

# CITY OF BROOKLYN, *Ohio*



## 2020 MASTER PLAN

ADOPTED February 8, 2021



# County Planning

FOR OUR COMMUNITY

FOR OUR REGION

FOR OUR FUTURE

## COUNTY PLANNING

Our 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.

## PLANNING TEAM

Patrick Hewitt AICP, *Interim Executive Director*  
Nichole R. Laird, *Planner*  
Kevin Leeson, *Planner*  
Daniel Meaney, GISP, *Manager, Information and Research*  
Bryson Odum, *Planning Intern*  
Nicole Rogge, *Planning Intern*  
James Sonnhalter, *Manager, Planning Services*  
Micah Stryker, AICP, *Planner*  
Robin Watkins, *Geographic Information Systems Specialist*  
Ryland West, *Planning Intern*  
Blake Woodruff, *Planning Intern*

## CUYAHOGA COUNTY PLANNING COMMISSION

2079 East 9th Street  
Suite 5-300  
Cleveland, OH 44115  
216.443.3700  
[www.CountyPlanning.us](http://www.CountyPlanning.us)  
[www.facebook.com/CountyPlanning](https://www.facebook.com/CountyPlanning)  
[www.twitter.com/CountyPlanning](https://www.twitter.com/CountyPlanning)

# City of Brooklyn

# 2020 MASTER PLAN



## CITY OF BROOKLYN

7619 Memphis Avenue  
Brooklyn, OH 44144

216.351.2133  
[www.BrooklynOhio.gov](http://www.BrooklynOhio.gov)

## ELECTED OFFICIALS

Katherine A. Gallagher, *Mayor*  
Mary L. Balbier, *Councilwoman*  
Andy Celcherts, *Councilman*  
Sue Grodek, *Councilwoman*  
Kathleen M. Pucci, *Councilwoman*  
Meg Ryan Shockey, *Councilwoman*  
Kevin Tanski, *Councilman*  
Ron Van Kirk, *Councilman, President*

## STEERING COMMITTEE

Earl Bloam	Alice Miller
Judi Byndas	Walter Parker
Bob Gardin	Denise Puening
Dr. Mark Gleichauf	Alison Rafter
Sue Grodek	Julie Rugh
Dennis Hahn	Jeff Sugalski
Steven Herbig	Edward Zorn
Michael Kelley	

## PROJECT TEAM

Katherine A. Gallagher, *Mayor*  
Jack Abbruzzese, *Recreation Manager*  
Kevin M. Butler, *Director of Law*  
Karen Fratto, *Coordinator, Senior Department*  
Dave Kulcsar, *Building Commissioner*  
Scott Mielke, *Police Chief*  
Kevin Paul, *Fire Chief*  
Tom Raguz, *Finance Director*  
Jeremy Rowan, *Economic Development Director/City Planner*  
John Verba, *Service Director*



# Table of Contents

<b>INTRODUCTION .....</b>	<b>7</b>
1.1 WHAT IS A MASTER PLAN .....	8
1.2 THE PLANNING PROCESS .....	9
1.3 STAKEHOLDER GROUPS .....	10
<b>PLANNING CONTEXT .....</b>	<b>13</b>
2.1 GEOGRAPHIC CONTEXT .....	14
2.2 2006 MASTER PLAN .....	16
2.3 2019 COMMUNITY SURVEY .....	18
2.4 FACILITIES ASSESSMENT .....	20
2.5 CITY SERVICES SURVEY .....	22
2.6 CURRENT CONDITIONS .....	24
<b>COMMUNITY VISION &amp; GOALS .....</b>	<b>31</b>
3.1 MASTER PLAN FRAMEWORK .....	32
3.2 OUR COMMUNITY VISION STATEMENT .....	33
3.3 GOALS & KEY OBJECTIVES .....	34
3.4 PLANNING FOCUS AREAS .....	36
<b>ACTION RECOMMENDATIONS .....</b>	<b>39</b>
4.1 GOALS & ACTIONS .....	40
GOAL 1 STRENGTHEN BROOKLYN'S IDENTITY .....	42
GOAL 2 ENHANCE PARKS & RECREATION AMENITIES .....	50
GOAL 3 PROMOTE A STRONG LOCAL ECONOMY .....	60
GOAL 4 EXCEPTIONAL SERVICES & FACILITIES .....	68
GOAL 5 A LIVABLE COMMUNITY .....	74
<b>PLANNING FOCUS AREAS .....</b>	<b>91</b>
5.1 CIVIC CAMPUS REDEVELOPMENT .....	92
5.2 BIDDULPH PLAZA .....	98
5.3 RIDGE ROAD CORRIDOR .....	104
5.4 BROOKPARK ROAD CORRIDOR .....	110
<b>IMPLEMENTATION TABLES .....</b>	<b>117</b>
GOAL 1 STRENGTHEN BROOKLYN'S IDENTITY .....	121
GOAL 2 ENHANCE PARKS & RECREATION AMENITIES .....	123
GOAL 3 PROMOTE A STRONG LOCAL ECONOMY .....	125
GOAL 4 EXCEPTIONAL SERVICES & FACILITIES .....	129
GOAL 5 A LIVABLE COMMUNITY .....	132



# SECTION 1

# INTRODUCTION

## WELCOME TO THE CITY OF BROOKLYN 2020 MASTER PLAN

The Brooklyn Master Plan is a collection of the community's visions and goals for the future designed to guide City officials and residents over the next decade. By outlining these desires for the future of Brooklyn and ideas of the community, we identify shared values and common goals to inspire and guide the community. It also provides concrete actions that can be taken to achieve this desired future.

The Brooklyn Master Plan examined the current conditions throughout the City and developed a profile of the issues and trends that are shaping the City. Combined with discussions and feedback from a Project Team and Steering Committee, this helped to determine which issues and trends need to be supported or addressed. Public review and input on these results helped solidify the vision for the future that is outlined in the Master Plan. This vision is uniquely tailored to the Brooklyn community and residents' goals for the future.

Based on the current conditions, input, and vision for the future, the Master Plan outlined specific action recommendations that could be pursued to deliver the changes residents desire to see. These actions range from policy changes that would direct City decision making and regulations, to large infrastructure projects to address development concerns.

With actions in hand, the Brooklyn Master Plan outlines specific steps that can be taken to move the City forward. The Implementation section outlines a framework for implementing the actions. It ties individual actions to priorities, partners, time-frames, and potential funding sources to ensure everyone is aware of how actions can be accomplished.

The Brooklyn Master Plan is the beginning of a process of transformation. It is intended to guide changes over many years. Only with the dedicated work of residents, business owners, and City staff can the Master Plan's goals be achieved.

# 1.1 WHAT IS A MASTER PLAN

The Master Plan is a policy guide created by the City of Brooklyn in collaboration with residents, business leaders, stakeholders, and other interested groups. It is a long-term plan for how the community wants to grow and develop in the future, and it is intended to have a ten-year horizon.

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

Residents are encouraged to use the Master Plan to see what projects may impact their neighborhoods. They can volunteer or get involved with community groups to support implementation. Business owners are encouraged to use the Master Plan to find where the City is focusing economic development efforts, and to see what programs or development options may be available. The City is encouraged to use the Master Plan to guide decisions on land use issues, infrastructure investments, regional collaboration efforts, or available grant opportunities.

## MASTER PLAN AND ZONING

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

Renderings in the Master Plan are preliminary sketches meant to illustrate ideas and to promote further studies. They are examples of potential opportunities to be studied and refined if pursued by the City. Future developments would require further engineering, design, and legal approvals to determine a final project.

The graphic below showcases some of the key features that differentiate Master Plans from Zoning Ordinances.

### MASTER PLAN

- A GENERAL POLICY GUIDE FOR FUTURE DEVELOPMENT
- DESCRIBES RECOMMENDATIONS FOR WHAT SHOULD HAPPEN IN THE FUTURE
- INCLUDES BROAD RECOMMENDATIONS THAT CAN BE UNDERTAKEN BY THE CITY, RESIDENTS, OR PARTNERS
- ANY SPECIFIC IDEAS FOR DEVELOPMENT ARE OPTIONAL AND PRELIMINARY
- A FLEXIBLE DOCUMENT THAT IS INTENDED TO BE INTERPRETED AS CONDITIONS CHANGE
- USED TO IDENTIFY CHANGES AND UPDATES NEEDED IN THE ZONING CODE

VS

### ZONING ORDINANCE

- SPECIFIC RULES FOR DEVELOPMENT
- DESCRIBES WHAT IS AND WHAT IS NOT ALLOWED TODAY
- INCLUDES MANDATORY REGULATIONS ON DEVELOPMENT THAT ARE ENFORCED BY THE CITY UNLESS SPECIFICALLY WAIVED
- RELATIVELY RIGID SET OF REGULATIONS THAT CAN ONLY BE CHANGED BY A LEGAL PROCESS
- REQUIRES A PUBLIC PROCESS TO CHANGE OR UPDATE ANY REGULATIONS
- REGULATIONS AND DECISIONS BASED ON THE ZONING ORDINANCE CAN BE CHALLENGED IN A COURT OF LAW

## 1.2 THE PLANNING PROCESS

### PLANNING STEPS



#### CURRENT CONDITIONS



#### COMMUNITY VISION



#### ACTIONS



#### IMPLEMENTATION



#### MASTER PLAN DOCUMENT

### PHASES OF THE MASTER PLAN

The Master Plan for Brooklyn was developed through five different planning phases. In each phase, a planning document is produced as a deliverable item. Each phase builds off the previous phase so at the end of the process, the resulting documents can be combined into a cohesive plan. These phases are described in more depth below:

**Current Conditions:** In this phase, we analyzed demographic trends and overview City infrastructure, services, housing, and land use in Brooklyn

**Community Vision:** In this phase, a vision and guiding principles were outlined for how the community wants to grow and develop in the coming decade

**Actions:** In this phase, specific actions were defined that can be taken to achieve the community's desired future

**Implementation:** In this phase, priorities, timelines, cost estimates, and responsible parties were attached to each action to show how each may be accomplished and provide an organized outline to assist the community in tracking the progress of the Master Plan

**Master Plan Document:** In the final phase, the documents produced in the previous phases were combined into this complete final Master Plan document

## 1.3 STAKEHOLDER GROUPS

The Master Plan process integrated opportunities for public involvement to ensure that the Plan reflects the concerns, ideas, and priorities of residents and business owners.

### INVOLVED GROUPS

The planning process relied on three “Stakeholder Groups” to provide continuous feedback on draft documents and planning issues. They reviewed documents, participated in feedback exercises, discussed issues, and helped review and refine the work and process of the Master Plan. County Planning facilitated this process and provided professional planning expertise. The three Stakeholder Groups were: The Project Team, a Steering Committee, and the Public.

The City also engaged the consulting firm Thrive At Work to conduct additional focus groups during the Visioning phase. These focused on gathering feedback from groups identified as under-represented through the Community Survey and

Steering Committee. This was done separate from the Master Plan, but the results were incorporated into the Community Vision.

Due to the Covid-19 pandemic, alternative means were used to incorporate stakeholder and public input while in-person meetings were not possible. These methods included video meetings, narrated presentations, and online surveys, typically in combination. Virtual presentations and public surveys were publicly advertised and open for significant timeframes to ensure every opportunity for the public to review and provide input.

### STAKEHOLDER GROUPS



The **Project Team** consisted of the Mayor, department directors, and other City staff. This group provided in-depth knowledge of the day-to-day operations and issues of the City as well as pertinent information and data for analysis. They provided important feedback on documents and helped to keep the planning process moving.



The **Steering Committee** consisted of a cross-section of the community, representing long-time residents, business owners, local organizations, and other groups. They provided further knowledge on the issues and perceptions of the community and helped develop the scope of the document and plan actions. Due to Covid-19 pandemic restrictions the last few engagements were conducted as virtual presentations or online surveys.



The **Public** included any interested residents or parties that desired to participate by attending public meetings, replying to on-line surveys, and contacting the City or County Planning with comments. Several public engagement opportunities were held during the planning process. This included in-person meetings as well as virtual public presentation due to Covid-19 pandemic restrictions. The Public was the final source of feedback to ensure actions and ideas align with community preferences.

## PUBLIC ENGAGEMENT

### PUBLIC OPEN HOUSE #1

CURRENT CONDITIONS AND COMMUNITY VISION  
DECEMBER 12, 2019

At the first Public Open House, representatives from County Planning introduced residents to the planning process, presented an overview of the Community Survey and Focus Group results, Current Conditions information, and gave an introduction to the draft Community Vision, goals, and focus areas. Members of the public reviewed boards that included potential goals, key objectives, and focus areas. Attendees were asked to comment on what they like or would change about the draft Vision, goals, and objectives.

### VIRTUAL PUBLIC PRESENTATION #2

RECOMMENDATIONS  
AUGUST 24 - SEPTEMBER 13, 2020

Due to COVID-19 and public gathering restrictions, in-person public meetings were not possible. The City of Brooklyn and County Planning hosted a Virtual Public Presentation in which a recorded presentation and survey were posted online to solicit feedback. For this presentation, County Planning outlined proposed citywide goals and specific actions to help the community accomplish their vision. Conceptual plans for specific actions and Planning Focus Areas were also introduced. The public could provide feedback on the draft Action Recommendations by completing an accompanying online survey. The presentation was viewed 280 times and 169 survey responses were received.

### CITY COUNCIL AND ONLINE PRESENTATION #3

DRAFT MASTER PLAN  
NOVEMBER 9, 2020

Ongoing COVID-19 restrictions meant a final in-person open house was not possible. County Planning combined an in-person presentation of the complete Draft Master Plan document to the Brooklyn City Council, which was broadcast by the City. A recording of the presentation was posted online with supporting presentation documents and an accompanying online survey. Survey respondents were asked to respond to Implementation Priorities assigned in the document and other general comments.



## SECTION 2

# PLANNING CONTEXT

Understanding the community was important to beginning the planning process. This included the context of Brooklyn within the greater Cleveland area, its past planning efforts, and the factors and issues impacting its growth, development, and the quality of life for residents.

### WHAT IT IS

This Section is a summary of the initial steps of the planning process that helped provide context and an understanding of the current issues and trends facing Brooklyn.

Through the initial phases of the Master Plan process, County Planning undertook several processes to gain a better understanding of the community. This included introductory meetings with City staff and stakeholders, a Community Survey, and the development of a Current Conditions report.

County Planning also reviewed previous planning documents from the City, including their *2006 Master Plan*, the *2016 Facilities Assessment for The City of Brooklyn*, and their *2017 City Services Survey*.

To gather additional feedback from demographic groups underrepresented in the Community Survey, the City of Brooklyn also engaged the consulting firm Thrive at Work to perform additional focus group meetings.

This Section highlights the important findings from these initial efforts to help provide a greater context for the City and the issues and concerns facing Brooklyn at the time of this planning process.

The complete Current Conditions report is available in Appendix A. The Community Survey and other documents are available through the City of Brooklyn as well.

## 2.1 GEOGRAPHIC CONTEXT

### REGIONAL CONTEXT

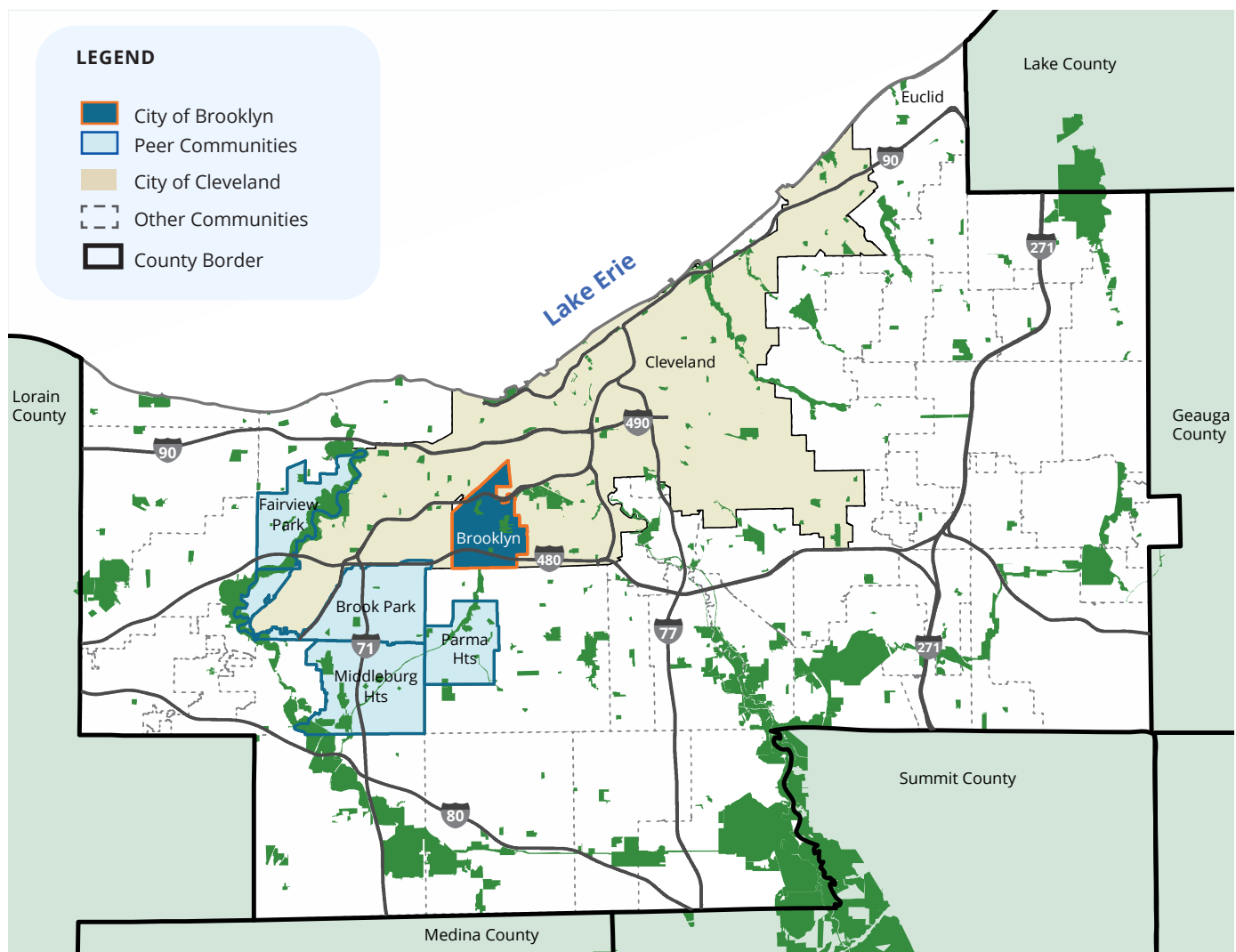
The City of Brooklyn is located southwest of downtown Cleveland, between the Cleveland neighborhoods of Old Brooklyn and Bellaire-Puritas. It is bordered by the City of Cleveland to the north, west, and east, while Parma lies directly to the south.

While Interstate 71 passes through the northern portion of the City, there are no exits or entrances for the Interstate within the City of Brooklyn. The City does have two exits/entrances on Interstate 480 which cuts through the southern portion of the City. I-480 provides excellent access to Cleveland Hopkins

International Airport and I-71 south, as well as to the east side of Cuyahoga County and Interstate 77. It also provides an alternate way to Downtown Cleveland via State Route 176 (Jennings Freeway).

In the Current Conditions report, the City was compared to Cuyahoga County and to several peer communities (Brook Park, Fairview Park, Middleburg Heights, and Parma Heights). These communities were chosen due to their location, size, and similar land use characteristics and transportation infrastructure.

### MAP 1 | REGIONAL CONTEXT



## CITY CONTEXT

Interstate 480 runs through the southern section of Brooklyn with exits at Tiedeman and Ridge Roads. Ridge Park Square, at the intersection of Ridge Road and I-480, is the City's major commercial retail area. Tiedeman Road has a mix of commercial and industrial uses along its length from Brookpark Road to Memphis Avenue. The north side of Brookpark Road is also a mix of commercial and industrial uses.

Interstate 71 runs through the northern section of the City, but does not have direct access in Brooklyn. Industrial uses dominate Brooklyn north of I-71.

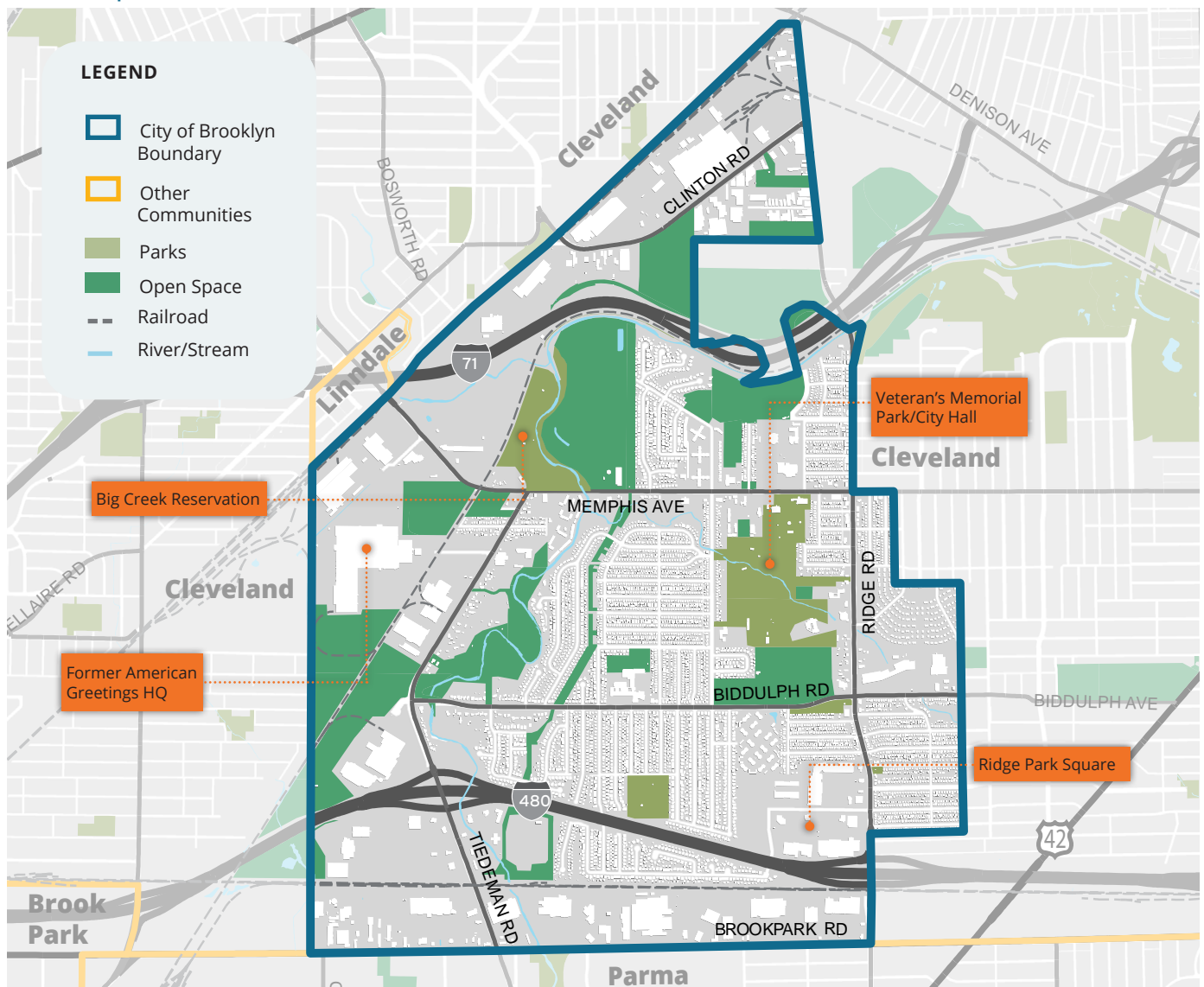
Most of the City is significantly residential with mostly single-family neighborhoods. However, there are significant concentrations of apartments and

multi-family houses along Memphis Avenue and east of Ridge Road north of Biddulph Road.

Cleveland Metropark's Big Creek Reservation and Veteran's Memorial Park are the most significant greenspaces in the City. Veterans Memorial Park is part of the civic heart of the community and adjacent to City Hall, the Senior Center, and the Recreation Center.

The Big Creek runs parallel to Tiedeman Road and I-71 and is the most significant environmental feature in the City. The large greenspace next to Big Creek Reservation is an old landfill site and now holds a large solar array.

MAP 2 | CITY CONTEXT



## 2.2 2006 MASTER PLAN

The City of Brooklyn most recently undertook a comprehensive planning process in 2006. Master Plans typically have a ten-year horizon due to the change in community issues and priorities that can take place over a decade.

Not only do the issues and priorities of the community change, but the format and presentation of Master Plans has changed. The 2006 Master Plan is a black and white document that is not formatted for online viewing. It relies heavily on text and does not incorporate maps, graphics, and Geographic Information Systems analysis as significantly as most modern plans.

Despite the age of the document, it served the community well and has many goals and actions that needed to be further pursued or updated to help the City continue to pursue positive growth.

The 2006 Master Plan contained Goals and Actions that dealt with many ongoing priorities and concerns that were identified for the current planning process, including: Manage Traffic and Increase Connectivity; Conserve the Big Creek and Its Tributaries; Promote Housing Choices for All Stages of Life; Create a City Center Focus Area on Memphis Avenue; A Brookpark Road Focus Area; and Improve commercial streetscapes/corridors.

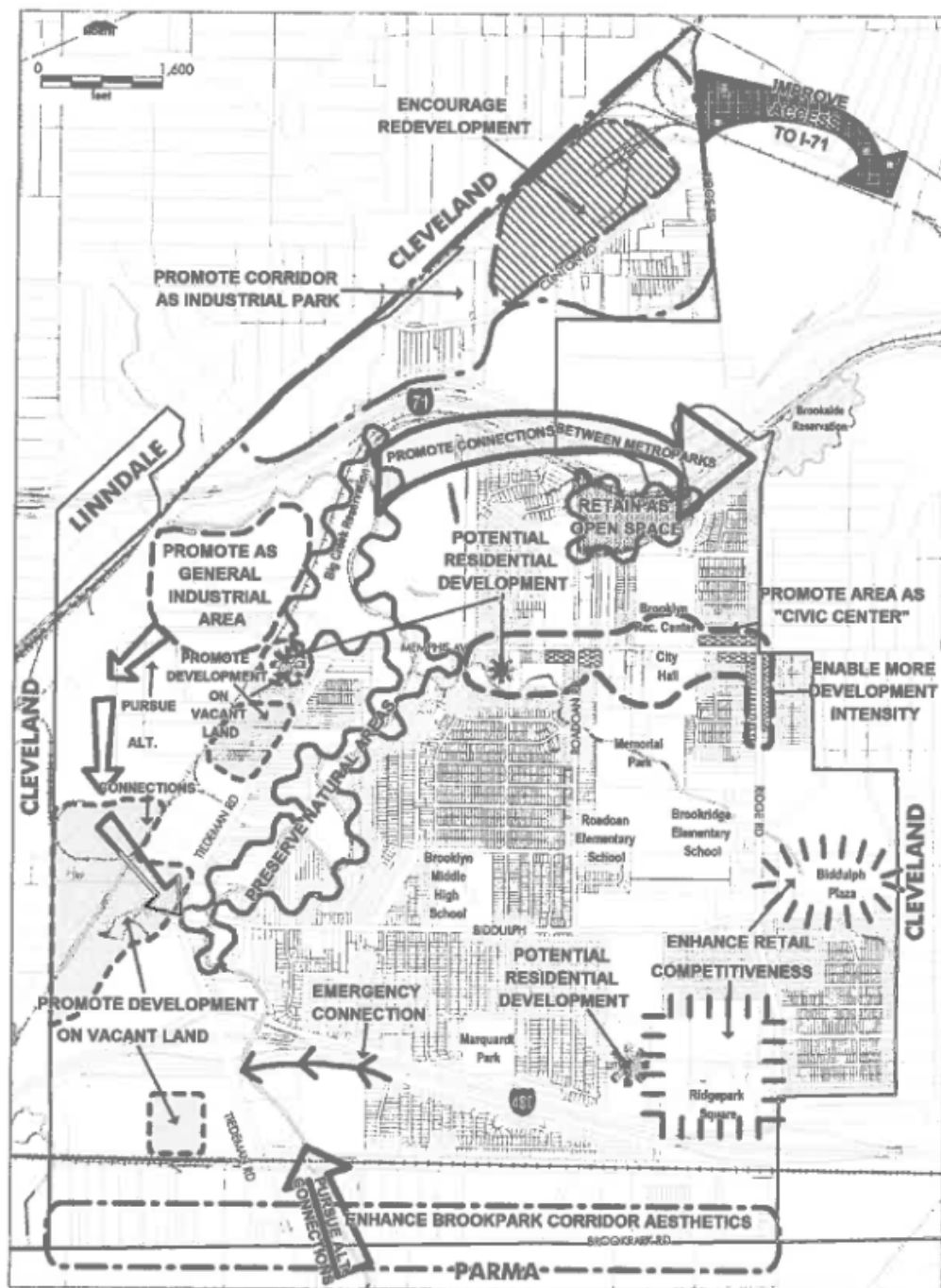
After more than a decade, it was important to go back to the community to ensure that these issues were still important. It was also important to incorporate new ideas and technology, regional planning initiatives and developments, and modern best practices.

**FIGURE 1** | 2006 BROOKLYN MASTER PLAN



Brooklyn Ohio, 2006 Master Plan,  
March 2006

**FIGURE 2** | 2006 BROOKLYN MASTER PLAN GRAPHIC



Brooklyn Ohio, 2006 Master Plan, March 2006

## 2.3 COMMUNITY SURVEY

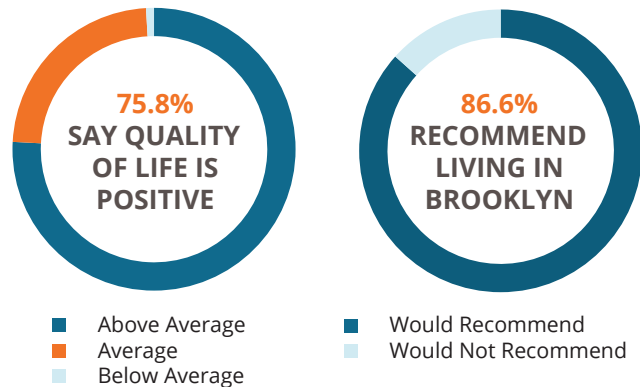
The City of Brooklyn's 2019 Survey was conducted to understand the community's attitudes on a variety of important topics and inform the Master Plan process. Following is a summary of the survey's key takeaways.

Importantly, the results of the Survey were skewed towards older respondents. Just over 72% of respondents were aged 55 or older while this age group makes up only 40.2% of Brooklyn's total population. Also, 82.0% of respondents were homeowners while only 57.9% of the total population are homeowners. These results must be viewed with this over-representation in mind.

Due to this response issue, the City engaged the consulting firm Thrive At Work to conduct additional focus groups to gain the perspective of underrepresented groups, including: The Business Community; Young Professionals; Parents and Families; Young Adults; and City Council. The results of the focus groups were used to supplement the survey results to gain a more complete understand the community. A summary of the focus group results is in Appendix B.

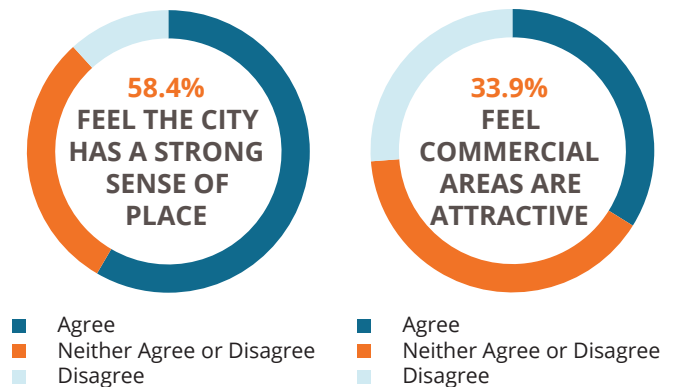
### QUALITY OF LIFE

Respondents were asked a series of questions on the overall quality of life in Brooklyn and their engagement with the community. Overall, respondents identified the quality of life in Brooklyn as good with 75.8% saying it is better than "Average". However, less than 50% of respondents felt that they were engaged in the community. Over 86% of respondents said they would recommend others to live in Brooklyn.



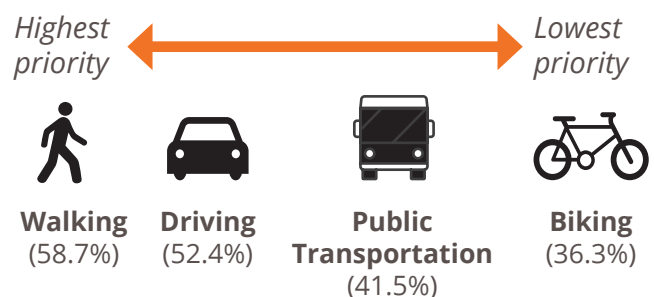
### COMMUNITY IDENTITY

The survey asked respondents about their opinions on the look and character of the City. Just over half the respondents (58.4%) felt the City has a strong "sense of place". Only 33.9% felt that the commercial areas had cohesive and attractive design and architecture. Respondents most strongly agreed that the City should improve gateways into the City and that streetscapes should be enhanced with decorative elements.



### TRANSPORTATION & INFRASTRUCTURE

Survey respondents said they would most like to see improvements to the walking environment. The biggest reasons respondents don't bike or walk, other than lack of interest, is danger/traffic and the lack of trails or lanes.



## ECONOMIC DEVELOPMENT & LAND USE

Nearly half of respondents (49.1%) agreed that a "Town Center" on Memphis Avenue should be a focus for future development. If a new Town Center were to be developed, the most desired features would be a "Town Square" with public spaces, mixed-use and walkable commercial spaces, and enhanced parks and greenspace.

Respondents also prioritized supporting local businesses, attracting manufacturing and industrial jobs, maintaining a diverse retail sector and attracting office jobs as the highest development priorities for the City.



**93.8%**

**Support Local  
Businesses**



**77.7%**

**Attract Manufacturing  
Jobs**



**75.4%**

**Maintain & Attract  
Diverse Retail/Service**



**74.7%**

**Attract Office Jobs**

*Percent supporting the  
category as a priority*

## HOUSING

Quality housing options are important for strong neighborhoods. When asked about priorities for housing in the City, respondents identified maintaining existing housing and neighborhoods as the most important. More housing options for seniors was the next highest priority. More single-family homes, more housing with modern design and floorplans, and affordable housing options round out the top five priorities of respondents.



**72.5%**

**Maintain Existing  
Neighborhoods**



**56.1%**

**More Housing Options  
for Seniors**



**45.6%**

**More Single-Family,  
Detached Homes**



**44.7%**

**Housing With Modern  
Design and Floorplans**

## PARKS & RECREATION

Overall, parks and recreation facilities are considered "Average" to "Good". Veterans Memorial Park and Big Creek Reservation were the highest rated and most used parks in the City.

Respondents were asked about the future of the John M. Coyne Recreation Center. Renovation and expansion of the existing center was the highest rated option while maintaining the existing rec center was second. However 10.5% of respondents were in favor of demolishing and rebuilding the rec center at its current location.

### VETERANS MEMORIAL PARK & BIG CREEK RESERVATION WERE THE **HIGHEST RATED & MOST USED PARKS**

**RATED AS GOOD  
OR EXCELLENT**

**USED AT LEAST  
ONCE A MONTH**



**Veterans  
Memorial Park**

**69.3%**

**14.7%**



**Big Creek  
Reservation**

**67.2%**

**18.0%**



**44.1%**

**Renovate and Expand  
Existing Rec Center**



**35.2%**

**Maintain Existing Rec  
Center**

#### **Desired Recreation Center Amenities**

- Indoor Walking Track
- Indoor Pool
- Senior Activities
- Cardio Equipment
- Outdoor Pool
- Strength Training Equipment
- Yoga/Aerobics/Fitness Studios

## 2.4 FACILITIES ASSESSMENT

In 2016, the City of Brooklyn underwent a thorough assessment for its six most prominent municipal structures. These included the Municipal Center, Senior Center, John M. Coyne Recreation Center, Fire Department, City Garage, and Animal Shelter. Each of the six buildings were evaluated based on twenty-three building systems to help prioritize necessary repairs or validate the need for newer facilities. A summary of these cost estimates for repairs over the next ten years can be seen in Figure 4.

Some costs were not estimated due to specific building systems being included under other areas, not needing a renovation or replacement at the time of the assessment or need for further study to establish an accurate budget.

Overall, each of the six municipal structures were in need of some level of investment or renovation.

The building in need of the most repairs was the Municipal Center, followed by the Recreation Center, City Garage, Senior Center, Animal Shelter, and finally the Fire Department. The Fire Department was constructed in 2006 and is the newest of these structures. However, the other facilities had either far exceeded the lifespans of essential operating systems, had poor site conditions, contained structural issues, or some combination of these issues. Most of the repair costs were associated with heating systems, roofing, electrical systems, and general finishes.

For more information on the Facilities Assessment and the City of Brooklyn, please visit:

<http://www.brooklynohio.gov/en-US/home.aspx>

**FIGURE 3 | 2016 FACILITIES ASSESSMENT OVERVIEW MAP**



Overview Map of Buildings Assessed from **Facilities Assessment for the City of Brooklyn**. Completed for the City by Architectural Vision Group, Ltd., Westlake, Ohio, November 2016

**FIGURE 4 | TEN-YEAR MAINTENANCE AND REPAIR COSTS FOR CITY FACILITIES**

SYSTEM TYPE	MUNICIPAL CENTER	SENIOR CENTER	RECREATION CENTER	FIRE DEPT.	CITY GARAGE	ANIMAL SHELTER
Heating System	\$1,106,307	\$114,293	\$1,132,535	\$70,500	\$20,000	\$22,000
Roofing	\$162,926	\$44,871	\$1,058,156	-----	\$573,145	\$6,758
Ventilation/Air Conditioning	-----	-----	-----	-----	\$78,000	-----
Electrical Systems	\$627,370	\$255,087	\$1,375,233	-----	\$514,588	\$51,774
Plumbing and Fixtures	\$142,700	\$20,100	\$89,000	\$5,100	\$46,600	\$16,600
Windows	\$213,980	\$40,560	\$527,430	-----	\$10,270	\$32,630
Structure: Foundation	\$189,800	-----	\$1,200	-----	-----	-----
Structure: Walls and Chimneys	\$197,300	\$27,640	\$171,432	\$35,323	\$30,225	\$5,050
Structure: Floors and Roofs	\$18,536	-----	-----	-----	\$28,000	\$2,400
General Finishes	\$1,636,985	\$57,774	\$250,785	\$2,940	\$123,498	\$22,330
Interior Lighting	\$231,930	\$94,302	\$508,404	\$145,938	\$190,236	\$19,140
Security Systems	\$110,167	\$44,793	\$241,492	\$69,321	\$90,362	\$9,092
Emergency/Egress Lighting	\$38,655	\$15,717	\$84,734	\$24,323	\$31,706	\$3,190
Fire Alarm	\$57,983	\$23,576	-----	-----	-----	\$4,785
Handicap Access	\$137,457	-----	\$256,144	\$7,500	\$17,012	\$144,259
Site Condition	\$123,428	\$44,187	\$284,822	\$38,177	\$204,100	\$17,814
Sewage System	\$40,000	-----	-----	-----	\$30,000	-----
Water Supply	-----	-----	-----	-----	-----	-----
Exterior Doors	\$38,000	\$24,000	\$10,000	-----	\$6,000	\$8,000
Hazardous Materials	-----	-----	-----	-----	-----	-----
Life Safety	\$153,696	-----	\$393,649	\$25,000	\$131,459	\$20,208
Loose Equipment	\$193,275	\$78,585	\$25,000	-----	\$10,200	\$1,000
Technology	\$154,620	-----	-----	-----	\$126,824	\$12,760
<b>Total Cost*</b>	<b>\$6,877,479</b>	<b>\$1,092,337</b>	<b>\$7,907,415</b>	<b>\$523,174</b>	<b>\$2,790,725</b>	<b>\$509,823</b>

\*Total cost estimates include the additions of a 7% contingency cost for improvements and an additional 15.9% for soft costs

## 2.5 CITY SERVICES SURVEY

### 2017 CITY SERVICES SURVEY RESULTS

In 2017, the City of Brooklyn undertook a Community Survey focused on City services. The survey was performed by ETC Institute.

Residents were “satisfied” or “very satisfied” with ambulance, solid waste, and police services, and the overall quality of services provided by the City. All major service categories received at least 59% response as either “satisfied” or “very satisfied”.

Services rated as a high priority to Brooklyn Residents included:

- Maintenance of City parks (60%)
- Maintenance of major City streets (58%)
- City's efforts to prevent crime (49%)
- Enforcing clean-up of debris on private property (49%)
- Maintenance of streets in your neighborhood (47%)
- Enforcing mowing & cutting of weeds & tall grass on private property (40%)
- Enforcing exterior maintenance of residential property (38%)
- Overall Maintenance of City streets, buildings & facilities (36%)
- Youth recreation programs (31%)
- Senior recreation programs (31%)

Of those categories listed as a "High Priority" above. Only four had a satisfaction ranking of 70% or better:

- Maintenance of major City streets (80%)
- City's efforts to prevent crime (74%)
- Maintenance of City parks (72%)
- Maintenance of streets in your neighborhood (70%)

Three categories under Parks and Recreation had a satisfaction near 50%:

- Maintenance and appearance of Recreation Center (52%)
- Programs & activities offered at Recreation Center (51%)
- Youth recreation Programs (49%).

The study also looked at how services in Brooklyn compared to other municipalities. Brooklyn rated the same or above the average for communities in the Great Lakes Region in 41 of 47 areas that were assessed. It rated significantly higher (difference of 5% or greater) in 40 of those same areas. Figure 5 shows how Brooklyn services rate compared to the average for communities in the Great Lakes Region.

