

5. Goals & Actions: Citywide Framework

WHATS INSIDE

The Citywide Framework section describes actions that are generalized across the City and are intended to accomplish the Vision outlined by residents. The section includes nine Citywide goals. Each goal includes a description of the overall strategy, actions to accomplish the goal, and a series of maps or images to support the most important actions.

The Citywide Framework is based on the Vision Principles as reviewed and updated by the Public and Steering Committee.

HOW DO I USE IT?

The Citywide Framework section covers changes to City policy and actions that can be taken for the benefit of the City as a whole. It should be used as a guide for the City, residents, neighborhood groups, and others to decide on actions that can address identified issues.

The Citywide Framework is the second half of the Plan's Goals & Actions.

CITYWIDE FRAMEWORK

- Foster Community Pride and Neighborhood Networks, page 76
- Stabilize the Housing Market and Encourage Reinvestment in Neighborhoods, page 80
- Improve the Vibrancy of the City's Business districts, page 84
- Encourage Walking and Bicycling, page 88
- Protect the City's Critical Environmental Features, page 90
- Revitalize Existing Parks and Strategically Enhance the City's Recreation System, page 92
- Coordinate Infrastructure Improvements, page 94
- Develop a Comprehensive System of Youth Engagement, page 96
- Grow Manufacturing Jobs, page 98



GOAL 1

FOSTER COMMUNITY PRIDE AND NEIGHBORHOOD NETWORKS

The City of Maple Heights has undergone dramatic changes in the past fifty years, resulting in a lack of neighborhood networks and community identity. A distinct identity can bolster community pride and keep and attract residents. This goal calls for fostering that community pride through improved branding and messaging, as well as by building networks among neighbors.

Maple Heights' existing brand identity is inconsistent in terms of colors, logos, and signage. To better coordinate these brand elements and reinforce a positive, professional, and consistent identity for the City, Maple Heights should undertake a branding campaign. This should include streamlining the City's logo, colors, and brand features for use in marketing, signage, gateways, infrastructure, and other features.

While branding can define a community, social networks are the key to community buy-in. The City should foster connections between neighbors through block group programs to connect existing neighbors, engage new residents, and improve neighborhood cohesion.

ACTION STEPS—BRANDING

- A.** Hire qualified design professionals to develop a consistent City brand for logos, gateway signs and markers, flags, municipal vehicles, business districts, parks, and other pieces (See page 78 for information on Community Branding)
- B.** Implement the brand by constructing gateway signs at minor and major entrances, enhancing infrastructure as roads are improved, updating the City's website, and adding other features identified in a branding scheme (See page 77 for information on Gateway Locations)
- C.** Undertake a campaign to foster community pride through media that portrays the positive aspects of living in Maple Heights

ACTION STEPS—BLOCK CLUBS

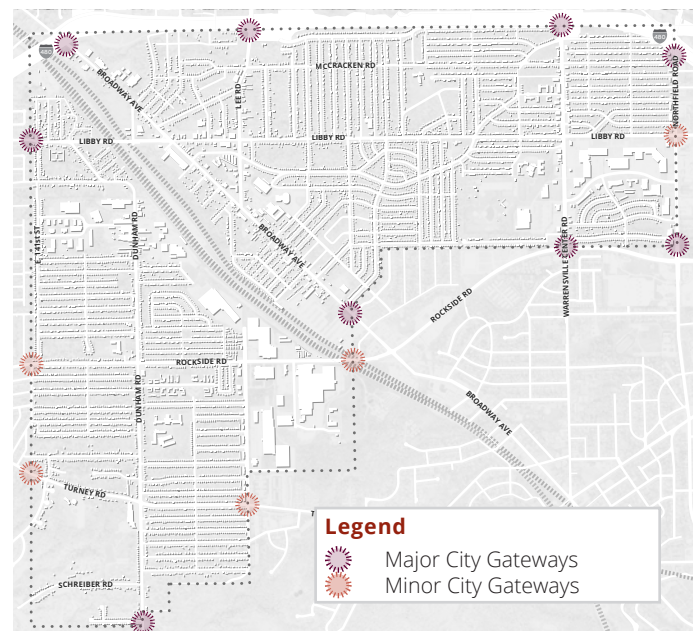
- D.** Strengthen the City's block club program to connect neighbors and build local social networks (See page 77 for information on Building Block Clubs)
- E.** Consider a new Community Development Corporation or partner with an existing one to assist the City in fostering neighborhood networks and acting as a central repository of community engagement efforts and best practices
- F.** Map neighborhood groups and block clubs, and post contact information on the City's website to make involvement easier
- G.** Foster a sense of community among residents of all races and ethnicities by partnering with groups to expand events and efforts that embrace diversity
- H.** Encourage neighborhood safety through block watches and safety trainings

GATEWAY LOCATIONS

The Gateway Locations map displays two types of entrance points into Maple Heights: major gateways and minor gateways. Major gateways are large entrances to the City that may be major roads or highway off-ramps. Minor gateways are smaller, neighborhood entrances such as side-streets or minor thoroughfares between Cities.

When constructing signs at gateways, they should be tailored in size and complexity to the type of gateway as shown on the map.

Map 15 — Gateway Locations



BUILDING BLOCK CLUBS

Block clubs bring together residents within small areas or on a street to meet, organize, and have fun. They can connect neighbors who previously did not know each other, strengthen bonds, and host events.

In Maple Heights, many residents said that they did not know their neighbors and that there were few opportunities to connect. Block clubs can re-establish those neighborhood bonds.

