



Source: County Planning

4.0 RECOMMENDATIONS

WHAT'S INSIDE

The Recommendations section describes suggested strategies that the Village of Woodmere can undertake over the coming years to achieve the community's vision. This section includes five (5) Community Topic areas: Housing, Branding, Marketing, Mobility, and Wellness. Each of these topics includes an overarching Community Goal and associated strategies to undertake over the coming years.

The strategies are based on input from the Project Team, Steering Committee, and the Public.

Community Topics are “big ideas” that were selected based on Project Team, Steering Committee, and public feedback up to this point. They are topics that will help focus the Plan.

Community Goals are large, overarching statements that reflect back to the Community Vision, Objectives, and community feedback.

Strategies are specific actions that the Village can undertake to implement each Goal and achieve the overall Community Vision.

HOW DO I USE IT?

The Recommendations section covers potential changes to Village policies and strategies that can be undertaken for the benefit of the community as a whole. It should be used as a guide for the Village, residents, and other stakeholders to prioritize actions to address identified issues.

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Source: County Planning

4.1 HOUSING

COMMUNITY GOAL 1

SUPPORT CONTEMPORARY PLANNING AND ZONING CODE REGULATIONS TO ENCOURAGE DIVERSE RESIDENTIAL HOUSING DEVELOPMENT

WHY IS THIS TOPIC IMPORTANT?

The decision to purchase a home carries a large investment, and many factors come into play when selecting the right home, in the right neighborhood, and in the right community to fit the specific needs of the buyer.

The decision to purchase a home also requires confidence in the long-term stability of residential areas, the quality and type of services a community provides, and the amenities offered. The Village of Woodmere is situated in an ideal location to accommodate many of the advantages a prospective buyer may look for when selecting which community to call home. Its proximity to Downtown Cleveland, abundance of high-end retail, and desirable school district are just a few of the reasons residents choose to live in Woodmere.

Though small in size, Woodmere's housing market can compete with its regional neighbors on an affordability scale. The Village is much more affordable when compared to its neighbors of Beachwood, Moreland Hills, Orange Village, and Pepper Pike. New home construction permits have plateaued in Woodmere since 2010, but the Median Sales Price continues to increase. In 2018, the Median Sales Price for a single-family home in the Village of Woodmere was \$196,400. However, Woodmere also has the highest percentage of renters within the community; this has begun to decrease as other neighboring communities saw an increase in renters from the years 2012 to 2017 (American Community Survey 2008-2012, 2012-2017). These trends in housing are important to the Master Plan because they provide valuable insight to shifting buyer preferences, and will help inform future decisions within the community.

WHAT DOES THIS TOPIC COVER?

This topic will look closely at the following:

- 1) Reviewing existing code regulations and how they can be improved to encourage the types of housing desired within the community
- 2) Focusing locations of density along key corridors to promote accessible and walkable neighborhoods
- 3) Promoting infill development where desired
- 4) Discussing different housing options and types to enhance the Village's unique character

HOW DOES THIS SUPPORT THE COMMUNITY VISION?

Housing supports the following Objectives as discussed within the Community Vision:



HOUSING

Provide a Diverse Range of Housing Options



CONNECTIVITY

Connect Residents & Visitors to Our Vibrant Civic Core



CHARACTER

Embrace & Market Our Unique Character

4.1 STRATEGIES FOR HOUSING

STRATEGY 1.1 REVIEW THE VILLAGE’S ZONING CODE AND MODERNIZE SINGLE-FAMILY RESIDENTIAL REGULATIONS TO MEET THE NEEDS OF THE COMMUNITY

The Village of Woodmere’s existing regulations for its U-1, Single-Family Residence District, are largely outdated and in most cases the requirements cannot be met for the construction of a new home. County Planning reviewed Part Eleven, Chapter 1165, Lot and Yard Requirements, of the Village’s Codified Ordinances Planning and Zoning Code. This particular Chapter provides an overview of the dimensional regulations for lot sizes, setbacks, and building placement; however, most of these regulations have not been updated or extensively reviewed since the year 1997 and there are many inconsistencies that present obstacles to new residential development.

PLANNING & ZONING ORDINANCE REVIEW

There are a number of inconsistencies with the dimensional requirements for the construction of a single-family home in Woodmere. As seen in the table to the right, some of the existing regulations directly contradict one another. For example, Chapter 1165.01(d) states, “For lots with a front footage of less than 100 feet, the total square footage of all aboveground enclosed space shall not exceed ten percent (10%) of the total square footage of the subject lot. For lots with a front footage greater than 100 feet, but less than 145 feet, the total square footage of all aboveground enclosed space shall not exceed eight percent (8%) of the total square footage of the subject lot. No new dwelling unit, however, may be erected on any lot with a front footage of less than 145 feet.” These statements directly contradict each other within a U-1 zoned Single-Family Residence District.

The Village should consider updating the following lot standards for U-1 Single-Family Residence District:

- Front, side, and rear setback requirements
- Required lot width minimums and maximums
- Building coverage minimums and maximums

Figure 1
Inconsistent Single-Family Code Regulations

Text of Concern	Code Section
The least dimension of a nonresidential side yard shall be not less than five feet: residential lots shall have at least fifteen foot side yards on each side of the dwelling unit.	1165.04(b)
On a street frontage on each side of a street between two successive intersecting or joining streets, excluding the frontage along the side lines of the corner lots, the building line shall be a line parallel with the street curb line and a distance therefrom of thirty percent (30%) of the average or normal depth of the lots having front lines along the street, but not less than seventy-four feet from the street curb line.	1165.03(a)
Every main building erected shall have a rear yard extending the full width of the lot. The least dimension of this rear yard shall be at least twenty percent (20%) of the depth of the lot, and at least one-half of the height of the building.	1165.05(a)
In a Class U-1 District, no dwelling house shall be erected, altered or established upon any lot or parcel within the Municipality to accommodate or make provision for more than one family for each three-fourths acre of the area of the lot or parcel.	1165.01(c)
For lots with a front footage of less than 100 feet, the total square footage of all aboveground enclosed space shall not exceed ten percent (10%) of the total square footage of the subject lot. For lots with a front footage greater than 100 feet, but less than 145 feet, the total square footage of all aboveground enclosed space shall not exceed eight percent (8%) of the total square footage of the subject lot. No new dwelling unit, however, may be erected on any lot with a front footage of less than 145 feet, unless, at the time of the passage of this subsection, such lot is already improved with a dwelling unit. For purposes of this subsection, aboveground enclosed space shall include all space within the main dwelling unit and any and all out buildings, whether finished or not, which lie on the subject lot, but shall exclude all basement area which is entirely below ground level.	1165.01(d)

STRATEGY 1.2

ENCOURAGE MIXED-USE DEVELOPMENT ALONG CHAGRIN BOULEVARD

As development and lifestyle trends continue to evolve, it is important to address the current state of existing structures and permitted uses within a community.

Mixed-Use development isn't a new idea and the concept has grown immensely in popularity over the last decade. The idea of "Live-Work-Play" continues to thrive and communities have taken notice and initiated developmental guidance in the form of zoning code revisions to accommodate the demand for this type of development. In general, mixed-use development is when multiple uses are contained within the same structure. For example, most mixed-use developments will have some kind of retail or commercial element on its lower levels and then have some kind of office or residential components on its upper level. Listed below are some of the main characteristics of a mixed-use type of development:

- Dense and walkable community spaces
- Pedestrian-oriented and scaled development with a 360-degree design on all sides of a structure
- Lifestyle centers of a community for employment, entertainment, and living
- Easily accessible by multiple modes of transportation
- Creates inclusive environments for gathering
- Higher density housing such as apartments and condominiums

MIXED-USE & WOODMERE

The Village of Woodmere does not currently have regulations or guidance to attract or support this type of development. As seen in the images to the right, the Van Aken District in Shaker Heights is one of the newest mixed-use concepts recently constructed in the region. The City of Shaker Heights has been working diligently on regulations to support this type of development and has recently passed codified ordinances to meet the needs of the community. The Van Aken District not only included the construction of new buildings, but also extensive renovations of older structures. The Village of Woodmere should consider mixed-use regulations for the Chagrin Boulevard corridor to promote higher density housing and create a unique center for community activity.

Figure 2
Example of Local Mixed-Use Development, Van Aken District



The Van Aken District is among the region's newest mixed-use concept developments in northeast Ohio and was originally introduced in 2000. The concept was finalized in 2008, which includes extensive renovations to existing structures, constructing both above and underground parking options, and creating new market experiences for artisan goods.

Source: www.bialosky.com, Van Aken District

CLOSER LOOK | U-1 SINGLE-FAMILY RESIDENTIAL ZONING

EXISTING ZONING REGULATIONS

Nearly all of the Village’s available land is located south of Chagrin Boulevard and is zoned U-1, Single-Family Residence. Currently, the Village’s zoning cannot physically support new residential development and is a significant hindrance to those wishing to build a new home within Woodmere. As seen in the table to the right, it is physically impossible to meet the existing regulations discussed within the Village’s Zoning Code.

UNDERSTANDING DIMENSIONAL STANDARDS

The Village’s Zoning Code is a challenging obstacle to overcome for new residential housing development. For example, many of the current single-family vacant lots are roughly 50 feet wide by 200 feet deep. These lots do not meet the base dimensional standard of being at least 145 feet wide and at least three-quarters of an acre in overall size. These two issues alone are enough to deter new residents from wanting to undertake new home construction.

Upon reviewing the Village’s Code, trends in development begin to appear. In 1988, the Village passed Ordinance 1988-79, which states in section 1165.01(d), “No new dwelling unit, however, may be erected on any lot with a front footage of less than 145 feet, unless, at the time of the passage of this subsection, such lot is already improved with a dwelling unit.” Homes built after the passage of this Ordinance tend to be larger in size and sit upon much larger lots. However, the opportunities to consolidate lots is becoming increasingly difficult.

If prospective buyers and developers would like to still build within the community, options could include uncertain and lengthy variance permit processes or lot consolidations. As seen in the image to the right, new construction of a single-family dwelling would require the consolidation of at least three 50 foot by 200 foot lots, in addition to a piece of a fourth lot to not only accommodate the 145-foot wide frontage requirement, but also the 3/4 acre requirement.

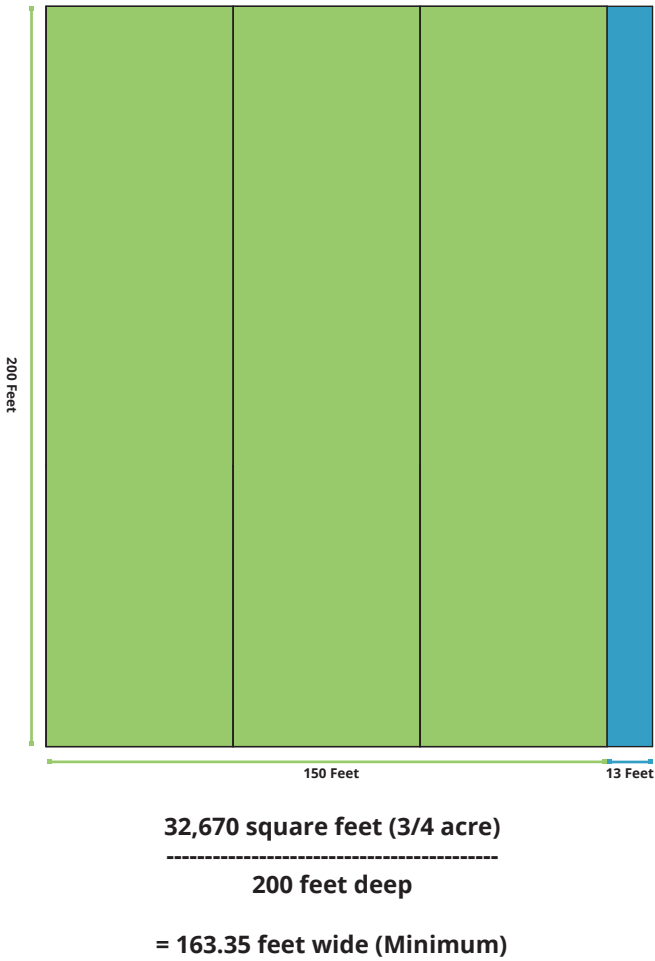
LOOKING TOWARDS THE FUTURE

Woodmere is a highly desirable community for many reasons: its prime location, attractive retail, and belonging to an award-winning school district are just a few of the reasons residents choose to move into the community. Looking towards the future, the Village should consider a comprehensive review of its residential zoning dimensional standards to achieve the vision for new single-family housing development within the community.

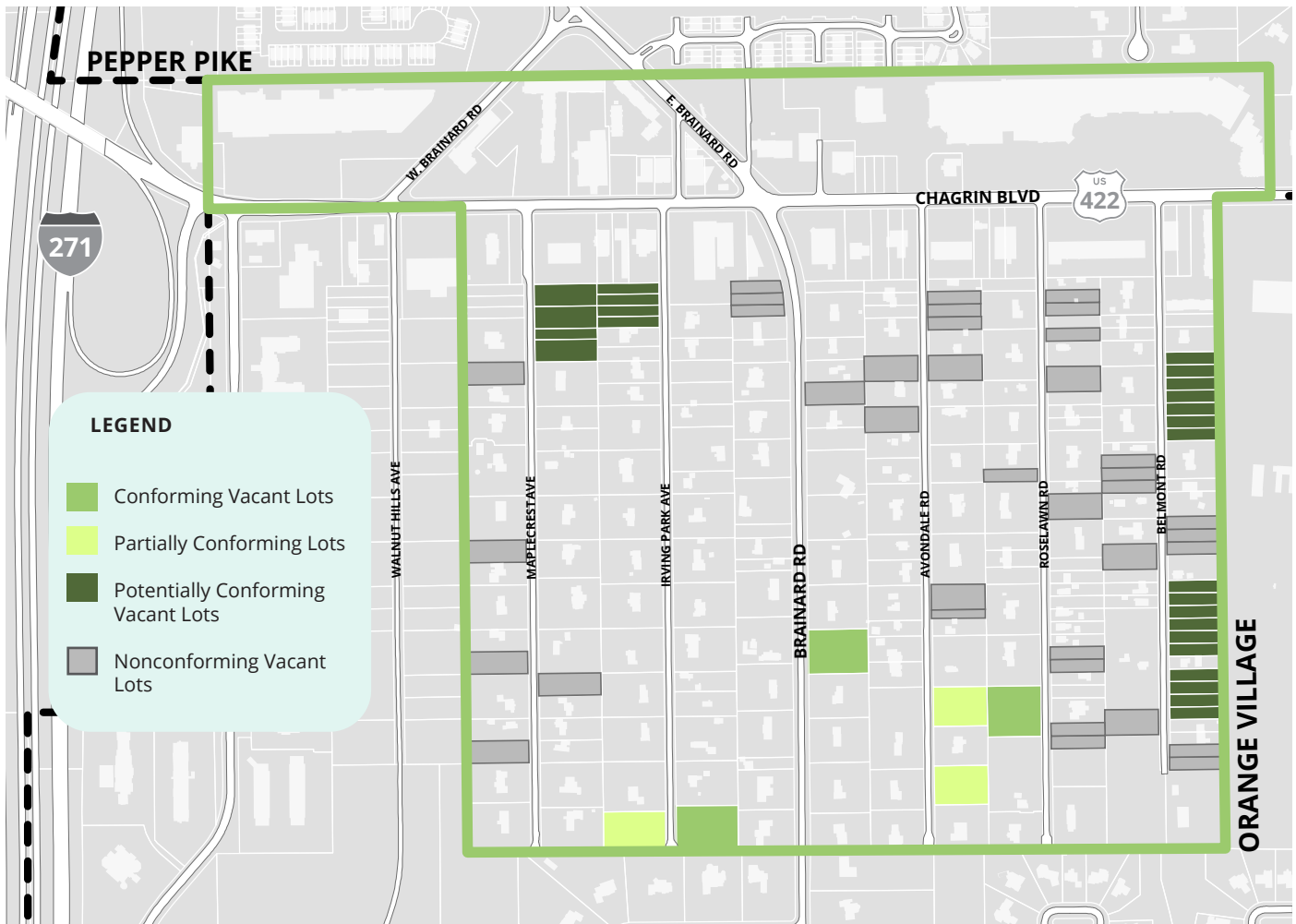
Figure 3
Existing U-1 Single-Family Residence Requirements

Key Zoning Code Regulations
Side yards must have 15 foot side setbacks on each side
Front yard setbacks must not be less than 74 feet from the street curb
Rear yard setbacks must be at least 20% of the lot depth (40-feet for a 200 foot deep lot) and at least ½ of the building height
Only one family home per each 3/4 of an acre lot (32,670 SqFt)
Lots with less than 100 feet of frontage shall not exceed a building with enclosed space of more than 10% of the total lot square footage
Lots with more than 100 feet but less than 145 feet of frontage shall not exceed a building with enclosed space of more than 8% of the total lot square footage
No new dwellings can be constructed on any lot with a frontage of less than 145 feet
No regulations for frontages over 145 feet
75 foot tall height regulation

Figure 4
Existing Single-Family Lot Requirements Example



MAP 3 — CONFORMING & NONCONFORMING VACANT, U-1 SINGLE-FAMILY RESIDENTIAL LOTS



Conforming Vacant Lots: parcels that are both at least 145 feet wide and are 3/4 of an acre in size
Partially Conforming Vacant Lots: parcels that meet at least one of the following criteria: 1) 145 feet wide; or 2) 3/4 of an acre in size.
Potentially Conforming Vacant Lots: parcels that can be consolidated to meet the minimum dimensional requirements
Nonconforming Vacant Lots: parcels that do not and/or cannot meet either of the two previously listed size requirements

CURRENT CONFORMING & NONCONFORMING VACANT LOTS

The Village of Woodmere's U-1, Single-Family Residential zoning district remains the dominant use south of Chagrin Boulevard's commercialized core. However, existing regulations make it nearly impossible to construct a new housing unit upon the many vacant lots scattered among these southern neighborhood streets.

Based on current regulations, there are two main criteria that must be met before construction of a new single-family dwelling can be considered: 1) lots must be at least 145 feet wide; and 2) lots must be at least 3/4 of an acre in size. As demonstrated in the map above, these regulations were then used to identify buildable lots based

on existing regulations. There are only three (3) lots that are in compliance with existing regulations and there are an additional three (3) lots that meet the 145 foot width minimum, but fail to meet the 3/4 of an acre requirement; making them partially conforming lots.

Additionally, there are five (5) areas with clustered lots where adequate space remains to consolidate parcels for future single-family development. However, the remaining lots, identified as dark grey in the above map, are vacant parcels that are nonconforming based on existing dimensional regulations and could not be built upon.

4.1 STRATEGIES FOR HOUSING

STRATEGY 1.3

WORK WITH CUYAHOGA COUNTY AND PROPERTY OWNERS SOUTH OF CHAGRIN BOULEVARD TO CONSOLIDATE ADJACENT PROPERTIES

The Village of Woodmere was fully incorporated into Cuyahoga County in 1994, but much of the original platted land has changed over its 75-year history. Originally, the Village was largely residentially focused with a combination of standard lot sizes ranging from 50 feet wide to well over 200 feet wide and about 200 feet deep. As the community became more developed and retail began to dominate much of Kinsman Road (now Chagrin Boulevard) residents were forced to move to the areas south of Chagrin Boulevard. As time went on and land became more scarce, developers and residents began to purchase what land they could to expand their own properties. However, much of this land has not been consolidated and homes continue to be passed down through families, transfers, or are a result of survivorship. This is an issue because the way land

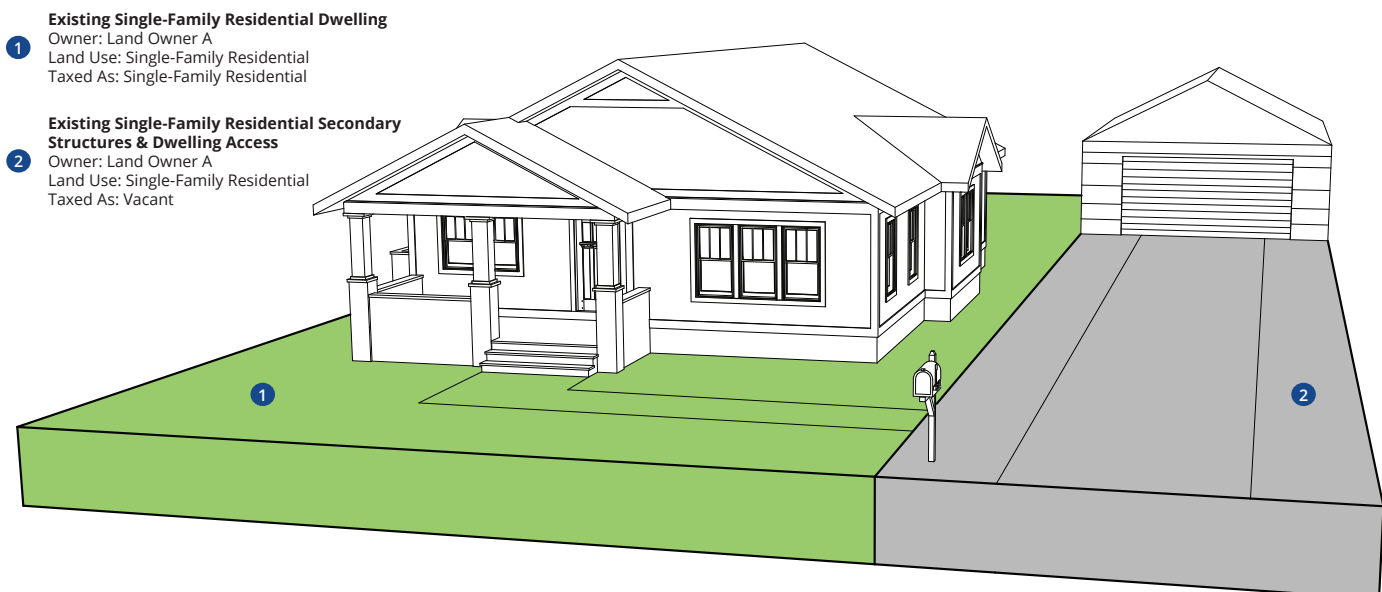
is physically being used is not accurately reflected in taxing jurisdictions and records.

Many of these “land use” constrained areas occur in a similar fashion as the image demonstrates below. For example, Land Owner A owns two separate, but adjacent lots. One has a single-family dwelling constructed on the property, while the other has driveway access and mail delivery for that home. Both of these lots are being utilized for a single-family purpose, but only one is being taxed as single-family, while the other is being taxed as vacant.