**FIGURE 5 | SERVICE COMPARISON TO OTHER COMMUNITIES**

Service	Brooklyn	Great Lakes Region	Difference	Category
Bulky item pick up/removal	90%	45%	45%	City Maintenance
Snow removal in your neighborhood	81%	44%	37%	City Maintenance
Snow removal on major City streets	92%	59%	33%	City Maintenance
Quality of services provided by City	84%	53%	31%	Major City Services
Visibility of police in neighborhoods	83%	53%	30%	Public Safety Services
Maintenance of major City streets	80%	50%	30%	City Maintenance
Quality of customer service from City employees	77%	47%	30%	Major City Services
They were courteous & polite	91%	66%	25%	Customer Service
How quickly police respond	90%	66%	24%	Public Safety Services
Mowing/trimming along streets/public areas	84%	60%	24%	City Maintenance
Yard waste removal	91%	67%	24%	City Maintenance
Maintenance of streets in your neighborhood	70%	47%	23%	City Maintenance
Adequacy of City street lighting	81%	58%	23%	City Maintenance
They gave prompt, accurate, & complete answers to questions	85%	62%	23%	Customer Service
Residential trash collection	92%	70%	22%	City Maintenance
They helped you resolve an issue to your satisfaction	75%	55%	20%	Customer Service
Quality of police services	87%	67%	20%	Public Safety Services
Enforcing mowing/cutting of weeds private property	60%	41%	19%	Code Enforcement
Maintenance of City streets/buildings/facilities	63%	44%	19%	Major City Services
Quality of ambulance service	95%	76%	19%	Public Safety Services
Overall cleanliness of streets/public areas	82%	64%	18%	City Maintenance
Value received for City taxes/fees	59%	41%	18%	Major City Services
How quickly ambulance personnel respond	94%	76%	18%	Public Safety Services
City's efforts to prevent crime	74%	56%	18%	Public Safety Services
Effectiveness of City communication	66%	49%	17%	Major City Services
Visibility of police in commercial/retail areas	75%	59%	16%	Public Safety Services
Curbside recycling	93%	77%	16%	City Maintenance
Enforcing clean-up of debris on private property	60%	45%	15%	Code Enforcement
Enforcing ext. maint. of residential property	57%	43%	14%	Code Enforcement
Enforcement of local traffic laws	77%	63%	14%	Public Safety Services
Availability of information on services & programs	64%	50%	14%	City Communication
Overall feeling of safety in Brooklyn	81%	68%	13%	Public Safety Services
Number of walking & biking trails	72%	61%	11%	Parks and Recreation
City's efforts to keep you informed	58%	49%	9%	City Communication
Enforcement of City codes & ordinances	63%	54%	9%	Major City Services
How quickly fire personnel respond	94%	86%	8%	Public Safety Services
Enforcing ext. maint. of business property	65%	57%	8%	Code Enforcement
Quality of local fire protection	93%	85%	8%	Public Safety Services
Maintenance of City parks	72%	66%	6%	Parks and Recreation
Level of public involvement in decision-making	39%	33%	6%	City Communication
Quality of City parks/rec. programs/facilities	72%	68%	4%	Major City Services
Image of City	67%	68%	-1%	Major City Services
Quality of outdoor athletic fields	55%	58%	-3%	Parks and Recreation
Maintenance/appearance of Rec. Ctr.	52%	62%	-10%	Parks and Recreation
Youth recreation programs	49%	62%	-13%	Parks and Recreation
Ease of registering for programs	58%	72%	-14%	Parks and Recreation
Usefulness of the City's web page	49%	64%	-15%	City Communication

Results and tables from *City of Brooklyn Community Survey '17: Findings Report*. Completed for the City by ETC Institute, Olathe, Kansas, March 2017

## 2.6 CURRENT CONDITIONS

### REGIONAL PROFILE

#### NORTHEAST OHIO

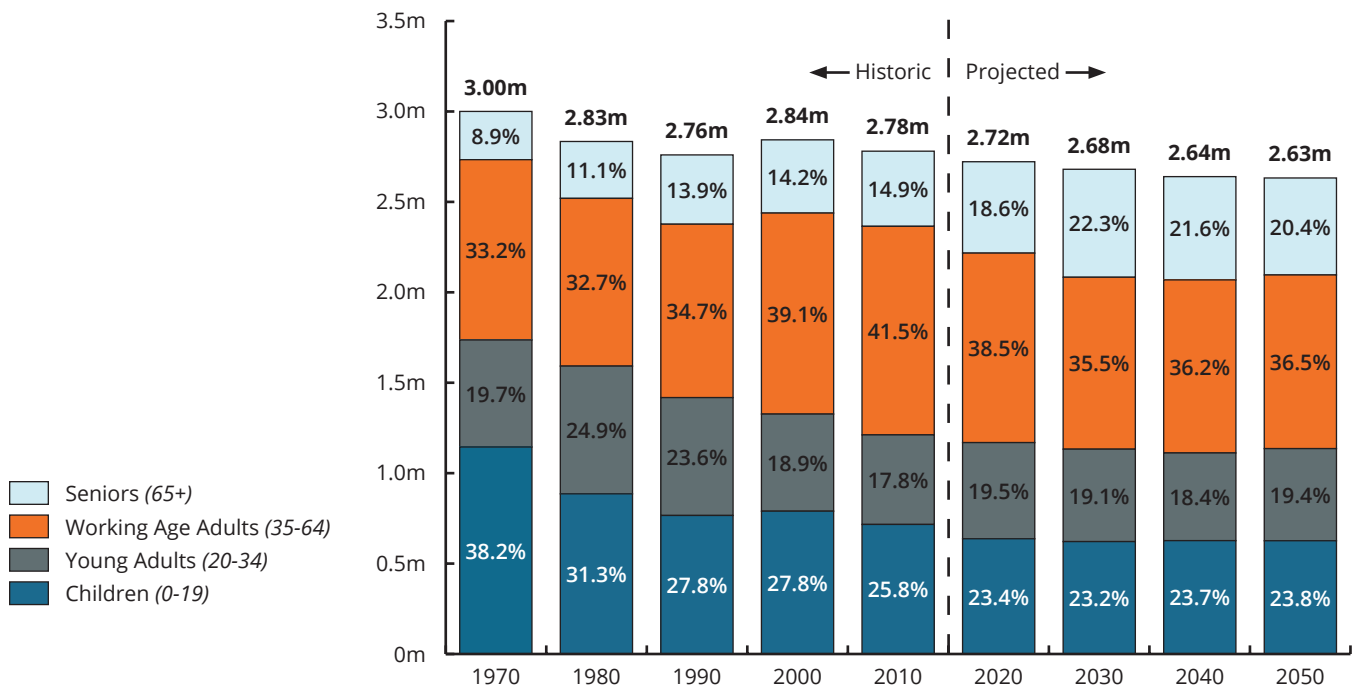


Brooklyn is located in the seven-county Northeast Ohio region. This includes the Cleveland and Akron Metropolitan Statistical Areas and is comprised of Cuyahoga, Summit, Lorain, Medina, Portage, Geauga, and Lake Counties. The City is in north-central Cuyahoga County bordered by the cities of Cleveland, Linndale, and Parma.

The demographic and land use trends of this larger region affect the City of Brooklyn. As the population of the region grows, shrinks, ages, or changes, the City of Brooklyn will see changing market forces for its housing, demands for commercial and industrial uses, and the needs of its residents.

Some of the largest shifts on display in Northeast Ohio and the United States include the aging population, increase in Millennials, and shift of population away from industrial cities. The figure below shows the historic and projected populations of our region and breaks it down by age group. It shows a region that has lost population and is projected to continue losing population. It also shows an increasing proportion of the population of young adults and especially seniors, while a decrease in working age adults and children. These and other broad trends will affect Brooklyn in the future.

#### NORTHEAST OHIO HISTORIC AND PROJECTED POPULATION



Source: IPUMS NHGIS, University of Minnesota, [www.nhgis.org](http://www.nhgis.org); Ohio Development Services Agency

## REGIONAL TRENDS AFFECTING BROOKLYN

The Northeast Ohio region has experienced immense population and employment changes within the last half century. This restructuring as well as ongoing technological, demographic, and cultural changes will continue to play a role in Brooklyn in the years to come. To the right are nine trends that may affect the City in the coming years.



### REGIONAL POPULATION IS SHRINKING

Between 2010 and 2050, Northeast Ohio is projected to lose 148,000 residents.



### HOUSING CONTINUES TO SPREAD

While Cuyahoga County is expected to lose 15% of its population by 2050, the suburban counties as a whole are expected to grow.



### THE POPULATION IS GETTING OLDER

In the next 40 years, seniors are projected to increase from approximately 15% to 20% of the total population.



### GREENFIELD DEVELOPMENT IS CONTINUING

By the end of 2040, more than 85% of new development is projected to be rural or suburban residential.



### THE REGION IS TRANSITIONING TO NEW JOBS

Roughly equal in 2006, by 2015 there were 60,000 more jobs in healthcare than in manufacturing in Northeast Ohio.



### NEW FORMATS ARE REDUCING TRADITIONAL RETAIL

Physical retail is being forced to adapt as online sales have increased 15% annually since 2010.



### HOUSEHOLDS ARE GETTING SMALLER

The size of an average household in Northeast Ohio has decreased from 3.2 persons per household in 1970 to 2.4 in 2017.



### TECHNOLOGY IS RESHAPING OUR LIVES

Just ten years since ride-sharing company Uber was founded, the company now averages 15 million trips daily.



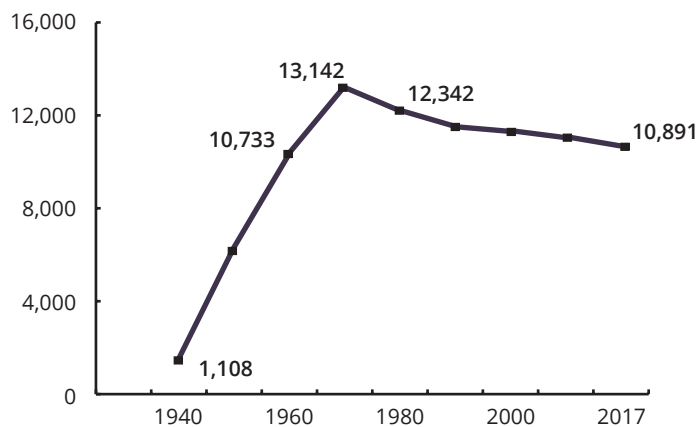
### THE EFFECTS OF CLIMATE CHANGE ARE INCREASING

The region's annual average precipitation over the last ten years is 11.7% higher than the average over the last 100 years.

# KEY FINDINGS: DEMOGRAPHICS

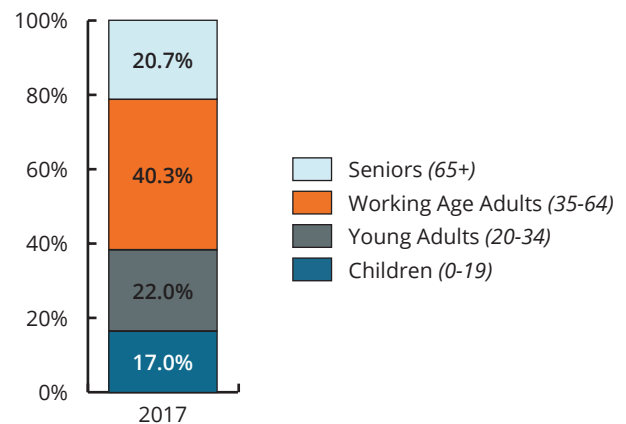
## THE CITY'S POPULATION HAS PLATEAUED OVER THE LAST FOUR DECADES

After dramatic post-WWII growth, the City's population has very slowly declined to 10,891 people.



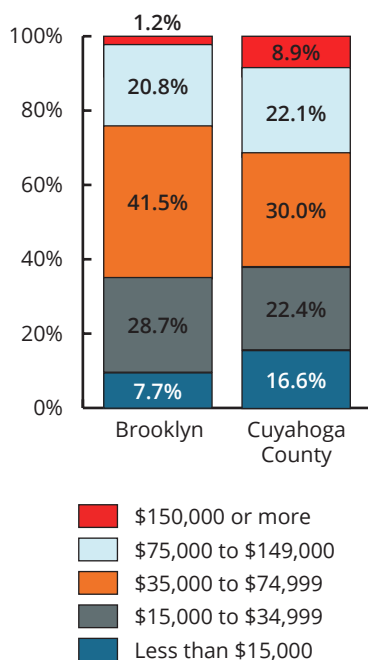
## THE MAJORITY OF BROOKLYN IS COMPRISED OF WORKING AGE ADULTS

Over 62% of Brooklyn residents are between the ages of 20 and 65. The City's population is also aging.



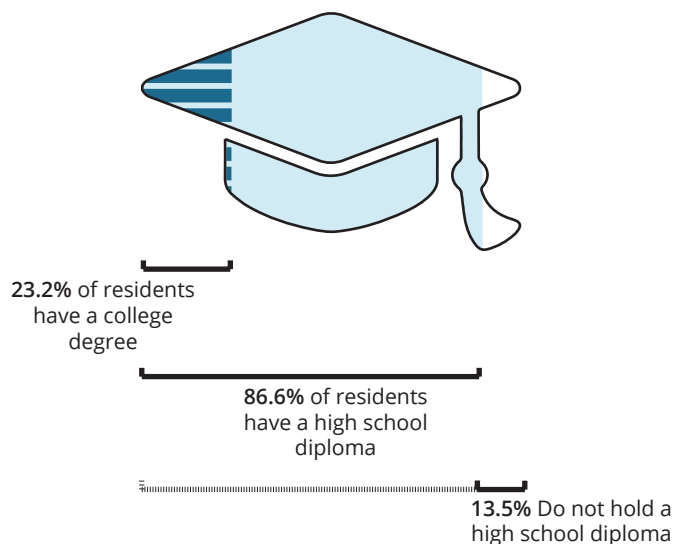
## A MAJORITY OF HOUSEHOLDS EARN \$35,000 OR MORE EACH YEAR

Over 63% of households earn more than \$35,000 a year. Slightly more than the County as a whole.



## BROOKLYN TRAILS THE COUNTY IN NUMBER OF RESIDENTS WITH A COLLEGE DEGREE

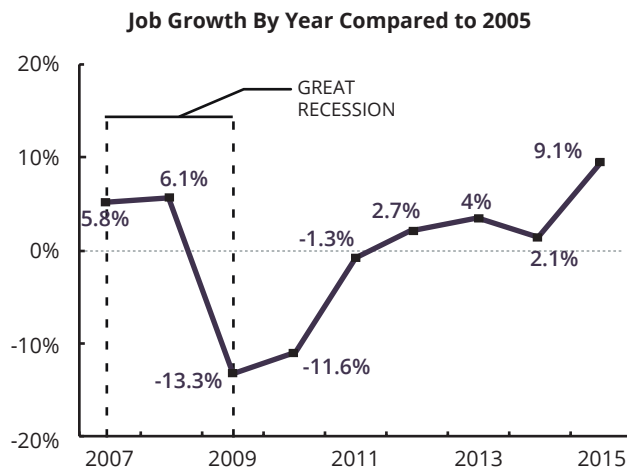
While the City has a significant population with a high school diploma (86.6%), only 23.2% have a college degree. Countywide, 39% of residents have a college degree.



# KEY FINDINGS: EMPLOYMENT & ECONOMY

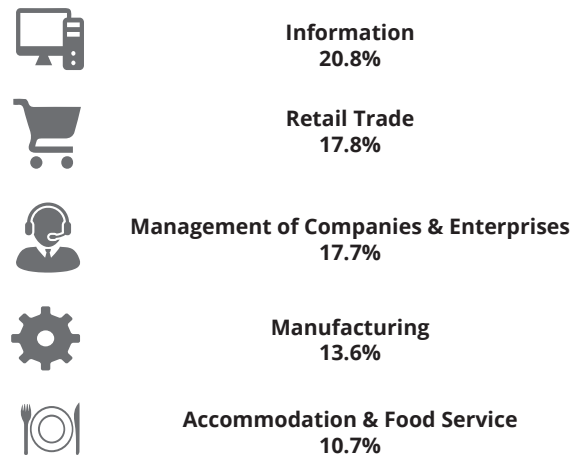
## THE CITY HAS MORE JOBS NOW THAN IT HAD PRIOR TO THE GREAT RECESSION

In 2015, Brooklyn had 9.1% more jobs compared to jobs totals in 2005, prior to the Great Recession.



## THE CITY HAS AN EVEN DISTRIBUTION OF JOBS BETWEEN MULTIPLE SECTORS

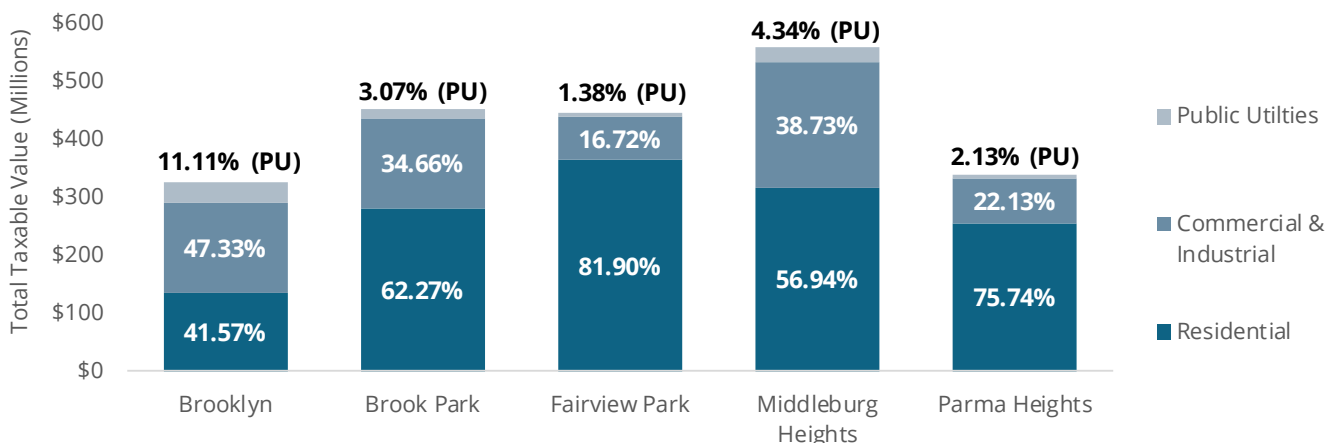
Five different job sectors have at least 10% of the total jobs in Brooklyn.



## A LARGE WORKFORCE COMMUTES TO BROOKLYN FOR WORK



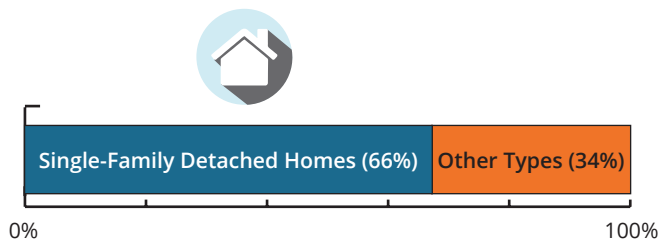
## COMPARED TO ITS NEIGHBORS, A SMALLER PORTION OF BROOKLYN'S TAX VALUATION COMES FROM RESIDENTIAL PROPERTY



# KEY FINDINGS: HOUSING

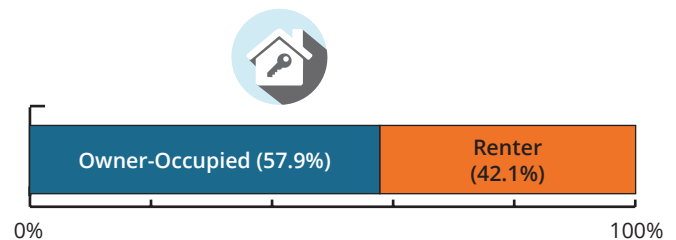
## BROOKLYN HAS A MAJORITY OF SINGLE-FAMILY HOME NEIGHBORHOODS

The majority (66%) of housing units in Brooklyn are single-family detached.



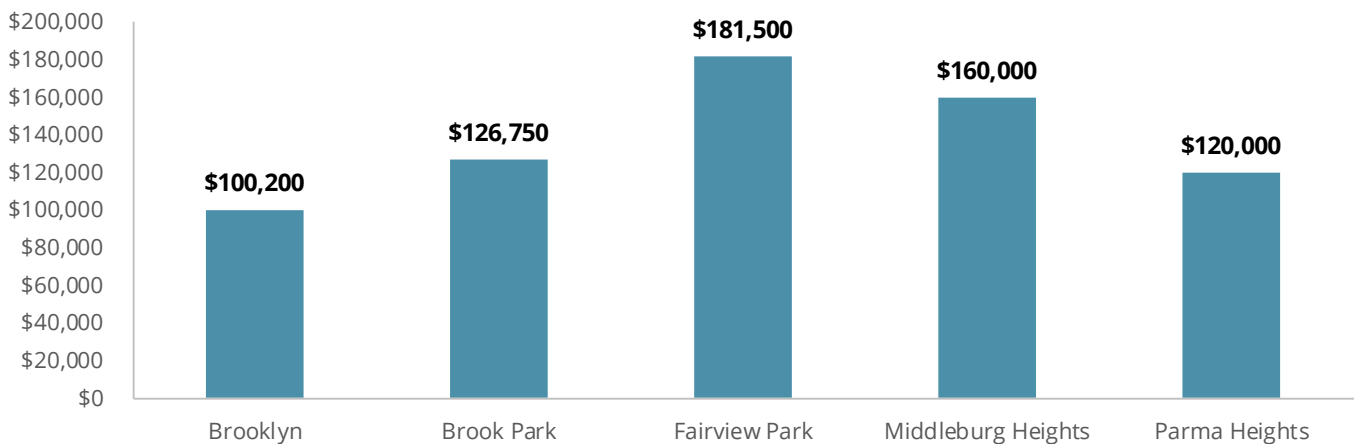
## THERE IS AN EVEN MIX OF RESIDENTS WHO OWN AND RENT

The majority (57.9%) of residents live in owner-occupied units, but many others (42.1%) rent.



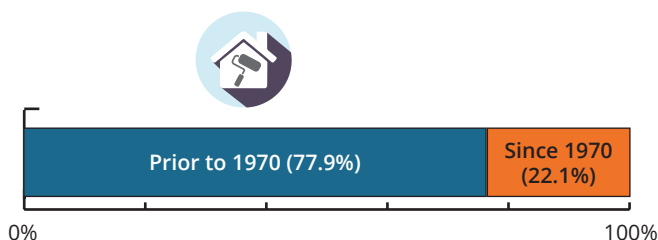
## BROOKLYN HOMES TYPICALLY SELL FOR LESS THAN THOSE IN NEIGHBORING COMMUNITIES

The median sales price for a home in Brooklyn was \$100,200 in 2018.



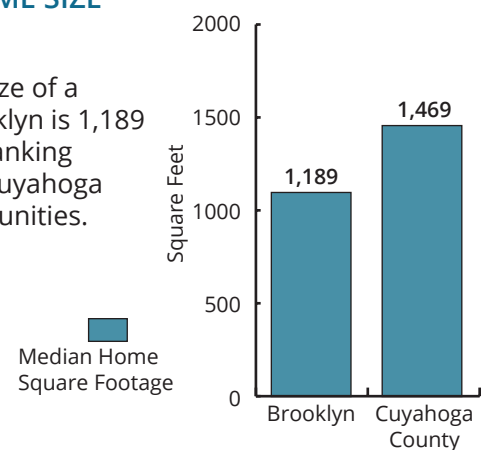
## A SIGNIFICANT MAJORITY OF HOMES IN BROOKLYN WERE BUILT PRIOR TO 1970

Most homes (77.9%) in Brooklyn were built prior to 1970. Only 5.1% have been built since 1990.



## BROOKLYN RANKS NEAR THE BOTTOM IN MEDIAN HOME SIZE

The median size of a home in Brooklyn is 1,189 square feet, ranking 57 out of 59 Cuyahoga County communities.



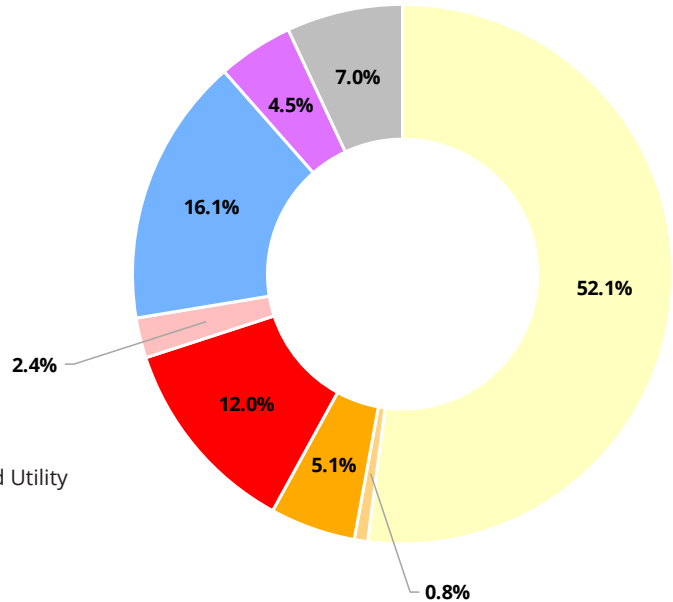
# KEY FINDINGS: LAND USE

## BROOKLYN HAS A HEALTHY MIX OF LAND USES THROUGHOUT THE CITY

Although the majority (52.1%) of land use in the City is Single-Family Residential, over 30% of the City's land is used for Industrial (16.1%), Commercial (12.0%), and Office (2.4%) uses.

### LEGEND

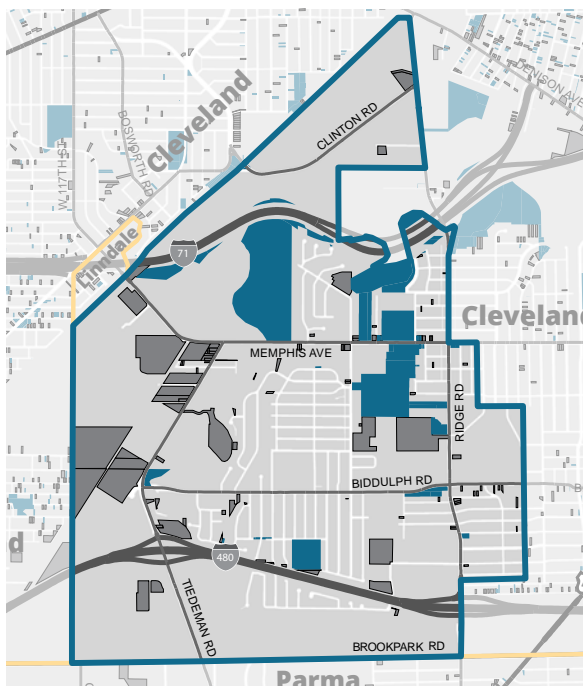
Single-Family Residential	Office
Two-Family Residential	Industrial
Multi-Family Residential	Transportation and Utility
Commercial Retail	Vacant



## THE CITY LACKS SIGNIFICANT OPPORTUNITIES FOR GREENFIELD DEVELOPMENT

Environmental issues constrain undeveloped land, making redevelopment of existing properties a priority.

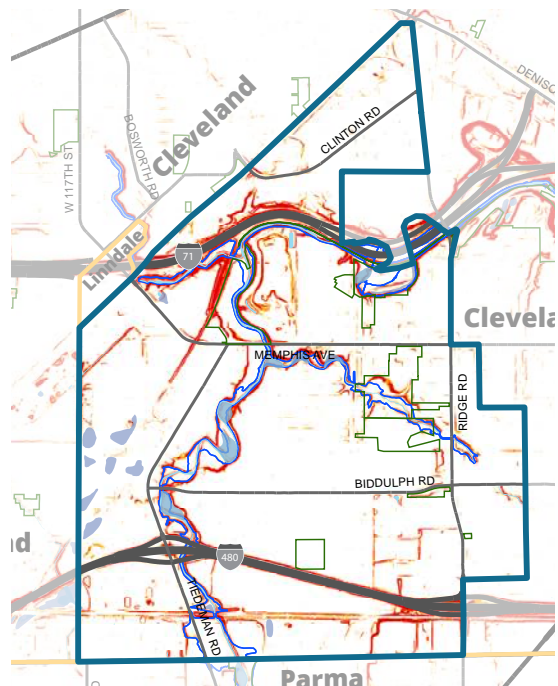
### MAP 3 — VACANT LAND



### LEGEND

Vacant Land	City Owned Parcels
-------------	--------------------

### MAP 4 — WATERWAYS & STEEP SLOPES



### LEGEND

Wetlands	Waterways & Lake	Riparian Zones
12.7% - 18% Slope	>18.1% Slope	Parks



## SECTION 3

# COMMUNITY VISION & GOALS

Through the Community Survey, Current Conditions analysis, multiple Steering Committee and Project Team meetings, additional Focus Group sessions, and public input, the issues and ideas central to the future of Brooklyn were identified. This Section synthesizes the information and feedback received and distills those inputs into a cohesive vision and structure for the Master Plan.

### WHAT IT IS

The Community Vision section describes the desired future for the City of Brooklyn. The Vision Statement, and Goals broadly capture the ideas and hopes that residents, business leaders, and community members would like to see for the future of the City.

The Community Vision section includes an overarching Vision Statement that is at the heart of Brooklyn's desired future. It also breaks the Vision further into five overarching Goals. These characterize the main ideas, values, and issues driving the vision for the City's future.

The Community Vision Statement and Goals were synthesized from extensive input from four Steering Committee meetings, three Project Team meetings, and one Public meeting. Information from the Community Survey and a Current Conditions Analysis also provided important context.

The City also engaged the consulting firm Thrive At Work to perform several Focus Group sessions to gather additional feedback from demographic groups under-represented through initial outreach efforts.

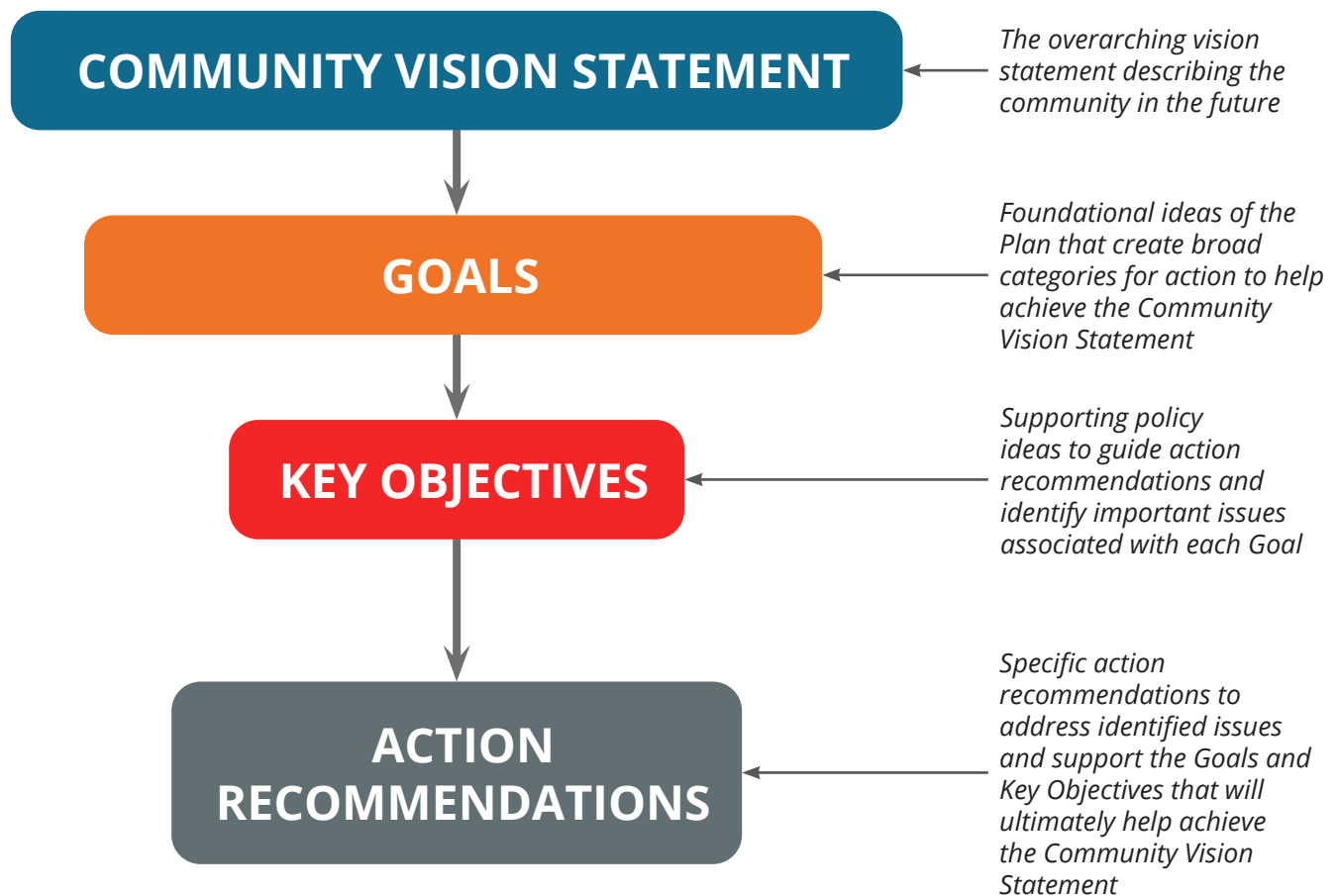
The Community Vision and Goals begin to create a framework that informs the specific actions recommended in the Master Plan. Key Objectives and action recommendations made later in the Master Plan complete the framework and ensure everything points back to the overarching Community Vision.

## 3.1 MASTER PLAN FRAMEWORK

The Master Plan is structured so that everything points to, and supports, the overarching Community Vision. The hierarchy (shown below) ensures that actions support the Vision and Goals developed through the Community Vision Phase of the planning process. This provides a cohesive and easy to understand structure to the document.

The Vision and Goals identified in this section will be further built out in the Master Plan through the identification of Key Objectives and specific action recommendations in the next Section of the Plan.

In addition to the structure shown below, a Focus Areas map has also been created to summarize the physical locations where many of the Goals and recommended actions are specifically applied.



## 3.2 OUR COMMUNITY VISION STATEMENT



***Brooklyn will be a City that strives to maintain a balanced community by providing residents with opportunities for recreation, high quality services, and civic engagement while utilizing best practices for managing economic growth and redevelopment in targeted areas.***

**Brooklyn is uniquely positioned in the heart of the Cleveland metro area.** Its central location, just minutes to downtown Cleveland and Cleveland Hopkins International Airport, and highway access are desirable by residents and businesses alike. In addition to this central location, the City of Brooklyn has managed to maintain a small-town feel, with quiet and safe neighborhoods and excellent City services. However, the City faces challenges to meet the changing needs and desires of Northeast Ohio residents. Young families desire bigger houses and strong community ties to schools, young professionals want modern living with walkable neighborhoods and local entertainment options, and seniors want to be able to live in their homes as long as possible while continuing to be connected to the community. People everywhere are desiring increased recreational offerings and more widely connected amenities.

The future of Brooklyn will depend on the City embracing appropriate new development that allows for modern living and amenities while preserving the City's quiet charm and safe neighborhoods. Increasing access throughout the community and to regional amenities will only enhance one of the City's greatest strengths. Updating the City's facilities will provide greater amenities and services to residents and businesses. Brooklyn is in a position to become one of the most desirable cities in which to live and do business in Northeast Ohio.

## 3.3 GOALS & KEY OBJECTIVES



### STRENGTHEN BROOKLYN'S IDENTITY

***BROOKLYN WILL CONTINUE TO REFINE ITS DISTINCT IDENTITY TO DISTINGUISH THE CITY WITHIN THE REGION TO MAINTAIN A STRONG COMMUNITY AND A GROWING ECONOMY.***

The issue of strengthening the community's identity was a key issue supported throughout the planning process. City boundaries are poorly defined, and the City lacks a true "center". Many residents also expressed the concern that the City is often confused with Old Brooklyn, a neighboring community in Cleveland. Actions that help better define the City's identity are important to help the City to stand out and within the Cleveland region.



### ENHANCE PARKS & RECREATION AMENITIES

***BROOKLYN WILL CONTINUE TO BE A CITY THAT VALUES GREENSPACES BY PROTECTING AND ENHANCING PARKS AND RECREATIONAL FACILITIES.***

Access to parks, recreation classes, exercise and gym facilities, and other amenities is important for residents. Updating the John M. Coyne Recreation Center and enhancing and expanding parks were very important residents and stakeholders. With the City possessing funds to address the Recreation Center, the Master Planning process presented an excellent opportunity to gather insight into what residents desired for its future. The presence of the Metroparks and the Cuyahoga Greenways plan also provide opportunities to expand recreational amenities in the City.



### PROMOTE A STRONG LOCAL ECONOMY

***BROOKLYN WILL PURSUE ECONOMIC DEVELOPMENT STRATEGIES TO STRENGTHEN LOCAL BUSINESSES AND IMPROVE EXISTING COMMERCIAL PROPERTIES.***

Brooklyn has rebounded from the loss of American Greetings very well and can now focus on addressing redevelopment in other areas of the City. Major issues include commercial storefront renovations as well as updating development and zoning standards to promote adaptive reuse and redevelopment, including mixed-uses in appropriate locations. Local businesses also need assistance with workforce recruitment and training. Strategies to reduce traffic congestion in commercial areas is also important.



## EXCEPTIONAL SERVICES & FACILITIES

***BROOKLYN WILL BUILD MODERN, FUNCTIONAL FACILITIES WHILE PROVIDING EXCELLENT CITY SERVICES.***

Services are at the core of any City. People live in Brooklyn for the safe, quiet neighborhoods and the quality of services the City provides. To continue to provide great services to the City, almost all agreed that an outdated City Hall, Police Station, and Recreation Center need to be replaced or updated. It is a great benefit that the City has funds to address these needs, so it should be a priority. The Cuyahoga County Library is also looking to update or replace their Brooklyn Branch. Replacing civic facilities presents great opportunities to update and improve services but can be used to spur other public and private improvements in the City.



## A LIVABLE COMMUNITY FOR ALL

***BROOKLYN WILL BE A CITY FOR ALL AGES AND ABILITIES WHERE YOU CAN GROW, RAISE A FAMILY, AND RETIRE WITH ACCESS TO HOUSING, SERVICES AND AMENITIES THAT PROVIDE AN EXCELLENT QUALITY OF LIFE.***

Residents love the City of Brooklyn and want it to remain a great place to live and a place for residents of every age, ability, and lifestyle. Residents want to expand and modernize existing homes so that they fit the needs for all residents in any stages of life. They want homes and neighborhoods where young professionals, families, and seniors can all live and enjoy this great community. Protecting neighborhoods while enhancing commercial spaces and increasing regional connectivity is also a priority. Traffic solutions to promote flow and safety for all modes of transportation are a priority, as is cultivating an engaged, informed, and cooperative community.

## 3.4 PLANNING FOCUS AREAS

In addition to the Goals and Key Objectives, a Planning Focus Areas map has also been created to highlight areas that were specifically identified in the City as needing special attention. The creation of this map was based on the same feedback from the stakeholder groups and other feedback mechanisms used to create the Community Vision.

The City of Brooklyn Planning Focus Areas include both physical locations and roadway corridors that have been identified for more detailed attention in the Master Plan. These locations include major hubs in the City, specific areas that have the potential to change in the future, and primary transportation corridors within Brooklyn.

### IDENTIFYING & USING PLANNING FOCUS AREAS

The Planning Focus Areas Map on the following page summarizes the locations within Brooklyn where issues and potential actions will have a concentrated impact on improving the community. Many of the action recommendations made in the Master Plan focus on the issues specifically affecting these areas. These areas were also used to provide more detailed development strategies through actions and renderings. The identification of Planning Focus Areas also serves as a way to physically connect these different areas and to ensure that they are developed in comprehensive and complimentary ways.

### CITY OF BROOKLYN PLANNING FOCUS AREAS

Four Focus Areas and Three Focus Corridors were identified and were used to guide action recommendations. These are listed below and displayed on the map on the following page.

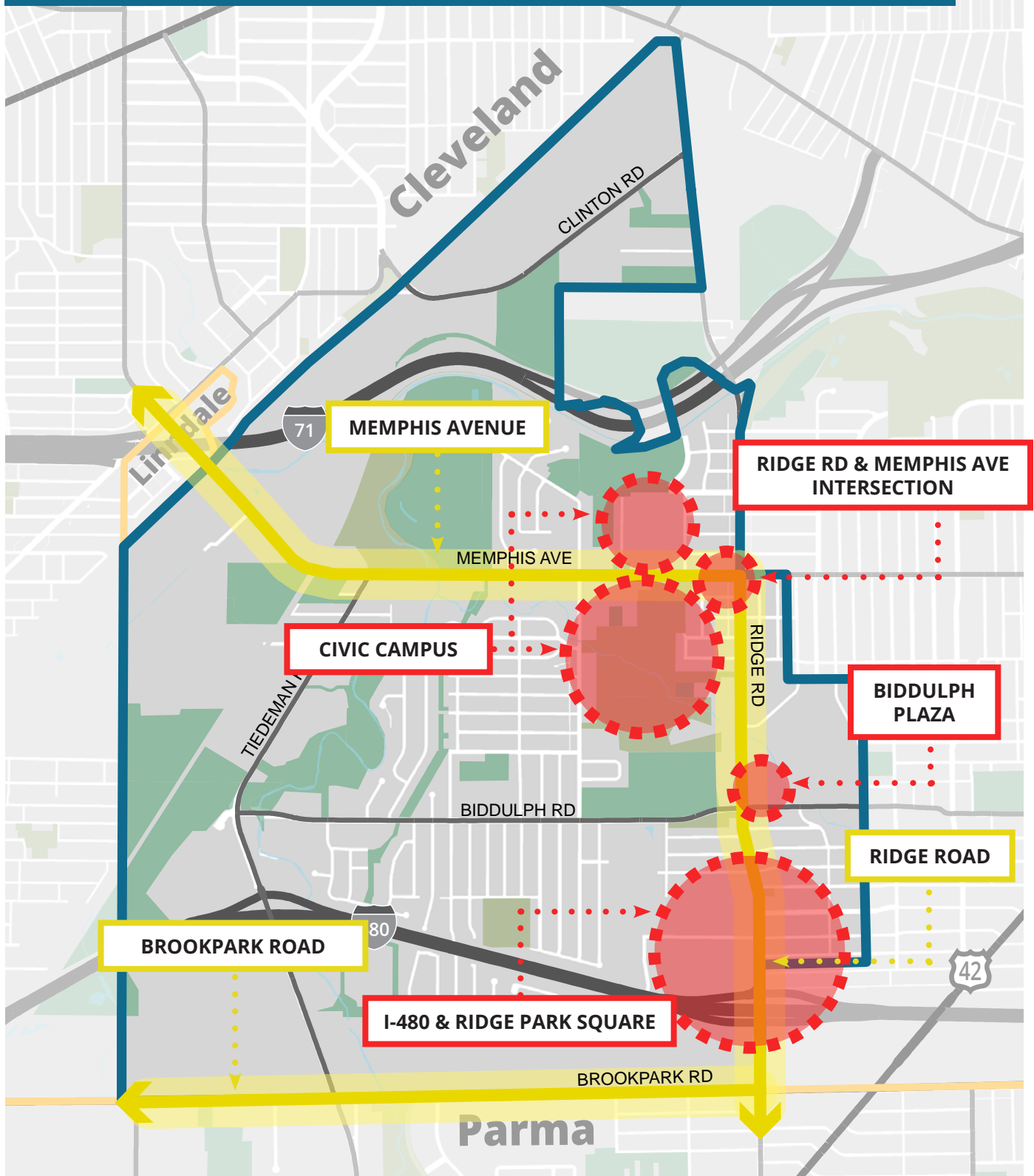
#### FOCUS AREAS

- **I-480 & RIDGE PARK SQUARE**
- **CIVIC CAMPUS**
- **RIDGE RD & MEMPHIS AVE INTERSECTION**
- **BIDDULPH PLAZA**

#### FOCUS CORRIDORS

- **MEMPHIS AVENUE**
- **RIDGE ROAD**
- **BROOKPARK ROAD**

# PLANNING FOCUS AREAS & CORRIDORS



## LEGEND



Focus Areas



Focus Corridors



## SECTION 4

# ACTION RECOMMENDATIONS

To accomplish the Community's Vision, concerted action is needed. The Action Recommendations section presents and organizes individual steps that can be taken to achieve the Community Vision.

### WHAT'S INSIDE

This Section uses the framework developed in the Community Vision Phase to structure the recommendation of specific action steps that can be undertaken to accomplish each Goal.

This section also uses the Planning Focus Areas to identify how many of these actions can be used in specific situations to create desired change in the community. Renderings, examples, and case studies are also included to provide guidance on how communities locally, regionally, and nationally have used specific actions to deal with similar issues.

### HOW DO I USE IT?

The Action Recommendations Section identifies and supports the specific actions the City and its partners should undertake in the coming years to achieve the desired Community Vision. It should serve as a guide for decision-making and a tool for addressing specific issues throughout the community.

## 4.1 GOALS & ACTIONS

Following is a list of the action recommendations identified for each Goal in the Master Plan.