HOLD THE NEXT MEETING

to keep the momentum going toward the first cookout, block watch, or other event

SET ROLES AND MISSION

to identify who does what, how to move forward, and what the goals are

DEVELOP AN AGENDA

of items to discuss, introductions to include, and rules for the discussion

SET A MEETING

that is open to everyone and held in an accessible location

BUILD A NETWORK

of neighbors by knocking on doors, placing calls, hanging flyers, and sending emails

IDENTIFY A LOCAL RESIDENT

who can take a lead in building the neighborhood network

START HERE!

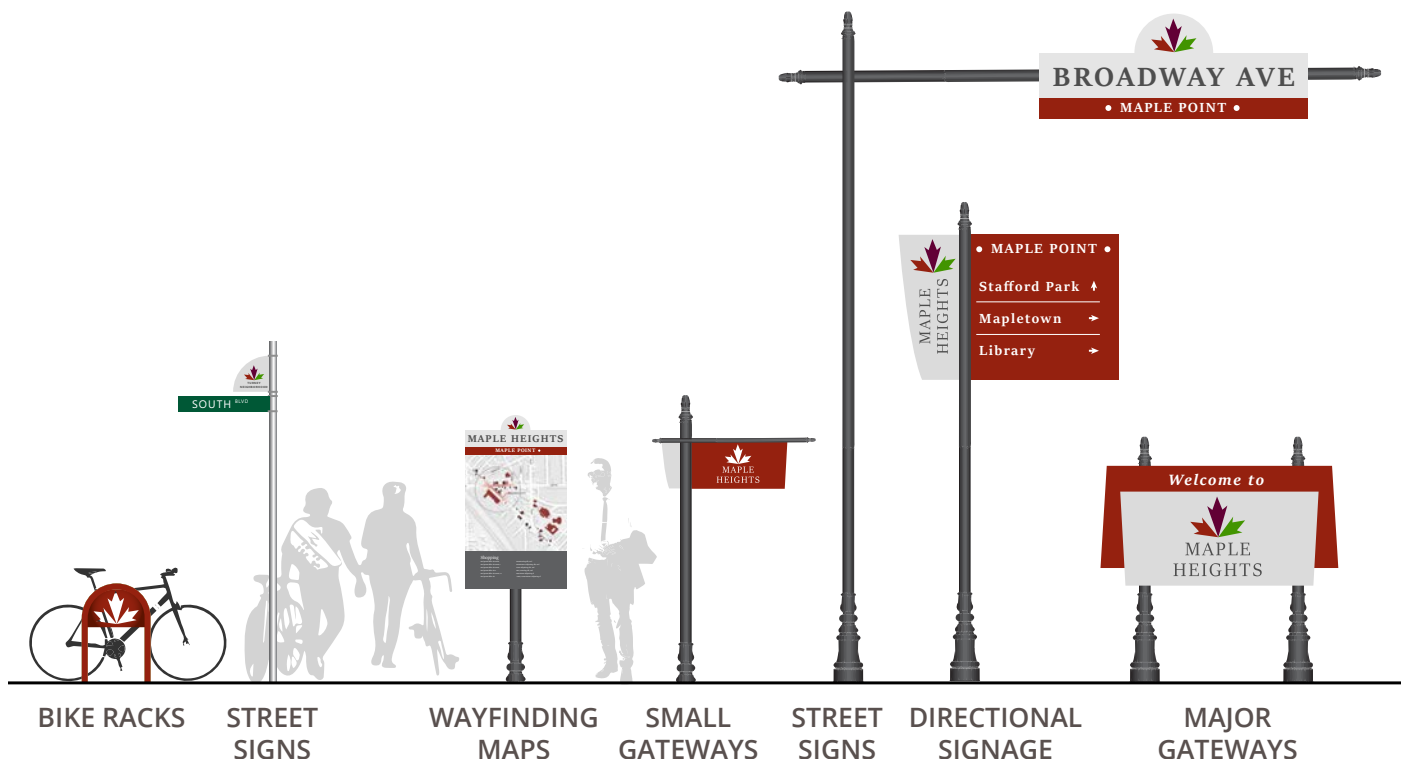


COMMUNITY BRANDING

LOGO EXAMPLE

The logo at right is an example of how the existing Maple Heights logo could be updated in a more modern fashion. In this example the maple leaf is less literal, and the three colors represent the City's three major commercial districts.

The font is a traditional font that highlights clean lines and serifs. This evokes a classic feel for Maple, which was established as a typical post-war suburb.



BRAND EXPANSION

The images above show how a logo could be expanded for use throughout the community. Examples include bike racks, neighborhood signs, wayfinding maps, gateways, and street signs.