THE BENEFITS OF LOT CONSOLIDATION

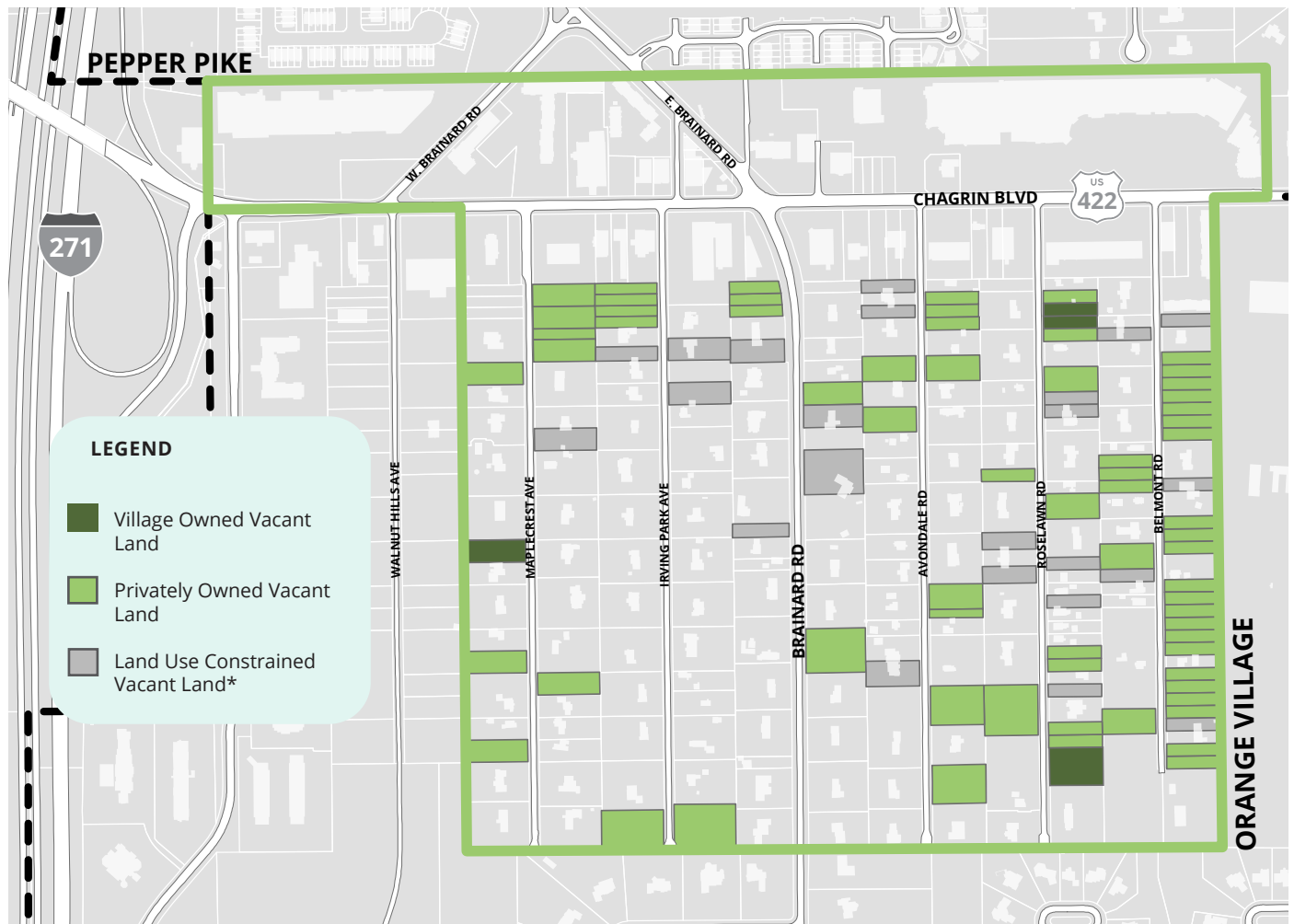
There are many reasons to consider consolidating adjacent plats of land. However, the two largest reasons to consolidate land are: 1) Increased accuracy with property valuations; and 2) The value of real property can be expected to rise and generate more revenue. These two benefits alone can greatly improve the community's taxing structure for more accurate and reliable property valuations based on current land uses and common ownership.

Figure 5
Existing Land Use Constrained Lots Example



The above graphic is for demonstrative purposes only and is not drawn to scale. Further analysis and study will be needed to determine a preferred form of action to address this issue. The image is meant to guide ideas and provide the Village with concepts to think towards the future.

MAP 4 — VACANT LAND OWNERSHIP & AREAS OF INTEREST



*Land Use Constrained Vacant Parcels are those pieces of land within the Woodmere residential areas south of Chagrin Boulevard that share common ownership among two or more adjacent parcels with a single-family structure and/or other features, such as; driveways, mailboxes, secondary buildings, etc. on adjoining properties. These parcels are being taxed as vacant land, although currently being utilized for a combined single-family purpose. This could cause a loss in school district funding and skew property valuation for appropriate and accurate taxation.

4.1 STRATEGIES FOR HOUSING

STRATEGY 1.4

PROMOTE INFILL DEVELOPMENT IN RESIDENTIAL AREAS SOUTH OF CHAGRIN BOULEVARD BY INCENTIVIZING SMALL LOTS

Infill housing is the construction of new homes on lots within existing neighborhoods rather than in new subdivisions. For one reason or another, these lots were never built upon, or the demolition of a primary structure occurred.

Infill housing is becoming increasingly common within highly desirable areas as new development sites become scarce. Home building within existing neighborhoods comes with specific challenges. These are typically smaller lots and the noise, debris, and dangers of a construction site are immediately adjacent to existing residential homes. Infill development presents enormous opportunities to attract new residents. This specific type of development should include guidelines that outline community requirements for developers, and best practices for constructing new houses within existing neighborhoods.

SMALL LOT INCENTIVES

The Village of Woodmere could encourage the future development of smaller lots by providing property owners and developers with a number of incentives. These could include:

- Expedited review of permitting and processes;
- Reduced fees or abatements; and
- Density bonuses.

Additional incentives for small subdivision developments could be granted to property owners or developers who provide publicly accessible amenities for the community to utilize. These could include playgrounds, trails and greenspace easements, space for a community garden, or other desired community amenity. As seen in the graphic to the right, a small clustered development could be possible with the grouping of several parcels. The development would be well buffered from existing residences and could also provide public spaces for pocket parks, playgrounds, or walking trails for the entire community to enjoy. These homes would be independently titled, sold individually, and would be treated as any other single-family dwelling within the Village.

MAP 5 — POTENTIAL INFILL DEVELOPMENT SITES

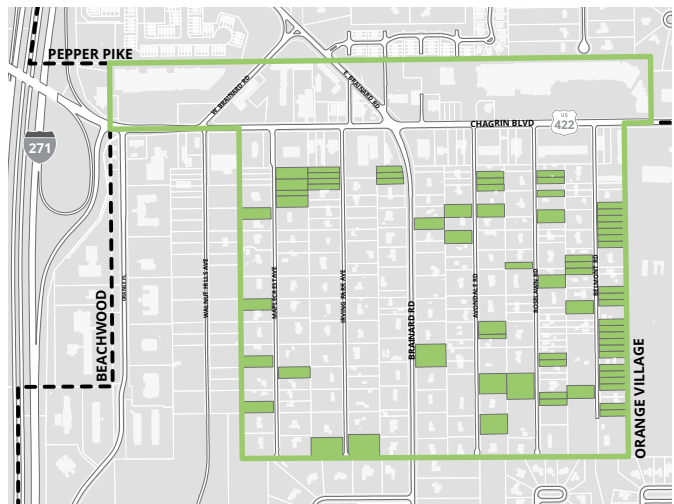
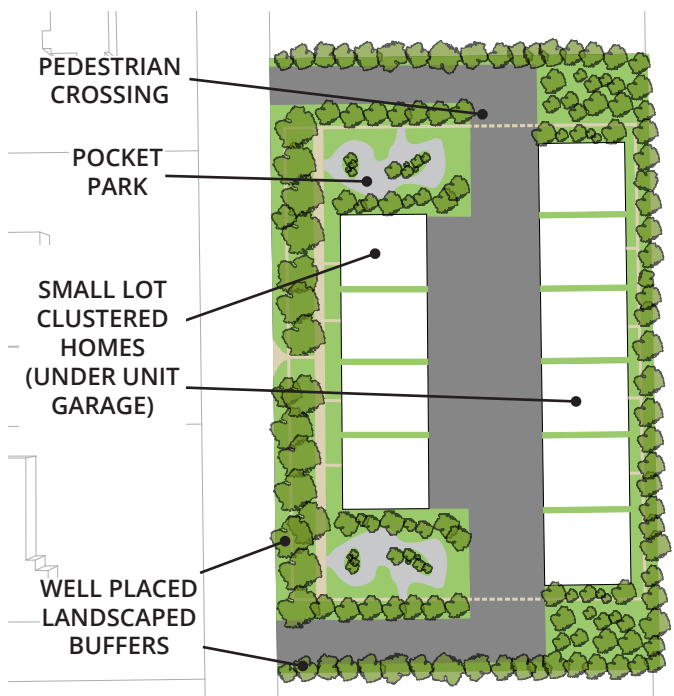


Figure 6
Example of Clustered Home Infill Development



The above graphic is for demonstrative purposes only and is not drawn to scale. Further analysis and study will be needed to determine preferred locations and designs. The image is meant to guide ideas and think towards the future.

STRATEGY 1.5

CONSIDER A SMALL LOT OVERLAY ZONING DISTRICT

The majority of Woodmere's potential infill sites are comprised of lots roughly 50 feet wide and 200 feet deep. However, there are also several larger lots that have already been consolidated over time. Updating existing U-1, Single-Family zoning regulations will play an important role in encouraging future residential development; however, there remain obstacles to overcome in the construction of a new residence within the community.

The Village of Woodmere should establish a "Small Lot Overlay" that not only addresses development pressures, but provides guidance for design, connectivity, landscaping, and regulatory requirements such as setbacks, height maximums, massing and bulk, and parking. Any established regulations should be respectful to existing residential dwellings and reflect the semi-rural nature of residential areas south of Chagrin Boulevard.

SMALL LOT OVERLAY DESIGN STANDARDS

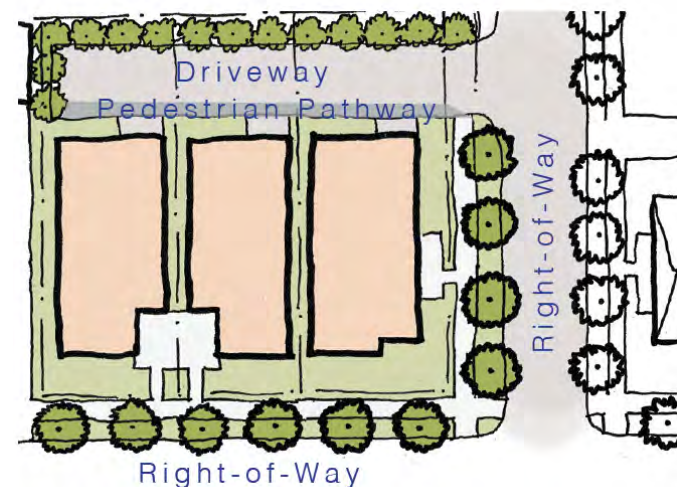
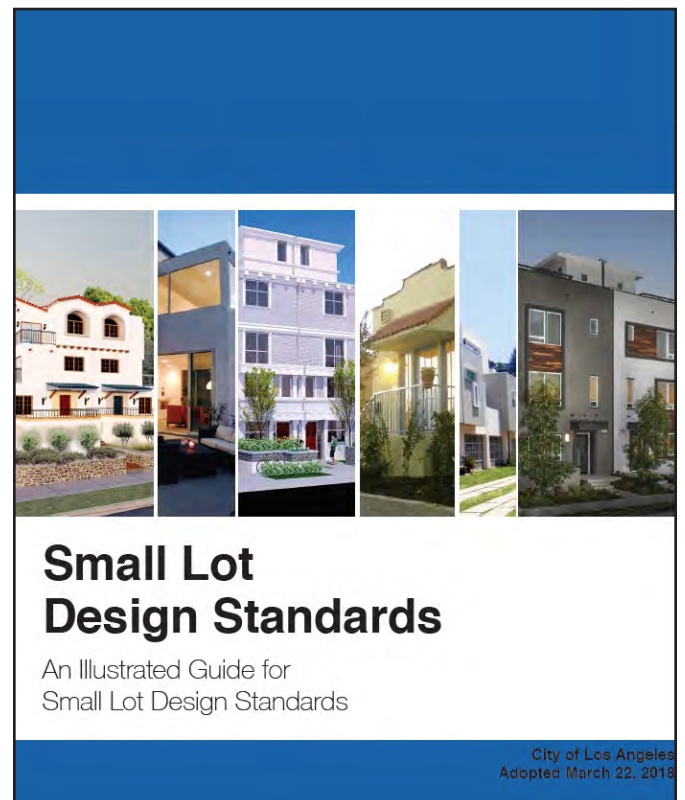
Small lots can be challenging to develop due to the limitations of their physical size. It is important for infill development to respect the existing character of the neighborhood to maintain the look and feel of the area the home will ultimately be located in. As an example, in 2018, the City of Los Angeles, California set design standards for the development of small infill lots in established neighborhoods. Their guidelines included standards for items such as building design, pedestrian connectivity and access, and landscaping. The Village of Woodmere should consider the following for a Small Lot Overlay District:

- Dwelling orientation and structural configuration;
- Entryways, circulation, and access;
- Building materials, massing, and general design;
- Landscaping, fencing, and open space; and
- Height and square footage minimums and maximums.

By establishing these regulations, property owners and developers have a clear understanding of the Village's intentions of infill development and maintain the existing look and feel of residential areas without any negative impacts.

Figure 7

Example of Small Lot Design Standards | Los Angeles, CA



Source: *Small Lot Design Standards, Example of Dwelling Orientation*, PG 15, City of Los Angeles, March 2018



COMMUNITY TOPIC | BRANDING

Source: County Planning

4.2 BRANDING

COMMUNITY GOAL 2

CREATE A RECOGNIZABLE IDENTITY AND CONSISTENT COMMUNITY BRAND

WHY IS THIS TOPIC IMPORTANT?

Branding plays a critical role in creating a memorable place. Not only how a community looks, but also how it feels, can influence how people perceive its image, interact within its public spaces, and affect how likely they are to visit again.

Many residents feel that Woodmere's brand is inconsistent, feels outdated, and gets "lost" throughout the community. However, the Village's size could prove to be extremely beneficial to reinforcing its sense of place. Its small footprint gives the community a unique opportunity to strengthen its brand throughout a number of amenities such as banners, street signs, lamps, or benches.

By creating and reinforcing a strong sense of place and consistent branding, the Village can help create a place of obvious community pride where people feel welcomed and will want to return to.

WHAT DOES THIS TOPIC COVER?

This topic will look closely at the following:

- 1) Creating a consistent community brand across all facets of the community
- 2) Reviewing existing code regulations and how they can be improved to reinforce the community's brand through commercial design guidelines
- 3) Adopting regulations to encourage sustainable development practices, buildings, and infrastructure

HOW DOES THIS SUPPORT THE COMMUNITY VISION?

Branding supports the following Objectives as discussed within the Community Vision:



CHARACTER

Embrace & Market Our Unique Character



RETAIL

Reinforce Our Unique Retail Destinations



SUSTAINABILITY

Strengthen the Village's Position on Sustainable Development

4.2 STRATEGIES FOR BRANDING

STRATEGY 2.1

REVIEW EXISTING CODE REGULATIONS FOR IMPROVEMENTS TO REINFORCE THE COMMUNITY'S BRAND THROUGH COMMERCIAL DESIGN GUIDELINES

Retail shopping plazas in the Village of Woodmere are diverse and offer a wide variety of goods and services to the public. However, Cuyahoga County is largely overbuilt with retail and in order to thrive in an already competitive region, Woodmere needs to provide a unique shopping experience that will keep users coming back for their shopping needs.

STRONG STOREFRONTS & TENANT IDENTITY

When creating and enforcing commercial design guidelines, it is important to promote creativity as much as possible. Creativity and original ideas are what make each business unique, but these should also be tailored to contribute to the overall community identity of Woodmere.

Strong storefront design is essential in creating an atmosphere that is conducive for grounding an affirmative "sense of place." Through the use of carefully selected materials, colors, graphics, effective lighting, sensitive detailing, and fixtures, each business becomes a distinct and expressive participant in supporting the community's brand image. Each tenant who provides a creative design benefits all businesses in Woodmere by enhancing its customer's experiences, thus attracting both repeat and new customers.

Commercial design guidelines should, at a minimum, include the following factors: style of architecture and building forms, general color palette, screening, primary and secondary materials, greenspace and landscaping, pavement, streetscapes and furniture, and lighting and signage. These standards will promote an exciting dining, shopping, and leisure environment is what will help make Woodmere stand out from other retail destinations in northeast Ohio. The Village of Woodmere should encourage property owners to allow businesses to design and install their own storefronts as a way to express their individual identity; however the designs should also meet the design guidelines established by the Village. This will ensure that any final designs appropriately contribute to

the character of the community. It will be imperative for businesses, especially anchor institutions, to work together during this process.

STRATEGY 2.2

WORK WITH BUSINESSES TO IDENTIFY A STOREFRONT COORDINATOR TO FACILITATE STOREFRONT AND SIGNAGE DESIGNS

There are roughly three hundred (300) business establishments located in the Village of Woodmere. Many of these shopping areas are outdated, often share common storefronts that blend into each other, and lack a unique identity that can help draw people in.

One approach to help local businesses create and focus their original ideas is through a "Storefront Coordinator," who would be responsible for coordinating the various storefront renovations or new construction within the Woodmere business and retail community. The Storefront Coordinator could be a new position within the Village of Woodmere's administrative services, or contracted out to a separate entity. This individual would work with each tenant's architect to identify each establishment's design character and ensure compliance with Village design guidelines. Ultimately, this would ensure consistency across the community in terms of high quality of materials, design, and overall facade presentation.

THE DESIGN APPROVAL PROCESS

When an applicant initiates a design approval process, the Storefront Coordinator would help organize their storefront designs prior to submitting them to the Planning Commission, Architectural Review Board, and Council. In general, current procedures would remain as they are within the Codified Ordinances of the Village of Woodmere, but require an additional pre-submittal phase to work with the identified Storefront Coordinator.

Overall, this new phase with a Storefront Coordinator would not only provide consistency across the application process and design approval procedures, it would also ensure compliance with the Village's design guidelines and storefront requirements.

CLOSER LOOK | COMMERCIAL DESIGN GUIDELINES

COMMERCIAL DESIGN GUIDELINES | CROCKER PARK WESTLAKE, OHIO

Crocker Park, located in Westlake, Ohio, has long been the standard of design that other developers strive to replicate. As one of the first mixed-use “lifestyle centers” in northeast Ohio, Crocker Park has vastly changed how we live, work, and play within a suburban setting. Since its groundbreaking in 1992, Crocker Park has grown to include twenty (20) city blocks or 120 acres. Crocker Park sees nearly 20 million visitors a year and continues to immerse guests in a one-of-a-kind experience.

ARCHITECTURAL INFLUENCE & STOREFRONT COORDINATION

Crocker Park’s grid street plan is infused with every element of a bustling urban downtown – vertical integration of ground-level retail and second-story apartments and offices, pedestrian-scale streetscapes, metered street parking, GCRTA bus line access, valet parking services, digital advertising screens, award-winning gardens and more. The buildings vary in architecture and design so that no two are exactly the same.

The City of Westlake and Crocker Park utilize a series of approved design guidelines for the “Mixed-Use Area of Crocker Park” that continue to be enforced, reviewed, and updated. These design guidelines are extensive, and provide a very clear vision for the area and how storefronts, streetscapes, and other elements should look and feel. Additionally, the design guidelines are promoted and enforced by a “Tenant Coordinator” who helps new businesses navigate the design requirements, and works with each business to create uniquely appealing storefronts. The Tenant Coordinator helps facilitate design elements such as materials, color, signage, awnings, lighting, fixtures, windows, and other key architectural features.

DISTINCT & EXPRESSIVE CHARACTER

Crocker Park prides itself on creating a very strong and distinctive sense of place for its visitors. Every element, large and small, has been given special consideration within its design guidelines. Its design guidelines are focused on the following principles: Provide a residential alternative to the residents of Westlake; Create a mix of uses to promote day and evening activities; Reflect Westlake’s architectural heritage; Create environments for walking; Provide sufficient parking; Blend the new neighborhood into surrounding, established neighborhoods; and Promote civic and cultural uses in Crocker Park. These core principles continue to be successfully implemented to benefit patrons and tenants.

For more information about Crocker Park, please visit: www.crockerpark.com.



Source: Crocker Park Facebook; Westlake, Ohio

4.2 STRATEGIES FOR BRANDING

STRATEGY 2.3

ESTABLISH A REVOLVING BUSINESS RENOVATION FUND FOR STOREFRONT & STREETScape ENHANCEMENTS

The Village of Woodmere has a diverse retail base that includes both national retailers and “mom and pop” shops. While national retail stores may have the financial means to make exterior upgrades, repairs, or other modifications to their storefronts, smaller businesses may find it more challenging to keep up with repairs, facade enhancements, or other necessary improvements.

TYPES OF INCENTIVES

There is a mutual benefit to all businesses within the Village of Woodmere as more and more storefronts undertake renovations. Contemporary facades with an inviting atmosphere are more likely to attract visitors, encourage them to stay longer, and spend more money within the community. There are a number of different types of incentives that the Village of Woodmere can consider offering to businesses to encourage storefront and streetscape renovations. These could include:

- **Rebates:** after a project is 100% completed and paid for, an applicant can invoice the Village for their agreed upon rebate
- **Loans:** the Village could offer a 0% interest loan up to a predetermined/maximum amount for all businesses with a set term limit
- **Grants/Cost Matching:** the Village could also award direct funds for a project without the need for repayment

The Village of Woodmere should consider an annual, revolving renovation fund for storefront and streetscape enhancements as a priority to encourage reinvestment within the community. Budgetary considerations should be an agreed upon value fixed within the Village's annual budget. Any unused funds should be carried over into the next fiscal year to be utilized for the following year's applications. This will help businesses reinvest within Woodmere and encourage property and business owners to undertake storefront renovations that may have been financially challenging in years past.