### GOAL 1: STRENGTHEN BROOKLYN'S IDENTITY

**ACTION 1:** Undertake a community branding process that captures the City's unique characteristics and develops civic design and marketing elements to be used throughout the City

**ACTION 2:** Enhance existing corridors, streetscapes, and gateways with modern infrastructure and design elements to maintain attractive and safe public spaces

**ACTION 3:** Create engaging and inviting public gathering spaces around community assets

**ACTION 4:** Redevelop and expand the Civic Campus on Memphis Avenue to create a vibrant community center

### GOAL 2: ENHANCE PARKS & RECREATION AMENITIES

**ACTION 5:** Create a new park on the City-owned wooded area behind the Fire Station

**ACTION 6:** Build a new, combined Recreation Center and Senior Center on the Civic Campus

**ACTION 7:** Enhance Marquardt Park to improve accessibility and recreational opportunities

**ACTION 8:** Consider the implementation of new amenities when enhancing existing civic spaces or creating new greenspaces

**ACTION 9:** Implement recommended active transportation alignments and facilities from the Cuyahoga Greenways Plan

**ACTION 10:** Continue to maintain the current ice rink and invest in programming while further studying the community's desire and ability to keep such a facility long-term

### GOAL 3: PROMOTE A STRONG LOCAL ECONOMY

**ACTION 11:** Ensure commercial buildings are well maintained and attractive

**ACTION 12:** Continue efforts to acquire underused and constrained properties to help foster and guide development

**ACTION 13:** Update the City's Zoning Code and Zoning Map to create modern and easily understood development regulations

**ACTION 14:** Leverage the redevelopment of the Civic Campus to support commercial redevelopment along Memphis Avenue

**ACTION 15:** Adopt a "Future Character Areas" map that identifies areas where redevelopment or land use changes could occur and the nature of future development in those areas

**ACTION 16:** Codify Design Guidelines for commercial centers to help guide redevelopment

**ACTION 17:** Support local business workforce development and recruitment efforts

**ACTION 18:** Work with the City of Cleveland and the Ohio Department of Transportation to improve the area surrounding the Ridge Road/I-480 interchange with traffic management and safety countermeasures

**ACTION 19:** Work with the City of Cleveland to make streetscape improvements on the Ridge Road/Memphis Avenue intersection to support local businesses

**ACTION 20:** Incorporate green infrastructure, active transportation facilities, sanitary sewer, storm sewer, and other infrastructure into Capital Improvement Projects to help reduce long-term construction and maintenance costs

**ACTION 21:** Work with Cleveland State University to develop and deploy its online Municipal Fiscal Impact modeling tool to help inform City decision making

#### **GOAL 4: EXCEPTIONAL SERVICES & FACILITIES**

**ACTION 22:** Continue to invest in the Police & Fire Departments to best serve the Public

**ACTION 23:** Build new public facilities as part of the new Civic Campus to create a vibrant community center that provides modern amenities and efficient services for residents

**ACTION 24:** Maintain high-quality City services and expand services where possible

**ACTION 25:** Continue working with the Northeast Ohio Regional Sewer District (NEORS) on developing a stormwater mitigation plan to address flooding issues of Big Creek around Brookpark and Tiedeman Roads

**ACTION 26:** Continue transparency regarding City finances with residents

**ACTION 27:** Enhance the City's online presence and capabilities to better serve residents and businesses

**ACTION 28:** Incorporate sustainable building practices and technologies in City facilities to reduce long-term maintenance costs and protect the environment

**ACTION 29:** Assist the Cuyahoga County Public Library with community outreach to enlist support for relocating the Brooklyn Branch to the Civic Campus

#### **GOAL 5: A LIVABLE COMMUNITY**

**ACTION 30:** Continually promote programs and policies that provide assistance for updating and/or expanding older, smaller housing stock

**ACTION 31:** Identify potential areas for new townhomes or condominiums in existing commercial areas to modernize and diversify the housing stock

**ACTION 32:** Identify opportunities for the development of senior-friendly housing

**ACTION 33:** Implement pedestrian safety improvements along major corridors to promote safe and active transportation

**ACTION 34:** Establish a Master Plan Implementation Committee to guide and track its completion

**ACTION 35:** Maintain ongoing dialogue with the Brooklyn Local School District to identify and collaborate on community development issues

**ACTION 36:** Prioritize investments in parks, trails, community facilities, and public spaces

**ACTION 37:** Continue to invest in and protect local neighborhoods



## GOAL 1 STRENGTHEN BROOKLYN'S IDENTITY

*Brooklyn will continue to refine its distinct identity to distinguish the City within the Region to maintain a strong community and a growing economy*

### OUR KEY OBJECTIVES

- Take steps to strengthen Brooklyn's Community Identity and physical "sense of place"
- Accentuate the City's proximity to downtown Cleveland, the airport, interstates, and other major urban amenities
- Redevelop and enhance the "Civic Campus" on Memphis Avenue
- Beautify and enhance public spaces and infrastructure
- Promote neighborhood scale "live, work, play" oriented development

The City of Brooklyn has many beautiful and quiet neighborhoods. Residents have easy access to local services and regional shopping. A strong local business sector provides jobs and tax revenues to support residents and government. The City is 10 minutes from Downtown Cleveland and 10 minutes from Cleveland Hopkins International Airport. Brooklyn is blessed with many advantages, yet this proximity to Cleveland also presents challenges to sustaining the quaint nature of the City and its distinct identity.

Throughout the Master Plan process, residents, business owners, and government officials have expressed a desire to further refine Brooklyn's distinct identity. They recognize the many amazing assets the community has but regret that the line is blurred between the City of Brooklyn and nearby Cleveland neighborhoods, especially Old Brooklyn. The actions under this Goal are designed to foster a unique identity and to better define the City through its history and community assets. This will help the City to better distinguish itself in the region and build community pride.

## BUILDING ON A COMMUNITY IDENTITY

One of the first discussions with the City highlighted the "dated" nature of Brooklyn's City Seal. The current seal features plowed fields, sheaves of wheat, and smoke stacks--all things that represent its history but have very few ties to its present. It was also noted that the date of the City's founding is incorrect. There was a desire to bring the City image into the present. This was echoed by members of the Steering Committee and the Public. It was clear that it was not a desire to create something from nothing, but to ground the City's image in its history and character. There is the desire to connect to the City's past, but also a need to point it towards the future. This will allow residents and visitors to understand that Brooklyn is a unique place with a strong history and a deep connection to the region.

To this point, one of the major actions will be to undertake a branding process to bring out the history of the community, tie it to the present, and develop an image of the community that will tell the story to the region. This process will inform many other actions that will help beautify and define specific areas of the community.

## THE COMMUNITY'S CENTER

The concentration of civic buildings, parks and recreational facilities located on Memphis Avenue creates a "Civic Campus" that serves as the center of the community. However, many of these facilities are reaching the end of their functional lifespans. The City Hall/Police Station, Recreation Center, and Senior Center are all in need of significant investment. Given the required investment outlined in the 2016 Brooklyn Facilities Assessment, new construction may be more cost effective, especially to build a new City Hall and separate Police Station.



The current Seal of the City of Brooklyn, Ohio includes many references to the City's past, but nothing regarding the City's current strengths or future aspirations. There are also concerns that the foundation date is incorrect.

*Source: City of Brooklyn, Ohio*



Consistent and authentic branding helps focus a community's sense of place and creates a memorable and comfortable public realm to gather and socialize.

*Source: City of Westerville, Facebook*



Example of an Enhanced Streetscape: Bagley Road in Berea, Ohio shows the potential for the implementation of a planted median, street lamps, streets trees, and mid-block crosswalks along a major corridor.

Source: Google Maps

Also, the Brooklyn Branch of the Cuyahoga County Library is looking to build a new building. This provides an excellent opportunity to develop a cohesive, re-imagined Civic Campus that will serve as the heart of the Brooklyn community.

The Civic Campus can provide new facilities, enhanced amenities, and new public gathering spaces. Its proximity to commercial development at the intersection of Memphis Avenue and Ridge Road could even provide the City with opportunities to stimulate new development. Redevelopment of City facilities and neighboring City-owned properties could incorporate commercial spaces and economic gardening uses to complement each other. Cafes, services, incubator or co-working spaces, and other uses can serve, and be supported by, visitors and employees of the heavily used civic facilities. See pages 92-97 for an overview of potential improvements for a new Civic Campus that pulls together specific actions into an overall Framework.

## ENGAGING & INVITING PUBLIC SPACES

Places and spaces for people to gather and interact are important for creating a vibrant and engaged community. Whether it is for major civic events or casual meet-ups with friends, public spaces help maintain a healthy civic life. While the re-imagined Civic Campus is one specific example of new public space, it is also important to have public spaces in other areas of the City.

Many commercial developments now include public plazas or greenspace to create a more pleasant atmosphere to shop. Whether it is a place to meet with friends before or after shopping, or to go enjoy ice cream or coffee on a pleasant day, these gathering spaces create additional public space that create a community atmosphere. They create more attractive commercial spaces that add to the "sense of place" and support a greater retail experience, which many consumers now desire in their shopping and entertainment areas.

Brooklyn can support this type of development by requiring public spaces in commercial redevelopment, implementing design standards, and investing in streetscapes and the public realm in and around commercial centers.

## VIBRANT STREETSCAPES

The look and feel of streets, how attractive they are and the elements they include, help establish the look and feel of a community. Streetscape elements include sidewalks, street trees, benches, lighting, and other useful or decorative elements. These help to create vibrant and attractive corridors that support surrounding commercial and civic uses. Attractive streetscapes also help promote private investment along a corridor.

Streetscape requirements can be implemented as part of codified Design Guidelines that define the standards of site and building design that developers must meet. This facilitates cohesive design in commercial areas and gives developers clear and consistent rules to follow. Combined with strategic City investment in streetscapes, it can help create attractive corridors that support and encourage a vibrant community.

# RECOMMENDED ACTIONS

## ACTION 1

Undertake a community branding process that captures the City's unique characteristics and develops civic design and marketing elements to be used throughout the City

**A. Hire a consultant to lead the City through a branding and wayfinding process**

**B. Identify desired elements and uses for branding the City**

- *New Logo and City Marketing*
- *New City Website*
- *Wayfinding, Gateway Signage, & Public Art*

**C. Ensure branding emphasizes local character**

- *Identify unique community heritage, history, and characteristics;*
- *Include cultural or historic markers in design and implementation*

## ACTION 2

Enhance existing corridors, streetscapes, and gateways with modern infrastructure and design elements to maintain attractive and safe public spaces

**A. Enhance the Memphis Avenue streetscape, especially in the Civic Campus area**

- *Reduce lane size in the Civic Campus area to a standard lane and add a planted median*
- *Include enhanced pedestrian infrastructure to aid crossing Memphis Avenue*
  - *Countdown crossing timers*
  - *Crossing and bump-out islands to create safe zones and reduce crossing distances*
  - *Decorative, highly visible crosswalks*
- *Add wayfinding signage and new design features (street lights, banners, etc.)*

*See "Civic Campus Development" section for more information*

**B. Enhance streetscapes around Ridge Park Square and Biddulph Plaza**

- *Enhance existing concrete medians with elevated planters*
- *Update stop light and street light standards with LED lightening*
- *Add enhanced signage and design elements along the street*
- *Add enhanced pedestrian safety features, such as pedestrian refuges, islands, or curb bump-outs*
- *Add enhancements to ensure ADA compliance*
- *Consider High-Intensity Activated Crosswalk (HAWK) signals in appropriate locations to connect to commercial areas*
- *Enhance street and crosswalk striping to increase visibility*

**C. Enhance gateways with appropriate signage infrastructure to define gateways to Brooklyn and create a welcoming environment**

- *Add monument signage and other decorative elements welcoming visitors to the City at key gateways*
- *Work with neighboring communities, Cuyahoga County, and the Ohio Department of Transportation to add welcome or gateway signage at shared intersections and on intersection overpasses and exits.*

**D. Work with neighboring communities to develop a cohesive corridor strategy for Brookpark Road (see *Brookpark Road Corridor Focus Area* on pages 108-114)**

## ACTION 3

Create engaging and inviting public gathering spaces around community assets

**A. Include the development of civic greenspace or plazas when developing the Civic Campus**

**B. Require public gathering spaces or greenspaces to be a part of new developments**

## ACTION 4

Redevelop and expand the Civic Campus on Memphis Avenue to create a vibrant community center

**A. Along with new City buildings, include greenspaces, recreational amenities, and potentially commercial development in the creation of a new Civic Campus**

# BRANDING & WAYFINDING

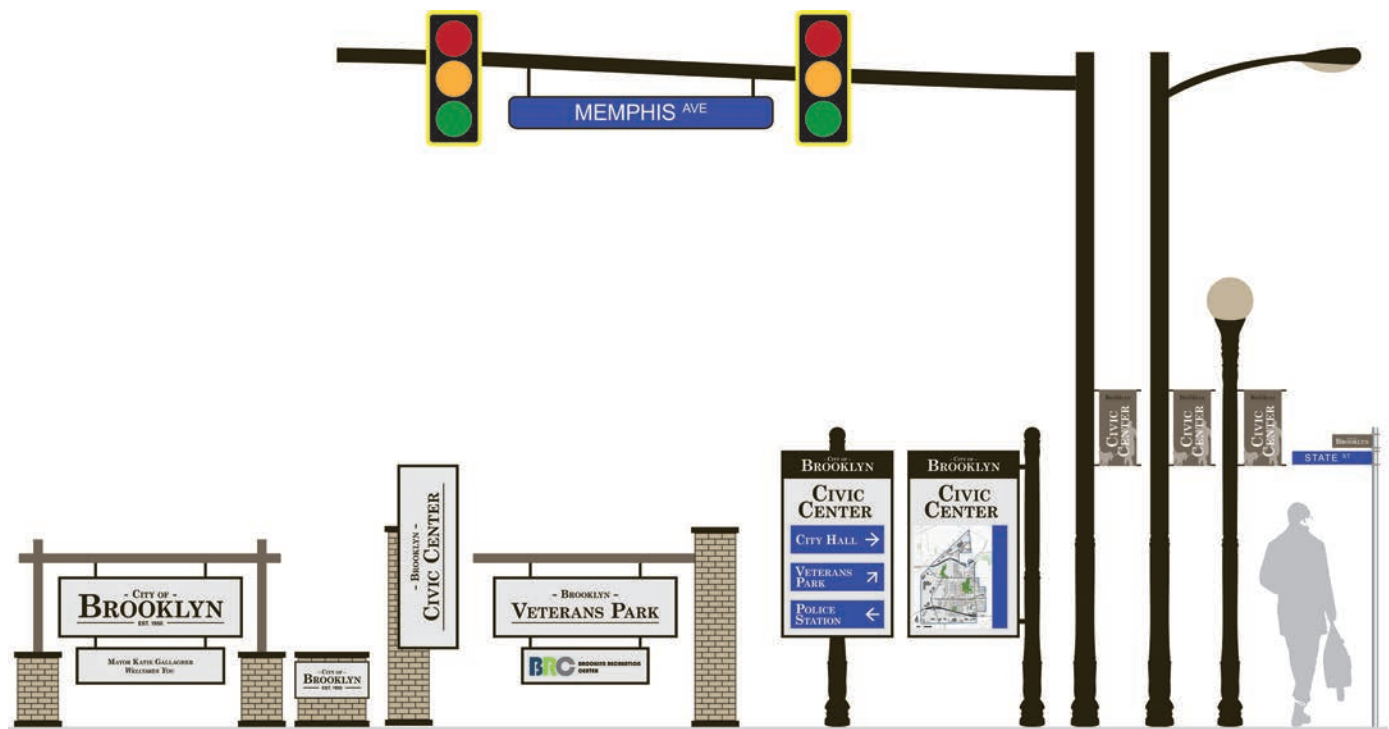
Completion of a community branding process can be implemented through many different projects. Gateway enhancements, wayfinding signage, and streetscape decorative elements are some of the impactful ways the process could enhance the public realm. As gateways typically occur along community boundaries or along major roads, cooperation and coordination with neighboring communities and state and regional governments will be necessary for implementation in some areas.



Signage and overpass enhancements can help beautify the I-480 interchanges at Ridge Road and Tiedeman Road. These improvements would also provide a physical landmark welcoming visitors and creating a defined location within the region and in people's minds. Gateway enhancements may require cooperation and coordination with other communities and entities, such as the City of Cleveland or the Ohio Department of Transportation.

Consistent branding and signage define and beautify places, provide visitors with an enjoyable and memorable experience, and add a level of predictability for users. Consistency in location, design, and content is key to creating an intuitive wayfinding system. Implementing consistent design and signage at major gateways to Brooklyn and along major corridors would help define the physical boundaries of the City and provide an impressive welcome to residents and visitors.

## CONCEPTUAL STREETScape & Branding Elements

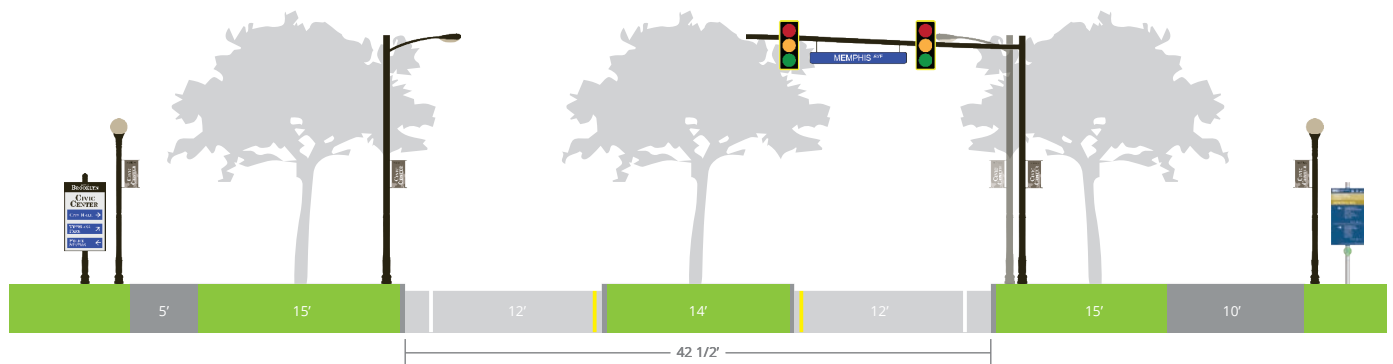


These drawings are presented for guidance and discussion purposes. They are not meant to represent a specific design to be implemented by the City without further discussion, input, and approval through the proper City channels.

# STREETSCAPE ENHANCEMENT

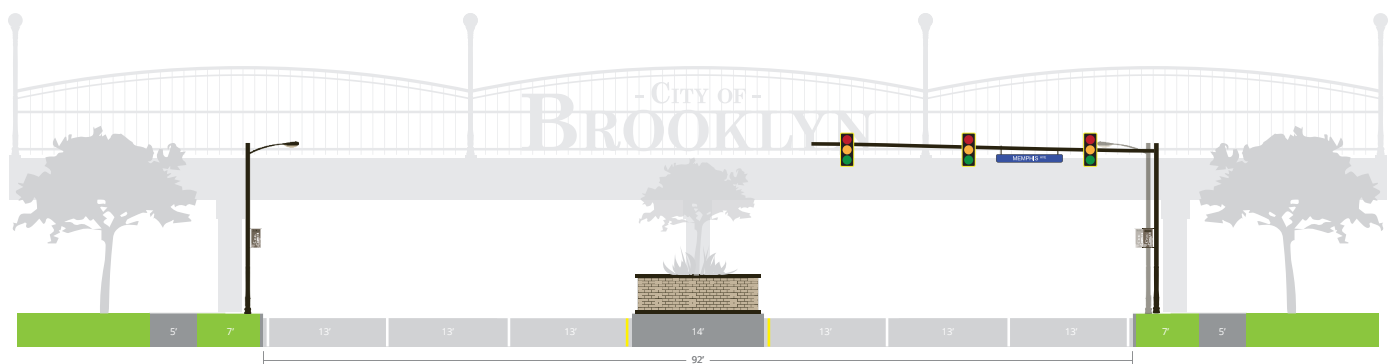
Below are conceptual streetscape cross-sections showing potential enhancements at two prominent locations in the City of Brooklyn. The first is for the section of Memphis Avenue that runs through the "Civic Campus" area. The second drawing shows potential enhancements for the Ridge Road streetscape at the I-480 interchange. Planted medians, street trees, decorative street lights, branded wayfinding signage, and other decorative elements can be implemented to help define and beautify an area. This would create a more attractive and pleasant experience along the street for both drivers and pedestrians. Public investment in the streetscape can also help improve the perception of commercial areas and promote increased private investment in abutting properties. More detailed planning would need to be performed to determine what is appropriate to be implemented based on traffic and safety needs as well as cost and maintenance.

## CONCEPTUAL STREETSCAPE & BRANDING ON MEMPHIS AVENUE WITHIN NEW "CIVIC CAMPUS"



Use excess roadway to add a 14-foot planted median, a 10 foot All-Purpose Trail, and enhanced streetscape elements along Memphis Avenue in the redeveloped "Civic Campus". It could also be extended further along the road. This would beautify the area, calm traffic, provide safer street crossings, and improve bicycle-pedestrian connectivity between the north and south sides of Memphis Avenue.

## CONCEPTUAL STREETSCAPE & BRANDING ON RIDGE ROAD AT I-480



Replace existing concrete medians with enhanced curbed or raised planters using hardscape elements and low maintenance, salt-tolerant plants. These medians can also incorporate green infrastructure to help stormwater retention. Planters can help provide visible boundaries and guides for drivers, as well as a refuge area at pedestrian crossings. New light posts, streetlights, signage, banners, and other street furniture can also help enhance the streetscape. This can improve both the walking and driving experience.

# STREETSCAPE FRAMEWORK

As seen in the map to the right, the Streetscape Framework identifies primary and secondary gateways for enhancements into the City. Additionally, this Framework identifies existing and future active transportation (bicycle and pedestrian) connections in and around the community.

## CORRIDOR ENHANCEMENTS

Major corridors can define a city to its residents and visitors. They provide access to important civic institutions, and commercial and job centers. The streetscape of major corridors is one area in commercial centers where the local government can directly influence private improvements. The streetscape includes all the visual and structural elements within the public right-of-way. This includes the roads, sidewalks, medians, street trees, street lights, signage, furniture, and many other elements.

When implemented as part of a “Complete and Green Streets” concept, enhanced streetscapes can add value to commercial areas while providing safe, comfortable transportation for all modes and user abilities, while also providing natural solutions for stormwater management.

### STREETSCAPE IMPROVEMENTS PROVIDE MANY BENEFITS, INCLUDING:

- Improving safety;
- Increasing the property value of homes and businesses;
- Reducing traffic congestion by providing access to alternative modes of transportation;
- Reducing water treatment costs by facilitating natural storm water filtration;
- Providing recreational spaces that encourage healthier, active lifestyles;
- Reducing air pollution by sequestering harmful carbon emissions; and
- Providing a generally more pleasant aesthetic for all.

### FOR MORE INFORMATION ON STREETSCAPE IMPROVEMENTS AND THEIR BENEFITS SEE:

#### Bringing Back Main Street:

[www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf](http://www.h-gac.com/bringing-back-main-street/documents/Bringing-Back-Main-Street-May-2015.pdf)

#### Streetscape Improvements Help Make Streets Complete!:

[www.smartgrowthamerica.org/streetscape-improvements-help-make-streets-complete/](http://www.smartgrowthamerica.org/streetscape-improvements-help-make-streets-complete/)

#### Complete Streets Toolkit, Cuyahoga County Planning Commission:

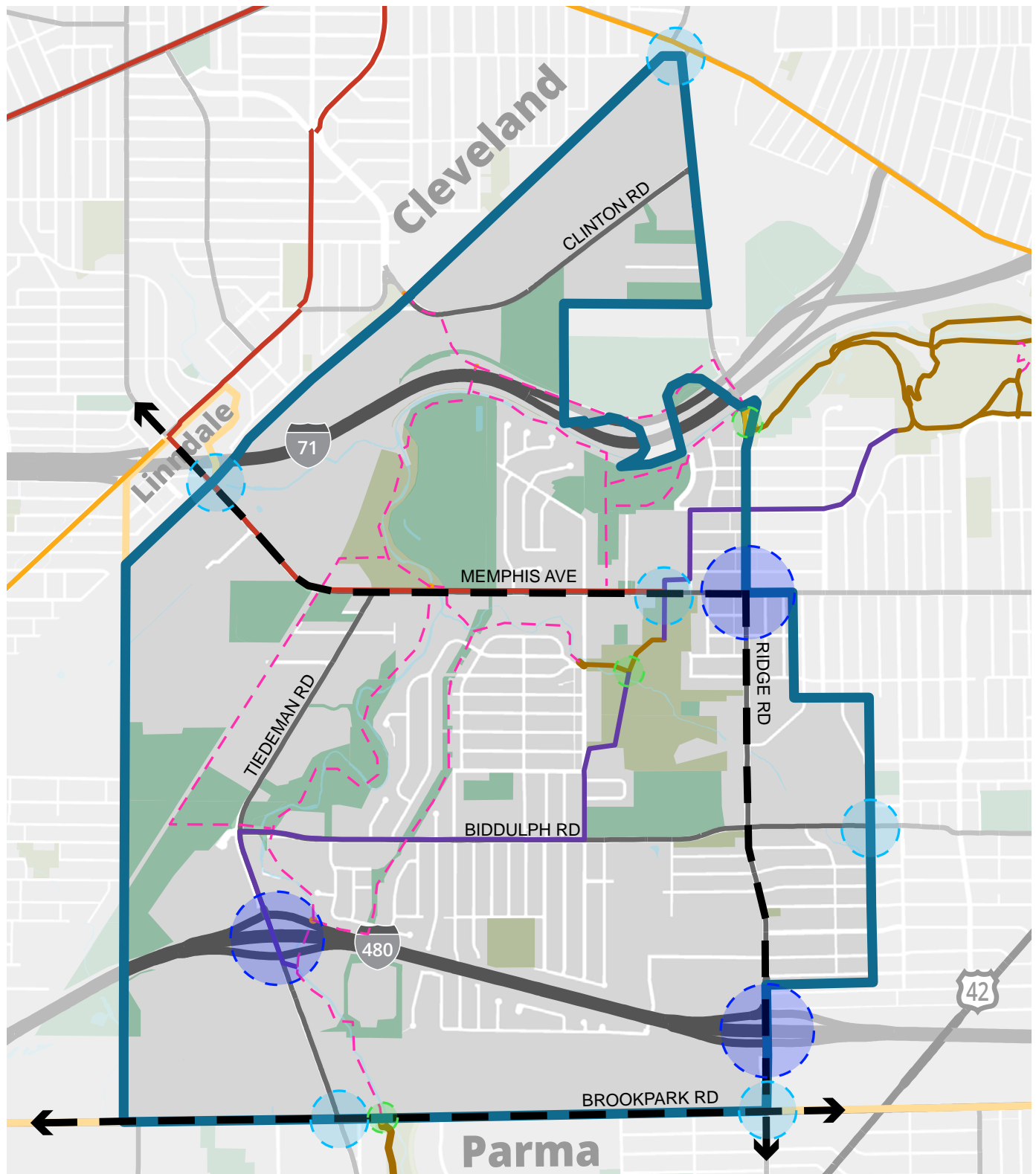
<https://www.countyplanning.us/resources/complete-streets/>

## What are Complete and Green Streets?

*Complete Streets are streets for everyone.* They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets improve equity, safety, and public health, while reducing transportation costs and traffic issues. Green streets integrate stormwater control and management design and ensure that streets remain usable and safe during storm events, regardless of mode.

Source: Smart Growth America; National Association of City Transportation Officials

## MAP 5 | STREETSCAPE FOCUS AREAS



### LEGEND



Primary Gateway



Secondary Gateway



Trail Gateway



Targeted Streetscape

### Cuyahoga Greenway Trail Plan

Existing Trail

Identified Critical Gap Trail

Identified Regional Link Trail

Alternate Future Connections



Source: City of Brooklyn, Facebook



## GOAL 2 ENHANCE PARKS & RECREATION AMENITIES

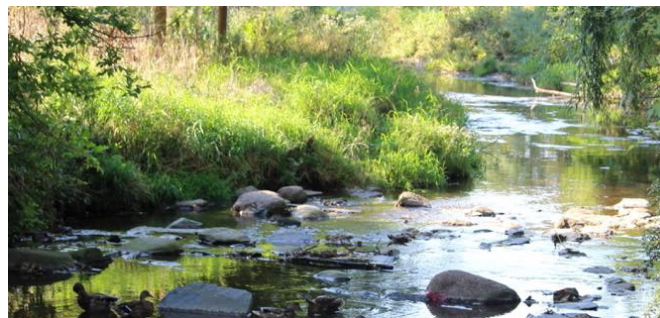
*Brooklyn will continue to be a city that values greenspaces by protecting and enhancing parks and recreational facilities.*

### OUR KEY OBJECTIVES

- Enhance amenities in existing parks
- Expand parks and greenspace in the community
- Expand programs and recreational offerings
- Increase trails and trail connections throughout the City, especially to regional amenities, parks, and recreational assets, such as the Civic Campus
- Increase community use of recreational programs and facilities

Parks and recreation amenities are important to providing a high quality of life for residents. Brooklyn has many great parks while also providing amenities through the John M. Coyne Recreation Center and the Senior Community Center. Enhancing recreational amenities at existing parks and facilities will improve the ability of residents to enjoy excellent outdoor spaces and recreational programs throughout the course of their lives.

Investing in park enhancements would provide significant benefits to residents and visitors. It would provide important amenities to distinguish the community throughout the region and serve as a selling point to both existing and potential residents, as well as to potential new businesses.



Trails, parks, and open space provide many of benefits. The Cleveland Metroparks alone provides \$873 Million in annual benefits to the region and can raise property values, reduce pollution costs, and improve the physical health of users. The City of Brooklyn is home to the Cleveland Metroparks Big Creek Reservation.

*Source: City of Brooklyn, Facebook; The Economic Benefits of the Cleveland Metroparks, The Trust for Public Lands, 2018*

## COMMUNITY USE OF FACILITIES

One of the significant issues identified during the initial planning process was the overall use of the Recreation Center by residents. Of the annual 1,031 passes sold in 2018, only 46% (474) were purchased by Brooklyn residents (roughly 4.5% of the population). Of the 50 monthly passes purchased, only 17 (34%) were purchased by residents. Overall, 48% of all passes bought by residents were purchased by seniors. The City of Brooklyn is committed to providing residents with quality facilities, modern amenities, and age-appropriate programs to encourage increased use by residents.

In 2018, only 11% of Brooklyn's seniors regularly used the Senior Center. There were 397 users who accounted for over 16,000 visits. Alarming, this represents a 50% decline since 1998. Also, 68% of users were 75 or older. It is widely considered that the amenities, programs, and services currently offered do not cater to those "Active Seniors" who are younger, in good health, and who seek more active programming not typically associated with the traditional senior center operating model.

The Senior Center will attract users so long as the programming meets their needs and is considered a good value for membership fees. Increased membership will encourage the City to increase its investment in facilities, programming, and services to better serve residents. The opportunity to plan for new facilities creates the ability to build spaces and amenities that users desire and will support.

## RECREATION FACILITIES

The City of Brooklyn is well positioned with funds for investment in its parks and recreational facilities. The 2016 Facilities Assessment concluded that the Recreation Center and Senior Center needed over \$9 million combined in deferred maintenance. As an alternative, the City could build a new combined Recreation and Senior Center to provide up-to-date programs, services, and amenities to better serve the greater Brooklyn community. This proposed project could be the centerpiece of a redeveloped Civic Campus that can serve an expanded variety of needs for residents and users.

The ice rink at the John M. Coyne Recreation Center is a significant regional winter sports asset. In addition to hosting local youth hockey and figure skating programs, the facility serves as the home ice of several high school hockey teams, including Brooklyn, Olmsted Falls, and St. Ignatius. The rink also hosts the Baron Cup hockey tournament and portions of the Ohio High School Athletic Association (OHSAA) Ice Hockey Statewide Tournament.



The ice rink at the Coyne Recreation Center was built in 1974 with the swimming pool added in 1989. The facility requires nearly \$8 million in upgrades and repairs to best serve the community.

Source: City of Brooklyn

Though it has been recommended to build a new recreation center, the City must determine if it wishes to keep an ice rink long term. If the community does want to keep an ice rink, they must decide whether to renovate the existing structure, or program a new ice rink into plans for a new recreation center.

There are also several opportunities to improve parks and greenspace. The City anticipates that redevelopment of the Civic Campus will prompt the reorganization and enhancement of Veterans' Memorial Park. Improved local access and enhanced amenities at Marquardt Park would increase its use and stature in the community. Another major opportunity resides in the vacant parcel located

behind the Fire Station. The property is deed-protected to remain greenspace, but can be enhanced with walking trails, benches, pavilions, and trailheads. This would conserve a natural greenspace with connections to the Civic Campus and the Big Creek Reservation.

## TRAILS AND CONNECTIONS

The demand for all-purpose trails, hiking trails, bike lanes and other active transportation infrastructure is increasing in communities throughout the region. In Brooklyn, residents enjoy the ability to exercise, bike, and walk safely in their community. They also appreciate the access these features provide to natural spaces, civic areas, and commercial developments. It is a growing national trend for residents and businesses to look for these assets when deciding where to live and work.

Brooklyn has great opportunities to enhance its connectivity to the region. The 2018 Cuyahoga Greenways Plan identified several important bike and trail routes through the City. These include several identified "Critical Gaps" which, when completed, would increase recreational and transportation infrastructure within the community and connect users to regional amenities. As envisioned, the Greenways network would link Brooklyn to the Cleveland Metroparks Zoo and Brookside Reservation, the Towpath Trail, and Downtown Cleveland. It would also connect to the southern section of the Big Creek Reservation and the Big Creek Parkway, which connects to the Mill Stream Run Reservation, the Rocky River Reservation, and up to Lake Erie.

For more information on trail development in Brooklyn see the Trails and Bikeways Framework on pages 58-59 and visit [www.cuyahogagreenways.org](http://www.cuyahogagreenways.org).

## RECOMMENDED ACTIONS

### ACTION 5

Create a new park on the City-owned wooded area behind the Fire Station

#### A. Create connections and trailheads into the Civic Campus

- Connect to Memphis Avenue through the fire department or animal shelter properties
- Connect to the Civic Campus and Cuyahoga Greenways at Brookside Drive and Amber Drive north of the existing Recreation Center

#### B. Implement a system of all-purpose trails

- Connect trails to the Civic Campus
- Connect local trails to the larger regional network connecting to the Cleveland Metroparks Zoo, Towpath Trail, and Big Creek Reservation, as established in the Cuyahoga Greenways Plan

## ACTION 6

### Build a new, combined Recreation Center and Senior Center on the Civic Campus

#### A. Include updated features and amenities

- *Indoor walking/running track*
- *Cardio and strength training equipment*
- *Indoor/outdoor pool or splash pad*
- *Flex space for classes or community use*
- *Sports courts; Playground area*
- *Full ADA compliance and programs and facilities for those with disabilities*
- *Cafe/coffee shop*
- *Other features as desired by the community*

#### B. Continue regional partnerships to offer shared recreational offerings and opportunities

- *Continue the partnership with Parma and Parma Heights to offer monthly and annual passes at reduced costs for access to the recreation center and activities*

## ACTION 7

### Enhance Marquardt Park to improve accessibility and recreational opportunities

#### A. Examine the potential to add off-street parking at the site

#### B. Add a new picnic pavilion

#### C. Improve trail connections and enhance trail amenities

## ACTION 8

### Consider the implementation of new amenities when enhancing existing civic spaces or creating new greenspaces

#### A. Consider amenities such as a fenced dog park, splash pad, outdoor amphitheater, or other feature that currently does not exist within the City

## ACTION 9

### Implement recommended active transportation alignments and facilities from the Cuyahoga Greenways Plan

#### A. Identify the preferred routes for bike trails to complete the Greenway trail connections

#### B. Develop a long-term plan to fund and implement trail connections

- *Identify areas where land will need to be purchased or access rights acquired*
- *Identify where on-road facilities will be needed and which type of facilities are best (painted lanes, buffered lanes, etc.)*
- *Work with state and regional agencies and local bike groups to identify funding and build support*

## ACTION 10

### Continue to maintain the current ice rink and invest in programming while further studying the community's desire and ability to keep such a facility long-term

#### A. Work with St. Ignatius, Brooklyn, Olmsted Falls, and Brecksville-Broadview Heights High Schools; Cleveland State University; and other school districts and sports organizations to improve and tailor the facility to local and regional high school hockey and other ice sports

#### B. Consider renovating or expanding areas of the existing Recreation Center to accommodate a new lobby, concession, and locker room facilities

#### C. Seek out other schools and communities to build partnerships and expand access to youth hockey, figure skating, curling, or other ice uses

#### D. Engage the community to determine the desire to keep and support an ice rink in the community, especially as new recreational facilities are being designed and built

# PARK ENHANCEMENTS

Park and recreation amenities are important to the quality of life and livability of a city. Residents want accessible natural areas where they can enjoy nature, exercise, and spend time with family and friends. Parks are essential for promoting active lifestyles leading to healthier lives.

Brooklyn has two major parks--Veterans' Memorial Park and a portion of the Big Creek Reservation--and several smaller City parks. The existing parks have opportunities to expand amenities and access to increase offerings to residents. There also exist opportunities to increase park space by activating an area of natural, protected land behind the Fire Station.

The following drawings show conceptual plans for enhancing existing parks or activating under-used space. They are meant to show opportunities for what could be implemented. These are meant as a starting point to stoke the imagination and propel the planning process forward. The City and residents can work together to brainstorm ideas, build consensus, and develop plans and programming for parks and greenspaces for the Brooklyn community.

## ENHANCED NATURAL AREA

The undeveloped wooded area (also known as the Kingdom property) behind the Fire Station can be activated with trails and a trailhead to create an excellent nature preserve.

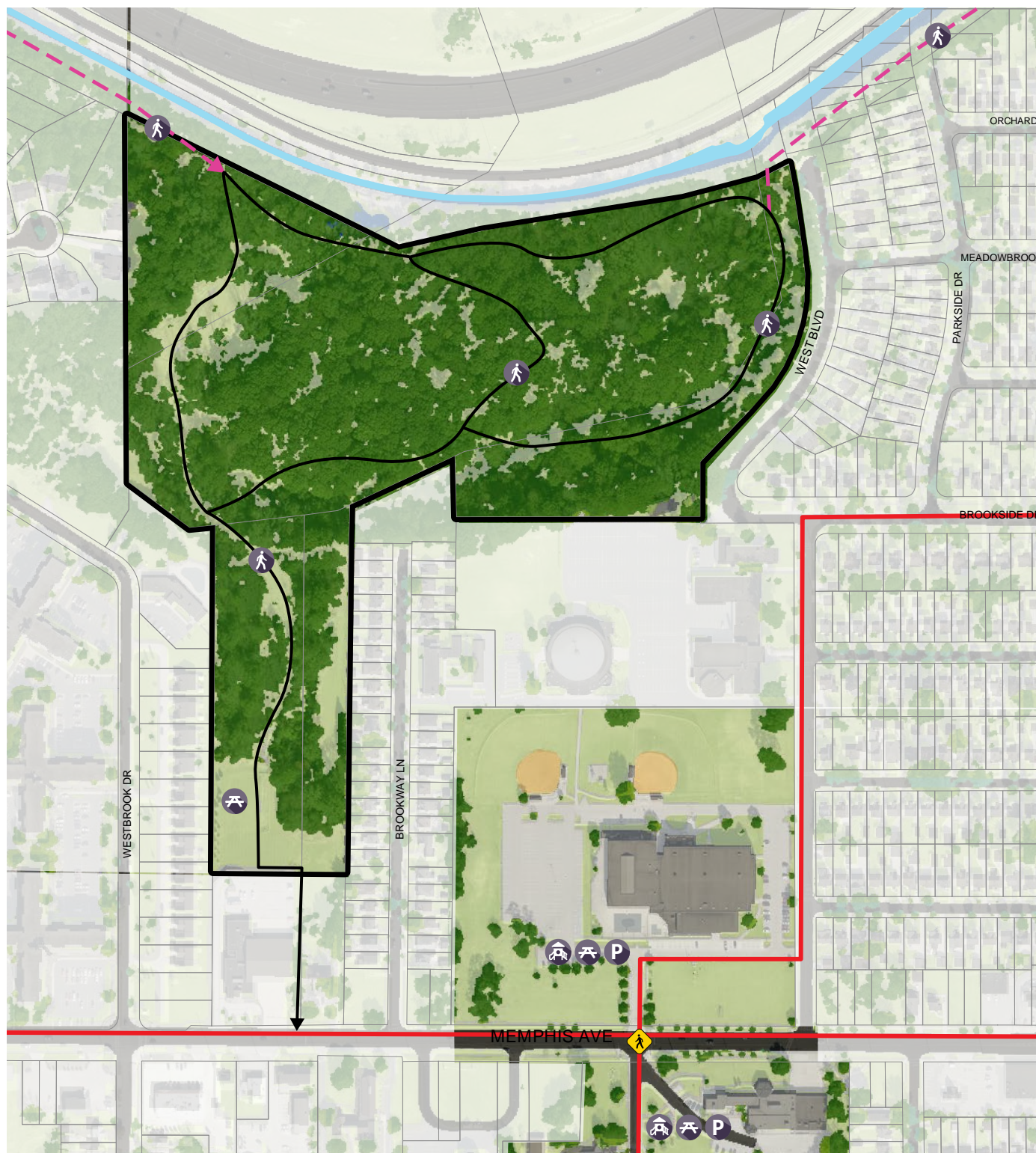


The 24 wooded acres behind the Fire Station and St. Thomas More Parish could be enhanced with walking trails, pavilions, benches, and other park amenities. It shares many of the same natural characteristics found in the Big Creek Reservation and could even function as an extension of that greenspace.

Source: Cleveland Metroparks



The 24-acre parcel is currently owned by the City of Brooklyn and is deed-protected to remain park space. Once activated, this area could then be connected to the existing John M. Coyne Recreation Center, Veterans' Memorial Park, or the redeveloped Civic Campus--and in turn linked to the larger Cuyahoga Greenways network.



Picnic areas or rest stations could be created behind the Fire Station and could help create a space for increased visibility and public interaction with the Fire Department. Central trailheads at the existing Recreation Center or in a new Civic Campus would provide ample parking and access to many different types of recreational amenities from a single starting location. Building trailheads and other trail amenities on existing or new City facilities can also increase the opportunities for potential grant funding to help offset improvement costs.



**LEGEND**

-  Park Boundary
-  Potential Local Trail Connections
-  Planned Greenways Connection

-  Nature Trail
-  Picnic Area

-  Playground Area
-  Parking

## MARQUARDT PARK

Improved and enhanced access and amenities can increase use of Marquardt Park. With no parking and only a gazebo, playground, and walking track, the park is underused and virtually inaccessible to most of Brooklyn residents. Adding pedestrian/bicycle access-only points and limited parking will help improve overall accessibility. Adding new amenities, such as a picnic pavilion, fenced dog park, and sports fields will provide activity areas and greenspace to benefit the surrounding neighborhood and the Brooklyn community.