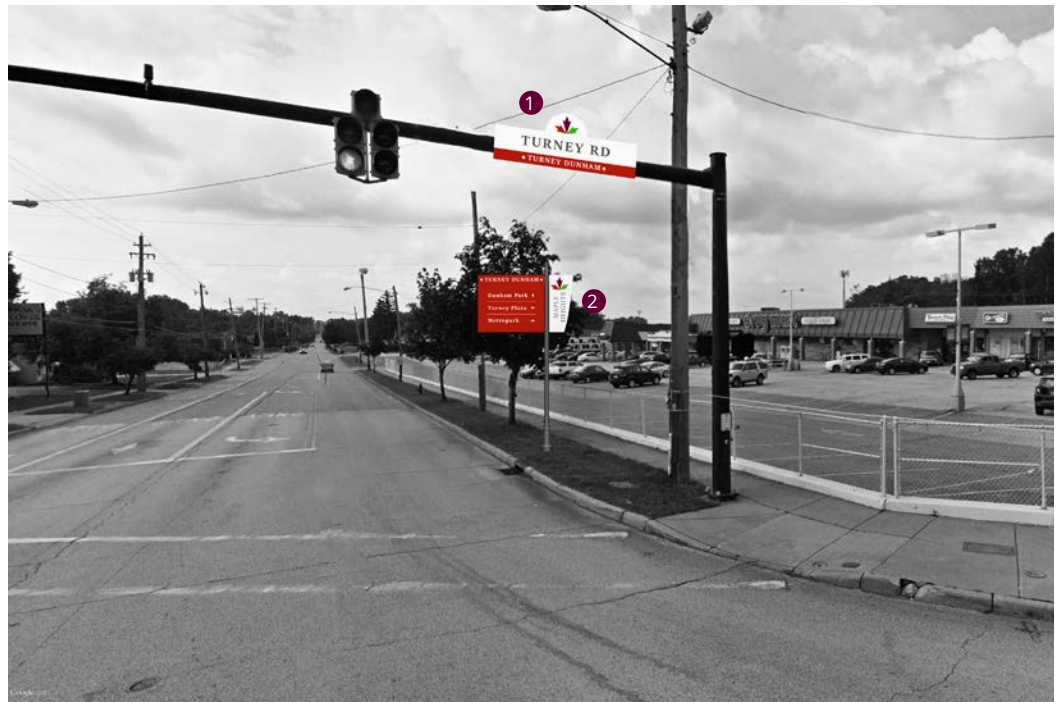
By using the same colors, fonts, and designs throughout these various features, the City can create a consistent visual language for residents and visitors to the City. This can improve the perception of the City, provide visual cues, identify directions for visitors, and brand the community.

TURNEY ROAD EXAMPLE

This example from the intersection of Turney and Dunham shows decorative street signs that identify both the street and the neighborhood. Directional signage can also point to neighborhood amenities such as Turney Plaza and Dunham Park.

Legend

- ① Decorative Street Sign
- ② Directional Signage



MAPLE POINT EXAMPLE

This example from the intersection of Maple Heights Boulevard and Broadway shows decorative street signs as well as maps of the area for pedestrians and decorative bike racks for safe and secure bicycle parking.

Legend

- ① Decorative Street Sign
- ② Pedestrian Map
- ③ Decorative Bike Racks



GOAL 2

STABILIZE THE HOUSING MARKET AND ENCOURAGE REINVESTMENT IN NEIGHBORHOODS

Maple Heights largely consists of single-family neighborhoods, many of which struggled during the Great Recession; however, recent sales price increases have shown major improvements for City neighborhoods. To continue this positive trajectory, this goal calls for stabilizing the housing market through maintenance efforts and encouraging reinvestment through marketing, homeownership resources, and new construction.

Because most City parcels have already been built upon, maintenance is critical to ensuring ongoing affordability and neighborhood cohesion. The Western Reserve Land Conservancy's 2017 Property Survey of Maple Heights found nearly 99% of City structures were in good condition. Only 123 out of 9,899 structures were rated as having poor exterior maintenance. The City should work with these owners to bring the structures into code compliance or require demolition. Additionally, the City should begin updating the property survey by annually reviewing a fifth of City structures for exterior maintenance.

The City should highlight well-maintained properties and market them to prospective buyers. With affordable and one-story homes, the City's housing stock fits the needs of first-time homebuyers and downsizing households. These qualities could attract a new wave of Maple residents.

Homeownership in Maple Heights should be reinforced through efforts to finance and incentivize home-buying. Because of the low sales price of Maple homes, some banks do not offer mortgage loans to buyers. The City and its partners should identify existing loan programs, expand those, and market them to potential buyers. Combined with education on ownership and assistance in paying down back taxes, these efforts can expand homeownership.

Finally, what few vacant parcels are left in Maple Heights should be assembled. With incentives for new development and a streamlined Zoning Code that makes construction permitting efficient, new homes or renovations can be encouraged.