CITY OF SHAKER HEIGHTS REBATE PROGRAM

The City of Shaker Heights takes great pride in its unique charm and building designs. Shaker Heights provides a number of incentives to businesses for facade enhancements, including its Storefront Renovation REBATE Program. The program has three (3) main goals:

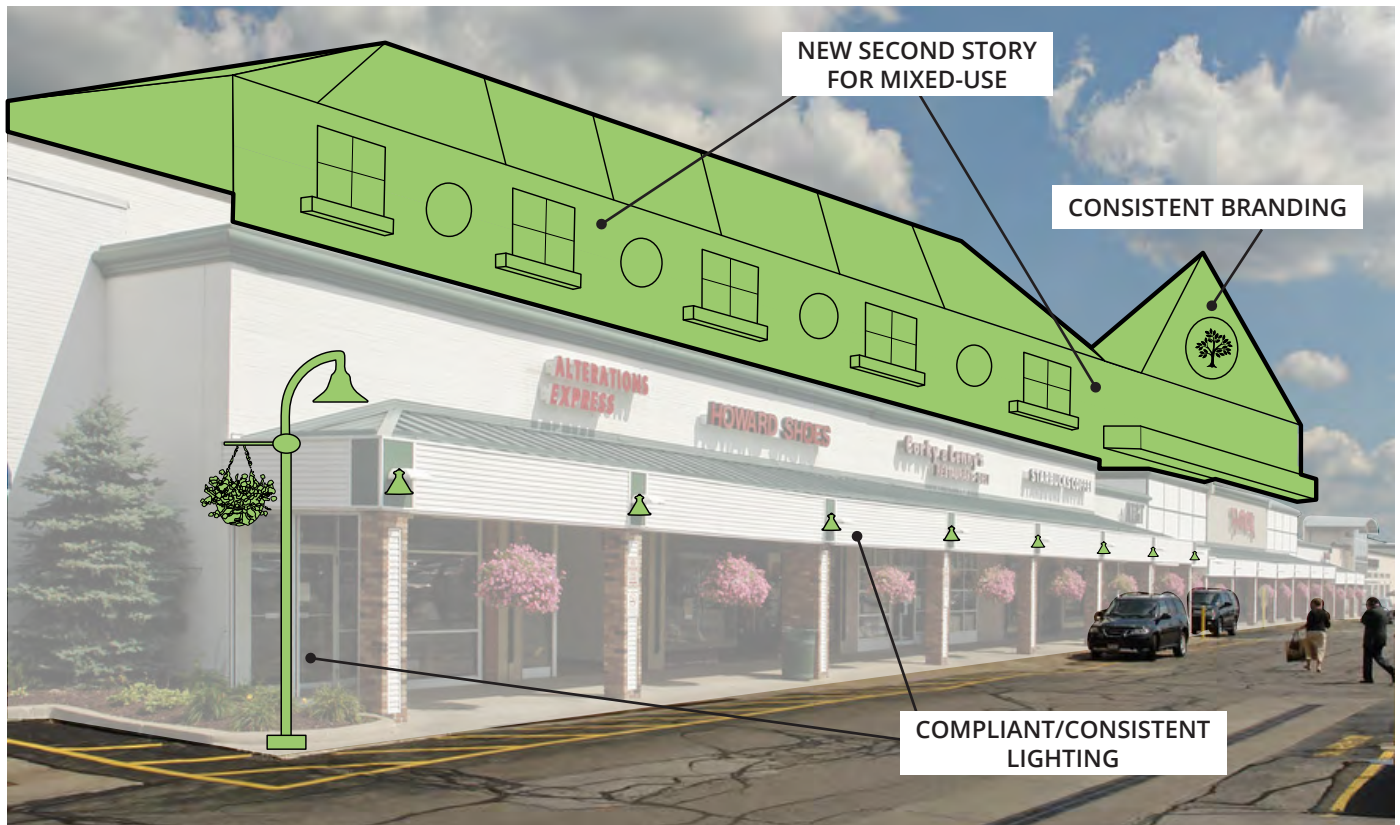
- 1) Improve the appearance of the commercial districts;
- 2) Support property and business owners efforts to improve building exteriors; and
- 3) Contribute to the economic growth and prosperity of Shaker Heights.

The program is separate from Community Development Block Grant (CDBG) funding and has two (2) options for eligible commercial property applicants:

- **Signage Only (Business Owners only):** independently owned, non-franchise businesses may apply for a signage only matching signage only rebate of up to \$3,000. Signage only includes items that bear company marks such as signage, awnings, and window/door graphics. The intent of the signage-only program is three-fold: 1. Incentivize new businesses to open here; 2. Attract, retain, and support locally-owned businesses; and 3. Encourage better quality signage in our commercial districts.
- **Full Facade (Building or Business Owners):** to improve an existing building's exterior curb appeal in a comprehensive, transformative manner including new/restored front doors and windows, tuck pointing, painting, signage (independent businesses only), awnings, outdoor cafes (visible from the street) and front facade landscaping. Parking lot resurfacing and roof repairs/replacement are not eligible. The entire facade must be assessed and included in the design scheme to produce a transformational project. The sides of buildings may be included on a case by case basis. The maximum 50% matching full facade rebate is \$15,000

The eligible applicants are commercially zoned properties located in targeted areas throughout the community. The Village of Woodmere should consider similar incentives to encourage reinvestment of businesses along Chagrin Boulevard. The Village will need to establish guidelines, eligibility requirements, and other necessary program goals to make the process easy to follow and straight forward. For more information on Shaker Heights' REBATE program, please visit: www.shakeronline.com.

Figure 8
Example of A Facade Renovation to an Existing Shopping Plaza



Depending on how the Village of Woodmere would like to establish eligibility requirements for a Storefront Renovation Program, a facade renovation could be any number of physical improvements. As seen in the image above, this could include such projects as new lighting, a new second story for mixed-use, consistent branding and signage updates, or a complete facade renovation.

Commercial properties throughout the community vary greatly in size, the year they were constructed, and when they were last renovated. It is important that the Village keep track of these issues and projects to ensure that all commercial businesses and properties within the Village of Woodmere have equal standing when applying for funding. While different funding types may be utilized at the same time, no business or property owner should be eligible more than once (1) in any single fiscal year.

Source: County Planning

STRATEGY 2.4

ESTABLISH A TAX INCREMENT FINANCING DISTRICT (TIF) FOR FOCUSED PUBLIC INFRASTRUCTURE IMPROVEMENTS

Tax Increment Financing (TIF) is an economic development mechanism available to local governments within the State of Ohio for financing public infrastructure improvements and, in certain circumstances, residential rehabilitation. A TIF works by locking in the taxable worth of real property at the value it holds at the time the authorizing legislation was approved. Payments derived from the increased assessed value of any improvement to real property beyond that amount are directed towards a separate fund to finance the construction of public infrastructure defined within the TIF legislation. For more information on Tax Increment Financing (TIF) in the State of Ohio, please visit: www.development.ohio.gov.

A TIF is managed at the local level and the Village of Woodmere would be responsible for establishing where

the boundaries are located. In order to create such a district, the Village will need to enact legislation that:

- 1) Designates the parcel(s) to be exempted from taxation;
- 2) Declares improvements to private property within the specified area as serving a public purpose;
- 3) Delineates the public infrastructure improvements to be made that will directly benefit the parcel; and
- 4) Specifies the equivalent funds to be created for those redirected monies.

Only those public infrastructure improvements directly serving the increased demand arising from the real property improvements to the parcel(s) or an Incentive District are eligible for TIF financing.

The boundary for the district, could follow a similar format to that of the "Flexible Zoning District" outlined within Strategy 3.8 (page 45). This would add another option for businesses within the Village to leverage policies and available funds for enhancements to their buildings.

4.2 STRATEGIES FOR BRANDING

STRATEGY 2.5

UTILIZE THE VILLAGE'S WEST AND EAST AREAS TO CREATE UNIQUE DISTRICTS

The Village of Woodmere is small in size, but still maintains a uniqueness all its own. Looking closely at the community, there are distinct differences between the western and eastern portions of the Village, in addition to the northern and southern portions of Chagrin Boulevard. The western portion of the community, from the I-271 interchange to Brainard Road, has slightly older structures, is more auto-oriented, has higher density housing units, and includes the Village's administrative functions. The eastern portion of the community, from Brainard Road to just past ETON Chagrin Boulevard, has a combination of newer structures and older strip development, is more walkable, has medium density housing units, and includes the Village's premier retail center, ETON Chagrin Boulevard.

In addition to unique eastern and western portions of the community, Woodmere also has uniquely different sides of Chagrin Boulevard. The northern portion of Chagrin Boulevard contains Woodmere's highest concentration of retail at ETON Chagrin Boulevard, the Village's administrative and safety services, and higher density residential dwelling units. The southern portion of Chagrin Boulevard contains a number of office spaces, pharmacies, and older retail strip development. Once this "brand image" is identified, these traits can then be explored to create a recognizable brand and make each portion of the community feel unique and memorable with an "aspirational brand identity," or an overall identity that the Village strives to achieve.

VILLAGE WEST DISTRICT

Village West stretches from the I-271 interchange to Brainard Road in the east. This area is the heart of the community and would thus focus on municipal services and the needs of residents.

Components of West Village:

- Community District
- Municipal Headquarters & Offices
- Community Center
- Local Retail & Dining Options
- Higher Density Housing

- Main Gateway into the Community from the west

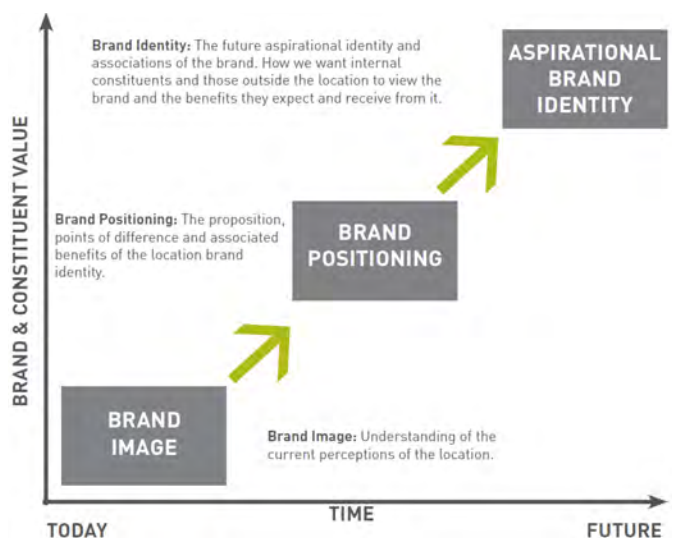
VILLAGE EAST DISTRICT

Village East stretches from Brainard Road to just beyond ETON Chagrin Boulevard in the east. This area is the community's retail and shopping hub and would thus focus on not only meeting the needs of residents, but will promote itself to generate expansive revenues from visitors.

Components of East Village:

- Retail & Shopping District
- Walkable Entertainment Options
- Mixed-Use Spaces (live/work/play concept)
- Outdoor Shopping & Dining
- Medium Density Housing
- Main Gateway into the Community from the east

Figure 9
Moving from Brand Image to Brand Identity



Source: *Branding Your City, CEOs for Cities*

CLOSER LOOK | RENOVATION INCENTIVES

Cuyahoga County communities vary greatly in size, composition, topography, and even the age of structures. Some buildings, dating as far back as mid-1800's, can still be utilized by modern tenants and uses. However, interior rehabilitations are important for maintaining a safe structure for visitors and exterior renovations are equally as important to negate the possibility of blight.

EXTERIOR REHABILITATION PROGRAM | CLEVELAND HEIGHTS, OHIO

Communities have begun to take action within their respective commercial districts to create a cohesive look and feel that is welcoming to everyone. The Cleveland Heights Storefront Program combines the talents of the City's design specialists with rebates and loans to create transformative storefront renovations in all of their commercial districts. The Program is competitive and could include rehabilitations to such exterior elements as the storefront as a whole, windows, doors, paint, masonry repairs, lighting, or landscaping.

All funding for the Program comes to the City of Cleveland Heights through Federal Community Development Block Grant (CDBG) funds. Prior to receiving any funds for a project, City staff will make site visits to verify that the property's condition meets the Federal standards to be admitted into the CDBG program.

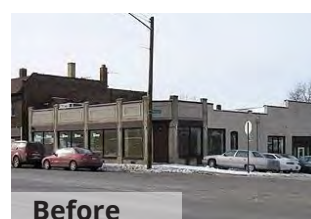
UNDERSTANDING COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs. Beginning in 1974, the CDBG program is one of the longest continuously run programs at the Department of Housing and Urban Development (HUD). The CDBG program provides annual grants on a formula basis to 1209 general units of local government and States. CDBG is an important tool for helping local governments tackle serious challenges facing their communities.



Source: www.hud.gov

Figure 10
Examples of Successful Cleveland Heights Storefront Renovation Program Applicants



The above images are examples of previous applicants for the City of Cleveland Heights Storefront Renovation Program.

Source: www.clevelandheights.com

4.2 STRATEGIES FOR BRANDING

STRATEGY 2.6

CREATE CONSISTENT LANDSCAPES THAT SOFTEN THE BUILT ENVIRONMENT

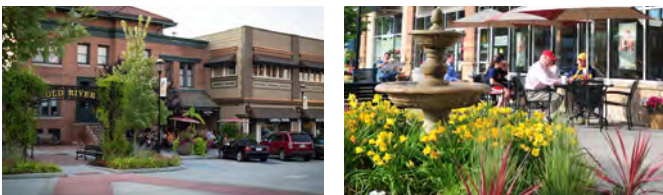
The Village of Woodmere has an immense advantage that other communities may not: its size. This specific trait, which adds to the uniqueness of the community, is one of the Village's greatest assets. Its small size provides the opportunity to create cohesive and inclusive features that are welcoming, visually consistent, and sustainable.

CREATING A SUCCESSFUL STREETScape

Woodmere already boasts some award winning landscapes, and the Village should continue to grow its stance on sustainability and natural systems. As seen in the images below and on the follow pages, a cohesive streetscape is one that not only looks beautiful, but is also welcoming and pedestrian-oriented. There are adequately landscaped areas that provide buffers between vehicles and pedestrians, and that include a variety of features such as trees, planters, and shrubs.

Overall, a successful streetscape should include: 1) a unique sense of place; 2) separation of pedestrians from vehicles; 3) allow pedestrian movement from vehicles to sidewalks; 4) sightlines to businesses; 5) places to sit; 6) well planned landscaping; and 7) pedestrian safety.

Figure 11
Examples of Successful & Cohesive Streetscapes



Source: www.downtownriver.com; Rocky River, Ohio



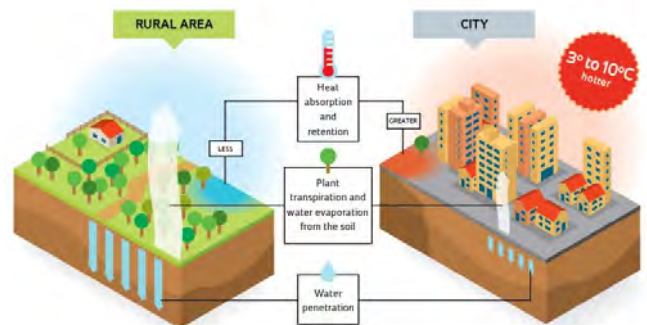
Source: City of Hudson Facebook; Hudson, Ohio

MITIGATING THE HEAT ISLAND EFFECT

Currently, Woodmere's main thoroughfare, Chagrin Boulevard, is largely dominated by "hardscapes," which are impervious surfaces such as concrete or asphalt. When used in excess, impervious surfaces not only affect the quality of water entering streams, it can overwhelm stormwater drains, can increase the likelihood of flood events, and can also create a "heat island" effect. Paved surfaces tend to absorb and hold onto the sun's rays and produce heat. This effect is then multiplied by emissions from automobiles, which then trap that heat and ultimately create a "heat island."

Well designed landscaping is not only aesthetically pleasing, but it also reduces the "heat island" effect by creating shady areas and providing evaporative cooling. Ways to reduce this effect can include establishing green roofs, permeable surfaces having adequate parking lot landscaping and street trees, harvesting rainwater, or other similar concepts.

Figure 12
Why the Heat Island Effect Occurs



Source: Landscape Architects Network, Jolma Architects, September 2018



Source: County Planning, Example of underutilized parking lot in Woodmere



Source: ETON Chagrin Boulevard Facebook

AWARD WINNING LANDSCAPES & DISPLAYS IN THE VILLAGE OF WOODMERE

The Village of Woodmere is home to the ETON Chagrin Boulevard shopping collection, which recently won both project of the year and the grand award for seasonal color at the 46th Annual Ohio Nursery and Landscape Association (ONLA).

ETON places a high value and takes great pride in focusing on place making within the development. Vignettes and sitting areas are particularly important because they

create a welcoming atmosphere where visitors can enjoy the visual experience of gardens, flowers, and other arrangements around the storefronts. ETON is a memorable place that continually invests in beauty and architecture, which attracts visitors from across the region.

Utilizing similar ideas, a landscaping theme could be implemented across the entire community for enhancing streetscapes, breaking up large areas of concrete or asphalt within parking lots, and providing locations for passive recreation and leisure activities.

4.2 STRATEGIES FOR BRANDING

STRATEGY 2.7 FOCUS THE WOODMERE BRAND WITH CONSISTENT AND EASY TO UNDERSTAND WAYFINDING SYSTEMS

A community's image is important and character counts. Creating a distinctive place will give Woodmere a competitive advantage and encourage residents and visitors to spend their money within the community. Creating a sense of place gives guests something to talk about, forms new memories, and generates publicity through word of mouth that will make others want to visit.

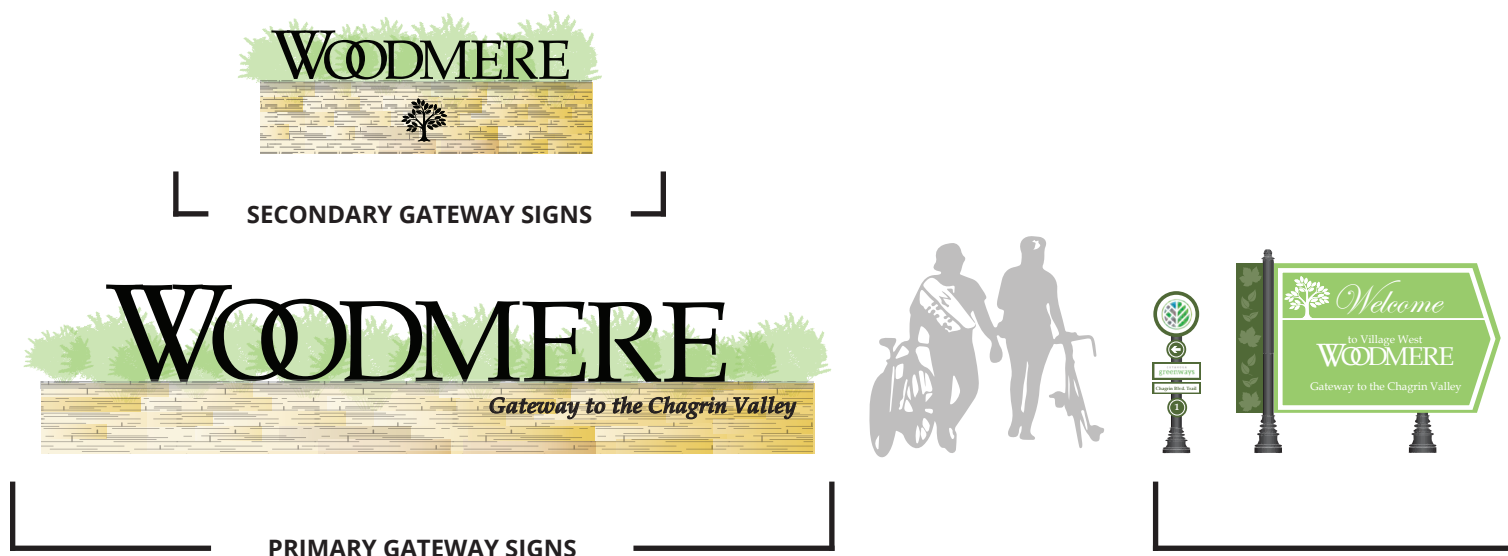
First impressions are powerful and can set the tone for how people perceive a community. It is important for communities to recognize this and capitalize on creating interesting places with complementary features and amenities. By doing this, a community can begin to create

a welcoming atmosphere that embraces its residents and visitors with pedestrian scale designs.

The Village of Woodmere has several brand themes across the community. However, they all get lost among its buildings and streetscapes; especially signage. It is important for signage to not only be visually consistent, but also be placed in such a way that it is easily seen, easy to understand, and does not impede the vision of motorists, pedestrians, or bicyclists. Currently, existing street signs are small and difficult to see from the roadway and primary road signs are not attached to traffic light arms. New visitors into the community may have a difficult time navigating its street system. Woodmere should consider updating signs across the Village so that navigating the community is easier for all.

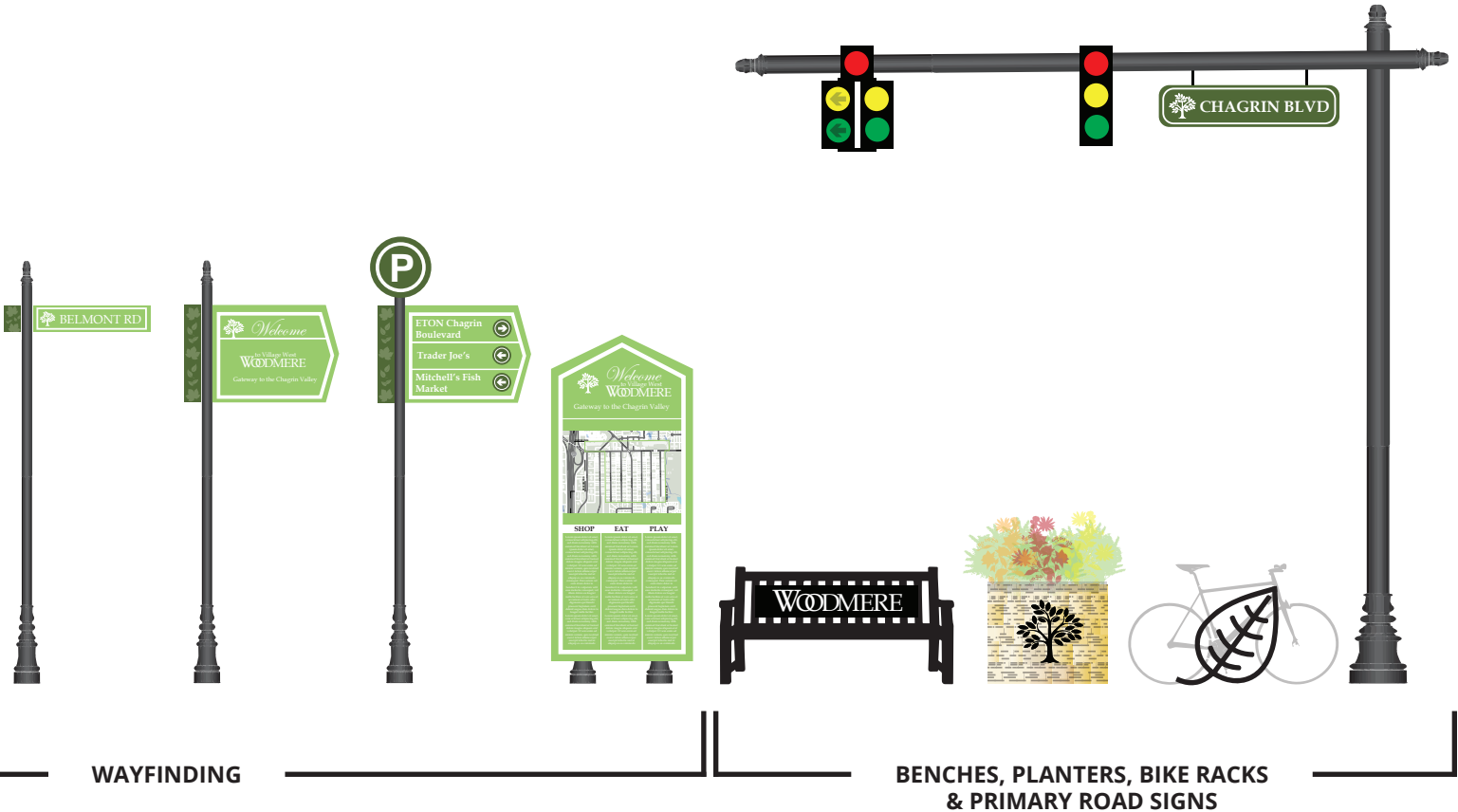
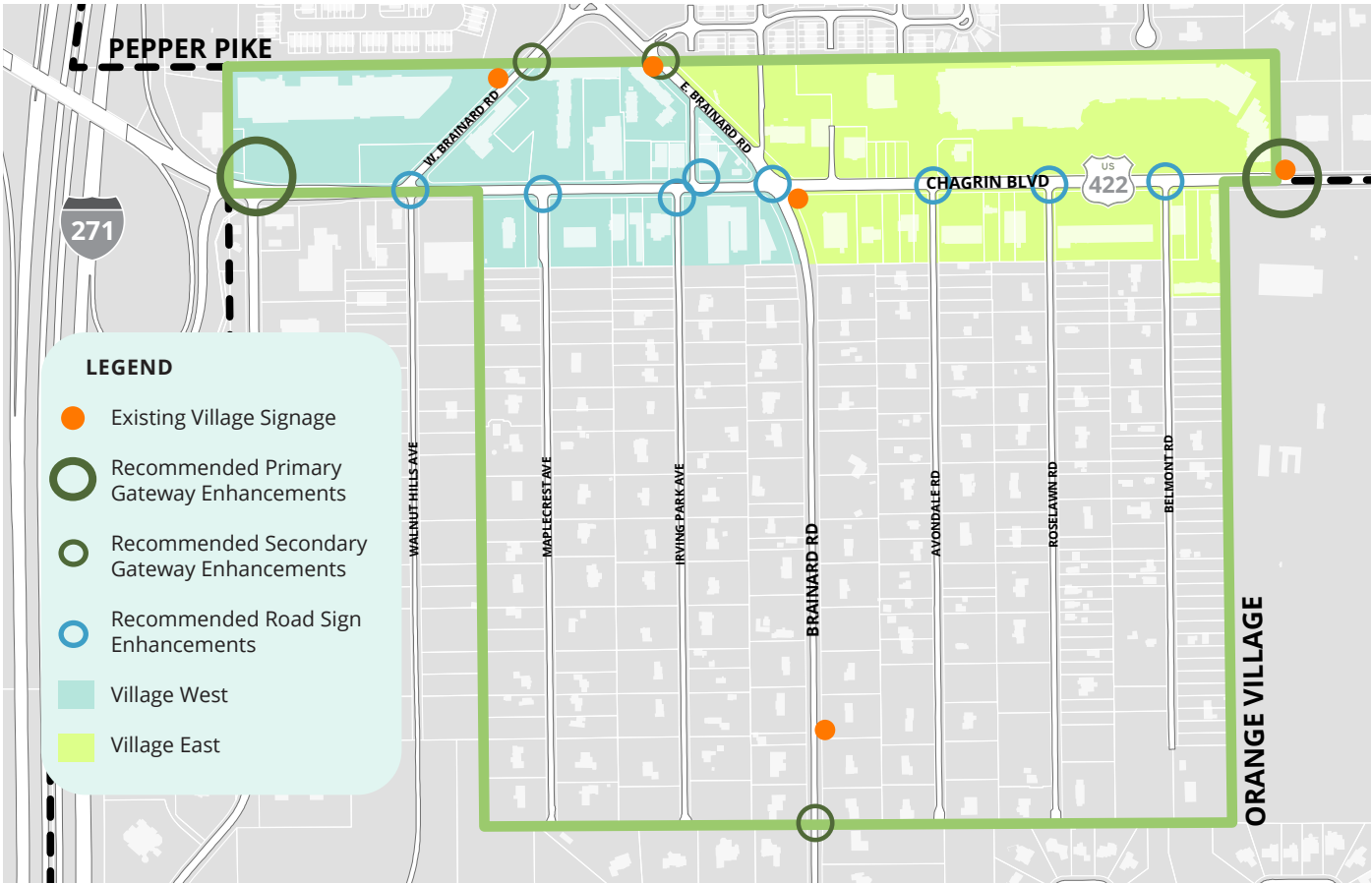
Examples of consistent branding and wayfinding systems can be seen in the graphics below.