### MAP 7 | MARQUARDT PARK ENHANCEMENTS



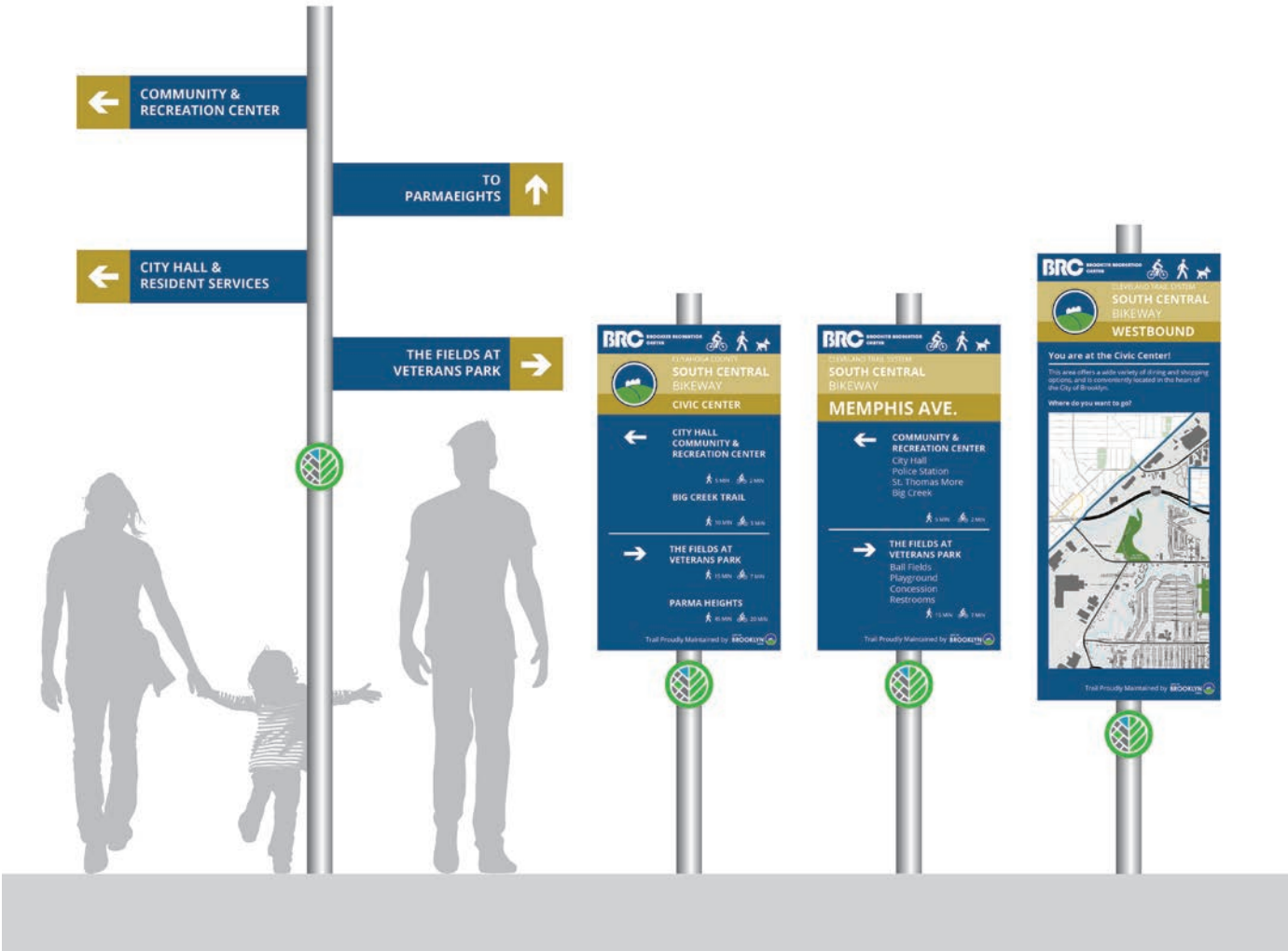
REGIONALLY INTEGRATED TRAIL WAYFINDING

To further the development of a countywide trail network through the Cuyahoga Greenways Plan, the City of Brooklyn could participate in efforts to integrate regionally cohesive trail signage.

As part of a regional branding effort, coordinated signage will help build a regional identity that familiarizes users from throughout Northeast Ohio with the trail system. The City of Brooklyn can highlight its own branding, facilities, and amenities, while incorporating signage elements from the Cuyahoga Greenways Plan.

The graphic below shows potential trail signage that could be implemented to meet these criteria.

CONCEPTUAL TRAIL WAYFINDING SIGNAGE

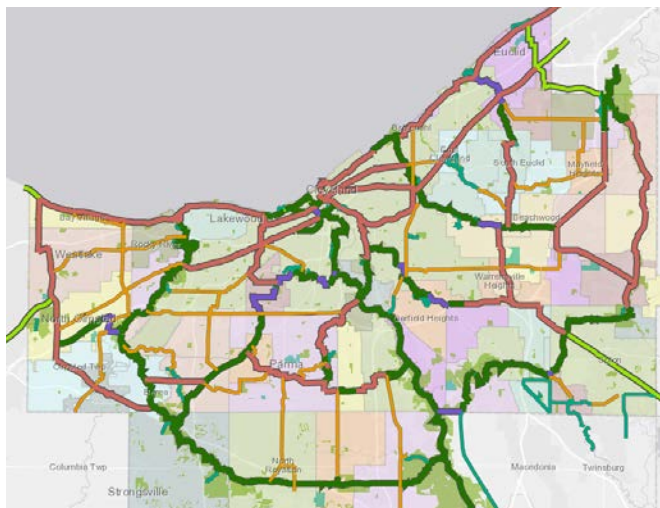


# TRAILS & BIKEWAYS FRAMEWORK

As seen in Map 4, the Trails & Bikeways Framework identifies potential trail alignments throughout the City. Additionally, this Framework identifies existing and future trail alignments to connect Brooklyn to its neighboring communities and the regional trails network.

## CUYAHOGA GREENWAYS PLAN

The Cuyahoga Greenways Plan presents a vision for “an interconnected system of greenways and urban trails that tie in with public transportation and parks to offer recreational opportunities and options for getting around the County, elevating the health of the community and the individuals who call it home.”



**LEGEND: Cuyahoga Greenway Trail Plan**

Regional Existing Route	Identified Critical Gap Trail
Regional Future Route	Identified Regional Link Trail
Existing Trail	Key Route
	Alternate Future Connections

The Greenways Framework consists of 295 regional miles of existing and proposed trails with an additional 516 miles of supporting local trails. With 178 miles currently existing, complete implementation of the Framework would provide over 811 miles of bike routes and trails connecting Cuyahoga County.

Source: County Planning

The Plan was developed through a partnership among the Northeast Ohio Areawide Coordinating Agency (NOACA), Cleveland Metroparks, and County Planning, and was partially funded through NOACA's Transportation for Livable Communities Initiative. It identifies priority projects and routes to help form a complete, Countywide network of trails. The Greenways Framework breaks implementation priorities into three categories, as follows:

**CRITICAL GAPS:** Relatively short sections of future trails that fill gaps in the existing regional trail network. These gaps typically connect to existing trails or other facilities at both ends.

**REGIONAL LINKS:** Longer sections of the regional network that typically connect to existing regional trails on at least one end, as well as connecting to major population centers, employment hubs, or recreational anchors.

**KEY ROUTES:** Supporting routes identified through public engagement, steering committee input, or technical evaluation that can provide substantial benefit or other functions to the network.

## THE CUYAHOGA GREENWAYS & BROOKLYN

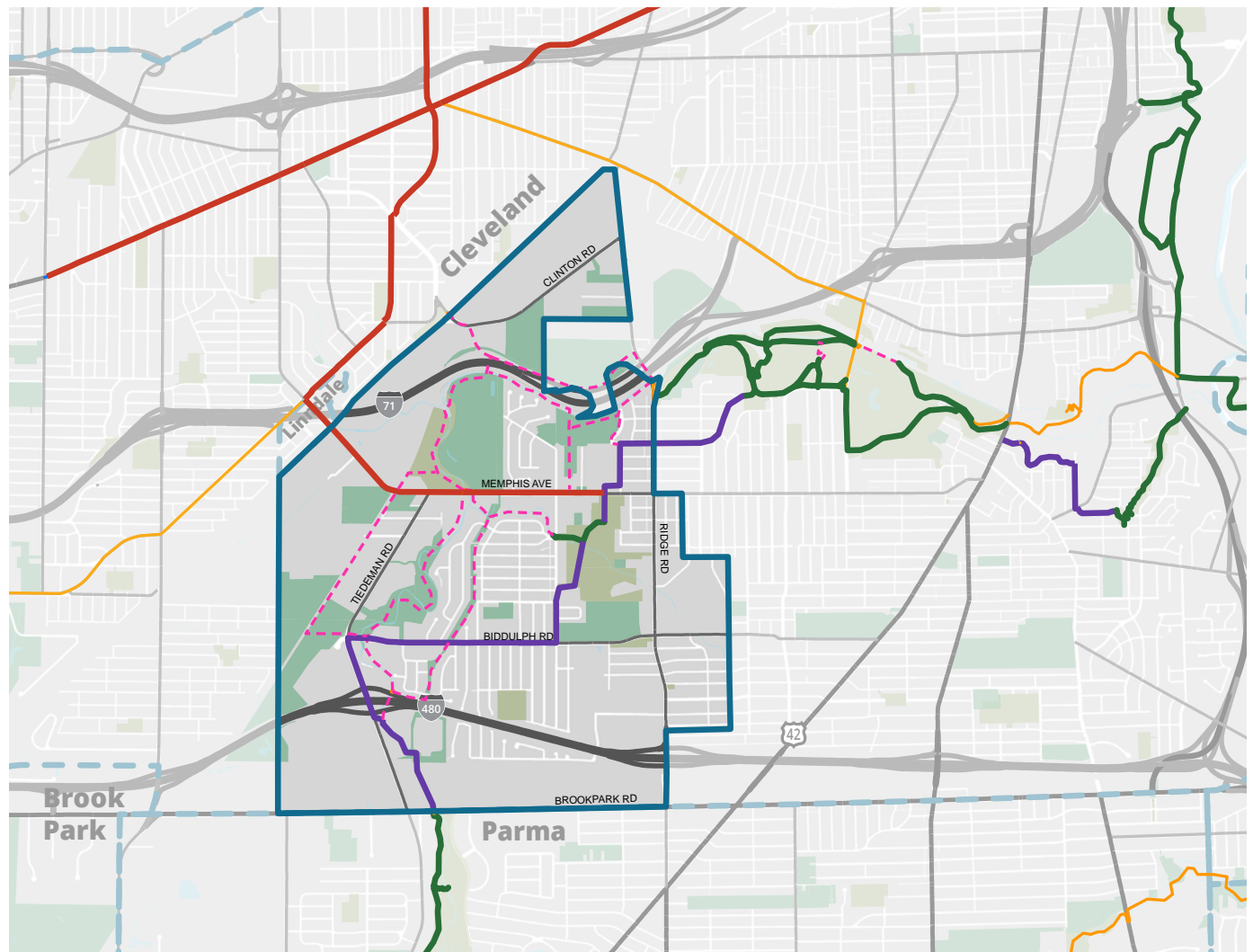
In Brooklyn, a Critical Gap was identified along the alignments of Tiedeman Road, Biddulph Avenue, and Rodoan Road to connect into Veterans' Memorial Park. The proposed trail would then continue through the current Recreation Center campus and follow Brookside Drive to connect to the Cleveland Metroparks Zoo. This “Critical Gap” would connect Brooklyn to the Big Creek Reservation (which contains over 10 miles of trails), which in turn connects to the Mill Stream Run and Rocky River Reservations. Once connected to the Zoo, the completion of two smaller critical gaps outside the City would allow the trail network to connect to the 87-mile Towpath Trail which provides

access to Downtown Cleveland, the Cuyahoga Valley National Park, and south along the Towpath to New Philadelphia.

A Regional Link identified along Memphis Avenue running west towards Linndale and Cleveland would connect with additional Regional Links along West Boulevard and Lorain Avenue in Cleveland, providing access north to Lake Erie at Edgewater Park and Downtown Cleveland.

As part of the Greenway planning process and this Master Plan process, additional trails, and Alternate Future Connections have been identified on Map 4 below.

## MAP 8 | TRAILS & BIKEWAYS



### LEGEND

- |                                |                              |
|--------------------------------|------------------------------|
| Cuyahoga Greenway Trail Plan   | Key Route                    |
| Existing Trail                 | Alternate Future Connections |
| Identified Critical Gap Trail  |                              |
| Identified Regional Link Trail |                              |



## GOAL 3 PROMOTE A STRONG LOCAL ECONOMY

*Brooklyn will pursue economic development strategies to strengthen local businesses and improve existing commercial properties.*

### OUR KEY OBJECTIVES

- Promote and support local businesses and entrepreneurs through "economic gardening" strategies and support services
- Promote and support full use of existing commercial and industrial properties
- Promote and support storefront renovations in outdated or rundown commercial centers, including amending property maintenance codes if existing codes are found to be insufficient
- Update land use and development standards to include modern mixed-use and sustainable development
- Grow the tax base by strengthening local businesses
- Support workforce recruitment and workforce training programs
- Improve traffic flow, interstate access, and infrastructure

Local businesses provide jobs, shopping, and entertainment for residents. Through property and income tax revenues, the local economy also funds the government, allowing it to provide fundamental services, infrastructure, and amenities residents need and desire. The City of Brooklyn has experienced an impressive recovery from the Great Recession and the City has been able to build up the general fund reserves despite the loss of American Greetings.

With few opportunities for new large development, reuse of existing industrial space and redevelopment of older commercial centers present major economic development challenges for the City. To facilitate this type of growth and change, the City needs updated policies and regulations to both promote modern development and protect the existing character and quality of neighborhoods.



With regional access located at I-480 and Ridge Road, Ridge Park Square is the largest retail center in Brooklyn. Ensuring the City has the appropriate development regulations and tools is key to supporting the long-term health and regeneration of modern and desirable commercial and industrial spaces.

*Source: RidgePark-Square.com*

## ZONING CODE MODERNIZATION

Having a modern and user-friendly Zoning Code is key to promoting desirable developments. Much of the current Code was adopted in 1992 through Ordinance 1991-88. Some development issues have been addressed in a piecemeal fashion over the last 30 years, however there are many modern development practices and uses that are best addressed by a comprehensive update of the entire Code.

The current Zoning Code does not allow for modern mixed-use districts or for sustainable development practices. Brooklyn is a built-out community, and yet the current Ordinance doesn't specifically address issues related to adaptive reuse or redevelopment of existing properties. These types of projects have unique needs and require targeted regulations and potential incentives to help spur change. Many existing commercial and industrial centers also include acres of pavement and buildings. Requirements for greenspace, reduced parking, green infrastructure, and other modern provisions can help beautify developments and protect environmental quality.

Implementing design guidelines and an Architectural Review Board as part of the Ordinance would also give the City additional oversight on the design and layout of new commercial development and redevelopment. Combined with new use tables, diagrams, and visual aids, these updates would structure the City's vision for its desired future development.

## STRENGTHENING EXISTING EFFORTS

The City has always been actively engaged in economic development activities. This has produced great results that show in the growth in employment numbers and tax revenues after the Great Recession in 2008 and the loss of American Greetings in 2016. Many standard economic development tools and programs are available through the Economic Development Department. The City operates a Community Reinvestment Area, a Job Creation/Retention Grant program, and a Community Improvement Corporation. It also works in partnership with the State of Ohio Department of Development and the Cuyahoga County Economic Development Department on regionally available grant and loan programs.



With a retail vacancy of 5%, the City of Brooklyn provides many of the retail and services options residents need. However, its lack of "Main Street" type commercial area means it lacks a commercial area with a unique Brooklyn "sense of place". Updating existing commercial buildings and streetscapes, supported by target commercial development in and around the Civic Campus could help develop a dynamic local area of restaurants and shops.

Source: Google Maps

An initial focus should be on strengthening and expanding these existing programs. This may include increased funding for certain programs and tools or increased visibility and marketing. For example, the City currently has a Community Improvement Corporation, but it is not very visible in the City's economic development efforts. Its role and uses are not clearly defined, nor are its successes publicized. Strengthening this apparatus, whether through more funding, staffing, or an increased role in the City's economic development efforts, can be a significant first step in attracting new businesses and retaining the existing ones.

## SUPPORTING LOCAL BUSINESS

Almost 95% of respondents to the 2018 Community Survey stated that they thought the City should support the establishment of local businesses. Input from the City, stakeholders, and the public throughout the Master Plan process also indicated that the Brooklyn community wanted to support local retail including restaurants, shopping, and makers. This support includes everything from larger manufacturers to the local cafe, clothing store, design firm, and home decor shop.

However, the City lacks a typical "Main Street" commercial area that can house these types of businesses. Due to its locational advantages (Interstate access, proximity to Downtown Cleveland, and Cleveland Hopkins International Airport) and economic development practices, Brooklyn has fostered a large sector of regional commercial and light industrial uses. Business is good: as of 2018, the City has maintained a retail vacancy rate of 5%, much lower than the County's overall rate of 12.1%.

The City of Brooklyn can create opportunities to promote local entrepreneurs and for homegrown businesses to expand; finding the space to do that is challenging. With little space available locally, but much available regionally, the City must undertake actions that support and promote the redevelopment of existing commercial space. This strategy can help create new and unique spaces that appeal to local business without a large increase in overall retail square footage. Adding mixed-use zoning can help create the "Live, Work, Play" developments that support the local restaurants, shops, and entertainment spaces.



COhatch runs privately operated co-working spaces that provide resources for growing businesses and local entrepreneurs, giving them access to office space, meeting rooms, technology, and other business services in a collaborative, social atmosphere to foster local entrepreneurship. Incorporating a similar service in the community could help grow local business.

Source: <https://www.cohatch.com/locations/oh-delaware-the-newsstand>

Redevelopment of the Civic Campus can provide such an opportunity by using major civic buildings as anchor spaces or catalysts for targeted retail development along Memphis Avenue. This would leverage City investments to support commercial growth. Mixing cafes, restaurants, and local shops with heavily visited places like a relocated Brooklyn Branch of the Cuyahoga County Public Library, a new combined Recreation and Senior Center, Veterans' Memorial Park, or City Hall can support the success of those spaces for local businesses. A privately operated co-working space near a redeveloped Civic Campus can provide entrepreneurs and new business with access to business resources and local expertise. Being open to innovative redevelopment, both in commercial areas and with Civic opportunities, can increase the opportunities for local businesses and entrepreneurs to succeed.

## ENGAGING WITH LOCAL BUSINESSES

The City also must meet the traditional challenges of supporting existing businesses with workforce development, financing, and local infrastructure services. Workforce development and retention was one the greatest concerns identified by local businesses. The City can work as a liaison between local businesses, the Cuyahoga County Department of Development, and regional educational institutions, such as Cuyahoga Community College (Tri-C), Cleveland State University, and local career centers, to establish what skills are needed in the local workforce and help develop training programs or workforce pipelines to the community.

One exciting development from the planning process was during a local business focus group session during which group members expressed enthusiasm to keep the group intact and meet regularly to discuss local business issues and needs. The City, working with the local Chamber of Commerce, can facilitate this group's permanent formation and regular meetings. They can then incorporate the results and input of this group into larger decision making and economic development planning.

## RECOMMENDED ACTIONS

### ACTION 11

#### Ensure commercial buildings are well maintained and attractive

- A. Enhance code enforcement efforts on chronically neglected commercial buildings and vacant land
- B. Review and update property maintenance standards to ensure they meet current needs
- C. Consider expanding the size and scope of the Exterior Property Maintenance Program to include commercial properties that can be combined with funding from other programs
- D. Explore the creation of a supplemental grant or revolving loan fund to increase the matching funds from the County Storefront Renovation Program
  - *Current program covers 30% of overall costs. Additional grant or loan funds could make the program more attractive*
  - *This program and funding could be administered through an enhanced Community Improvement Corporation*
- E. Enhance public spaces and streetscapes abutting commercial centers
  - *Invest in pedestrian infrastructure, street trees, planted medians, and decorative street elements*
  - *See "Gateway & Branding" and "Streetscape Enhancements" sections under Goal 1, pages 46-47*

### ACTION 12

#### Continue efforts to acquire underused and constrained properties to help foster and guide development

- A. Consider strengthening the Brooklyn Community Improvement Corporation (CIC) by increasing visibility, resources, and program management to facilitate property acquisition and site preparation
- B. Utilize economic and community development programs to help facilitate acquiring or improving commercial properties acquired by the City
  - *Exterior Property Maintenance, County Storefront Renovation, Community Reinvestment Area, other County and State level development programs*

### ACTION 13

Update the City's Zoning Code and Zoning Map to create modern and easily understood development regulations

- A. Create mixed-use zoning districts to promote modern redevelopment and identify areas appropriate for mixed-use rezoning
  - Identify potential areas where mixed-use rezoning can spur redevelopment, focusing on existing underused commercial or industrial properties
- B. Incentivize sustainable infrastructure and reduced impervious areas
  - Reduce parking standards when green infrastructure is included
  - Include with landscaping requirements; Stormwater fee rebates
  - Consider implementing demonstration projects at City facilities
- C. Update development standards to promote redevelopment of commercial and industrial properties
  - Considered increased allowable building height, especially around I-480
  - Allow residential uses within commercial development at densities to create live-work developments
  - Reduce setbacks or non-natural buffers to facilitate and promote commercial redevelopment
  - Tie development incentives to the inclusion of sustainable development practices
- D. Update and modernize the Code to include current use patterns in the City and region
  - Create a user-friendly Use Table and incorporate into the Code

### ACTION 14

Leverage investment in the Civic Campus to support commercial redevelopment along Memphis Avenue

- A. Utilize civic buildings and uses (City Hall, Recreation Center, Library, etc.) as anchor spaces in, or adjacent to, new commercial development along Memphis Avenue
  - See the Civic Campus Redevelopment Focus Area on pages 92-97
- B. Promote development of commercial spaces that can incorporate and support "Main Street" type local businesses and entrepreneurs

### ACTION 15

Adopt a "Future Character Areas" map that identifies areas where redevelopment or land use changes could occur and the nature of future development in those areas

- The Future Character Areas Map would be used as a policy tool to inform land use decisions by the City, especially rezoning requests and permitted uses. See the "Future Character Areas Map" and explanation on pages 84-88

### ACTION 16

Codify design guidelines for commercial centers to help guide redevelopment

- A. Adopt design guidelines for commercial and multifamily development
- B. Consider options to add a design review process to commercial development and to administer design requirements
  - Implement a separate Architectural Review Board or incorporate stronger design review requirements into the Planning Commission's roles and responsibilities
  - Require credentialed design professionals be appointed to the Planning Commission

### ACTION 17

Support local business workforce development and recruitment efforts

- A. Create a Business Council that regularly meets to identify and recommend policies and programs on local business needs
- B. Work with the Business Council to identify workforce needs and skills gaps
- C. Coordinate with businesses, career centers, Cuyahoga Community College, Cuyahoga County Department of Development, and other regional agencies to develop workforce training programs

#### ACTION 18

Work with the City of Cleveland and the Ohio Department of Transportation to improve the area surrounding the Ridge Road/I-480 interchange with traffic management and safety countermeasures

- A. Synchronize stop lights along Ridge Road for better traffic flow
  - Coordinate light synchronization with ODOT, Parma and Cleveland
- B. Perform a traffic light warrant study on the Ridge Road traffic light between the Brookpark Road intersection and I-480 (entrance to Best Buy)
- C. If found to be unwarranted, remove traffic light between Brookpark Road and I-480 at the entrance to the Best Buy commercial plaza
- D. Consider making the commercial center entrances on Ridge Road between Brookpark Road and I-480 into right-in/right-out only curb cuts
- E. Improve striping and wayfinding to increase safety and reduce confusion
- F. Improve concrete medians to increase aesthetics and provide visual barriers to guide drivers (See the "Streetscape Enhancement" section under Goal 1 on page 17)

#### ACTION 19

Work with the City of Cleveland to make streetscape improvements on the Ridge Road/Memphis Avenue intersection to support local businesses

- A. Replace angle-in parking with parallel parking in front of commercial buildings on the southwest side of Ridge Road between Memphis Avenue and Hammond Avenue
- B. Add new angle-in or parallel parking along Taunton Avenue in the first block west of Ridge Road
- C. Add a median, street trees, and new sidewalk between commercial buildings and the parallel parking
- D. Rearrange drives into commercial property on the southwest corner of the intersection
- E. Implement median, street trees, and sidewalk at the southwest corner of the intersection
- F. Add new signage, gateway signage, decorative crosswalks, and other pedestrian safety improvements at the Ridge and Memphis intersection

#### ACTION 20

Incorporate green infrastructure, active transportation facilities, sanitary sewer, storm sewer, and other infrastructure into Capital Improvement Projects to help reduce long-term construction and maintenance costs

#### ACTION 21

Work with Cleveland State University to develop and deploy its online Municipal Fiscal Impact modeling tool to help inform City decision making

- A. Use the tool to guide zoning and economic development decision making by publicly demonstrating the fiscal impact of proposed or potential development scenarios
  - CSU is developing a tool for cities to help measure the potential financial impacts of various land use development options for specific sites. This will help regional organizations and the City in their economic development planning. It can be an additional data source that would help demonstrate to decision makers and residents why certain zoning changes would be beneficial for particular sites

# COMMERCIAL REINVESTMENT FRAMEWORK

## STOREFRONT RENOVATION

A Storefront Renovation program is one method for creating a consistent design character in the City of Brooklyn. In Cuyahoga County, these programs are typically funded through the Federal Community Development Block Grant (CDBG) program. Most municipalities in Cuyahoga County are eligible to apply for funding through the "Urban County," as administered by the Department of Development. The Cities of Cleveland, Cleveland Heights, Euclid, Lakewood, and Parma, however, are "Entitlement Communities" that receive formula-based CDBG allocation directly from the U.S. Department of Housing and Urban Development (HUD); each of these Cities runs its own Storefront Renovation program. The City of Brooklyn, as part of the "Urban County", works in conjunction with Cuyahoga County to provide a Storefront Renovation Program that provides grants up to 30% of total project costs. The City could set up an additional grant or loan program to supplement the existing program to help provide further funding. Expanding the existing Exterior Property Maintenance Grant program to incorporate commercial facade improvements would also aid improvements

Another option would be for the City of Brooklyn to seek funding through the competitive Community Development Supplemental Grant through Cuyahoga County. This program awards up to \$50,000 to municipalities for projects that "help strengthen communities and neighborhoods, encourage regional collaboration, and improve the quality of life for County residents". This program has been used to address projects including streetscaping, safety, landscaping, and acquisition and demolition projects. Programs like this could be targeted around the intersection of Ridge Road and Memphis Avenue to help create a safer and more attractive streetscape to encourage commercial redevelopment.

## STOREFRONT RENOVATION PROGRAM SUCCESS IN CLEVELAND HEIGHTS



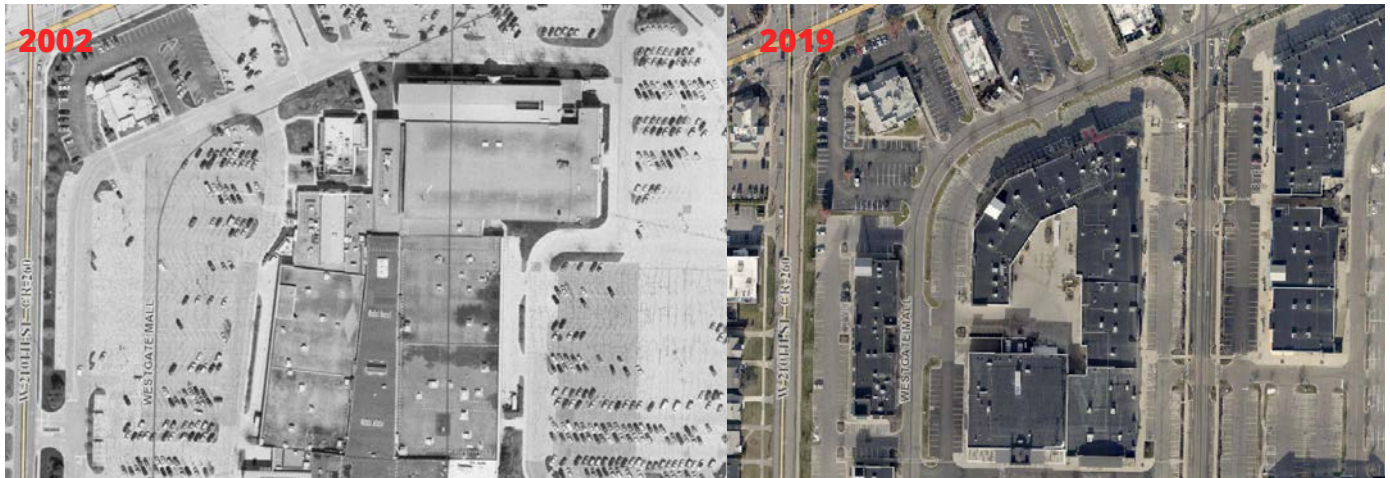
This before and after image of a storefront renovation project in Cleveland Heights, Ohio shows the potential impact a new facade can have on an aging commercial building. Cleveland Heights is an "Entitlement Community" and receives their own CDBG funds directly from the Federal Government. Brooklyn has access to CDGB funds for storefront Renovation through the Cuyahoga County Department of Development.

For more examples of storefront renovations visit: <https://www.clevelandheights.com/gallery.aspx?AID=2>

Source: City of Cleveland Heights, Ohio, [www.clevelandheights.com](http://www.clevelandheights.com)

## ADAPTIVE REUSE & REDEVELOPMENT

Adaptive reuse and redevelopment can drastically change the usability of a space. Adaptive reuse repurposes an existing structure for a new use or uses. Redevelopment is more intensive, removing existing structures to build new development. These can be done separately or as part of the same project. The Downtown Heinen's grocery store is an example of adaptive reuse. The former Cleveland Trust building at the corner of Euclid Avenue and East 9th Street was preserved and adapted to house a full-scale grocery store as well as a cafe and made-to-order food and salad/soup bar. Westgate Shopping Center in Fairview Park is an example of redevelopment of an existing traditional mall. In 2007 existing mall structures at the corner of Center Ridge Road and West 210th Street were demolished, and a new "open-air" style shopping center was constructed in its place with new anchors and outparcel development. This created new life in a declining regional shopping area. Updating Brooklyn's Zoning Code to permit and encourage these types of projects, including the addition of mixed-use housing, could enhance and strengthen existing shopping centers.



Before and after aerials showing the transformation of Westgate Mall into West Gate Shopping Center in Fairview Park, Ohio.

Sources: Cuyahoga County CEGIS, <https://gis.cuyahogacounty.us/>

## MODERN DESIGN AND DEVELOPMENT REGULATIONS

One of the major reasons for updating the City's Zoning Code is to allow and encourage modern development practices and require appropriate design and site layout. Incorporating design standards and review as part of the Zoning Code can help the City guide the redevelopment of underused or poorly designed commercial spaces into pedestrian friendly and welcoming places that attract shoppers and support businesses.

Development and design characteristics that help create these types of places include:

- **Mixed-uses:** Building varied uses in combination, typically on the same site or in the same building, to support and encourage a vibrant and lively community.
- **Walkable:** Emphasizing pedestrian and alternative transportation in development creates safe, human-scale places that encourage people to leave their cars and spend time in a neighborhood or development. This encourages public interaction, active lifestyles, and helps create vibrant communities.
- **Quality Architecture and Urban Design:** Appropriate design and architecture creates attractive and cohesive spaces that are inviting to people and help create a physical sense of place. Proper design matches community tastes and desires at a scale appropriate to the community.
- **Quality Public Spaces:** New development needs to provide places for people to enjoy and to engage with the community. Greenspaces and civic plazas encourage interaction and provide attractive spaces to spend time and enjoy the community.
- **Sustainable:** Encouraging sustainable development practices helps to reduce environmental system disruption and costs associated with infrastructure or damage. It also helps fight issues related to Climate Change. Preserving or incorporating natural space into developments also helps to create more attractive developments.

Sources: Smart Growth America, [www.smartgrowthamerica.org](http://www.smartgrowthamerica.org); Michigan Land Institute, [www.mlui.org/mlui/news-views/articles-from-1995-to-2012.html?archive\\_id=678](http://www.mlui.org/mlui/news-views/articles-from-1995-to-2012.html?archive_id=678); Congress for the New Urbanism, [www.cnu.org/resources/what-new-urbanism](http://www.cnu.org/resources/what-new-urbanism)



Source: City of Brooklyn, Facebook



## GOAL 4 EXCEPTIONAL SERVICES & FACILITIES

*Brooklyn will build modern, functional facilities while providing excellent City services.*

### OUR KEY OBJECTIVES

- Provide high quality safety services to continue providing safe neighborhoods
- Modernize City facilities (Police, City Hall, Recreation Center) to address long-term maintenance issues and costs
- Maintain City services, including excellent levels of customer service in City government
- Maintain financial stability & continued transparency of City operations with residents
- Outline long-term capital planning projects and objectives
- Incorporate new, green, or “smart” technologies into infrastructure
- Support the Brooklyn Branch of the Cuyahoga County Library in their plans to update local facilities
- Invest in technology to connect with residents and support businesses
- Create an engaged and informed community

City services, such as street maintenance, refuse collection, and safety services, are at the heart of local government. The provision of such services contributes to the quality of life in any community. Brooklyn's efforts to support and expand service provisions is one of its most important missions.

During the initial phases of the planning process, residents responded that the provision of quality services was very important to the future success of Brooklyn. City departments also shared what their major goals were for the next decade, which reinforced the community's desire to have safe neighborhoods, quality infrastructure, and modern facilities--all provided in a financially responsible way.

## SAFETY SERVICES

Safety services were very important to residents during early discussions on the Master Plan. The initial NOISE analysis, where City Staff and Steering Committee members identified what they believed were the City's Needs, Opportunities, Improvements, Strengths, and Exceptions, identified safety services as a strength of the City, as well as service areas that could be improved. The most prominent issue was building a new, free-standing police station. The current police station is on the ground floor of the City Hall and is cramped and outdated. Residents noted specific locations where a more visible police presence was desired. Other concerns included traffic enforcement and pedestrian safety.

The Police and Fire departments also identified their own goals over the next 10 years; those are included in this Master Plan. They have standard desires for new equipment, but they also expressed a desire to increase connections and relationships within the community. The Police Department expressed the desire to seek accreditation from the Commission for Accreditation of Law Enforcement Agencies, and both the Police and Fire Departments wish to increase the overall diversity of their forces.



The City's Fire Department is one of its newer facilities, built in 2006. However, the current police station is located on the ground floor of City Hall and lacks the appropriate space and modern features to best serve the residents. Ensuring that facilities, staffing, and equipment needs are met is critical to providing excellent safety services for Brooklyn.

*Source: Google Maps*

## ONLINE PRESENCE

One area where the City can increase its community presence is through the expanded use of technology and online services. The City currently provides a quality, regularly maintained website. However, there are limited options for conducting online business with the City. Presently, submitting applications for most permits, paying bills or fees, scheduling building inspections, reserving facilities, or submitting requests for service cannot be performed or tracked online. Existing online options typically take users to different websites to complete a task. Providing integrated, web-based options to conduct business online are essential to providing convenient access to government services that the community desires. A City's online presence is also an important component to economic development programs and serving the local business community.

The City has updated event calendars and maintains social media accounts, but there is no dedicated administrator who maintains access to, organizes, and updates all the different department accounts. In an era where almost everyone has a smartphone or internet access, expanding the City's social media presence and centralizing access and content on the City website can help connect residents to each other and to the many different aspects of the community and government.

## UPDATING CIVIC FACILITIES

One of the most significant issues facing the City is the need to upgrade several civic facilities. This issue was identified by the City in their grant application for Master Plan funding and has been supported by the community's response to the 2018 Survey, Focus Group meetings, and through initial public meetings. This issue is more thoroughly detailed in the City's 2016 Facilities Assessment Survey. This report showed that the City Hall facility requires nearly \$7 million in repairs and upgrades. This is a significant issue for safety services as well with the Police Department occupying outdated and cramped space in the City Hall basement.

The John M. Coyne Recreation Center also needs approximately \$8 million in upgrades while the Senior Community Center requires over \$1 million in repairs. Renovation costs and considerations for better Police Department's facilities means building a new City Hall and a new Police Station is recommended as the best and most cost-effective solution. Building a new, combined Recreation and Senior Community Center would also provide many benefits, especially for implementing new programs and amenities.

This is an especially important issue because the City has developed a healthy general fund through strategic preparation for loss of American Greetings and reuse of the Headquarters property. This could fund many of these civic improvements. Also, investing in new buildings as part of an updated Civic Campus can be leveraged to enhance park space, public areas, the Memphis Avenue streetscape, and even potential commercial development. This would enhance the Civic Campus, provide amenities and services to residents, and could even connect to and enhance commercial development at the Memphis and Ridge Road intersection.

## SUPPORTING THE LIBRARY

The Brooklyn Branch of the Cuyahoga County Library is also in the process of updating their facility. The Library has its own funds secured and is considering whether to renovate the existing building or to build a new, modern library. This is an excellent opportunity for the City to partner with the Library and relocate the branch to the proposed Civic Campus. This would add another highly used community amenity to the Civic Campus that could support nearby commercial investment. For example, the City of Bay Village is including the relocated County Library Branch in their Civic Center, next to City Hall and across from a commercial center. A similar agreement could be achieved at little to no cost to the City and allow the City to leverage the library's investment with their own in support of a thriving Civic Campus.



The Cuyahoga County Library system is currently seeking to upgrade the Brooklyn Branch with a new building. The current building is located on land owned by the Brooklyn City School District.

Source: Cleveland.com

# RECOMMENDED ACTIONS

## ACTION 22

Continue to invest in the Police & Fire Departments to best serve the public

- A. Seek accreditation from the Ohio Collaborative Community-Police Advisory Board for the Police Department to provide evidence of community-oriented policing in which the Police Department and citizens work together to prevent and control challenges confronting law enforcement
- B. Work with safety services to identify and address issues with transition to the new dispatch to create more efficient and effective services
- C. Increase diversity in the police and fire departments
- D. Create a 5-year maintenance plan for municipal facilities to incorporate preventative maintenance and reduce long-term costs

## ACTION 23

Build new public facilities as part of the new Civic Campus to create a vibrant community center that provides modern amenities and efficient services for residents

- A. Build a new Police Station to provide modern and functional space for the Department
- B. Build a new City Hall to provide a modern City facility and save on long-term maintenance costs
- C. Build a combined Recreation Center/Senior Center to provide excellent recreational programming and amenities
- D. Consider implementing limited commercial spaces fronting Memphis Avenue as part of or associated with these new City facilities

## ACTION 24

Maintain high-quality City services and expand services where possible

- A. Identify areas where Brooklyn can engage with neighboring communities to increase service efficiency and expand services
- B. Set benchmarks for basic services that the City should meet or exceed
- C. Implement new Police and Fire public outreach programs and marketing to better engage the community
- D. Increase victim service programs through the Police Department to better serve the community

## ACTION 25

Continue working with the Northeast Ohio Regional Sewer District (NEORS) on developing a stormwater mitigation plan to address flooding issues of Big Creek around Brookpark and Tiedeman Roads

- A. Identify short and long-term gray infrastructure improvements to help increase upstream retention and reduce overall stormwater runoff
- B. Incorporate green infrastructure improvements into the plan to the greatest extent possible and practicable
- C. Incentivize property owners to implement green infrastructure and reduce impervious surfaces throughout the Big Creek watershed

## **ACTION 26**

### **Continue transparency regarding City finances with residents**

- A. Hold public meetings on cost and financing for the design and construction of all new City facilities recommended as part of this Master Plan**
- B. Identify additional ways to make the City budget and budgeting process public and more easily understandable and transparent using best practices such as those recommended by the Government Officers Finance Association ([https://www.gfoa.org/sites/default/files/Transparency\\_April2018.pdf](https://www.gfoa.org/sites/default/files/Transparency_April2018.pdf))**

## **ACTION 27**

### **Enhance the City's online presence and capabilities to better serve residents and businesses**

- A. Continue to ensure the City website is up to date with easily accessible information on City services, local neighborhoods, amenities, and events**
- B. Continue to implement integrated, web-based options to perform business with the City**
  - *Ability to pay bills, fees, or fines online*
  - *Apply for permits or other city applications*
  - *Identify or report issues (downed trees, graffiti, illegally parked cars, etc.) to the Service Department or safety services*
  - *Ensure existing online tools are well-organized and integrated into the City's website*
  - *Website functionality for use by those with disabilities*
- C. Expand the use of social media to inform and engage the community**
  - *Provide staff training on social media use and engagement techniques*
- D. Create an app that allows online functions and City information to be easily accessed and used from a smartphone**

## **ACTION 28**

### **Incorporate sustainable building practices and technologies in City facilities to reduce long-term maintenance costs and protect the environment**

- A. Seek Leadership in Energy and Environment Design (LEED) certification, and require other sustainable construction methods and best practices for new buildings**
- B. Implement or retrofit green stormwater infrastructure into city properties, especially parking lots or flood prone areas**

## **ACTION 29**

### **Assist the Cuyahoga County Public Library with community outreach to enlist support for relocating the Brooklyn Branch to the Civic Campus**

- A. Work to incorporate the new library building into a the new civic Campus**

The Cuyahoga County Library has the necessary funds to replace the Brooklyn Branch

  - *A long term lease or other agreement could be used to integrate the Library into the Civic Campus*
  - *Incorporating the Library into the Civic Campus would concentrate Civic uses in one area and could potentially help provide an anchor attraction to support neighborhood scale commercial development (i.e. cafes, coffee shops, local services or shops, etc.) along Memphis Avenue from the Civic Campus to Ridge Road*

# ONLINE OUTREACH FRAMEWORK

## ONLINE COMMUNITY OUTREACH

Over the last five years, social media has become an integral part of our everyday life. Engagement through social media can be one of the most successful ways to reach a large portion of a city's population. However, to do so, cities must be proactive in their social media presence as well as provide content that is informative, interactive, and up-to-date.

### CASE STUDY: ROANOKE, VA

It took a major snowstorm for the City of Roanoke, Virginia to increase its social media followers over 350% in a year. During the snowstorm, the City asked people to post photos of the storm to Facebook. These photos were viewed over 400,000 times and changed the way the City looked at social media as an engagement tool. The City fully committed to social media by creating accounts for most City departments. A "social media center" was created on the City of Roanoke website (<https://www.roanokeva.gov/>) which now acts as the home base for all the City's social media pages. Citizens can easily find the department they're looking for as well as find new departments that might be of interest. The City also made sure that these accounts were consistently updated and monitored. The City has found that their increased social media presence has allowed residents to better communicate with the City.

**For more information:** [www.governing.com/columns/tech-talk/gov-integrating-social-media-roanoke.html](http://www.governing.com/columns/tech-talk/gov-integrating-social-media-roanoke.html)

### 311 APPS

With the widespread use of smartphones, apps (short for applications) have become one of the most important sources of information and engagement for many. Cities are embracing this by developing "311" style apps which allow them to instantly relay information to residents while also serving as a platform where citizens can report issues and track their resolution. In 2009, Boston launched *Bos:311*, which allows citizen to report problems. Reports are mapped, can be shared on other platforms, and progress can be tracked. Seattle created a similar app called *Find it, Fix it*, which allows citizens to post photos of problems they see. The *MYCOLUMBUS* app, created by the City of Columbus, Ohio, has a similar function, but it also incorporates links to social media as well as information on local neighborhoods like bus schedules and points of interest.

**For more information:** [www.smartcitiesdive.com/news/8-city-mobile-apps-driving-citizen-engagement/442952/](http://www.smartcitiesdive.com/news/8-city-mobile-apps-driving-citizen-engagement/442952/)

Brooklyn could consolidate its current social media accounts onto a dedicated page on its website creating a unified space for the community to connect online. Developing a City 311 app would allow residents to connect to the City to report issues, track resolution, find information, and engage in social media all from a smartphone. City staff should be trained in social media techniques to help departments be more proactive and creative in how they engage the community. The City could also consider hiring or designate a "Social Media Coordinator" to manage and assist with online engagement.

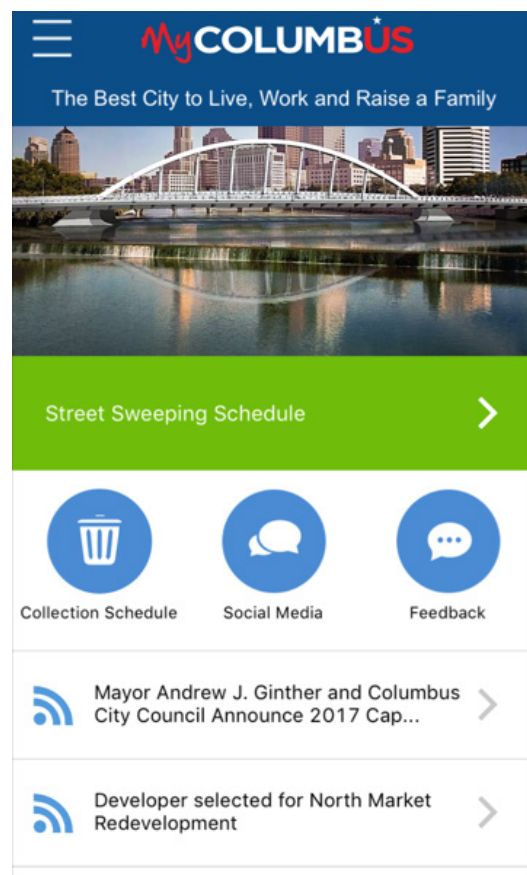


Photo Source: City of Columbus

ADOPTED February 8, 2021



## GOAL 5 A LIVABLE COMMUNITY FOR ALL

*Brooklyn will be a city for all ages and abilities where you can grow, raise a family, and retire with access to services and amenities that provide an excellent quality of life.*

### OUR KEY OBJECTIVES

- Work cooperatively with the local schools to support District initiatives that enhance the quality of life of the community
- Support residents' efforts to maintain or modernize existing homes and expand housing opportunities for residents
- Develop amenities to attract and maintain young families
- Protect the small-town characteristics of Brooklyn neighborhoods
- Continually implement and update the Master Plan
- Implement safe and efficient transportation infrastructure

A livable community maintains a high quality of life by offering safe and affordable housing, multimodal transportation options, public and private educational institutions, and accessible parks and open spaces. It promotes high-quality neighborhood and economic development. The livable community is characterized by civic pride, community engagement, and a strong sense of place.