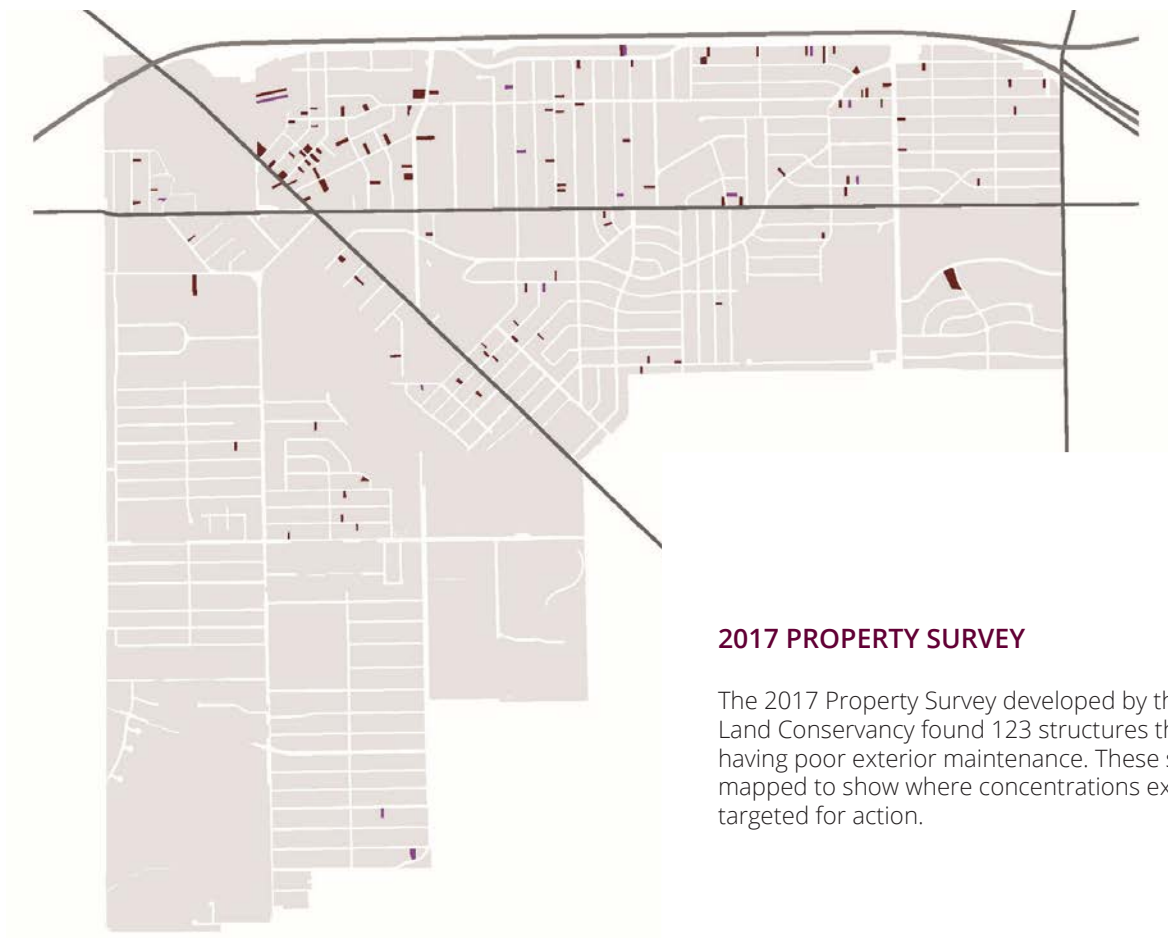
ACTION STEPS—MAINTENANCE

- A. *Use the 2017 Property Survey to identify distressed properties and bring them up to code or demolish those beyond repair (See page 81 for information on 2017 Property Survey)*
- B. *Develop an ongoing exterior housing maintenance program to update survey data on a five-year rotating basis*

ACTION STEPS—MARKETING

- C. *Market Maple Heights as an affordable starter-home and one-story living location*
- D. *Develop a home improvement award program that recognizes investments in renovations and quality construction*

(Continued on following page)



2017 PROPERTY SURVEY

The 2017 Property Survey developed by the Western Reserve Land Conservancy found 123 structures that were rated as having poor exterior maintenance. These structures were mapped to show where concentrations exist and can be targeted for action.

Legend	
■	C-Grade Buildings: 108
■	D-Grade Buildings: 14
■	F-Grade Buildings: 1

GOAL 2

ACTION STEPS—HOMEOWNERSHIP

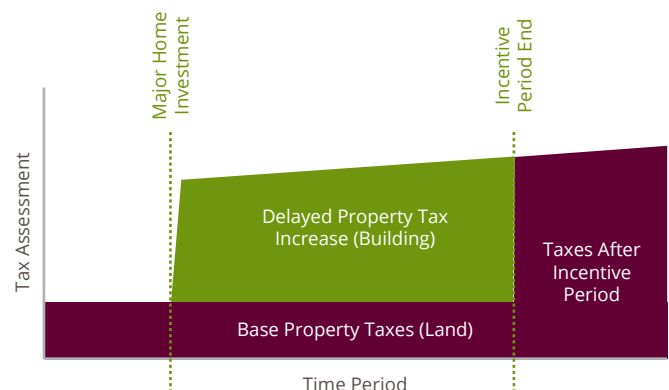
- E.** Partner with nearby communities, regional non-profits, local agencies, and banks to develop a mortgage and rehabilitation loan program for homes under \$50,000
- F.** Work with non-profits and other resource centers to host homeownership classes for current renters and other prospective homeowners
- G.** Work with the Cuyahoga County Fiscal Office, Treasurer, and Prosecutor to reduce the number and severity of tax delinquent properties through education and repayment plans

ACTION STEPS—CONSTRUCTION

- H.** Assemble land in target areas and advertise infill housing opportunities to developers
- I.** Update the City's Zoning Code to ensure it allows appropriate infill housing and home renovations
- J.** Update the City's Community Reinvestment Area to incentivize new housing construction in targeted areas (See page 82 for information on Community Reinvestment Areas)
- K.** Advertise the Maple Heights home renovation concepts completed by the Cleveland Urban Design Collaborative to homeowners to encourage renovations of existing properties (See page 83 for information on Home Renovation Plans)
- L.** Partner with non-profits such as the Home Repair Resource Center to educate homeowners on repairs and renovations

COMMUNITY REINVESTMENT AREAS

A Community Reinvestment Area is a defined location where new home construction or substantial rehabilitation are encouraged by delaying increases in taxes that come with new investment. Rather than property taxes immediately rising to reflect an increase in home values, that tax increase would not kick in for a set number of years to incentivize home renovations and construction.



Existing



Proposed



HOME RENOVATION PLANS

Kent State's Cleveland Urban Design Collaborative produced a document that showcases how standard Maple Heights homes could be renovated and expanded to add space, improve facades, and add modern amenities. The images at left show one example of such a renovation that includes an open kitchen, built-out second floor, and expanded front porch.

By advertising these renovation ideas and updating the Zoning Code to allow them, the City can work with property owners to facilitate meaningful home renovations.

GOAL 3

IMPROVE THE VIBRANCY OF THE CITY'S BUSINESS DISTRICTS

Three Maple business districts are a focus of the Plan: Maple Point, Southgate, and Turney-Dunham. Each area has an essential connection to the neighborhoods surrounding it. A strong and vibrant business district strengthens those neighborhoods by providing economic opportunities in the form of start-up businesses, entry-level employment, on-the-job training opportunities, and goods and services for residents. This goal outlines ways to improve the vibrancy of these districts.