Figure 13
Examples of Proposed Wayfinding & Branding Enhancements



The above graphics are for demonstrative purposes only and are not drawn to scale. Further analysis and study will be needed to determine preferred locations and designs. The images are meant to guide ideas and think towards the future.

MAP 6 — LOCATIONS OF EXISTING & RECOMMENDED SIGNAGE



4.2 STRATEGIES FOR BRANDING

STRATEGY 2.8

ADOPT REGULATIONS TO ENCOURAGE SUSTAINABLE DEVELOPMENT PRACTICES, DESIGNS & HIGH PERFORMANCE BUILDINGS

In recent years, the Village of Woodmere has begun to strengthen its stance for sustainable development within the community. For example, the completion of a new Service Department facility and garage on Maplecrest Road combined a number of sustainable features, the most notable being the facility's rainwater catchment system that stores rainwater to be used for irrigation and washing Village vehicles.

BEST PRACTICES FOR SUSTAINABLE DEVELOPMENT

The built environment can have significant health impacts on both residents and the environment. It is important to establish appropriate levels of regulations and requirements to ensure any negative impacts associated with development and the built environment are mitigated as much as possible.

The U.S. Green Building Council (USGBC) was established in 1993 and is committed to transforming the way buildings and communities are designed, built and operated, and to create an environmentally and socially responsible, healthy, and prosperous environment that improves the quality of life. In the early 2000s, USGBC unveiled a green building rating system that is known today as LEED, or Leadership in Energy and Environmental Design.

LEED is a voluntary, market-driven green certification program for building design, construction, operations, and maintenance. It is the most widely used green building rating system in the world and is a highly recognizable symbol of sustainability achievement. The program does not cover all areas of the built environment such as roads, bridges, tunnels, utility systems, communication networks, or railroads. However, the Village of Woodmere can utilize USGBC's LEED program and resources as a tool for establishing regulations that can meet the demands of residents and developers.

Currently, LEED has four (4) main tiers of rating levels: 1) Certified; 2) Silver; 3) Gold; and 4) Platinum. Each rating level is based on the number of points achieved across several categories. These include location and

transportation, sustainable sites, water efficiency, materials and resources, energy, and more.

Figure 14
Examples of a LEED Certified Projects in Ohio



The new Big Lots Corporate Office in Westerville, Ohio was certified on April 15, 2019 and achieved a LEED Silver rating. The project scored a perfect score in the "Innovation in Design" category (6 out of 6 points), which provides projects the opportunity to achieve exceptional performance above the requirements set by the LEED Green Building Rating System and/or innovative performance in green building categories not specifically addressed by the LEED Green Building Rating System.

Source: www.usgbc.org; www.ma-architects.com



The Starbucks at Mill Run Shops in Hilliard, Ohio was certified on October 3, 2016 and achieved a LEED Certified rating. The project scored a perfect score in the "Innovation in Design" category (6 out of 6 points), which provides projects the opportunity to achieve exceptional performance above the requirements set by the LEED Green Building Rating System and/or innovative performance in green building categories not specifically addressed by the LEED Green Building Rating System. The project also scored a perfect score in the "Water Efficiency" category (11 out of 11), which seeks to further increase water efficiency within tenant spaces to reduce the burden on municipal water supply and wastewater systems.

Source: www.usgbc.org; www.thisweeknews.com; Starbucks

ENCOURAGING HIGH PERFORMANCE BUILDINGS

The National Institute of Building Sciences founded the High Performance Building Council (HPBC) in 2007; which describes a high performing building as, “a building that integrates and optimizes on a life cycle basis all major high performance attributes, including energy conservation, environment, safety, security, durability, cost-benefit, productivity, accessibility, functionality, historic preservation, and aesthetics.”

In general, a high performance building optimizes and integrates all aspects of a building site. Anything from lighting, ventilation, and ADA compliance to windows and landscaping can all contribute to the overall performance of a building.

Creating and developing high performance building measures can have many benefits to residents, the community as a whole, the building's tenants, property owners, and the environment.

The Village of Woodmere should consider the following design objectives for future development and redevelopment:

- **Accessibility:** consider equal and flexible access that addresses universal design for all users
- **Aesthetics:** consider the style, form, and materials of a building's physical appearance
- **Cost-Effectiveness:** consider selecting buildings elements on the basis of useful life-cycle costs
- **Functional/Operational:** consider the spatial needs, durability, and efficient maintenance of building elements
- **Productivity:** consider the well-being of a building's occupants through both physical and psychological comfort, such as; air distribution, lighting, workspaces, systems, and technology
- **Security/Safety:** consider the physical protection of a building's occupants and assets through fire prevention and mitigating both man-made and natural hazards
- **Sustainability:** consider the environmental performance of buildings by optimizing site potential and energy consumption, protecting and conserving water, and enhancing Indoor Environmental Quality (IEQ); which addresses the health, safety, and comfort of the indoor environment

Source: www.wbdg.org; *Whole Building Design Guide*

THE BENEFITS OF CHOOSING HIGH PERFORMANCE LEED CERTIFIED DESIGNS

Buildings and physical structures largely define the built environment and can dramatically alter a landscape. The impacts imposed on a community and the environment can be vastly reduced if smart and sustainable choices are made. Some of the benefits of high performance LEED buildings can include:

- **Saving Taxpayers Money** by reducing the amount of annual energy consumption and operational costs for public and civic structures
- **Promoting Accountability** by having a third-party verification system (LEED) affirm the integrity of green building commitments. This is done by ensuring project teams are delivering on design plans and overall goals.
- **Creating Jobs** by investing in innovative building technology. It has been shown that green public building commitments produce a near doubling effect in private investment across the building sector and up and down the supply chain of products, professionals, and services, including energy and water savings.
- **Defining the Community** by creating a strong, “iconic” design that reflects smart, responsible, and fiscally sound decisions. Green buildings demonstrate a clear commitment to a safer, stronger, and more comfortable today, without compromising a brighter, healthier, more prosperous tomorrow.

USGBC; *Policy Brief: LEED Saving Taxpayers Money, Creating American Jobs, and Leading by Example*

Source: www.usgbc.org

Figure 15
Potential Group Benefits of High Performance Buildings

Group	Potential Benefits of High Performance Buildings
Residents	Less likely to see vacancies Aesthetically pleasing structures
Tenants/Business	Improved worker productivity Improved employee health
Community/ Government	Increased tax revenues Job/employer attraction
Property/Building Owners	Competitive rental rates Increased property values
Environment	Cleaner air Cleaner water/wastewater Improved stormwater management

Source: www.usgbc.org



COMMUNITY TOPIC I MARKETING

Source: County Planning

4.3 MARKETING

COMMUNITY GOAL 3

MARKET THE VILLAGE'S IDEAL LOCATION AND COMMUNITY ASSETS FOR LONG-TERM ECONOMIC GROWTH

WHY IS THIS TOPIC IMPORTANT?

The Village of Woodmere has ample community assets that make it an ideal location to both live and conduct business. Located directly off the I-271 corridor at Chagrin Boulevard, Woodmere has an enormous regional reach. The Village is approximately 18 miles (25 minutes) from Downtown Cleveland, 30 miles (35 minutes) from the City of Akron, and 60 miles (one hour) from the City of Youngstown; making it very easy to reach via its extensive highway connections.

Woodmere is home to a number of high-end retailers, one-of-a-kind shopping experiences, and small businesses. From the high-end ETON Chagrin Boulevard retail collection to locally-owned "mom and pop" shops, the Village has something for everyone. Utilizing a business and marketing model that emphasizes Woodmere's regional influence and reach will be imperative to the longevity and continued success of the community.

WHAT DOES THIS TOPIC COVER?

This topic will look closely at the following:

- 1) Focusing on career-based workforce attraction and retention
- 2) Promoting buildable concepts and available land and/or existing spaces
- 3) Marketing the Village's ideal location along the I-271 corridor (Headquarters Highway)
- 4) Creating a marketing packet to attract desired employers and industry

HOW DOES THIS SUPPORT THE COMMUNITY VISION?

Marketing supports the following Objectives as discussed within the Community Vision:



CAREER DIVERSITY

Build upon Assets to Grow Professional Employment Opportunities



RETAIL

Reinforce Our Unique Retail Destinations



TRANSPORTATION

Enhance Alternative Transportation Options while Maintaining What We Have



CONNECTIVITY

Connect Residents & Visitors to Our Vibrant Civic Core



CHARACTER

Embrace & Market Our Unique Character



REGIONAL COLLABORATION

Work Collaboratively with Regional Neighbors & Partners

4.3 STRATEGIES FOR MARKETING

STRATEGY 3.1

MARKET THE VILLAGE'S IDEAL LOCATION ALONG THE I-271 CORRIDOR

The Village of Woodmere is ideally located along the I-271 corridor, also known as the “Headquarters Highway.” This stretch of I-271 travels through numerous employment centers that mutually benefit the region. From Mayfield Village to the north, down to North Randall in the south, the Headquarters Highway is approximately 14 miles in length and contains portions of nine separate communities, including Woodmere in its entirety.

THE SIGNIFICANCE OF AN INTERCHANGE

Having immediate access to a large interstate system comes with plentiful benefits, but also some challenges such as traffic. Interstates are designed to carry high volumes of traffic over longer distances. This not only increases the visibility of a community from the highway, it also acts as free publicity and encourages vehicles to stop and spend resources, both money and time, in a community. Easy access to highways also provides an attractive incentive for commercialized industry or headquarters to locate in areas where employees can get to and from efficiently and quickly.

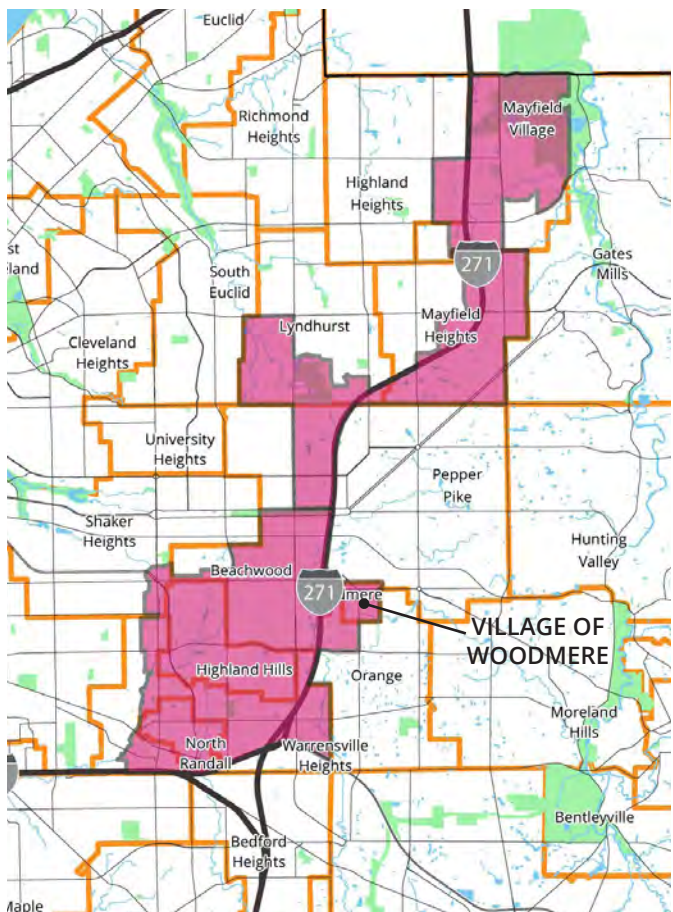
There are some challenges associated with a highway interchange. Heavily trafficked intersections, car stacking, and pedestrian safety are just a few of the issues that can arise from “unchecked” growth and Average Daily Traffic (ADT) of an interchange. The Village should always be planning ahead and be thinking about how business expansions or relocations will effect traffic throughout the community. The Village of Woodmere should continue to leverage its highway access to promote itself as an ideal place to conduct business, but do so in a manner that makes the needs of residents, not just businesses, a priority.

County Planning identified this area as “Headquarters Highway” as part of the Economic Development Plan Year IV Framework study completed in 2015. “Headquarters Highway” is a stretch of commercial and retail businesses along I-271 between I-480 and the Cuyahoga County/Lake County border. The corridor is home to major corporations primarily in the retail, finance, health care, and insurance industries, since the corridor has ready access to I-271 and

public transportation. The study recommended several strategies for the corridor including regional branding and marketing, identification of land prime for development or redevelopment, and increased walkability and access to transit. For more information on the Headquarters Highway, please visit: www.CountyPlanning.us

The study area includes a number of the regions top employers and industries. Utilizing the Headquarters Highway concept, the Village of Woodmere should also work with its regional neighbors for a mutually beneficial marketing campaign to attract talent and business into Headquarters Highway communities.

Figure 16
Headquarters Highway Boundary



Source: County Planning

STRATEGY 3.2

FOCUS ON CAREER-BASED WORKFORCE ATTRACTION BY ESTABLISHING A JOB CREATION INCENTIVE PROGRAM

With nearly 98,000 square feet of commercial office real estate, Woodmere has consistently been a great location to conduct and locate a business in northeast Ohio. However, of the 2,528 jobs located in Woodmere, 1,544 (or 61.1%) of jobs can be considered part time or seasonal. These include retail trade, accommodation and food services, or other related services. These jobs are typically filled by students, tend to be minimum wage, and are not necessarily a long-term career path. Retail and other similar uses tend to be more volatile markets, meaning its peaks and valleys of success or downturns in the economy tend to hit these industries much harder than other sectors such as healthcare or education. It is important to have a diverse pool of businesses within the community in the event there is ever a large economic crisis such as a recession, or if the retail industry drastically changes.

The Village of Woodmere should establish Job Creation Program as an incentive for attracting career-based employers. As an example, the City of Cleveland Heights utilizes a similar program, in which prospective employers will generally be offered 25 to 50 percent breaks over three to five years on the 2.25% local income tax for any business that creates at least five (5) new jobs with a minimum payroll of \$250,000.

STRATEGY 3.3

CREATE A MARKETING PACKAGE TO ATTRACT DESIRED EMPLOYERS AND INDUSTRIES

The Village of Woodmere is approximately 1/3 of a square mile in size, yet has immense opportunity to attract new employers to the area. While much of the commercialized land is built-out, there are large parking areas where out-parcel development could be a promising option for future development. The Village of Woodmere should work closely with its existing businesses to develop a

job attraction framework for development that could be incorporated into a marketing package for future employers. This marketing package should include highway accessibility, drivetimes from key destinations such as Cleveland and Akron, basic demographic and market information, nearby amenities, available land by zoning district and land use classification, available structures and spaces, community resources, and other relevant information to attract employers. The Village of Woodmere already does a great job in terms of visual media and local marketing for existing businesses. However, this doesn't necessarily include land or space availability within the community. This could prove to be very beneficial to have these resources available to employers upon request or have them easily accessible through the Village's web page.

CORPORATE MARKETING FOR CITIES

Marketing is critical in attracting businesses to a community. Having a ready-made "marketing package" makes the development process much easier and appealing to employers. The City of Strongsville, though significantly larger in size, has created a marketing package that has proven to be very successful over the years. Woodmere could take a similar approach. The City of Strongsville's "Corporate Relocation Guide" through the City's Economic Development Department provides a very clear and concise pamphlet of information about vacant land and structures, in addition to a number of other important factors. This includes:

- Letter from the Mayor
- Appealing graphics
- Distance to key amenities, markets, and locations
- Demographic and market information
- Schools, community centers, entertainment, and events
- City strengths and amenities
- An overview of the business community, largest employers, and profiles of the City's business parks
- Tax incentives and results of a recently conducted business survey
- A list of civic organizations and helpful websites
- City contact information and maps

The Village of Woodmere should consider taking a similar approach to make relocation into the community an easy decision for employers. For more information on the City's Business Relocation Guide, please visit: www.strongsville.org.

4.3 STRATEGIES FOR MARKETING

STRATEGY 3.4 PROMOTE DEVELOPMENT CONCEPTS, UNDERUTILIZED LAND, & VACANT SPACES

The Village of Woodmere has a very limited amount of commercial vacant land; however, it has an abundance of large parking lots that front Chagrin Boulevard. This could be a unique opportunity to work with existing land owners and businesses to promote out-parcel and infill development along the Village’s main commercial corridor.

SELLING BUILDINGS VS. SELLING LAND

The traditional concept of selling developed land with a structure on it tends to be more straight forward than selling vacant land. A developed parcel has a price point established with it based on building uses, while vacant land should be showcased to demonstrate its potential value. In many cases, selling vacant or underutilized land needs to highlight desired ideas to attract developers into a specific area. It is important for a community to showcase these sites in a creative way. As seen in the images on the next page, renderings such as these can be very compelling and convey a strong sense of place. The Village of Woodmere should utilize similar visual concepts to attract desired development. As Chagrin Boulevard is a State Route, it is also important to work closely with the Ohio Department of Transportation (ODOT) for improvements within the roadway itself.

Figure 17
Examples of Existing Parking Requirements

Municipality	Type of Use & Minimum Required Number of Off-Street Parking Spaces				
	Commercial	Industrial	Office	Multi-Family	Single-Family
Woodmere	1 space per 100sqft	1 space for every two employees	1 space per 250sqft total floor area	2 spaces per dwelling unit	1 space per dwelling unit
Beachwood	4 spaces per 1,000sqft floor area	1 space per 400sqft floor area	1 space per 250sqft floor area	1 space per each dwelling unit	-----
Orange Village	1 space per 200sqft floor area	-----	1 space per 200sqft floor area	-----	2 (enclosed) spaces per dwelling unit
Moreland Hills	1 space per 250sqft floor area	-----	1 space per 300sqft floor area	-----	2 spaces per dwelling unit (1 enclosed)
Pepper Pike	1 space per 200sqft floor area	-----	1 space per 250sqft floor area	-----	2 (enclosed) spaces per dwelling unit

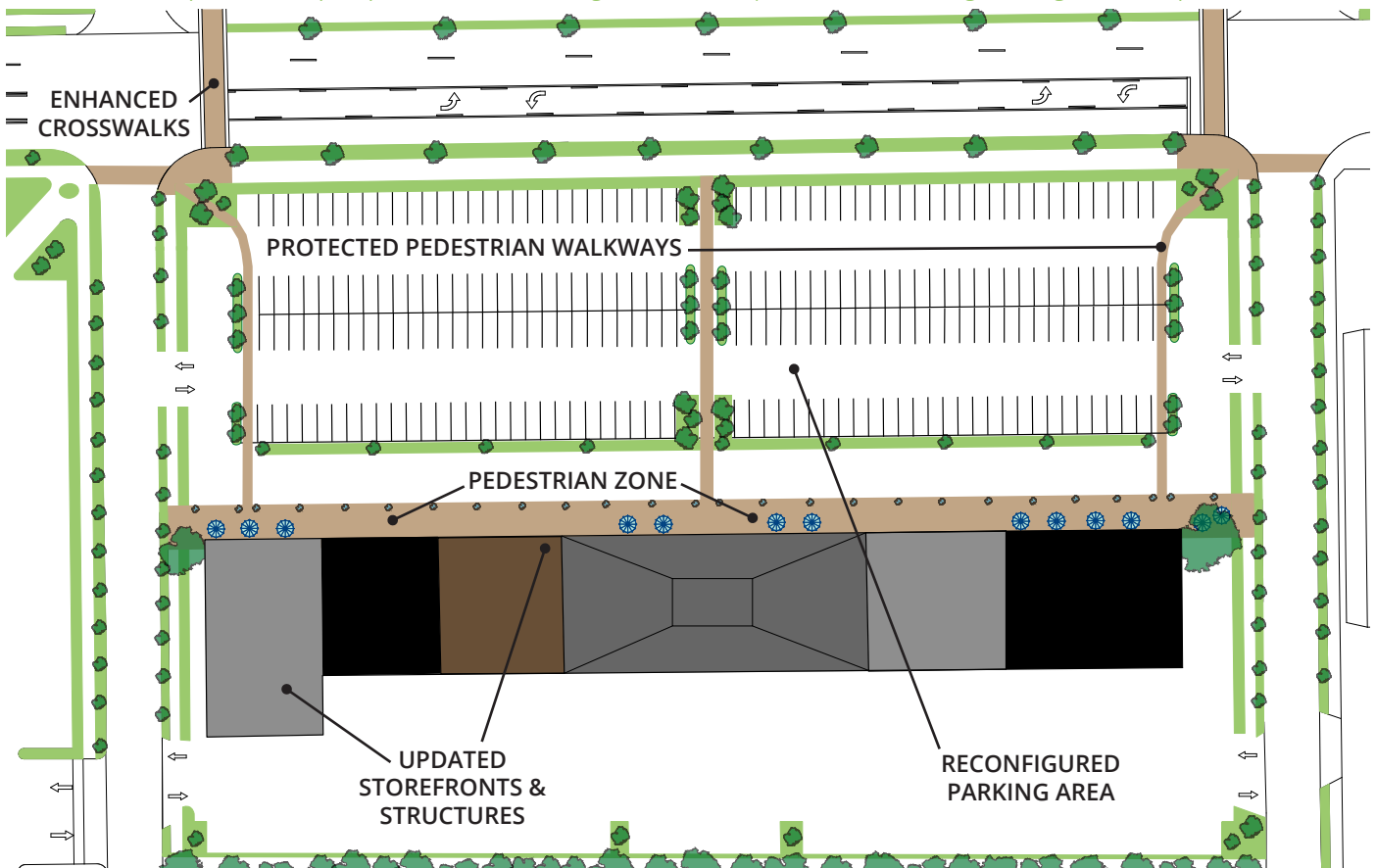
STRATEGY 3.5 CONSIDER REDUCED PARKING REQUIREMENTS ON CHAGRIN BOULEVARD

Businesses located in Woodmere, especially those along the southern portion of Chagrin Boulevard, tend to have excessive parking areas that dominate the landscape. Much of the Village’s parking requirements and dimensions have not be updated since 1973.