The City of Brooklyn is a thriving, livable community where residents have a desire to raise a family and age in the community. Residents have expressed their desires for the City of Brooklyn to continue to be a great place to live and a place for residents of every age and ability. They want spaces that can serve the needs of young professionals, families, and seniors, as well as residents with disabilities or other special needs. Seniors want to be able to stay in their homes as long as possible. Residents want to protect the neighborhoods while improving and enhancing connectivity to the region. However, the community recognizes that current housing stock does not support the need for more space, larger families, aging in place, or disability.

The actions under this Goal are designed to guide the City's strategies for fostering stronger neighborhoods and for strengthening its identity as a livable community through a housing strategies framework.

## MIXED-USE DEVELOPMENT & HOUSING OPTIONS

The City of Brooklyn has a stable housing market where the number of residential vacancies is comparably lower than other communities in Cuyahoga County. Most houses in Brooklyn are older, bungalow-style, detached single-family homes with two- or three-bedrooms. These homes do not accommodate many residents' need for space or accessibility within their own homes; neither do these housing types maximize the property's value. Home improvement options that renovate, add space, improve facades, and add modern amenities should be encouraged.

Improvements such as new doors, windows, and insulation could help lower the energy costs for homeowners and help with overall housing maintenance costs in the long run. Leveraging local, regional, and other housing improvement programs to implement improvements based on Universal Design can add modernizations to homes that serve residents of all ages and abilities. Requiring or encouraging Universal Design principles in updated development regulations can also help create a more modern and accessible housing stock. These in turn helps to maintain the value of the property and the neighborhood.

Working with residents, the City could incentivize the rehabilitation or redevelopment of properties. The City could expand its current Community Reinvestment Area (CRA) to provide real property tax incentives to reinvest in residential areas. The Current CRA in Brooklyn is heavily focused on commercial redevelopment. CRA incentives include a structured plan to reduce the future tax burdens for a set term to help fund reinvestment. Additionally, the City should begin updating its property survey by annually reviewing a fifth of City structures for exterior maintenance.

For more information on housing modernization strategies in the City of Brooklyn, see the Housing Strategies Framework on pages 80-83.



Brooklyn has a stock of well maintained, but small houses. The City ranks 56 out of 59 communities in Cuyahoga County for the average size of its homes. The average Brooklyn house is just 1,189 square feet. Efforts to modernize and expand existing homes is important for providing housing for families and residents in every phase of life.

*Source: Google Maps; Cleveland.com*



Activated pedestrian signals, such as the HAWK signal shown in the photo above, can significantly improve the safety of crossing major streets.

Source: *CraftonTull.com*

## PEDESTRIAN SAFETY ENHANCEMENT

Streets form the network of connections that move cars, transit, pedestrians, bicyclists, and others throughout the community. If designed correctly, streets can be safe places for all users of all abilities. Ensuring the existing street network in Brooklyn has safe crossings--especially in high traffic areas--is important for the community. Major intersections along Ridge Road, Memphis Avenue, and Tiedeman Road have been highlighted as areas within the City that residents feel safety should be improved.

There are many methods to creating a safer bike and pedestrian environment. These include reducing vehicular speed limits, ensuring major intersections have high-visibility crosswalks that are adequately striped, and installing pedestrian actuated signals at crossings in high-trafficked areas. Ensuring sidewalks and crossings are ADA compliant or simply increasing the time allowed for crossing can increase safety for elderly or those with disabilities. Painted or separated bike lanes also help to create safe spaces for bikes. A list of the most common safety improvements includes:

- Mid-block crosswalks—provide a marked location for pedestrians to cross
- Curb extensions—shorten the crossing distance for pedestrians
- Pedestrian safety islands—provide refuge for pedestrians/bikes in the middle of the street
- Actuated pedestrian signals or a full traffic signal
- High visibility signage
- High visibility pavement markings
- Painted bike lanes
- Buffered, or separate, bike lanes
- Off-street all-purpose trails

Streets and intersections will need to be specifically analyzed to identify which treatments would be most appropriate.

Finally, there are needed connections between business districts, neighborhoods, and parks that are missing. Implementing new connections will provide a better pedestrian environment to encourage active transportation.

## MASTER PLAN IMPLEMENTATION STRATEGIES

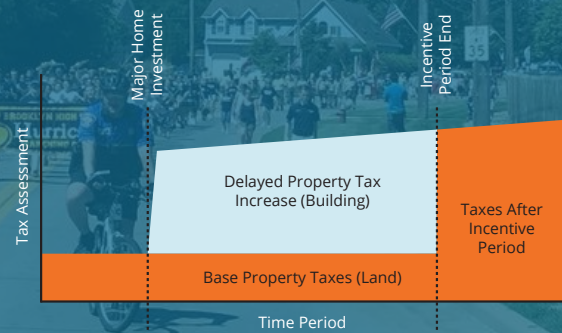
To assist in implementing the recommendations of the Brooklyn Master Plan, the City should create a standing group of City staff, residents, business owners, and other stakeholders (a "Master Plan Implementation Committee") to function as an advisory body to periodically review and update the Master Plan. The designated group should meet regularly, based on the City needs, to review the Goals and Action items and determine the status and priority of ongoing activities, assign action responsibilities, and give annual reports.

Additionally, in support of the Master Plan Implementation Committee, the City should encourage local interest groups or associations to meet regularly to identify issues and help implement actions. Further, the Master Plan Implementation Committee could be utilized to look for opportunities to influence and affect community activities that are consistent with Master Plan goals.

## What are 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.

For more information visit: [https://development.ohio.gov/bs/bs\\_comreinvest.htm](https://development.ohio.gov/bs/bs_comreinvest.htm)



## RECOMMENDED ACTIONS

### ACTION 30

Continually promote programs and policies that provide assistance for updating and/or expanding older, smaller housing stock

- A. Increase outreach and education on existing County and regional housing improvement programs
- B. Consider implementing a local grant or loan forgiveness programs for homeowners to modernize existing houses
  - The program could provide grants or forgivable loans, provided homeowners complete upgrades, and remain in the house for several years before selling
  - Provide additional incentives for incorporating Universal Design or other improvements that serve seniors or those with disabilities
  - Consider expanding the existing Exterior Property Maintenance Program to fund home modernization renovations
  - This program could be used in conjunction with other regional loan programs (Heritage Home Loan, HELP, etc.) to help repay those loans
- C. Pursue an update to the existing Community Reinvestment Area (CRA) to include stronger incentives for residential expansion and remodeling to promote investment in existing housing
  - Current program is focused on commercial developments and provides a maximum deferral of 75% for 12 years
  - Rebrand the CRA and increase its marketing to promote its use for residential investment
  - Increase the tax deferral amount and time frame for residential investments to the maximum
  - Maximum incentives for single-family investment is 100% deferral for 10 years (minimum \$2,500 investment)
  - See explanation of Community Reinvestment Areas at the top of this page.
- D. Fund a pilot program to upgrade one or more model houses and remodel and expand them according to the First Suburbs Bungalow Expansion drawings (see page 82)
- E. Create an expanded housing resources website to highlight and promote local and regional housing improvement initiatives
  - This marketing effort could be given to a strengthened Community Improvement Corporation, as recommended in Goal 3, and should include the following existing programs:
    - Exterior Property Maintenance Program
    - Heritage Home Loan Program
    - Housing Enhancement Loan Program
    - Four Component Home Repair Loan Program
  - See pages 80-83 to see further description of these programs and examples of other similar programs

#### **ACTION 31**

**Identify potential areas for new townhomes or condominiums in existing commercial areas to modernize and diversify the housing stock**

- A. Update the Zoning Code to create mixed-use zoning districts that allow for the redevelopment of under-used or outdated commercial developments with infill residential housing and modern commercial spaces**
  - *Underutilized land, excess parking lots, or vacant commercial strip buildings offer opportunities to redevelop existing commercial centers with residential and office space to create mixed-use lifestyle communities*
- B. Implement mixed-used rezonings in accordance with the Future Character Areas Map to encourage redevelopment (see pages 84-88)**

#### **ACTION 32**

**Identify opportunities for the development of senior-friendly housing**

- A. Use zoning to focus new senior housing developments into active-living communities**
  - *Assisted living facilities should be integrated into developments offering the full continuum of care from independent living to skilled nursing*

#### **ACTION 33**

**Implement pedestrian safety improvements along major corridors to promote safe and active transportation**

- A. Ensure major intersections have well maintained curbs and crosswalks that are adequately striped**
- B. Implement pedestrian islands at major intersections or mid-block crossings where feasible**
- C. Enhance pedestrian crossings on Memphis Avenue in a new Civic Campus to better connect the north and south sides of the campus**
- D. Consider a High-Intensity Activated Crosswalk signal beacon (HAWK signal) or other enhanced pedestrian signals at busy pedestrian intersections or mid-block crossings**
  - *Accessible pedestrian signal and pedestrian pushbutton initiated device that communicates information about the WALK and DON'T WALK intervals at signalized intersections in non-visual formats ([www.apsguide.org](http://www.apsguide.org))*
  - *Other options include In-Roadway Warning Lights or lighted or flashing pedestrian crossing signs*
- E. Apply for Ohio Department of Transportation (ODOT) Safe Routes to School program for funding of pedestrian and bicycle improvements**

#### **ACTION 34**

**Establish a Master Plan Implementation Committee to guide and track its completion**

- A. Create a standing group of City staff, residents, business owners, and other stakeholders to periodically review and update the Master Plan**
- B. Encourage local interest groups or associations to meet regularly to identify issues and help implement actions**

#### **ACTION 35**

Maintain ongoing dialogue with the Brooklyn Local School District to identify and collaborate on community development issues

- A. Seek ways to open school facilities to community use or for community events
- B. Continually communicate with the school regarding their plans and ideas for the Hurricane Alley complex
- C. Implement a student community volunteer or internship program to allow students to perform community service projects, develop critical skills, learn about local government, and strengthen ties between the school and local government

#### **ACTION 36**

Prioritize investments in parks, trails, community facilities, and public spaces

- A. Evaluate the Capital Improvement Program to ensure these quality of life amenities are fully integrated into future budget planning
- B. Explore potential grant opportunities to expand Capital Improvement Program capacity
- C. Identify opportunities for implementation with traditional Capital Improvement Program projects, such as incorporating street trees or striping bike lanes within the annual Street Resurfacing Program

#### **ACTION 37**

Continue to invest in and protect local neighborhoods

- A. Continue the local Street Resurfacing Program to maintain neighborhood streets
- B. Continue efforts to plant street trees in neighborhoods to help maintain a beautiful community
  - Continue to seek funds from the County Urban Tree Planting program
  - Incorporate tree planting as part of the street repavement program into a larger Capital Improvement program
- C. Ensure a new Zoning Code has proper protections for existing neighborhoods
  - Include appropriate land use changes, buffers, or screening between commercial or industrial development and existing neighborhoods
  - Consider implementation of impact fees for development to provide for mitigating transportation and infrastructure impacts on the local neighborhoods
  - Require greenspace and landscaping with public access as part of new developments
  - Update code enforcement and property maintenance standards if necessary
  - Have the County investigate potential Improvement Target Areas in neighborhoods to increase the opportunity for CDBG funding for sidewalk repairs and exterior maintenance of buildings
- D. Increase property code inspection requirements for single and two-family rental properties
  - Consider a mid-year property inspection on registered rental properties
  - Consider Increased penalties for non-registered single-family rental properties

# HOUSING STRATEGIES FRAMEWORK

The following programs represent housing strategies and best practices that the City of Brooklyn should continue to utilize in its efforts to encourage home improvements and other investment strategies that help maintain neighborhood quality and continued stability.

## CODE ENFORCEMENT AND RENTAL REGISTRY

The City of Brooklyn continues to be proactive in its efforts to ensure that rental properties are well-maintained. One of the best tools for this is code enforcement, as it is a legal mechanism--backed by the codified International Property Maintenance Code--through which the City can regulate and enforce the physical maintenance of owner-occupied and renter-occupied housing. The number of single-family homes in Cuyahoga County that become rental properties is increasing; many of these include foreclosure sales that are often purchased in bulk by investors. These homes typically come with a high degree of deferred maintenance.

A Rental Registry is another useful tool that enables Cities and the County to know who is responsible for the property and, if rental registration fees are charged, can generate revenue for housing inspection or other related housing programs. A Rental Registry is a tool that requires property owners and landlords to register with the City and provide essential information such as rents and maintenance records.

The City of Brooklyn has an Annual Rental Dwelling License Application that grants licensure from July 1st to June 30th the following year.

For more information visit:

[www.brooklynohio.gov/en-US/building-department-forms.aspx](http://www.brooklynohio.gov/en-US/building-department-forms.aspx)

## FINANCING & FUNDING

The City of Brooklyn largely consists of older, owner-occupied and renter-occupied housing units. According to the American Planning Association, these types of housing units are often the dominant building fabric and largest source of naturally occurring affordable housing for inner-ring neighborhoods. Cities are limited in their abilities to implement strategies to address the financial constraints property owners face for home improvement and maintenance; there are ways

to support and maintain neighborhood vibrancy and sustainability through financial assistance programs. Throughout Cuyahoga County, there are many good examples of loan and grant programs designed to assist homeowners with home modification programs for people with disabilities, weatherization, and energy assistance programs.

Detailed below are existing programs the City of Brooklyn should continue to offer to property owners.

### EXTERIOR PROPERTY MAINTENANCE GRANT APPLICATION

This grant will allow eligible one-family owner-occupied properties that meet the program guidelines to apply for up to \$3,000 to make exterior repairs and improvements to the home. The Building Department considers multiple factors in granting assistance. These factors include: the need for repair/improvement, financial need, the size and type of the project, and whether the project will correct outstanding code violations.

For more information visit:

[www.brooklynohio.gov/](http://www.brooklynohio.gov/)

### CUYAHOGA COUNTY LEAD REMEDIATION GRANT

This program provides up to \$10,000 of free professional assistance to remove lead hazards from homes of children five (5) years of age or younger. All work is done by licensed Lead Abatement Contractors and is supervised and inspected by County field staff. Homeowners in Brooklyn can participate if they meet HUD income guidelines. The income guidelines are the same for the Lead Remediation Grant as for the Housing Enhancement Loan Program (HELP) described below.

For more information visit:

[www.brooklynohio.gov/en-US/home-assistance-programs.aspx](http://www.brooklynohio.gov/en-US/home-assistance-programs.aspx)

## HOUSING ENHANCEMENT LOAN PROGRAM (HELP)

The Home Enhancement Loan Program (HELP) provides assistance to owner-occupied or investment properties in eligible Cuyahoga County communities. Home improvement loans are available at three percentage points below normal bank rates for home repair or remodeling projects. HELP has no restrictions on a borrower's income and few limitations on what improvements can be made to a property. Key Bank and Huntington Bank are the participating banks for this program.

### Eligibility and Requirements:

- 1) Must be in an eligible community in Cuyahoga County (Bentleyville, Chagrin Falls Township, and Hunting Valley are not eligible communities at this time)
- 2) Single-family and two-family dwellings – must have a tax value of less than \$250,000. Multi-family dwellings – no tax value limit.
- 3) Eligible types of home repairs include alterations, repairs, maintenance, or improvements. Loans may also be used for code violation compliance and property upgrades.
- 4) Luxury projects and improvements are not eligible (i.e. tennis courts, swimming pools, horse stable, etc.)

### For information visit:

<https://cuyahogacounty.us/development/residents/home-repair-and-remodeling/housing-enhancement-loan-program>

## FOUR COMPONENT (4COM) HOME REPAIR LOAN PROGRAM\*

The Four Component (4COM) Home Repair Loan Program is intended to help a homeowner with energy-efficient repairs that saves money and substantially upgrades the home. The loan program provides assistance with project specifications, cost estimates, contractor selection, and oversight of the home repair project. The eligible types of repair include electrical, HVAC/furnace, plumbing, and roof repairs.

### For more information visit:

<https://cuyahogacounty.us/development/residents/home-repair-and-remodeling/four-component-home-repair-loan-program>

\*This program is being updated to improve and broaden the services provided.

## HERITAGE HOME LOAN PROGRAM

The Heritage Home Program offers assistance to owners of older homes for the maintenance, repair, rehab, and improvement of their properties, while retaining architectural features and increasing the home's value. The program provides technical assistance and a low-interest loan.

The list of technical assistance provided through the Home Heritage Program includes:

- Site visits from a construction specialist to review home improvement projects and to answer home repair and maintenance questions;
- Recommendation on maintenance, repair, rehab, additions, and modernizations;
- Information on local contractors;
- Review of contractor bids and estimates;
- Advice on energy efficiency methods;
- Guidance on materials, supplies, and resources; and
- Color consults for exterior painting

The low interest loan is financed through Key Bank and Third Federal Savings & Loan with fixed-interest rates available as low as 1.4%. For communities outside of Cleveland, and still within Cuyahoga County, the interest rates for owner-occupied homes are 2% through Key Bank or 2.99% through Third Federal; rates are 2% for non-owner-occupied homes. The minimum loan amounts are \$3,000 through Key Bank or \$5,200 through Third Federal bank. The maximum loan amount is \$150,000.

### For more information visit:

<https://www.heritagehomeprogram.org>

## CASE STUDY: KENT STATE UNIVERSITY-CLEVELAND URBAN DESIGN COLLABORATIVE – HOME MODERNIZATION AND EXPANSION

The First Suburbs Consortium Housing Initiative is an effort to strengthen the marketability of inner-ring residential neighborhoods. The initiative attempts to reinvent two under-performing housing types--the post-war bungalow and the two-family home--with the overall goal of improving neighborhoods with concentrations of these housing types.

Kent State University's Cleveland Urban Design Collaborative produced a document that showcases how suburban, single-family, bungalow-style homes could be renovated and expanded to add space, improve facades, and add modern amenities and features that can serve residents of all ages, abilities, and stages of life. The images below show one example of such a renovation that includes an open kitchen, built-out second floor, and an expanded front porch in a typical, single-family home in Maple Heights--one of the highlighted communities in the study.

By advertising these renovation ideas, ensuring the Zoning Code will allow them, and potentially providing funding programs, the City of Brooklyn can work with property owners to facilitate meaningful home renovations.

### POTENTIAL FOR EXPANDING A BUNGALOWS

#### FROM THIS:



#### TO THIS:



Source:  
Adapted from Community Urban Design Collaborative, Kent State University

For more information on this topic and more examples on transforming and expanding smaller housing with modern features visit:

[http://www.cudc.kent.edu/projects\\_research/projects/first\\_suburbs.html](http://www.cudc.kent.edu/projects_research/projects/first_suburbs.html), [http://www.cudc.kent.edu/projects\\_research/projects/Bungalows%20FSC%20Housing%20Initiative.pdf](http://www.cudc.kent.edu/projects_research/projects/Bungalows%20FSC%20Housing%20Initiative.pdf)

## CASE STUDY: GREATER COLLINWOOD DEVELOPMENT CORPORATION – HOUSING PROGRAMS

Serving the City of Cleveland's North Shore Collinwood, Collinwood Village/Five Points, Nottingham Village, and Euclid-Green communities, the Greater Collinwood Development Corporation's (GCDC) mission is to "advance equitable and inclusive revitalization strategies within the communities serviced." The GCDC offers three (3) programs focused on housing initiatives specially focused on senior homeowners and residents.

### Senior Home Repair Program

This program provides free home improvements to senior homeowners through a grant from the McGregor Foundations. The improvements, intended to improve the safety of their homes, included the installation of interior and exterior handrails, toilet and tub safety bars, exterior lighting, and gutter/downspout repair.

### Senior Homeowner Assistance Program (SHAP)

The Senior Homeowner Assistance Program is a grant program provided through the City of Cleveland's Department of Community Development and the Department of Aging. The grant is offered to senior homeowners 60 years of age and older, as well as disabled adults that are of low-income and live in a home that needs health, safety, and maintenance repairs.

The typical repairs covered by the grant program have included roof repair or replacement, major electrical work, major plumbing work, replacing the front and/or back steps, porch repairs, and the installation of ramps.

### Home Weatherization Assistance Program (HWAP)

Administered through the Ohio Department of Development, the Home Weatherization Assistance Program provides energy efficiency grants to homeowners and tenants based on resident income eligibility. The grant can only be used to pay contractors approved by the State of Ohio and provide services that lower energy costs.

For information visit:

[www.greatercollinwood.org/housing](http://www.greatercollinwood.org/housing)



Photo Source: Greater Collinwood Development Corporation



Source: Google Maps



## BROOKLYN FUTURE CHARACTER AREAS MAP

### WHAT IS A FUTURE CHARACTER AREAS MAP

The Future Character Areas Map generally describes the uses and types of development desired in areas of the City as it redevelops over the next 10-20 years. The development of Future Character Areas Map considers current zoning and land uses in the City as well as ongoing development pressures and desired future development. The Future Character Areas Map is shown on Map 6 on page 92.

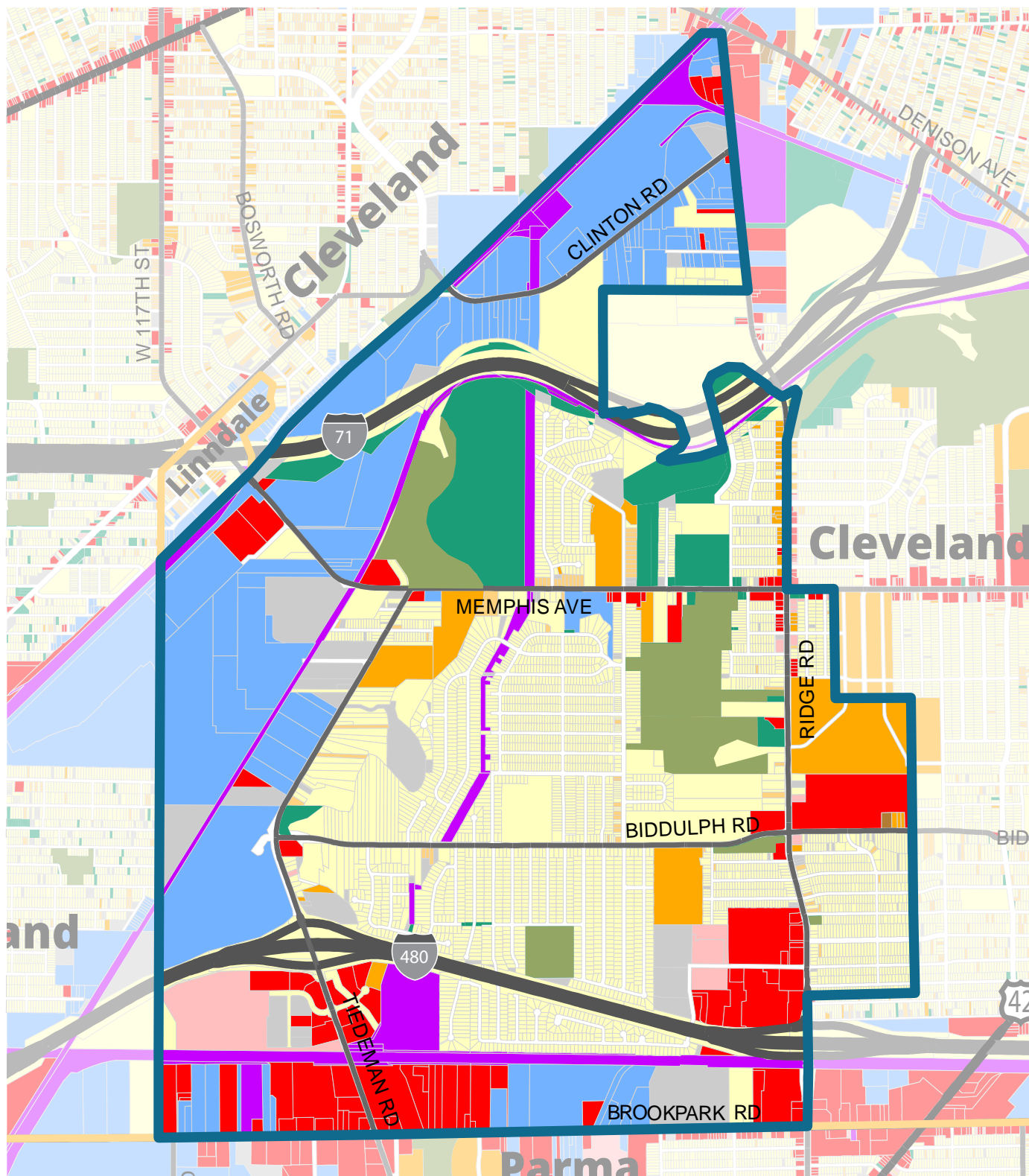
Future Character Areas were developed starting from the current land use patterns. Existing land use patterns, as seen on Map 5 on the following page, shows the many different land uses that exist throughout the City. While many uses cluster near each other, occasionally different land uses get mixed in amongst different uses that are not always compatible. By also considering current zoning, specific issues identified by City leaders, potential opportunities for future development, and the integration of modern zoning best practices, the Future Character Areas Map creates a unified vision for the general development patterns throughout the City.

### HOW TO USE THE FUTURE CHARACTER AREAS MAPS

The Future Character Areas Map (Map 6 on page 74) can be used by City leaders, property owners, developers, and other stakeholders to make informed decisions regarding development and redevelopment issues. Development decisions should be informed by the Character Areas Map, and in general, should conform with the designated areas. However, unforeseen, circumstances and opportunities of specific development plans could override the Future Character Area designation of the property.

Future Character Areas are not the equivalent of zoning. They do not legally permit or prohibit specific uses, density or intensity of uses, or other development on properties. They are a tool to guide land use policy decisions. The Future Character Areas should be regularly reviewed to ensure that they continue to promote the desired land use and development patterns. Ideally, in 10-20 years, pockets of incompatible uses will be redeveloped, and the land use patterns currently shown in Map 5 will then look more like the Future Character Areas Map, shown on page 92.

## MAP 9 | EXISTING LAND USE



### LEGEND

Single-Family Residential	Commercial	Institutional
Residential Condominium	Office	Parks
Two-Family Residential	Industrial	City Owned Property
Multi-Family Residential	Transportation and Utility	Vacant

## FUTURE CHARACTER AREAS

### FUTURE CHARACTER AREA DESCRIPTIONS

The City of Brooklyn has been categorized into 11 different Future Character Areas to describe the type of development or redevelopment appropriate for that area. These were developed by examining existing land use, development patterns, and issues throughout the City.

Though counted as a Future Character Area, there is not a singular "Mixed-Use" description. Mixed-use Character Areas are identified by the placement of two or more Character Areas on a single location. It should be interpreted as though the site is appropriate for either of the individually identified Future Character Areas, or as a combination of the several Future Character Areas indicated for the site. Identification as a Mixed-Use Character Area does not require that it be developed as Mixed-Use.

As mentioned earlier, the designation of Future Character Areas on the map and the description of the Future Character Areas should be continually reviewed and updated to match the City's needs and desires. The descriptions of the 11 Future Character Areas and the Future Character Areas Map follow.

### FUTURE CHARACTER AREA DESCRIPTIONS



#### GENERAL INDUSTRIAL

Freestanding industrial development. Typical uses include manufacturing, processing, assembly, warehousing and distribution, and large equipment sales and supply. Uses may include outdoor operations and storage.



#### LIGHT INDUSTRIAL

Freestanding and campus style developments. Typical uses include light manufacturing, processing, assembly, and limited warehousing and distribution. Restricted outdoor operations and storage.



#### GENERAL COMMERCIAL & INDUSTRIAL

Large stand alone or campus commercial developments permitting a wide range of office, retail and services. Development and uses permitted in Light Industrial Areas are also permitted.



#### INTERSTATE COMMERCIAL

Regional shopping and strip commercial development with access to key transportation corridors. Typical uses include a wide range of enclosed retail, entertainment, and services, especially those catering to motorists and regional shoppers.

## FUTURE CHARACTER AREAS DESCRIPTIONS CONTINUED



### NEIGHBORHOOD COMMERCIAL

Small-scale freestanding, main street, or strip commercial development. Retail and service uses are typically geared towards the local population.



### CIVIC CAMPUS

Special designation for the development of City and civic facilities. This includes uses like City Hall, Recreation Center and facilities, Police and Fire Stations, libraries, parks and greenspace, and other government-related functions.



### MULTI-FAMILY RESIDENTIAL

Areas containing high-density residential development that allows single-family attached (duplex/townhouse) or multi-unit buildings (apartments/condominiums) and associated accessory structures on a single lot.



### TOWNHOUSE/DUPLEX

Areas containing medium-density residential development that allows single-family attached dwellings (duplex/townhouse) and associated accessory structures on a single lot. Sites are typically smaller than the Multi-Family Residential Character Area.



### SINGLE FAMILY

Single-family, detached dwellings and associated structures on a single lot. Smaller, Accessory Dwelling Units (ADUs) or suites may also be built on a lot with a primary dwelling unit. Civic or institutional uses (churches, community facilities, etc.) may also be contained in this Character Area.



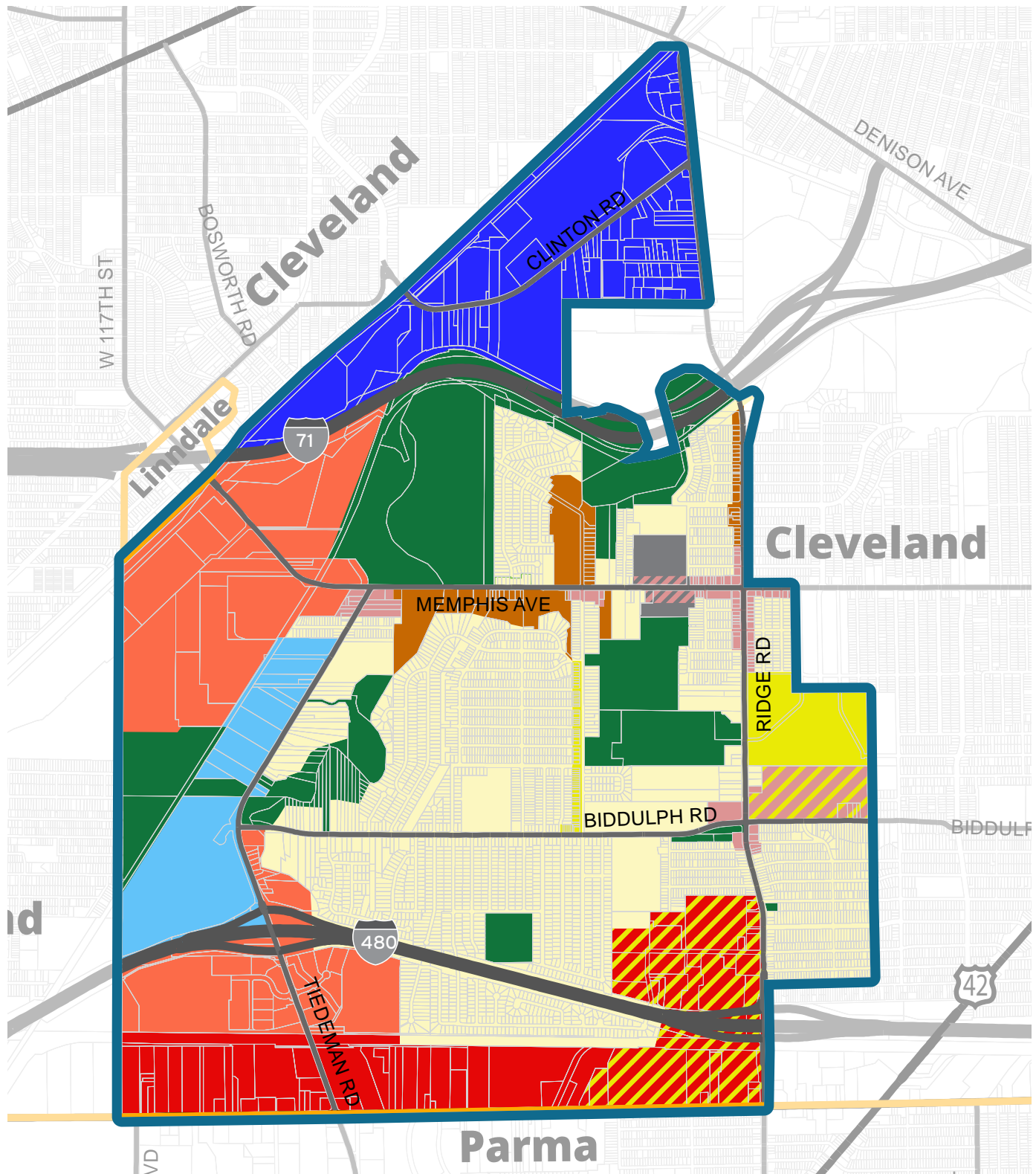
### GREENSPACE

Active and passive parks, athletic fields, recreation areas, natural lands, and preserved environmental features.
















### MIXED-USE CHARACTER AREAS

Mixed-use Character Areas are a combination of two or more individual Character Areas. Mixed-Use Character Areas can be developed under a single identified designation, or as a mixture of the two designations. This includes combining different uses on a single site, or in a single building. Special design guidelines would apply to mixed-use development.



LEGEND

- |  |  |   |
|--|--|---|
|  General Industrial              |  Civic Campus             |  Mixed Interstate Commercial   |
|  Light Industrial                |  Multi-Family Residential |  Mixed Neighborhood Commercial |
|  General Commercial & Industrial |  Townhouse/Duplex         |  Mixed-Use Civic Campus        |
|  Interstate Commercial           |  Single Family            |   |
|  Neighborhood Commercial         |  Greenspace               |   |

*This page intentionally left blank.*



## SECTION 5

# PLANNING FOCUS AREAS

To visualize how the actions recommended in the Master Plan create concentrated impacts on specific locations, the Planning Focus Areas section provides visualizations of potential development scenarios for four major areas in the City of Brooklyn.

### WHAT'S INSIDE

This section includes conceptual designs and planning support for areas in Brooklyn which have been a focus of the planning process: The Civic Campus, Biddulph Plaza, the Memphis Avenue Corridor, and the Ridge Road Corridor.

Throughout the Plan process, these areas were specifically identified by the City Staff, Steering Committee members, and the public. They represent locations where many of the Goals and Actions from Section 2 are intended for implementation. These Focus Areas also act as showcases for demonstrating how the actions and policies can be specifically implemented in the City. Success in the Focus Areas can inspire the community to implement many of these ideas into other areas of the community.

This section contains renderings and supporting narratives to describe the specific improvements that can be made to enhance areas in the community. They also include examples of the types of improvements proposed in Brooklyn, as well as examples of where these improvements have been successfully implemented.

The renderings and drawings are conceptual. Further planning and design are necessary to specify the final types and locations of actual improvements. These drawings are meant to inspire and guide the community, and to show what is possible to address the identified issues and desires in this Master Plan process.

### HOW DO I USE IT?

The Planning Focus Areas section illustrates how four key areas in Brooklyn could redevelop over time. It provides many conceptual ideas showing what may be possible based on implementing the policy and regulation actions recommended in this Master Plan. It should be used as an example of how best practices could be applied to development. However, it is only a starting point for guiding the community in developing policies and implementing actions.

Further studies, planning, and actual design work are necessary to determine what is ultimately appropriate, feasible, and desired for any public spaces or streetscapes. Also, redevelopment of private property shown in these conceptual drawings is included to demonstrate how modernizing City development policies and regulations could effect private redevelopment. They do not indicate any attempt by the City of Brooklyn to undertake such development activities. Any actual redevelopment of private property would require the action and consent of the property owner and/or a private developer.

## 5.1 CIVIC CAMPUS REDEVELOPMENT

### MODERN FACILITIES AND CITY AMENITIES

The 2016 *Facilities Assessment for The City of Brooklyn* has shown the need to significantly upgrade many of the City's buildings. Fortunately, the City's finances are strong and funds available to allocate towards new facilities. Additionally, the Cuyahoga County Library is planning to replace its Brooklyn Branch. The need, and ability, to upgrade these facilities creates opportunities for the City to leverage its investments to improve the delivery of City services and to support private redevelopment.

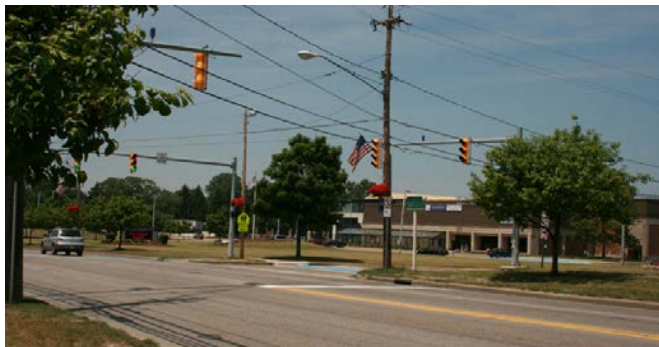
City of Brooklyn facilities are centered around Memphis Avenue and Veterans' Memorial Park. These facilities include:

**City Hall & Police Station:** Built in 1952, this single building contains City Administration offices, Council Chambers, and the Police Department. The building needs many upgrades and the police station does not meet current standards for law enforcement operations.

**John M. Coyne Recreation Center:** The Recreation Center is currently located on the north side of Memphis Avenue across from City Hall. Originally built in 1974, this freestanding building contains over 80,000 square feet of recreation space. A natatorium was added in 1989. The building contains an ice rink that is a significant regional asset for hockey and other ice sports but needs upgrades as well. The parcel contains excess, unused lawn space.

**Senior Community Center:** Over 30 years old, though well maintained, the freestanding building is starting to show its age. Despite its proximity to Veterans Memorial Park and City Hall, and across from the Recreation Center, the building is not well connected due to large surface parking areas and only basic pedestrian facilities.

**Veterans' Memorial Park:** This is the City's largest park. Encompassing nearly 75 acres, it contains 3 pavilions, a playground, basketball courts, tennis courts, a skate park, baseball fields, paved walking trails, and greenspace.



The current Civic Campus has ample space for new facilities and park amenities. Reorganizing uses and amenities would also maximize it for public use and even potentially incorporate commercial development. An enhanced streetscape would also improve connection between both sides of the Campus on Memphis Avenue.

Source: City of Brooklyn, Ohio

With the recommendations to update and replace many of the City buildings, there is a great opportunity to re-imagine the area as a new "Civic Campus". This Civic Campus would incorporate new facilities and enhance park amenities, improve connections between buildings and across Memphis Avenue, connect civic uses to commercial uses along Memphis Avenue to Ridge Road, and create active public gathering spaces.

The City of Brooklyn is working with GPD Group to develop a site assessment and layout for the civic Campus. While plans are being developed, there are several ideas and concepts identified throughout the Master Planning process that should be included in the development of a new Civic Campus.

## CIVIC CAMPUS DEVELOPMENT PRINCIPLES:

- Build a joint Senior and Recreation Center
- Maintain the ice rink and increase regional partnerships
- Incorporate green infrastructure & environmentally sustainable buildings
- Use City buildings as anchor facilities to encourage commercial redevelopment
- Incorporate the Brooklyn Branch library into the Civic Campus
- Improve the Memphis Avenue streetscape

## BUILD A JOINT SENIOR AND RECREATION CENTER

The current Senior Community Center in Brooklyn is underutilized. Only 11% of Brooklyn's seniors regularly use the Center, and use has declined 50% since 1998. The majority of Brooklyn seniors using the facility are 75 years old or older. The current senior center does not meet the needs for those considered "active" seniors, or those 55 to 65. Many seniors older than 65 are pursuing more active interests. With a new Community Recreation Center needed, coupled with the need for approximately \$1 million in repairs to the Senior Center, building a joint Senior/Recreation Center would allow for a greater offering of facilities, programs, and resources, while providing better physical connections to the community. The City will also be able to maximize operations and staffing to better serve the community.

Many local communities, including Strongsville, Middleburg Heights, and Broadview Heights combine senior programming and general recreation programming at the same or connected facilities.

## MAINTAIN THE ICE RINK AND INCREASE REGIONAL ICE SPORT PARTNERSHIPS

The ice rink at the John M. Coyne Recreation Center is a significant regional hockey and winter sports asset. In addition to hosting several local youth hockey and figure skating programs, the facility serves as the home ice of several high school hockey teams, including Brooklyn, Olmsted Falls, and St. Ignatius, and is also home to the Cleveland State University club team. The rink also hosts the prestigious Baron Cup tournament and portions of the Ohio High School Athletic Association (OHSAA) Ice Hockey Statewide Tournament.

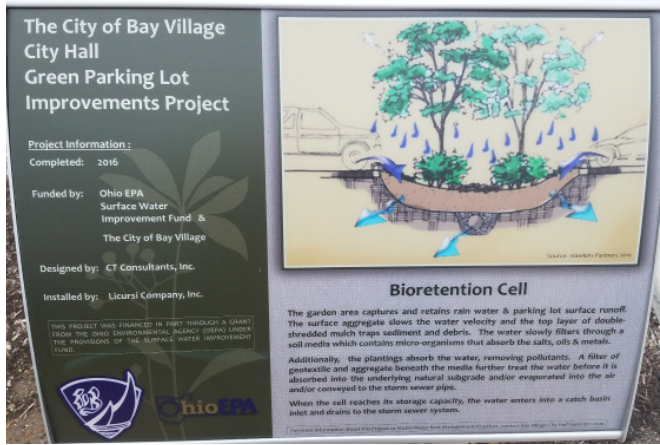
Maintaining the ice rink provides a valuable regional and statewide draw to the community. Brooklyn's ice rink is centrally located on the west side of Cuyahoga County with easy access from I-480. Its established relationships with regional programs and tournaments give it a valuable advantage over other regional ice rinks. While community use and operational costs may mean that long term the City may move away from keeping the ice rink the City should work with its regional partners to develop a plan to continue supporting and improving the ice rink where possible.

Long term, the City must determine whether to keep the existing ice rink structure and renovate areas, program a new ice rink into plans for a new recreation center, or to move on from having an ice rink. Further community engagement, especially during the planning and development stage for a new recreation center is important for understanding the long-term desire and ability of the community to support an ice rink.



The ice rink serves as a major regional Hockey amenity. Brooklyn, St. Ignatius, and Olmsted Falls high schools all call it their home ice. It is also host to the prestigious Baron Cup tournament.

Source: Brooklyn High School Athletics



Green bio-retention improvements at Bay Village City Hall installed in 2015

Source: County Planning



Green bio-retention improvements at Bay Village City Hall installed in 2015

Source: County Planning

## INCORPORATE GREEN INFRASTRUCTURE & ENVIRONMENTALLY SUSTAINABLE BUILDINGS

Green Infrastructure includes alternative urban stormwater management techniques and practices that use natural vegetation and special materials to mimic natural processes and absorb, filter, and pre-treat stormwater runoff. Green infrastructure may involve preserving, restoring, or constructing vegetated areas and natural corridors in developed areas. Infrastructure such as bioswales, rain gardens, permeable pavement, and tree boxes can be used to reduce the amount of impervious surface in developed areas. This reduces peak storm runoff, alleviates stress on stormwater infrastructure and reduces instances of and severity of flooding.

Incorporating environmental standards into building design and construction can help reduce long term costs and environmental impacts for the City. Leadership in Energy and Environmental Design (LEED) certified buildings, as defined by the U.S. Green Building Council (USGBC) have been reported to have almost 20% lower maintenance costs than traditional commercial buildings ([www.usgbc.org](http://www.usgbc.org)). Green buildings can also help provide better indoor air quality, more efficient water usage, and more efficient heating and cooling. All can lead to cost savings and better environmental outcomes.