To achieve this goal, the City should update its Zoning Code to require improved development within business districts. Walkable development requires better design standards and codes to control the look and feel of developments. Further, adding landscaping and reducing unnecessary parking requirements can foster an aesthetically pleasant environment that is safe and inviting to pedestrians, cyclists, and vehicles—and provides more customers for businesses.

To better coordinate business district development, the City should foster merchants associations within key commercial areas. These groups can coordinate improvements that enhance the look, feel, and vibrancy of business districts. Similar organizations have also been successful in coordinating marketing strategies, providing supplementary services, and hosting events within business districts.

ACTION STEPS—ZONING

- A.** *Update the City's Zoning Code to require more walkable development and allow a wider range of uses in Commercial Zoning Districts*
- B.** *Improve landscaping standards for new commercial buildings to ensure adequate landscaping between sidewalks and parking, and within parking lots*
- C.** *Reduce the number of parking spaces required by the Zoning Code to promote denser, more walkable development*

ACTION STEPS—DISTRICT MANAGEMENT

- D.** *Develop merchants associations in commercial centers to coordinate marketing, physical improvements, events, business strategies, and other issues (See page 85 for information on District Management)*
- E.** *Consider Tax Increment Financing to help pay for capital improvements in business districts*
- F.** *Use events to catalyze a sense of place in business districts and attract shoppers (See page 85 for information on Events)*
- G.** *Build a pipeline of potential small businesses by hosting pop-up retail events, identifying small retailers, facilitating networking and apprenticeships, and connecting them with available spaces*



DISTRICT MANAGEMENT

Organized merchants associations can collectively work to improve business districts as a whole. These associations are effective in producing district maps, websites, events, and landscaping, such as these examples from Olmsted Falls.

EVENTS

Community events are a critical piece of developing a business district identity and bringing new shoppers into an area. Hosting events in a district fosters a lively environment, brings people to an area, and provides a low-stress way of experiencing a district.



EXAMPLE EVENTS

Events can be tailored to each district. Examples of events used in other places include:

- Art walks
- Community concerts
- Mural painting
- Food truck festivals
- Chalk-on-the-walk
- Sidewalk book sales
- Parades
- Holiday markets
- Pop-up beer gardens
- Holiday tree lightings
- Craft shows

RESIDENTIAL ZONING

The image below shows a typical Maple Heights home in red, and lot—shown in green. In comparing that home to existing City regulations that dictate size, setback, and width, this home would not presently be permitted in Maple Heights because the size of the parcel and configuration of the house are inconsistent with the Zoning Code.

These differences between Zoning Codes and existing homes are common and usually not problematic; however, in communities where vacant lots exist, new housing construction can be more difficult and costly when builders have to request variances to construct a new home. By updating the Zoning Code to better reflect what exists today and what residents would like to see in the future, the City can make building new homes easier and more cost effective.

Table 1
Comparison of Existing Home to Maple Heights Zoning Code

Zoning Regulation	Existing Home	Maple Heights Zoning Code
Lot Size 1	~5,200 Sq Ft	7,000 Sq Ft
Lot Width 2	40 Ft	60 Ft
Side Setback 3	~2 Ft	3 Ft



COMMERCIAL ZONING

The image below shows a typical mixed-use development similar to what has been constructed throughout the United States. These developments are increasingly being constructed in suburbs as they compete with traditional cities for the authentic and walkable areas people desire.

Maple Heights’ commercial Zoning Districts would not allow this type of development because the Code is geared toward a car-focused shopping-only district. This building’s mix of uses, businesses up to the sidewalk, shared parking, and good design are either not required or not allowed in Maple Heights. By updating the Zoning Code, the City can encourage or require future developments to better fit with residents’ vision for a more walkable future.

Table 2
Comparison of Mixed-Use Development to Maple Heights Zoning Code

Zoning Regulation	Mixed-Use Development	Maple Heights Zoning Code
Residential Uses in Commercial Districts 1	Required	Not Permitted
Front Setback 2	0 Ft	Minimum 15 Ft
Parking 3	Shared Parking, Placed to the Rear or Side	Separate Parking for Each Use, Allowed in Front
Design Standards	Cohesive Design, Quality Materials	No Design Regulations



GOAL 4

ENCOURAGE WALKING AND BICYCLING

Beyond constructing new bike lanes, trails, and routes, the City can undertake other efforts to educate residents on safety, provide amenities for cyclists, and plan for ongoing maintenance that will support cyclists and pedestrians.

The safety of bicyclists and pedestrians depends not only on well-designed routes and paths in City right-of-way, but also through paths in private property and education on how cars, cyclists, and pedestrians should safely interact. This could include updating codes to ensure new shopping plazas are required to build sidewalk connections to front entrances, or developing a Safe Routes to School program that identifies needs to safely connect students to their schools via sidewalks and crosswalks.

Once residents reach their destination, they need someplace to safely and securely park their bicycles. Few places in Maple Heights have adequate bicycle parking—for instance there is no bike parking on Broadway Avenue in Maple Point—so ensuring business districts, schools, and community destinations construct parking is important.

Finally, maintenance of the network, once built, is critical to its ongoing use. The City can work with other regional entities to plan for the maintenance of its trail network, coordinate best practices, and fill in missing locations.