As an example, Village Square located in Woodmere just off the I-271 interchange, is approximately 122,343 square feet in size and has a number of commercial businesses. Based on the current off-street parking regulations in the figure below, a building of this type and size is required to have 1,223 spaces onsite. If the same size building was located in the City of Beachwood, it would be required to have 490 spaces. If the same building was located in Orange Village it would be required to have only 611 spaces.

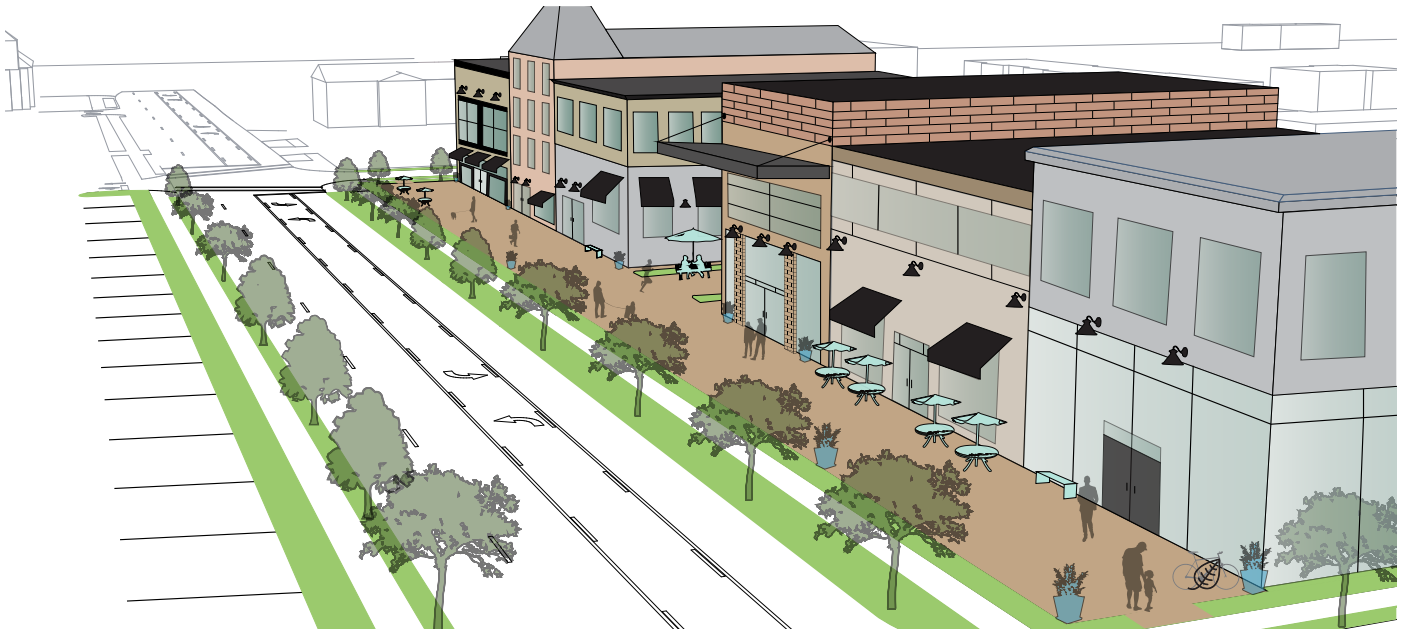
The Village of Woodmere should consider reduced parking requirements for businesses along Chagrin Boulevard and to locate parking to the side or rear of structures. This will not only help beautify the community’s main thoroughfare, but also open new opportunities for safer pedestrian connections, recreation options, out-parcel development, and enhanced landscaping features.

Figure 19
Potential Redevelopment Concept Top View (South Side Chagrin Boulevard) | Alternative A, Parking Reconfiguration & Updates



Alternative A provides an example of what can be utilized from existing development to provide a sense of place similar to that of the north side of Chagrin Boulevard. For this example, the existing structure would remain and the following updates could be implemented: 1) reconfigured and restriped parking; 2) enhanced landscaping and screening to provide an adequate buffer for residential areas and to shield pedestrians from vehicles; 3) update the facades and massing of the buildings to create unique and interesting roof lines; 4) widen the sidewalk in front of the plaza to create a defined "pedestrian zone"; 5) enhance crosswalks at Belmont Road/Chagrin Boulevard intersection; and 6) install crosswalks and a pedestrian activated signal to cross Chagrin Boulevard. The above graphic is for demonstrative purposes only and is not drawn to scale. Further analysis and study will be needed to determine preferred locations, designs, and amenities. The image is meant to guide ideas and think towards the future.

Figure 18
Potential Redevelopment Concept Looking East (South Side Chagrin Boulevard) | Alternative B, Complete Redevelopment



Alternative B provides an example of complete redevelopment of a southern Chagrin Boulevard property and what that could look like. Ultimately, storefronts could be pushed closer to the street and provide ample space for pedestrians, cyclists, and outdoor dining. This option would relocate access and parking in the rear of the structure and bring activity to the street side. This would be a large undertaking and would need involvement from property owners, tenants, the Village of Woodmere, and residents to make redevelopment of this scale occur. The above graphics are for demonstrative purposes only and are not drawn to scale. Further analysis and study will be needed to determine preferred locations, designs, and amenities. The images are meant to guide ideas and think towards the future.

4.3 STRATEGIES FOR MARKETING

STRATEGY 3.6

UTILIZE ACTIVATING EVENTS AS AN OPPORTUNITY FOR DESIGN CONSULTATION WITH BUSINESSES & PROPERTY OWNERS

The Village of Woodmere, like many other communities, is often faced with the design challenges of outdated building facades and property maintenance. Currently, the Village's design review process is applicant driven; meaning until a property or business owner approaches the Village with a new concept, enforcement of design is difficult. However, an "activating event" could be an excellent opportunity to engage in conversations with tenants, property owners, and other key stakeholders to discuss visions for their proposed building improvements.

WHAT IS A ACTIVATING EVENT?

An activating event can include a number of man-made or natural circumstances. In general, an activating event is any situation that requires or may lead to building improvements. This can include, but is not limited to, the exchange of property ownership, a planned exterior renovation, or a natural phenomenon such as a fire, flood, lightening strike, or other similar environmental incident.

Additionally, activating events can also help the Village discontinue any nonconforming uses that may be established within the community. If the structure of a nonconforming use is not salvageable after sustaining damage, then the Village should not allow such a use to continue in perpetuity. This will help eliminate any land conflicts where nonconforming uses may currently exist.

The Village of Woodmere should utilize these events as an opportunity to engage with stakeholders, discuss design options, and enforce any Village adopted design guidelines. This will help create a streamlined approach to the design application process and provide a more consistent look and feel throughout the entire community.

Figure 20
Examples of Activating Events

ENVIRONMENTAL EVENTS



Environmental Events, such as severe weather, lightening strikes, or heavy rain, can have significant impacts on physical structures. Damage sustained during such events may include wind or water damage, fallen trees that may collapse into a building, or even hail damage. If such events cause enough property damage, this may warrant an activating event and an additional design consultation with the Village for future plans to rebuild the structure.

MAN-MADE EVENTS



Man-made Events, such as kitchen fires, the exchange of property, or passing property down through families, could warrant an activating event. Property that comes under new ownership may drastically change a structure's facade because a new owner may want to take the property in a new direction or lease to new tenants. It is important that the Village remain knowledgeable of all transactions throughout the community.

PLANNED EXTERIOR RENOVATIONS OR MODIFICATIONS



Planned Exterior Renovations already have to go through a Village application and approval process and should continue to do so in the future. This should also include any exterior modifications, such as lighting, signage, minor repairs, or other similar undertakings.

STRATEGY 3.7

CONSIDER UPDATING CODIFIED ORDINANCES TO ALLOW FOR VILLAGE OWNED AND OPERATED ELECTRONIC MESSAGE CENTERS (EMCs)

Electronic Message Centers (EMCs) are digital signs that utilize light-emitting diodes (LEDs) to display rotating media, information, events, weather, or other relevant information. These signs can generally be changed or modified automatically or remotely, but need to be carefully monitored and regulated for the health, safety, and welfare of the community.

Currently, the Village of Woodmere does not have guidance for regulating this specific type of signage within the community. EMCs can pose a challenge for municipalities that do not have regulations to control their size, location, brightness, or other factors that could negatively impact the community and drivers.

The Village of Woodmere should consider the following:

- Permit one (1) Village-owned and operated EMC within the community at a prominent/highly visible location along Chagrin Boulevard
- Consider how often a sign message should change i.e., its “dwell time”
- Establish controls on the brightness of the digital sign as well as protections against disabling glare and light trespass by conducting an illumination study
- Require automatic dimming according to natural ambient light characteristics
- Utilize the EMC for Village administrative purposes only
- Allow emergency messages to be shown
- Protect municipal character and neighboring properties by evaluating an appropriate size, height, form, materials, roadway geometry, location, etc. of the EMC

Source: Chester County Planning Commission; Model Sign Ordinance, Montgomery County Planning Commission

Figure 21
Examples of Appropriate EMC Signage in Northeast Ohio



Source: County Planning; Mayfield Village, Ohio



Source: County Planning; City of Strongsville, Ohio

Figure 22
Potential Woodmere EMC Sign



The above graphic is for demonstrative purposes only and is not drawn to scale. Further analysis and study will be needed to determine a preferred location, design, and size. The image is meant to guide ideas and think towards the future.

4.3 STRATEGIES FOR MARKETING

STRATEGY 3.8 ESTABLISH BEST PRACTICE ZONING REGULATIONS TO PROMOTE REINVESTMENT ALONG CHAGRIN BOULEVARD

Chagrin Boulevard is the Village of Woodmere's primary roadway that not only helps to sustain the community, but also greatly contributes to the region as a whole. It is imperative that the Village remain collaborative and provide regulations that are conducive for supporting a wide variety of businesses, development, and redevelopment throughout the community.

Currently, Woodmere largely relies on standard Euclidean zoning practices, which are a relatively rigid set of development standards that take a hierarchical approach to permitted uses in each zoning district. Development, redevelopment, and storefront renovations can be significantly hindered if regulations are too rigid. While there are options to seek a variance or conditional use permit, there is no guarantee that either would be granted to an applicant and applications may be denied. Flexible zoning, or performance based zoning, is an alternative to conventional zoning that seeks to regulate the design and location of a use based on the characteristics of a particular site to support development. In general, flexible zoning looks to regulate the intensity of land uses through overall site performance measures.

A HYBRID APPROACH TO ZONING

Flexible zoning districts have three (3) main objectives: 1) protect area assets; 2) encourage desired types

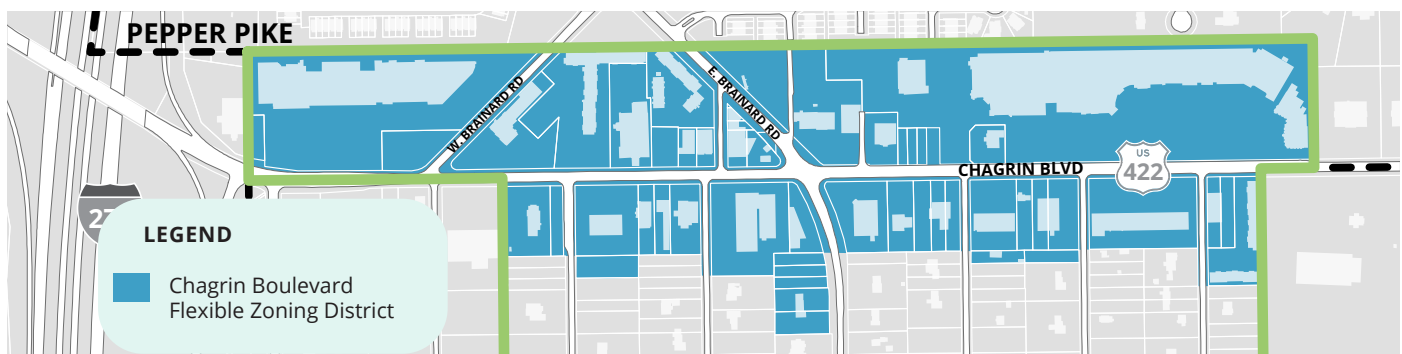
of development; and 3) discourage undesired types of development. Conventional zoning shares similar objectives, but will traditionally have a rigid framework of regulatory language that tends to keep individual districts and permitted uses very isolated. The potential benefits of flexible zoning could include:

- Energy conservation through limited site disturbance and reducing environmental impacts;
- Ensures proposed uses are appropriate to the specific character of a site and balances the level of development that the site can accommodate, and minimizes negative impacts on the community;
- Promotes natural resource protection and limits adverse impacts on neighboring properties - reduces potential conflicts between incompatible land uses; and
- Provides more discretion to the private sector in making decisions regarding the location of land uses.

By combining these two ideas, the Village could have a codified ordinance that not only provides the flexibility to competitively attract desired businesses into the community, but also provides the guidance necessary to limit any negative impacts on surrounding properties. With the implementation of such a district or overlay, it will be important to maintain landscaped and natural buffers between commercial and higher density uses from established residential neighborhoods.

The Village of Woodmere should consider a hybrid approach to zoning within the community, especially along Chagrin Boulevard, by maintaining conventional zoning to control broad types of land uses and by also implementing performance-based regulations to control density, open space, impervious surface area, setbacks, and other relevant site criteria.

MAP 7 — POTENTIAL CHAGRIN BOULEVARD FLEXIBLE ZONING OVERLAY



CLOSER LOOK | OFFICE TRENDS TODAY

Companies must determine how much office space is needed to accommodate their needs because the open design layout has replaced the traditional office cubicle layout over the last decade. Office space square footage factors into leasing costs. Too much office space and the company's revenue could decrease, too little space and employee productivity may decrease, which leads to a decrease in revenue as well.

Industry leaders report that office space per employee averages are expected to go through ebbs and flows during recessions and economic upturns. However, over the last thirty (30) years, office space per employee averages have steadily decreased from a 1992 high of 202 square feet per employee to a low of 171.6 square feet per employee in 2001-2002. It was only in 2010 that the averages rebounded to 197.3 square feet per employee. The national average is 194 square feet per employee.¹

In an annual report by CoStar, a commercial real estate information company, "the long-term trend in square footage per work [average] is clearly down".² Technological advances over the past decade such as tablet-sized computers, ease of information accessibility via the Internet, high-speed Wi-Fi connections, and the movement towards digital information sharing has made it easier for companies to move employees into fewer or smaller (office square footage) work spaces. The Millennial generation is the largest workforce in the United States, accounting for approximately 40% of remote workers.³ Millennials, often referred to as the "sharing generation" have more advanced, specialized digital skills and are credited as the main drivers of the "remote work model." It is forecasted that 33% of full-time employees will work remotely by the year 2028.⁴

This trend of companies finding ways to utilize fewer working spaces for employees could impact property owners that lease out commercial office space. However, there is a possible upside to this trend, due to leasees being able to sign smaller leases for less money yet allowing them to afford higher-end spaces and rents. Additionally, smaller companies and start-ups could collaboratively work to share leases to form coworking (accessible, fully outfitted, communal office spaces on short-term leases) and flexible office spaces. The demand for coworking has been just as strong as the demand to find fewer working spaces for employees. It is estimated that 30%-40% of the demand is accretive with the remaining spaces reserved for traditional office models.⁵ This arrangement could be advantageous as employers are seeking "amenity-rich office environments" to recruit employees that are highly-skilled in information technology and other related industries.

Technology companies and other industries such as medical and health, customer service, computer and information technology, accounting and finance, and education and training will continue to lead all industries in the move towards remote working; however, not all industries can or want to make a similar stance toward a nontraditional office model.⁶

THE I-271 CORRIDOR & OFFICE SPACES

The Cuyahoga County Department of Development in partnership with the Cuyahoga County Planning Commission, developed an Economic Development Framework which identified economic development and investment areas. One such area, the Headquarters Highway, is a stretch of commercial and retail businesses located near the I-90 and I-271 split in Wickliffe and Willoughby Hills in Lake County, heading south along I-271 to the I-480 and I-271 split in Bedford Heights in southeastern Cuyahoga County. The corridor is home to retail, finance, and insurance industries, such as Progressive and Parker Hannifin Corporation in Mayfield Heights and the Eaton Corporation with its operational headquarters located in Beachwood, Ohio.

Covering 20.8 square miles, Highway Headquarters, passes through numerous communities, most notably the gateway to the Chagrin Valley at the Chagrin Boulevard interchange in the Village of Woodmere. This part of the Highway, called the I-271 Chagrin Valley Corridor is home to major commercial, office, and retail areas along Chagrin Road (Eton Collection, Majestic Steel, UBS, Western Reserve Land Conservancy), Science Park Drive (Cleveland Clinic), Richmond Road (University Hospitals, Eaton Corporation), and Harvard Road (Harvard Park, Cuyahoga Community College).

Over the last five years, approximately 280,000 square feet of Class A commercial space has been added within a two-to-three-mile radius of the I-271-Chagrin Valley Corridor. To help understand office space types, building classifications are used to differentiate building types. Although, classifications may vary depending on location, Class A buildings generally have a newer appearance, are well-kept, easy access to highways, and command higher rents and leases. The management groups for these buildings usually have a larger commercial space retail and more diverse portfolio of office types. Class B buildings are a little older, but still attractive and well-kept with good access. Class C buildings generally are older buildings (more than 20 years old) that may require extensive renovations. Class C buildings are usually the type considered for redevelopment opportunities. The main building classifications within and surrounding the Chagrin

¹ Ponsen, A. (2017). *Trends in square feet per office employee: an update*. CoStar Portfolio Strategy Fall 2017.

² Ibid

³ Smith, D.C. (2018, May 31). *Top trends and metrics to watch in U.S. office space*. Retrieved from <http://blog.naiop.org/2018/05/top-trends-and-metrics-to-watch-in-u-s-office-space/>.

⁴ Guta, M. (2019, March 5). *73% of all small business teams will have remote workers by 2028*. Retrieved from <https://smallbiztrends.com/2019/03/remote-workforce-trends.html>.

Valley Corridor are Class A, Class B, and Class C. However, the number of Class C buildings are very limited.

While there are building classifications to rank the infrastructure and appearance quality of the building, other classifications, such as land code use, is sometimes used to categorize or describe a building further. For fiscal purposes, Cuyahoga County uses these land use codes for commercial buildings: 1-2 Story Buildings; Elevator Office Buildings: 2 or more stories; Medical Clinic-Office Buildings; Research & Development (R&D) Facilities; and Walkup Office Buildings: 2 stories or less. If the building has less than 3,000 square feet per floor or is a 2-story building, generally an elevator is not required. However, this is based on who occupies the building and where they are located within the building. If there are any medical offices, an elevator is required. Also, if there are any retail shops, an elevator is required.

There is a total office usage of 11,518,544 square feet across 105 buildings in the I-271-Chagrin Valley Corridor. The City of Beachwood accounts for approximately 87% (4,185,011 square feet of office space, 88 buildings) of office space in this region. The Village of Pepper Pike ranks next with 9% (442,901 square feet of office space, 9 buildings) when compared to the peer communities in the Chagrin Valley.

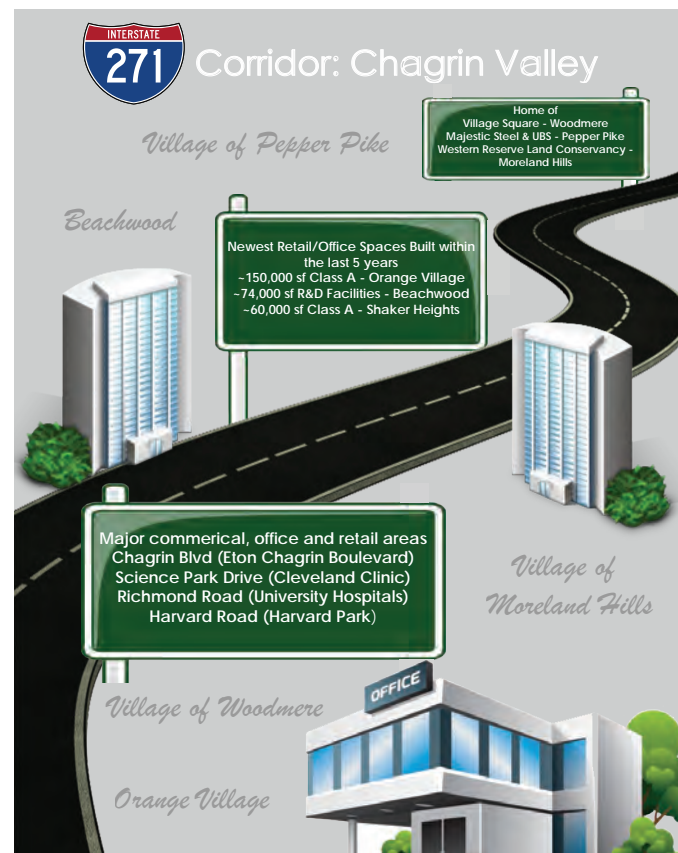
The Village of Woodmere has 97,717 square feet of office space spread across six (6) Class B buildings. Four (4) of those buildings are Elevator Office, containing two or more stories and total 53,174 square feet of office usage. That is 2% of all Elevator Office building types in the Chagrin Valley, considering Beachwood and Pepper Pike, which account for 98% of the total Elevator Office building type.

The 1-2 Story Office Building type distribution is more diverse as each community within the I-271 Chagrin Valley Corridor has significant office square footage. The City of Beachwood holds 87% of this office type, but the Village of Woodmere has the second most with 44,750 square feet of 1-2 Story Office building type. For the remaining office building types (Medical-Clinic, Walk-Up: 2 Stories or less, and R&D Facilities), the City of Beachwood has the most office square footage.

