the document describes proposed projects, including the following:

- *Fire Station #2:* The City has proposed constructing a new fire station at the intersection of Richmond Road and Park East to serve the southern section of the City.
- *Police Headquarters:* The City has an identified need to modernize and possibly combine safety facilities including the jail, shooting range, and area-wide dispatch; however, no specific development plan is finalized.
- *Pool Building at Family Aquatic Center:* A new building to hold pool supplies and equipment is proposed for the Family Aquatic Center.
- *Amphitheater at Family Aquatic Center:* A proposed amphitheater would include a stage and tiered seating for outdoor shows and concerts.
- *Commerce Park Improvements:* The City holds various properties in Commerce Park that could be renovated, sold, or repurposed.

I can easily get around my community by car

I can easily get around my community by Beachwood Senior Transportation

7. Indicate whether you agree or disagree with the following statement getting around:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
I can easily get around my community by car	0	0	0	0	0	0
I can easily get around my community by Beachwood Senior Transportation	0	0	0	0	0	0



Survey Results: Services & Infrastructure

Both Beachwood surveys covered the quality of services and infrastructure. The results show that respondents consider services top-notch and that broadband improvements could increase the City's competitiveness for businesses.

City Services Are Top-Notch

Both residents and businesses rated City services very high. Among business respondents, more than 89% rated City services positively while more than 98% of residents said the same. This incredibly high rating reflects the quality of services offered by the City.

Quality Infrastructure and City Services Attract Businesses

When asked for what reasons businesses locate in the City, access to highways, well-maintained infrastructure, and high quality municipal services were among the top five reasons businesses selected. When asked what the most important issues for businesses are, respondents said broadband capabilities, improving traffic flow, and improving infrastructure are among the most important. This indicates that maintaining infrastructure and City services will remain a key way to retain and attract employment.

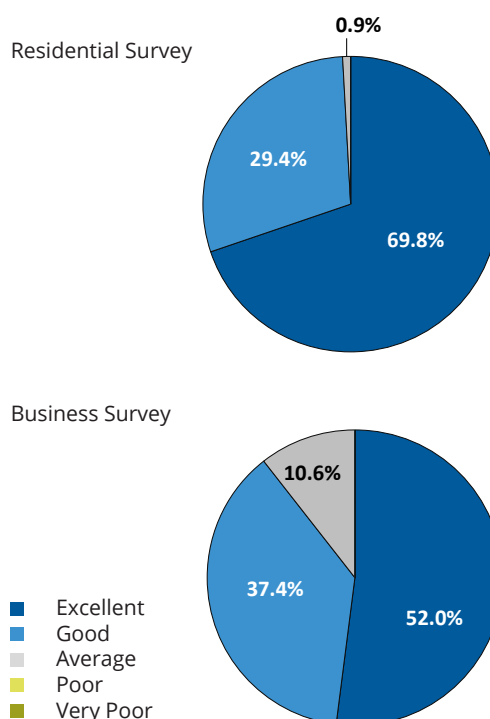
Broadband Improvements Are a Strategic Opportunity

Throughout the business survey, respondents repeatedly pointed to the broadband/fiber optic network as not only an area where the City of Beachwood could improve but also

a particularly important concern for businesses. This indicates that network improvements are a way to significantly enhance the City's business climate.

Specifically, businesses ranked broadband capabilities as their second biggest challenge. This was particularly pronounced among businesses that operate globally. Similarly, business respondents said the broadband network was the third most important issue to them, with more than 85% of businesses saying this. However, when asked to rate the quality of Beachwood's broadband network, this was the lowest rated service, with less than half of respondents rating it positively. This indicates significant room for improvement.

Figure 13
Overall Quality of Services



Parks and Recreation

Parks and recreation centers are important components of a complete community. They provide space for active living, community interaction, and physical activity. Beachwood has numerous parks and recreation facilities at residents' disposal:

- *Family Aquatic Center:* The aquatic center includes slides, a dining pavilion, shade pavilions, a splash play area, and other amenities.
- *Beachwood City Parks:* The Beachwood City Parks (east and west) provide 2.6 miles of trails, a sledding hill, bathrooms, raised boardwalks, and benches in the RTA Green Line's unused right-of-way.
- *Community Center:* Publicly available rooms for meetings or functions with available chairs, tables, sound system, and limited kitchen facilities.
- *Tennis Courts:* Eight tournament-sized tennis courts are located next to the Aquatic Center.
- *City Playground:* Located at the Family Aquatic Center, the City Playground includes multiple play structures, swings, and slides.

Nearby Park Systems

While not located within the City of Beachwood, residents have easy access to some regional parks. The Cleveland Metroparks' Acacia Reservation is located just north of Beachwood along Richmond Road and includes numerous natural features, a 1.7 mile trail, and a building available to rent for programming and events.

The North and South Chagrin Reservations are slightly further from Beachwood and are accessible via car.



*City Parks East and West provide walking trails and other amenities for residents.
Source: Beachwoodohio.com*

Map 7 Parks and Open Spaces



Environment

Environmental features not only beautify a community, but also are important to purifying water, providing relief from heat, and defining developable land. The environmental features described in this section complete all of these functions.

Water Bodies and Riparian Zones

Rivers are open waterways running through a community, while riparian zones are vegetated lands alongside rivers, streams, wetlands, and shorelines that are susceptible to flooding. Riparian zones are important because they hold water during periods of heavy or continuous rain that might otherwise flood residential or developed areas.

Riparian zones are identified as a specific distance from a river, stream, or waterbody based on the size of that water feature.

Because of past development patterns, there are very few remaining rivers, streams, and water bodies in the City of Beachwood. In the northern half of the City, the largest remaining water bodies

are the lakes and streams within the *Easthaven at the Village* complex and in the nearby residential areas.

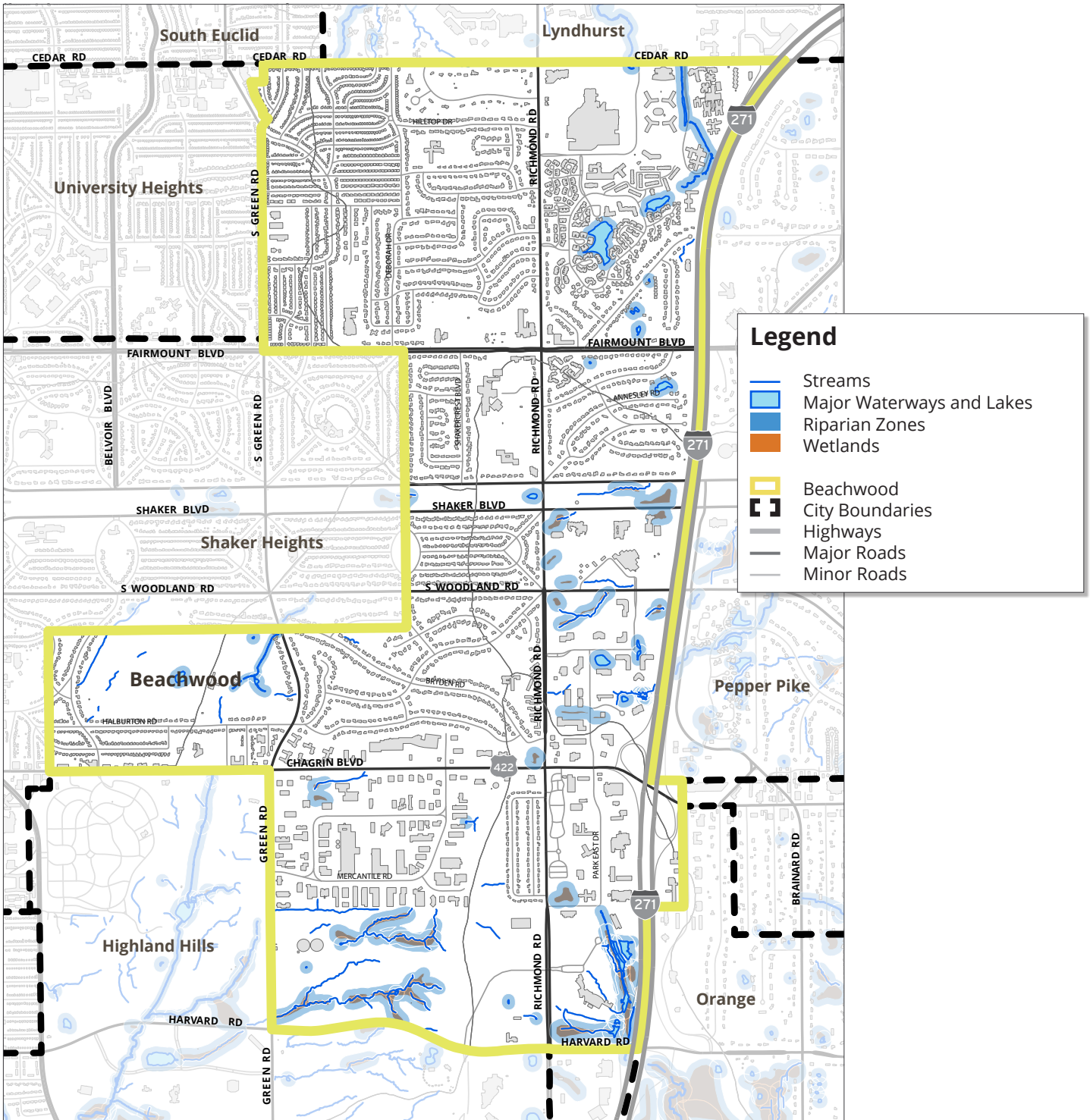
In the southern half of the City, numerous streams and water bodies run through the Beachwood Science Park, the Canterbury Golf Course, and in the Chagrin Highlands development.

Wetlands

Wetlands are areas of land that are inundated with water throughout the year, and they provide natural habitat to diverse species of plants and animals. Wetlands purify water and are vital to flood control because they can easily absorb large quantities of water that would otherwise require costly storm-water infrastructure.

Wetlands in Beachwood are largely confined to the areas east of Richmond Road and the areas south of Chagrin Boulevard. Much of this acreage has already been developed with the exception of the areas south of Commerce Park. These are prime for new development, which risks disturbing important natural features.

Map 8 Waterways and Wetlands



Tree Canopy

The tree canopy is the layer of leaves, branches, and stems of trees that cover the ground when viewed from above. Tree canopy can provide many benefits including improving water quality, reducing erosion, reducing stormwater runoff, saving energy, lowering City temperatures, reducing air pollution, and enhancing property values.

The City of Beachwood has an existing tree canopy that covers 24.6% of land area. This ranks 46th out of 59 communities in the County and is similar to far more industrialized and urban communities such as Garfield Heights, Maple Heights, Cuyahoga Heights, and Euclid. Surrounding communities have significantly larger tree canopies, including Shaker Heights, Orange, Pepper Pike, University Heights, South Euclid, Lyndhurst, and Highland Hills. Only Warrensville Heights with coverage of 19.1% is lower.

Table 16

Tree Canopy Coverage as a Percent of Land Area

Community	Tree Canopy Coverage
Orange Village	51.5%
Pepper Pike	49.3%
Shaker Hts	40.4%
South Euclid	39.5%
Cuyahoga County	37.6%
Lyndhurst	34.5%
University Hts	28.9%
Highland Hills	26.3%
Beachwood	24.6%
Warrensville Hts	19.1%

Source: County Planning

The Tree Canopy map on page 63 displays patches of forested areas in Beachwood. The darkest green color shows the largest sections of contiguous tree cover in the City.

Steep Slopes

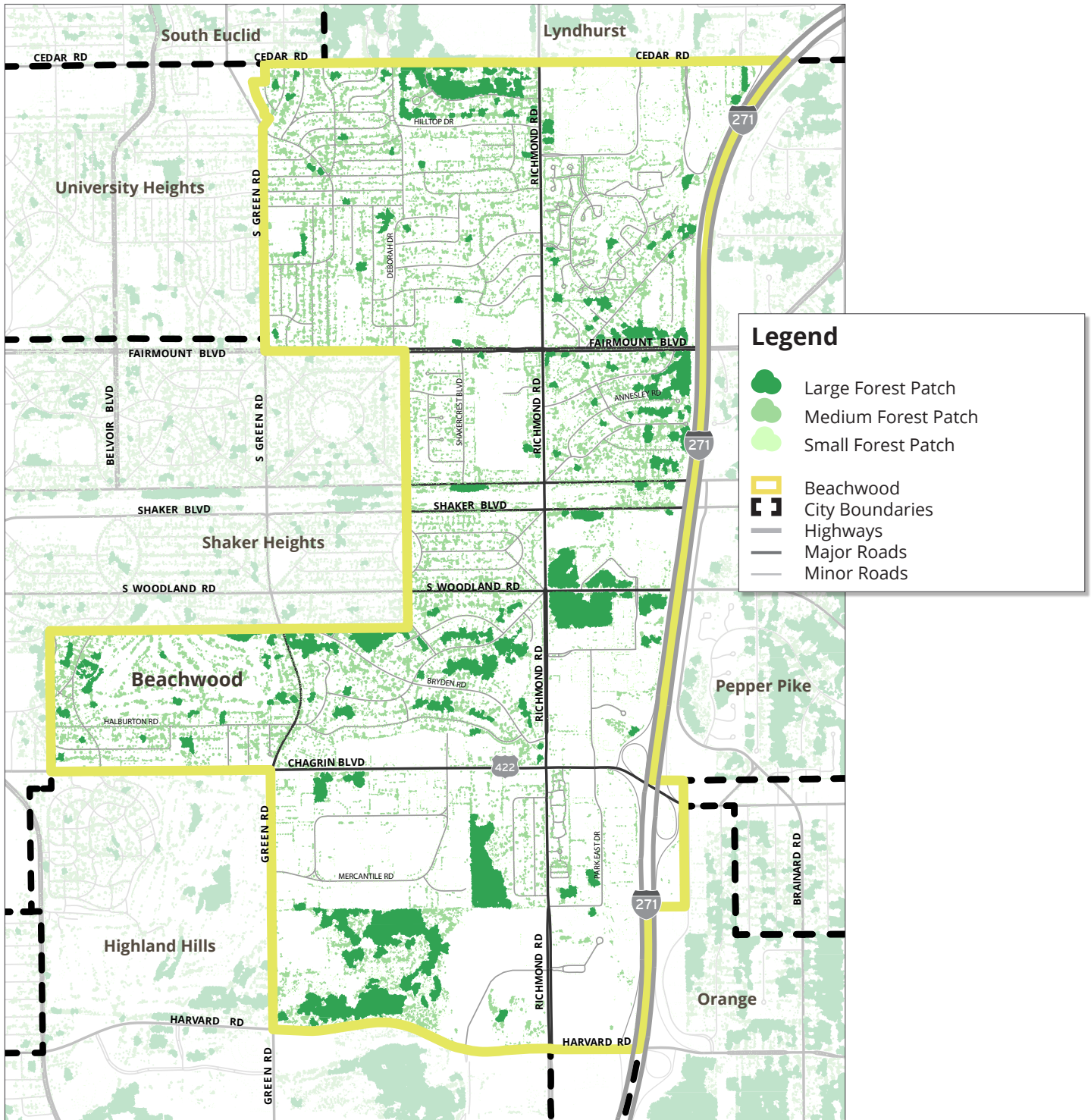
Steep slopes are defined as land with a slope of 12% or greater. They are an environmental constraint that limits a community's developable land because they require additional engineering work such as filling, erosion control, and slope reinforcement. While constraints to development, steep slopes can also be incorporated into construction as scenic overlooks or other beautifying features.

While the City of Beachwood is largely developed, some steep slopes remain. The largest are located in the Chagrin Highlands area, while a number of other man-made slopes exist in the Commerce Park development, the City Parks, and at the rear of some residential properties. While areas of concern, Beachwood's slopes are not as pronounced as others in the county.

Critical Areas

The wetlands, steep slopes, and water bodies in the undeveloped Chagrin Highlands area make this a particularly sensitive area for new development.

Map 9 Tree Canopy





Survey Results: Parks, Recreation, & the Environment

I can easily get around my community by walking
I can easily get around my community by Beachwood Senior Transportation

7. Indicate whether you agree or disagree with the following statements about the getting around:

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0

The Beachwood Residential and Business Surveys asked respondents numerous questions related to parks, events, recreational activities, and the environment. The results show that environmentally friendly development is almost universally popular, that events and parks are rated very highly, and that enhancing the sense of community is important.

Parks and Recreation Facilities Are Rated Highly

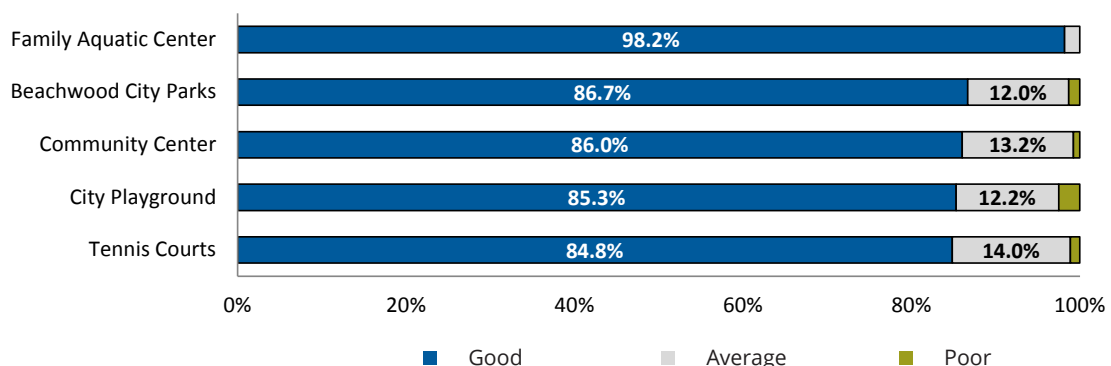
The City's parks and recreation facilities are rated very highly by residents. More than 80% of survey respondents rated each listed facility positively. The Family Aquatic Center had the highest ratings, with 98.2% of respondents rating it "Good" or "Excellent." This information is shown in Figure 14.

Community Events Are Popular When Attended

Survey respondents said the quality of Beachwood's community events were good, with more than 80% of respondents rating every community event positively, as shown in Figure 15. The highest rated community event was the Beachwood Recreation Community Theater, with 90.6% of respondents rating this event positively.

While respondents who attended these events rated them very positively, a large percentage of respondents had "No Opinion" of the event. This likely indicates that the respondents had not attended that event. A high rate of "No Opinion," especially concerning Entrovation and Honkin Haulin Hands-On Trucks may indicate the need to reevaluate these events or increase advertising for them.

Figure 14
Quality of Parks and Recreation Facilities



Preserving Open Space and Environmentally Friendly Development Are Popular

When asked to rate the importance of a variety of issues, respondents overwhelmingly said that preserving open space/green space is important to them. More than 85% of residents said this was an important issue, and it was especially important to respondents from the southern half of the City, where larger tracts of open space still exist.

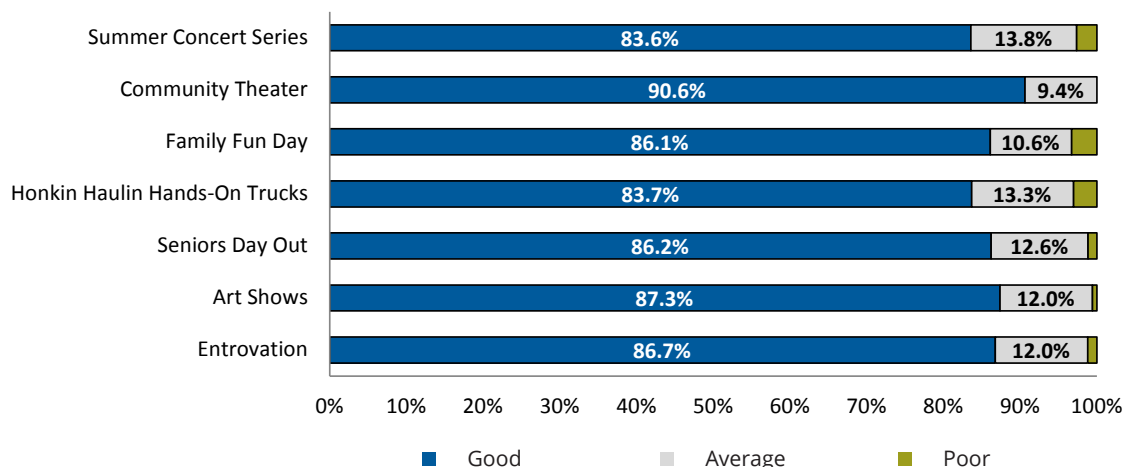
Similarly, “Focusing on environmentally friendly development” was far and away residents’ highest land use priority. Of survey respondents, 86.3% of residents agreed that environmentally friendly development is important. This was almost 25 percentage points higher than the next most popular land use statement, indicating an almost universal desire to encourage and promote the environment in new developments.

Among business survey respondents, protecting the environment was also an important component of City strategy. When asked about important business issues, 66.4% said “Protecting the environment” was important. This rated above “Economic incentives” and “Enhancing quality of life” and was almost tied in importance with “Access to workforce,” indicating that even the business community recognizes the importance of the environment.

Residents Want to Enhance the Sense of Community

Also important to respondents was the desire to “Enhance the sense of community.” More than 75% of respondents said enhancing the sense of community was important to them. Even among business respondents, enhancing quality of life was important to more than half of all respondents—higher even than economic incentives.

Figure 15
Quality of Community Events



Transportation Network

An adequate transportation system is essential to moving people and goods throughout a community and region. These networks are made up of roads, bridges, public transit routes, sidewalks, railroads, and bikeways. Complete transportation networks are important to accessing and developing land uses that are efficient and accessible.

Commuting Patterns

According to data from the Census, a large majority of Beachwood residents (80.3%) drive alone to work. Among other forms of commuting, 6.4% of residents carpool, 2.5% take public transit, 2.2% walk, and 0.6% take some other form of transportation. In addition, 8.0% of residents work at home, more than double the percent of Cuyahoga County residents as a whole.

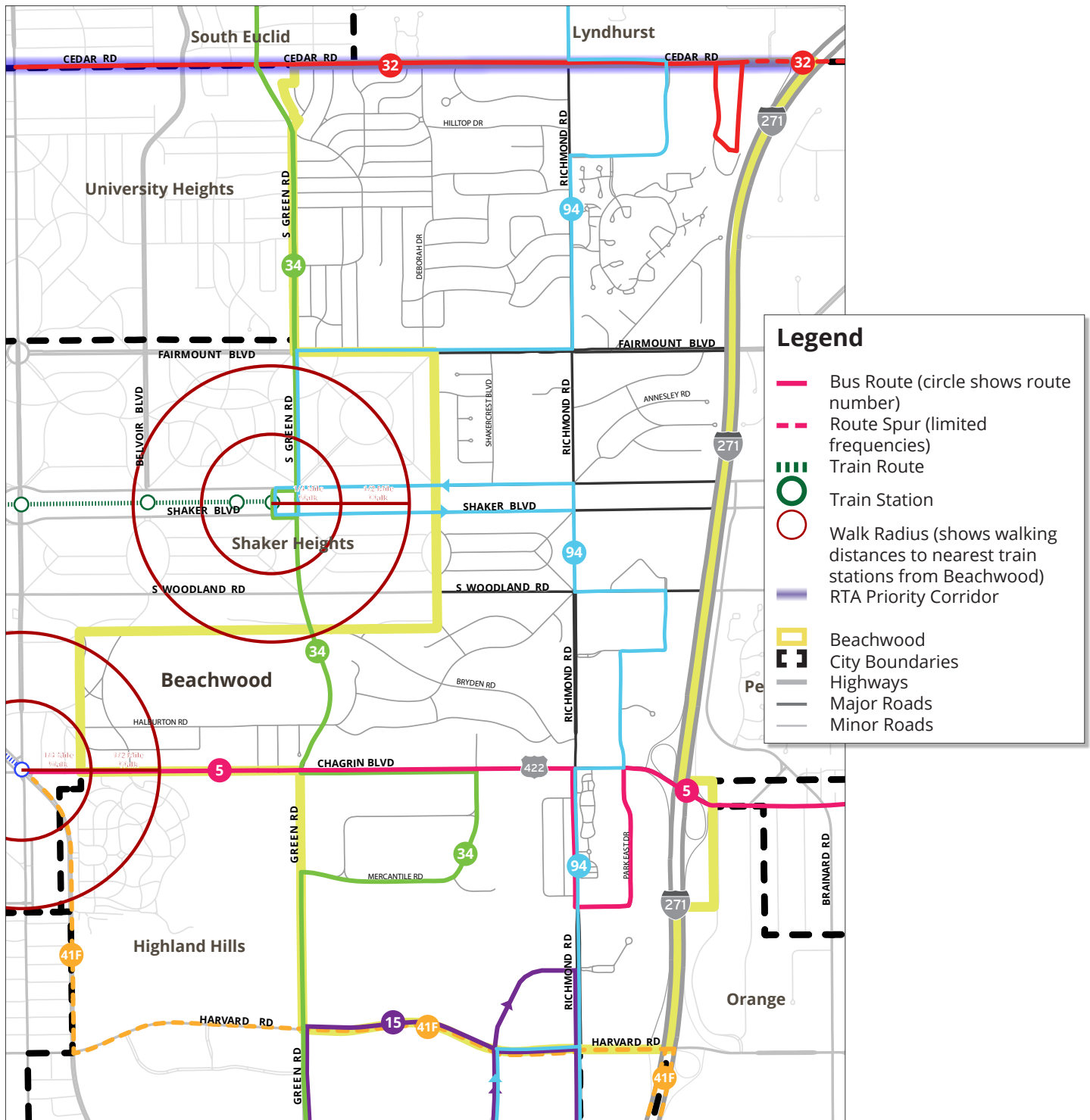
Roads and Highways

Roads and highways form the most basic type of transportation by connecting a community to other areas. Beachwood is well-served by roads, including the following:

- **Highways:** I-271 is a major north-south highway connecting Beachwood to the regional and national highway system with interchanges at Harvard Road, Chagrin Boulevard, and Cedar Road.
- **Major North-South Roads:** Richmond Road is the major north-south connector in Beachwood, running the length of the City. Green Road also runs north-south connecting various neighborhoods.
- **Major East-West Roads:** Beachwood has numerous east-west roads including Cedar Road, Fairmount Boulevard, Shaker Boulevard, South Woodland Road, Chagrin Boulevard, and Harvard Road.