Used in combination in the development of a new Civic Campus, green infrastructure and building practices can help the City reduce long term costs and create environmentally friendly civic spaces.

## USE CITY BUILDINGS AS ANCHOR FACILITIES TO ENCOURAGE COMMERCIAL REDEVELOPMENT

Public facilities like City Halls or libraries typically generate a high amount of visitor traffic. However, much like auto-oriented retailers, public facilities generate "single trip" traffic where visitors and patrons drive to City Hall, conduct their business, and go to their next destination. The advantage to mixed-use developments is that a single trip can cover several visits -- to City Hall, to the Recreation Center, and to shop. The City of Brooklyn has the opportunity to redevelop the Civic Campus with both public facilities and supporting commercial development. This concept should be kept in mind for the redevelopment of the Brooklyn Civic Campus to potentially create a civic and commercial destination where people can meet multiple business or personal needs.

An example of this would be the New Albany Library located east of Columbus in New Albany, Ohio. Instead of being isolated or surrounded only by other public facilities, New Albany Public Library is situated behind Market Square, a multi-building retail complex that contains shopping, restaurants and businesses. The development is designed to be a pedestrian-friendly destination, with wide sidewalks to promote interaction between the library and Market Square and create a dynamic public gathering spot for this Columbus suburb.

## INCORPORATE THE BROOKLYN BRANCH LIBRARY INTO THE CIVIC CAMPUS

The current facility for the Brooklyn Branch of the Cuyahoga County Library is located at the northwest corner of Ridge road and Hurricane Alley. It was built in 1992 and has not had a significant renovation since opening. A 2009 facility report recommended \$1.26 million in renovations. As the facility ages, it also falls behind in the type and quality of amenities and services libraries now typically provide. Now almost 30 years old and in need of upgrades to best serve the community, the Library system has plans, and the necessary funds, to build a new facility. With the City of Brooklyn planning to develop new facilities of its own along Memphis Avenue, the opportunity exists to work with the Library to incorporate its new facility into the Civic Campus and would further centralize civic functions and amenities. This centralization could, in turn, be used to anchor neighborhood scale commercial development (i.e. cafes, coffee shops, local services, etc.) along Memphis Avenue from the Civic Campus to Ridge Avenue.

The 2016 Master Plan for the City of Bay Village adopted a similar strategy to incorporate their new library into their Village Center. The City and library agreed to allow the library to be built on land adjacent to City Hall in Cahoon Park. It is located across from a commercial center. The library is in the process of architectural plan approval. Once completed it will concentrate an excellent amenity in the heart of the City.

## IMPROVE THE MEMPHIS AVENUE STREETScape

Memphis Avenue is the major east-west thoroughfare in Brooklyn. It connects to Ridge Road providing access to I-480 and connects into the Old Brooklyn neighborhood at Pearl Road. It bisects the current Civic Center, leaving the John M. Coyne Recreation Center across the street from Veterans Memorial Park, the Senior Community Center and City Hall/Police Station building.

In this area, Memphis Avenue is approximately 42 feet wide (curb to curb) while the total right-of-way is 75 feet wide. Though it is not striped for four travel lanes, motorists drive this wide, two-lane street as if it were. There are signalized intersections with pedestrian crosswalks at the City Hall entrance and at Amber Drive. These features, along with the wide right-of-way provide opportunities to enhance the Civic Campus streetscape along this section of Memphis Avenue. This would not only help to create a more beautiful street, but also create a safer connection between the two sides of the Civic Campus for pedestrians and cyclists.

Reducing the lane width in the Civic Center area would calm traffic, create opportunities to install planted medians, create a shorter distance for pedestrians to cross, and create a more pleasant pedestrian space along Memphis Avenue. This would improve connections within the Civic Campus and would also support potential neighborhood scale commercial development along Memphis Avenue from the Civic Campus to Ridge Road.



The City of New Albany has used civic building such as the library to anchor and support local commercial development

Source: <https://newalbanyohio.org/answers/rose-run-park/>



The City of Bay Village incorporated a new branch of the Cuyahoga County Library into their Village Center as part of their 2016 Master Plan. The building is currently in the planning review process

Source: Bay Village Master Plan 2016

## POTENTIAL ENHANCEMENTS TO THE CIVIC CAMPUS ALONG MEMPHIS AVENUE

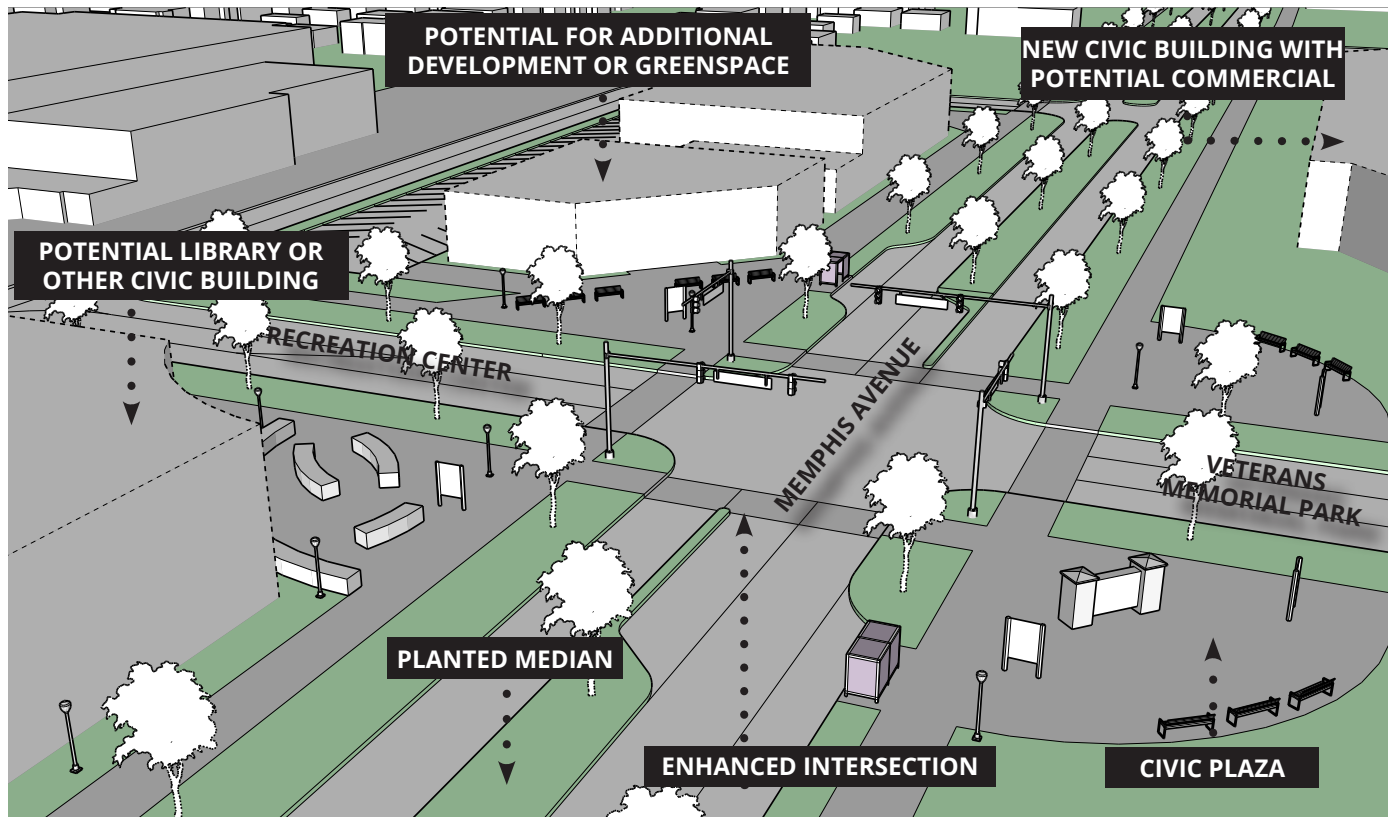
**Civic Spaces:** New civic buildings, parks and plazas located along the intersection creates a place for residents to enjoy the Civic Campus and its recreational amenities and services, as well as supporting neighborhood-scale commercial uses.

**Commercial Development:** Use existing frontage along Memphis Avenue to develop neighborhood-scale commercial, with parking in the rear.

**Potential Library or Other New Civic Buildings:** Place large civic buildings (Library, City Hall, Police Station, etc.) close to the street at the corner of the entrance to the Civic Campus and Memphis Avenue to activate the Memphis Avenue streetscape and support neighborhood commercial use along the corridor.

**Enhanced Intersection:** Painted or decorative crosswalks, new street and wayfinding signage, reduced lane widths, bus pull-offs, and a planted median would create a safer, more attractive, and better connected intersection at the center of the Civic Campus.

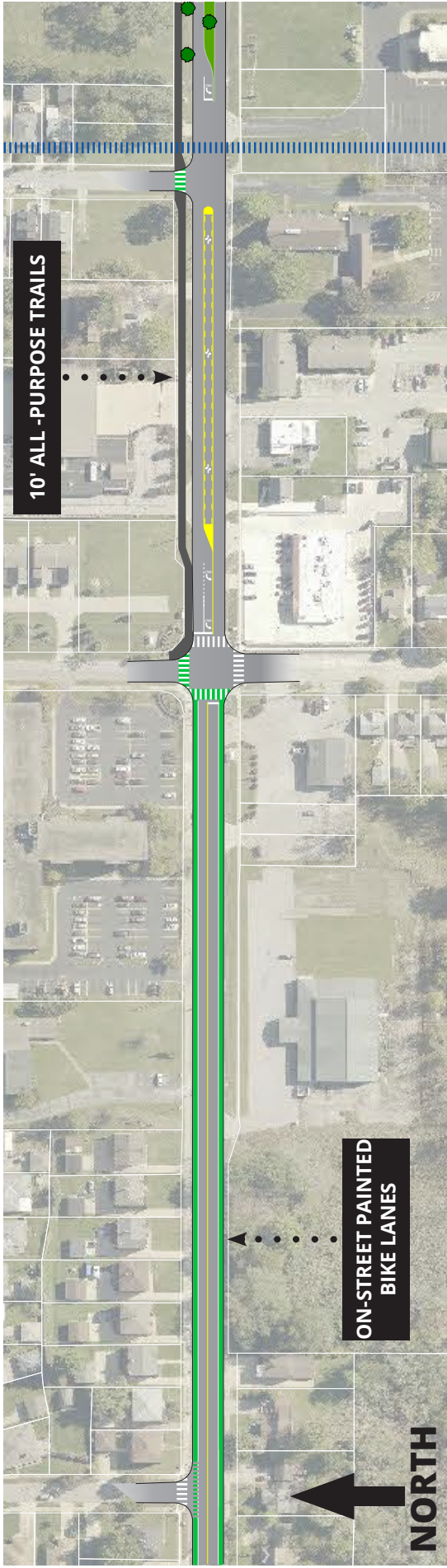
## CONCEPTUAL CIVIC CAMPUS REDEVELOPMENT



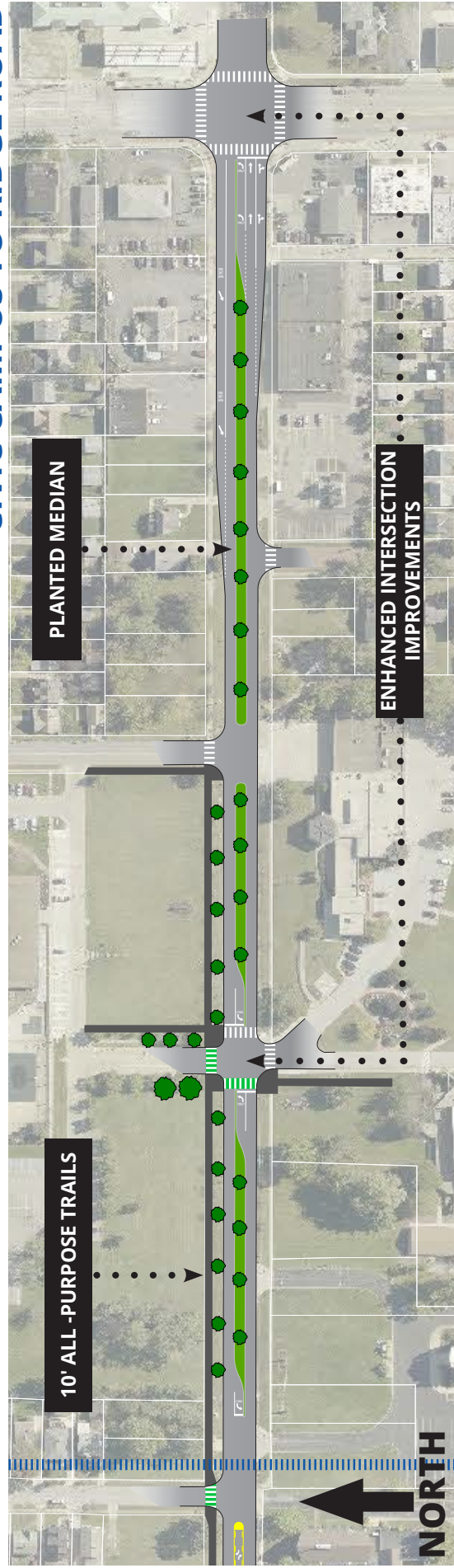
Redevelopment of the Civic Campus, especially the areas fronting Memphis Avenue could incorporate new Civic Facilities and even leverage them as anchors to targeted commercial development. Enhancing the intersection with public plazas, highly-visible crosswalks, wayfinding signage, and even activated pedestrian crossings would help bridge the two areas of the Civic Campus and create an active and dynamic area for residents to visit and enjoy. More detailed planning and engineering would be required to ensure the feasibility of implementation and to ensure the appropriate provision of traffic and public safety services.

Source: County Planning

## WEST OF THE CIVIC CAMPUS



## CIVIC CAMPUS TO RIDGE ROAD



The map above shows potential streetscape and infrastructure improvements along Memphis Avenue. This incorporates recommendations regarding the Civic Campus, trail connections, pedestrian improvements, and planted medians. It can be incorporated as part of the redevelopment of the Civic Campus and help to improve the connection from the Campus to Ridge Road. Detailed planning and engineering would be required to ensure the implementation of any of these elements would provide for adequate traffic and public safety provisions.

Source: County planning

ADOPTED February 8, 2021

## 5.2 BIDDULPH PLAZA

### A MIXED-USE REDEVELOPMENT FRAMEWORK

#### ENHANCING OLDER STRIP MALLS

The typical American strip mall is familiar to Northeast Ohio with characteristic long commercial buildings, minimal landscaping, and vast parking lots placed between the building and the street. Many strip malls in the area are aging and it takes continuous reinvestment to maintain facades, parking lots, and to reconfigure obsolete retail spaces to support contemporary retail needs. While convenient for auto-oriented access, these older centers have vast areas of under-utilized space. They also lack features that are now standard in modern shopping centers, such as greenspace, pedestrian plazas, and mixed-uses, all of which create a sense of place and produce vibrant and attractive shopping centers.

Ridge Park Square and big box shopping centers on Brookpark Road share some of these qualities, especially large parking lots and minimal interior or perimeter landscaping. However, they tend to have newer buildings to accommodate large national retailers. Biddulph Plaza, however, at the corner of Ridge Road and Biddulph Avenue, is an older strip mall with multiple retailers, large parking lots, and a Giant Eagle grocery store, and it suffers from many of the issues discussed above. Also, the Giant Eagle is in an aging building with a traditional format. It is placed behind other buildings and surrounded by paved parking lots, which hurts its visibility and its connection to the rest of the commercial development.

Updated zoning and development policies could be used to promote redevelopment of this shopping center. Permitting mixed-use development, encouraging new outlot commercial buildings, reducing parking requirements, enhancing landscaping, adding greenspace, and even incorporating residential uses to bring new life to this development. Combined with enhanced facades for existing buildings and streetscape investment along Biddulph Avenue and Ridge Road, this would support existing uses and provide new opportunities.

#### POTENTIAL IMPROVEMENTS FOR BIDDULPH PLAZA

There are many potential options for future redevelopment in Biddulph Plaza. The conceptual improvements included in this framework highlight the possibilities for this site through updated City development regulations. They demonstrate how modern design and redevelopment principles could be applied to older or underutilized properties throughout the City to enhance existing development or as complete redevelopment strategies. These development principles include:

**Enhanced Landscaping:** Adding tree lawns, bioswales, and greenspace to parking lots, around buildings and development perimeters can reduce pavement, capture stormwater runoff, and beautify the development.

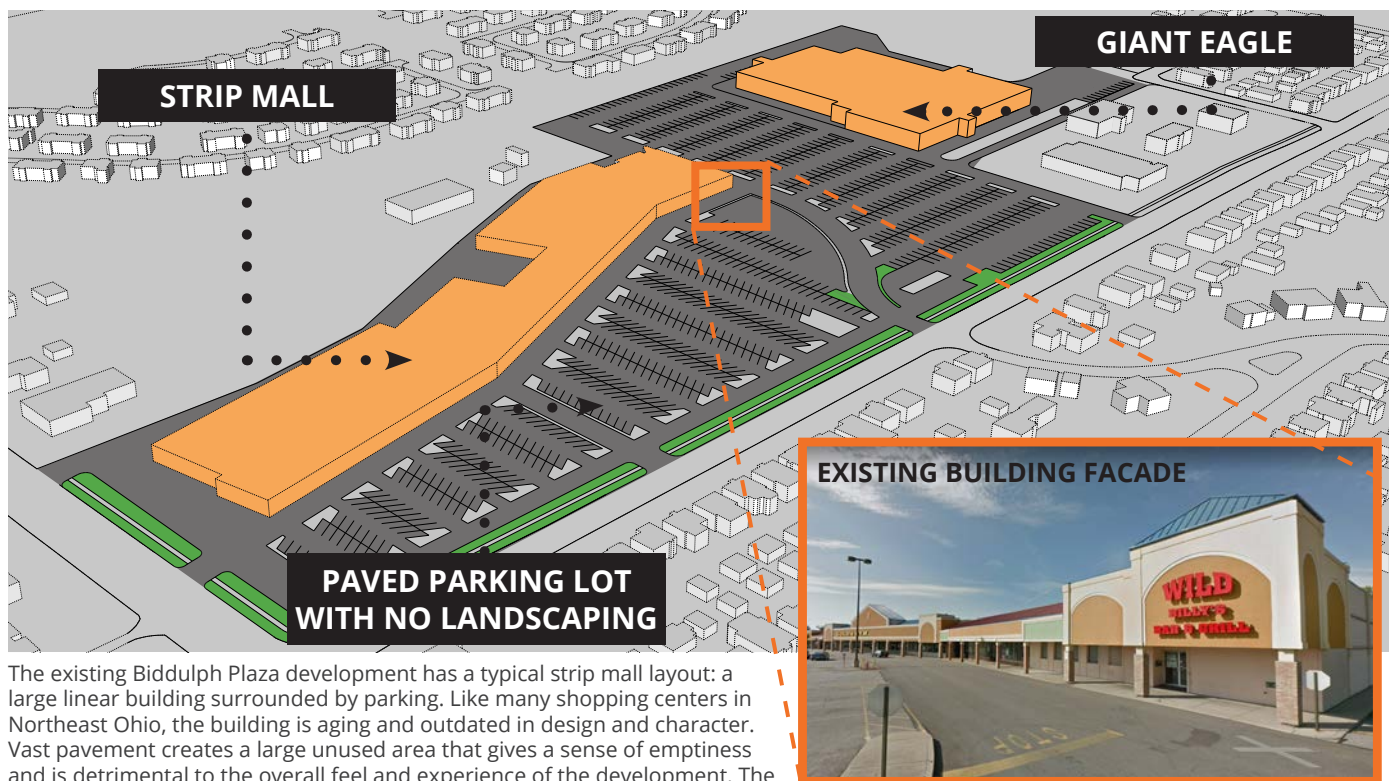
**Outparcel Development:** With significant areas occupied by parking lots, there is enough area to carve out developable spaces for new commercial buildings. As strip malls are typically set back far from the road, these developments usually face the street, helping to activate the streetscape. Done correctly, outparcel development will have little effect on overall parking availability.

**Facade Improvements:** Older commercial buildings can often have tired, outdated building facades. New facade enhancements can be a cost-effective way to create a modern and attractive center that tenants and shoppers have come to desire.

**Mixed-Uses:** Mixing residential uses with commercial uses can help create active and vibrant centers of modern development that many residents desire and enjoy. They promote new commercial development that caters to nearby residents and the new residential developments, in turn, support those new businesses as well.

It is important to note that the City can only control the conditions and regulations in which properties develop. This includes the zoning, permitted uses, and site development requirements. Any redevelopment would require interest and investment by the property owners, developers, business owners, and other private enterprise. The conceptual scenarios shown are meant to highlight what is possible, and the conditions the City needs to establish to allow and encourage such redevelopment.

### BIDDULPH PLAZA - CURRENT CONDITIONS



The existing Biddulph Plaza development has a typical strip mall layout: a large linear building surrounded by parking. Like many shopping centers in Northeast Ohio, the building is aging and outdated in design and character. Vast pavement creates a large unused area that gives a sense of emptiness and is detrimental to the overall feel and experience of the development. The Giant Eagle is meant as an anchor, but its awkward location and excessive parking reduce its visibility and separate it from the rest of the center.

Source: County Planning; Google Maps

## BIDDULPH PLAZA - FACADE ENHANCEMENTS

New facades can be a cost-effective method to beautify a development and create a modern shopping center that many businesses and shoppers desire. Improvements do not need to be structural and can include new architectural elements such as brick or stucco wall facades, new roofs, decorative canopies and trestles, and signage. Building murals, landscaping, public plazas, and pedestrian facilities can also be used to create distinctive, yet cohesive, spaces and breathe fresh life into a development.

The City of Brooklyn, in conjunction with the Cuyahoga County Department of Development, operates a Storefront Renovation Program that can provide up to 30% of renovation costs.

## CONCEPTUAL FACADE IMPROVEMENTS



This rendering shows how a mix of new brick and stucco wall facades, new roof lines, decorative columns and awnings, building murals, and other architectural elements can be used in Biddulph Plaza to create more modern and distinctive buildings. Used in combination with increased landscaping, outparcel development, and residential development, it can help create a vibrant mixed-use center in Brooklyn.

Source: County Planning

EXISTING BUILDING FACADE



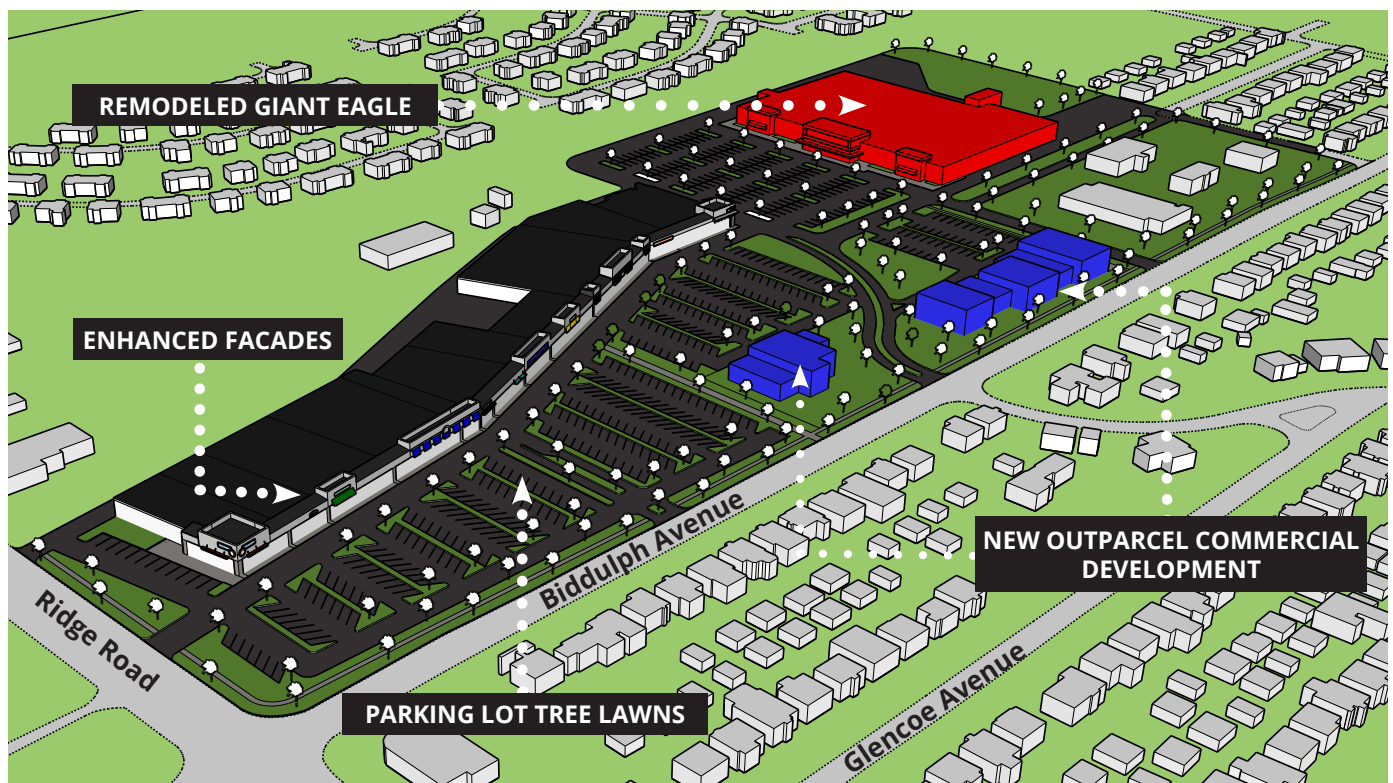
## BIDDULPH PLAZA - CONCEPTUAL MIXED-USE REDEVELOPMENT SCENARIOS

Following are three conceptual redevelopment scenarios for Biddulph Plaza used to show the range of possibilities for enhancing the site. They are meant to show what effect modern and appropriate development regulations can help create. While the City can help create the appropriate conditions, actual redevelopment of the site will involve interest and investment from property owners, developers, and businesses.

Although the following scenarios show redevelopment where the existing Giant Eagle is located, the same development principles could also be applied to redevelop all or a portion of the existing strip commercial building. Giant Eagle is an important community amenity and retaining Giant Eagle in the community is important. It could also serve as an important anchor in a mixed-use housing development at this site. These scenarios are meant to show the potential for the site and the approval of any future redevelopment must consider the community's overall needs and health.

Scenario 1 creates several outparcels along Biddulph Avenue in front of the existing commercial structure to allow for a new commercial or office development. This scenario also shows the potential for remodeling the existing Giant Eagle with enhanced landscaping throughout the existing parking lots. Scenario 1 was favored by 58% of respondents to the August 24th Virtual Public Presentation online survey.

### SCENARIO 1 - CONCEPTUAL BIDDULPH PLAZA REDEVELOPMENT WITH GIANT EAGLE REMODEL



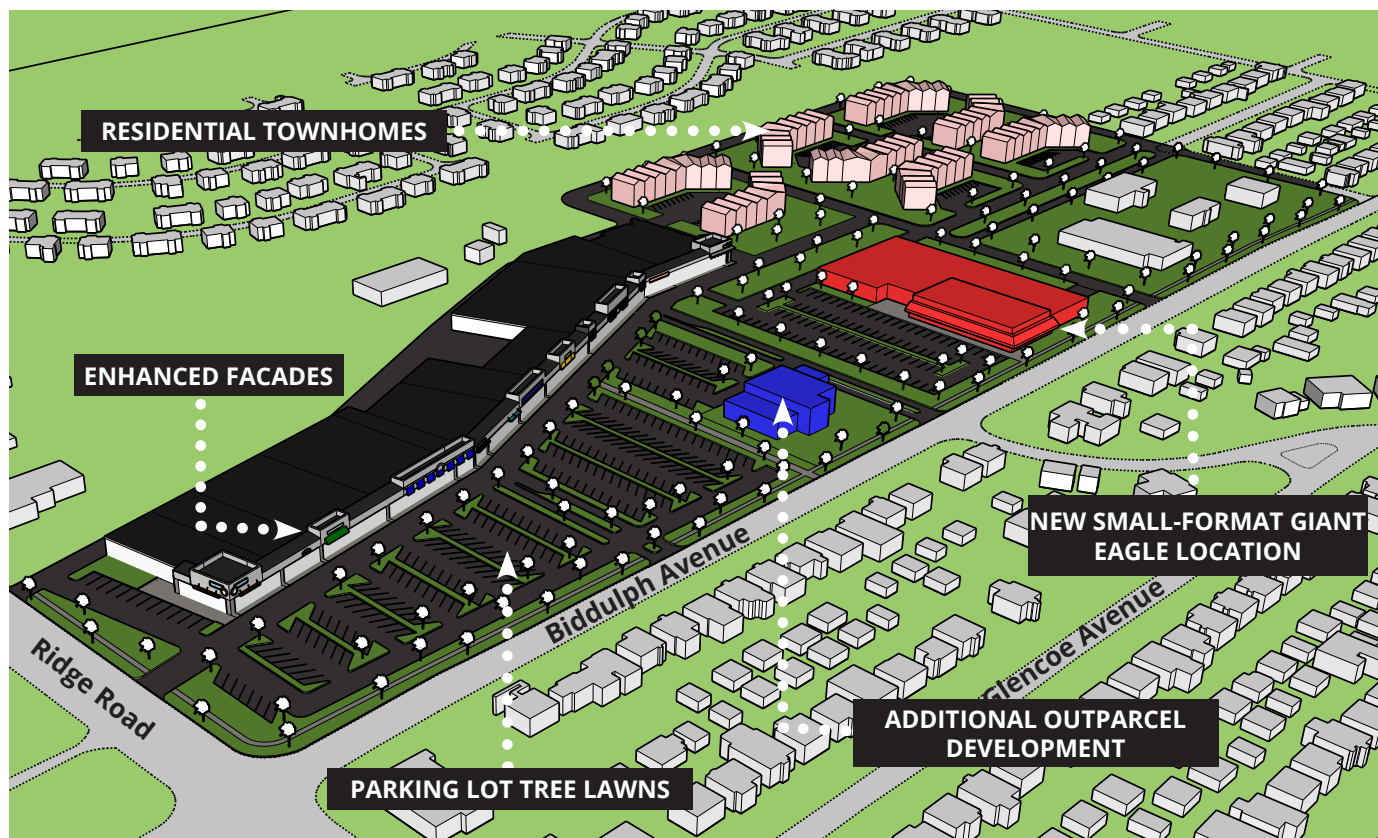
The above redevelopment scenario of Biddulph Plaza shows the creation of several outparcels that can be developed with new commercial or office space. These new buildings would front Biddulph Avenue, helping to activate the street and create a more attractive, and walkable streetscape. This scenario also shows the remodeling of the existing Giant Eagle. This could be a simple facade renovation, or a larger scale remodel. This would integrate nicely with facade renovations for the existing strip mall. This scenario also increases landscaping and greenspace. It adds street trees, tree lawns, islands, and perimeter lawns throughout the existing parking lots. The development would still provide ample parking, while making it more attractive and walkable, allowing you to park once to visit several locations.

This scenario focuses mainly on enhancing the current site. Investments in new facades, increased landscaping, and transforming parking lots with additional trees and greenspace would have a tremendous aesthetic and environmental benefit for the development. Integrating outparcel development would provide the opportunity for more modern development to provide new types of commercial space in the area and boost the existing businesses at the center. Ensuring zoning and development regulations permit these types of investments, and that they require appropriate design standards to help create vibrant developments are an important step for any redevelopment to occur.

Source: County Planning

Scenario 2 shows the Giant Eagle rebuilding in one of the new outparcels as a small-format "Giant Eagle Express". This option would create the opportunity for the infill redevelopment of approximately 64 townhomes in the area occupied by the old Giant Eagle building. Townhomes could also potentially be replaced in this scenario by cluster housing a smaller number of single-family houses. Scenario 2 was favored by 26% of respondents to the August 24th Virtual Public Presentation online survey.

## SCENARIO 2 - CONCEPTUAL MIXED-USE REDEVELOPMENT OF BIDDULPH PLAZA WITH SMALL-FORMAT GIANT EAGLE AND TOWNHOMES



The above redevelopment scenario of Biddulph Plaza shows the relocation of the Giant Eagle to an outparcel at the front of the property as a small-format "Giant Eagle Express". This Giant Eagle would be approximately 40,000 square feet, or half the size of the existing store. However, a new space could use space more efficiently and be targeted towards fresh produce and prepared foods.

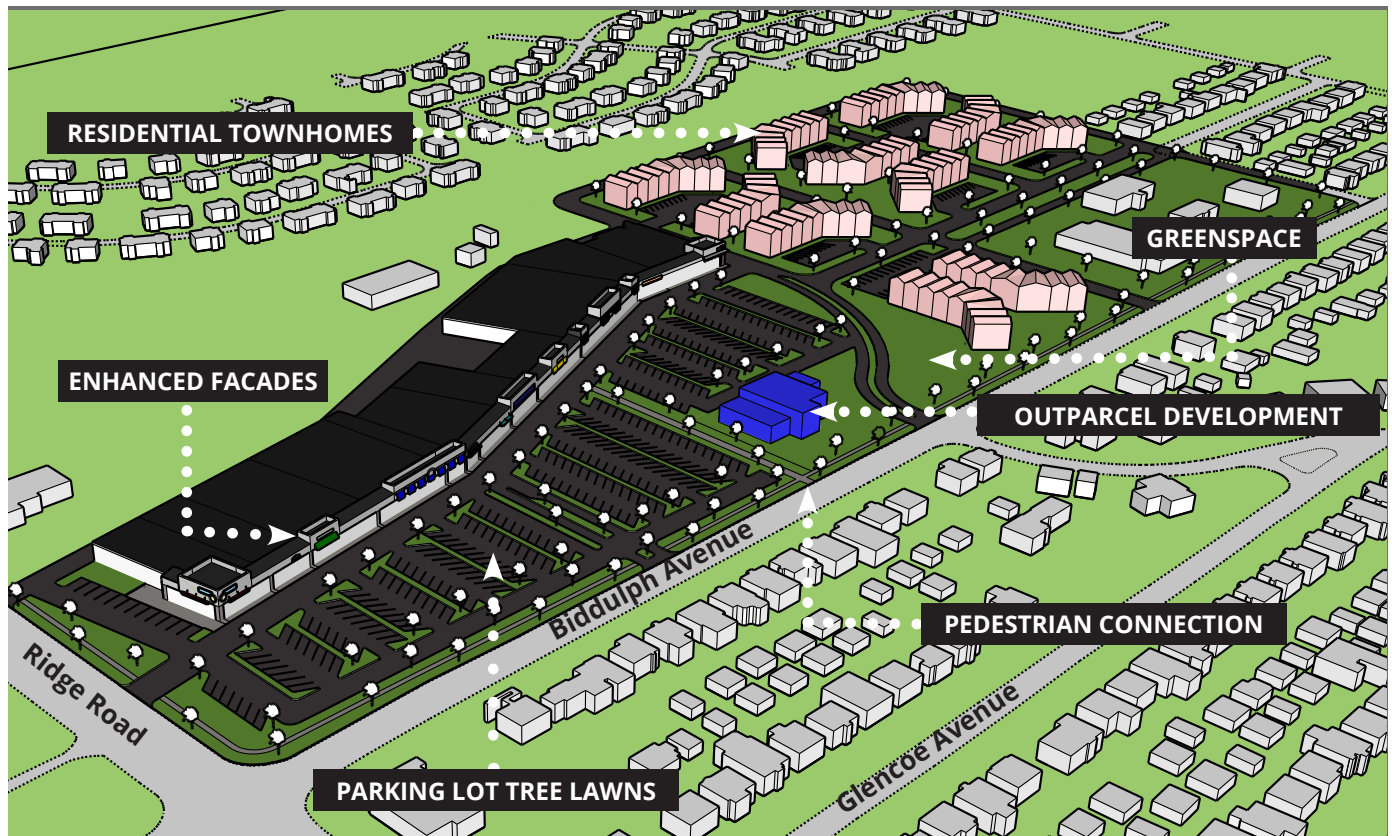
Moving Giant Eagle to this new location will allow for a more modern structure in a more visible place. It would also better integrate the supermarket into the rest of the development. In turn, approximately 64 townhomes can then fill the space created by the Giant Eagle relocation. A smaller outparcel, also along Biddulph Road, could be developed as additional office/retail space, greenspace, or could be included in the Giant Eagle redevelopment as a Get Go gas station.

Integrating tree islands, green medians, enhanced landscaping, greenspace, and green infrastructure in the remaining parking areas combined with enhanced building facades for the existing commercial building will help maximize the use of the space, while also making it a greener and more modern shopping center. The addition of housing will help support businesses in the center, as well as provide more modern housing options. Together this can help support an attractive and vibrant shopping area in the City of Brooklyn.

Source: County Planning

Scenario 3 would be if Giant Eagle decided to relocate to a new site. This would allow for expanded housing development as well as development of smaller-scale commercial or office space in outparcels along Biddulph Avenue. Similarly, it could be conceived that the Giant Eagle remain at its current location and townhomes, cluster homes, or other mixed-use development replace the existing strip commercial building. Either of these scenarios would promote greater landscaping, greenspace, and pedestrian connections. Scenario 3 was favored by 15% of respondents to the August 24th Virtual Public Presentation online survey.

### SCENARIO 3 - CONCEPTUAL MIXED-USE REDEVELOPMENT OF BIDDULPH PLAZA WHERE GIANT EAGLE RELOCATES



This development scenario shows the potential for development if the Giant Eagle were to decide to relocate somewhere outside of Biddulph Plaza. This would present an even greater opportunity to redevelop the site. The concept still uses outparcels along Biddulph Avenue, only for smaller scale neighborhood retail and commercial space. This would allow for more residential development as 16 more townhomes could be included for a total of 88 units. This scenario preserves more greenspace to create pedestrian friendly plazas and park space to serve residents and visitors of the development.

As with the first scenario, integrating tree islands, green medians, enhanced landscaping, greenspace, and green infrastructure in the remaining parking areas combined with enhanced building facades for the existing commercial building will help maximize the use of the space, while also making it a greener and more modern shopping center. The addition of housing will help support businesses in the center, as well as provide more modern housing options. Combined this can re-imagine Biddulph Plaza as an attractive and vibrant mixed-use destination in the City of Brooklyn.

Source: County Planning

## 5.3 RIDGE ROAD CORRIDOR

### COMMERCIAL CORRIDOR IMPROVEMENTS

#### A MAJOR GATEWAY AND ARTERIAL

Ridge Road serves as one of the most heavily traveled roads in Brooklyn. The corridor has an Annual Average Daily Traffic (AADT) count that ranges from over 32,000 cars at its interchange with I-480, to over 15,000 cars north of Memphis Avenue. These high AADTs are driven by the regional access I-480 provides for Brooklyn, Parma, and Brook Park, and by the commercial development that has built up around the corridor.

This also means Ridge Road serves as a major gateway into Brooklyn. The I-480 interchange, along with the major intersection of Ridge Road with Memphis Avenue--and all other intersecting streets--are areas where residents and visitors experience the City with every trip. Ensuring that Ridge Road is welcoming and safe is important to providing a pleasant and meaningful experience in the City.

#### CURRENT CONDITIONS

The transportation infrastructure for Ridge Road is heavily designed to move motorists through the area to work, to shop, and to return home. There are sidewalks on both sides of the street; however, there are no bicycle facilities. For much of its length, the public right-of-way contains a minimum of four (4) travel lanes and a center turn lane. At the I-480 interchange it expands to 6-8 lanes, with dedicated turn lanes and medians. While many of the residential sections of the road provide a pleasant experience, most of the commercial areas lack significant streetscaping or pleasant connections to the surrounding commercial development. Plain concrete medians separate traffic and result in awkward lane shifts. Wide open intersections, numerous and cluttered poles and lines, and a profusion of commercial signage create an uninspired streetscape.

#### RIDGE ROAD AT MEMPHIS AVENUE

Ridge Road at Memphis Avenue has developed with little attention to integrating the streetscape into the surrounding commercial development. The following images



The intersection of Ridge Road and Memphis Avenue is one of the few neighborhood-scaled, street fronting commercial areas in Brooklyn. However, the streetscape is auto oriented, lacking decorative elements, pedestrian infrastructure, and other elements that make for an active and inviting retail area.

Source: Google Maps

illustrate that point: although there are some sidewalks from building fronts to the street, in most areas there is little distinction between sidewalks, parking areas and driveways. The intersection lacks any enhancements to make an attractive space. As one of the few areas of the City with small-scale, "main-street" commercial spaces, it does little to support pedestrians.

Focusing improvements on making the streetscape more pleasant and appealing can create safe spaces for both cars and pedestrians while keeping traffic flowing. Investment in the streetscape can enhance the attractiveness of commercial buildings and create pleasant spaces for people, whether they are driving through or spending time shopping. This section looks at potential improvement scenarios for areas of Ridge Road.

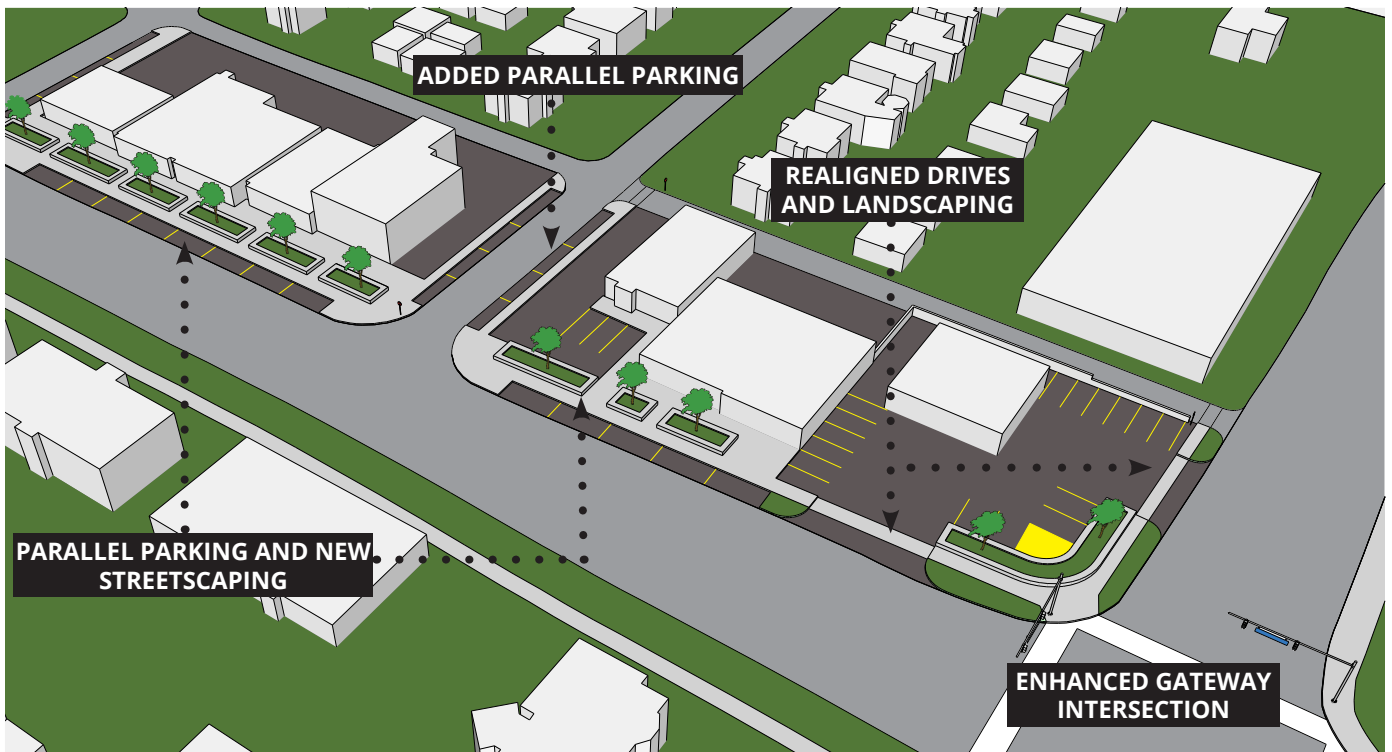
## EXISTING CONDITIONS AT RIDGE ROAD AND MEMPHIS AVENUE



The intersection of Ridge Road and Memphis Avenue has many advantages: street-facing commercial spaces, a City gateway, and proximity to the Civic Campus. However, the streetscape provides little connection between the street and the buildings. Head-in, angled parking intersects sidewalks, and curb cuts are installed too close to the intersection. There are no street trees, little landscaping, and few decorative elements. There is little investment in pedestrian infrastructure or spaces, despite the proximity to surrounding neighborhoods. Streetscape investment could activate the commercial spaces, connect neighborhoods and amenities, beautify the corridor, and create an attractive gateway to Brooklyn.