In 2015, approximately 74,000 square feet of Research and Development facilities came online in Beachwood, and in 2019 there is a proposed expansion of medical and office facilities near the University Hospitals campus (Richmond Road) soon which will bring additional Class A office space to the region.

In the fall of 2018, Pinecrest, a mixed-use district in Orange Village (north of Harvard Road, west of I-271) opened with approximately 150,000 square feet of Class A office space. That space will be used for Phillips Healthcare.⁷ And in late 2018-early 2019, approximately 60,000 square feet of Class A office space in the Van Aken District, a mixed-use district in Shaker Heights (Chagrin Boulevard at Warrensville Center Road), became available.

Figure 24
I-271 Corridor Areas of Interest



Source: County Planning

5 Cushman & Wakefield. (2018, August). *Coworking and Flexible Office Space: Additive or Disruptive to the Office Market?*. Retrieved from <http://www.cushmanwakefield.us/en/research-and-insight/2018/coworking-report>.

6 Solis, A. (2018, October 21). *Remote work trends for 2019: The present & future of remote work*. Retrieved from <https://remoters.net/remote-work-trends-future-insights/>.

7 CBRE Research- Cleveland Office. (2018, Quarter 4). *After quiet start to the year, Cleveland's office market on a 2018 on a positive note*. Retrieved from <https://www.cbre.us/research-and-reports/US-Office-Figures-Q4-2018>.

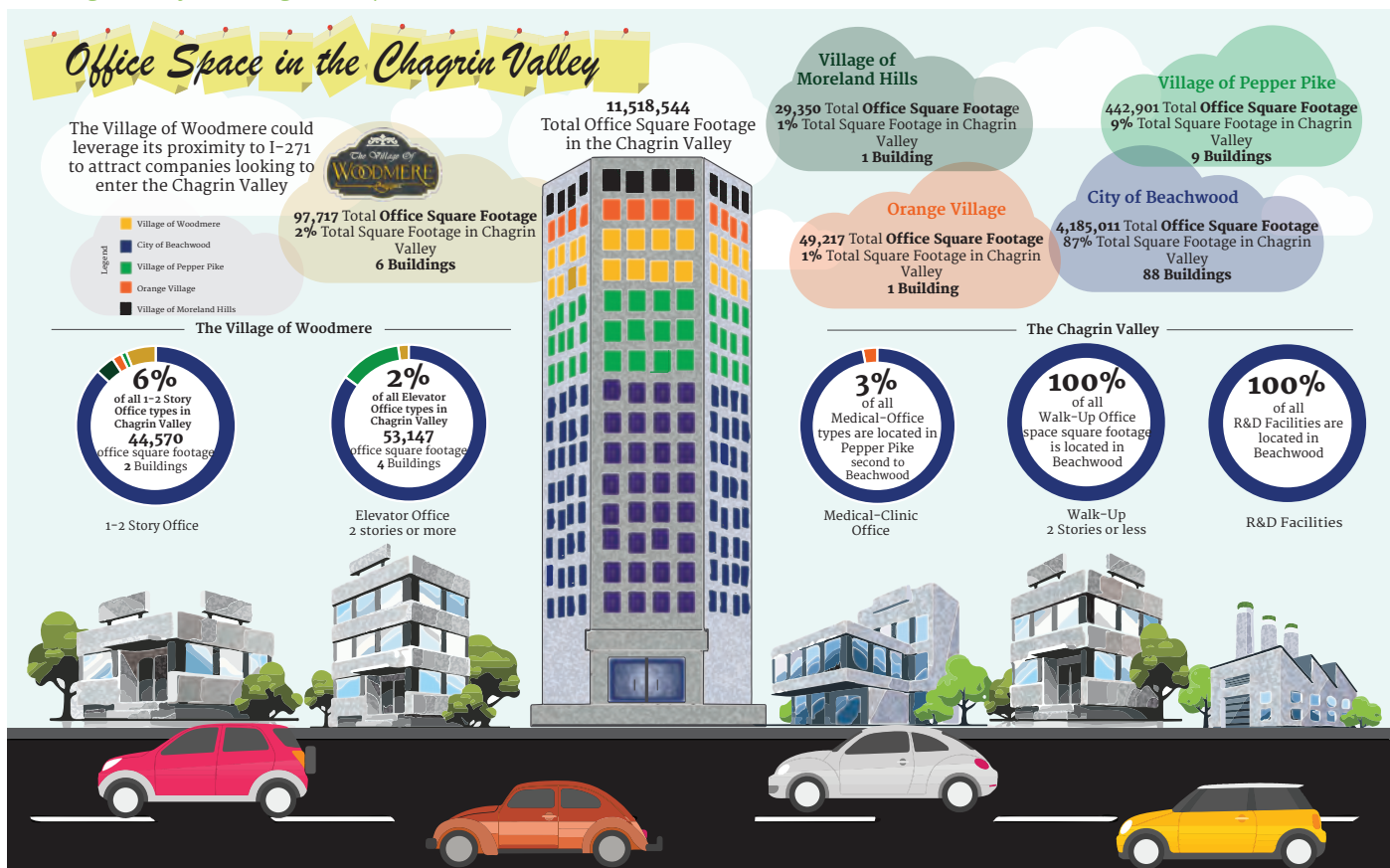
CLOSER LOOK | OFFICE TRENDS TODAY (CONTINUED)

GATEWAY TO THE CHAGRIN VALLEY

As the trend towards coworking and flexible office spaces continue to be at the forefront for the next five to ten years and the amount of office space square footage within the Chagrin Valley increasing, the Village of Woodmere could build on its position as the “Gateway to the Chagrin Valley.” The Village has approximately 98,000 square feet of commercial office real estate that could be used to attract companies and businesses within the medical, educational, and technology industries that are looking for first-rate office amenities at the “Gateway to the Chagrin

Valley.” These companies will seek to create collaborate office environments that provide a variety of workspaces to attract and retain talent close to live-work-play amenities. The Village of Woodmere has its own charming residential areas south of Chagrin Boulevard, modern retail districts in Eton Chagrin Boulevard and Village Square, and close proximity to the major medical, insurance, financial, and retail facilities along I-271. These amenities assure that the Village is well positioned to play a significant role in attracting those companies that are evolving to accommodate the remote working trend.

Figure 25
The Chagrin Valley & Existing Office Spaces



Source: County Planning

Figure 26
Examples of Existing Office Buildings in Woodmere



Source: County Planning



Trends in Office Usage

Technology industries in implementing remote working, but not all industries want or can move towards a nontraditional office model

Millennials account for 40% of remote workers and are the largest age group in the workforce

Coworking and Flexible Office Spaces will become the norm for smaller companies and start-ups

By the year 2028, 33% of full-time employees will work remotely

The national average is 194 square feet per employee



Source: County Planning

4.3 STRATEGIES FOR MARKETING

STRATEGY 3.9

INSTALL VILLAGE-WIDE WIRELESS NETWORKS TO CREATE A “SMART” COMMUNITY

The demand and necessity for high-speed internet connections have been exponentially growing as technology continues to be a primary driver for sustainable communities. Access to such technology not only acts as a conduit for attracting desired businesses, but can also greatly improve the quality of life for residents. Today, more and more educational programs and school districts are implementing technology based assignments and children who do not have access to the internet can be put at a disadvantage. Additionally, technology based companies and telecommuting are becoming an increasingly popular business decision. These are important factors to consider as technology and our necessity for reliable access continues to grow.

SMART COMMUNITIES OVERVIEW | WHAT IS THE “INTERNET OF THINGS”

Cities are continuing to digitally evolve and improve the lives of residents by utilizing initiatives to leverage technology investments. This “smart” community concept can be defined as a, “municipality that uses information and communication technologies to increase operational efficiency, share information with the public, and improve both the quality of government services and citizen welfare (TechTarget).”

All of these technological efforts start at the Internet of Things (IoT). IoT is essentially an ecosystem of physical devices, vehicles, appliances, and other things that have the ability to connect, collect, and exchange data over a wired and wireless network, with little or no human-to-human or human-to-computer intervention. This can include anything from cellphones and computers to other devices such as lamps, coffee makers, or headphones. The IoT allows devices to communicate with each other and people, and it is even estimated that over 100 billion of these connections currently exist across the world. In general, if a device has an “on” and “off” switch, it likely can be part of the IoT.

The Internet of Things has limitless opportunities for smart cities and is a relatively new concept for communities

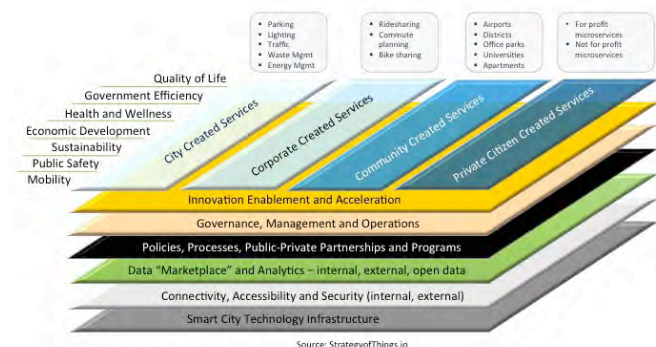
to consider. This could be applied to things such as transportation networks, energy consumption, and even improving how we work and live. The Village of Woodmere should take into account IoT as infrastructure improvements occur or other significant changes develop. Ideas could include interactive kiosks, cellphone destination pings upon entering Woodmere, or apps to help find available parking. This may prove to be extremely beneficial for marketing efforts and outreach as the community strives to become a technology hub for innovation.

TECHNOLOGY ECOSYSTEMS & WOODMERE

Smart communities are built on innovation and technology, but are driven by outcomes. A sustainable smart city can be described as a technology ecosystem with many parts that are working together to create desired end results. This ecosystem is built on many layers and typically comprises people, organizations and businesses, policies, laws, and processes that integrate technology to accelerate, facilitate, and drive it.

Communities that implement a smart city mindset can typically expect to see the following outcomes: 1) improved governance effectiveness and ease of doing business; 2) improved environmental, energy, water, and air quality management; 3) improved mental and physical health, social care, and well being; 4) enhanced transportation, transit, and traffic management; 5) increased business, employment, and productivity; 6) improved welfare and protection from crime, hazards, and disasters; and 7) improved standard of living, satisfaction, and happiness.

Figure 27
Smart City Ecosystem Framework



Source: StrategyOfThings.io

Source: www.iiot-world.com; *The Smart Ecosystem Framework-A Model for Planning Smart Cities*

CLOSER LOOK | SMART CITIES IN NORTHEAST OHIO

CREATING A SMART CITY | HUDSON, OHIO

The City of Hudson, Ohio has taken technology innovation to a new level and has begun to set a new standard for Smart Cities across the country. For the years 2018 and 2019, Hudson was named a “Smart21” Community of the Year by the Intelligent Communities Forum (ICF). ICF is a global network of cities and regions with a think tank at its center. Its mission is to help communities use Information and Communications Technology (ICT) to create inclusive prosperity, tackle social and governance challenges, and enrich their quality of life. In late 2015, Hudson began construction of a Velocity Broadband Network. As internet access became essential to businesses, the City began hearing more and more complaints about lack of reliable and affordable connectivity. The largest businesses located within Hudson could afford dedicated high-capacity internet service. However, smaller companies, which largely comprise the backbone of employment within the community, could not.

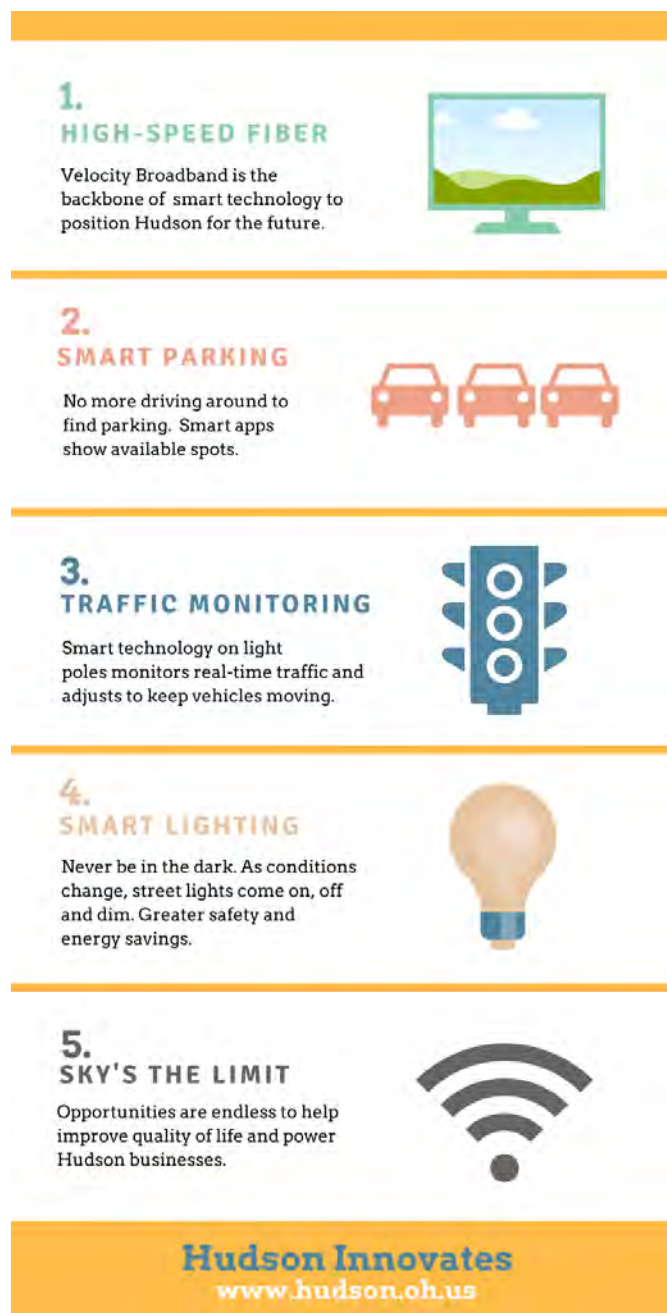
Ultimately, City Council decided to become its own retail service provider and made a \$3.3 Million internal loan so that the City's IT Department could begin to expand its fiber network, already in use by government entities, to the business community. Today, Velocity Broadband offers business customers a symmetrical 100x100 Mbps service with capability up to 10 Gbps. More than 150 business customers have subscribed to internet services and voice-over-internet-protocol telephones, producing revenues that continue to exceed operating costs. In addition to serving businesses, the City has also streamlined and digitized its permitting processes to drastically reduce processing times for applications and have also integrated wireless fire detection units in their historic downtown. A Smart City does not stop at businesses and governmental functions. The City of Hudson also works closely with its school district to not only provide STEM (Science, Technology, Engineering, Math) opportunities, but also host Digital Fabrication Camps that invite students from rural, or disadvantaged Ohio municipalities to participate in a three week learning and exploration program at their facilities. Overall, the City of Hudson is a great example of how starting small and building an IT interface can greatly improve the quality of life within a community.

Figure 28
Example of Mobile Apps & Electronic Portals | Engage Hudson



OHIO
HUDSON

Figure 29
Technology for a Smart Downtown | Hudson, Ohio



In 2015, the City of Hudson also launched Engage Hudson, a new mobile app designed to allow users greater access to Hudson services through iPhones and Android phones. Now users can submit service requests through the app, and those requests go directly into the City's work request system. This means service requests will be responded to quickly and efficiently, and the user be notified the instant the problem is resolved! Engaging citizens in the City's work process will help keep Hudson safe, clean and vibrant. Some of the unique features of the Engage Hudson app include: A modern, streamlined user interface - making it easy to submit customer service requests; GPS mapping, including map-based selection of the service location; The ability to easily upload a photo along with the customer service request; and In-app notifications when a service request has been completed.

Source: www.hudson.oh.us; Hudson, Ohio

4.3 STRATEGIES FOR MARKETING

STRATEGY 3.10

ESTABLISH THE VILLAGE AS A TECHNOLOGY HUB FOR FOCUSED EMPLOYER ATTRACTION

The future of technology is evolving at a strong pace. If businesses and communities do not embrace certain technological advances they may be left behind. It is important to think about tomorrow and what that looks like for the Village of Woodmere and how the community fits into the much larger “technology hub” concept for I-271 headquarters and corporations.

ECONOMIC GROWTH & THE CREATIVE CULTURE

Economic growth is largely powered by creative people with the ambition and willingness to push their ideas out into the open and make them a reality. There are three main components to driving economic growth:

- 1) **Technology:** providing access to efficient, reliable, state-of-the-art technology and network connections
- 2) **Talent:** attracting like-minded individuals of the creative culture to share ideas and support a collaborative environment
- 3) **Tolerance:** creating a supportive atmosphere of acceptance, openness, and willingness to observe new perspectives

Embracing new technology is critical to staying innovative in a highly competitive region. It is important to understand

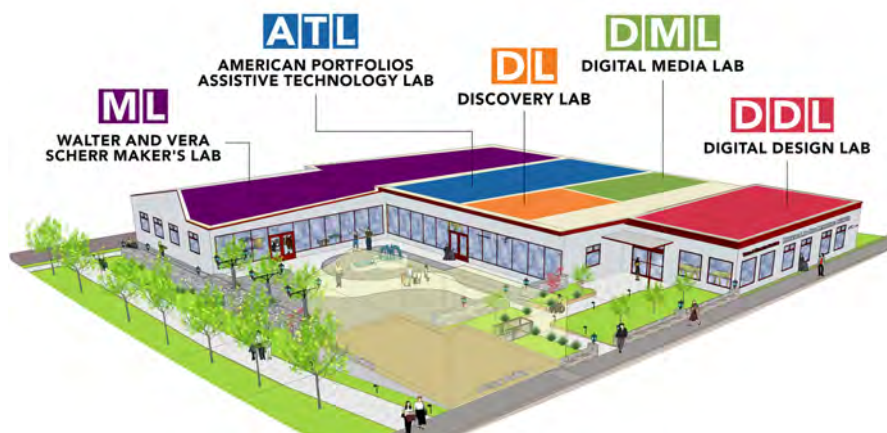
where technology innovation leaps are made and how best to keep pace with demand. By following these steps, the Village of Woodmere can be a leader in the future of technology development.

THINKING SMARTER, NOT HARDER

When it comes to technology, it is very easy to get overwhelmed and swept up in the excitement of it all. Newer concepts, like the Internet of Things, can be very complex, but the time to consider these ideas is now. It is important for a community to look at these concepts and create a plan that implements technology enhancements that are practical, useful, and affordable.

Creating and installing new technology based infrastructure enhancements can be costly, but partnerships, project advocates, and sponsors could help offset some of the costs associated with these types of improvements. One of the best places to start is to look at the resources around the community. The Village of Woodmere is surrounded by a wealth of educational programs and systems that could prove to be extremely beneficial partners in promoting and sustaining new technological advancements. Partnerships with local institutions such as John Carroll University, Case Western Reserve University, Cleveland State University, and Cuyahoga Community College could create a long-lasting collaborative relationship to help support Woodmere's hub for technology and innovation.

Figure 30
Example of a Small Scale Tech Hub | Technology Hub & Incubator (THINC)



Located in Hurleyville, NY, the Technology Hub and Incubator (THINC) at The Center for Discovery is at the core of assistive technology and innovation efforts. The facility allows The Center's clinicians, educators, and other staff to collaborate with engineers, inventors, designers, entrepreneurs, artists, and business leaders alike, creating an incubator for new ideas and the development of products based on the principals of universal design. The facility is staffed with experienced professionals and appointed with state-of-the-art equipment to support ideation, design work, and rapid prototyping, using 3D modeling and printing, CNC routing, laser cutting, and more.

Source: www.thecenterfordiscovery.org; Technology Hub and Incubator (THINC)

The northeast Ohio region continues to be a pioneer in terms of innovation and advances in technology. However, the concept of what industry looks like has begun to drastically change. The typical footprint of large scale operations and multi-story office buildings are being phased out and replaced with community “think-tank” work spaces. These spaces provide a collaborative environment for sharing ideas, transforming concepts into businesses, and connecting like-minded individuals. Knowing this, Woodmere needs to focus on how best to acquire the talent necessary to sustain these types facilities.

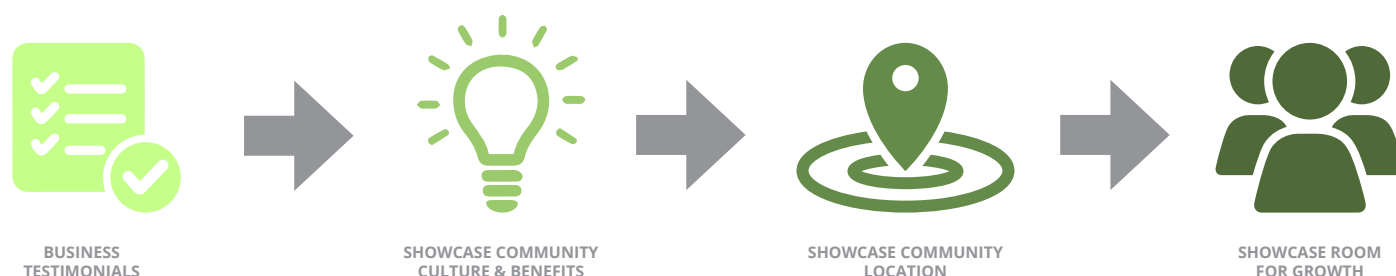
MEANINGFUL RECRUITING & MARKETING

The labor market for technology based careers is among the most highly competitive industries in today’s recruitment activities. Currently, the number of unfilled technology positions in the United States vastly outnumbers the number of physical employees within the field itself. With such a high demand for “tech talent,” recruiting has become an even more competitive exercise among both employers and communities.

There are four (4) main components to a meaningful marketing campaign for attracting both tech-startups and talent:

- 1) **Business Testimonials:** existing businesses that have been established within the community are a trusted source of information. These businesses can provide immense value from their personal viewpoints and experiences within the community.
- 2) **Showcase the Community’s Culture & Benefits:** show potential employers that the community is open to new ideas and embraces the future. The community can also show the available incentives for working with them over others in the area.
- 3) **Showcase why the Community is a Better Location over Others:** motivate employers and businesses by showing all the community has to offer. This could include available infrastructure, access to highways, available housing and amenities, and cost of living.
- 4) **Show there is Room for Growth:** demonstrate that the community either currently has or has the ability to meet the future growth needs of an incoming business. This could include appropriate measures for such activities as building renovations or the ability to expand and enhance technology infrastructure.

Figure 31
Meaningful Marketing for Talent Acquisition



TECH STARUPS & COWORKING SPACE

These “think-tank” work spaces are emerging as very popular alternatives to standard business practices. Located in the City of Akron, the Bounce Innovation Hub was founded in early 2018 and is the region’s very first innovation hub to serve the public entrepreneurial community. Located in the former B.F. Goodrich plant, Bounce provides more than 300,000 square feet of office, lab, and light manufacturing space that supports more than 50 organizations and 200 creators in the building.

Bounce not only provides an incubator program for startups, but also a mentoring program for entrepreneurs and a software accelerator for its members. This location has grown in popularity and is currently undergoing a 27,000 square foot renovation to include more co-working spaces, a makerspace, a cafe and meeting area, conference rooms, and a University of Akron esports lab.

To learn more about the Bounce Innovation Hub, please visit: www.bouncehub.org.

These shared spaces and “think-tank” concepts could prove to be very beneficial to the Village of Woodmere because of their potential for relatively small footprints and desire for such spaces in the technology, entrepreneurial, and education communities. Additionally, given the community’s location and proximity to higher education learning institutes, the Village could greatly benefit from joint ventures and partnerships with these various groups.