The City has considered a variety of road improvements, the most important of which include a widening of Richmond Road to five lanes along its entire length, a new connector road from Mercentile Road to Harvard Road, and a new access point from High Point Road to the undeveloped land to the east.

Map 10 Roads and Transit



Transit

Transit is a critical component of a complete transportation network, connecting those without vehicles to jobs and amenities. The City of Beachwood is directly served by six GCRTA routes:

- *Route 94 (E. 260-Richmond):* Running from City of Euclid south along Richmond Road to Tri-C East with spur to Green Road Rapid Station, 7 days/week
- *Route 32 (Cedar):* Running from Cleveland Clinic/University Circle along Cedar Road to Pepper Pike, 7 days/week
- *Route 34 (E. 200-Green):* Running from City of Euclid south along Green Road to North Randall, weekdays
- *Route 5 (Chagrin):* Running from Van Aken Rapid Station along Chagrin Boulevard to Lander Road, 7 days/week
- *Route 15 (Union-Harvard):* Running from Downtown Cleveland to Ahuja Medical Center and Tri-C Eastern Campus, 7 days/week
- *Route 41F (Warrensville):* Running from Louis Stokes Rapid Station along Warrensville Center Road to Harvard Road and continuing on I-271 and 422 to Solon, 7 days/week

In addition to bus routes, RTA's Green and Blue light rail lines terminate just west of the City's border and are easily accessed by some nearby Beachwood neighborhoods. The red circles on the Roads and Transit map on page 67 display a 1/4 mile and 1/2 mile walk from the nearest RTA rapid transit stations.

With rapid transit stations located in such close proximity to the City of Beachwood, opportunities exist to increase the density of nearby housing and offices that can benefit from proximity to high-capacity transit. The City of Shaker Heights is currently developing a mixed-use, transit-oriented development at the Van Aken station at the terminus of the Blue Line. The development will include high density housing and walkable retail spaces that are attractive to those seeking a car-lite lifestyle. Beachwood's Chagrin Boulevard will connect directly into this transit center and offer opportunities for higher-density development.

RTA Strategic Plan

RTA's strategic plan identifies priority transit corridors in which RTA could potentially provide high-quality service and improved transit accommodations, including Cedar Road running from University Circle to I-271. Improvements to this highly traveled corridor could attract greater ridership and allow cities like Beachwood to attract higher-density development.

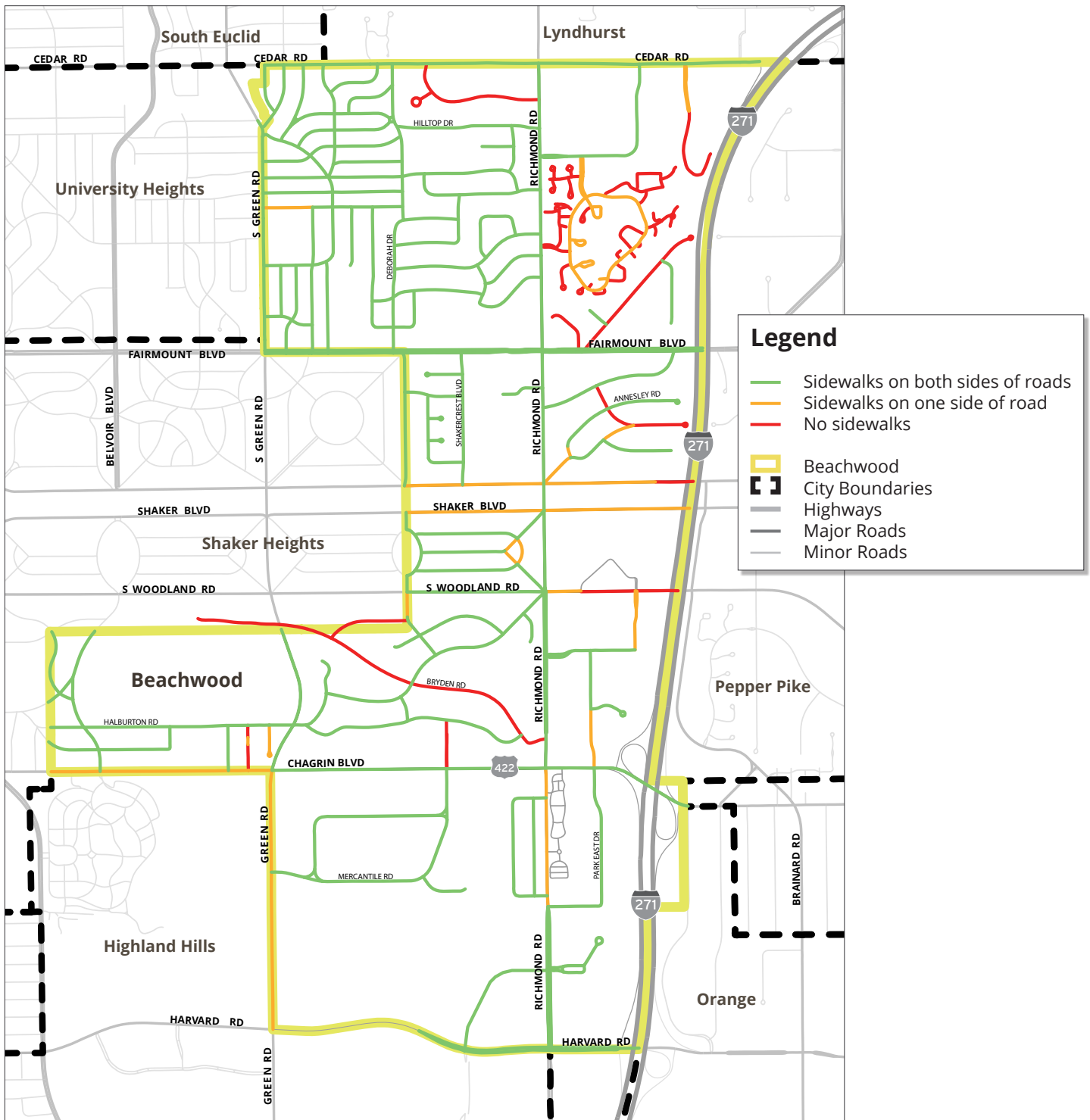
Sidewalks

Sidewalks connect residents to services, schools, and amenities while providing opportunities for exercise and environmentally friendly transportation.

Sidewalks in Beachwood

The majority of Beachwood's streets are equipped with sidewalks on both sides. A few streets have sidewalks on a single side, most notably Richmond Road between Park East and Chagrin

Map 11 Sidewalks



Boulevard, and Chagrin Boulevard west of Green Road.

In addition, a handful of residential streets have no sidewalks. The most prominent is Bryden Road, a major connector in the City's southern half. Sidewalks on this road would connect with sidewalks throughout the neighborhood. Other missing sidewalks include Community Drive, the east end of Shaker Boulevard, North Woodland Road, and streets in the *Easthaven at the Village* complex.

Bikeways

Bikeways have become increasingly important as people seek to travel in ways that are safe, environmentally friendly, and healthy. Bikeways can take many forms including markings to share roads, bike lanes, or off-road paths.

Existing Bikeways

The City of Beachwood has an existing bike route that is marked on Shaker Boulevard. This includes signs identifying the street as a bike route. It does not include other features such as markings on the roadway itself.

The City Parks East and West also include all-purpose trails that run the length of the parks and connect to trails in Shaker Heights and in Pepper Pike. The trail in Shaker Heights continues on to Warrensville Center Road.

NOACA Regional Bicycle Plan

The Northeast Ohio Areawide Coordinating Agency (NOACA) is a regional transportation agency that distributes federal funding. It has

developed a vision for increasing bicycle use in its 2013 Regional Bicycle Plan.

The plan identifies South Woodland Road as a priority bikeway location that would connect west to Shaker Heights and downtown Cleveland, and connect east to Lander Road.

Eastside Greenway TLCI

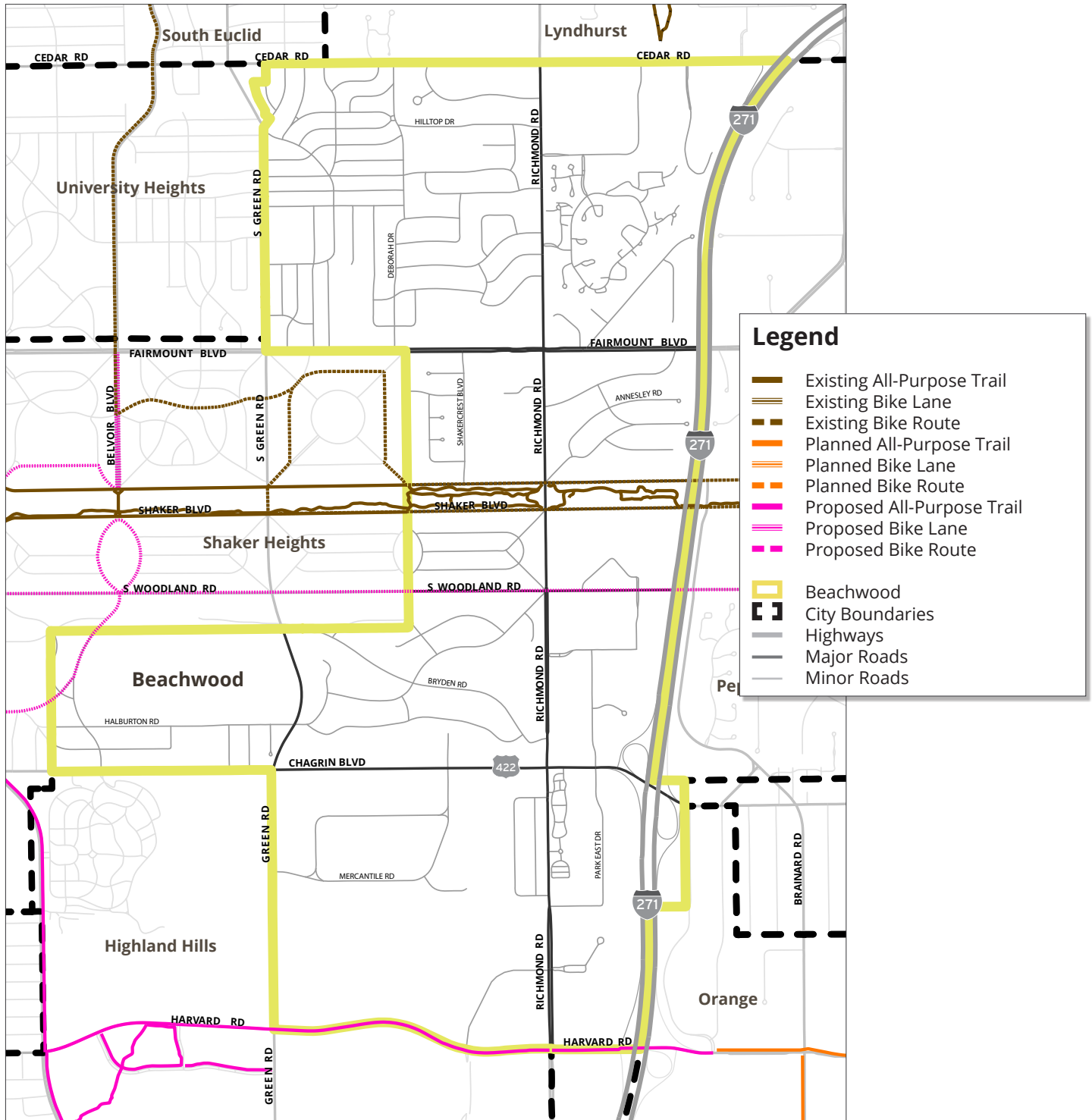
The City of Beachwood is a participant in the Eastside Greenway coalition of 19 communities that are seeking to develop stronger bicycle and pedestrian links throughout the eastern half of the county. The project is funded through NOACA's Transportation for Livable Communities Initiative (TLCI), and the recommendations from the plan will be incorporated into the recommendations of the Beachwood Master Plan.

The initiative identifies the trails in the City West and City East parks as critical components that—when integrated into the larger network—will provide seamless connections from Beachwood as far as North Chagrin Reservation, University Circle, and Lake Erie.

Railroads

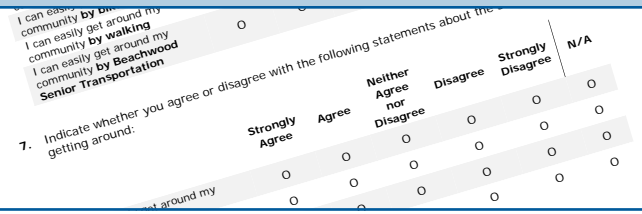
The City of Beachwood is not served by freight rail lines.

Map 12 Trails and Bikeways





Survey Results: Transportation



The Beachwood Residential and Business Surveys asked respondents numerous questions related to transportation. The results show that while traffic is an important business issue, the ability for residents to move around Beachwood on foot or by bike is important to quality of life.

Traffic Is an Important Business Concern

When asked why business leaders choose to locate in Beachwood, the number one answer was that access to nearby highways was essential. Similarly, when asked why they might consider moving, the third most popular answer was "For less traffic congestion." This was led only by lower taxes and economic incentives.

Similarly, when asked what business' greatest challenges were going forward, leaders said "Transportation or traffic issues" were the most pressing of all options, and when asked what issues were important to business leaders,

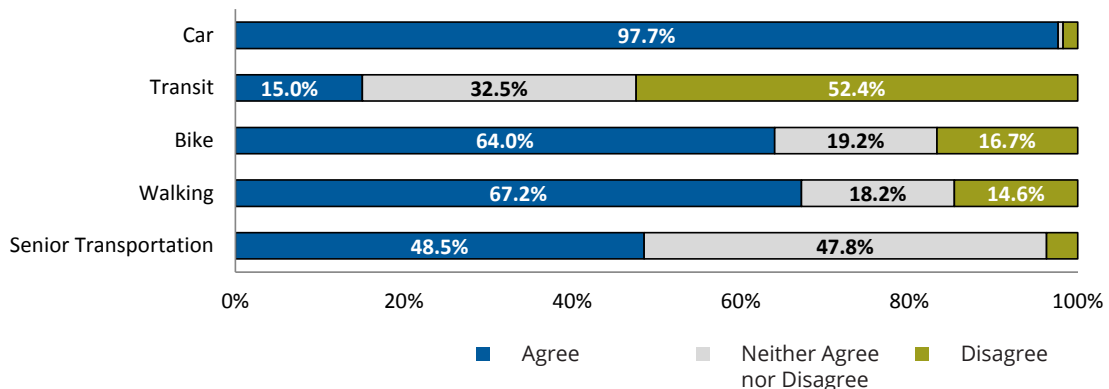
86.7% said improving traffic flow was important. This indicates that maintaining the road network and facilitating the smooth flow of traffic is an important component of an economic development strategy.

Getting Around by Car is Easy

While business leaders said traffic was an important concern for them, residents overwhelmingly said getting around by car was easy. Of survey respondents, 97.7% said that getting around by car was easy. In comparison, only 15% said getting around by transit was easy. Biking, walking, and senior transportation had higher percentages of persons saying getting around was easy, but getting around by car was almost universally the easiest form of transportation in Beachwood, as shown in Figure 16.

Figure 16

Agreement That Getting Around Beachwood Is Easy



Residents Want to Walk and Bike

When asked what the priority level for transportation improvements was, improvements to the walking environment were most important to respondents. Of surveyed residents, 59.2% said improvements to walking were important followed by 53.1% for biking and 52.6% for senior transportation.

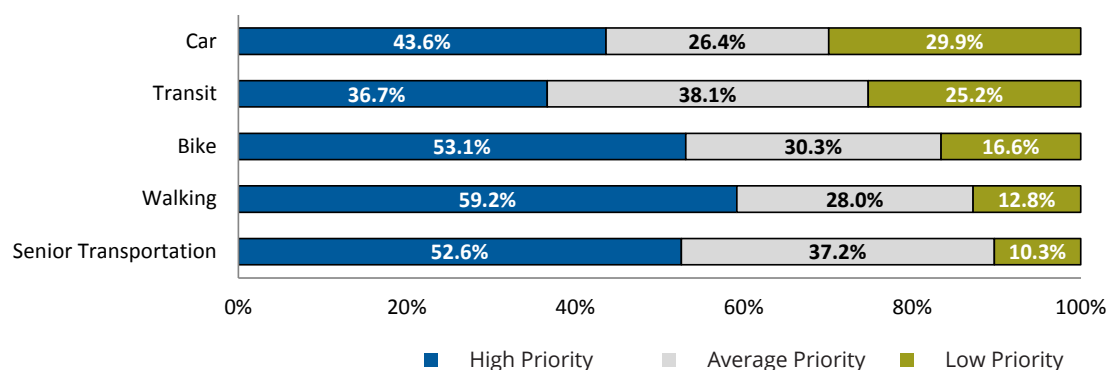
In comparison, less than half of residents said improvements to getting around by car were a high priority, and almost 30% said they were a low priority. Of all transportation modes discussed, getting around by car had the most respondents who said improvements were a low priority. This indicates residents prefer to see the City invest in bicycle and pedestrian improvements over road improvements.

Not only do residents want to be able to walk and bike more, they are interested in places that are more walkable. When asked why residents might consider moving, 11.5% said "For a community where they could walk places." More than half of residents said they agreed

that the City should focus on mixed-use, walkable development with almost two-thirds of residents under 45 years old saying they thought the City should focus on this. Finally, 68.2% of respondents said "Being able to walk to nearby amenities" was important to them, with 71.1% of young residents saying this.

In sum, residents are pleased with the ease of getting around by car and want to maintain this; however, new options for getting around are extremely important to respondents. Walkable streets are an especially high priority.

Figure 17
Priority Level for Transportation Improvements



Land Use and Zoning

Land use and zoning describe two different but related topics. Land use describes how land is currently being used while zoning describes what uses are allowed to be constructed on a property.

Land Use in Beachwood

Land use is commonly depicted using broad categories such as residential, commercial, or industrial areas. The Existing Land Use map on page 75 displays the current land uses in Beachwood, which are further described below:

- The northern and western parts of Beachwood consist of large sections of residential land with various institutional and open spaces scattered within them. Residential land is largely separate from commercial and industrial uses, with the exception of a residential subdivision along Richmond Road just south of Chagrin Boulevard.
- Industrial uses in Beachwood are confined to the Commerce Park business park, and generally are

located in the interior of the business park.

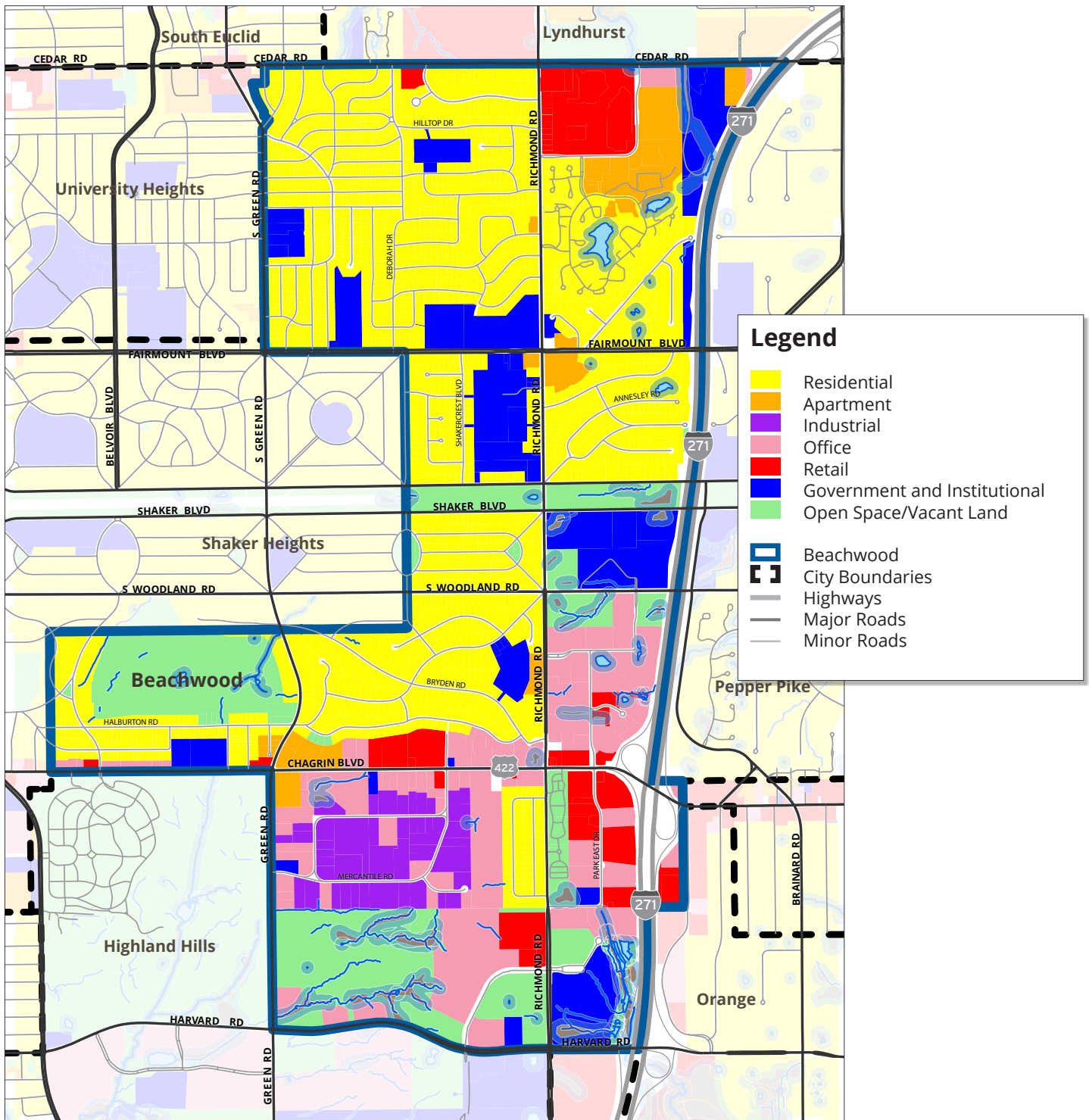
- Office uses are generally located in the southern half of the City along the major roads. Offices are also located in Commerce Park as well as Science Park.
- Retail uses are concentrated in two areas: near and around Beachwood Place and in the south of the City along Chagrin Boulevard and Richmond Road. While Beachwood Place is a regional shopping destination, the southern retail areas are largely strip malls that serve a more local population.