ACTION STEPS—SAFETY

- A.** *Work with non-profits and advocacy organizations to educate bicyclists and drivers on bicycling laws and safe practices*
- B.** *Develop a Safe Routes to School program*
- C.** *Incentivize construction of safe pedestrian paths into setback strip centers*
- D.** *Update the City's Zoning Code to require clear, safe, and direct pedestrian connections through parking lots into strip centers (See page 89 for information on Pedestrian Entrances)*
- E.** *Evaluate sidewalks and crossing locations for implementation of HAWK signals, enhanced crosswalks, brighter lighting, and other elements to ensure pedestrian safety (See page 89 for information on Sidewalk and Crossings Review)*

ACTION STEPS—AMENITIES

- F.** *Partner with businesses or seek grant funding to add bicycle parking in business districts*
- G.** *Update the City's Zoning Code to require bicycle parking in business districts and multi-family developments (See page 89 for information on Bicycle Parking)*
- H.** *Improve GCRTA bus stops in Maple Heights—especially at high-frequency stops and community centers*

ACTION STEPS—NETWORK MAINTENANCE

- I.** *Adopt a Complete and Green Streets ordinance to require consideration of multi-modal and environmental improvements in Capital Improvement projects*
- J.** *Work with Cuyahoga Greenways to establish an ongoing maintenance plan for trails*



PEDESTRIAN ENTRANCES

In setback shopping centers, safe and clear sidewalks from the street into the shopping center are important to allowing those on foot to safely access shops. These images show how sidewalks can provide direct connections into businesses.

SIDEWALK AND CROSSINGS REVIEW

On priority streets and networks, crosswalks and sidewalks should be reviewed for improvements that can make them safer. Changes such as lighting, HAWK signals, and decorative markings can make crossings clearer and safer.



BICYCLE PARKING

Bicycle parking is critical to making bicycling an easy way of running errands. The types of parking and their location on the sidewalk are important to ensuring bicycle parking works for riders.

GOAL 5

PROTECT THE CITY'S CRITICAL ENVIRONMENTAL FEATURES

Environmental features are critically important for communities not only because they beautify an area, but also because elements such as waterways and trees help handle stormwater, lower cooling costs, and provide recreational opportunities. This goal involves methods of protecting the remaining environmental features in Maple Heights.

The tree canopy is a major feature of Maple Heights' environment, but the percent of the City covered by trees is below the County average and those of surrounding communities. Trees play an important role in the beauty and character of the City and have been shown to increase property values. They also hold a critical environmental role in absorbing stormwater, regulating air temperatures, and providing habitat. Regulations that save existing trees during development and efforts to plant additional trees will protect and expand the City's tree canopy.

Incorporating green infrastructure and practices that protect the environment are also important in this time of climate change. Green infrastructure such as rain barrels, bioswales, and permeable pavement can reduce stormwater, beautify the community, slow the flow of water entering the system, and produce cleaner rivers and natural environments.

Beyond the addition of green infrastructure on private and public property, protecting existing patches of trees, wetlands, and stream corridors ensure that existing features remain. These environmental features already clean water and prevent flooding. Protecting these areas such as the unfinished subdivisions that dot Maple Heights is important for the ongoing health of the City's environment.

ACTION STEPS—TREE CANOPY

- A. *Use the County Planning Greenprint, Street Connections Framework Map (page 55), and Environmental Focus Areas Map to identify parcels, areas, and streets with low tree canopy coverage to target tree plantings (See page 91 for information on Environmental Focus Areas)*
- B. *Adopt tree protection ordinances*

ACTION STEPS—GREEN INFRASTRUCTURE

- C. *Review the City's development codes to remove barriers to rain barrels, solar panels, and other green infrastructure elements (See page 91 for information on Green Infrastructure)*
- D. *Update parking lot standards for large-scale developments to require green stormwater infrastructure*
- E. *Work with NEORSD, Cleveland Metroparks, and private and non-profit partners to identify green infrastructure opportunities on both private and public properties*
- F. *Work with non-profits and garden centers to hold front yard landscaping classes and green infrastructure classes to educate property owners on how to build and maintain landscaping*

ACTION STEPS—OPEN SPACE PROTECTION

- G. *Ensure that any new development of the City's unfinished subdivisions handles all stormwater on site and includes green space*
- H. *Consider regulations to limit development within specified distances of existing streams, waterways, and wetlands (See page 91 for information on Environmental Focus Areas)*
- I. *Consider daylighting culverted streams where possible through unfinished subdivisions*

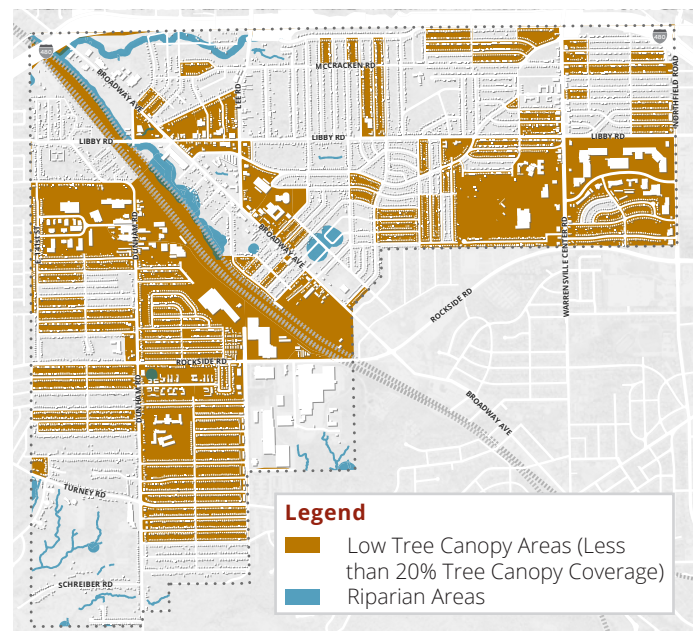
ENVIRONMENTAL FOCUS AREAS

The Environmental Focus Areas map displays two features: low tree canopy areas where tree plantings should be focused and riparian areas that should be a focus of regulations that protect the health of streams.

The low tree canopy areas in brown are streets or neighborhood blocks with the lowest percentage of tree canopy coverage in Maple Heights. These should be considered priority for the addition of street trees or trees on privately owned property.