Source: Bounce Innovation Hub Facebook; www.bouncehub.org



Source: County Planning

4.4 MOBILITY

COMMUNITY GOAL 4

ENCOURAGE ALTERNATIVE MOBILITY OPTIONS THROUGH SAFE CONNECTION POINTS, ENHANCED LIGHTING, AND COMPLETING CRITICAL PEDESTRIAN GAPS

WHY IS THIS TOPIC IMPORTANT?

The ability to access local amenities by multiple means of transportation options is a key component of making a healthy and happy community. Mobility includes both access in and around the community along its transportation networks, and access to and within buildings and amenities.

The need for mobility doesn't stop once a destination is reached. It is important that businesses take mobility options into consideration as well. Not everyone owns or can operate a personal vehicle, and it is imperative to creating an atmosphere that is welcoming to all persons regardless of age, physical ability, or transportation choice.

Mobility and transportation are not only localized efforts, but also regional ones. It is important for the Village of Woodmere to look beyond its borders and work closely with its neighbors to meet the mobility needs of residents and the region as a whole.

WHAT DOES THIS TOPIC COVER?

This topic will look closely at the following:

- 1) Reviewing existing code regulations and how they can be improved to accommodate mobility options for persons of all ages, abilities, or transportation choices
- 2) Identifying critical pedestrian gaps along key corridors
- 3) Ensuring businesses have easily accessible points of entry for visitors
- 4) Installing pedestrian scale lighting along key corridors and businesses
- 5) Working closely with regional neighbors for a safe and complete transportation network

HOW DOES THIS SUPPORT THE COMMUNITY VISION?

Mobility supports the following Objectives as discussed within the Community Vision:



TRANSPORTATION

Enhance Alternative Transportation Options while Maintaining What We Have



CONNECTIVITY

Connect Residents & Visitors to Our Vibrant Civic Core



CHARACTER

Embrace & Market Our Unique Character



REGIONAL COLLABORATION

Work Collaboratively with Regional Neighbors & Partners

4.4 STRATEGIES FOR MOBILITY

STRATEGY 4.1

INSTALL PEDESTRIAN SCALE LIGHTING ALONG KEY CORRIDORS AND BUSINESSES

The physical presence of street lights provides many benefits: enhanced night safety, increased visibility, and the potential for increased usership of amenities. However, poorly designed lights can also have a number of negative effects as well primarily light pollution.

WHAT IS LIGHT POLLUTION?

Light pollution results from the inappropriate or excessive use of artificial light and can include glare, skyglow or the brightening over inhabited areas, light trespass, and “clutter,” or excessive groupings of light sources. Artificial light can also have detrimental effects on sensitive ecosystems, migrating animals, and can even disrupt a community’s natural circadian rhythm.

REDUCING NEGATIVE EFFECTS OF THE BUILT ENVIRONMENT

Unfortunately, light pollution is a common element of the built environment, but efforts can be made to minimize its adverse effects on the community and surrounding natural areas. The Village should replace older lamps or retrofit them with LED (light emitting diodes) panels. The Village can require any exterior lighting to contain a fully shielded light source to direct light downward, and encourage “warm” lighting that reduces the amount of sky brightening blue light. The Village should also consider a thorough review of its existing ordinances to encourage “dark-sky” compliant lighting options across the community.

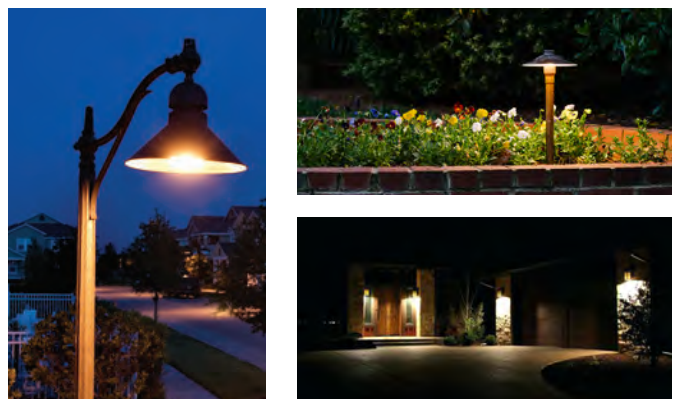
Additionally, lighting should be focused along key corridors and within business centers, but should be carefully thought out and planned with a master street lighting plan. If lighting should be desired within residential areas, input from residents will play a critical role in the decision process.

For more information on dark sky compliant lighting, please visit www.darksky.org

Figure 32
Examples of Dark Sky Compliant Lighting



Source: www.darksky.org



Source: Dark Sky compliant light examples, Google Images

Figure 33
Examples of Business Lighting



Figure 34
Examples of Pedestrian Scale Lighting



The above graphics are for demonstrative purposes only and are not drawn to scale. Further analysis and study will be needed to determine preferred locations and designs. The images are meant to guide ideas and think towards the future.

4.4 STRATEGIES FOR MOBILITY

STRATEGY 4.2

COLLABORATE WITH REGIONAL NEIGHBORS TO CREATE A SAFE AND COMPLETE TRANSPORTATION NETWORK

Sidewalks and other similar amenities are an important part of any community to ensure the safe passage of users and to improve the overall wellbeing of pedestrians. Currently, the Village of Woodmere is missing only one section of sidewalk along the frontage of the Village Square shopping plaza on the western community border. This is the last remaining segment along any of the Village's main roadways or corridors that does not have pedestrian accommodations, which the Village has plans to complete in the coming project years.

Additionally, the Village of Woodmere has an immense opportunity to collaborate with surrounding communities for creating a strong network of sidewalk and trail connections. Beachwood, Orange Village, and Pepper Pike all share a border with Woodmere and could be valuable partners in undertaking expansive roadway projects that should incorporate key sidewalk or trail infrastructure.

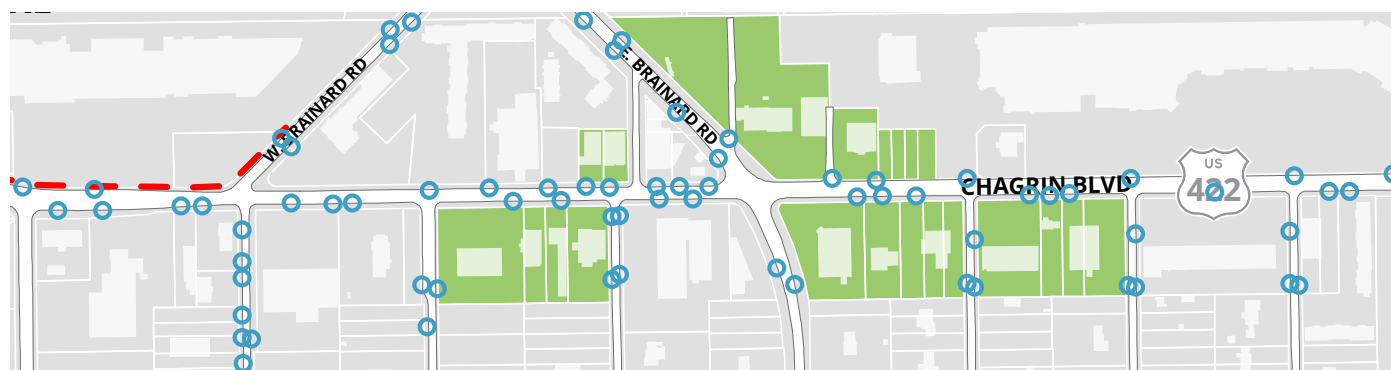
Having a complete pedestrian network among all of these communities would be a mutually beneficial amenity for attracting people into the area.

STRATEGY 4.3

WORK WITH LOCAL BUSINESSES AND PROPERTY OWNERS TO INCREASE PEDESTRIAN SAFETY ALONG PRIMARY CORRIDORS

The Village of Woodmere is largely a “destination” community with plentiful amenities and shopping well within walkable distances to each other. Additionally, Chagrin Boulevard is the most trafficked roadway within the community, which not only brings immense benefits and visibility to the Village, but also poses significant safety risks. It is important to recognize where pedestrian-vehicle conflicts could occur and seek to reduce the likelihood of crashes. Nearly all of Woodmere's shopping and working centers are concentrated along Chagrin Boulevard and are each accessed by individual driveways and aprons. The high number of driveways that cross pedestrian walkways can create conflicts with those using the sidewalks and can also increase the potential for crashes to occur. The Village of Woodmere should work with business owners to consolidate parking lots and reduce the number of curb cuts open to Chagrin Boulevard. This will not only create a safer, more conducive environment for walking, but also help reduce the number of locations where vehicles turn into traffic, and create a more organized and user-friendly streetscape.

MAP 8 — EXISTING PRIMARY CORRIDOR CURB CUTS & SHARED PARKING OPPORTUNITIES



LEGEND

○ Primary Corridor Curb Cut (Existing)

■ Opportunity Areas for Shared Parking

--- Critical Pedestrian Gap

STRATEGY 4.4

ENCOURAGE INCLUSIVE SUSTAINABILITY BEST PRACTICES FOR BUSINESSES

Inclusive Sustainability is the creation of policies and practices within a municipality that mutually benefits all members of the community and all abilities. In general, Inclusive Sustainability strives to eliminate both the physical and social barriers associated with participating in day-to-day tasks, programs, or other events.

The Village of Woodmere continues to be a premier destination within the northeast Ohio region. The I-271 interchange at Chagrin Boulevard can expect to see close to 40,000 vehicles a day in traffic, many of which travel through the Village of Woodmere itself. Creating an inclusive and unique experience is important when attracting visitors to stop and shop as they commute through the community.

BUSINESSES & ACCESSIBLE ACCOMMODATIONS

The businesses and commercial structures located within Woodmere have been constructed over several decades and have been held to different standards over the years. Today, inclusiveness, creativity in design, and atmosphere play an even more critical role in attracting new customers and creating repeat patrons. However, older establishments may find it challenging to meet all of the accessibility needs of its customers due to limiting factors such as overall space, structural issues, or costs.

As structures age they can become functionally obsolete and potentially pose new safety risks. Remodeling, renovating, or even a complete reconstruction may become necessary to not only improve an establishment's appearance and usability, but also provide modern accommodations and amenities for accessibility. The Village of Woodmere should work with business owners when alterations to their structures are proposed or other "activating events" (see page 42) occur to ensure that appropriate measures are taken at the maximum extent feasible to eliminate or reduce obstacles to accessibility. A "activating event" could include a planned remodel to an existing structure or an unplanned event such as a severe weather threat, fire, flood, or other environmental factor that destroys a certain percentage of a structure's critical construction (foundation, facade, roof, etc.) beyond repair.

MOVABLE VS. PERMANENT FIXTURES

Budgetary limitations are typically the largest obstacles to overcome when enhancing accessibility accommodations. While permanent solutions are a great long term goal, temporary fixtures are an excellent short term solution or a way to try new ideas before fully committing to the installation of such fixtures. In many cases these temporary fixtures are movable and can be adjusted to best fit the needs of an individual structure or business. This may be helpful when retrofitting older structures to meet modern accessibility regulations.

Movable fixtures could include entrance ramps or smooth door threshold covers, while more permanent solutions could include automatic doors, wider entrances, appropriately marked parking areas with ramps, or gender neutral accessible restrooms. Examples of these types of fixtures can be seen in the images below.

Figure 35
Examples of Moveable Fixtures (Short Term Solutions)



Figure 36
Examples of Permanent Fixtures (Long Term Solutions)



Source: Movable and permanent accessibility examples, Google Images

CLOSER LOOK | ACCESSIBILITY & CONNECTIVITY

With its smaller footprint, the Village of Woodmere has immense potential for community-wide connectivity -- much more so than a larger municipality. Making critical sidewalk connections and amenities easily accessible for everyone regardless of age or physical ability is not only important, but is the law in most cases.

WHY IS ACCESSIBILITY IMPORTANT?

The Village of Woodmere has a combination of structures, dwellings, and infrastructure that were built prior to the 1990 American with Disabilities Act (ADA) and those that have been built after. ADA is administered by the United States Department of Justice, Civil Rights Division and recognizes the importance of eliminating structural and architectural barriers. All new or altered facilities subject to ADA are required to be readily accessible to and usable by all persons regardless of physical ability.

In general, "No individual shall be discriminated against on the basis of disability in the full and equal enjoyment of the goods, services, facilities, privileges, advantages, or accommodations of any place of public accommodation by any person who owns, leases (or leases to), or operates a place of public accommodation (42 U.S. Code § 12182. Prohibition of discrimination by public accommodations)."

Accessibility is important because it creates an environment for inclusiveness, a sense of belonging, and supports the mobility needs of everyone.

ENCOURAGING MOBILITY OPTIONS

The Village of Woodmere is unique because of its small footprint, and this gives the Village an enormous advantage for community-wide connectivity and mobility. Having complete connections into amenities such as retail, community services, or other types of facilities is important, and being able to accommodate all modes of transportation is a critical part of creating a welcoming community.

Currently, sidewalks are limited to Chagrin Boulevard, but as seen in the map to the right there is one small section of sidewalk missing. Located in front of Village Square, this critical pedestrian gap (identified in red) poses a significant safety risk, especially to those with limited mobility or impaired vision. By installing this section of sidewalk, the entirety of Chagrin Boulevard within Woodmere will then have a complete network of sidewalks along both sides of the roadway.

Additionally, there are several secondary pedestrian gaps (identified in yellow) that could greatly benefit the Village of Woodmere were it to work with its neighbors completing their respective installations. As seen in the Map to the right, both sides of Brainard Road are missing sidewalks, as is a section between East and West Brainard Roads. This northern section in particular will need coordination with Pepper Pike, as this area is located solely within its

jurisdictional boundary. There are also opportunities to complete other pedestrian gaps to the east of Woodmere in Pepper Pike, along Chagrin Boulevard, as well. However, it is also important to note that none of the residential streets within the community have sidewalks.

THINKING REGIONALLY

As part of a larger County-wide effort, Cuyahoga Greenways is a joint effort to build an interconnected system of greenways and trails that link neighborhoods, parks, and public transportation, and create a comprehensive active transportation (walking and bicycling) network.

Through the Cuyahoga Greenways initiative, there is a "Future Regional Route" that has been recommended to pass through the Village of Woodmere along E. Brainard Road and then east along Chagrin Boulevard and eventually into the Cleveland Metroparks' South Chagrin Reservation. As seen in the map to the right, a trail could likely follow Chagrin Boulevard on its south side (identified in dark green); this proposed alignment will need to be taken into consideration if redevelopment of this area would ever occur in the future. Additionally, a "Future Key Route" has also been recommended to pass through Woodmere along Brainard Road (identified in brown). This trail would connect residents to Orange Village along Brainard Road and eventually west along Harvard Avenue.

There would be immense benefits to the Woodmere community if these types of facilities were installed. Benefits could include: easier and safer access to storefronts along Chagrin Boulevard; and access to amenities to the east and south such as the Orange City School District campus and the South Chagrin Reservation. The proposed trail could attract more pedestrian and bicycle traffic from neighboring communities into retail shops, and would encourage residents to be more active.



Trails not only offer immense health benefits, but economic ones as well. It has been determined that living near or having access to a trail could have the following benefits: increased property values; boosted spending in local businesses; can make the community an even more attractive place to live; can influence business location and relocation decisions; provide alternative transportation options; and can increase tax revenues.

Source: County Planning

PEPPER PIKE

271

W. BRAINARD RD

E. BRAINARD RD

CHAGRIN BLVD

US 422

WALNUT HILLS AVE

MAPLECREST AVE

IRVING PARK AVE

BRAINARD RD

AVONDALE RD

ROSELAWN RD

BELMONT RD

ORANGE VILLAGE

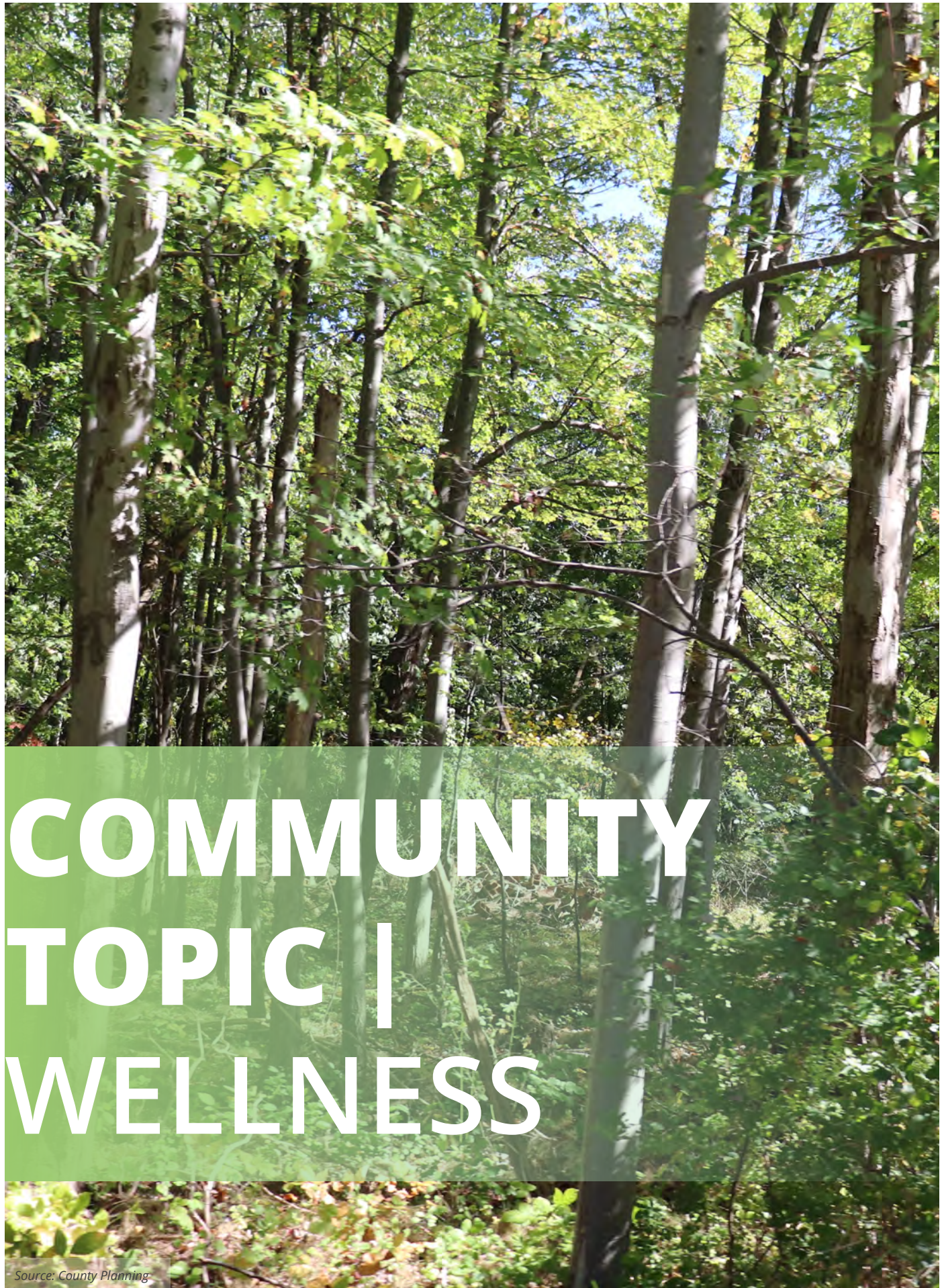
LEGEND

- Critical Pedestrian Gap
- Pedestrian Gap
- Recommended Regional Bike Route (Cuyahoga Greenways)
- Recommended Key Bike Route (Cuyahoga Greenways)

Accessible automatic door buttons: Automated doors are a great way to eliminate the need for significant strain to open a door.



A wide, paved pedestrian walkway lined with young trees and modern streetlights, leading towards a large, modern building in the background.



COMMUNITY TOPIC | WELLNESS

Source: County Planning

4.5 WELLNESS

COMMUNITY GOAL 5

PROMOTE COMMUNITY WELLNESS BY PROVIDING SPACES FOR RECREATION, HEALTHY LIVING, AND SOCIAL INTERACTIONS

WHY IS THIS TOPIC IMPORTANT?

A community that supports wellness and provides health incentives through park and recreation opportunities also plays a fundamental role in enhancing the quality of life for residents. Studies conducted by the National Recreation and Park Association (NRPA) assert that, “more time spent in parks and green spaces can help individuals fight against mental health issues like depression, anxiety, and stress.”

In addition to addressing mental health issues, community wellness also addresses the physical needs of residents. There is a well-known link established between the physical activity associated with parks and recreation programs and the reduction of chronic diseases. A community that offers a variety of recreation options, programs, and greenspaces has higher odds of improving the lives of residents, and can reduce the likelihood of detrimental health impacts.

WHAT DOES THIS TOPIC COVER?

This topic will look closely at the following:

- 1) Installing park amenities such as a walking trail, pocket park, or community garden in the residential areas south of Chagrin Boulevard
- 2) Exploring the option of relocating Village administrative functions to a new combined facility with a Community Center
- 3) Promoting community wellness through recreation events and programs

HOW DOES THIS SUPPORT THE COMMUNITY VISION?

Wellness supports the following Objectives as discussed within the Community Vision:



TRANSPORTATION

Enhance Alternative Transportation Options while Maintaining What We Have



CONNECTIVITY

Connect Residents & Visitors to Our Vibrant Civic Core



CHARACTER

Embrace & Market Our Unique Character



REGIONAL COLLABORATION

Work Collaboratively with Regional Neighbors & Partners



SUSTAINABILITY

Strengthen the Village's Position on Sustainable Development

4.5 STRATEGIES FOR WELLNESS

STRATEGY 5.1

EXPLORE THE OPTION OF RELOCATING VILLAGE ADMINISTRATIVE FUNCTIONS TO A NEW COMBINED FACILITY WITH A COMMUNITY CENTER

Woodmere's residents have long supported community amenities outside of the Village boundary. However, a desire for a community space located within the Village itself continues to be at the forefront of discussions among residents. A year-round location for gatherings, public spaces for meetings, and a safe place for children to gather is an important component for any community.

The existing Village Hall is shared among administrative functions, Council chambers, Police Department, and Fire Department. While the structure is currently undergoing a renovation, its overall size remains a limiting factor to modernization and maintaining a multi-functional space into the future. If a new facility was constructed with the idea to not only relocate administrative functions, but to incorporate these into a combined structure with a community center, services and places to safely gather would be in immediate access to residents and visitors. Additionally, the existing Village Hall could then be reconfigured to accommodate larger Police and Fire Departmental areas.

As seen in the graphic to the right, a combined facility could be located as an out-parcel development within the Village Square parking area. There is immense potential at this location, as it would be a highly visible gateway to the community, by all modes of transportation, and would attract more visitors into the Village Square shopping plaza.

THE BENEFITS OF A COMMUNITY CENTER

There are many benefits that a community center can provide; it:

- Promotes exercise and wellbeing;
- Boosts local economic activities and property values;
- Provides a place for children and teens to safely gather;
- Provides meeting spaces for community events;
- Creates a "community hub" for activity; and
- Promotes a sense of community pride.

A POINT OF PRIDE

A community center with state-of-the-art features and amenities will serve the needs of Village government and also those of the community at large. The proposed location will serve as a major gathering place for activities and will better position the Village to balance administrative needs and residents' and business' needs.