Vacant Land

There is little vacant land remaining in the City of Beachwood. Large vacant parcels include the tract between the Commerce Park industrial area and the single-family neighborhood along Richmond Road and parcels north and south of South Woodland Road at Richmond Road.

The largest vacant land is the Chagrin Highlands development area, though

Map 13 Existing Land Use



large segments have been developed for the Eaton Corporation and Ahuja Medical Center as well as a scattering of smaller buildings.

Zoning in Beachwood

Zoning is the primary mechanism used by local governments to regulate the use of land and the manner in which those land uses are distributed throughout the community.

The make-up of Beachwood's zoning code is characteristic of a suburban community. Commercial and office uses are clustered around major roads and are separated from residential neighborhoods. Similarly, manufacturing uses are buffered from residential districts.

While the City does include mixed-use areas, they only integrate commercial and industrial uses. Residential uses are not integrated with non-residential uses in any area, and single-family residential uses are strictly separated from attached or multi-family residential uses.

The Beachwood Zoning Code does include a number of progressive zoning applications including mixed-use zoning districts, cluster development options, and planned unit developments.

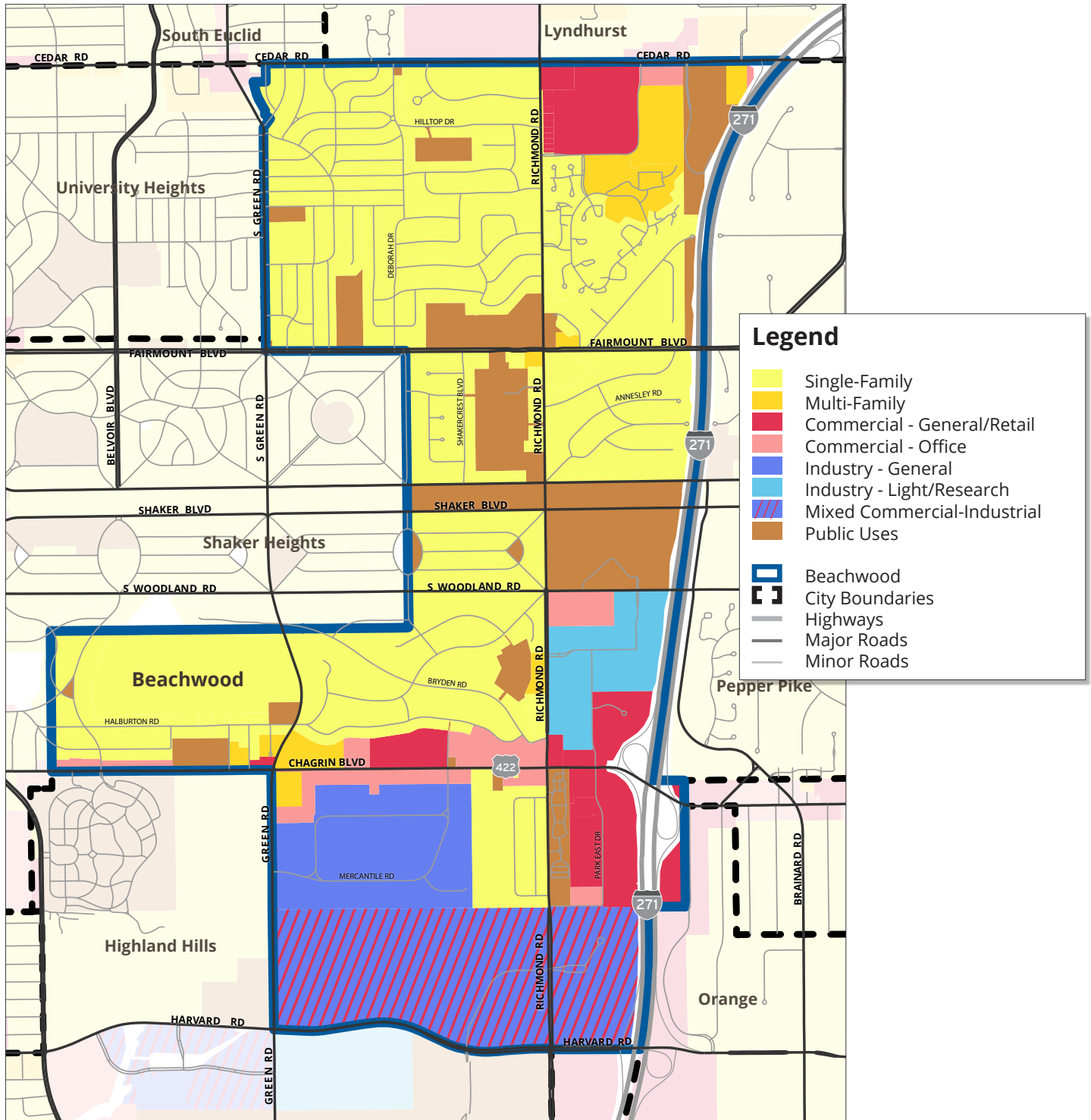
Zoning, Land Use, and Development in Surrounding Communities

While Beachwood does not set zoning or land use policies in surrounding communities, it is affected by those decisions. The following developments

and plans are important considerations for Beachwood:

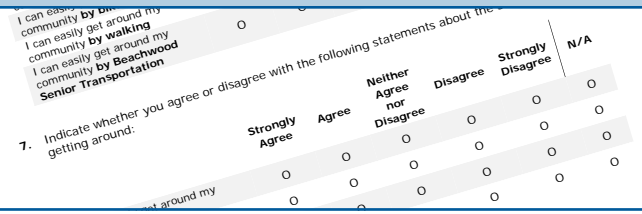
- *Pinecrest Development:* A mixed-use shopping center just east of the Harvard Road interchange is under consideration in the Village of Orange. The development may bring increased traffic on Harvard Road and more competition for Beachwood retail businesses.
- *Van Aken District:* A transit-oriented development at the Van Aken Rapid Station in Shaker Heights will include the redevelopment of outdated commercial strips into multi-story buildings with first-floor retail and apartments above.
- *Chagrin Highlands:* New office development in Highland Hills will continue to fill in undeveloped or underdeveloped lands in the Chagrin Highlands area.

Map 14 Existing Zoning





Survey Results: Development



The Beachwood Residential and Business Surveys asked respondents numerous questions related to land use and development. The results show that residents desire mixed-use development, that businesses are seeking newer buildings, that new retail is unpopular, and that residential street lighting is important.

Residents Desire Mixed-Use, Walkable Development

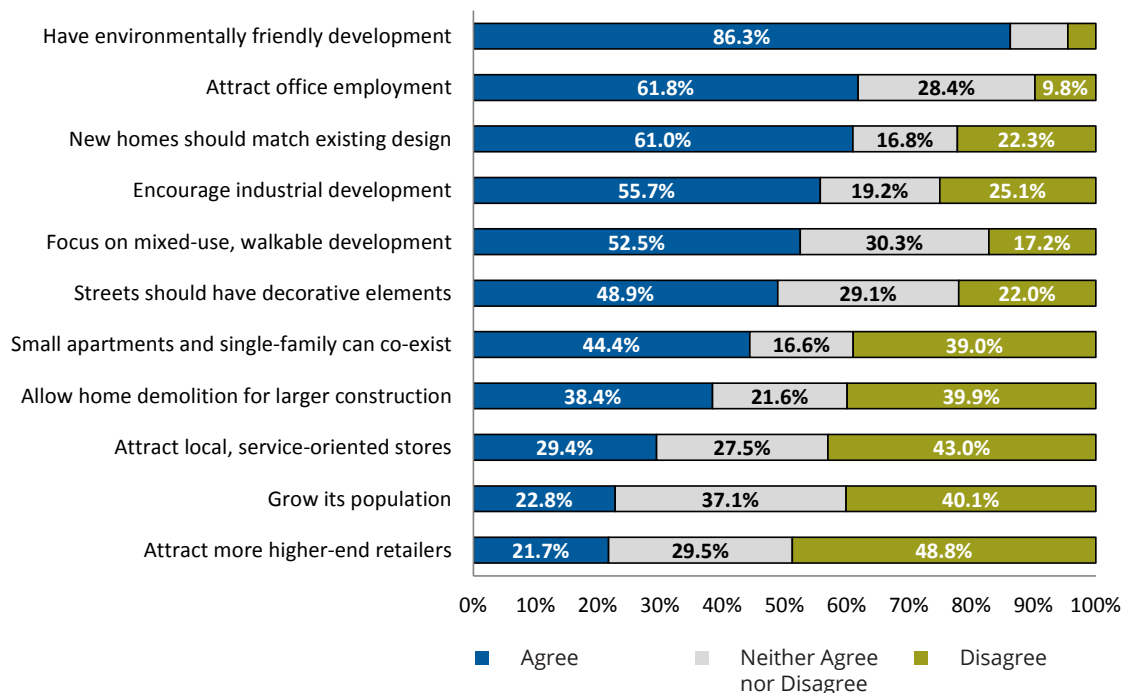
More than half of residents said the City should focus on mixed-use, walkable development. This is consistent with transportation statements that indicate residents of Beachwood strongly desire

being able to walk and bike to places they want to go, and is shown in Figure 18.

The desire for mixed-use, walkable neighborhoods is especially high among younger residents, with 62.2% of those under the age of 45 saying this should be a focus for the City compared to only 44.4% of those 65 and older.

While mixed-use, walkable development is popular among residents, businesses do not whole-heartedly support this. Only 26.1% found adding mixed-use development to be important while 48.6% said adding mixed-use development was not important.

Figure 18
Agreement with Land Use Statements



New Retail Is Not Desired

The business survey asked residents whether they would like to see additional local, service-oriented retail stores or additional higher-end retailers in Beachwood. In both cases, respondents said new retail is unnecessary in the City. Only 29.4% of residents wanted to see new service-oriented retail and only 21.7% wanted to see more higher-end retailers. In both cases, the percentage of residents that did not want to see new retailers was significantly higher than those that wanted to see additional retailers. This indicates that residents are content with the current amount of retail space in the City.

Decorative Elements and Street Lighting Are Important

Asked whether residential street lighting was an important issue to them, more than 71% of respondents said providing residential street lighting was important, indicating a desire for lighting in Beachwood's neighborhoods.

Similarly, when asked whether residents agreed with certain land use statements, 48.9% said they agreed that streets should have decorative elements while only 22.0% disagreed. Decorative elements were described as gateway signs and lamp posts. Respondents from the northwest and southern sections of the City were most interested in seeing decorative elements, with 59.5% and 55.8% of respondents agreeing with the statement, respectively.

Expanding Businesses Want Newer Buildings

When asked for what reasons business leaders might consider moving out of Beachwood, one of the more popular answers was "For a newer building." Of business respondents, 17.4% said they might consider moving out of Beachwood for this reason. This may indicate the need to focus on development or redevelopment of existing buildings to enhance opportunities for businesses to expand in the City.

Importantly, businesses in Beachwood are projecting building expansions in the coming years. Of those surveyed, 23.7% said they anticipate their building size or amount of leased space increasing in the next 5 years compared to 5.9% saying their building size or leased space may decrease. With businesses expanding and a desire for newer buildings, Beachwood has the opportunity to capture additional employment if quality spaces are made available.

City Image

A City's image can be defined as how people understand and remember the layout and make up of its physical space. Research has shown that people remember space using five common elements: paths, edges, districts, nodes/gateways, and landmarks. By identifying Beachwood's elements, the City can enhance these areas.

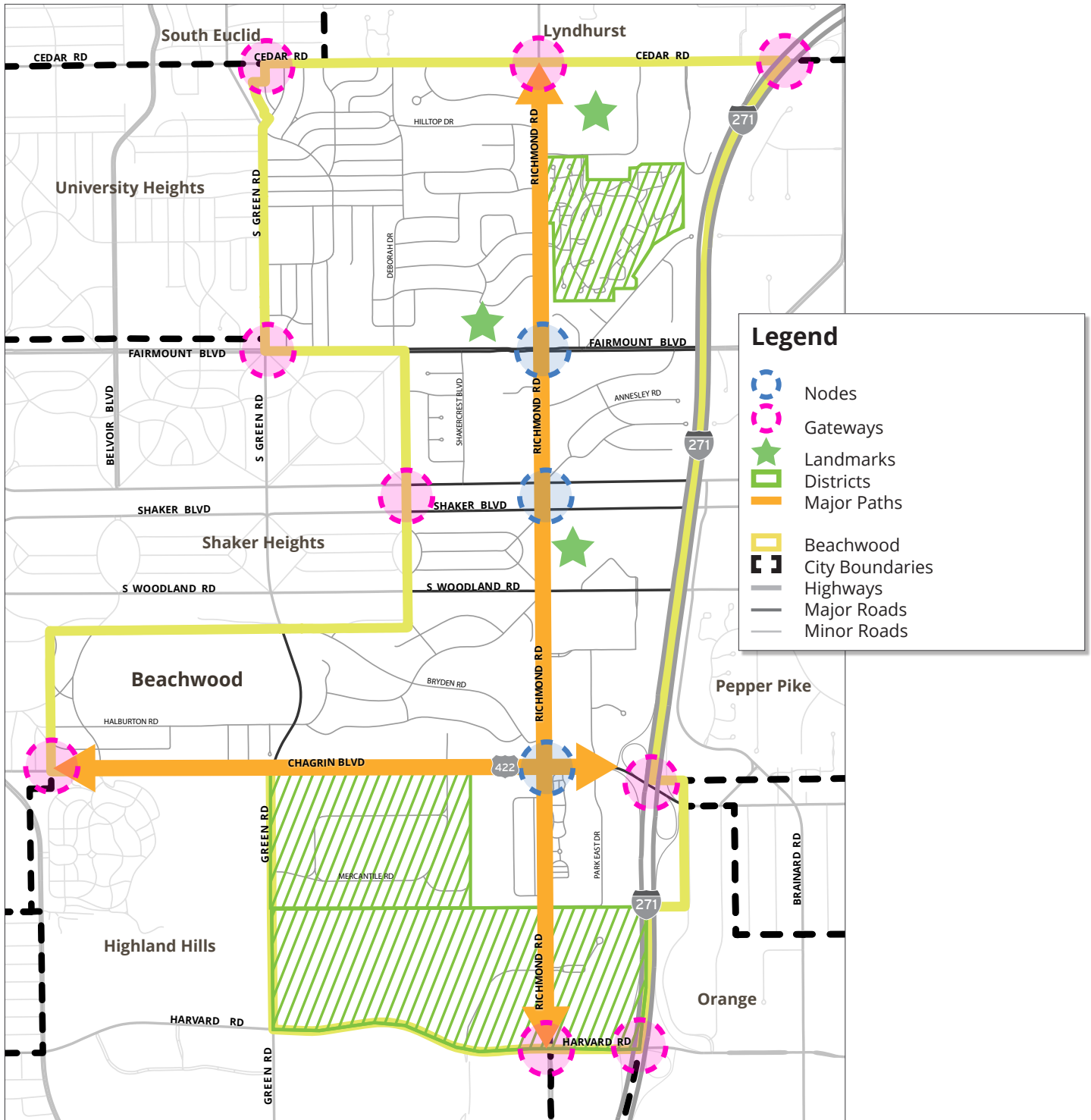
The Five Elements of a City

The five elements of a City are described below:

- **Paths:** These are the streets, sidewalks and other ways that people move about the City. Major paths are marked on the map at right as Richmond Road and Chagrin Boulevard. These roads are identifiable as primary paths through the City.
- **Edges:** These are the hard boundaries of the City. Because the City's neighborhoods are fairly indistinguishable from surrounding communities, there are few hard edges of the City, with the exception of I-271 on the east. Gateway features can assist in establishing edges for Beachwood.
- **Districts:** These are large areas of the City that are connected by common architecture, similar structures, or other visibly alike features. In Beachwood, districts include the Commerce Park area, the Chagrin Highlands area, and The Villages residential neighborhood.
- **Nodes/Gateways:** These are points of increased focus or activity in the City. In Beachwood, there is not a defined node of activity such as a town center. Rather, nodes are places such as major intersections.
- **Landmarks:** These are recognizable places, buildings, or other features that are uniquely associated with Beachwood. In the City, these include the City Hall area, Beachwood Place, and the Maltz Museum of Jewish Heritage.

In the City's Vision 2014 & Beyond document, public officials have identified the three I-271 overpasses at Harvard Road, Chagrin Boulevard, and Cedar Road for improvements that could include better lighting, landscaping, or public art to improve the aesthetic appeal of the City.

Map 15 Image Elements



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Source: Beachwoodohio.com

SECTION 4



GOALS AND ACTIONS

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

What's In This Section?

This section includes an overview of the visions outlined for each topic area before delving into individual goals and action steps that can be undertaken to accomplish each of these visions.

The goals and actions were developed with input from the residential and business surveys, data from the Current Conditions document, and assistance from the City of Beachwood Master Plan Project Team. Together these policies

are meant to advance the collective vision of the community.

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

How Do I Use It?

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



Land Use

Land Use is a critical component of City government because the types of uses and design of buildings affects transportation networks, health, tax receipts, and a variety of other issues. Beachwood has a sustainable variety of existing uses, as well as opportunity to change development patterns to meet future demands.

Vision for Land Use

The City developed three visions related to Land Use, as outlined here:

- Promote mixed-use redevelopment of Commerce Park, the Chagrin Boulevard corridor, and other outdated commercial areas to encourage reuse and growth where industry and jobs currently exist
- Develop mixed-use areas that promote and support walkable neighborhoods
- Redevelop the Richmond Road corridor, and the Chagrin Boulevard/South Green Road area, to support new, higher-density residential neighborhoods

The goals and actions on the following pages address these visions.

Flickr: Brett



GOAL 1: UPDATE PLANS TO ENCOURAGE MIXED-USE DEVELOPMENT

Mixed-use, walkable, and vibrant places can attract a new generation of young residents seeking the ability to get around by bike, car, walking, and transit.

While mixed-use redevelopment is important, it is not appropriate everywhere. In Beachwood, mixed-use, walkable areas should be limited to identified corridors and areas that are distinct from existing single-family neighborhoods. Appropriate planning is necessary in these areas to facilitate mixed-use development.

Action 1: Develop a detailed area plan for Chagrin Highlands

The City of Cleveland has owned land in Chagrin Highlands for decades and has been selling portions for development. The Highlands is named because it is at the high point of six watersheds, making it extremely important environmentally. Because much of this high-value land is owned by the City of Cleveland, the opportunity exists to redevelop the area in a way that is more beneficial to all parties. Higher density development in this area will benefit the City of Beachwood in many ways, such as increasing income tax revenues, protecting water quality and

wildlife, and maintaining standards of Beachwood quality.

To accomplish this, the City should undertake a detailed area plan that includes input and buy-in from the City of Cleveland, other existing land owners, and developers. This plan should focus on green elements such as rain gardens and sustainable materials, preserving green space, higher-density and better-sited office buildings, access to transit, and critical investments in infrastructure. An example of this type of planned development is the City of Dublin's Bridge Street District, which is described in the blue box on page 86.

To ensure that all of Chagrin Highlands has a high standard for quality, a detailed master plan should include input and buy-in from neighboring communities that control adjacent undeveloped land.

The City should hire qualified design professionals to engage stakeholders and develop the detailed area plan.

Action 2: Collaborate with University Heights on planning efforts for the Cedar-Green Business District

The City of Beachwood has identified its northwest quadrant as a priority area for reinvestment. Given the changing land uses at the Cedar-Green Business District, the City of Beachwood should work collaboratively on redevelopment plans with University Heights to ensure that higher-density development in University Heights compliments any redevelopment efforts in Beachwood. University Heights' upcoming Master

City of Dublin's Bridge Street District

The City of Dublin is an affluent suburb north of Columbus. While the City's population is growing, residents and public officials recognized that keeping the next generation in the City required more walkable development patterns that young families were seeking.

In response, the City undertook a detailed master plan, developed a form-based code—which regulates physical forms of buildings rather than traditional zoning—and introduced a series of incentives to attract new housing, employment, and retail development on the site of existing suburban-style malls and office parks. The resulting construction is a mixed-use district that incorporates walking trails,

scenic overlooks, walkable neighborhoods, and new tax dollars.

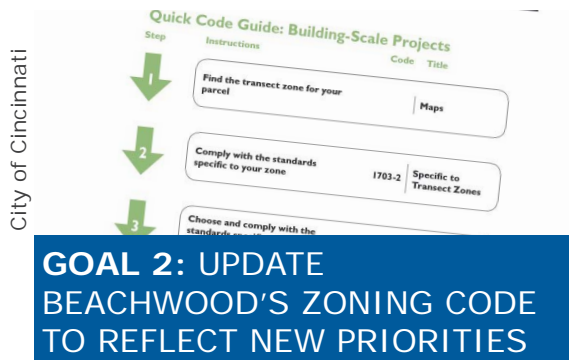
More information on the Dublin's Bridge Street District can be found at www.BridgeStreet.DublinOhioUSA.gov.



Source: Columbusunderground.com

Plan is an opportunity for the two cities to closely collaborate.

encourage the type of development the City desires.



The City of Beachwood's land use and development strategy is driven by its zoning code; however, the City's code has not kept pace with planning and development changes. To address this, the City should update its code to reflect its new priorities and to

Action 1: Update the zoning code to streamline the development process

The Beachwood Zoning Code has served the City well, but needs to be updated. Presently, the zoning map does not fully equate to the districts outlined in the zoning code. While the City can take interim steps to improve the code, the long-term goal should be to update the document. This update should conform to the vision outlined in the Master Plan, and should be modern and streamlined to match Beachwood's government.

Action 2: Consider updates to the City's home occupation regulations

The City of Beachwood has a particularly high percentage of workers who work from home. In Beachwood, 8% of workers do this, a number more than double that of Cuyahoga County as a whole.

To accommodate the increasing number of home occupations, the City of Beachwood should consider updates to its regulations. Presently, home occupations are only permitted in single-family districts and are limited to employment of family members. The City could allow a limited number of additional employees, allow part-time employees, or allow employees working at off-site locations while establishing and enforcing stringent design standards.



GOAL 3: PROMOTE WALKABLE DEVELOPMENT THROUGH NEW ZONING DISTRICTS

Walkability measures the ease, safety, and comfort of getting around a place on foot. A comfortable place to walk is determined by the presence of sidewalks, amenities like benches, the speed of nearby traffic, and the presence of places people want to walk to such as stores or parks.

In the Beachwood Survey, residents consistently stated that being able to

walk places is important to them. To accomplish this, the City of Beachwood should adopt policies that encourage quality, walkable places.

Action 1: Adopt a zoning overlay that encourages walkability

The City of Beachwood's present development standards do not allow the type of walkable development residents want to see. The City of Beachwood should adopt a zoning overlay in targeted areas to require more walkable development.

A zoning overlay would change the development standards in an area to encourage better design. This would include some of the following measures for new construction and substantial renovations:

- decreasing or eliminating front and side setbacks
- requiring front entrances
- moving parking to the rear or side of buildings
- increasing number of windows
- reducing the amount of parking required
- increasing design requirements to encourage attractive buildings
- increasing the amount of landscaping required
- adding pedestrian amenities such as benches, lighting, and street furniture

These measures have been proven to create more attractive and walkable developments that encourage residents to reach amenities on foot. The walkability overlay should be applied to appropriate areas as identified on the Future Land Use Map on page 29. These areas include the parcels fronting

In 2011, Central Ohio's Franklin County adopted a Smart Growth Overlay for many suburban streets in an effort to promote more walkable development.

The overlay applies only to new developments or substantial redevelopments. This means a street will not change

More information on the Smart Growth Overlay can be found on www.FranklinCountyOhio.gov.



For more information on walkable overlays, see the blue box on page 88; and for more information on Complete Streets and how to construct roads that are conducive to walkability, see the blue box on page 138.

Mixing land uses in close proximity encourages people to move between them on foot, increasing the vibrancy of the area by adding more pedestrians. Beachwood's zoning code does not have appropriate zoning districts that encourage mixed-use development. County Planning identified the need for two new mixed-use districts in the City's code:

- These two zoning districts would expand the number of allowable uses within the district, and by increasing density provide more options to developers seeking to capitalize on market demand.

The new mixed-use development districts should be applied to appropriate areas as identified on the Future Land Use Map on page 93. These areas include Chagrin Boulevard, Commerce Park, and Beachwood Place.