The riparian areas shown in blue are setbacks from streams and rivers that run within Maple Heights. These are areas that should be of prime concern when implementing any stream setback regulations that would limit new structures near rivers and waterways.

Map 16 — Environmental Focus Areas



GREEN INFRASTRUCTURE

Green infrastructure can take many forms such as rain gardens, solar paneled street lights, and rain barrels shown at left. In many cases these are not allowed under current Zoning Codes, despite the environmental benefits of these features.

GOAL 6

REVITALIZE EXISTING PARKS AND STRATEGICALLY ENHANCE THE CITY'S RECREATION SYSTEM

The City of Maple Heights has a strong park system with two major parks and a variety of smaller, neighborhood parks. Through a new partnership, the City will lease Dunham Park to Cleveland Metroparks. The City is also working with the local faith community to add programming at Stafford Park. These innovative measures are making the City's existing park system work, but improvements to the parks are needed.

The Place-Based Framework identified the need to improve Stafford Park and partner with Metroparks to finalize improvements to Dunham. The Place-Based Framework also identified a potential new park along Jackson Boulevard. These improvements should be finalized into a Parks and Public Spaces Plan that addresses the specific needs within all of these parks and outlines a program to make improvements over time.

Along with physical improvements, partnerships can expand the availability of park space and programming. The partnership with Metroparks will bring quality programming and maintenance to Dunham Park, while the existing partnership with the faith community to program Stafford Park should be expanded to include other parks, including the proposed Jackson Park. Likewise, new partnerships with the School District have the opportunity to open existing school facilities to public use.

Beyond major parks, neighborhood green spaces are important for residents. Vacant parcels throughout the City should be considered for pocket parks that can include trees, small sitting areas, community gardens, and other features. The City should work with neighborhood groups to construct and manage pocket parks in neighborhoods.

ACTION STEPS—PARK IMPROVEMENTS

- A. *Further refine park designs from the Place-Based Framework into a Parks and Public Spaces Plan that addresses specific recreational needs and physical improvements in all the City's existing and proposed parks*
- B. *Acquire parcels within unbuilt residential subdivisions where possible*
- C. *Partner with the institutional uses on the northern section of Broadway to use private and public land for the formation of a campus and recreational area*

ACTION STEPS—PARTNERSHIPS

- D. *Expand and formalize existing partnerships with the faith community and other community groups to program City parks*
- E. *Work with neighboring communities to develop reciprocity agreements for recreational facilities*
- F. *Consider forming a recreation task force to develop shared use agreements for public use of School District facilities*

ACTION STEPS—NEIGHBORHOOD PARKS

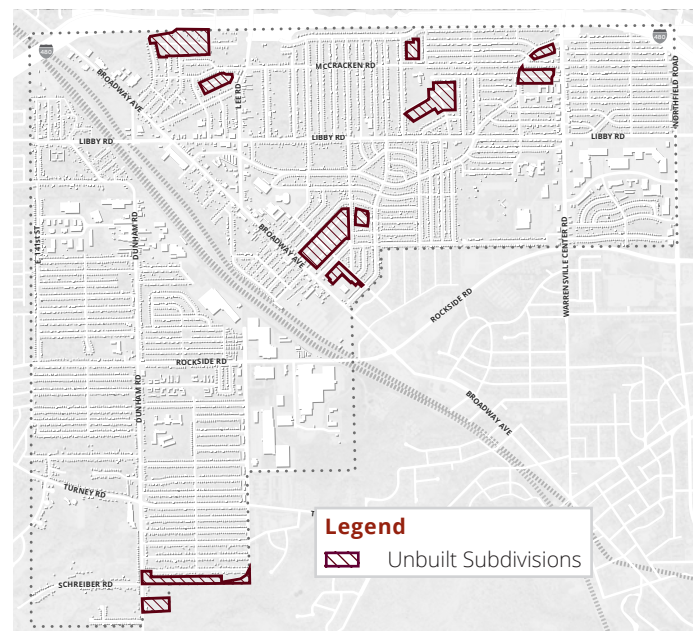
- G. *Partner with block clubs or neighborhood groups to develop and maintain small pocket parks on vacant or unused land*
- H. *Develop or use existing design standards and regulations for side yard expansions or pocket parks on vacant parcels*
- I. *Consider locations for a community dog park*

UNBUILT SUBDIVISIONS

The unbuilt subdivisions in Maple Heights present distinct opportunities for future reuse; however, many of the parcels in these subdivisions were sold to individual buyers. In the unfinished subdivision that is proposed as Jackson Park, for instance, only 53% of the parcels are under City ownership.

To facilitate future reuse of these spaces, the City should work to acquire parcels when possible and where feasible. By consolidating ownership, the City can better facilitate redevelopment, reuse, or protection.

Map 17 — Unbuilt Subdivisions



POCKET PARKS

Pocket parks are small, neighborhood scale parks that can be maintained by residents and can brighten vacant lots. The images at left show examples of how vacant lots can be used as pocket parks. These can include sitting areas, community gardens, native flowers, and neighborhood gathering spaces.

GOAL 7

COORDINATE INFRASTRUCTURE IMPROVEMENTS

Streets, sidewalks, sewers, and water mains are some of the critical pieces of municipal infrastructure that make up essential City services. As the City exits fiscal emergency, new opportunities to improve infrastructure should be undertaken holistically. This goal outlines opportunities to prioritize and coordinate infrastructure investments.

To ensure a strong network of City streets, the City should work with regional entities to rehabilitate or reconstruct major streets and plan for the improvement of neighborhood streets. To do so, the City should complete a comprehensive review of City streets and target the worst residential streets for rehabilitation or reconstruction.