Source: Google Maps

## POTENTIAL STREETScape ENHANCEMENTS ON RIDGE ROAD AT MEMPHIS AVENUE



The rendering above shows how targeted interventions to the Ridge Road streetscape can improve this area and take advantage of commercial spaces and local connections. By changing the angled parking on Ridge Road to parallel parking, the street will be more attractive, safer for pedestrians, and better connected to surrounding neighborhoods. It could also potentially support outdoor dining. Other recommendations include realigning curb cuts, installing gateway signage, and landscaping the intersection to create a more attractive streetscape and visually connect the Ridge and Memphis corridors. Additional parking could be added along side streets within the existing right-of-way to provide additional parking if desired.

Source: County Planning

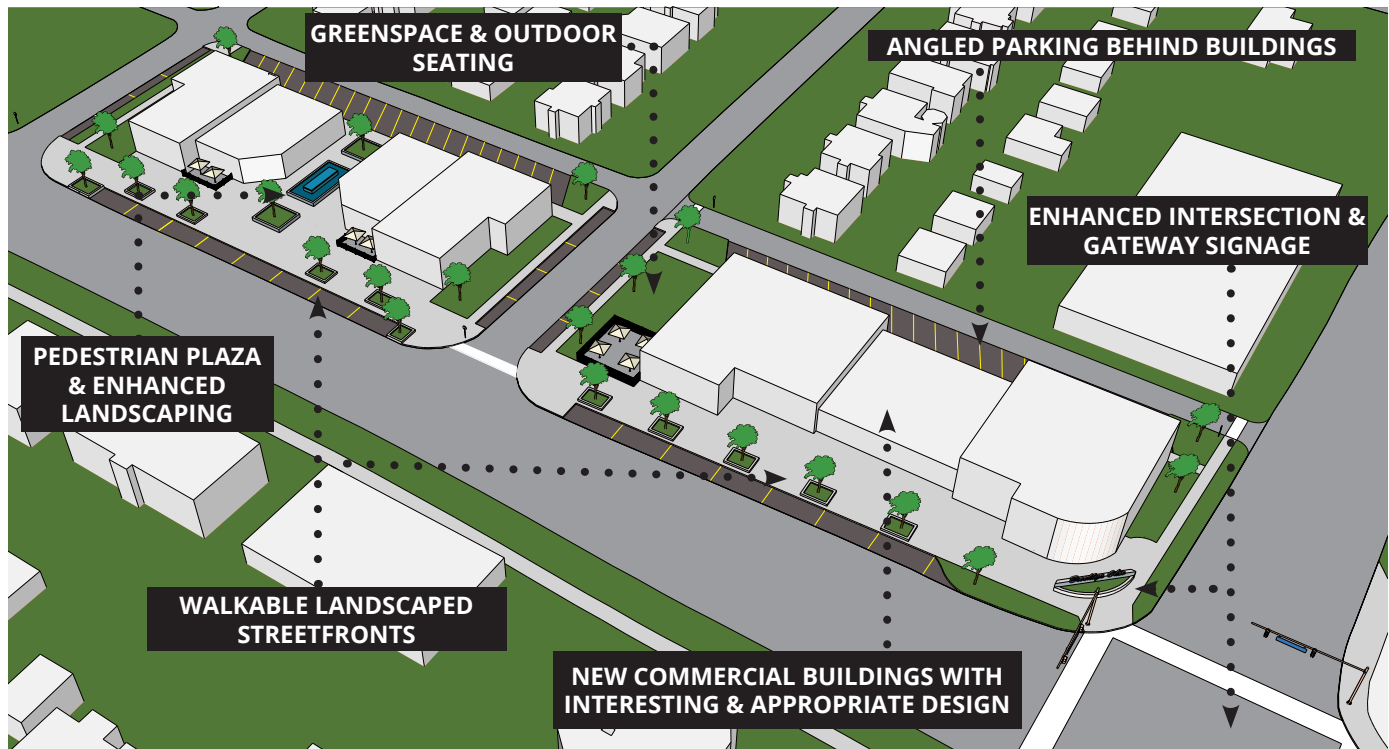
## CONCEPTUAL REDEVELOPMENT SCENARIO

Under the Commercial Reinvestment Framework in Goal 3 (pages 66-67), several key design principles were stated for development these were:

- **Mixed-Uses**
- **Walkability**
- **Quality Architecture and Urban Design**
- **Quality Public Spaces**
- **Sustainability**

While the previous drawing attempts to retrofit these principles into an existing development, the following conceptual drawing takes the same area and shows a complete redevelopment scenario applying these principles. This shows their potential to transform older commercial developments in Brooklyn and how they can be applied to other redevelopment opportunities. By updating zoning and development regulations to incorporate these principles, the City can allow private property owners and developers to improve their properties and reimagine existing developments.

### CONCEPTUAL REDEVELOPMENT OF CORNER PROPERTIES OF RIDGE ROAD AT MEMPHIS AVENUE



Where the scenario on page 75 retrofits existing development with enhancements, this scenario shows a complete conceptual redevelopment of the properties at the southwest corner of Ridge Road and Memphis Avenue. This incorporates some of the same concepts, such as parallel parking along Ridge and the addition of street trees, and it also incorporates additional design and site features that could not be easily incorporated into the existing structures and layout. This includes new greenspace, pedestrian plazas, parking in the rear of buildings, gateway signage, and outdoor seating. May of these can only practically be implemented through complete redevelopment of the buildings on the site. Redeveloping the buildings would also allow for more modern buildings, cohesive and varied architectural design, potential mix of uses, and using the building to reinforce a welcoming gateway to the City. Ideally, the enhancements and design principles shown here can be applied to the redevelopment of other commercial areas and major corridors throughout the City.

Source: County Planning

## RIDGE ROAD AT RIDGE PARK SQUARE

Ridge Road at I-480 and Ridge Park Square is a regional shopping destination with important national retailers. However, infrastructure featuring multiple lanes of traffic, raised concrete medians, and large intersections create an uninviting and unsafe place for pedestrians and cyclists. Though Ridge Park Square is well-landscaped, commercial developments further south near Brookpark Road have little to no landscaping. With minimal landscaping, street trees, or decorative elements to enhance the streetscape, the environment is uninviting to pedestrians and unpleasing to drivers. This area defines the City of Brooklyn to many in the region, so addressing these issues will help to strengthen Brooklyn's identity.



Mayfield Road at I-271: An example of how a planted median, can incorporate gateway signage and other decorative elements to help define and beautify a streetscape on a major corridor at the confluence with an interstate and major commercial area.

Source: Google Maps

Though surrounded by residential neighborhoods, Ridge Road acts as a barrier due to its width and lack of pedestrian amenities safely connecting the east and west sides of the street. Simple concrete medians could be changed to planted medians which could accommodate gateway signage, street lights, or other decorative elements. Medians can also serve as pedestrian refuges to shorten crossing distances. Enhanced crossing infrastructure including signage, refuges, and pedestrian-actuated signals (such as HAWK signals) could be placed at major intersections or mid-block residential areas to allow safer crossings and better connections.

The illustrations on the following page show potential streetscape and pedestrian enhancements on Ridge Road from Brookpark Road to Biddulph Avenue.

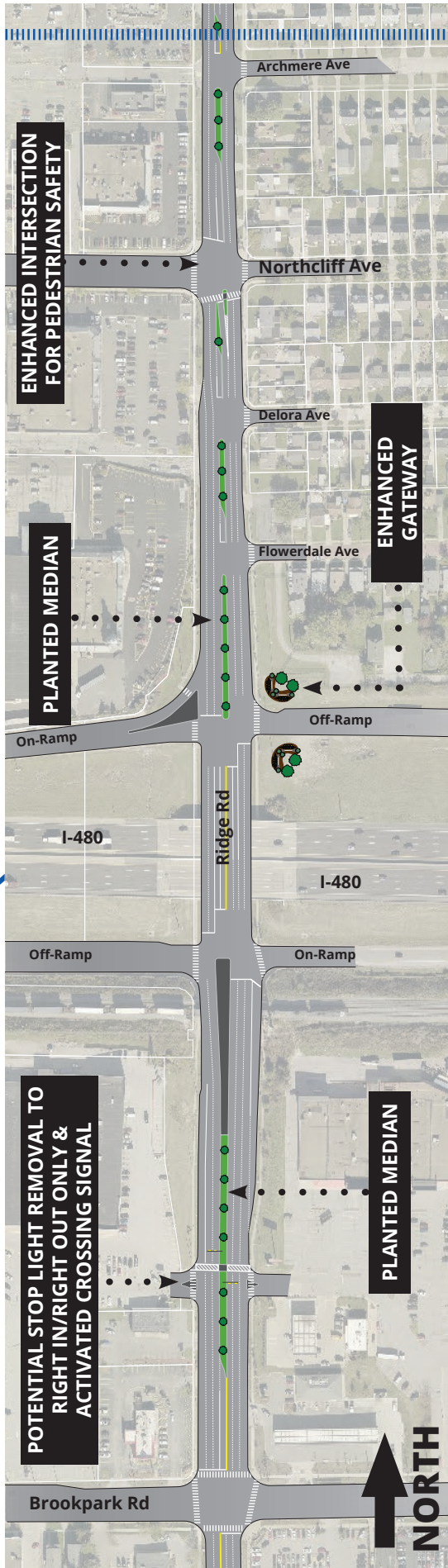
## RIDGE ROAD ALONG RIDGE PARK SQUARE



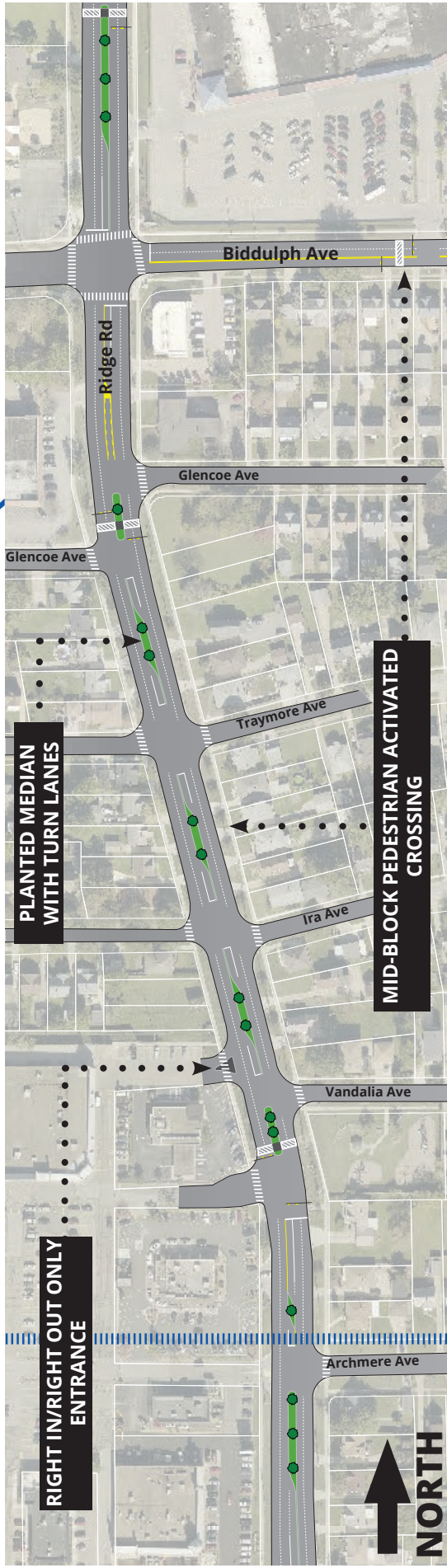
Ridge Road runs from I-480 north through Brooklyn. Classified as a Minor Arterial, it provides excellent regional access to a major retail destination, but it also acts as a significant barrier to those residents of the surrounding neighborhoods who want to access Ridge Park Square on foot or bicycle. The existing roadway and streetscape present a bland, unpleasant experience, funneling cars along the corridor rather than inviting them to enjoy Brooklyn. This experience can leave a negative impression about the City of Brooklyn. The addition of pedestrian and bicycle infrastructure would improve connections, and streetscape enhancements would beautify the corridor and significantly change how residents and visitor identify and experience the City of Brooklyn along the Ridge Road corridor.

Source: RidgePark-Square.com

## BROOKPARK ROAD TO RIDGE PARK SQUARE



## RIDGE PARK SQUARE TO BIDDULPH AVENUE



The map above shows potential streetscape and infrastructure improvements along Ridge Road. This incorporates recommendations regarding traffic management, pedestrian safety improvements and streetscape beautification. These are potential improvements shown for conceptual purposes. Detailed planning and engineering would be required to ensure the implementation of any of these elements would provide for adequate traffic and public safety provisions.

Source: County Planning

*This page intentionally left blank.*

## 5.4 BROOKPARK ROAD CORRIDOR

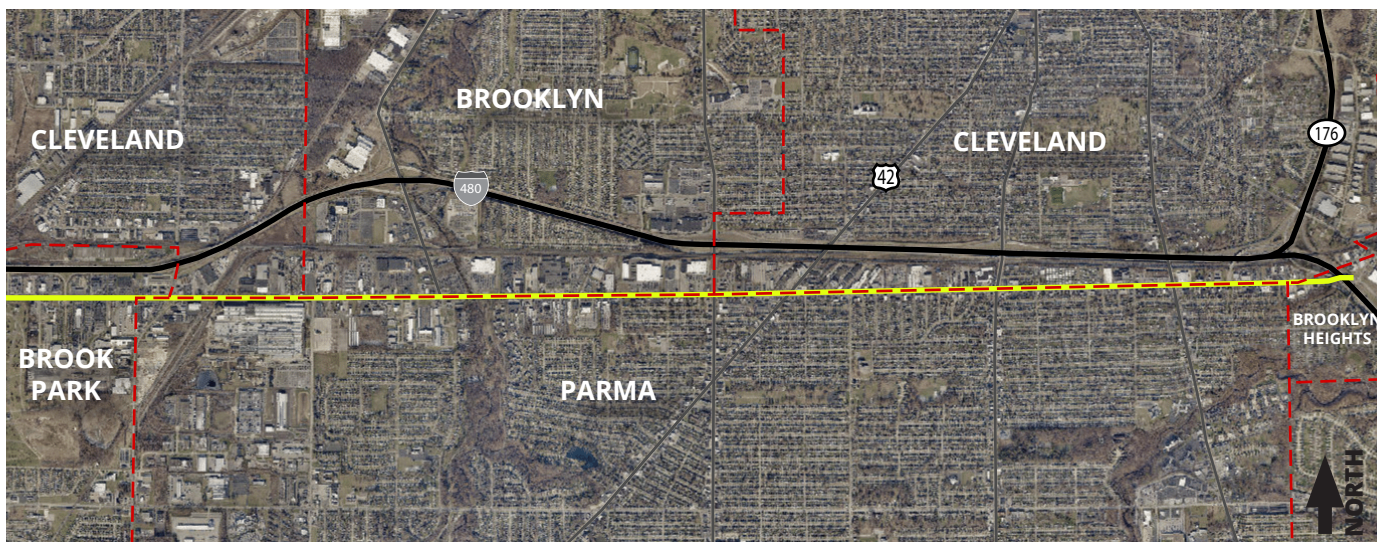
### COMMERCIAL CORRIDOR IMPROVEMENTS

One of the most challenging areas to address in this Master Plan is the Brookpark Road Corridor. This major commercial and industrial road runs parallel to I-480 from Cleveland Hopkins International Airport to where State Route 176 splits from I-480 near the Cleveland-Parma-Brooklyn Heights border. The Brookpark Road corridor forms a border between five different cities along its length. Only the far western portion (in Brook Park) and far eastern portion (in Brooklyn Heights) fall within a single jurisdiction. The rest of the road is split, north and south, between two different Cities. The split jurisdiction can be seen in the map below.

For Brooklyn, Brookpark Road forms the southern boundary of the City where it meets with Parma. Brookpark Road forms Parma's entire northern boundary, which it shares with Cleveland as well as Brooklyn. This leads to multiple different development standards and regulations along the corridor on opposite sides of the road. This has created a disjointed corridor without a cohesive character. Creating an attractive and cohesive corridor requires a concerted effort from all the communities sharing Brookpark Road.

Due to these limitations, the recommendation of this plan is for the City of Brooklyn to work jointly with its neighboring communities with which it shares the Brookpark Road Corridor to complete a combined corridor plan that will lead to a coordinated effort at enhancing the corridor. Without this combined effort, any actions Brooklyn takes, though positive in themselves, could always be undermined by land use and design decisions by other municipalities. The rest of this section describes the current conditions and issues facing the corridor that should be studied and addressed through a more focused planning effort.

#### BROOKPARK ROAD CORRIDOR



#### LEGEND

— Brookpark Road Corridor




— City Boundary

— Major Road

## BROOKPARK ROAD CORRIDOR TYPICAL CONDITIONS



### LEGEND

- City Boundary
-  Curb Cut
-  Major Intersection
-  Significant Surface Parking Lot
-  Streetscape Area

The street section shown here is typical of the Brookpark Road Corridor. Along this stretch of the corridor, three different municipalities have jurisdiction (Cleveland, Parma, and Brooklyn). The difference in development patterns can be easily seen. The north side of the road has been heavily developed as big-box commercial with large empty parking lots, and fast food and other auto oriented outparcel development. The south side of the road has smaller, standalone buildings as well as larger auto-oriented businesses with larger parking lots. The south side of the road also contains an auto dealership. This is a common use along the corridor and typically requires significant surface parking. Neither side of the corridor has much in the way of landscaping along the street front.

The smaller scale development on the south side creates an abundance of curb cuts, but even the larger commercial developments on the north side still include significant curb cuts, especially where combined with out-parcel development. Making issues more complicated, the curb cuts along the north are larger and create more traffic, which require traffic control devices. Since some of these curb cuts and cross-streets don't align, it can create traffic safety issues.

These issues contribute to the haphazard nature and uninviting feel of the corridor.

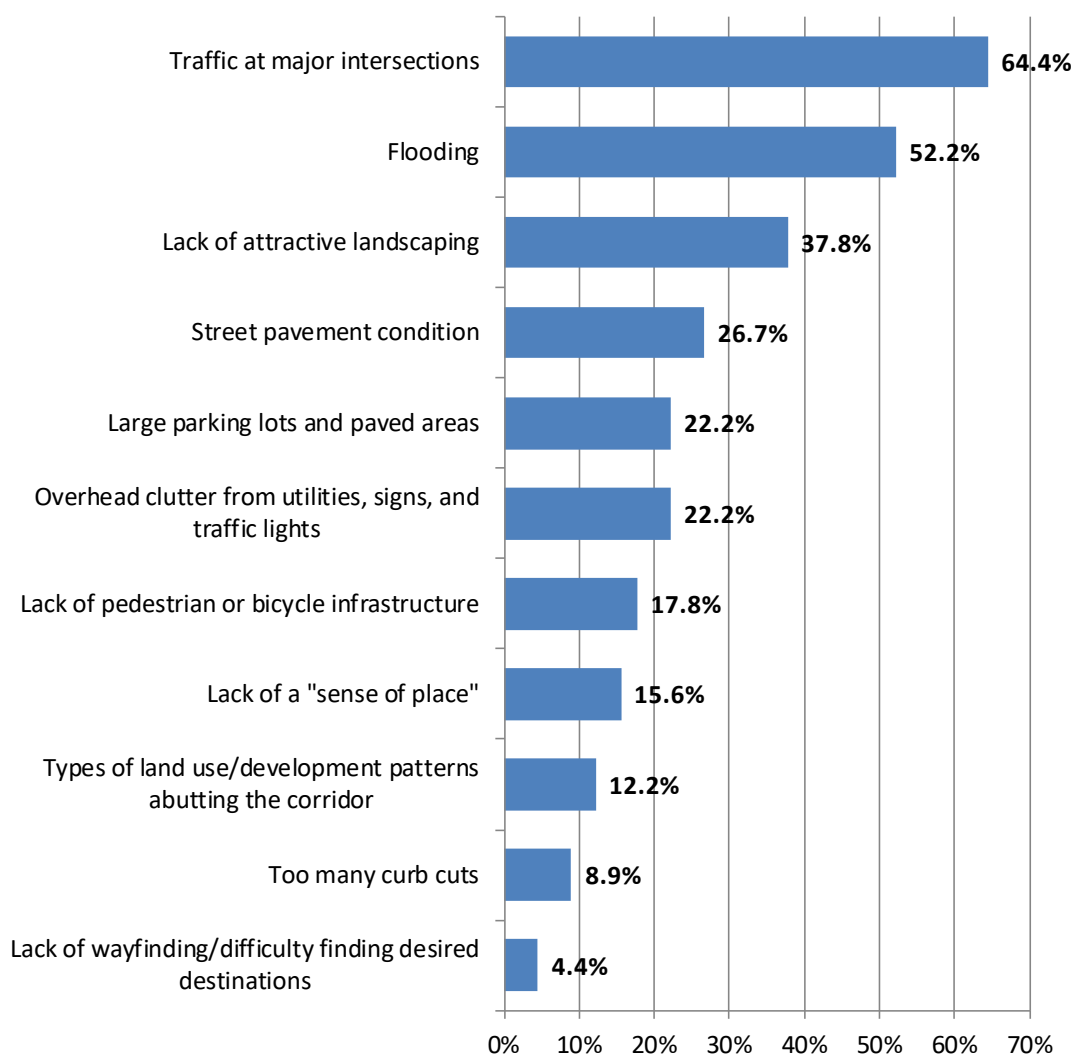
## BROOKPARK ROAD ISSUES OF CONCERN

As part of the one of the Virtual Public Presentation for the Action Recommendations document, we asked respondents to an accompanying survey to identify their biggest concerns for the Brookpark Road Corridor. The two most significant issues were "Traffic at major intersections" and "Flooding". This supports general issues identified in the City's commercial areas and corridors throughout the process. Other major issues identified by respondents included a "Lack of attractive landscaping", "Street pavement conditions", "large parking lots and paved areas", and "Overhead clutter from utilities, signs, and traffic lights".

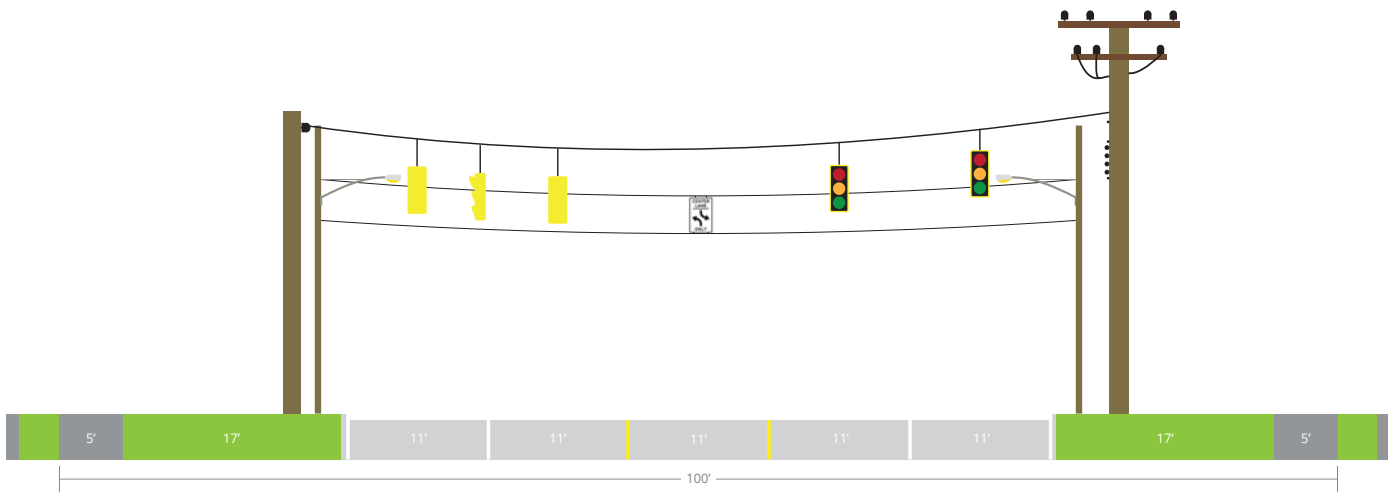
Many of these issues are interrelated. Large parking lots can increase flooding, but also reduce the potential for landscaping. Poor pavement conditions, lack of landscaping, and a lack of pedestrian facilities can all affect traffic and a general lack of a "sense of place". The City of Brooklyn, Parma, and the Old Brooklyn Community Development Corporation were awarded grant funding from the Cuyahoga County Planning Commission to complete a Brookpark Road Corridor Study in 2020 which will look to create a plan to address many of these issues.

### WHAT ARE YOUR BIGGEST CONCERNS WITH THE BROOKPARK ROAD CORRIDOR?

(Respondents could select up to 3 options)



## BROOKPARK ROAD CORRIDOR TYPICAL STREET SECTION



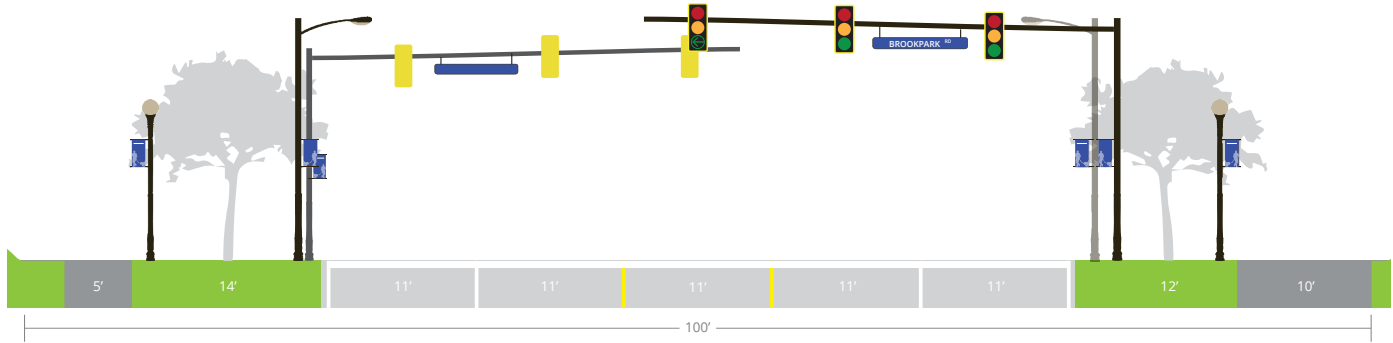
The drawing above shows a view of the typical cross-section of Brookpark Road. The corridor has up to 100 feet of public right-of-way, though it is smaller in some areas. The road itself is typically made up of two 11-foot travel lanes in each direction and a shared middle turn lane. At intersections the middle lane often becomes a dedicated turn lane. In some locations a dedicated right turn lane is added where the 17-foot tree lawns are shown.

In some areas the tree lawns do not exist and are replaced by pavement as an extension of curb cuts, sidewalks, or parking. This is often in areas where there is less than the shown 100 feet of right-of-way. As can be seen in the cross-section above and the image below, there is limited landscaping along the corridor. Tree lawns are dominated by large utility poles, pole signs, and overhead wires supporting utilities and traffic lights. Combined with large parking areas, little landscaping, and disparate land use patterns, this creates an uninviting corridor.

Brookpark Road's proximity to I-480 and intersections with other major roads also creates traffic issues in some areas. This is evident in Brooklyn where traffic congestion on Ridge Road was identified as a significant issue by residents. Additional traffic lanes and coordinating traffic lights funneling cars to and from I-480 and commercial and industrial centers contributes to congestion along the corridor.

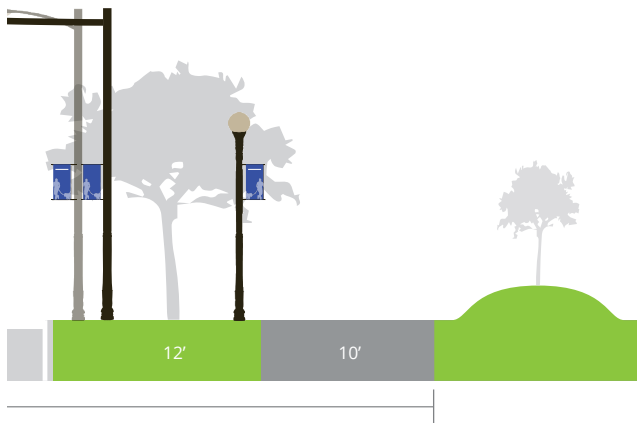


## BROOKPARK ROAD CORRIDOR POTENTIAL IMPROVED STREET SECTION



The conceptual cross-section shown above identifies potential treatments to address some of the aesthetic issues along the corridor. Moving utilities underground would reduce overhead clutter. Adding decorative poles to hold street lights and traffic lights would also reduce overhead wires and add decorative elements that could also hold street signs, banners, and other elements. Planting street trees in the large tree lawns would also increase the attractiveness of the corridor. Potentially using excess right-of-way to implement an all-purpose trail would help activate the corridor for pedestrians and cyclists.

### PEDESTRIAN & LANDSCAPE IMPROVEMENTS



An extended view of the cross-section, shown to the left, shows how additional landscaping requirements between the corridor right-of-way and commercial and industrial areas can create visual barriers that frame the corridor, screen large parking areas, and increase trees and other plantings.

The split Jurisdiction along the corridor creates a significant challenge to creating a cohesive Brookpark Road Corridor. Major issues that need to be addressed include:

- Incohesive land use patterns
- Large parking areas
- Significant curb cuts
- Limited landscaping
- Overhead utilities
- Traffic congestion

Addressing these issues in a comprehensive manner to create an attractive and cohesive corridor will require a coordinated effort between Brooklyn, Parma, Cleveland, Brook Park, and Brooklyn Heights. A joint corridor study is required to analyze these issues and create a unified vision that is supported by all communities to guide future action along the corridor.

*This page intentionally left blank.*



# SECTION 6

# IMPLEMENTATION TABLES

## WHAT'S INSIDE

Moving from vision to implementation requires a determined and focused commitment of time and resources from the City. The Implementation section ties individual actions to partners, time frames, and potential funding sources to ensure that all stakeholders are aware of how actions can be accomplished.

This Section includes tables that correspond to each goal, action, and sub-action identified in the Action Recommendations Section. For each action, detailed information is listed including a time frame identifying how long it could take to accomplish, parties that could lead or assist in its implementation, and potential levels of funding required. It also provides space to add notes regarding the status of a project and the date an action is completed.

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

## HOW DO I USE IT?

The Implementation section informs City Administration and elected officials of responsible parties for undertaking actions, while also highlighting potential partnerships with private property owners, other municipalities, regional government agencies, and non-government organizations to provide guidance on assigning responsibility, building partnerships, and pursuing funding. It can also be used as a marketing tool to demonstrate that accomplishing the plan will take efforts from many groups.

# IMPLEMENTATION & COLLABORATION

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

## COLLABORATION

It is important to recognize that there are factors that impact the City that are beyond its control, including economic instability or regulatory changes. In such cases, it is critical to forge and maintain supportive partnerships with those who can provide assistance. In addition, because cities across the County and State are facing declining resources, it is becoming more important than ever to engage firms, institutions, and citizens to collaborate in the work of local government.

The Master Plan identifies opportunities for engaging with other entities to develop mutually beneficial programs and partnerships. The City can serve as a facilitator to help spur local and regional collaboration.

## IMPLEMENTATION ACCOUNTABILITY

This Master Plan is only a policy guide. It is not law. This allows flexibility to ensure that decisions made, and actions taken, are specifically tailored to on-site conditions, changing needs or desires, and financial or other considerations. This also means that implementation can fall by the wayside if the Plan is not actively pursued.

### HELP! — WHERE DO WE START?

The first step in implementing plans is often the most overwhelming. Where do we start? Who should do what? How do we stop the plan from sitting on a shelf? Every community's path to implementation will be different.

#### Where to start:

- Use the implementation table to identify the top actions to be undertaken each year and assign City staff to be responsible for pursuing those actions
- Establish a Plan Implementation Committee that meets quarterly to review the action progress and update Plan priorities
- Provide an Annual Results Report to the public detailing what has been accomplished

The structure of the Implementation Committee can take various forms and should provide flexibility to the City. Including broad local representation on the Implementation Committee will help engage the whole community in pursuing actions and increase accountability.

The important thing is to create a system that works for the Community and creates accountability for implementation. This will ensure the Plan is continually pursued, reviewed, and updated over the next decade.

**Still lost? Contact County Planning and we can help you get started.**

# READING THE TABLES

The implementation tables on the following pages link directly to the actions in the Recommendations document. The tables include details such as Projected Timeline, Responsible Parties & Partners, Estimated Cost, and Status. Potential Partners are identified through symbols as shown in the legend on the following page.

While Potential Partners, Projected Timelines, and Estimated Cost are listed, changing circumstances, priorities, and funding streams may require this implementation table to change. The last column—Status—provides the opportunity to track changes in the implementation of an action and to provide a record of when a project or action is completed.

It is important to recognize that the tables serve as guides, and they are intended to be updated as circumstances warrant.

## COST ESTIMATES

Costs will vary depending on the type of action described. Some recommendations may be more administratively focused and can be addressed internally by the City Administration and Council. Other recommendations will require outside professional services.

The implementation tables provide a range of costs to give a general understanding of the scope of a project. The estimated costs are categorized in three levels: High, Medium, and Low. For the purposes of this plan, these cost ranges describe only the costs to the City and can be understood as shown in the chart below.

Importantly, estimated costs are only supplied for the action as described, and they do not take into account potential additional steps. For instance, the action "Perform a traffic light warrant study on the Ridge Road traffic light between the Brookpark Road intersection and I-480" only considers the cost of conducting the study itself. The estimate does not include the potential costs associated with implementing any road infrastructure or streetscape improvements proposed by such a study.

Estimated Cost Range	
\$\$\$	High Cost (over \$500,000)
\$\$	Medium Cost (\$100,000 to \$500,000)
\$	Low Cost (up to \$100,000)

## PRIORITIES


The priorities for actions are identified by stars in the Those with three stars are the highest priority while fewer stars indicate lower priorities as shown in the table to the right. Initial priorities are determined through input by the Project Team and Steering Committee, however they should be reviewed and updated periodically throughout the life of the Master Plan.

implementation tables.

Priority Ranking	
★★★	Highest Priority
★★	Medium Priority
★	Lowest Priority

# POTENTIAL PARTNERS

## City of Brooklyn

 City of Brooklyn Government – General


**BD** Building Department      **RD** Recreation Department

**ED** Economic Development      **SC** Senior Center Department


**FI** Finance Department      **SD** Service Department

**LA** Law Department


 Brooklyn City School District

 Police, Fire & EMS


## Private and Non-Profit Entities

 Akron Cleveland Association of Realtors


 Bicycling Advocates

 Big Creek Connects


 Chamber of Commerce in Brooklyn

 Cleveland Urban Design Collaborative

 Cuyahoga County Public Library

 Higher Education Institutions

 Home Repair Resource Center

 Local Businesses

 Neighborhood Groups

 Private Property Owners/Developers

 Qualified Design Professionals


 Qualified Non-Profits

 Regional Institutions


 Transit Advocates


 Western Reserve Land Conservancy

## Other Governmental Agencies

 Cleveland Metroparks

 County Planning


 Cuyahoga Arts and Culture

 Cuyahoga County Board of Health

 Cuyahoga County Department of Development


 Cuyahoga County Land Bank

 Cuyahoga County Public Works


 Cuyahoga Soil and Water Conservation District


 Greater Cleveland Regional Transit Authority

 Neighboring Cuyahoga County Communities

 Northeast Ohio Areawide Coordinating Agency


 Northeast Ohio Regional Sewer District

 Ohio Department of Health

 Ohio Department of Natural Resources

 Ohio Department of Transportation

 Ohio Development Services Agency

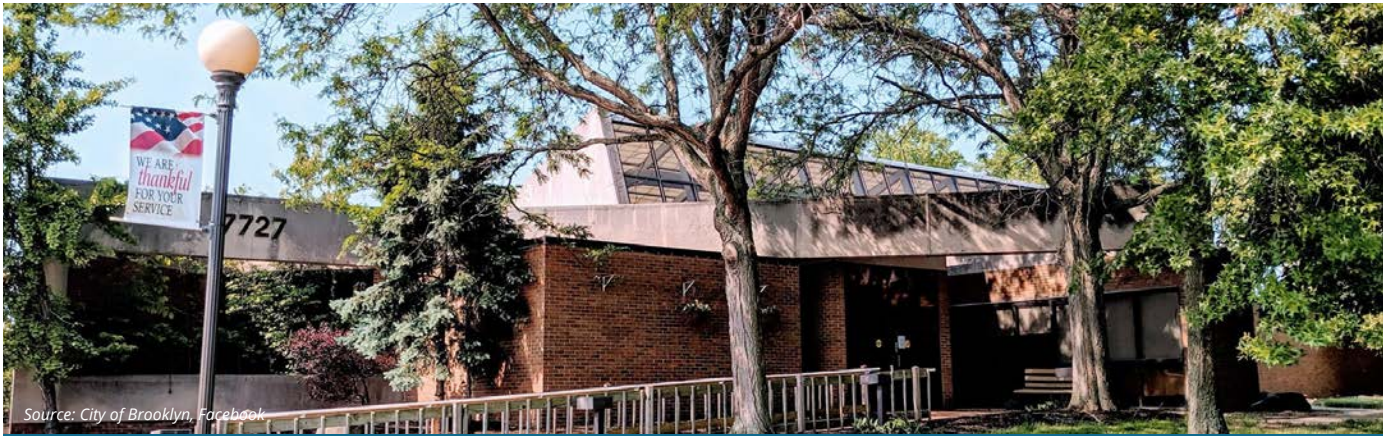
 TeamNEO

## City of Brooklyn

★★★ Highest Priority

★★ Medium Priority

★ Lowest Priority






Source: City of Brooklyn, Facebook



## GOAL 1 STRENGTHEN BROOKLYN'S IDENTITY

### IMPLEMENTATION TABLE

Goal 1: Strengthen Brooklyn's Identity	Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
<b>ACTION 1</b> Undertake a community branding process that captures the City's unique characteristics and develops civic design and marketing elements to be used throughout the City					
A. Hire a consultant to lead the City through a branding and wayfinding process	-	1-2 Years		\$	In Process
B. Identify desired elements and uses for branding the City	-	1-2 Years		\$	In Process
C. Ensure branding emphasizes local character	-	1-2 Years		\$	In Process
<b>ACTION 2</b> Enhance existing corridors, streetscapes, and gateways with modern infrastructure and design elements to maintain attractive and safe public spaces					
A. Enhance the Memphis Avenue streetscape, especially in the Civic Campus area	★★★	2-5 Years		\$\$\$	
B. Enhance streetscapes around Ridge Park Square and Biddulph Plaza	★★	2-3 Years		\$\$	
C. Enhance gateways with appropriate signage infrastructure to help define welcoming gateways to Brooklyn and create a welcoming environment	★★	2-3 Years		\$\$	
D. Work with neighboring communities to develop a cohesive corridor strategy for Brookpark Road	-	2-3 Years		\$\$	In Process

Goal 1: Strengthen Brooklyn's Identity	Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
ACTION 3 Create engaging and inviting public gathering spaces around community assets					
A. Include the development of civic greenspace or plazas when developing the Civic Campus	★★★	Ongoing		-	
B. Require public gathering spaces or greenspaces to be a part of new developments	★	Ongoing		-	
ACTION 4 Redevelop and expand the Civic Campus on Memphis Avenue to create a vibrant community center					
A. Along with new City buildings, include greenspaces, recreational amenities, and potentially commercial development in the creation of a new Civic Campus	★★★	4-8 years		\$\$\$	



Source: City of Brooklyn, Facebook



## GOAL 2 ENHANCE PARKS & RECREATION AMENITIES








### MAP 13

















































































## GOAL 3 PROMOTE A STRONG LOCAL ECONOMY

### IMPLEMENTATION TABLE

Goal 3: Promote A Strong Local Economy	Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
<b>ACTION 11 Ensure commercial buildings are well maintained and attractive</b>					
A. Enhance code enforcement efforts on chronically neglected commercial buildings and vacant land	★★★	1-3 Years	B, BD, 	\$-\$\$	
B. Review and update property maintenance standards to ensure they meet current needs	★★★	1-2 Years	B, BD, LA, 	\$	
C. Consider expanding the size and scope of the Exterior Property Maintenance Program to include commercial properties that can be combined with funding from other programs	★★★	1-3 Years	B, BD, ED, FI, LA 	\$\$	
D. Explore the creation of a supplemental grant or revolving loan fund to increase the matching funds from the County Storefront Renovation Program	★	1-3 Years	B, BD, ED, FI,  	\$\$	
E. Enhance public spaces and streetscapes abutting commercial centers	★★	3-5 Years	B, ED, SD,  	\$-\$\$\$	

Goal 3: Promote A Strong Local Economy	Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
ACTION 12 Continue efforts to acquire underused and constrained properties to help foster and guide development					
A. Consider strengthening the Brooklyn Community Improvement Corporation (CIC) by increasing visibility, resources, and program management to facilitate property acquisition and site preparation	★★	2-3 Years	B, ED,   	\$\$	
B. Utilize economic and community development programs to help facilitate acquiring or improving commercial properties acquired by the City	★★★	Ongoing	B, BD, ED, LA    	\$-\$\$\$	
ACTION 13 Update the City's Zoning Code and Zoning Map to create modern and easily understood development regulations					
A. Create mixed-use zoning districts to promote modern redevelopment and identify areas appropriate for mixed-use rezoning	★★★	2-3 Years	B, BD, LA  	\$	
B. Incentivize sustainable infrastructure and reduced impervious areas	★★	2-3 Years	B, BD, LA, SD       	\$	
C. Update development standards to promote redevelopment of commercial industrial properties	★★★	2-3 Years	B, BD, ED, LA     	\$\$	
D. Update and modernize the Code to include current use patterns in the city and region	★★★	2-4 Years	B, BD, LA    	\$-\$\$	
ACTION 14 Leverage investment in the Civic Campus to support commercial redevelopment along Memphis Avenue					
A. Utilize civic buildings and uses (City Hall, Recreation Center, Library, etc.) as anchor spaces in, or adjacent to, new commercial development along Memphis Avenue	★★	5-10 Years	B, BD, LA   	\$	
B. Promote development of commercial spaces that can incorporate and support "Main Street" type local businesses and entrepreneurs	★	Ongoing	B, BD, LA 	\$	
ACTION 15 Adopt a "Character Areas" map that identifies areas where redevelopment or land use changes could occur and the nature of future development in those areas					
A. Adopt a "Character Areas" map that identifies areas where redevelopment or land use changes could occur and the nature of future development in those years	★★★	1 Year	B, BD, LA 	\$	