Action 3: Reimagine Chagrin Boulevard and Chagrin Highlands as a mixed-use, walkable district

The walkable overlay and mixed-use zoning districts are more generally meant to encourage walkability along Chagrin Boulevard—from the Shaker Heights border to Richmond Road—and in Chagrin Highlands. Any zoning amendments, rezoning approvals, or other City actions should support the image of these areas as mixed-use, walkable districts.

As an example of what Chagrin Boulevard and Chagrin Highlands could become with an appropriate mix of regulation, incentives, and collaboration, see the rendering on page 90.

Action 1: Adopt the Future Land Use map to guide zoning decisions

The Future Land Use map describes the types of land uses the City wants to see in the future. The map does not change any existing zoning or remove any existing development rights. Rather, it displays the community's priorities for new development should proposals surface.

The City should consult the map when development proposals are submitted to ensure they match the community's desires. The Future Land Use Map is displayed on page 93. Each future land use type is linked to existing or proposed zoning code categories, as described on page 94.



The Beachwood Master Plan includes numerous provisions that will assist in achieving the community's goals. To ensure that these policies are accomplished, the City should officially adopt the Master Plan's policies to guide future development. Most notably, the City should adopt the Future Land Use map to guide future zoning decisions.

Chagrin Boulevard Vision

As a complete street, Chagrin Boulevard has greater opportunities to attract mixed-use redevelopment that the City of Beachwood desires. Refined design guidelines should require that buildings are set closer to the street to promote a more pedestrian-scale environment. Amenities such as wider sidewalks and attractive transit infrastructure will provide better connections between residents and businesses. This example shows how suburban streets can be retrofitted to enhance walkability through improved redevelopment and enhanced infrastructure.

Before Example



Five-Lane, High-Speed Road

Wide Lanes

Narrow Sidewalks

Auto-Oriented Uses

Current Conditions

Chagrin Boulevard is currently a multi-lane road with outdated buildings and auto-oriented development.



Google Earth

After Example



Decorative
Stop Lights
and Lamp
Posts

More Street
Trees

Safe
Crosswalks

Attractive
Median

Grassy Setback

Wide Sidewalks

Buildings Close
to the Sidewalk

Source: Buford Highway Redevelopment Plan, Duluth Georgia

What is the Future Land Use Map?

The Future Land Use map displays the range of uses the community would like to see in the future. For instance, in areas displayed as Attached Single-Family, the community would like to see townhouses, duplexes, and other attached, single-family uses in the future.

The Future Land Use map differs from the Current Land Use map. The Current Land Use map displays the types of uses currently constructed on the land, while the Future Land Use map displays desired land uses. These land uses may differ.

Importantly, a Future Land Use designation that differs from current land use does not change any landowner's existing rights or outlaw any existing uses. The Future Land Use map is meant as a long-term vision for property uses and is meant to guide development over the next decade.

As an example, an existing single-family home that is displayed as multi-family on the Future Land Use map means that if the existing home is sold, it can be replaced with a higher-density apartment building. However, the home can also be maintained as a single-family home in perpetuity.

How is it used?

The Future Land Use map is used as a responsive tool for the City. Should a property owner desire to change their current type of land use, the City will consult the Future Land Use map to see if the proposed re-zoning would fit with the community's goals as outlined

in the map. The City can also initiate a property rezoning to match zoning to desired future land uses.

What are the districts?

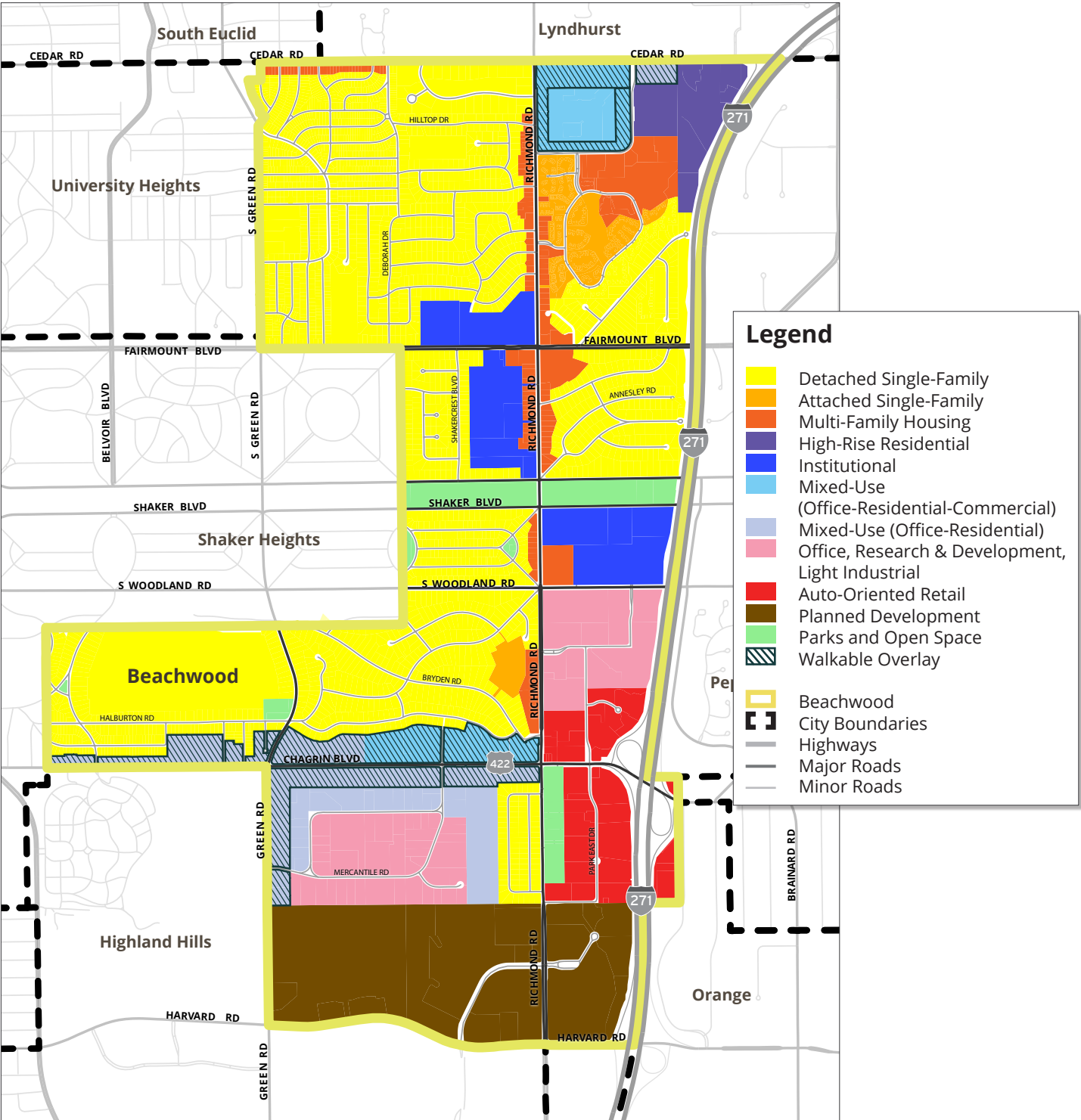
The Future Land Use map districts are displayed in the legend next to the Future Land Use map. They are also described on pages 94 and 95 with additional text descriptions and an image of a possible building associated with that use.

What is an overlay?

In addition to the land uses displayed on the map, there is also one overlay district. The walkable overlay district describes areas that the City is targeting for a more pedestrian-friendly design. That is, these areas should have buildings and sidewalks that are easy and comfortable to use for those traveling on foot.

The overlay district changes the design standards for buildings that are developed or redeveloped in the district while the underlying zoning district remains intact. Buildings in the walkable overlay might be required to have front entrances, parking in the rear, bigger windows, more attractive designs, and additional landscaping that make the building more approachable on foot.

Map 16 **Future Land Use**



Future Land Use Categories

The following future land use categories correspond to the map on the previous page. The pictures and descriptions are meant to display the types of development envisioned in each zone.

Flickr: Liz-West



Detached Single-Family District

Separated single-family, residential uses

Flickr: Adam Theo



High-Rise Apartment District

Extremely high-density residential uses including multi-story residential towers

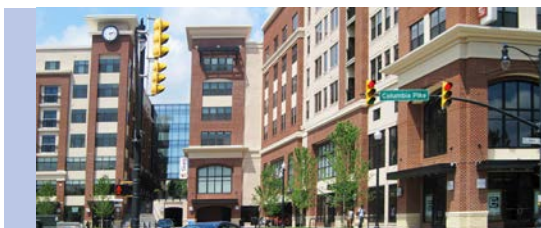
Flickr: Steven Martin



Attached Single-Family District

Townhouses and other attached, single-family residential uses

Flickr: Plain Urban



Mixed-Use (Office-Residential)

Mix of residential and office uses in multi-story, low-rise buildings

Beachwoodohio.com



Multi-Family District

Range of residential options including townhouses and apartment buildings

Flickr: Brett VA



Mixed-Use (Office-Residential-Commercial)

Mix of residential, office, and retail uses in multi-story, low-rise buildings



Institutional

Governmental or non-profit-owned areas



Office, Research & Development, Light Industrial

Commercial office, research and development, and light industrial parks



Auto-Oriented Retail

Large-scale retail including gas stations and hotels, fast food, some limited multi-family residential



Walkable Overlay District

Special regulatory district requiring development that is friendly to pedestrians



Planned District

Specialty district for large-scale development areas



Housing

As a suburban community, Beachwood's housing and neighborhoods are the bed-rock of the City. The construction, maintenance, rehabilitation, and demolition of housing units is a constant process that can maintain desirability among prospective home-buyers. As the City undergoes this process of construction, maintenance, rehabilitation, and demolition, effective management of design review, permitting, and construction can ensure that the quality of housing is maintained.

Vision for Housing

The City developed three visions related to Housing, as outlined here:

- Incentivize housing that accommodates future need and grows the City's population
- Enhance existing residential neighborhoods and protect them from encroachment by commercial and industrial development
- Continue to maintain quality housing stock and strong neighborhoods

The goals and actions on the following pages address these visions.

Google Earth



GOAL 1: PROTECT EXISTING RESIDENTIAL NEIGHBORHOODS

As housing changes in Beachwood, it is important to protect existing residential neighborhoods from development pressures and negative consequences. The City should be proactive in identifying threats to its neighborhoods and mitigating them.

Action 1: Continue to enforce the rental housing quality control program

Rental housing is an important way to increase the affordability of living in Beachwood; however, rental housing is often more prone to maintenance issues.

The City of Beachwood has existing rental housing controls such as a robust rental property registry (Codified Ordinances Chapter 1391) and a rental housing inspection program (Codified Ordinances Chapter 1393) that are intended to ensure housing is safe for those living in the units and that properties maintain their high values. The City should continue to aggressively and steadfastly enforce these policies.

Action 2: Develop neighborhood design guidelines

Residents of Beachwood indicated a desire to see new homes' designs complement existing homes. To accomplish this, the City should develop neighborhood design guidelines that set standards for the look and feel of new homes. These standards could address elements such as height, materials, windows, landscaping, shape and form of the home, and complementary architectural styles.

Action 3: Protect and buffer single-family neighborhoods from new developments

As the City increases denser, mixed-use development, it is important to protect and buffer single-family neighborhoods from adverse impacts such as traffic, noise, and light. The City should work with developers and nearby neighbors to address these issues should they arise.

Google Earth



GOAL 2: PROMOTE REDEVELOPMENT OF OUTMODED HOUSING

The City of Beachwood's housing stock has weathered the Great Recession better than most surrounding communities; however, even Beachwood is

not immune from the population loss and housing problems lingering in the County and Nation.

To address these issues, Beachwood needs to aggressively promote the redevelopment of outmoded housing to provide the types of units current and future residents demand.

Action 1: Remove Building Code and Zoning Code obstacles to modernizing single-family homes

The City of Beachwood has been experiencing the demolition of existing houses and construction of new housing within existing neighborhoods. In the Residential Survey, community members had mixed feelings on this practice. Respondents also said that protecting existing neighborhoods and matching existing design was important.

To protect the existing homes in the City and encourage adaptive reuse of buildings over wholesale demolition, the City should review its Building Codes for obstacles to building reuse. Examples of such obstacles may be floor-area ratios that are too low for existing neighborhoods or setbacks that constrict existing homes from possible expansions.

Any changes to the code should increase flexibility to ease the redevelopment of existing homes. An example includes allowing modest expansions into back yards to facilitate larger homes while maintaining the front building line.

Action 2: Consider tax abatements for residential improvements

The City is rapidly approaching the end of greenfield development. This will limit the amount of potential investment as residential subdivision developers seek opportunities outside Beachwood. Already, the City's housing valuation has not kept pace with commercial and industrial property valuation.

To pre-emptively address possible future disinvestment, the City should consider a tax abatement for residential improvements and new construction in existing neighborhoods. Other communities around the County have used similar strategies to encourage and incentivize reinvestment. The City can abate property tax receipts on the increased value of a building for a set number of years as an incentive to invest. The City should also consider targeting these abatements to specific areas to encourage investment in the most vulnerable neighborhoods.

Potential incentive programs could be targeted to homeowners with limited household incomes to ensure that the least fortunate have assistance in maintaining their homes.

Action 3: Continue to monitor the impact of non-residential uses on surrounding neighborhoods

Non-residential land uses can degrade the value of nearby residential areas if not appropriately screened, buffered, or constructed. The City should benchmark neighborhoods adjacent to non-residential land uses and re-evaluate the homes there annually to better understand if the neighborhood's

housing stock is declining. Only if a neighborhood becomes unsafe for residents or inconsistent with Beachwood's standards for quality, the City should consider alternative land uses as a means of rehabilitating properties and stabilizing values.

While currently comprised of well-maintained houses, the City has identified the Concord-Beacon neighborhood and the northwest corner of the City as areas where non-residential land uses may impact homes. These areas should be monitored to ensure they remain in high-quality condition.

Action 4: Re-imagine Richmond Road as a multi-family corridor

Richmond Road has transitioned from a neighborhood connector street to a multi-lane, high volume arterial that is inconsistent with the single-family homes that line it. For the future, the City should re-imagine Richmond Road as a multi-family corridor that allows higher-density housing along its length.

This transition to multi-family housing should happen as opportunities arise for site assembly. Existing single-family homes should be appropriately buffered and screened from multi-family properties that may be constructed next door.

The City should also consider the design of multi-family buildings and whether they can be oriented toward the street, have fewer driveways and curb cuts, and make the corridor more attractive and lively.



GOAL 3: PROMOTE A POLICY OF AGING IN PLACE

"Aging in Place" means building cities, homes, and places that allow and encourage people of all ages to actively use them through their lifetime. By thinking about how homes or stores are built to allow access for senior residents, children, or those with disabilities not only provides access for those people now and as they age, it also provides a wider range of potential buyers, and expands the choice for persons looking to buy a home in the City.

With a disproportionately high percent of its population age 65 and over, the City of Beachwood should promote housing that provides opportunities for residents to age within their home.

Action 1: Encourage and incentivize universal design to allow aging in place

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

- no-step entrances
- one-story homes or master bedrooms on the main floor

- wide doorways, hallways, and stairs
- non-slip surfaces
- lever handles and faucets
- first-floor laundry and bathroom facilities or utilities
- higher wall outlets and lower switches

These changes can make houses easier for the elderly, children, or those in a wheelchair to access and use. Not all are appropriate for all types of projects, but the City can require certain elements through regulation, encourage others through education, and incentivize others by tying aging in place requirements to real property tax abatements.

By constructing housing stock that can be used by all families easily, the City of Beachwood can develop a community that attracts a wider range of future residents.

Flickr: Kim Davies



GOAL 4: PROVIDE ADDITIONAL RESIDENTIAL AMENITIES

Strong residential neighborhoods are a critical part of Beachwood. To maintain the curb appeal of these neighborhoods the City—in partnership with homeowners associations and the development community—should provide additional amenities that enhance the sense of community.

Action 1: Construct unique street lighting in residential neighborhoods

The Beachwood Residential Survey showed widespread support for additional street lighting in residential neighborhoods. More than 70% of residents said providing residential street lighting was important. This was especially important in the City's north-west section.

The City should inventory existing street lights, identify streets lacking lighting, and construct pedestrian-scale street lighting on missing streets. Additional public involvement should be considered during this process of identifying streets, and the City should use LED lighting as outlined in Action 2 on page 126.

To add value to this, the City should identify a unique, low-level design for its residential lamp posts that fits the character of its neighborhoods. By branding the community with characteristic infrastructure like pedestrian-scale lamp posts, the City is more easily identified by residents and visitors.

Action 2: Name residential neighborhoods to enhance the sense of place

Residents reported that enhancing the sense of community in Beachwood was important to them. One method of enhancing community is to delineate neighborhoods. This can help neighbors identify their community, describe their community, and feel part of something larger.

In cooperation with homeowners associations and block clubs, the City of

Naming South Euclid's Residential Neighborhoods

Naming residential neighborhoods can help instill community pride and civic identity among residents. In 2015, the City of South Euclid initiated a neighborhood naming effort aimed at promoting their neighborhoods as great places to live and work.

The City delegated the naming responsibilities to groups of citizens residing in the targeted neighborhoods. Some of the names took on a historic context. For example, the City's "Bluestone Historic District" honors the area's 18th century bluestone quarries.

In addition to distinctly naming neighborhoods, the City committed to erecting

gateway signage and unique markers in each of the newly branded neighborhoods further reinforcing district identity.

For more information about the City of South Euclid, visit www.CityofSouthEuclid.com.



Source: CityofSouthEuclid.com

Beachwood should consider naming its residential neighborhoods to help create and delineate these areas. South Euclid has already begun undertaking this effort as a way to increase the sense of community within its neighborhoods, as described in the blue box on page 101.

Beachwood should install gateway signs, decorative street signs, or other features to reinforce these identities. Physical improvements should be paired with community-building events such as block parties and newsletters to solidify the sense of place in Beachwood neighborhoods.



Economic Development

Economic development activities include efforts to attract, retain, and expand employment opportunities. These efforts are important to maintain a stable and diverse tax base made up of residents and workers.

Vision for Economic Development

The City developed four visions related to Economic Development, as outlined here:

- Maintain and enhance the City's reputation as a prime location for businesses
- Become a local leader in building a regional and micro-regional economic development network that promotes growth and cooperation, leverages the area's unique assets, and limits harmful poaching
- Maintain and enhance the City's transportation and tech infrastructure—such as fiber optic and wi-fi areas—to meet future business needs
- Create coordinated marketing materials, including maps, to promote the concept of "Beachwood Quality" and sustain investment in Commerce Park and other commercial and industrial areas in the City

The goals and actions on the following pages address these visions.

Flickr: Joel Olives



GOAL 1: ENHANCE THE CITY'S COMMUNICATION NETWORK

Broadband and wireless capacity in Beachwood is presently provided by a number of for-profit providers. The City has the opportunity to enhance this local network to remain competitive for businesses seeking faster speeds and greater internet access.

Action 1: Evaluate broadband network improvements

Beachwood businesses consistently pointed to the broadband network and fiber optic infrastructure as a major

opportunity for the City to improve the business climate. Currently, businesses can choose from multiple local service providers; however, they have indicated these providers are not meeting the demand for high-quality service.

The City of Beachwood should consider enhancing broadband offerings by capitalizing on its fiber optic network's excess capacity.

Municipal broadband networks nationwide work either by constructing the broadband network and directly selling to users via a non-profit or publicly owned utility; or the City can lease the excess capacity to for-profit providers that sell the service to businesses and/or residents.

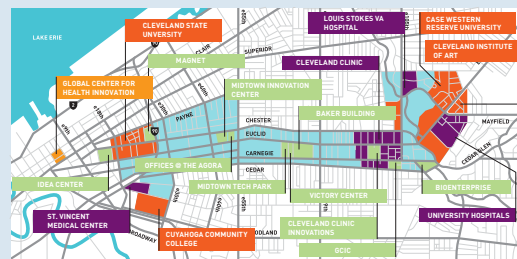
The City should analyze these options and approach local service providers or non-profits to gauge interest. Additional information on area broadband networks is provided in the blue box on page 103.

OneCommunity's Broadband Network

OneCommunity is a non-profit broadband provider that has been expanding Northeast Ohio's fiber optic network as an economic development investment. OneCommunity recently announced plans to bring the world's fastest internet to Cleveland's HealthTech corridor connecting downtown Cleveland and University Circle. The project, costing \$1.02 million, is meant to attract new healthcare and technology companies that desire access to high-speed internet.

Funded as part of a public-private partnership and operated by a non-profit entity, the broadband network has the potential to spur new development.

For more information on OneCommunity and the HealthTech broadband network, visit www.100giggle.org.



Source: HealthTechCorridor.com

Action 2: Consider building a citywide wireless network

In addition to wired broadband, the City has excess network capacity to provide wireless internet services to businesses and residents. Free wireless internet could be a major selling point for residents choosing a home or for businesses seeking to lower their start-up costs. While the service would likely incur costs to the City, other communities have shown that an investment in free wireless can yield returns in economic development activity.

Flickr: Flazingo Photos



GOAL 2: DEVELOP A STANDARD MENU OF BUSINESS INCENTIVES

The City of Beachwood should be proactive in its business outreach by providing a menu of standard business incentives that can easily be offered to communities seeking to locate within the City. This level of sophisticated incentive program will allow Beachwood to compete regionally and globally for the jobs of the future.

Action 1: Prioritize retention and outreach to existing businesses

With the shrinking amount of developable land in Beachwood, the City's economic development strategy will need

to shift to prioritizing retention and expansion among existing businesses. The City already maintains high quality relationships with the largest businesses in the community, but it should expand outreach to medium and small businesses to better understand their needs and any barriers to expansion.

Action 2: Develop standardized business incentives

The City of Beachwood is competing regionally, nationally, and globally for new employment. To win new jobs, the City must be proactive in its approach to job attraction by developing a standardized set of business incentives that are easily navigable by companies seeking to invest.

While the City currently has a Job Creation Incentive Grant Program, it is in need of a business retention program. Because so many communities are competing for businesses, the City must be able to provide incentives to businesses seeking to remain within the City limits.

The City's Economic Development Department should work to develop a set of standard business incentives for adoption by City Council.

Action 3: Establish a Community Reinvestment Area that links incentives to identified goals

The City of Beachwood should establish a Community Reinvestment Area (CRA) in targeted locations to spur new development and redevelopment, as outlined in O.R.D. § 3735.65. Community Reinvestment Areas allow cities to

grant real property tax exemptions to residential, commercial, and industrial property owners who renovate or construct buildings within the CRA.

The City should establish a CRA that focuses on Chagrin Boulevard, Commerce Park, Chagrin Highlands, the Concord-Beacon neighborhood, and the residential neighborhoods on the western edge of the City and in the northwest quadrant of the City. Future expansions of the CRA could include Science Park and other areas deemed necessary.

The granting of real property tax exemptions should be used strategically and with purpose. In addition to locational decisions, CRA exemptions should be tied to the items identified in this Master Plan including walkable development (page 87), mixed-use construction (page 88), targeted employers (page 105), and environmentally friendly standards (page 123). By linking tax exemptions with the City's established goals, Beachwood will have a powerful tool to develop the City as envisioned by community leaders, residents, and business representatives.

Action 4: Focus incentives on office attraction rather than retail

Beachwood residents indicated that they did not wish to see new retail development in the City. Rather, residents indicated a desire for additional office development. In response, any new business incentives should focus on attracting new office employment rather than retail jobs.



GOAL 3: LEAD THE DEVELOPMENT OF A MICRO-REGIONAL ECONOMIC DEVELOPMENT DISTRICT

The City of Beachwood has been incredibly effective at attracting employment; however, the opportunity exists to expand its efforts and contribute to the development of a micro-regional economic powerhouse that attracts businesses nationally and globally.

Action 1: Convene a consortium of I-271 Corridor communities

While economic development efforts have historically been undertaken at the regional level or the local level, neither attempt truly captures the reality of economic areas. County Planning's recently completed Place-Based Economic Development Plan showed that Beachwood is in a corridor of communities stretching along I-271 that provides more than 65,000 jobs for the region. The corridor—titled "Headquarters Highway"—includes major hospitals, corporate headquarters, and retail centers.

Beachwood should be the leader in understanding that economic development requires micro-regional efforts. The City should convene an economic development consortium of the I-271 communities that includes Mayfield Village, Mayfield Heights, Lyndhurst,

Woodmere, Orange Village, Warrensville Heights, Shaker Heights, and North Randall. This group should develop high-quality marketing for the entire corridor, resources for business attraction, shared incentives, a consistent brand, and should work collaboratively on important issues within the involved communities. Such an economic development consortium could also work to develop a regional labor supply study, develop a national marketing campaign, work to develop a micro-regional Chamber of Commerce, and identify needed infrastructure investments.