Having a facility where residents and visitors want to congregate will become a point of pride within the Village and be an example to the region as to why Woodmere continues to be an ideal community to live.

BUILDING FEATURES | GREEN INITIATIVES

As seen in the graphic to the right, the proposed structure could include a number of noticeable features to make it a one-of-a-kind facility. Some of these key features could include:

- Greenroof/Rooftop garden with shade sails, picnic tables, and walking paths;
- Glass features and access points for maximum natural light to reduce the need for artificial light;
- Well placed and noticeable signage to easily locate the facility/exposure off the highway; and
- Ample roof space to accommodate green energy systems such as solar or rain catchment.

As Woodmere continues to pursue its sustainability initiatives with Village projects, a new combined community center and Village Hall could be a demonstration project, not only within the community, but within the region. "Going green" has many benefits, such as lower day-to-day energy costs, better water use efficiency, reduced overall waste, and reduced negatives effects on the environment.

The Village recently built its new Service Department facility, which incorporated a number of "green" features, including a rain catchment system to wash all utility vehicle for the Village. This not only helps reduce the amount of runoff flowing through the community, but also reduces the amount of water usage within the Village.

CLOSER LOOK | STRENGTHENING COMMUNITY PRIDE

Currently, the Village of Woodmere does not have a dedicated community space where residents can gather socially. A combined Village Administration and Community Center facility is something that residents have long desired and would not only help create a sense of pride within the Village, but also exemplify why Woodmere is a desirable place to call home.

Additionally, as the Woodmere community continues to grow and thrive, Village services and amenities need modernized spaces to fully serve and protect its residents and visitors. Moving administrative services into a new facility will create additional space for the Police and Fire Department at the existing facility (located at the corner of W Brainard Road and Chagrin Boulevard). It will also provide Village personnel with modern equipment and space in which to best serve the public.

As seen in the concept rendering below, a combined Village Headquarters and Community Center utilize excess space in the existing Village Square parking lot. The structure could face the street and would be one of the first things visitors see coming off of the I-271 interchange. The facility could include office spaces for administrative purposes, indoor courts, meeting rooms, lounge spaces, or study rooms. To continue sustainability initiatives, the rooftop could be fully utilized for green infrastructure through a rainwater capture system, or for solar panels.

This would be a community-wide undertaking and will need support from residents. The space could be instrumental in keeping Woodmere as a premiere community to call home.

Figure 38
Proposed Combined Village Hall & Community Center



The above graphic is for demonstrative purposes only and is not drawn to scale. Further analysis and study will be needed to determine a preferred location, design, and amenities. The image is meant to guide ideas and think towards the future.

4.5 STRATEGIES FOR WELLNESS

STRATEGY 5.2

CONSIDER A NEIGHBORHOOD TRAIL ALIGNMENT TO PROVIDE RECREATION OPTIONS AND PROMOTE COMMUNITY WELLNESS

The Village of Woodmere does not currently have any dedicated spaces for community recreation. There are a number of passive parks just outside of Woodmere, but residents would need to travel at least 1.5 miles to access the nearest park for active recreation at Beachwood's City Park.

Even though Woodmere is small in size, there is immense opportunity to provide outdoor recreation amenities and options for residents and visitors in the vacant land south of Chagrin Boulevard. As depicted in the map on the next page, there are several main areas for potential trail alignments throughout these residential areas.

TRAIL ALIGNMENT OPTIONS & SUPPORT

There are many possibilities and things to consider in selecting the right trail alignment for Woodmere: environmental constraints, easements, and community support are just a few of the issues that can arise.

Figure 39
Examples of Recreation Trail Amenities



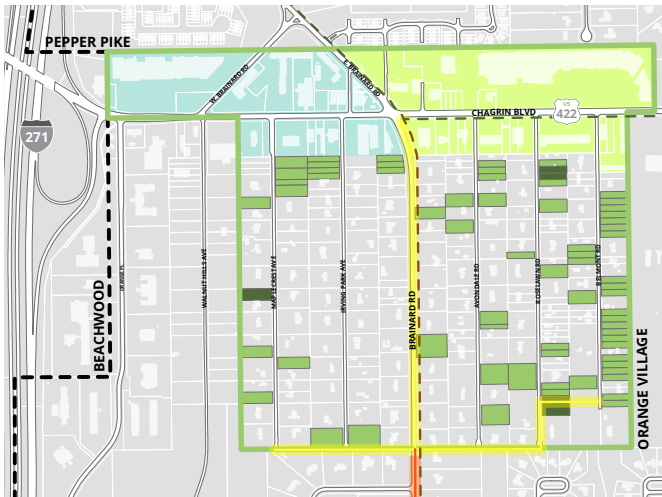
The above graphics are for demonstrative purposes only and are not drawn to scale. Further analysis and study will be needed to determine preferred locations and designs. The images are meant to guide ideas and think towards the future.

Below, are just three of these options from the easiest to most difficult to implement:

- **Option A (minimal difficulty):** this option would utilize the existing residential street system to supplement the installation of a trail, but would include dedicated signage, follow existing utility easements on the southern border, follow a moderately trafficked road (Brainard Road) which would tie into planned trails in Orange Village to the south, and border a vacant Village owned parcel.
- **Option B (moderate difficulty):** this option would include all components of Option A, but would also include a section that crosses the community from west to east along residential lot lines, but could create a complete recreation loop.
- **Option C (most difficult/ambitious):** this option would include all components of Options A & B, but would also include secondary trails along Maplecrest Road and along Chagrin Boulevard to Brainard Road.

The implementation of any proposed community recreation trail will require acquisition of vacant land, and participation from the public and other stakeholders. It is important to coordinate these efforts to ensure that proper trail alignments are endorsed by the community. If a more extensive trail alignment is desired by the community, Options A through C could be part of a phased approach for an all purpose recreational trail system.

MAP 11 — POTENTIAL NEIGHBORHOOD TRAIL ALIGNMENT | OPTION A

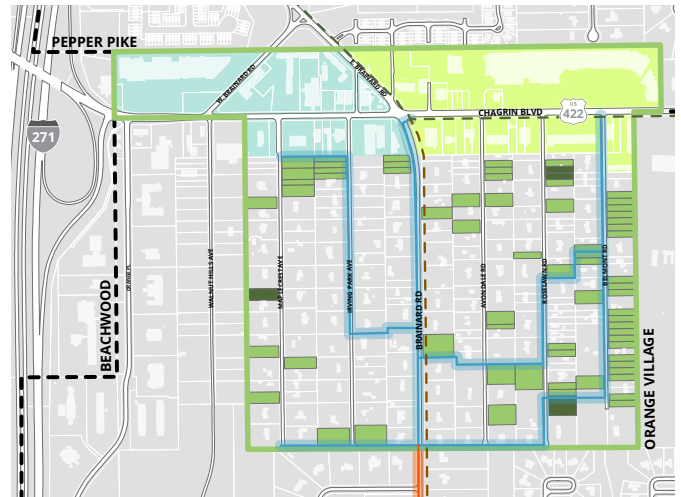


Level of Implementation Difficulty: Minimal*

Potential Amenities: Walking/Biking Trails

Total Trail Length: Approximately 1.0 mile

MAP 10 — POTENTIAL NEIGHBORHOOD TRAIL ALIGNMENT | OPTION B

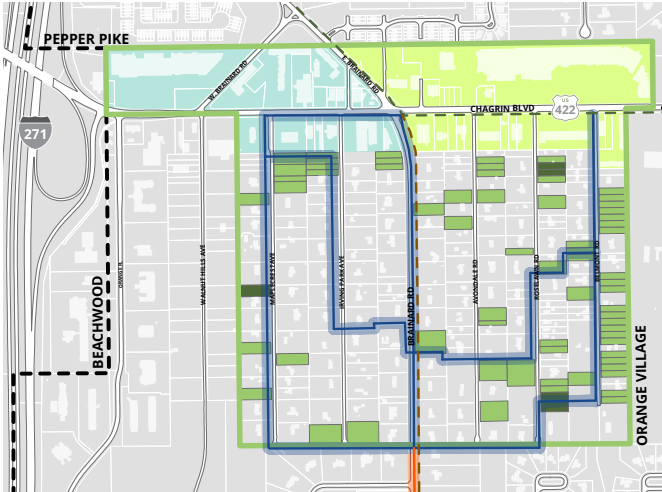


Level of Implementation Difficulty: Moderate*

Potential Amenities: Walking/Biking Trails, Playgrounds, Exercise Stations

Total Trail Length: Approximately 2.5 miles

MAP 12 — POTENTIAL NEIGHBORHOOD TRAIL ALIGNMENT | OPTION C



Level of Implementation Difficulty: Ambitious*

Potential Amenities: Walking/Biking Trails, Playgrounds, Exercise Stations, Community Garden, Picnic Areas

Total Trail Length: Approximately 3.0 miles

LEGEND

- Village West
- Village East
- Recommended Regional Bike Route (Cuyahoga Greenways)
- Recommended Key Bike Route (Cuyahoga Greenways)
- Other Trail Continuations Outside of Woodmere
- Proposed All-Purpose Trail (Option A)**
- Proposed All-Purpose Trail (Option B)****
- Proposed All-Purpose Trail (Option C)****
- Village Owned Vacant Land
- Privately Owned Vacant Land

*Minimal Difficulty: least amount of resources required, easements already exist, utilize Village owned vacant land; Moderate Difficulty: may require more resources, land or easement acquisitions, will need to work closely with property owners; Most Difficult/Ambitious: will likely require the most resources, land acquisitions and easements will be necessary, will need to work closely with both property owners and businesses.

** Proposed All-Purpose Trails Option B & C are more robust trail alignment options that will take a much larger community-wide effort for approval. This could include land acquisitions, easement agreements with property owners, and extensive public outreach. However, all three options will provide a secondary pedestrian network where residents can safely access nearby amenities and be given localized choices for recreation. The above maps are designed to spur conversation and ideas. Further analysis and study will be needed to determine a preferred location, design, and amenities of a community all-purpose trail.

ECONOMIC IMPACTS OF LOCAL PARKS

Parks and recreation facilities and programs are a critical piece of creating a healthy, prosperous, and connected community. Millions of people benefit directly from local park and recreation agencies in many ways. These agencies create gathering places to meet with friends and family; maintain open spaces for exercise and reconnecting with nature; and provide community resources for education and programs.

Some of these additional benefits can include:

- 1) **Economic Development:** Park and recreation facilities improve the quality of life in communities and benefit the local economic development of a region. A recent survey in *AreaDevelopment*, a prominent planning forum and editorial board, notes that three-quarters of corporate executives rate quality-of-life features as important factors when choosing a location for a headquarters, factory, or other company facility.
- 2) **Visitor Spending:** Many local park and recreation agency amenities spur tourism to their respective locales, and generate significant economic activity. This includes (but not limited to) increased sales at local restaurants/bars and hotels. The August 2017 the National Recreation and Park Association (NRPA) Park Pulse poll found that park and recreation amenities, such as beaches, parks, trails, and secluded and relaxing places, are important to people when choosing a vacation destination.
- 3) **Health & Wellness:** Parks and recreation promote improved physical and mental health. This not only helps people feel better, but can also help lower medical and insurance costs for those people taking advantage of those facilities and activities. Three in five respondents to the November 2017 NRPA Park Pulse poll indicated they would take up walking or jogging in local parks, trails, or around their neighborhoods if advised by their doctors to be more physically active.
- 4) **Conservation & Resiliency:** Park and recreation agencies' protection of land, water, trees, open spaces, and wildlife improves air and water quality in communities. Through effective land management methods and green infrastructure investments, parks and recreation make communities more resilient to natural disasters and reduce disaster recovery and insurance costs. Eighty-seven percent of respondents to the 2017 NRPA Americans' Engagement with Parks Survey agree that their local government and local parks and recreation agency should make the needed investments to ensure their communities are more resilient to natural disasters.
- 5) **Property Values:** Economic research has demonstrated consistently that homes and properties located near park and recreation facilities have higher values than those farther away. Higher home values not only benefit the owners of these properties, but also add to the tax base of local governments. Eighty-five percent of respondents to the 2017 NRPA Americans' Engagement with Parks Survey seek high-quality park and recreation amenities when they are choosing a place to live.

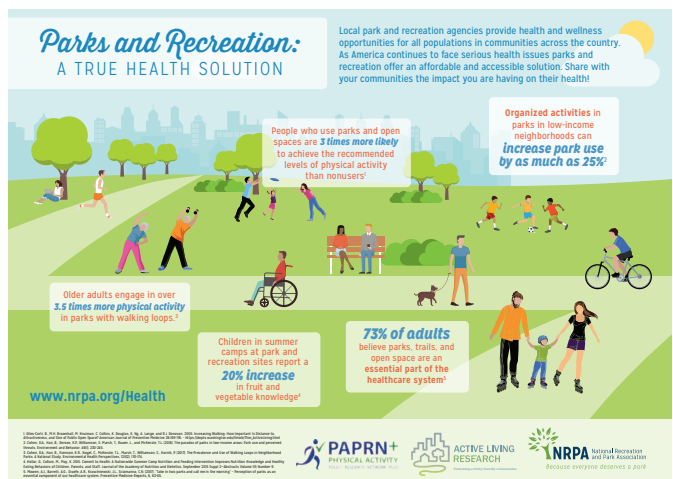
In addition to these important equity builders, parks provide tangible economic benefits and incentives as well. In 2015 alone, America's public park and recreation agencies generated more than \$154 billion in economic activity and supported more than 1.1 million jobs.

UNDERSTANDING THE IMPORTANCE OF PARKS

The economic impacts of parks and recreation agencies can have immense effects on the community. In 2016, the National Recreation and Park Association (NRPA) launched an annual survey that investigates how Americans engage with their local park and recreation agencies. Each year, the study examines the importance of public parks in the lives of Americans, including how parks compare to other local government services and offerings. Now in its third year, the 2018 Americans' Engagement with Parks Report looks at how Americans interact with parks, the key reasons driving this interaction, and the greatest challenges that prevent increased usage.

Some of the report's key findings include:

- 3 in 4 Americans say they live within walking distance of a local park or other recreational facility;
- 85% of Americans support efforts such as the 10-minute walk campaign;
- 78% of Americans indicate they want to increase parks and recreation funding; and
- More than 9 in 10 Americans agree that the provision of park and recreation facilities and programs are an important government service.



Source: www.nrpa.org

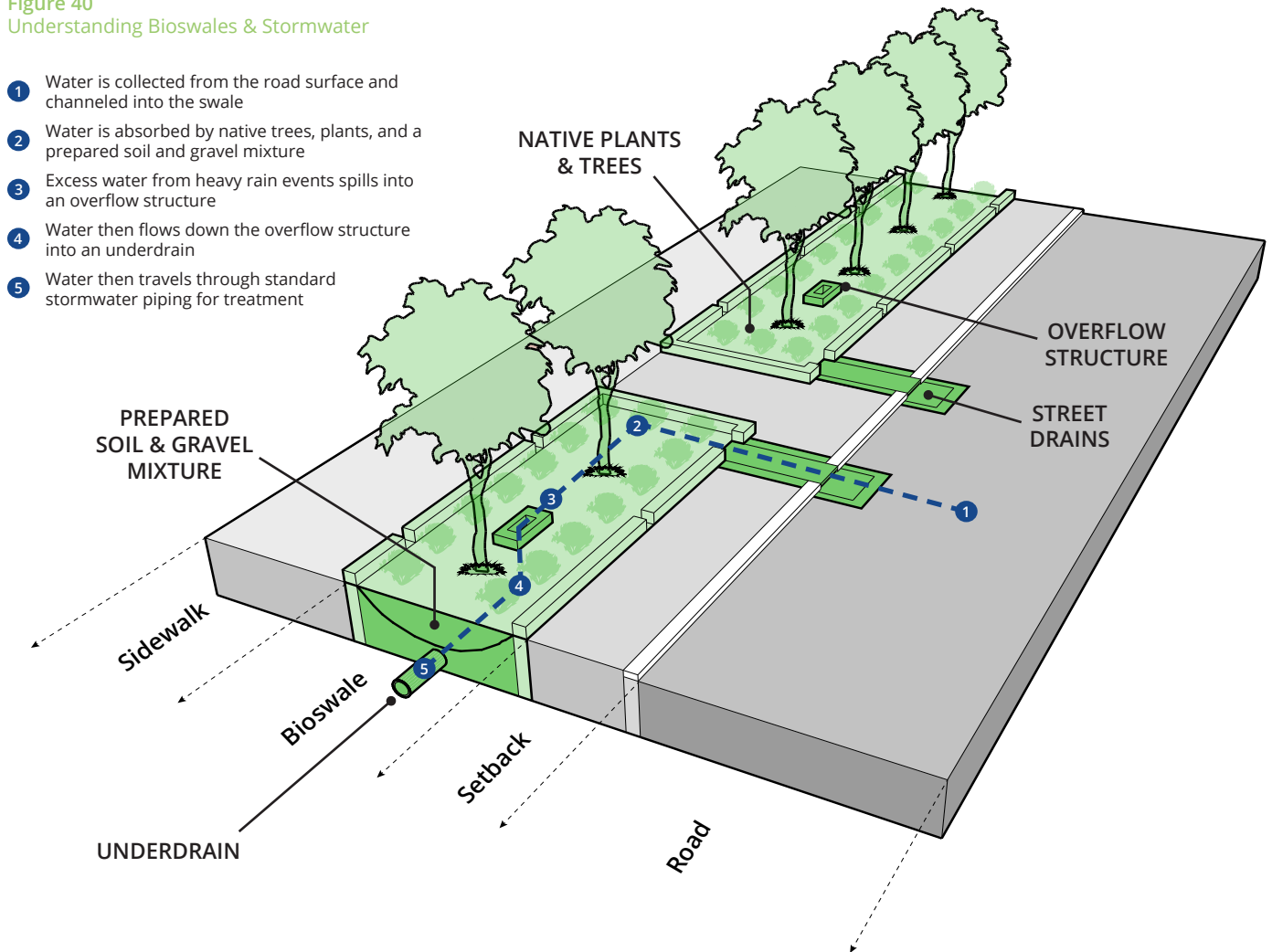
HEALTH IMPACTS OF LOCAL PARKS & GREEN INITIATIVES

Parks are continuing to emerge as one of the most efficient and important public health solutions in urban communities. Some of the health benefits residents can expect from living in close proximity to a park or green space could include:

- Improved mood and overall attitude;
- Stress reduction;
- Better mental health and concentration;
- Improved mindfulness and creativity; and
- Building social capital and relationships.

In addition to positive health impacts to residents, parks also provide immense benefits to the natural environment as well. Parks and green infrastructure, such as bioswales and native plantings, not only provide aesthetically pleasing spaces to enjoy, but these areas also contain the space necessary for stormwater retention and absorption. Parks provide the necessary systems to help alleviate flooding, improve air quality, and serve the greater needs of the region. For example, Woodmere's excess stormwater flows to the east into Wiley Creek, which then feeds into the Chagrin River to the southeast. A significant flood event in Woodmere could have consequences further downstream. It is important to work collaboratively with neighboring communities to plan ahead and design collaborative solutions for mutual benefits.

Figure 40
Understanding Bioswales & Stormwater



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

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

4.5 STRATEGIES FOR WELLNESS

STRATEGY 5.3 PROMOTE COMMUNITY WELLNESS THROUGH EDUCATION, RECREATION EVENTS, AND PROGRAMS

Woodmere residents care deeply about inclusiveness and community-wide events and programs that encourage diversity. Recreation-focused events and programs can be extremely beneficial for educational awareness of healthy choices, and can promote a higher quality of life within a community.

RECREATIONAL PROGRAMS & EVENTS

There are many opportunities for recreation-focused programs and events within Woodmere. Some of these could include:

- **Health Campaigns:** the Village could initiate health programs such as a “Get Moving” campaign, which encourages being active at least 20 minutes a day, three days a week. Incentives could include rewards such as t-shirts, water bottles, or other commemorative items for the completion of the campaign.
- **Generational Programming:** the Village could focus its programs to meet the needs of different ages within the community. This could include summer day camps, clubs, and classes for children, teens, and seniors.
- **Life Sports:** the Village could encourage activities that are appropriate for all ages. This could include walking or jogging clubs, biking, and play or social groups for children.

WHY IS THIS IMPORTANT?

It is important to educate the public on community wellness initiatives because they not only bring residents together, they also seek to reduce the growing trends in health concerns, such as obesity and heart disease. According to the Centers for Disease Control and Prevention (CDC), from the years 2015 to 2016, nearly 1 in 5 children (ages 6-19 years) in the United States was considered obese. The availability and access to local recreational programs and amenities can greatly reduce the risk of developing health issues in both youth and adults. The Village should look to expand its offerings to residents and market these initiatives for improved health awareness throughout the community.

CREATING A HEALTHY & ACTIVE COMMUNITY | HEALTH IMPROVEMENT PARTNERSHIP (HIP-CUYAHOGA)

The Health Improvement Partnership, or HIP-Cuyahoga, includes over 100 active organizations in a group consortium and over 600 people in their network of partners. HIP-Cuyahoga’s mission is, “to inspire, influence, and advance policy, environmental, and lifestyle changes that foster health and wellness for everyone who lives, works, learns, and plays in Cuyahoga County (HIP-Cuyahoga Mission).”

Cuyahoga County is a place where residents can live, work, learn, and play in safe, healthy, sustainable, and prosperous communities. HIP-Cuyahoga understands that neighborhoods and communities are not all created equally, and some people are born and live in places where it is difficult to grow up with healthy choices and thrive. Knowing this, HIP-Cuyahoga has identified four (4) critical priority areas to address the most pressing issues impacting the health of the County’s residents: 1) Eliminate Structural Racism (ESR); 2) Healthy Eating and Active Living (HEAL); 3) Linking Clinical and Public Health; and 4) Chronic Disease Management (CDM). The four (4) priority areas are also focused into subcommittees with partners such as the Cuyahoga County Board of Health and Case Western Reserve University School of Medicine.

The Village of Woodmere should consider a partnership with HIP-Cuyahoga to ensure community policies, programs, and other wellness initiatives are equitable and accessible to all residents.

For more information on HIP-Cuyahoga and its partnerships, please visit: www.hipcuyahoga.org.



Source: www.hipcuyahoga.org

STRATEGY 5.4

CONSIDER AN EXPANDED PARTNERSHIP WITH OCE&R AND THE OCSD FOR LOCAL RECREATIONAL OFFERINGS

The Village of Woodmere is surrounded by plentiful regional amenities, but there are still missing components to creating a network of recreational options for residents. Woodmere is located in the highly desirable Orange City School District (OCSD), which welcomes residents to also utilize Orange Community Education & Recreation (OCE&R). Both the OCSD and OCE&R are located on the same education campus in Pepper Pike, and provide a wealth of programs and amenities for children, teens, families, and seniors.

THE BENEFITS OF AN EXPANDED PARTNERSHIP

Implementing and maintaining recreation programs can be an expensive undertaking that typically requires resources from many places. Woodmere is limited by its size to offer a wide range of programs; however, a stronger partnership with OCSD and OCE&R could help offset some of the necessary costs and provide the resources necessary to create programs tailored specifically to Woodmere residents and students.

The Village of Woodmere should strongly consider an expanded relationship with both the Orange City School District and Orange Community Education & Recreation to provide recreation and education resources to Woodmere residents at a more localized scale. This could include support for the development of parks, and additional education programs for Woodmere students and residents.

To Learn. To Lead.
To Make a Difference.



Source: OCE&R Facebook