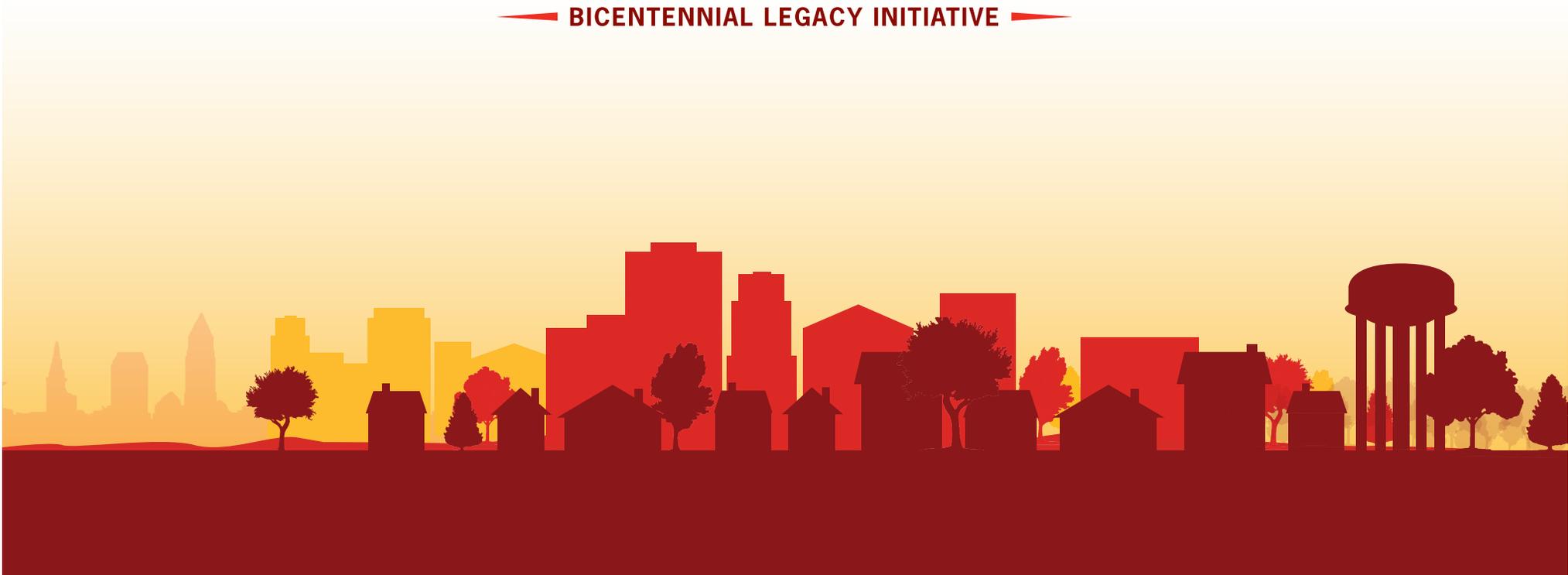




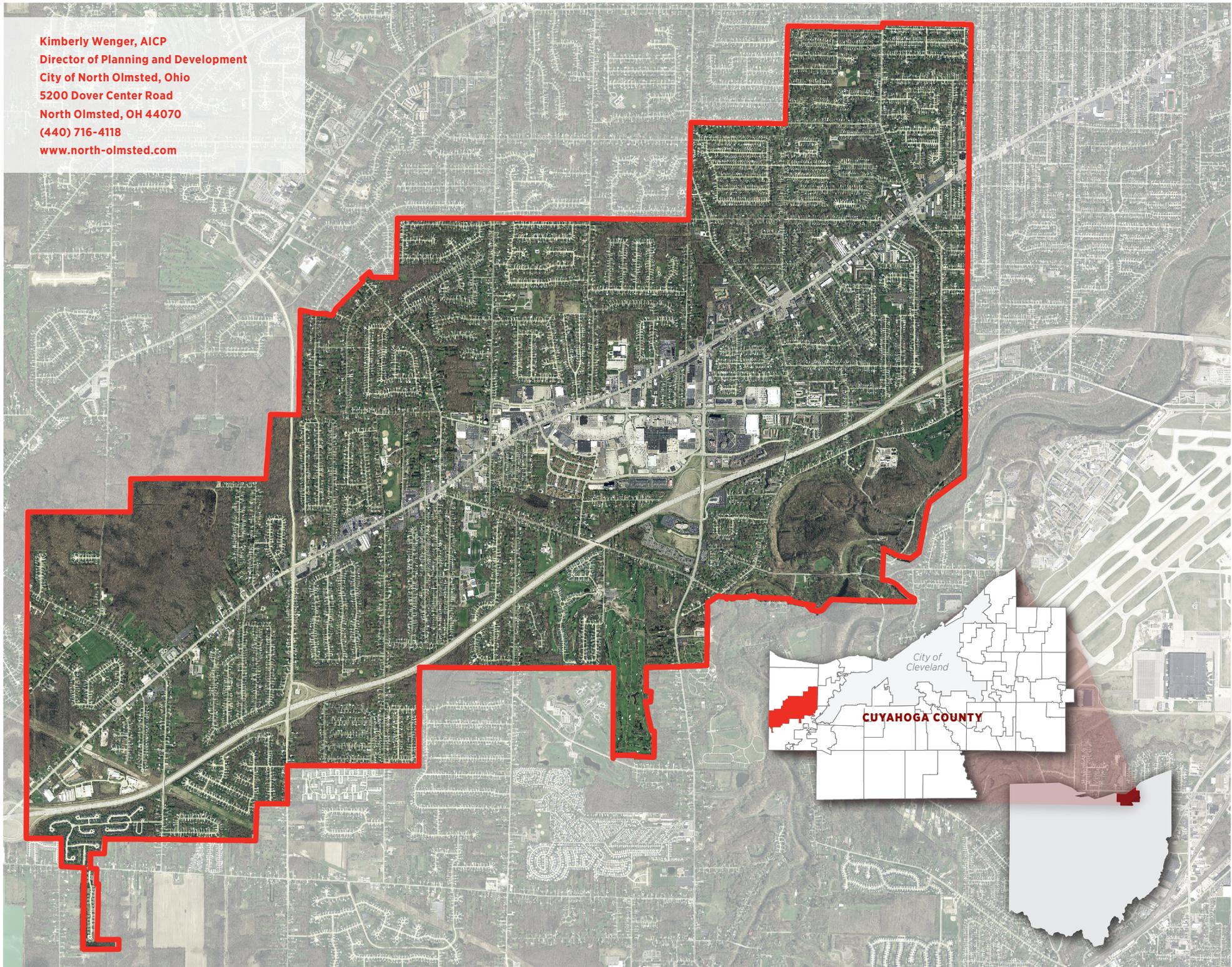
North Olmsted

2015 MASTER PLAN

— BICENTENNIAL LEGACY INITIATIVE —



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A Special Moment in Time...

As the 2015 Master Plan update process advanced, other significant events were taking place in North Olmsted that will create positive long term impacts.

- In November 2014, voters in every precinct of the city approve a bond issue for the construction of an \$89.5 million high school-middle school campus, including athletic facilities and a performing arts center.
- The 2015 Bicentennial celebration positions the city to have the unique opportunity to both look back and celebrate its first 200 years, and also to look ahead with renewed optimism and determination.
- North Olmsted places renewed focus on its recreation assets. The Recreation Center gets a major facelift and programming expansion with a new fitness center. Master planning is underway at Springvale to preserve and enhance this community gem for future generations.
- Major sewer infrastructure upgrades complete in 2015 involving collection systems and the city operated treatment plant; begun in 2012, these projects represent a nearly \$60 million investment.

Together, these important moments create unprecedented momentum and catalyst for change in the community.

TO THE COMMUNITY

On behalf of the Go North Olmsted Committee for the Future, thank you to the citizens of North Olmsted for your thoughtful input and commitment to the future of our city. Having contributed hundreds of combined hours, your involvement in this effort has proven invaluable. The result is a comprehensive master plan that will drive important decision making in the near and distant future.