By working within the micro-region to promote cohesion and a shared vision, the development district can be proactive in attracting new investment to the entire region rather than shuffling investment among existing communities.

For more information on how other communities approach micro-regional economic development, see the blue box on page 106.

Beachwoodohio.com



GOAL 4: SHIFT FOCUS TO INFILL DEVELOPMENT

Beachwood's greenfields are largely developed, with the few remaining acres located within the quickly evolving Chagrin Highlands area. As this shift occurs, the City will need to refocus its efforts on the adaptive reuse of existing buildings.

Action 1: Remove barriers to adaptive reuse of older buildings

As Beachwood begins the transition from greenfield development to adaptive reuse, the City needs to focus on streamlining the development and approval process to ensure adaptive

Denver South Economic Development Partnership

The Denver South Economic Development Partnership is a consortium of 11 jurisdictions and various business groups to collectively market their area. The partnership provides site selection assistance, detailed tax and regulation information, expedited permitting, and workforce development.

Understanding that neighboring communities cannot grow independently, the partnership displays how a multi-jurisdictional group can work regionally to

ensure that the collective area grows concurrently.

For more information on the Denver South Economic Development Partnership, visit www.DenverSouthEDP.org.



Source: DenverSouthEDP.org

reuse is just as easy as greenfield development.

The City should review its Planning and Zoning Code for barriers to adaptive reuse. This review should look at issues such as parking standards, floor area ratios, and setbacks to determine whether regulations are unnecessarily restricting development. The City should also examine the development review process for opportunities to eliminate duplicative board reviews, to waive fees, and to reduce the amount of time a reuse project must undergo public hearings.

Action 2: Establish a non-profit Community Improvement Corporation to drive economic development activities

With changing demographics, land use needs, and outdated buildings, the City of Beachwood is facing a period of needed renewal to meet the preferences and requirements of new residents and employers. While the City has an active and strong economic development team, the constraints of the public sector can delay some important functions.

In order to facilitate the acquisition of parcels, reuse of underutilized land, and redevelopment of older buildings, the City should set up a Community Improvement Corporation or other similar non-profit organization that can navigate the complexities of redevelopment. Similar organizations exist in surrounding communities such as Shaker Heights.

The non-profit should work to accomplish the goals of this plan including promoting mixed-use development,

organizing the Beachwood Eco-District, and redeveloping outmoded buildings.

As with most new Community Improvement Corporations, the City will need to provide funding for the start-up costs of such a non-profit; however, many organizations become self-sufficient through revenue streams associated with property management, grants, and donations.

Action 3: Strategically acquire and aggregate parcels for larger developments

Built-out communities often become less desirable for investment because they lack easily developable land. With the remaining greenfields developing, it will become increasingly important for the City to strategically acquire, selectively demolish, and aggregate parcels for future large-scale developments.

Action 4: Work with the Department of Development on brownfield remediation

With the coming era of redevelopment, the City will be confronted with land that is environmentally contaminated. The City should build a close relationship with Cuyahoga County's Department of Development, which has various brownfield remediation funds that assist property owners in returning their land to commercial viability.



Community Image

Community image relates to how a community portrays itself and how others view it. A community with a strong self image and a positive regional brand is at an advantage when attracting residents and investments. Beachwood maintains a strong brand thanks to its well-maintained infrastructure, strong development community, and high quality services; however, its physical brand does not do justice to the City's otherwise positive community image.

Vision for Community Image

The City developed two visions related to Community Image, as outlined here:

- Reinforce the City's strong economy and stable neighborhoods with an attractive physical landscape that upholds "Beachwood Quality" standards
- Enhance entrances to the City with distinct gateway features

The goals and actions on the following pages address these visions.



Branding is often associated with logos and printed design; however, cities can brand themselves through the physical buildings they produce and the infrastructure they construct. The City of Beachwood's strong business climate and sound neighborhoods should be matched by a solid physical brand.

Action 1: Develop design guidelines to form a characteristic Beachwood brand

The City of Beachwood is an iconic business destination due to its high-way proximity, quality city services, and solid infrastructure. While major businesses choose to locate in the City, buildings lack a coherent design aesthetic.

While buildings need not be identical, consistent choices about design aesthetic can create a coherent look that still allows for flexibility. This can include standard landscaping, specific material choices, consistent amenities, or common design features. This can make the City more recognizable and attract high-caliber businesses.

The City should hire a design firm to develop a coherent set of standards. As an example, see the blue box on page 111 for more information.

Action 2: Develop a common set of unique infrastructure elements

The most common element a City has control over is its infrastructure. This includes everything from lamp posts to fire hydrants. The City of Beachwood should develop a common set of infrastructure elements that has unique characteristics to identify the city. This could include simple changes like blue hydrants, brick sidewalks, or a unique lamp post that is used throughout the City. This makes Beachwood easily recognizable by residents and visitors.

Importantly, by establishing this common infrastructure for all future development, the City can phase in changes over time. This reduces initial costs as compared to a single, large-scale infrastructure investment.

Action 3: Establish streetscape plans for Richmond Road and Chagrin Boulevard

As the City of Beachwood focuses on redevelopment of Chagrin Boulevard as well as establishes Richmond Road as the main spine running through the City, these two streets should encompass a greater importance in the City's street network. Both are primary corridors and should have infrastructure and design to equal their importance.

To accomplish this, the City of Beachwood should tighten regulatory standards and establish streetscape plans for both corridors. These plans should focus on building Complete Streets and encouraging active transportation. These plans should also include additional and higher quality amenities as well as improved design

regulations that push the City toward a common architecture.

Not all work on either street must be completed at once. By outlining the streetscape, however, as infrastructure is replaced and new buildings are constructed, the streets will adopt a consistent feel over time.

Should the City move forward with naming residential neighborhoods or establishing City sub-districts as outlined in Action 2 on page 100, these districts should be identified on any banners or street signs that accompany streetscaping elements.

For more information and an example of what a completed streetscape in Beachwood could look like, see the rendering on page 114.

Action 4: Construct gateway entrances to the City

The City of Beachwood flows easily into surrounding communities, with little visual cue to identify the difference between Beachwood and University Heights, South Euclid, Lyndhurst, or Highland Hills. In order to mark the City's neighborhoods and borders, gateway entrances should be constructed at priority locations.

Gateway entrances should have a common look and feel that matches the unique identity of the City; however, they should be scaled to match the gateway's importance. Large and clearly identifiable gateways should be constructed at prominent entrances like either end of Richmond Road as well as the off-ramps from I-271. Smaller signs should be placed at neighborhood entrances.

For more information on the scale of gateway signs and proposed locations, see the Gateway Signage Location map on page 113.

Action 5: Identify Beachwood from the I-271 Corridor

The City of Beachwood has three major exits on the I-271 Corridor, allowing the City a unique opportunity to advertise itself to thousands of travelers. Cities throughout the region and the state have used highway bridges to differentiate their community. The City of Beachwood should also work with ODOT to improve the aesthetics of the bridges that run through the city. Improvements could include plantings, better lighting, and signage.

If the City of Beachwood and surrounding corridors are successful in forming a micro-regional economic development district, the City should jointly advertise both the regional development area and the City itself.

New Albany's Branding and Design Guidelines

The City of New Albany, Ohio has established a set of branding and design guidelines for new buildings in the City. The guidelines are built on the premise that the desirability of New Albany as a place to live, work, and invest is directly related to the quality of its built environment.

The design guidelines are based on the following principles:

- Quality building design on all building sides
- Design based on historic American architectural styles
- Pedestrian-friendly development
- Connectivity to existing streets
- Screened and landscaped parking
- Authentic and high-quality materials
- Attention to details and ornamentation
- Street trees, landscaping, and open space to enhance character
- Stewardship of natural and historic resources

Together, these principles translate into specific architectural styles, designs, and layouts for homes, businesses, and public buildings that are used throughout the community.

The branding and design guidelines have been used to develop a distinct community in New Albany. The focus on American architectural precedent has also been used in the City's public buildings, branding campaigns, and park designs to create a seamless feel through the entire community, as shown in the associated images.

For more information on New Albany's branding and design guidelines, visit www.NewAlbanyOhio.org.



Source: New Albany Facebook



Source: New Albany Facebook



Source: New Albany Facebook

Highway Gateways

Highway gateways are locations that involve overpasses, on-ramps, and off-ramps from I-271. Gateways at these locations would need to be large-scale to be seen by quickly moving vehicles.

Major Gateways

Major gateways are located along the major spines of Beachwood: Chagrin Boulevard, Richmond Road, and Harvard Road. These entrances are seen by thousands of people every day and are largely commercial areas. Signs here should be large enough to make a statement about entering Beachwood.

Minor Gateways

Minor gateways are located at slower-speed, residential entrances to Beachwood. These gateways should be smaller and less imposing than other gateways to limit any impact on the residential neighborhood while still identifying the entrance to the City.

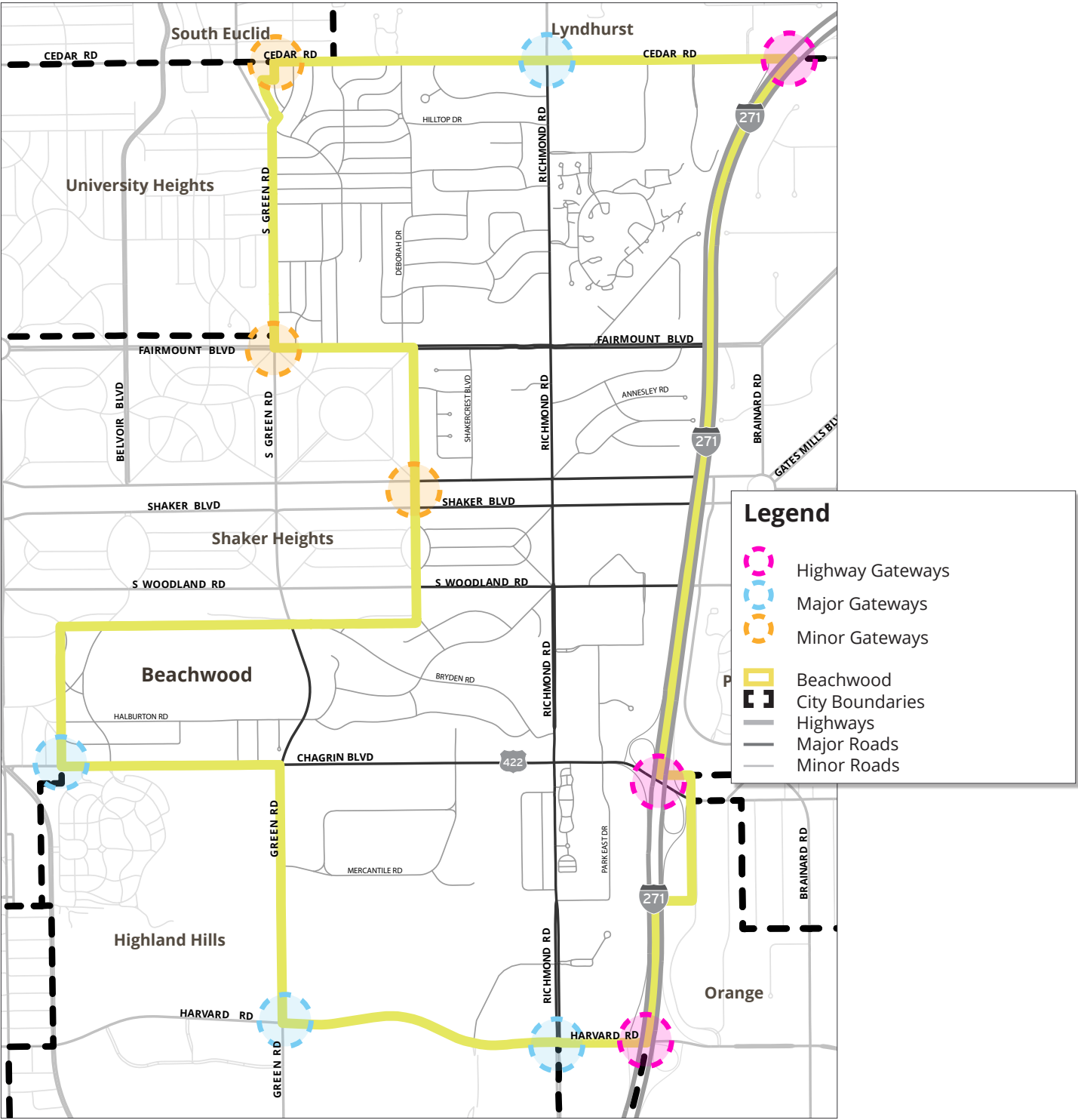
Example Identity System

This example of an identity system from Provo, Utah shows signs of different scale and type that all fit into a consistent signage system.



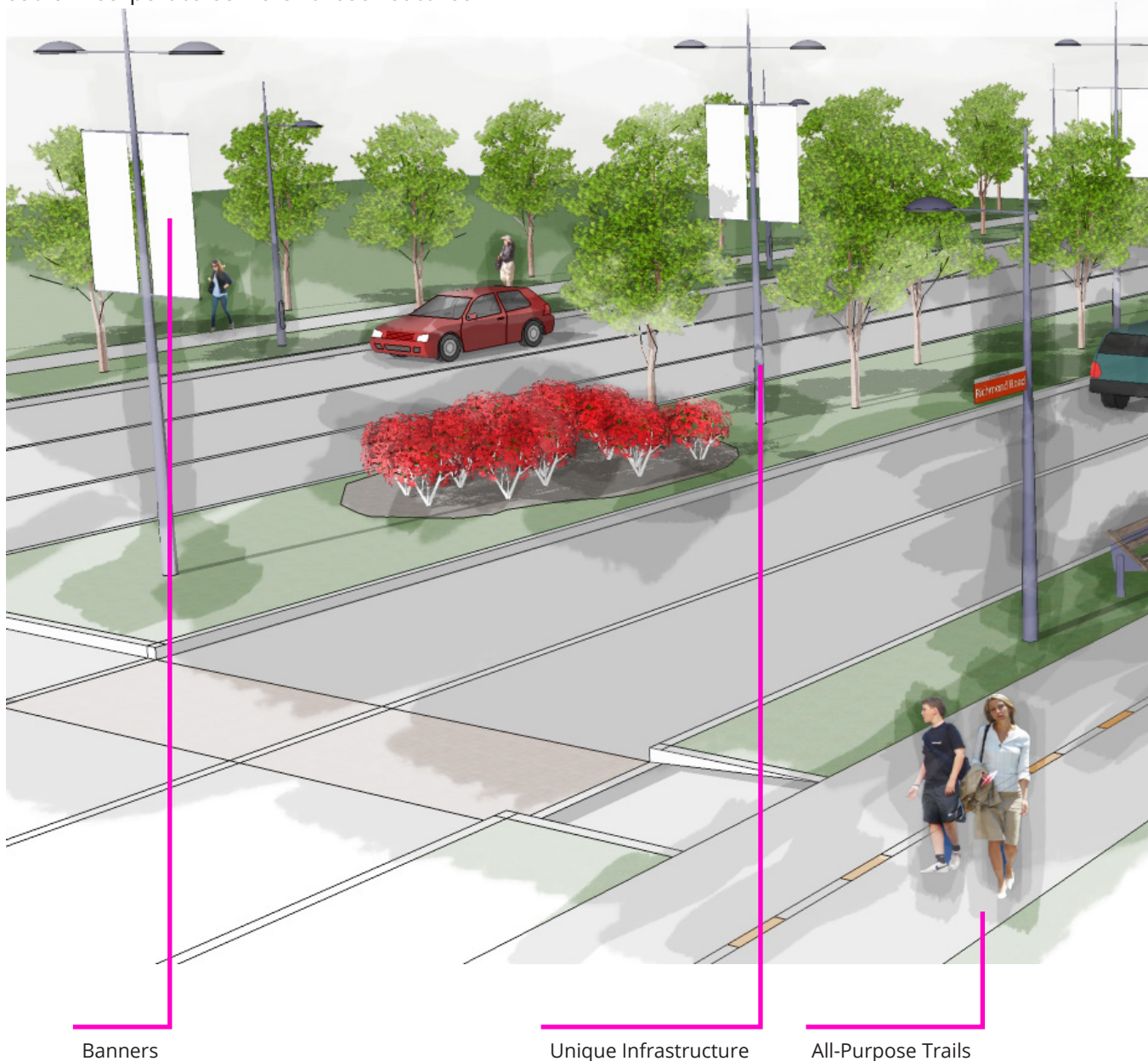
Source: www.ProvoMayor.com

Map 17 Gateway Signage Location



Complete Streets - Richmond Road

Richmond Road could become a prominent gateway and complete street for the City of Beachwood. With the addition of landscaping, gateway signage, unique infrastructure, and better bicycle and pedestrian amenities, the street could better typify Beachwood's standards of quality. The example below shows how Richmond Road could incorporate some of these features.



Banners

Unique Infrastructure

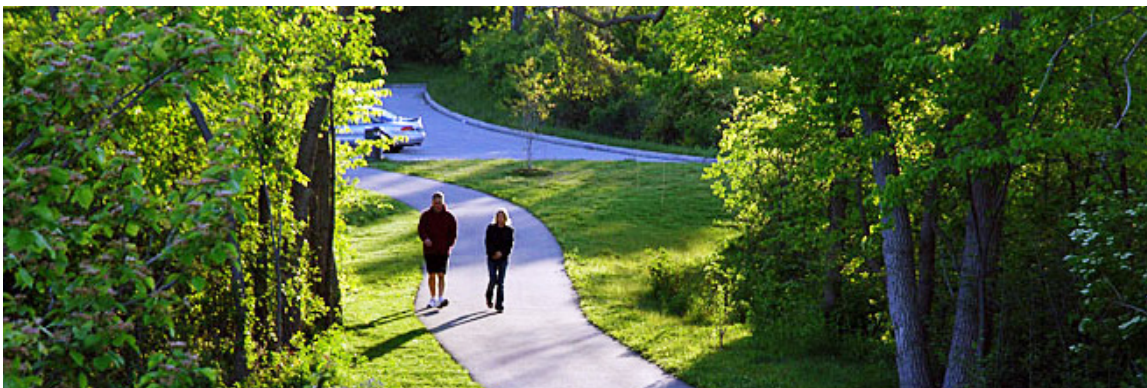
All-Purpose Trails



Current Conditions

The current Richmond Road site is limited to a grassy median and sidewalk.





Parks and Recreation

The City of Beachwood maintains two formal parks, a large recreation center, and a variety of smaller open spaces that are used by residents and visitors alike. The City's parks and recreation facilities are important parts of a complete community because they provide exercise opportunities, contact with nature, and community interaction.

Vision for Parks and Recreation

The City developed five visions related to Parks and Recreation, as outlined here:

- Maintain and expand the City's well-managed system of parks, open spaces, and its community center to fit the needs of future residents
- Create a new, multi-purpose public open space as a "town center"
- Promote a more active and healthy lifestyle among City residents
- Increase cultural offerings and community events that serve to enhance social capital
- Enhance connections into the region's network of parks, open spaces, and trails

The goals and actions on the following pages address these visions.

Flickr: Jack Pearce



GOAL 1: CONSTRUCT A NEW, MULTI-PURPOSE PUBLIC OPEN SPACE AS A TOWN CENTER

While the City has good public facilities, strong residential neighborhoods, and a stable business community, it lacks a distinct physical center. To address this, the City should conduct a detailed area plan of City Hall and the surrounding area that incorporates the proposed amphitheater into a complete multi-purpose outdoor space that can be the visual center of the community.

Action 1: Develop a detailed town center area plan for the space around City Hall and the recreation complex

Given the community desire for a central gathering space and improved community identity, the area around City Hall and the Beachwood Family

Flickr: The Tahoe Guy



A gathering space with some limited retail offerings could create a center for Beachwood.

Aquatic Center could become a unique space that acts as a community center.

The City should develop a detailed area plan that looks at the possibility of using existing open space for a town center. Such a town center could include a multi-purpose public open space, seating areas, additional trees, the proposed amphitheater, and even the possibility of public or retail buildings.

The City should engage the community to determine the needs of an indoor or outdoor recreation center behind City Hall, and should hire a consulting firm to develop such a detailed area plan.

Flickr: North Charleston



GOAL 2: REPURPOSE VACANT LAND FOR PARK SPACE

The City of Beachwood maintains pleasant citywide parks and recreational facilities in the center of the City; however, smaller, more local parks are less common. The City should expand access to smaller parks by enhancing existing spaces and considering expansions as land becomes available.

Action 1: Enhance barren green spaces to become usable park space

In locations throughout the City, there are existing spaces that function as greenery without being active park spaces. These include the oval park on

Sulgrave Road, the triangle park on Crafton Road, and the wooded area on Community Drive, among others.

The City could fund improvements to these parks in order to facilitate use and provide additional amenities for residents. Care should be taken to ensure improvements are desired by surrounding residents, and improvements could include features such as sidewalks and trails, benches, safety measures, better lighting, additional plantings, and basic structures like a gazebo.

As part of this process, the City should determine park ownership and ensure that they are adequately protected before committing to improvements.

For one example of how green spaces could be enhanced in the City, see the Triangle Park Example on page 120.

Action 2: Consider expanding the park system as green spaces become available

Many open spaces in the City are presently owned by religious institutions, developers, or the school board. While not every location should become a park, large tracts of green space should be evaluated when they become available to determine their feasibility as a park. These include current school sites, areas within Chagrin Highlands, and large-lot locations such as the Anshe Chesed Fairmount Temple, the Kol Ami Suburban Temple, and the First Catholic Slovak Ladies Association site.

The Creating Healthy Communities Program of the Cuyahoga County Board of Health includes examples of agreements that communities have used to gain shared access to green spaces.



Flickr: 5chw4r7z

GOAL 3: USE EVENTS TO ENLIVEN THE CITY

Young residents and senior citizens both indicated a desire to enhance quality of life in Beachwood through additional events or services.

Action 1: Continue to provide events that are working well

While the City may seek to add limited new event offerings, it is important to note that existing events are serving the City well. When asked about the quality of existing community events, more than 80% of residents rated each event positively, indicating they were happy with existing offerings.

The City should continue the tradition of offering a wide range of high-quality events for Beachwood residents.

Action 2: Use pop-up events to address City needs

Pop-up events are generally short-term or temporary events, retail, or shows that occur in vacant, underutilized, or unconventional locations such as abandoned lots, parking lots, or vacant retail store fronts. They are used to cost effectively show how a space could be used to create community cohesion.

Pop-up events should be viewed as a tool to address specific community issues. For instance, where data suggests that the population exhibits unhealthy tendencies, pop-up events could be used to promote walking, could include tents from major health groups, and could promote fitness challenges throughout. Such an event addresses a specific problem within the community.

Beachwood should incorporate pop-up events that address community needs. Because the City lacks a historic center or a main gathering space, pop-up events could help to define such a space either for the City as a whole or within a specific neighborhood. For instance, pop-up events could include movie nights, food truck round-ups, or music

events. For examples, see the blue box on page 119.

Action 3: Provide additional events and services for the City's seniors

With a growing senior population, the City should provide additional events and services to meet this population's needs. This could include better transportation to community events, with the possibility of a shuttle service between major places of interest undertaken in conjunction with the City's senior residential facilities. Additionally, the City should expand their event programming with a special focus on inter-generational events that can bring together different age groups.

Minneapolis Pop-Up Program

The Minneapolis Park and Recreation Board (MPRB) hosts summer pop-up events designed to connect with youth in under-served neighborhoods. The MPRB pop-up events have four themes:

- A pop-up library offers free books for children and teens. Staff assist children with book selections and reading stories, and the event serves as a book donation drive.
- A pop-up park offers youth tents filled with music, sports, games, and crafts. The goal is to connect teens with community resources.
- A pop-up bicycle shop teaches bicycle safety and basic repairs. Youth can also tour the city by bike with experienced adult leaders.
- A family fun pop-up tent provides games, crafts, and food for all ages and it is designed to bring neighborhood families together.

The goal of the program is to provide culture, recreation, activity, and educational opportunities in neighborhoods that normally would not have access to them. Events are typically held on empty lots, blocked-off streets, or existing park facilities and feature music and food.