When rehabilitating or reconstructing City streets, the City should work with regional entities such as the Cleveland Water Department and the Northeast Ohio Regional Sewer District to coordinate above and below ground infrastructure repairs at the same time. This limits redundant construction issues and can allow repairs to be done concurrently and more cost effectively.

ACTION STEPS—STREET REPAIR

- A.** *Work with NOACA to fund the repair of major streets in Maple Heights with a focus on those streets that are critical to the City's development framework*
- B.** *Undertake a review of City streets to develop a comprehensive pavement rating system*
- C.** *Target street repairs according to the pavement rating system, and outline proposed repairs in a Capital Improvement Plan*

ACTION STEPS—COORDINATION

- D.** *Coordinate street, sewer, and other infrastructure efforts to limit duplication of efforts*
- E.** *Develop a process for informing and collaborating with neighboring communities and regional entities on infrastructure improvements*



CAPITAL IMPROVEMENT PLAN

A Capital Improvement Plan (CIP) uses a pavement rating system to map out streets in need of repair and target funding toward those streets as it becomes available. The CIP helps to inform the public about upcoming projects and assists in gaining funding.

COORDINATION

The City's infrastructure consists of streets, sewers, water mains and other features. To coordinate investments in all of these infrastructure components, the City should work with regional agencies to ensure work is not duplicative.



GOAL 8

DEVELOP A COMPREHENSIVE SYSTEM OF YOUTH ENGAGEMENT

The City of Maple Heights has a higher concentration of school age children than the County as a whole, and providing opportunities for these children is critical to their development. Interviews with area stakeholders, however, revealed that many area children are not properly connected with activities, employment, and other opportunities.

The City of Maple Heights has recently become a MyCom community. MyCom is a network that connects youth to quality programs in their neighborhoods with the intention of inspiring and preparing youth to be good citizens. In Maple Heights, the process of building those connections between youth and their community is just beginning; however, MyCom has the opportunity to be the coordinating agency that stakeholders said was missing in Maple Heights.

This goal outlines the ways in which MyCom can become a guiding force in creating a coordinated system of youth engagement that can link youth to activities, employment, and opportunity.

ACTION STEPS—COORDINATION

- A.** *Work with MyCom, the School District, the City's Recreation Department, non-profits, the faith community, and private entities to form a single repository of information on youth activities and employment*
- B.** *Partner with MyCom to formalize, disseminate, and implement a plan for engaging youth*
- C.** *Host monthly meetings for all providers of youth activities to ensure ongoing coordination*
- D.** *Develop a website or other marketing and informational materials on the slate of activities available to Maple Heights youth*
- E.** *Promote healthy living and active lifestyles as part of a comprehensive program of youth activities*



A COORDINATED NETWORK

The City of Maple Heights already has many organizations large and small that are hosting events and activities that engage the City's youth: the Maple Heights branch of the Cuyahoga County Public Library, the School District, the City, neighborhood groups, and places of worship. The MyCom network can be at the center of these groups by coordinating the times of

activities to ensure a range of activities are available, linking various groups that are undertaking the same efforts, or sharing best practices. Overall, the MyCom network can be a central repository of information, a leader in best practices, and the group that identifies any missing pieces in the network.

GOAL 9

GROW MANUFACTURING JOBS

The City of Maple Heights would like to see jobs remain in the City to provide better opportunities for residents. This goal focuses on ways the City can strengthen the available workforce and foster job growth in the manufacturing sector.

The United States Department of Labor's Bureau of Labor Statistics has defined jobs in the manufacturing sector as "establishments that are often described as plants, factories, or mills, and characteristically use power-driven machines and materials-handling equipment." The City of Maple Heights has a strong manufacturing base with approximately 13% of its land use dedicated to industrial uses, especially fabrication, metals processing, and distribution. The industrial areas are strategically located near Interstate 480, Rockside Road, major transportation thoroughfares, and the centrally-located Cleveland Intermodal Facility.

The following actions outline the ways the City and employers in the industrial areas can partner to grow the manufacturing sector and workforce in Maple Heights. One way to achieve this would be to coordinate with employers and business owners to establish internships, cooperative learning opportunities, and apprenticeships with students in Maple Heights. Another way would be to partner with local and regional institutions of higher learning to develop skill-based educational opportunities for non-school-aged adults. Additionally, tax incentive programs for adding new employment could grow the manufacturing sector, while marketing campaigns could highlight existing community assets such as metals manufacturing and distribution, and the Cleveland Intermodal Terminal.

ACTION STEPS—WORKFORCE

- A. *Work with Maple City Schools, local businesses, Cuyahoga County, and local and regional colleges to advertise and grow workforce development programs*
- B. *Coordinate with employers to expand internships and apprenticeships for Maple Heights students*
- C. *Promote the partnership between Maple City Schools and local businesses to develop skill-based educational opportunities in manufacturing*

ACTION STEPS—INCENTIVES

- D. *Target attraction efforts and marketing materials to businesses that align with existing community strengths such as distribution facilities, metals manufacturing, and the Cleveland Intermodal Terminal*
- E. *Continue to prepare development-ready sites and market them to potential manufacturers*
- F. *Work with NOACA to repair roads, improve infrastructure, and implement quality signage for the Cleveland Intermodal Terminal*
- G. *Consider a tax incentive program for businesses that add new employment in the City*



INTERNSHIP PROGRAMS

Internships and apprenticeships can help build relationships between students and employers. By coordinating with existing Maple Heights employers, the City can help provide a future workforce for present companies.

ATTRACTION EFFORTS

Existing attraction efforts show ways that Cities and the Northeast Ohio region are advertising assets to attract employers. Websites, industry information, and target employers are ways that entities get their communities noticed.