Goal 3: Promote A Strong Local Economy	Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
<b>ACTION 16 Codify Design Guidelines for commercial centers to help guide redevelopment</b>					
A. Adopt Design guidelines for commercial and multifamily development	★★	2-3 Years	B, BD, LA 	\$	
B. Consider options to add a design review process to commercial development and to administer Design requirements	★★	1-2 Years	B, BD, LA 	\$	
<b>ACTION 17 Support local business workforce development and recruitment efforts</b>					
A. Create a Business Council that regularly meets to identify and recommend policies and programs on local business needs	★★	1-2 Years	B, ED 	\$	
B. Work with the Business Council to identify workforce needs and skills gaps	★★	1-2 Years	B, ED 	\$	
C. Coordinate with businesses, career centers, Cuyahoga Community College, Cuyahoga County Department of Development, and other regional agencies to develop workforce training programs	★★	2-3 Years	B, ED 	\$\$	
<b>ACTION 18 Work with the City of Cleveland and the Ohio Department of Transportation to improve the area surrounding the Ridge Road/I-480 interchange with traffic management and safety countermeasures</b>					
A. Synchronize stop lights along Ridge Road for better traffic flow	★★★	1-2 Years	B, SD 	\$\$	
B. Perform a traffic light warrant study on the Ridge Road traffic light between the Brookpark Road intersection and I-480 (entrance to Best Buy)	★★★	1-2 Years	B, SD 	\$\$	
C. If found to be unwarranted, remove traffic light between Brookpark Road and I-480 at the entrance to the Best Buy commercial plaza	★	1-2 Years	B, SD 	\$\$	
D. Consider making the commercial center entrances on Ridge Road between Brookpark Road and I-480 into right-in/right-out only curb cuts	★★	1-2 Years	B, SD 	\$\$	
E. Improve striping and wayfinding to increase safety and reduce confusion	★★★	1-2 Years	B, SD 	\$\$	
F. Improve concrete medians to increase aesthetics and provide visual barriers to guide drivers	★	2-3 Years	B, SD 	\$\$\$	

Goal 3: Promote A Strong Local Economy		Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
<b>ACTION 19</b> Work with the City of Cleveland to make streetscape improvements on the Ridge Road/ Memphis Avenue intersection to support local businesses						
A.	Replace angle-in parking with parallel parking in front of commercial buildings on the southwest side of Ridge Road between Memphis Avenue and Hammond Avenue	★	2-3 Years	B, SD     	\$\$\$	
B.	Add new angle-in or parallel parking along Taunton Avenue in the first block west of Ridge Road	★	1-2 Years	B, SD   	\$\$\$	
C.	Add a median, street trees, and new sidewalk between commercial buildings and the parallel parking	★★	2-3 Years	B, SD     	\$\$\$	
D.	Rearrange drives into commercial property on the southwest corner of the intersection	★★	2-3 Years	B, BD, LA, SD     	\$\$	
E.	Implement median, street trees, and sidewalk at the southwest corner of the intersection	★★	2-3 Years	B, SD     	\$\$	
F.	Add new signage, gateway signage, decorative crosswalks, and other pedestrian safety improvements at the Ridge and Memphis intersection	★★	1-2 Years	B, SD    	\$\$	
<b>ACTION 20</b> Incorporate green infrastructure, active transportation facilities, sanitary sewer, storm sewer, and other infrastructure into Capital Improvement Projects to help reduce long-term construction and maintenance costs						
A.	Incorporate green infrastructure, active transportation facilities, sanitary sewer, storm sewer, and other infrastructure into Capital Improvement Projects to help reduce long-term construction and maintenance costs	★★	Ongoing	B, FI, LA, SD     	-	
<b>ACTION 21</b> Work with Cleveland State University to develop and deploy its online Municipal Fiscal Impact modeling tool to help inform City decision making						
A.	Use the tool to guide zoning and economic development decision making by publicly demonstrating the fiscal impact of development scenarios of proposed or potential projects	★	Ongoing	B, ED, FI, LA   	-	


















Source: City of Brooklyn, Facebook








## GOAL 4 EXCEPTIONAL SERVICES & FACILITIES

### IMPLEMENTATION TABLE

Goal 4 Exceptional Services & Facilities	Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
<b>ACTION 22 Continue to invest in the Police &amp; Fire Departments to best serve the Public</b>					
A. Seek accreditation from the Ohio Collaborative Community-Police Advisory Board for the Police Department to provide evidence of community-oriented policing in which the Police Department and citizens work together to prevent and control challenges confronting law enforcement	★★★	1-2 Years	B, LA 	\$	
B. Work with safety services to identify and address issues with transition to the new dispatch to create more efficient and effective services	★★★	1-2 Years	B, LA 	\$	
C. Increase diversity in the police and fire departments	★★	Ongoing	B, LA 	-	
D. Create a 5-year maintenance plan for municipal facilities to incorporate preventative maintenance and reduce long-term costs	★★★	1-2 Years	B, FI	\$	

Goal 4 Exceptional Services & Facilities		Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
<b>ACTION 23 Build new public facilities as part of the new Civic Campus to create a vibrant community center that provides modern amenities and efficient services for residents</b>						
A.	Build a new Police Station to provide modern and functional space for the Department	★★★	2-4 Years	B 	\$\$\$	
B.	Build a new City Hall to provide a modern City facility and save on long-term maintenance costs	★★★	2-4 Years	B	\$\$\$	
C.	Build a combined Recreation Center/ Senior Center to provide excellent recreational programming and amenities	★★★	2-4 Years	B, RD, SC	\$\$\$	
D.	Consider implementing commercial spaces fronting Memphis Avenue as part of or associated with these new City facilities	★	2-4 Years	B	-	
<b>ACTION 24 Maintain high-quality City services and expand services where possible</b>						
A.	Identify areas where Brooklyn can engage with neighboring communities to increase service efficiency and expand services	★★	Ongoing	B, FI, LA, RD, SD 	\$	
B.	Set benchmarks for basic services that the City should meet or exceed	★★★	1-2 Years	B, SD 	\$	
C.	Implement new Police and Fire public outreach programs and marketing to better engage the community	★★	2-3 Years	B   	\$	
D.	Increase victim service programs through the Police Department to better serve the community	★★	2-3 Years	B   	\$	
<b>ACTION 25 Continue working with the Northeast Ohio Regional Sewer District (NEORS) on developing a stormwater mitigation plan to address flooding issues of Big Creek around Brookpark and Tiedeman Roads</b>						
A.	Identify short and long-term gray infrastructure improvements to help increase upstream retention and reduce overall stormwater runoff	★★★	1-2 years	B 	\$	
B.	Incorporate green infrastructure improvements into the plan to the greatest extent possible and practicable	★★	1-2 Years	B 	\$	
C.	Incentivize property owners to implement green infrastructure and reduced impervious surfaces throughout the Big Creek watershed	★★	2-4 Years	B 	\$-\$	






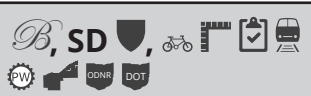


Goal 4 Exceptional Services & Facilities	Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
<b>ACTION 26 Continue transparency regarding City finances with residents</b>					
A. Hold public meetings on cost and financing for the design and construction of all new City facilities recommended as part of this Master Plan	★★	1-2 Years	B, FI, LA	\$	
B. Identify additional ways to make City budget and budgeting process public and more easily understandable and transparent using best practices such as those recommended by the Government Officers Finance Association	★★★	1-2 Years	B, FI, LA	\$	
<b>ACTION 27 Enhance the City's online presence and capabilities to better serve residents and businesses</b>					
A. Continue to ensure the City website is up to date with easily accessible information on City services, local neighborhoods, amenities, and events	★★★	Ongoing	B	\$	
B. Continue to Implement integrated, web-based options to perform business with the City	★★★	Ongoing	B 	\$\$	
C. Expand the use of social media to inform and engage the community	★★	1-2 Years	B	\$	
D. Create an app that allows online functions and City information to be easily accessed and used from a smartphone	★	1-2 Years	B 	\$	
<b>ACTION 28 Incorporate sustainable building practices and technologies in City facilities to reduce long-term maintenance costs and protect the environment</b>					
A. Seek Leadership in Energy and Environment Design (LEED) certification, and require other sustainable construction methods and best practices for new buildings	★★	Ongoing	B 	\$-\$\$\$	
B. Implement or retrofit green stormwater infrastructure into city properties, especially parking lots or flood prone areas	★★	1-2 Years	B, SD 	\$-\$\$\$	
<b>ACTION 29 Assist the Cuyahoga County Public Library with community outreach to enlist support for relocating the Brooklyn Branch to the Civic Campus</b>					
A. Work to incorporate the new library building into a the new civic Campus	★	2-4 Years	B, LA 	-	



## GOAL 5 A LIVABLE COMMUNITY FOR ALL

### IMPLEMENTATION TABLE

Goal 5 A Livable Community	Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
<b>ACTION 30</b> Continually promote programs and policies that provide assistance for updating and/or expanding older, smaller housing stock					
A. Increase outreach and education on existing County and regional housing improvement programs	★★	1-2 Years	B, BD, ED 	\$	
B. Consider implementing a local grant or loan forgiveness programs for homeowners to modernize existing houses	★★★	2-4 Years	B, BD, ED, FI, LA 	\$\$	
C. Pursue an update to the existing Community Reinvestment Area (CRA) to include stronger incentives for residential expansion and remodeling to promote investment in existing housing	★★	1-2 Years	B, ED, FI, LA, 	\$	
D. Fund a pilot program to upgrade one or more model houses and remodel and expand them according to the First Suburbs Bungalow Expansion drawings	★★★	2-4 Years	B, BD, ED, FI, LA 	\$\$	
E. Create an expanded housing resources website to highlight and promote local and regional housing improvement initiatives	★★	1-2 Years	B, BD, ED 	\$	

Goal 5 A Livable Community	Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
<b>ACTION 31 Identify potential areas for new townhomes or condominiums in existing commercial areas to modernize and diversify the housing stock</b>					
A. Update the Zoning Code to create mixed-use zoning districts that allow for the redevelopment of under-used or outdated commercial developments with infill residential housing and modern commercial spaces	★★★	1-3 Years	B, BD, LA 	\$	
B. Implement mixed-used zonings in accordance with the Future Character Areas Map to encourage redevelopment	★★★	Ongoing	B, BD, ED, LA	\$	
<b>ACTION 32 Identify opportunities for the development of senior-friendly housing</b>					
A. Use zoning to focus new senior housing developments into active-living communities	★	2-3 Years	B, BD, LA, SC 	\$	
<b>ACTION 33 Implement pedestrian safety improvements along major corridors to promote safe and active transportation</b>					
A. Ensure major intersections have well maintained curbs and crosswalks that are adequately striped	★★★	2-3 Years	B, SD 	\$-\$	
B. Implement pedestrian islands at major intersections or mid-block crossings where feasible	★	2-3 Years	B, SD 	\$-\$	
C. Enhance pedestrian crossings on Memphis Avenue in a New civic Campus to better connect the north and south sides of the campus	★★★	2-4 Years	B, SD 	\$	
D. Consider a High-Intensity Activated Crosswalk signal beacon (HAWK signal) or other enhanced pedestrian signals at busy pedestrian intersections or mid-block crossings	★	2-4 Years	B, SD 	\$	
E. Apply for Ohio Department of Transportation (ODOT) Safe Routes to School program for funding of pedestrian and bicycle improvements	★★	1-2 Years	B, SD 	\$	
<b>ACTION 34 Establish a Master Plan Implementation Committee to guide and track its completion</b>					
A. Create a standing group of City staff, residents, business owners, and other stakeholders to periodically review and update the Master Plan	★★	Ongoing	B 	-	

Goal 5 A Livable Community		Priority Level	Projected Timeline	Responsible Parties & Partners	Est. Cost	Status
B.	Encourage local interest groups or associations to meet regularly to identify issues and help implement actions	★★	Ongoing	B,	-	
ACTION 35 Maintain ongoing dialogue with the Brooklyn Local School District to identify and collaborate on community development issues						
A.	Seek ways to open school facilities to community use or for community events	★★★★	Ongoing	B,	-	
B.	Continually communicate with the school regarding their plans and ideas for the Hurricane Alley complex	★★★★	Ongoing	B,	-	
C.	Implement a student community volunteer or internship program to allow students to perform community service projects, develop critical skills, learn about local government, and strengthen ties between the school and local government	★★	1-2 Years	B,	\$	
ACTION 36 Prioritize investments in parks, trails, community facilities, and public spaces						
A.	Evaluate Capital Improvement Program to ensure these quality of life amenities are fully integrated into future budget planning	★★★★	Ongoing	B, RD, SD,	\$	
B.	Explore potential grant opportunities to expand Capital Improvement Program capacity	★★★★	Ongoing	B, RD, SD,	\$	
C.	Identify opportunities for implementation with traditional Capital Improvement Program projects, such as incorporating street trees or striping bike lanes within the annual Street Resurfacing Program	★★★★	Ongoing	B, RD, SD,	\$	
ACTION 37 Continue to invest in and protect local neighborhoods						
A.	Continue the Local Pavement Program to maintain neighborhood streets	★★★★	Ongoing	B, FI, SD,	\$\$	
B.	Continue efforts to plant street trees in neighborhoods to help maintain a beautiful community	★★★★	Ongoing	B, FI, SD,	\$\$-\$	
C.	Ensure a new zoning ordinance has proper protections for existing neighborhoods	★★★★	2-3 Years	B, BD, LA,	-	
D.	Increase property code inspection requirements for single and two-family rental properties	★★	1-2 years	B, BD, LA	-	

*This page intentionally left blank.*

# POTENTIAL FUNDING SOURCES

Below is a table with a description of different grant programs, loan programs, and other funding sources to help pay for or reduce costs for communities to implement infrastructure and other programming.

Each source includes a program name, the source of the funding, a brief description of the program or what projects are eligible, and the most recent web site.

## POTENTIAL FUNDING SOURCES

### **ABANDONED GAS STATION CLEANUP GRANT OHIO DEVELOPMENT SERVICES AGENCY**

Funding to assess and cleanup Bureau of Underground Storage Tank Regulations (BUSTR) Class C sites

*Health, safety, environment, economic development*  
[https://development.ohio.gov/cs/cs\\_agsc.htm](https://development.ohio.gov/cs/cs_agsc.htm)

### **ALTERNATIVE FUEL TRANSPORTATION OHIO DEVELOPMENT SERVICES AGENCY**

Provides financial assistance to businesses, non-profit organizations, school districts, and local governments for the purchase and installation of alternative fuel refueling, blending, or distribution facilities or terminals

*Transportation*  
[https://development.ohio.gov/bs/bs\\_altfueltrans.htm](https://development.ohio.gov/bs/bs_altfueltrans.htm)

### **ALTERNATIVE STORMWATER INFRASTRUCTURE LOAN PROGRAM OHIO DEVELOPMENT SERVICES AGENCY (ODSA)**

Below-market rate loans for the design and construction of green infrastructure as part of economic development projects in currently or previously developed areas

*Infrastructure, Environment*  
[www.development.ohio.gov/cs/cs\\_alstromwater.htm](http://www.development.ohio.gov/cs/cs_alstromwater.htm)

### **BARK FOR YOUR PARK GRANT PETSAFE**

An annual grant program that awards eight communities with the funding to break ground on a new dog park, tailored to the needs and desires of the community. Additionally, the grant program awards five existing dog park communities with funding for maintenance and improvement of their current dog park

*Infrastructure, Recreation*  
<https://barkforyourpark.petsafe.com>

### **BROWNFIELD FUND OHIO DEVELOPMENT SERVICES AGENCY**

A collection of funding sources that can be used to help plan, assess, and remediate brownfields throughout the state

*Economic development, community, environment*  
[https://development.ohio.gov/cs/cs\\_brownfield.htm](https://development.ohio.gov/cs/cs_brownfield.htm)

# POTENTIAL FUNDING SOURCES

## **BUSINESS ATTRACTION INCENTIVES CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT**

Offers financial incentives to companies to move to Cuyahoga County and create jobs

*Economic development*  
<https://cuyahogacounty.us/development/businesses/business-attraction-incentives>

## **BUILD TRANSPORTATION GRANTS U.S. DEPARTMENT OF TRANSPORTATION**

Provides funds for investments in surface transportation infrastructure, particularly those projects that have significant local or regional impacts

*Transportation*  
<https://www.transportation.gov/BUILDgrants>

## **CAPITAL INVESTMENT GRANT FEDERAL TRANSPORTATION ADMINISTRATION**

Major transit capital investments; requires steps over several years for funding eligibility

*Transportation*  
[www.transit.dot.gov/CIG](http://www.transit.dot.gov/CIG)

## **CLEAN OHIO GREEN SPACE CONSERVATION FUND PROGRAM NATURAL RESOURCE ASSISTANCE COUNCIL (NRAC)**

Bond program created by the State of Ohio in 2000 and administered locally by NRAC to fund the preservation and protection of natural areas, farmland, streams, and wetlands

*Environment, Recreation*  
[www.development.ohio.gov/cleanohio/recreationaltrails/](http://www.development.ohio.gov/cleanohio/recreationaltrails/)

## **CLEAN OHIO TRAILS FUND OHIO DEPARTMENT OF NATURAL RESOURCES (ODNR)**

Provides grant funding for outdoor recreational trails with a special focus on completing regional trail systems, linking population centers with recreation areas, repurposing rail lines, preserving natural corridors, and providing links in urban areas

*Infrastructure, Recreation*  
[www.development.ohio.gov/cleanohio/recreationaltrails/](http://www.development.ohio.gov/cleanohio/recreationaltrails/)

## **THE CLEVELAND FOUNDATION GRANTS THE CLEVELAND FOUNDATION**

Provides grants to the Greater Cleveland community in six areas of focus: education & youth development, neighborhoods, health & human services, arts & culture, economic development, and purposeful aging

*Infrastructure, Environment, Community Development, Economic Development, Recreation, Housing, Historic Preservation, Health*  
[www.clevelandfoundation.org/grants/apply-for-a-grant](http://www.clevelandfoundation.org/grants/apply-for-a-grant)

## **COCA COLA FOUNDATION GRANTS COCA COLA FOUNDATION**

Supports women's empowerment initiatives, water and environmental initiatives, and well-being initiatives including active healthy living, education, and youth development

*Community Development*  
<https://www.coca-colacompany.com/stories/coca-cola-foundation-grants-benefit-90-million-in-76-countries>

## **COMMUNITY DEVELOPMENT GRANT OHIO ENVIRONMENTAL PROTECTION AGENCY**

Funding for equipment to support recycling collection and materials processing

*Recycling*  
<http://epa.ohio.gov/ocapp/grants>

# POTENTIAL FUNDING SOURCES

## **COMMUNITY DEVELOPMENT PROGRAMS STATE OF OHIO OFFICE OF COMMUNITY DEVELOPMENT**

Multiple programs that provide housing and community development resources to address locally identified needs that are eligible CDBG activities and qualify under the national objective of low- and moderate-income (LMI) benefit, or elimination of slum or blight

*Economic Development, Community Revitalization, Housing*  
[https://development.ohio.gov/cs/cs\\_cdp.htm](https://development.ohio.gov/cs/cs_cdp.htm)

## **COMMUNITY HOUSING IMPACT AND PRESERVATION PROGRAM OHIO DEVELOPMENT SERVICES AGENCY**

Funding to improve and provide affordable housing for low- and moderate-income individuals

*Community, housing*  
[https://development.ohio.gov/cs/cs\\_chip.htm](https://development.ohio.gov/cs/cs_chip.htm)

## **CONGESTION MITIGATION AND AIR QUALITY PROGRAM (CMAQ) NORTHEAST OHIO AREAWIDE COORDINATING AGENCY (NOACA)**

Provides funding for transportation projects or programs including capital investments in transportation infrastructure, congestion relief efforts, vehicle acquisitions, or other capital projects that reduce transportation emissions in order to achieve air quality standards

*Infrastructure*  
<https://www.noaca.org/community-assistance-center/funding-programs/congestion-mitigation-air-quality-program>

## **CUYAHOGA ARTS AND CULTURE PROJECT SUPPORT GRANTS CUYAHOGA ARTS AND CULTURE (CAC)**

Provides grant support to organizations such as community development corporations for arts and cultural projects that are open to the public and revolve around topics such as literature, theatre, music, motion pictures, and architecture

*Community Development*  
[www.cacgrants.org/grant-programs/](http://www.cacgrants.org/grant-programs/)

## **CUYAHOGA COUNTY BUSINESS GROWTH LENDING PROGRAM CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT**

Provides loans to established businesses in Cuyahoga County to support business growth

*Economic development*  
<https://cuyahogacounty.us/development/businesses/business-growth-lending>

## **CUYAHOGA COUNTY CAPITAL IMPROVEMENT PROGRAM (CIP) CUYAHOGA COUNTY DEPARTMENT OF PUBLIC WORKS (DPW)**

Provides funding for County roads, bridges, and transportation assets

*Infrastructure*  
<http://publicworks.cuyahogacounty.us/en-US/Project-Planning-Funding.aspx>

## **CUYAHOGA SOIL AND WATER CONSERVATION DISTRICT PROGRAMS CUYAHOGA SOIL AND WATER CONSERVATION DISTRICT**

Offers educational programs where participants learn how to create and restore wildlife habitats, and where participants build their own rain barrels. Also, provides professional guidance related to soil issues, coordination of semi-annual stream cleanups, and annual workshops to expose teachers to environmental education curriculum

*Environment*  
<http://www.cuyahogaswcd.org/>

## **DOWN PAYMENT ASSISTANCE PROGRAM CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT**

Supports home ownership for those individuals with low-to moderate-incomes

*Housing*  
<https://www.cuyahogacounty.us/development/residents/down-payment-assistance-program>

# POTENTIAL FUNDING SOURCES

## **ECONOMIC DEVELOPMENT LOAN AND PUBLIC INFRASTRUCTURE GRANT PROGRAM OHIO DEVELOPMENT SERVICES AGENCY**

Supports the creation and retention of permanent, private-sector jobs, principally for low- and moderate-income individuals, through the expansion and retention of business and industry in Ohio

*[https://development.ohio.gov/cs/cs\\_edl.htm](https://development.ohio.gov/cs/cs_edl.htm)*

## **ENERGY ASSISTANCE COUNCIL FOR OPPORTUNITIES IN GREATER CLEVELAND**

Provides financial assistance to income-eligible individuals for heating and cooling bills

*Health, safety*  
*<http://www.ceogc.org/energy-assistance/>*

## **EMERGENCY FUND OHIO PUBLIC WORKS COMMISSION**

Projects that address immediate health and safety threats, treated on a first come, first served basis as funding allows

*Transportation, health, safety*  
*<http://www.pwc.state.oh.us/Emergency.html>*

## **ENERGY LOAN FUND OHIO DEVELOPMENT SERVICES AGENCY**

Low-interest financing to install efficiency improvements to lower energy use and costs

*Community, housing, energy*  
*[https://development.ohio.gov/bs/bs\\_energyloanfund.htm](https://development.ohio.gov/bs/bs_energyloanfund.htm)*

## **ENHANCED MOBILITY FOR SENIORS AND INDIVIDUALS WITH DISABILITIES PROGRAM -SECTION 5310 FEDERAL TRANSPORTATION ADMINISTRATION**

Assist private non-profit corporations and public agencies that offer coordinated transportation services to meet the needs of seniors and individuals with disabilities in the Cleveland urbanized area

*Transportation*  
*[www.noaca.org/index.aspx?page=146](http://www.noaca.org/index.aspx?page=146)*

## **FAIR HOUSING CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT**

Promotes all areas in Cuyahoga County as welcoming places for residents

*Housing*  
*<https://cuyahogacounty.us/development/residents/fair-housing>*

## **THE GEORGE GUND FOUNDATION GRANTS THE GEORGE GUND FOUNDATION**

Provides grants to the Greater Cleveland community in five areas of focus: arts, economic development & community revitalization, education, environment, and human services

*Environment, Community Development, Economic Development, Recreation, Housing, Health*  
*[www.gundfoundation.org](http://www.gundfoundation.org)*

## **GREAT LAKES RESTORATION INITIATIVE UNITED STATES ENVIRONMENTAL PROTECTION AGENCY (EPA)**

Provides grant funding for urban watershed management implementation projects that reduce nonpoint source pollution in watersheds draining to the Great Lakes

*Environment*  
*[www.epa.gov/great-lakes-funding/](http://www.epa.gov/great-lakes-funding/)*

# POTENTIAL FUNDING SOURCES

## **GREEN INFRASTRUCTURE GRANT PROGRAM NORTHEAST OHIO REGIONAL SEWER DISTRICT (NEORS)**

Provides grants for professional services such as design and engineering costs, structural analysis, and construction costs for stream restoration and innovative stormwater management practices in the combined sewer area

*Infrastructure, Environment*  
<https://www.neorsd.org/stormwater-2/green-infrastructure-grant-program/>

## **GROW CUYAHOGA FUND CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT (DOD)**

Provides loans to small businesses for any legitimate business purpose including working capital, machinery and equipment, acquisition of land and buildings, construction, renovations, and tenant improvements

*Community Development, Economic Development*  
<https://development.cuyahogacounty.us/en-US/grow-cuyahoga-county.aspx>

## **HERITAGE HOME PROGRAM CLEVELAND RESTORATION SOCIETY AND AREA BANKS**

Low-interest, fixed-rate home equity loans and technical services for homeowners to maintain and improve older houses through historically appropriate projects that include roof repair and replacement, painting, insulation, window repair and replacement, basement waterproofing, masonry repair, kitchen and bath renovation, compatible additions, electrical, plumbing, and HVAC

*Housing, Historic Preservation*  
[www.heritagehomeprogram.org/](http://www.heritagehomeprogram.org/)

## **HOME DEPOT FOUNDATION GRANTS HOME DEPOT FOUNDATION**

Provides grants to improve the homes of U.S. veterans, train residents in skilled trades, and support communities impacted by natural disasters

*Community Development, Economic Development, Housing*  
<https://corporate.homedepot.com/community/home-depot-foundation-grants>

## **HOME REPAIR CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT**

A variety of programs involving technical assistance and low interest rate loans to help residents maintain and upgrade the quality of their housing

*Housing*  
<https://www.cuyahogacounty.us/development/residents/home-repair-and-remodeling>

## **HOUSING ASSISTANCE GRANT PROGRAM OHIO DEVELOPMENT SERVICES AGENCY**

Promotes affordable housing opportunities and improves housing conditions for low-income individuals

*Community, housing*  
[https://development.ohio.gov/cs/cs\\_homelessagp.htm](https://development.ohio.gov/cs/cs_homelessagp.htm)

## **HOUSING DEVELOPMENT ASSISTANCE PROGRAMS OHIO HOUSING FINANCE AGENCY**

Assists with the costs of developing or preserving affordable housing

*Community, housing*  
<http://www.ohiohome.org/ppd/programs.aspx>

## **KEY BANK FOUNDATION GRANTS KEY BANK FOUNDATION**

Provides grants to support neighborhoods through affordable housing, homeownership, economic inclusion, small business development, education, and workforce assistance

*Community Development, Economic Development, Housing*  
<https://www.key.com/about/corporate-responsibility/keybank-foundation.jsp>

# POTENTIAL FUNDING SOURCES

## **THE KRESGE FOUNDATION GRANTS THE KRESGE FOUNDATION**

Provides national grants focused on arts & culture, education, environment, health, and human services

*Environment, Community Development, Economic Development, Recreation, Health*  
[www.kresge.org](http://www.kresge.org)

## **LAND AND WATER CONSERVATION FUND OHIO DEPARTMENT OF NATURAL RESOURCES (ODNR)**

Grant program that provides reimbursement assistance for the acquisition, development, and rehabilitation of recreational areas. Offers grants to help create and improve state and local-owned park and other outdoor recreation areas, particularly in city neighborhoods that lack parks and recreational opportunities

*Environment, Recreation*  
<http://realestate.ohiodnr.gov/outdoor-recreation-facility-grants>

## **LITTER MANAGEMENT GRANT OHIO ENVIRONMENTAL PROTECTION AGENCY**

Supports litter and tire amnesty collection projects, and cleanup activities that will take place on public land or public waterways

*Recycling, education*  
<http://epa.ohio.gov/ocapp/grants#159584672-litter-management-grant>

## **LEAD HAZARD REMEDIATION CUYAHOGA COUNTY DEPARTMENT OF HEALTH**

Grants to remediate lead hazards in homes with children

*Health, safety, environment*  
<http://www.ccbh.net/healthy-homes/>

## **LOCAL TRANSPORTATION IMPROVEMENT PROGRAM (LTIP) DISTRICT ONE PUBLIC WORKS INTEGRATING COMMITTEE (DOPWIC)**

Funds for road and bridge projects in Ohio Public Works Commission (OPWC) District One (Cuyahoga County)

*Transportation*  
[www.countyplanning.us/services/grant-programs/infrastructure-programs/](http://www.countyplanning.us/services/grant-programs/infrastructure-programs/)

## **MARKET DEVELOPMENT GRANT OHIO ENVIRONMENTAL PROTECTION AGENCY**

Funds business or non-profit organizations that propose to create equipment infrastructure for successful markets of recyclable materials and related products

*Economic development, recycling*  
<http://epa.ohio.gov/ocapp/grants#159584674-market-development-grant>

## **MEMBER COMMUNITY INFRASTRUCTURE PROGRAM NORTHEAST OHIO REGIONAL SEWER DISTRICT**

Assists member communities in addressing water quality and quantity issues associated with sewer infrastructure

*Water, sewer, health, environment*  
<https://www.neorsd.org/community/member-community-infrastructure-program-mcip/>

## **MICROENTERPRISE LOAN FUND PROGRAM (MLFP) CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT (DOD) & THE ECONOMIC AND COMMUNITY DEVELOPMENT INSTITUTE (ECDI)**

Provides micro-loans and technical assistance to microenterprise businesses and entrepreneurs for the establishment of a new business, expansion of an existing business, purchase of equipment, startup operating costs, or other uses

*Economic Development*  
<http://development.cuyahogacounty.us/en-US/Microenterprise-Loan-Fund-Program.aspx>

# POTENTIAL FUNDING SOURCES

## **MOBILITY ON DEMAND SANDBOX PROGRAM FEDERAL TRANSIT ADMINISTRATION**

Supports projects that integrate new mobility tools like smart phone apps, bike-and car-sharing, and demand-responsive bus and van services that make transportation systems more efficient and accessible, particularly for people who lack access to a car

*Transportation*  
<https://www.transit.dot.gov/research-innovation/mobility-demand-mod-sandbox-program.html>

## **MUNICIPAL GRANT PROGRAM CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT (DOD)**

Competitive grant program that provides funding for a variety of activities that match County and Federal priorities and objectives

*Infrastructure, Environment, Community Development, Economic Development, Recreation, Housing, Health*  
<https://cuyahogacounty.us/development/municipalities/municipal-grant-program>

## **NATUREWORKS PROGRAM OHIO DEPARTMENT OF NATURAL RESOURCES (ODNR)**

Grant program that provides reimbursement assistance for the acquisition, development, and rehabilitation of recreational areas

*Recreation*  
<http://realestate.ohiodnr.gov/outdoor-recreation-facility-grants>

## **NEW MARKETS TAX CREDIT PROGRAM OHIO DEVELOPMENT SERVICES AGENCY**

Helps finance business investments in low-income communities

*Economic development*  
[https://development.ohio.gov/cs/cs\\_onmtcredit.htm](https://development.ohio.gov/cs/cs_onmtcredit.htm)

## **OHIO HOUSING TRUST FUND OHIO DEVELOPMENT SERVICES AGENCY**

Provides affordable housing opportunities, expands housing services, and improves housing conditions for low income Ohioans

*Housing*  
[https://development.ohio.gov/cs/cs\\_hf.htm](https://development.ohio.gov/cs/cs_hf.htm)

## **“OUR TOWN” GRANTS NATIONAL ENDOWMENT FOR THE ARTS (NEA)**

Provides grant support for organizations that integrate arts and culture into community revitalization efforts that aim to enhance quality of life, increase creative activity, and create or preserve a distinct sense of place

*Community Development, Economic Development*  
<https://www.arts.gov/grants-organizations/our-town/grant-program-description>

## **PEOPLE FOR BIKES COMMUNITY GRANT PEOPLE FOR BIKES AND BIKE INDUSTRY PARTNERS**

Provides grants to non-profit organizations and governments with a focus on bicycling infrastructure, active transportation, or community development such as bike paths, bike racks, and open streets programs

*Infrastructure, Community Development*  
[www.peopleforbikes.org/pages/grant-guidelines](http://www.peopleforbikes.org/pages/grant-guidelines)

## **PILOT PROGRAM FOR TRANSIT-ORIENTED DEVELOPMENT PLANNING FEDERAL TRANSPORTATION ADMINISTRATION**

Provides funding to local communities to integrate land use and transportation planning with a new fixed gateway or core capacity transit capital investment

*Transportation*  
<https://www.transit.dot.gov/TODPilot>

# POTENTIAL FUNDING SOURCES

## **PROJECT FOR PUBLIC SPACES GRANT PROJECT FOR PUBLIC SPACES**

A nonprofit organization dedicated to helping people create and sustain public spaces that build strong communities

*Community Development, Health, Nature*  
<https://www.pps.org/services>

## **PROMOTING AGING IN PLACE BY ENHANCING ACCESS TO HOME MODIFICATIONS U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES OFFICE, ADMINISTRATION FOR COMMUNITY LIVING**

Provides funding to meet the housing-related needs of older adults to facilitate the ability to live in one's own home or community safely, independently, and comfortably, regardless of age, income, or ability level

*Housing, health*  
<https://www.acl.gov/grants/promoting-aging-place-enhancing-access-home-modifications>

## **REAL ESTATE FINANCING CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT**

Offers loans to private and nonprofit developers to clean up and improve contaminated and vacant properties so that they can be returned to productive use

*Economic development, community, environment*  
<https://cuyahogacounty.us/development/businesses/real-estate-financing>

## **RECREATIONAL TRAILS PROGRAM OHIO DEPARTMENT OF NATURAL RESOURCES (ODNR)**

Grant program for projects such as urban trail linkages, trailhead & trailside facilities, acquisition of easements & property, development and construction of new trails

*Infrastructure, Recreation*  
<http://realestate.ohiodnr.gov/outdoor-recreation-facility-grants>

## **REGIONAL STORMWATER MANAGEMENT PROGRAM NORTHEAST OHIO REGIONAL SEWER DISTRICT**

Credit on residential sewer bill for approved property improvements that reduce stormwater runoff from residential properties to local streams and storm sewers

*Water, sewer, environment, health, education*  
<https://www.neorsd.org/stormwater-2/stormwater-management-program/>

## **RIDES TO WELLNESS DEMONSTRATION AND INNOVATIVE COORDINATED ACCESS AND MOBILITY GRANTS U.S. DEPARTMENT OF TRANSPORTATION**

Demonstration grants that will develop replicable, innovative, sustainable solutions to healthcare access challenges

*Transportation, Health*  
<https://www.transit.dot.gov/funding/applying/notices-funding/rides-wellness-demonstration-and-innovative-coordinated-access-and>

## **RIVERS, TRAILS AND CONSERVATION ASSISTANCE PROGRAM NATIONAL PARK SERVICE**

Supports community-led natural resource conservation and outdoor recreation projects

*Nature, environment, health*  
<https://www.nps.gov/orgs/rtca/index.htm>

## **RESIDENTIAL PUBLIC INFRASTRUCTURE PROGRAM OHIO DEVELOPMENT SERVICES AGENCY**

Funds projects which provide water and/or sanitary sewer service to primarily residential users

*Water, sewer, health*  
[https://development.ohio.gov/cs/cs\\_rpi.htm](https://development.ohio.gov/cs/cs_rpi.htm)

# POTENTIAL FUNDING SOURCES

## **ROBERT WOOD JOHNSON FOUNDATION GRANTS ROBERT WOOD JOHNSON FOUNDATION**

Provides grants for projects that advance the Foundation's mission to improve the health and health care of all Americans through healthy communities that support parks and active transportation

*Infrastructure, Community Development, Health*  
[www.rwjf.org/en/grants/what-we-fund.html](http://www.rwjf.org/en/grants/what-we-fund.html)

## **ROCKEFELLER FOUNDATION GRANTS THE ROCKEFELLER FOUNDATION**

Provides grants to promote the well-being of humanity throughout the world with a focus in the United States on transportation planning, infrastructure policy, and sustainability

*Infrastructure, Environment, Community Development, Economic Development, Recreation, Health*  
[www.rockefellerfoundation.org](http://www.rockefellerfoundation.org)

## **SECTION 319 GRANTS OHIO ENVIRONMENTAL PROTECTION AGENCY (OEPA)**

Provides grant funding to local governments, park districts, and other organizations for the implementation of projects to restore Ohio streams and reduce nonpoint source pollution

*Environment*  
[www.epa.state.oh.us/dsw/nps/319Program.aspx](http://www.epa.state.oh.us/dsw/nps/319Program.aspx)

## **SKILL UP TALENT SERVICES CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT**

A free business advisory service that helps companies identify business problems, create solutions, and drive business results

*Economic development*  
<https://cuyahogacounty.us/development/businesses/skillup>

## **SMALL GOVERNMENT OHIO PUBLIC WORKS COMMISSION DISTRICT ONE PUBLIC WORKS INTEGRATING COMMITTEE**

A "second chance", exclusively for small villages and townships, to provide funds for projects that did not receive funding through the other locally-administered OPWC grants

*Transportation, water, sewer*  
<http://www.countyplanning.us/services/grant-programs/infrastructure-programs/>

## **STATE CAPITAL IMPROVEMENT PROGRAM (SCIP) DISTRICT ONE PUBLIC WORKS INTEGRATING COMMITTEE**

Provides grants and loans for local public infrastructure improvements including roads, bridges, water supply, wastewater treatment, stormwater collection, and solid waste disposal projects

*Infrastructure*  
[www.countyplanning.us/services/grant-programs/state-capital-improvement-program/](http://www.countyplanning.us/services/grant-programs/state-capital-improvement-program/)

## **STATE INFRASTRUCTURE BANK OHIO DEPARTMENT OF TRANSPORTATION**

A method of funding highway, rail, transit, intermodal and other transportation facilities and projects

*Transportation*  
<http://www.dot.state.oh.us/Divisions/Finance/Pages/StateInfrastructureBank.aspx>

## **STOREFRONT RENOVATION PROGRAM CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT**

Provides funding for strategic, geographically-focused revitalization of commercial, historic, or town center areas

*Economic development*  
<https://cuyahogacounty.us/development/municipalities/storefront-renovation-program>

# POTENTIAL FUNDING SOURCES

## **SUPPLEMENTAL GRANT PROGRAM CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT**

Awards funds to cities, villages, townships and non-profit organizations for projects that help strengthen communities and neighborhoods, encourage regional collaboration, and improve the quality of life for county residents

*Community Revitalization, Economic Development, Health, Safety*  
<https://cuyahogacounty.us/development/municipalities/supplemental-grant-program>

## **SURFACE TRANSPORTATION BLOCK GRANT PROGRAM (STBG) NORTHEAST OHIO AREAWIDE COORDINATING AGENCY (NOACA)**

Provides flexible funding for road and bridge projects, transit projects, bikeways, and planning

*Infrastructure*  
[www.noaca.org/index.aspx?page=131](http://www.noaca.org/index.aspx?page=131)

## **STORM DRAIN STENCILING CUYAHOGA COUNTY SOIL & WATER CONSERVATION DISTRICT**

Volunteer-driven program that stencils the message “Dump No Waste -Drains to Lake” to raise awareness about how water and pollution deposited into street storm drains will be deposited, untreated, into nearby creeks, streams, and Lake Erie

*Water, sewer, environment, health, education*  
<https://cuyahogawcd.org/programs/storm-drain-stenciling>

## **TAX INCREMENT FINANCING (TIF) OHIO DEVELOPMENT SERVICES AGENCY (ODSA)**

Tax Incremental Financing (TIF) is an economic development mechanism available to local governments (may be created by a township, municipality, or county) to finance public infrastructure improvements and, in certain circumstance, residential rehabilitation.

Local jurisdictions must enact legislations that (a) designates the parcel(s) to be exempted from taxation, (b) declares improvements to private property within the specified are as serving a public purpose, (c) delineates the public infrastructure improvements to be made that will directly benefit the parcel and (d) specifies the equivalent funds to be created for those redirects monies. Only those public infrastructure improvement directly serving the increased demand arising from the real property improvement to the parcel(s) or an Incentive District are eligible for TIF financing.

*Economic Development, Financing*  
[www.development.ohio.gov/bs/bs\\_tif.htm](http://www.development.ohio.gov/bs/bs_tif.htm)

## **TECHNICAL ASSISTANCE PROGRAM NORTHEAST OHIO AREAWIDE COORDINATING AGENCY (NOACA)**

Provides funding for NOACA staff to offer planning expertise on community-based multi-modal transportation projects that improve the safety, efficiency, and preservation of the transportation system for all users

*Infrastructure, Environment, Economic Development*  
[www.noaca.org/index.aspx?page=142](http://www.noaca.org/index.aspx?page=142)

## **TRANSPORTATION ALTERNATIVES PROGRAM (TA) NORTHEAST OHIO AREAWIDE COORDINATING AGENCY (NOACA)**

Provides funding for programs and projects that include pedestrian and bicycle facilities, safe routes for non-drivers, community improvement activities, and environmental mitigation

*Infrastructure, Environment, Community Development, Economic Development, Recreation, Health*  
[www.noaca.org/index.aspx?page=142](http://www.noaca.org/index.aspx?page=142)

## **TRANSPORTATION FOR LIVABLE COMMUNITIES INITIATIVE (TLCI) IMPLEMENTATION GRANTS NORTHEAST OHIO AREAWIDE COORDINATING AGENCY (NOACA)**

Provides grant awards to communities and public agencies to develop and install infrastructure that has been recommended as part of a previous TLCI Planning Study or Technical Assistance

*Infrastructure, Environment, Community Development, Economic Development, Recreation, Health*  
[www.noaca.org/index.aspx?page=132](http://www.noaca.org/index.aspx?page=132)

# POTENTIAL FUNDING SOURCES

## **TREE FUND GRANTS TREE RESEARCH AND EDUCATION ENDOWMENT FUND**

Provides grants to support the development of arboriculture education programs and materials that encourage children to learn about the environment as well as research into arboriculture and urban forestry

*Infrastructure, Environment, Community Development*  
[www.treefund.org/grants](http://www.treefund.org/grants)

## **THE TRUST FOR PUBLIC LAND GRANT THE TRUST FOR PUBLIC LAND**

Works with communities to create parks and protect land for people

*Nature, recreation*  
<https://www.tpl.org/how-we-work>

## **WATER POLLUTION CONTROL LOAN FUND OHIO ENVIRONMENTAL PROTECTION AGENCY**

Financing for a wide variety of municipal wastewater, storm water, and nonpoint source pollution control projects resulting in a water quality benefit

*Coastal water, rivers, streams, nature, environment, health*  
<http://epa.ohio.gov/defa/ofa#1696510029-wpclf>

## **WESTERN RESERVE LAND CONSERVANCY SUPPORT WESTERN RESERVE LAND CONSERVANCY**

Provides assistance to government agencies in planning new parks, purchasing real property, and financing ongoing expenses

*Environment, Recreation*  
[www.wrlandconservancey.org](http://www.wrlandconservancey.org)

## **WETLAND RESTORATION ASSISTANCE OHIO DEPARTMENT OF NATURAL RESOURCES**

Assists with costs associated with wetland restoration projects on private lands in Ohio

*Nature, education*  
<http://wildlife.ohiodnr.gov/education-and-outdoor-discovery/grant-opportunities>

## **WILDLIFE EDUCATION GRANTS OHIO DEPARTMENT OF NATURAL RESOURCES**

Supports wildlife-related education projects and programs

*Nature, education*  
<http://wildlife.ohiodnr.gov/education-and-outdoor-discovery/grant-opportunities>

## **URBAN PAVING PROGRAM OHIO DEPARTMENT OF TRANSPORTATION (ODOT)**

Surface treatment and resurfacing projects on state and U.S. routes within municipal corporations. Contact ODOT District 12 Planning & Engineering Administrator, (216) 581-2100

*Transportation*  
<http://www.dot.state.oh.us/districts/d12/Pages/default.aspx>  
<http://www.dot.state.oh.us/Divisions/Planning/LocalPrograms/Documents/ProgramResourceGuide.pdf>

*This page intentionally left blank.*



## County Planning

FOR OUR COMMUNITY  
FOR OUR REGION  
FOR OUR FUTURE