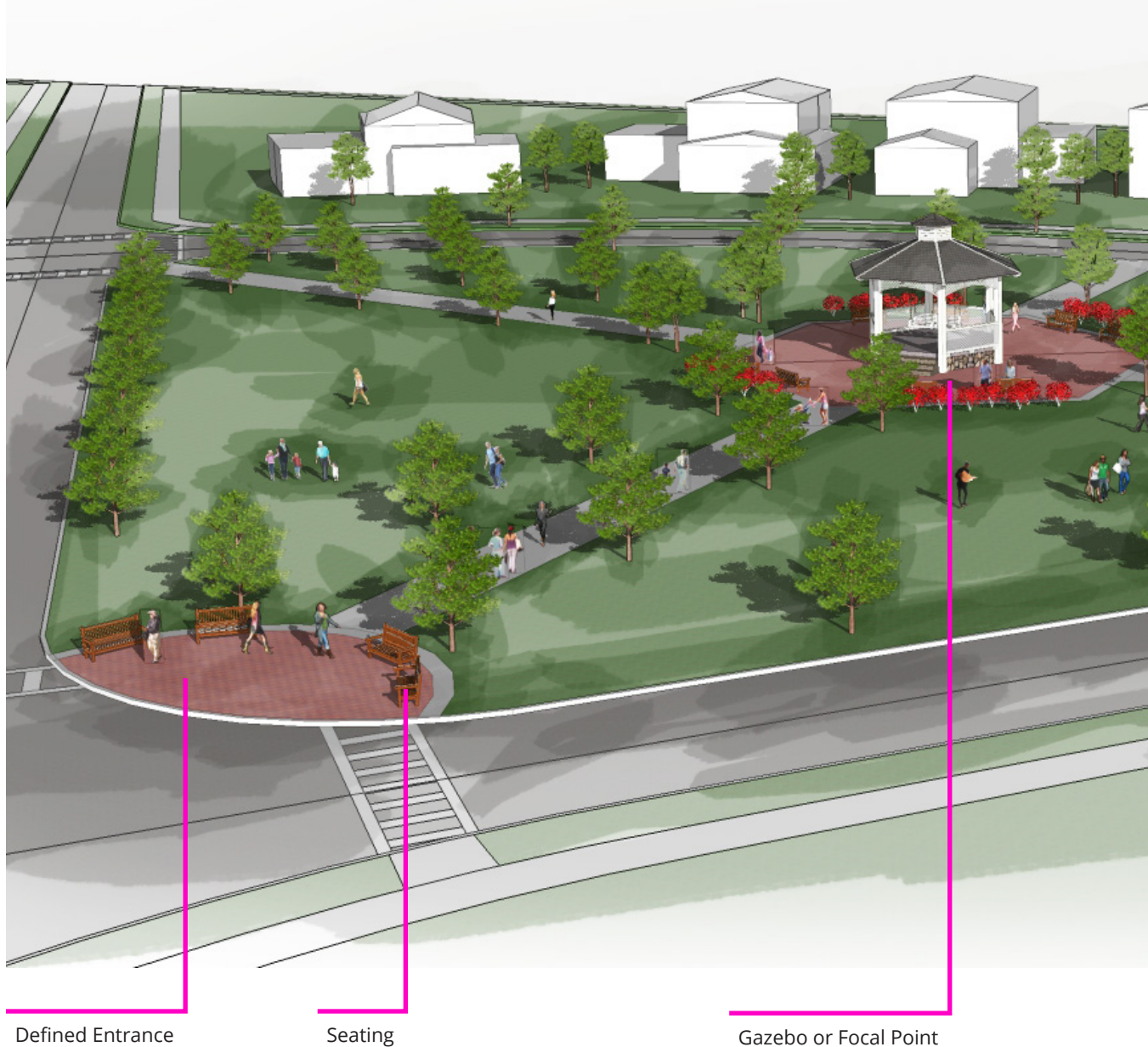
For more information on the Minneapolis Park and Recreation Board and their summer Pop-Up Parks, visit www.minneapolisparcs.org.



Source: Minneapolis Parks and Recreation Board

Triangle Park Example

The barren green space at Brucefield and Wimbledon Roads is presently occupied by a few trees and benches. The image below shows one possible example of a way the park could be reimagined to have additional amenities such as a gazebo, additional trees, plantings, and more benches.





Current Conditions

The existing Triangle Park includes benches without pathways to them, a few small trees, and a large open lawn.





Environment

The natural environment serves to beautify a community, provides park space, and plays a critical role in determining storm water quality and flood prevention. Beachwood's location at the apex of the Euclid Creek, Chagrin River Main Branch, Tinkers Creek, Mill Creek, Doan Brook, and Dugway-Nine Mile-Green Creek watersheds makes its remaining open spaces critically important to not only city residents, but also residents of surrounding communities. Additionally, environmental issues are important to residents and businesses, making environmentally friendly designs a priority.

Vision for the Environment

The City developed three visions related to the environment, as outlined here:

- Enhance and protect critical features of the natural environment by incentivizing, encouraging, and requiring green building design and environmentally sensitive development
- Enhance Beachwood's reputation as a green city by restoring, preserving, and enhancing environmentally sensitive areas and encouraging responsible practices such as recycling
- Explore opportunities for solar-powered street lighting and traffic signals

The goals and actions on the following pages address these visions.

Flickr: La Citta Vita



GOAL 1: DEVELOP THE BEACHWOOD ECO-DISTRICT

Eco-Districts have gained popularity in recent years as businesses and communities seek places that are environmentally friendly. These locations mix green building design and infrastructure, and multi-modal transportation that are attractive locations for businesses and marketing pieces for communities. In both Beachwood surveys, residents and business leaders marked environmentally friendly development as being critically important.

Action 1: Encourage and incentivize green development

The Chagrin Highlands are a critical location. The area has tremendous tree cover, includes numerous steep slopes, and is situated in the headwaters of numerous watersheds. Its imminent development necessitates an action plan to improve the site in an environmentally responsible way.

The City of Beachwood should develop a green toolkit that strongly encourages environmentally friendly development and assists developers in making additional green land use and design decisions. The toolkit should include targeted regulations, tax incentives, and abatements that encourage on-site stormwater management, incentivize green building design, and promote active transportation.

The City should also set up a metric system to track the progress of the Eco-District. Metrics could include greenhouse gas emissions, transportation mode splits among employees, stormwater quality, employment numbers, and energy use.

The City can take the first steps to develop the Eco-District by investing in green infrastructure, especially a green street connecting Commerce Park and Harvard Road. Green streets include better stormwater management, narrow streets, multi-modal transportation, pervious pavement, LED lighting, and other green features. More information on this proposed green street is available in Goal 1, Action 2 of the Transportation section on page 129.

An Eco-District not only promotes the environment but also can become a marketing tool for attracting businesses. With environmentally friendly development a priority for businesses, an environmentally focused office park could be attractive to employers. Such an Eco-District could be funded through a district-wide tax increment financing district that could leverage development to pay for green improvements. More information on example Eco-Districts is available in the blue box on page 124.

Action 2: Develop a Green Employer award program

The City should develop a Green Employer award program that highlights the important work Beachwood businesses are undertaking to be more sustainable and environmentally friendly. The award should come out at regular intervals and highlight steps such as reducing greenhouse gas emissions, constructing environmentally

Portland's South Waterfront

Established in 2010, the South Waterfront (SoWa) Eco-District is one of five in the City of Portland, Oregon. The City and the Portland Sustainability Institute launched their Eco-Districts initiative to serve as a comprehensive strategy for fostering healthy, sustainable neighborhoods. Each of Portland's Eco-Districts were designed to be small enough to quickly innovate and large enough to have a powerful impact.

SoWa has been effective in merging meaningful economic development with environmental standards by focusing efforts in four specific areas:

- Coordinating a variety of stakeholders across the neighborhood
- Determining the neighborhood's priorities and goals
- Developing finance tools and joint ventures to attract private investment
- Developing policies that support the implementation, building, and growth of an aesthetically pleasing and environmentally sensitive neighborhood

Sustainable urban living and building practices are a large component of the SoWa Eco-District. Examples of strategies implemented in SoWa include:

- District-wide energy and water management
- Smart grid
- Car sharing and carpooling
- Rainwater harvesting (eco-roofs, bioswales, rain gardens)
- District-wide composting and recycling
- Bike lanes and sidewalk improvements

- Tree planting and urban agriculture
- Safe routes to schools
- Public art

The neighborhood is also home to the first LEED Platinum medical building and has the most LEED certified apartment towers in the nation. LEED (Leadership in Energy and Environmental Design) certification is the national standard for environmental building practices designated by the U.S. Green Building Council.

To find out more about SoWa and the Portland EcoDistrict initiative, visit www.SouthWaterfront.com.



Source: Oregon Health and Science University

friendly buildings, encouraging multi-modal transportation, and others. This type of award system can assist economic development efforts by improving relationships with existing businesses, assisting businesses looking for marketing, and encouraging green practices among Beachwood's businesses.

Action 3: Review the zoning and building codes for green impediments

Zoning and building codes can often have unintended consequences, especially as new technologies and needs arise over time. With the desire for environmentally friendly development, the City should review the existing code for impediments to green development. Impediments can include floor area ratios that restrict the addition of exterior building insulation, restrictions on the use of sun awnings that can reduce heating and cooling costs, restrictions on residential solar panels, requirements for asphalt rather than permeable pavement, and restrictions on green roofs or rooftop greenhouses.



GOAL 2: CONTINUE TO PROTECT CRITICAL ENVIRONMENTAL FEATURES

The City of Beachwood has put in place numerous protections for environmental

features, especially stream setbacks in the Chagrin Highlands area. This and other regulations should continue to be enforced to protect the environmental integrity of Beachwood's natural areas.

Action 1: Protect, improve, and expand the City's tree canopy

A City's tree canopy is the layer of leaves, branches, and stems of trees that cover the ground when viewed from above. Not only is tree canopy coverage attractive, it has been shown to improve property values, provide wildlife habitat, reduce stormwater runoff, and reduce air pollution, among many other benefits. The City of Beachwood, however, has one of the lowest tree canopy coverage rates of any surrounding community.

The City can take important steps to protect, improve, and expand tree canopy coverage, as follows:

- **Protection steps** include updating building regulations and parking lot standards to prioritize tree protection rather than allow clear-cutting during construction.
- **Improvement steps** include undertaking city forestry as a component of public works. This necessitates cataloging existing trees in public right-of-way, assessing their health, pruning, and removing hazardous or diseased trees.
- Finally, **expansion steps** include actively planting new trees in street medians and within tree lawns in public right-of-way. This can also include educating residents on the benefits of trees and incentivizing tree planting on private property, such as commercial parking lots.

The City should pay special attention to improving the medians in City-owned right-of-way because the area is already municipally owned, and well-managed medians make a statement regarding the attractiveness of the community.

Action 2: Ensure existing green spaces are adequately protected

The City has numerous open spaces, most of which are municipally owned; however, the park space in the Elizabeth B Blossom Historic District is not owned by the City. The City should consider applying for grant funds to purchase and preserve this historic park.

Action 3: Enforce existing environmental regulations

The City of Beachwood was forward-thinking in its protection of streams through the use of its riparian and wetland setbacks legislation (Codified Ordinances Chapter 1157). As new development occurs, the City should continue to actively and steadfastly enforce stream setbacks to protect water quality and prevent flooding.

Action 4: Capitalize on scenic overlooks in new developments

Beachwood is largely flat with the exception of some areas at the backs of houses or along streams. The only developable land within the City that currently has any steep slopes is the Chagrin Highlands area. The City should focus on efforts to protect these steep slopes and incorporate them as scenic overlooks into any new developments

planned there. Additionally, tall buildings should leverage the City's elevation for scenic views of downtown Cleveland and the surrounding area.

Flickr: Chris Hamby



GOAL 3: EXPAND BEACHWOOD'S GREEN INFRASTRUCTURE AND SERVICES

Green infrastructure can be cost-effective, attractive, and environmentally friendly. The City should continue to use green infrastructure and expand green services to meet the demand of residents and businesses.

Action 1: Evaluate the success of solar-powered lights and traffic signals

Following the trial use of solar-powered lights and traffic signals, the City should evaluate the financial success of these investments. This evaluation should be used to prioritize future investments in lighting and traffic signals based on the success of the trial run.

Action 2: Expand LED lighting to all City street lights

LED lighting has been shown to reduce energy costs in addition to providing environmental benefits. As the City

changes its light fixtures, it should replace bulbs with LED lighting. This should be done in coordination with the expansion of residential street lighting as outlined in Action 1 on page 100.

Action 3: Increase the number of recycling locations near multi-family complexes

Given the desire of residents and businesses to be environmentally friendly, the City of Beachwood should expand its recycling program to increase the opportunities at multi-family locations. To accomplish this increase in a cost-effective manner, the City should evaluate additional locations for recycling that would be easily accessible to multi-family complexes. The cost of additional dumpster pick-ups would be limited in comparison to citywide collection, and the City would have the opportunity to increase its recycling rate.

Action 4: Invest in green stormwater infrastructure

The City of Beachwood holds an important location at the apex of numerous watersheds. This makes Beachwood's stormwater management important not only for the residents of Beachwood but also for residents of numerous surrounding communities whose flood protection and clean drinking water rely on the health of waterways in Beachwood. With more than 20% of the City's surface area covered by impervious surfaces such as parking lots, Beachwood ranks 18th in terms of most impervious surfaces among Cuyahoga County communities.

To effectively manage stormwater, the City should invest in low-cost stormwater infrastructure such as bioswales and rain gardens that collect and hold rainwater that would otherwise flow directly into the storm system.

Rain garden infrastructure consists of native plants that are located to capture large amounts of stormwater and absorb it. By holding this rainwater in place, it is not released into area streams and rivers, which can be harmed by pollutants, fast moving water, and high volumes of water. Bioswales and rain gardens should be a component in the City's Eco-District and should be used in residential neighborhoods to not only improve stormwater but also beautify streets.

Action 5: Develop new lighting standards to reduce light pollution

Light pollution can degrade neighborhoods and interfere with the ecosystems of local species. While lighting is necessary for the safe and enjoyable use of residents' property, lighting can be constructed in ways that minimize pollution. This can mean reducing the number of street lights and using fixtures that only shine downward. This eliminates the amount of light that can escape sideways or toward the sky.

As the City expands or replaces its infrastructure, it should replace bulbs with fixtures that produce less light pollution. Additionally, lighting standards for buildings and parking lots should be updated to ensure that regulations codify improved lighting standards.



Transportation

The transportation network is a critical component to quality of life and business attraction, making it a fundamental government responsibility. With Beachwood residents seeking more opportunities to get around their community without use of their car, the City should respond with improvements to the complete transportation network: one that accommodates bicyclists, pedestrians, cars, and public transit.

Vision for Transportation

The City developed four visions related to Transportation, as outlined here:

- Continue to maintain the City's road system to ensure easy access by vehicles while balancing non-motorized access
- Expand the City's road system with targeted connections in critical locations such as Harvard Road, as well as enhancements such as improving Richmond Road
- Enhance active transportation connections that allow residents and employees to access nearby amenities on foot or by bike
- Enhance public transit connections to allow those without vehicles to access employment and amenities easily and safely

The goals and actions on the following pages address these visions.

Top picture source: City of Beachwood

PBIC: Lyubov Zuyeva



GOAL 1: UPDATE THE ROAD NETWORK IN CRITICAL AREAS

Businesses and residents rely on the road network to access jobs, retail, parks, and surrounding communities. The road network in Beachwood is a well-maintained asset that attracts business and is highly rated by residents; however, minor expansions are needed to maintain this critical asset.

Action 1: Adopt a Complete Streets Policy

Complete Streets are streets that consider all users including pedestrians, bicyclists, drivers, and transit users. Given resident interest in being able to get around on foot or by bike, complete streets policies help to balance transportation investment by requiring transportation improvements to consider all users when engineering.

The City of Beachwood should adopt a complete streets policy that requires any transportation improvements to consider the needs of all transportation users. While not all streets will require bicycle lanes or sidewalks, for instance, it is important to put all transportation methods on equal footing for evaluation when considering road improvements.

For more information on County Planning's Complete Streets Toolkit, see the blue box on page 138.

Action 2: Build a complete and green street connecting Commerce Park to Harvard Road

Connecting Commerce Park to Harvard Road is important to increasing connectivity between two major job centers, improving the marketability of Commerce Park, and opening undeveloped land for construction.

The land between Commerce Park and Harvard Road is some of the most environmentally sensitive in Beachwood. A new road could respect these areas by crossing in the least sensitive locations and including rain gardens, street trees, and LED lighting among other environmentally friendly features. Other features could include permeable pavement, bike paths or a multi-modal trail, and narrower lanes to reduce asphalt.

Action 3: Upgrade Commerce Park roads to be green streets

The streets of Commerce Park are ripe for reinvestment as green streets. Given their wide tree lawns and ample setbacks, the City should invest in improvements such as rain gardens, LED lighting, and permeable pavement that can make streets more environmentally friendly.

Action 4: Consider a road diet along Richmond Road and Chagrin Boulevard

Richmond Road and Chagrin Boulevard are targeted for redevelopment and walkable improvements aimed at linking residents with transit, retail, and parks. As the City seeks to improve walkability, it should also consider

reducing the width of lanes along Richmond Road and possibly Chagrin Boulevard to match new development patterns. Any reduction could result in a planted median, bike and pedestrian improvements, or added green space. This would make either corridor more attractive for the type of walkable development desired.

Action 5: Work with NOACA on any improvements to Cedar Road

The Cuyahoga County Department of Public Works and the Northeast Ohio Areawide Coordinating Agency (NOACA) have identified Cedar Road for repaving and improvements in coming years. The City of Beachwood should actively participate in any planning processes for expanding or otherwise changing the Cedar Road layout to ensure it addresses concerns about traffic, pedestrian connectivity, transit access, and beautification. Given that repaving will be happening, this yields opportunities to improve the aesthetics of Cedar Road at lower costs.

Action 6: Evaluate traffic improvements such as signalization and restriping that do not require costly capital improvements to improve efficiency

Businesses and residents appreciate the well-maintained infrastructure in Beachwood, especially the roads that move people quickly through the City.

While efficient traffic flow is important, the best way to increase flow is not always costly road expansions and lane additions. Rather, the City should evaluate the extent to which traffic

signalization, alternative means of transportation, or other minor improvements can improve traffic flow before investing money in road expansions.

This system has already been shown to work on Chagrin Boulevard, which recently completed a traffic signalization system that has improved movement along the corridor.



PBIC: Carl Sundstrom

GOAL 2: PROMOTE ACTIVE TRANSPORTATION WITH A TRAIL NETWORK FOR PEDESTRIANS AND BICYCLISTS

Current residents want to get around Beachwood on their bike and on foot via a safe network of trails and paths. Likewise, the next generation of residents is increasingly interested in a more active lifestyle that includes alternative forms of transportation not only for recreational travel but also for every day activities. To retain and attract these residents, Beachwood needs to develop a comprehensive trail network that connects residents to the places they want to go.

Action 1: Construct a complete bicycle network

A complete bicycle network is a system of paths, on-street lanes, and routes that provide access to all of the

amenities Beachwood has to offer. The City should aim to construct such a network.

The maps on page 132 and page 133 show generalized corridors that are important for bicycling infrastructure, as well as a map showing potential routes through the City. These maps should be used concurrently to determine a final bicycle network based on detailed technical analysis.

NOACA technical assistance is available for the planning of multi-modal connections throughout a community. The City of Beachwood should work with NOACA to evaluate potential routes, determine final engineering, and incorporate bicycle construction into a five year capital improvement plan.

Action 2: Connect Beachwood to Acacia Reservation with a Cedar Road pedestrian crossing

The City of Beachwood is fortunate to be adjacent to the Cleveland Metroparks Acacia Reservation in Lyndhurst; however, accessing the park on foot is dangerous. Beachwood could bolster its pedestrian and bicycling connections to Acacia Reservation by constructing a bridge from Beachwood Place property to the Acacia Reservation. Such a pedestrian and bicycling bridge could also act as a community gateway and could connect with Beachwood's proposed bike paths to provide seamless connections to the park system.

The City should work with Cleveland Metroparks, the City of Lyndhurst, private property owners, and appropriate transportation agencies to evaluate the proposed crossing. The crossing should reflect Beachwood quality standards,

connect with transit stops, and act as a gateway and landmark for the City, RTA, and Beachwood Place.

Action 3: Reduce curb cuts on mixed-use corridors

Each time a bicyclist or pedestrian crosses a driveway, he or she must interact with a vehicle. These interactions can make walking or biking less pleasant and sometimes less safe. Reducing the number of curb cuts can have a tremendous effect on improving safety and walkability in a corridor.

The City of Beachwood should limit the number of curb cuts on current and proposed mixed-use corridors to make walking and biking safer. This should be done when developments are proposed. Property owners should also be encouraged to provide shared access to a single curb cut with adjacent property owners when feasible.

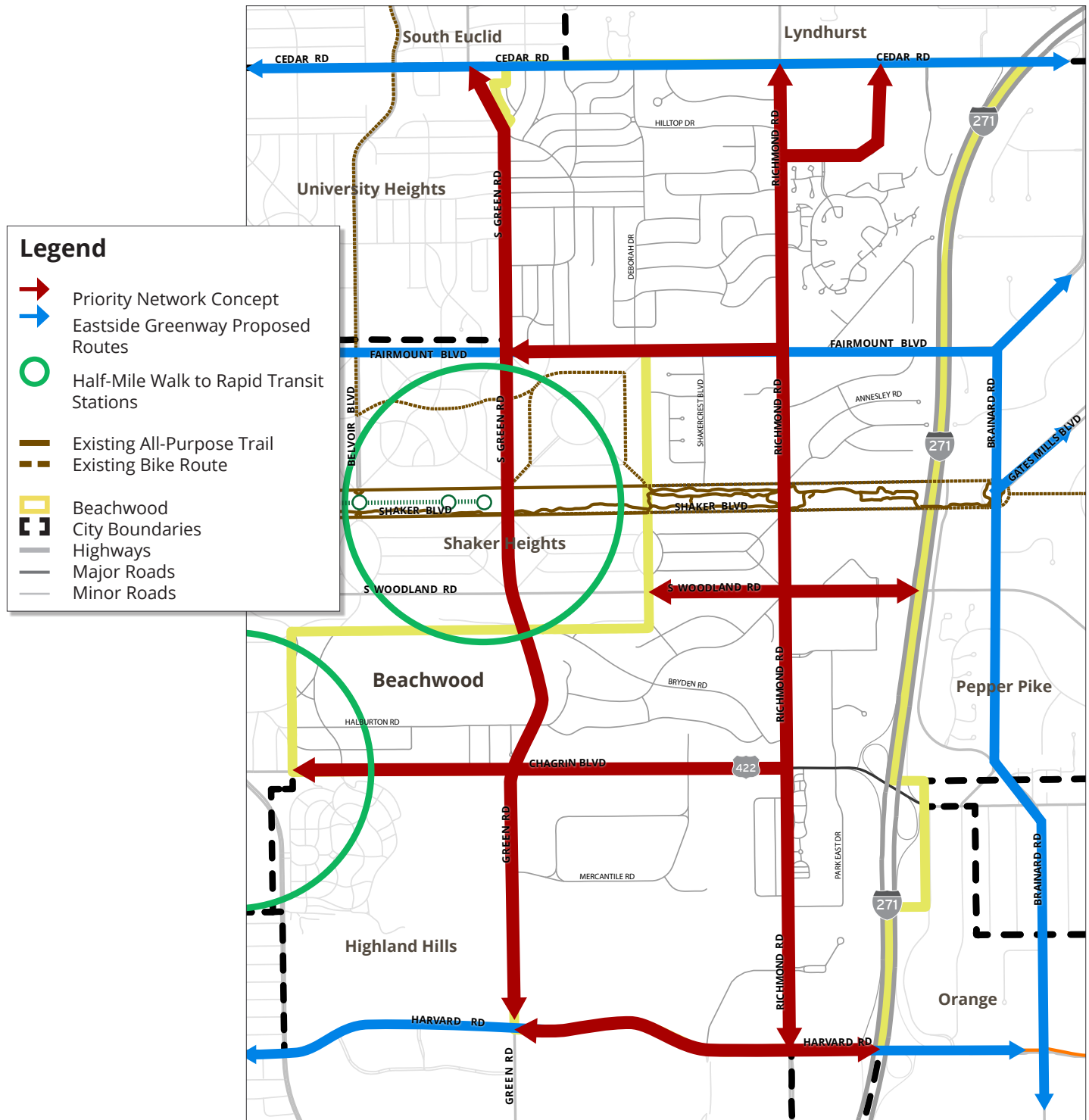


PBIC

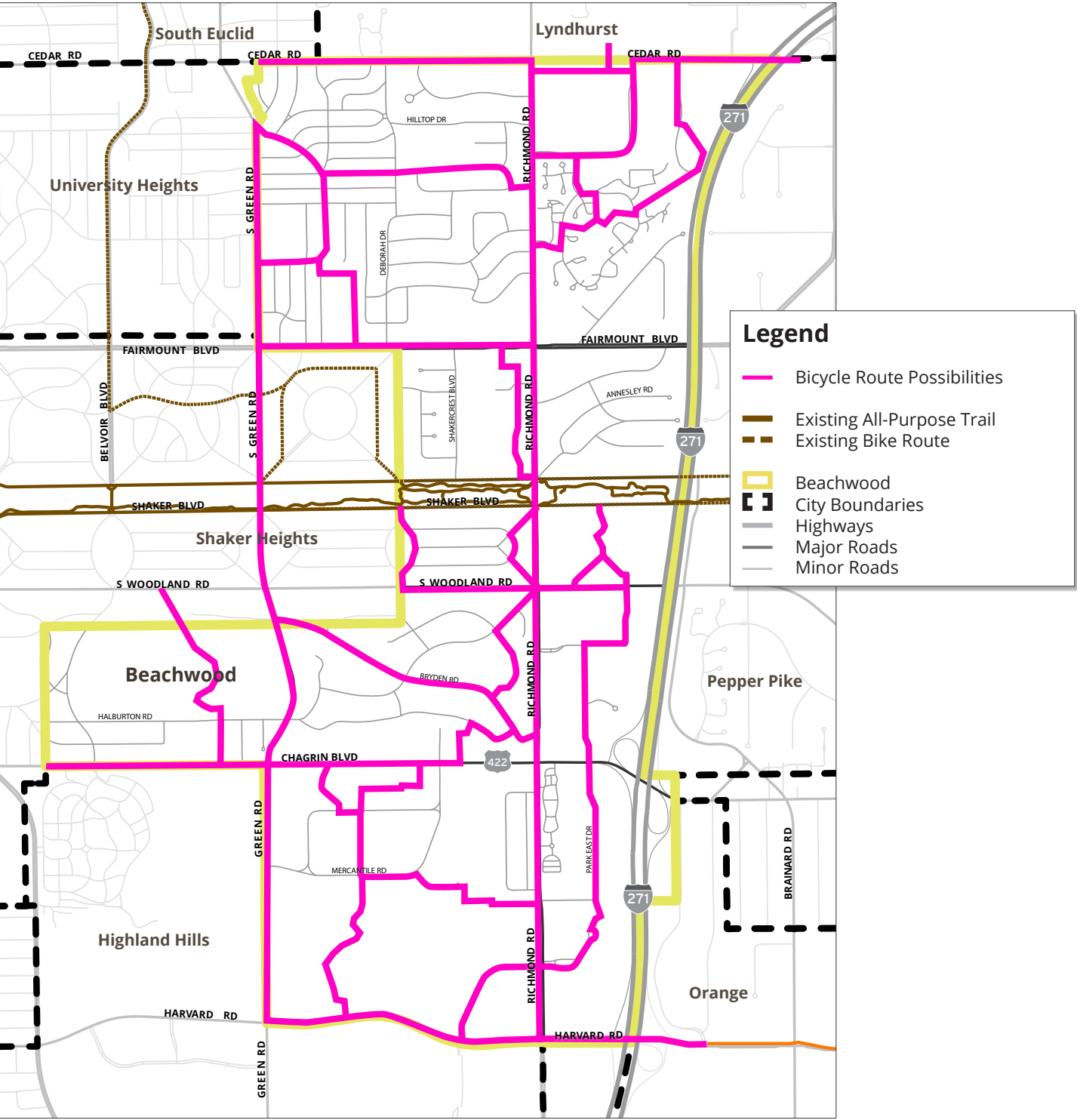
GOAL 3: BECOME A BICYCLE-FRIENDLY COMMUNITY

Beyond constructing a trail network, the City of Beachwood can encourage multi-modal activity by stimulating other bicycle infrastructure. This can include safe routings, mapping, education, and bicycle parking.

Map 18 Bike Network Framework



Map 19 **Bicycle Network Routing Possibilities**



Action 1: Incorporate bicycle parking into new developments

As Beachwood incorporates bicycle infrastructure into its larger transportation network, the City should begin to provide the last leg of bicycle needs: bicycle parking. Bicycle parking regulations should be included in the zoning code to require developers to provide safe, accessible, and attractive bicycle parking near the front doors of commercial and office buildings.

The City should incorporate bicycle parking regulations into its zoning code with special attention to ensuring bicycle parking is attractive and located in a highly visible and easily accessible area.

Action 2: Work with advocacy groups to provide bike education and safety training

The region has a number of extremely capable bicycling advocacy groups including Bike Cleveland and Bike Shaker, among others. The City of Beachwood should work with these advocacy groups to provide bike education and safety training to residents and public employees. This ensures that people know the 'rules of the road' when it comes to interacting with traffic, using bicycle facilities, and regulating transportation.

Action 3: Develop a bike-sharing system

The City of Beachwood has a significantly larger daytime population than bedroom population due to the high number of jobs located in the City.

To facilitate people moving about the community, seeing residential neighborhoods, encouraging an active lifestyle, and connecting workers with nearby restaurants and retail, the City should work with major employers to develop a bicycle-sharing program in conjunction with new bicycle trails. A bike-sharing program provides a system of short-term bicycle rentals that employees could use to get around the community.

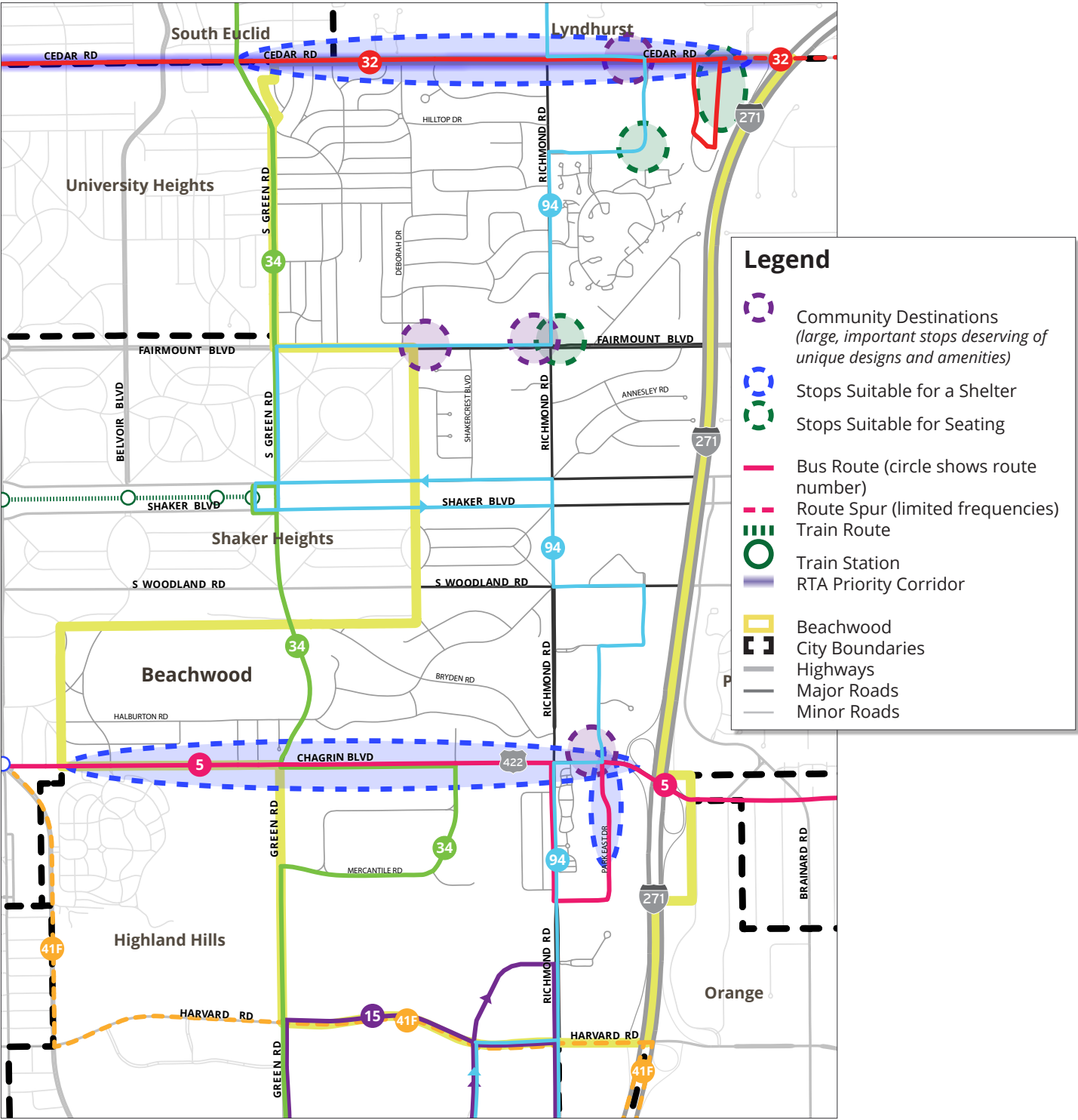
By providing bicycles to workers, they will be able to access nearby amenities quickly, easily, and without adding to road congestion. The bike-sharing program could also include maps to nearby Beachwood restaurants and businesses, encouraging use, and it should be tied into the City's proposed branding program.



GOAL 4: FULLY INTEGRATE TRANSIT INTO BEACHWOOD'S COMPLETE TRANSPORTATION NETWORK

Transit is an important part of a complete transportation network because it provides connections and increases the range of workforce available to an area. Increasingly, young people and the elderly are choosing transit over other forms of transportation. Regional examples such as the HealthLine have shown that transit can be successful when it is linked with walkable areas

Map 20 **Bus Stop Improvement Priorities**



and appropriate amenities to make the ride comfortable, useful, and safe.

Action 1: Improve bus stops to make transit more attractive

Bus stops on suburban streets are often nothing more than signs without displays of frequencies, route identification, or amenities. Significantly, many bus stops also lack sidewalk connections or waiting areas, causing not only unpleasant, but also unsafe conditions for transit riders.

To encourage transit use, the City should work with RTA and regional transportation authorities to improve the City's bus stops. Improvements can be as simple as building a small sidewalk, adding lighting, installing a wastebasket, providing a bench, or connecting stop locations to nearby amenities. For bus stops with especially high ridership, Beachwood could install more meaningful bus shelters, which could be incorporated into a larger Beachwood branding effort.

RTA completed a "Transit Waiting Environment" ideabook in 2005 that identified all of the system's bus stops and outlined the types of improvements that should be made at each. For the City of Beachwood, most stops simply need better signage and a paved waiting area. However, the plan also outlined stops that should include additional amenities like seating, shelters, lighting, and real time arrival displays. This information is displayed on the Bus Stop Improvement Priorities map on page 135 and should be used as a guide when determining needed improvements at bus stop locations.

Action 2: Lead east side communities in advocating for high quality transit along Cedar Road

Cedar Road has the possibility for major changes in the coming years. NOACA has identified Cedar Road as a candidate for a congestion study while RTA has identified the corridor as a priority transit route, meaning significant improvements could be coming.

As Beachwood begins to focus on in-fill development, new construction will require better transit connections for increased access. Beachwood should be a leader in advocating for high-capacity and high-quality transit that could connect Beachwood to University Heights, Cleveland Heights, University Circle, and Downtown Cleveland. As has been shown in the areas adjacent to the HealthLine, high capacity transit can spark new development.

Beachwood should lead a consortium of communities along Cedar Road to advocate for better transit that includes high-quality bus stops, unique branding, high frequency service, and other amenities.

Action 3: Develop quality connections to nearby transit stations as an economic development strategy

The City of Beachwood is fortunate to have easy access to nearby train stations at the eastern terminus of the RTA blue and green lines. With the increased interest in transit from young professionals and empty nesters, the City has an opportunity to capitalize on this proximity.

To do so, the City of Beachwood should develop multi-modal connections to train stations. This should include constructing multi-purpose paths and signage that extend beyond the City's borders directly to the stations. Providing safe and convenient routes to the blue and green lines will make the properties fronting the multi-purpose trails more marketable and attractive to residents seeking these amenities and developers seeking to capitalize on them.

The City must work collaboratively with the City of Shaker Heights and GCRTA to provide seamless connections from Beachwood's proposed bicycle trails into the station areas. Beachwood should also work to ensure adequate bicycle parking at these stations.



GOAL 5: CONNECT COMMUNITIES WITH CRITICAL SIDEWALKS

Sidewalks are the first step in connecting people to places. They provide a safe connection between neighborhoods and amenities.

Action 1: Construct new sidewalks in critical areas

Most Beachwood streets have sidewalks that connect residents to amenities; however, a few major streets currently

lack this important infrastructure. The City of Beachwood should prioritize sidewalk connections in these areas to build a complete and consistent sidewalk network throughout the City.

The primary and secondary priorities for new sidewalks are displayed on the Sidewalk Priorities map on page 139.

Action 2: Undertake a Safe Routes to School Plan

The Safe Routes to School program is intended to encourage and enable students to walk or ride their bicycle to school in a safe and comfortable environment. The Ohio Department of Transportation funds Safe Routes to School programs that can include planning, engineering, and programming that advances safe paths to schools. Examples include improved crosswalks, educational programs, or planning studies.

The City of Beachwood should apply for Safe Routes to School funding to ensure that Beachwood students have the opportunity to walk to school in a safe and comfortable environment, thereby promoting health, protecting the environment, and enhancing community spirit.

Action 3: Incorporate pedestrian and bicycle facilities into any design guidelines

The Beachwood Master Plan has proposed design guidelines for residential areas, the Beachwood Eco District, and the walkable overlay district. In any design district, the City should incorporate pedestrian, bicycle, and transit

County Planning's Complete Streets Toolkit

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

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

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



Source: PBIC Ryan Snyder

facilities to encourage active transportation. Design guidelines should consider items such as sidewalks, bicycle parking, street trees, benches, lamp posts, bus routes and stops, and wayfinding signage to make getting around easier.

effectively by ensuring connectivity through parking lots, promoting shared parking, and evaluating codes to limit overparking requirements.

Action 1: Evaluate existing shopping centers for pedestrian and bicycle connectivity

Existing shopping centers do not always include the most accessible pedestrian networks. Often sidewalks stop at the curb cut and do not extend into shopping centers. While having sidewalks along the right-of-way is important, equally important is extending sidewalks to business' front doors.

The City should identify missing sidewalks within shopping centers and work with owners to make improvements.

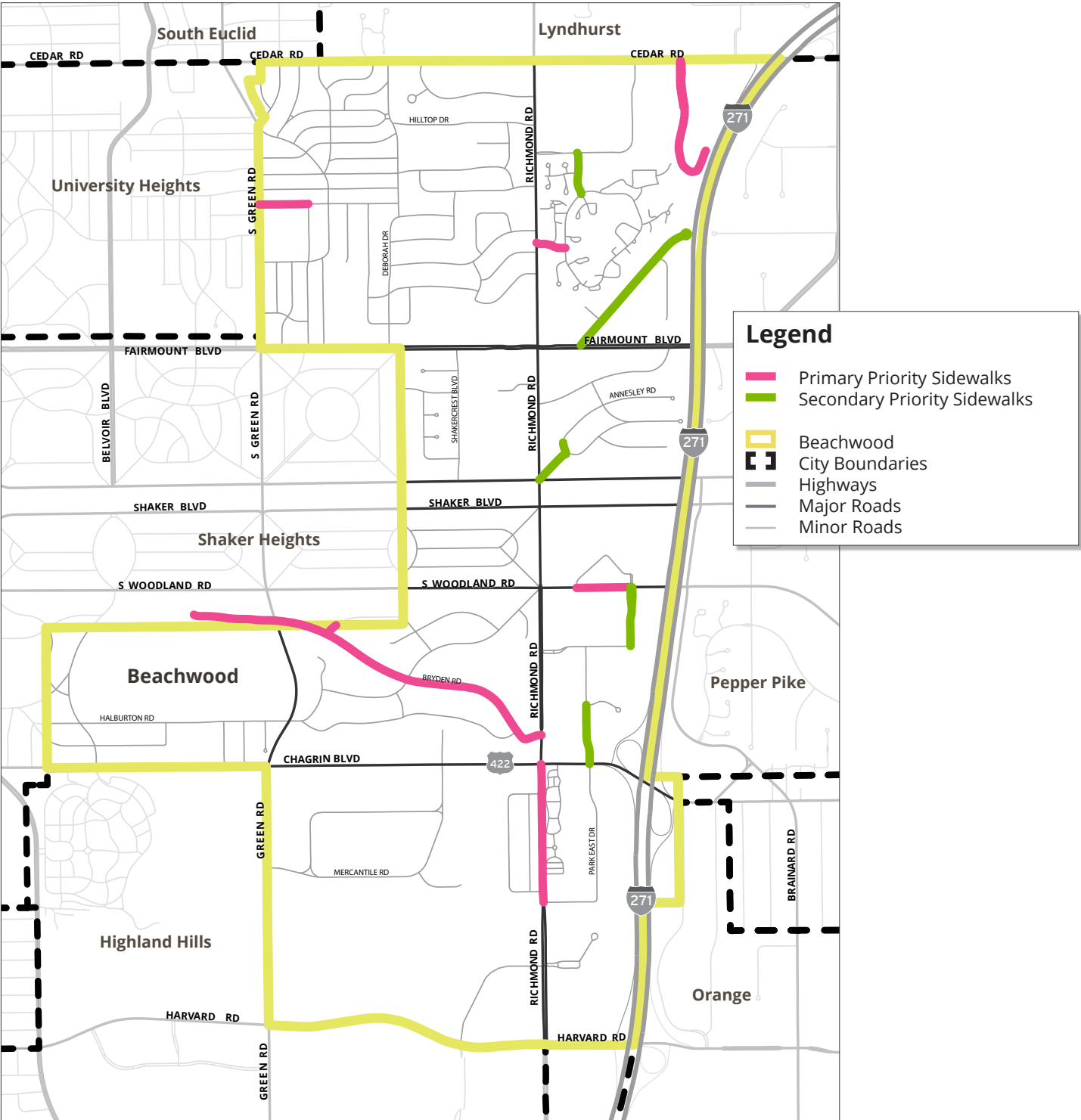


Flickr: Dean Hockman

GOAL 6: MANAGE PARKING EFFECTIVELY

In the modern era, parking is a critical component of the built environment; however, too many city ordinances are not structured to provide the appropriate amount of parking in the appropriate places. To balance the needs of all users, the constraints of land, and the realities of developers, the City needs to manage parking requirements

Map 21 Sidewalk Priorities



Action 2: Evaluate proposed developments for pedestrian and bicycle connectivity

When new developments are proposed, they should be evaluated for pedestrian connectivity. While circulation studies often indicate how vehicles will move within a parking lot, few developments indicate pedestrian access. This can create unsafe conditions and make walking less desirable. The City should require pedestrian circulation plans for all new developments.

For more information on pedestrian access at shopping centers, see the blue box on page 140.

Action 3: Promote shared parking and access management

While parking is an essential component of development, current standards unnecessarily increase the amount of parking required for businesses. Excess parking also yields environmental

problems such as limited tree canopy and excess stormwater.

To improve the environment and limit business' costs associated with parking, the City should promote shared parking, especially in mixed-use developments. Shared parking allows complimentary uses to share facilities and reduce costs. For instance, a parking lot that is shared by residents and office workers in a mixed-use building could allow residents to park in the lot overnight while allowing office workers to park in the lot during the day. This reduces overall parking while providing the appropriate number of spaces for all users.

Action 4: Evaluate parking requirements in the zoning code

Parking is an important but often misunderstood component of development. Parking standards in many communities are unrelated to true needs, leading to unnecessary amounts of pavement, additional costs to developers, and lost

Pedestrian Access at Shopping Centers

Creative design elements can make safer and more pedestrian friendly parking lots. As an example, center walks can increase safety and accessibility for pedestrians by providing a separated, raised walkway between two rows of parked vehicles. The path runs the length of the parking lot and connects both passengers exiting their cars and pedestrians entering from adjoining sidewalks or bus stops to their shopping destination. Center walks remove people from the dangers of the parking lot and encourage them to use a single access point to reach a storefront.

In addition to added safety and convenience for pedestrians, center walks may also add environmental and aesthetic benefits through increased landscaping.



Source: John A Stark

income tax revenues in developments that do not maximize their density.

The City of Beachwood should undertake a parking review to understand whether parking requirements in their zoning code are meeting the needs of residents, businesses, and visitors.

As an example, the City of Euclid undertook a zoning code update for its parking standards in 2014. The new standards updated the number of parking spaces required for various land uses to better match need, allowed for shared use of parking facilities between different land uses, and allowed for a reduction of the required number of parking spaces when a developer can demonstrate that the spaces are not needed.

Action 5: Evaluate overnight street parking restrictions as a way to reduce on-site parking requirements

Overnight parking restrictions limit how residents can use their neighborhood streets. While most structures in Beachwood incorporate parking, the densification and addition of mixed-use development will require more parking that could be accommodated with on-street parking rather than costly parking structures.

The City of Beachwood should evaluate allowing overnight street parking on neighborhood streets in and around mixed-use or higher density areas. Parking could be limited to residential permit holders, thereby limiting the number of cars on the street.



Quality Government

The effective management of governmental services and infrastructure is the prime directive of public officials. Quality services and infrastructure attract residents and businesses. The high quality of Beachwood's infrastructure and services was underscored in surveys of businesses and residents, and the ongoing maintenance of these services should be a primary focus of public officials.

Vision for Quality Government

The City developed one vision related to Quality Government, as outlined here:

- Continue to provide the highest quality municipal services to residents and businesses

The goals and actions on the following pages address these visions.



Citizens of Beachwood have come to expect high-quality, timely, and efficient services from City Hall. This is a testament to the City's efforts, but also requires ongoing commitment to maintaining the high quality of services residents expect.

Action 1: Develop metrics and evaluation systems for governmental services

The City should develop a series of metrics to measure governmental services and evaluate them at regular intervals. This will provide the City with base data and an ongoing evaluative method for ensuring services maintain their high quality.

Evaluation systems should include specific data points and community attitudes. Specific data points could include amount of recyclables collected or miles of roads maintained. Community attitude evaluations could include ongoing community surveys—conducted every three to five years—that allow residents to rate and evaluate the City's services.

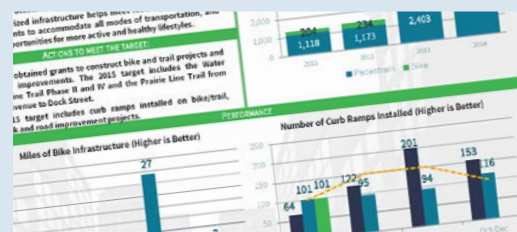
For more information on the City of Tacoma's performance measurements, see the blue box on page 143.

Tacoma's Performance Measurements

Publishing performance reports can assist a city government in setting and meeting service benchmarks while providing transparency and accountability to taxpayers. City performance standards can yield strategic planning information, assist City Council and staff with decision making, and identify areas needing improvement.

The City of Tacoma, Washington publishes quarterly performance reports looking at seven service areas: public safety, infrastructure, community services, economic development, tourism/culture, sustainability, and open government. The City sets benchmarks in each area and tracks whether or not the benchmarks were met. For example in infrastructure, the

City tracks the response time for pothole repairs. If the response time did not meet expectations, the City can examine the service and either adjust their benchmark or devise ways to improve service.



Source: City of Tacoma, Washington

Action 2: Continue to evaluate the success of the Beachwood mobile application

The City of Beachwood's mobile application is a relatively new tool for citizens, visitors, and businesses. Its success hinges on the ability of the City to continuously update and refine the application's offerings. The City should continue to evaluate the success of the Beachwood mobile application to ensure that it fulfills the goals of the City and the needs of users.

Action 3: Continue to provide high quality governmental services

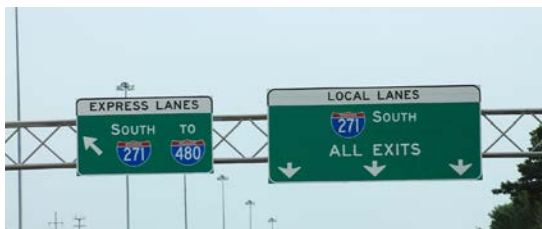
The City of Beachwood has a reputation for high-quality services that are enjoyed by residents and businesses alike. To continue to be among the premier suburbs of Cleveland's east side, Beachwood must continue to provide high quality governmental services.

surrounding municipalities to ensure sustained area-wide growth.

Action 1: Actively collaborate with surrounding communities on shared services including marketing, economic development, traffic management, and public safety

Collaboration with surrounding communities regarding shared services optimizes each community's resources and permits an effective use of time, money, and energy. The City of Beachwood should identify its strongest city services, evaluate their capacities, and consider expanding their service area to cover surrounding communities in exchange for other needed services. Shared services can allow entities to further their focus and save on vital resources contributing to a robust region benefiting each community.

Flickr: Jon Dawson



GOAL 2: BE A LEADER IN REGIONAL COLLABORATION

A strong and vibrant region benefits the City of Beachwood because the City relies on neighboring communities for employees, shoppers, and stability. Beachwood's strong position makes it a prime candidate to be a leader in facilitating regional collaboration between

BeachwoodOhio.com



GOAL 3: PRIORITIZE INVESTMENTS TO THE HIGHEST NEEDS

A capital improvement program allows the City of Beachwood to strategically align long-term investments with long-term planning to ensure investment is matched to the highest needs. By developing a capital improvement program that takes into account long-term needs, the City can create a blueprint

for future investments that gives reliability to developers and reinvests in sound infrastructure.

Action 1: Develop a five-year capital improvement program

Long-term capital improvement programs can help manage the City's infrastructure, can maximize economic development potential, can assist in avoiding crises, and can lay out the City's development plans in a single, coherent place that is publicly accessible and grounded in real data.

The City of Beachwood should formalize its capital improvements into a timeline and plan that includes proposed projects, methods of funding, and projected completion dates. This document should be tied to the City's master plan. By applying funding to plan goals, the City can successfully implement its plan.

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Source: Beachwoodohio.com

≡ IMPLEMENTATION PLAN

Moving from vision to implementation requires commitments of time and resources. The Implementation section ties individual actions to responsible parties, timeframes, and potential funding sources to ensure everyone is aware of how actions will be accomplished.

What's In This Section?

This section includes tables that correspond to each topic, goal, and action item from the Goals and Actions section. Each action includes a time frame identifying how long it could potentially take to accomplish the action, parties that are responsible for its implementation, potential level of funding, and possible funding opportunities.

The implementation tables are meant to serve as a guide; however, priorities, funding streams, and responsible parties can change over time. New resources should be evaluated against the action items as they arise.

How Do I Use It?

The Implementation section informs not only City staff and administration of who is responsible for undertaking actions, but it also discusses partnerships with private property owners, other municipalities, and other levels of government to demonstrate that accomplishing the plan will take efforts from many groups.

Actions and Collaborations

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

Types of Actions

The action steps can be categorized in three ways:

- **Proactive Actions** include recommendations for revising, expanding, promoting, or developing new programs or services conducted by the City. These are actions that would not otherwise occur without new action undertaken by the City.
- In addition to proactive actions, the plan recommends certain **Responsive Actions**. These actions are to be undertaken when certain conditions are met. For instance, reviewing the Future Land Use map is triggered when a development proposal is submitted to the City.

- Finally, the Master Plan recommends certain **Ongoing Actions**. These actions are meant to underscore positive steps the City is already undertaking and which are important to continue.

Collaboration

It is important to recognize that there are factors that impact the City that are beyond its control. In such cases, it is important to forge and maintain supportive partnerships with those who do have control. In addition, because cities across the County and State facing declining resources, it is becoming more important than ever to engage firms, institutions, and citizens in the work of government. The City already has a variety of partnerships that are critical for providing services to the residents:

- Beachwood City School District
- County Library
- The Business Community

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 collaborative action.

Implementation Tables

The implementation tables on the following pages link directly to the actions in the Goals and Actions section. The tables outline the Goals and Actions, Projected Timeline, Responsible Parties & Partners, Estimated Cost, and Potential Funding Sources.

Responsible Parties & Partners are identified through symbols as shown in the legend on the following pages.

While Responsible Parties & Partners, Estimated Timelines, and Potential Funding Sources are outlined, changing circumstances, priorities, and funding streams may require this action table to change. It is important to recognize the table is a guide that is intended to be updated with new circumstances.

The City of Beachwood should evaluate the status of the Master Plan every six months to ensure that actions are being completed.

Cost Estimates

The implementation tables contain three levels of cost estimates: high, medium, and low. Because of the ever-changing nature of projects, costs are variable;






























however, we have provided ranges to give a general understanding of the scope of undertaking a project.

Generally, our high, medium, and low cost ranges can be understood as follows:












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

Importantly, estimated costs are only supplied for the action as described. They do not take into account additional steps. For instance, the cost for the action “Develop a detailed area plan for Chagrin Highlands” is only for the development of the area plan. The cost does not take into account the cost of any actions that would follow from the development of such a plan.




Land Use Actions













Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners		Est. Cost	Potential Funding Sources
Update plans to encourage mixed-use development, page 85						
Develop a detailed area plan for Chagrin Highlands, page 85	2-3 Yrs	★★★		      	Medium	NOACA TLCI Program
Collaborate with University Heights on planning efforts for the Cedar-Green Business District, page 85	Ongoing			  	—	—
Update Beachwood’s Zoning Code to reflect new priorities, page 86						
Update the zoning code to streamline the development process, page 86	1-2 Yrs	★★		 	Low	—
Consider updates to the City’s home occupation regulations, page 87	1-2 Yrs	★★		 	Low	—
Promote walkable development through new zoning districts, page 87						
Adopt a zoning overlay that encourages walkability, page 87	1-2 Yrs	★★			Low	—
Develop two mixed-use zoning districts, page 88	1-2 Yrs	★★★		  	Low	—
Reimagine Chagrin Boulevard and Chagrin Highlands as a mixed-use, walkable district, page 89	Ongoing			    	Medium	NOACA TLCI Program
Adopt the Master Plan policies to guide future development, page 89						
Adopt the Future Land Use map to guide zoning decisions, page 89	1-2 Yrs	★★★			—	—

Housing Actions










Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners		Est. Cost	Potential Funding Sources
Protect existing residential neighborhoods, page 97						
Continue to enforce the rental housing quality control program, page 97	Ongoing				—	—
Develop neighborhood design guidelines, page 97	1-2 Yrs	★★		  	Low	—
Protect and buffer single-family neighborhoods from new developments, page 97	Ongoing				—	—
Promote redevelopment of outmoded housing, page 97						
Remove Building Code and Zoning Code obstacles to modernizing single-family homes, page 98	1-2 Yrs	★★		 	Low	—
Consider tax abatements for residential improvements, page 98	2-3 Yrs	★★			Low	Community Reinvestment Area

Responsible Parties & Partners Legend

City of Beachwood			 Proposed Community Improvement Corporation	 City of Shaker Heights
 General City	 Bicycle Advocacy Groups	 City of University Heights	 Proposed Beachwood Eco-District	 City of Warrensville Heights
 Audit/Finance	 Non-Profits	Other Governmental Agencies		
 Building	 Private Property Owners	 Northeast Ohio Areawide Coordinating Agency (NOACA)		
 Community Services	 Qualified Design Professionals	 Cuyahoga County Department of Public Works		
 Economic Development	Nearby Communities		 Cuyahoga County Department of Development	
 Planning	 General Surrounding Communities	 County Planning		
 Service	 City of Cleveland	 Greater Cleveland Regional Transit Authority (RTA)		
 Beachwood Schools	 Village of Highland Hills	 Ohio Department of Transportation (ODOT)		
 Beachwood Safety Services	 City of Lyndhurst			
Private and Non-Profit Entities			 City of Pepper Pike	
 Senior Facilities				

Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners			Est. Cost	Potential Funding Sources
Continue to monitor the impact of non-residential uses on surrounding neighborhoods, page 98	Ongoing			 	—	—	
Re-imagine Richmond Road as a multi-family corridor, page 99	Ongoing				—	—	
Promote a policy of aging in place, page 99							
Encourage and incentivize universal design to allow aging in place, page 99	1-2 Yrs	★★		 	Medium	Community Reinvestment Area IRS Tax Deduction Department of Veterans Affairs Housing Grants	
Provide additional residential amenities, page 100							
Construct unique street lighting in residential neighborhoods, page 100	3-5 Yrs	★★			High	Eaton LED Street Lighting Modernization Program	
Name residential neighborhoods to enhance the sense of place, page 100	1-2 Yrs	★★		 	Low	—	

Economic Development Actions

Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners		Est. Cost	Potential Funding Sources
Enhance the City's communication network, page 103						
Evaluate broadband network improvements, page 103	1-2 Yrs	★★★		  	Medium	OneCommunity Big Gig Challenge Grant
Consider building a citywide wireless network, page 104	1-2 Yrs	★★		 	High	—
Develop a standard menu of business incentives, page 104						
Prioritize retention and outreach to existing businesses, page 104	Ongoing				—	—
Develop standardized business incentives, page 104	2-3 Yrs	★★★			Low	—

Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners			Est. Cost	Potential Funding Sources
Establish a Community Reinvestment Area that links incentives to identified goals, page 104	3-5 Yrs	★★★	ED	P	CD	Low	—
Focus incentives on office attraction rather than retail, page 105	Ongoing		ED			—	—
Lead the development of a micro-regional economic development district, page 105							
Convene a consortium of I-271 Corridor communities, page 105	1-2 Yrs	★★	ED	HH PP WH	HH SH UH CD	Low	U.S. Economic Development Administration Regional Innovation Strategies Program U.S. Economic Development Administration Planning and Local Technical Assistance Program Fund for Our Economic Future

Responsible Parties & Partners Legend

City of Beachwood

- General City
- Audit/Finance
- Building
- Community Services
- Economic Development
- Planning
- Service
- Beachwood Schools
- Beachwood Safety Services

Private and Non-Profit Entities

- Senior Facilities

- Proposed Community Improvement Corporation
- Bicycle Advocacy Groups
- Proposed Beachwood Eco-District
- Non-Profits
- Private Property Owners
- Qualified Design Professionals














Nearby Communities

- General Surrounding Communities
- City of Cleveland
- Village of Highland Hills
- City of Lyndhurst
- City of Pepper Pike











- City of Shaker Heights
- City of University Heights
- City of Warrensville Heights








Other Governmental Agencies

- Northeast Ohio Areawide Coordinating Agency (NOACA)
- Cuyahoga County Department of Public Works
- Cuyahoga County Department of Development
- County Planning
- Greater Cleveland Regional Transit Authority (RTA)
- Ohio Department of Transportation (ODOT)





Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners			Est. Cost	Potential Funding Sources
Shift focus to infill development, page 106							
Remove barriers to adaptive reuse of older buildings, page 106	1-2 Yrs	★★		  	Low	—	
Establish a non-profit Community Improvement Corporation to drive economic development activities, page 107	3-5 Yrs	★★		  	Medium	—	
Strategically acquire and aggregate parcels for larger developments, page 107	Ongoing			 	—	—	
Work with the Department of Development on brownfield remediation, page 107	Ongoing				—	Cuyahoga County Department of Development Community Assessment Initiative Cuyahoga County Department of Development USEPA Brownfield Revolving Loan Fund Clean Ohio Brownfield Revitalization Fund	

Community Image Actions







Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners		Est. Cost	Potential Funding Sources
Develop a physical city brand, page 109						
Develop design guidelines to form a characteristic Beachwood brand, page 109	2-3 Yrs	★★★		 	Low	National Endowment for the Arts “Our Town” Grant
Develop a common set of unique infrastructure elements, page 109	2-3 Yrs	★★★		 	Low	—
Establish streetscape plans for Richmond Road and Chagrin Boulevard, page 109	2-3 Yrs	★★★		  	Low	NOACA TLCI Program ODOT Safe Routes to School Program National Endowment for the Arts “Our Town” Grant











Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners			Est. Cost	Potential Funding Sources
Construct gateway entrances to the City, page 110	2-3 Yrs	★★★		 		High	National Endowment for the Arts "Our Town" Grant
Identify Beachwood from the I-271 Corridor, page 110	3-5 Yrs	★★★		  		High	—

Parks and Recreation Actions













Goals and Actions	Projected Timeline and Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources	
Construct a new, multi-purpose public open space as a town center, page 117					
Develop a detailed town center area plan for the space around City Hall and the recreation complex, page 117	2-3 Yrs	★★★	   	Medium	ODNR NatureWorks Program ODNR Land and Water Conservation Fund National Endowment for the Arts “Our Town” Grant The George Gund Foundation

Responsible Parties & Partners Legend

City of Beachwood		 Proposed Community Improvement Corporation	 City of Shaker Heights
 General City		 Bicycle Advocacy Groups	 City of University Heights
 Audit/Finance		 Proposed Beachwood Eco-District	 City of Warrensville Heights
 Building		 Non-Profits	Other Governmental Agencies
 Community Services		 Private Property Owners	
 Economic Development		 Qualified Design Professionals	
 Planning		Nearby Communities	
 Service			
 Beachwood Schools			
 Beachwood Safety Services		 General Surrounding Communities	 Northeast Ohio Areawide Coordinating Agency (NOACA)
Private and Non-Profit Entities		 City of Cleveland	 Cuyahoga County Department of Public Works
 Senior Facilities		 Village of Highland Hills	 Cuyahoga County Department of Development
		 City of Lyndhurst	 County Planning
		 City of Pepper Pike	 Greater Cleveland Regional Transit Authority (RTA)
			 Ohio Department of Transportation (ODOT)
















Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners			Est. Cost	Potential Funding Sources
Repurpose vacant land for park space, page 117							
Enhance barren green spaces to become usable park space, page 117	3-5 Yrs	★★		  	High	ODNR NatureWorks Program ODNR Land and Water Conservation Fund The George Gund Foundation	
Consider expanding the park system as green spaces become available, page 118	Ongoing				—	ODNR NatureWorks Program ODNR Land and Water Conservation Fund The George Gund Foundation	
Use events to enliven the City, page 118							
Continue to provide events that are working well, page 118	Ongoing				—	—	
Use pop-up events to address City needs, page 118	1-2 yrs	★★			Low	Cuyahoga Arts and Culture Creative Culture Grants PNC Foundation The George Gund Foundation	
Provide additional events and services for the City's seniors, page 119	1-2 Yrs	★			Medium	U.S. DOT Mobility Services for All Americans Deployment Planning Projects	

Environment Actions










Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Develop the Beachwood Eco-District, page 123					
Encourage and incentivize green development, page 123	2-3 Yrs	★★★	     	Medium	The George Gund Foundation ODSA Energy Loan Fund PACE Financing Ohio Air Quality Development Authority DOE Office of Energy Efficiency and Renewable Energy Federal Tax Credits for Energy Efficiency Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants
Develop a Green Employer award program, page 123	1-2 Yrs	★	 	—	—
Review the zoning and building codes for green impediments, page 125	1-2 Yrs	★	   	Low	The George Gund Foundation

Responsible Parties & Partners Legend

City of Beachwood		 Proposed Community Improvement Corporation	 City of Shaker Heights
 General City		 Bicycle Advocacy Groups	 City of University Heights
 Audit/Finance		 Proposed Beachwood Eco-District	 City of Warrensville Heights
 Building		 Non-Profits	Other Governmental Agencies
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 Beachwood Safety Services		 Village of Highland Hills	 Cuyahoga County Department of Development
Private and Non-Profit Entities		 City of Lyndhurst	 County Planning
 Senior Facilities		 City of Pepper Pike	 Greater Cleveland Regional Transit Authority (RTA)
			 Ohio Department of Transportation (ODOT)
























Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners		Est. Cost	Potential Funding Sources
Continue to protect critical environmental features, page 125						
Protect, improve, and expand the City's tree canopy, page 125	Ongoing				Medium	Arbor Day Foundation Strategic Tree Planting Initiative Keep America Beautiful Grant Programs International Society of Arboriculture Grant Programs
Ensure existing green spaces are adequately protected, page 126	1-2 Yrs	★			Medium	ODNR NatureWorks Program ODNR Land and Water Conservation
Enforce existing environmental regulations, page 126	Ongoing				—	—
Capitalize on scenic overlooks in new developments, page 126	Ongoing				—	—
Expand Beachwood's green infrastructure and services, page 126						
Evaluate the success of solar-powered lights and traffic signals, page 126	1-2 Yrs	★			—	—
Expand LED lighting to all City street lights, page 126	Ongoing				Medium	Eaton LED Street Lighting Modernization Program
Increase the number of recycling locations near multi-family complexes, page 127	2-3 Yrs	★★★			Medium	Ohio EPA Recycling and Litter Prevention Grants
Invest in green stormwater infrastructure, page 127	3-5 Yrs	★★		  	Medium	The George Gund Foundation NEORSD Green Infrastructure Grant Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants
Develop new lighting standards to reduce light pollution, page 127	1-2 Yrs	★			Low	—

Transportation Actions














Goals and Actions	Projected Timeline and Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Update the road network in critical areas, page 129				
Adopt a Complete Streets Policy, page 129	1-2 Yrs ★★★	   	Low	—
Build a complete and green street connecting Commerce Park to Harvard Road, page 129	3-5 Yrs ★★★	    	High	Transportation Alternatives Program Congestion Mitigation and Air Quality Program NEORS Green Infrastructure Grant Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants



























Responsible Parties & Partners Legend
















City of Beachwood		 Proposed Community Improvement Corporation	 City of Shaker Heights
 General City		 Bicycle Advocacy Groups	 City of University Heights
 Audit/Finance		 Proposed Beachwood Eco-District	 City of Warrensville Heights
 Building		 Non-Profits	Other Governmental Agencies
 Community Services		 Private Property Owners	
 Economic Development		 Qualified Design Professionals	
 Planning		Nearby Communities	
 Service		 General Surrounding Communities	
 Beachwood Schools		 City of Cleveland	 Cuyahoga County Department of Public Works
 Beachwood Safety Services		 Village of Highland Hills	 Cuyahoga County Department of Development
Private and Non-Profit Entities		 City of Lyndhurst	 County Planning
 Senior Facilities		 City of Pepper Pike	 Greater Cleveland Regional Transit Authority (RTA)
			 Ohio Department of Transportation (ODOT)

Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners			Est. Cost	Potential Funding Sources
Upgrade Commerce Park roads to be green streets, page 129	3-5 Yrs	★★		  		High	Transportation Alternatives Program NEORS Green Infrastructure Grant Program Congestion Mitigation and Air Quality Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants
Consider a road diet along Richmond Road and Chagrin Boulevard, page 129	3-5 Yrs	★		  		High	NOACA TLCI Program Congestion Mitigation and Air Quality Program
Work with NOACA on any improvements to Cedar Road, page 130	3-5 Yrs	★★★★		   		—	—
Evaluate traffic improvements such as signalization and restriping that do not require costly capital improvements to improve efficiency, page 130	Ongoing			   		Low	NOACA TLCI Program Congestion Mitigation and Air Quality Program
Promote active transportation with a trail network for pedestrians and bicyclists, page 130							
Construct a complete bicycle network, page 130	3-5 Yrs	★★★★		   		High	ODNR Clean Ohio Trails Fund ODNR Recreational Trails Program Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program County Surface Transportation Program State Capital Improvement Program (SCIP) The People for Bikes Community Grant Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants

Responsible Parties & Partners Legend








City of Beachwood			
	General City		Proposed Community Improvement Corporation
	Audit/Finance		Bicycle Advocacy Groups
	Building		Proposed Beachwood Eco-District
	Community Services		Non-Profits
	Economic Development		Private Property Owners
	Planning		Qualified Design Professionals
	Service	Nearby Communities	
	Beachwood Schools		General Surrounding Communities
	Beachwood Safety Services		City of Cleveland
Private and Non-Profit Entities			Village of Highland Hills
	Senior Facilities		City of Lyndhurst
			City of Pepper Pike
			City of Shaker Heights
			City of University Heights
			City of Warrensville Heights
		Other Governmental Agencies	
			Northeast Ohio Areawide Coordinating Agency (NOACA)
			Cuyahoga County Department of Public Works
			Cuyahoga County Department of Development
			County Planning
			Greater Cleveland Regional Transit Authority (RTA)
			Ohio Department of Transportation (ODOT)

Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners		Est. Cost	Potential Funding Sources
Work with advocacy groups to provide bike education and safety training, page 134	Ongoing				Low	Section 402 Highway Safety Funds
Develop a bike-sharing system, page 134	3-5 Yrs	★		  	Medium	NOACA TLCI Program Transportation Alternatives Program Congestion Mitigation and Air Quality Program Private Sponsors
Fully integrate transit into Beachwood's complete transportation network, page 134						
Improve bus stops to make transit more attractive, page 136	3-5 Yrs	★★		  	High	Transportation Alternatives Program Congestion Mitigation and Air Quality Program RTA Transportation Waiting Environment Program
Lead east side communities in advocating for high quality transit along Cedar Road, page 136	1-2 Yrs	★★★★		  	—	—
Develop quality connections to nearby transit stations as an economic development strategy, page 136	1-2 Yrs	★★★★		   	High	Transportation Alternatives Program Congestion Mitigation and Air Quality Program ODNR Clean Ohio Trails Fund ODNR Recreational Trails Program Federal Transit Administration Grants
Connect communities with critical sidewalks, page 137						
Construct new sidewalks in critical areas, page 137	3-5 Yrs	★★★★		  	High	Transportation Alternatives Program NOACA Surface Transportation Program County Surface Transportation Program Congestion Mitigation and Air Quality Program State Capital Improvement Program (SCIP)
Undertake a Safe Routes to School Plan, page 137	2-3 Yrs	★		 	Low	ODOT Safe Routes to School Program

Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners		Est. Cost	Potential Funding Sources
Incorporate pedestrian and bicycle facilities into any design guidelines, page 137	1-2 Yrs	★★★			—	—
Manage parking effectively, page 138						
Evaluate existing shopping centers for pedestrian and bicycle connectivity, page 138	1-2 Yrs	★		 	Low	—
Evaluate proposed developments for pedestrian and bicycle connectivity, page 140	Ongoing	★★★			—	—
Promote shared parking and access management, page 140	Ongoing	★★★		    	—	—
Evaluate parking requirements in the zoning code, page 140	1-2 Yrs	★			—	—

Responsible Parties & Partners Legend

City of Beachwood






-  General City
-  Audit/Finance
-  Building
-  Community Services
-  Economic Development
-  Planning
-  Service
-  Beachwood Schools
-  Beachwood Safety Services




Private and Non-Profit Entities

-  Senior Facilities







-  Proposed Community Improvement Corporation
-  Bicycle Advocacy Groups
-  Proposed Beachwood Eco-District
-  Non-Profits
-  Private Property Owners
-  Qualified Design Professionals

Nearby Communities

-  General Surrounding Communities
-  City of Cleveland
-  Village of Highland Hills
-  City of Lyndhurst
-  City of Pepper Pike










-  City of Shaker Heights
-  City of University Heights
-  City of Warrensville Heights

Other Governmental Agencies

-  Northeast Ohio Areawide Coordinating Agency (NOACA)
-  Cuyahoga County Department of Public Works
-  Cuyahoga County Department of Development
-  County Planning
-  Greater Cleveland Regional Transit Authority (RTA)
-  Ohio Department of Transportation (ODOT)

Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners				Est. Cost	Potential Funding Sources
Evaluate overnight street parking restrictions as a way to reduce on-site parking requirements, page 141	2-3 Yrs	★					Low	—

Quality Government Actions

Goals and Actions	Projected Timeline and Priority		Responsible Parties & Partners				Est. Cost	Potential Funding Sources
Effectively respond to citizen needs, page 143								
Develop metrics and evaluation systems for governmental services, page 143	2-3 Yrs	★★		  	Low	—		
Continue to evaluate the success of the Beachwood mobile application, page 144	Ongoing				—	—		
Continue to provide high quality governmental services, page 144	Ongoing				—	—		
Be a leader in regional collaboration, page 144								
Actively collaborate with surrounding communities on shared services including marketing, economic development, traffic management, and public safety, page 144	Ongoing ★★★				Low	—		
Prioritize investments to the highest needs, page 144								
Develop a five-year capital improvement program, page 145	1-2 Yrs	★★			Low	—		

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County Planning

FOR OUR COMMUNITY
FOR OUR REGION
FOR OUR FUTURE