We also thank the citizen volunteers who participated in the process as steering committee members. Through their unwavering commitment over a twelve month period, the process offered four major public input gathering events and monthly committee meetings that guided the process to the production of this master plan. The Committee for the Future was comprised of a diverse population of residents who embraced the process and expressed their views in a respectful and productive way. We are grateful for their wisdom and dedication.

Finally, it is with tremendous pride that we present to the leaders and citizens of North Olmsted this 2015 Master Plan. The recommendations contained in this document are a culmination of the thousands of ideas gathered from the North Olmsted community. It is a document that can and should be referenced in every decision making exercise that will impact the city. This master plan, implemented with help from citizens, businesses, churches, schools and other organizations within the city, will ensure that the welfare of the city of North Olmsted—both now and in the future—is based on continued growth and renewal.

A bright future is on the horizon for the city of North Olmsted.

Truly Appreciative,



Greg Malone
Co-Chair



Nicole Dailey Jones
Co-Chair

ACKNOWLEDGMENTS

MAYOR OF NORTH OLMSTED

Kevin M. Kennedy

CITY COUNCIL

Nicole Dailey Jones (President)

Louis J. Brossard (Ward 1)

Paul R. Baker (Ward 2)

Paul Schumann (Ward 3)

Mary Ellen Hemann (Ward 4)

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SPECIAL THANKS TO

John Knox Presbyterian Church

North Olmsted Parks & Recreation

North Olmsted Fire Department

Olmsted Historical Society

Christ the King Church

Moen

Kalindi Parikh

Ryan Sara

Ken Srail

Pierce Srail

SITES Student Volunteers

RESOLUTION 2015-15

Adopted on March 3, 2015

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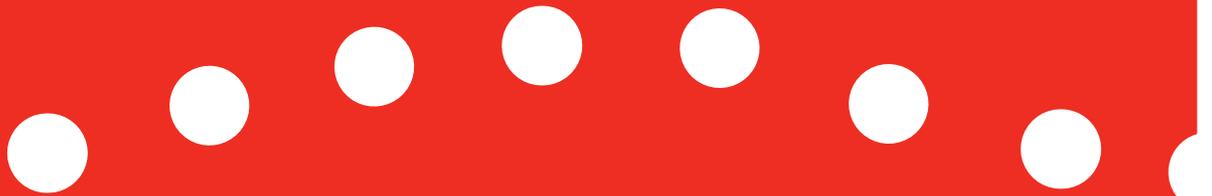
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- **INTRODUCTION**

LET'S GO!

WHAT IS GO NORTH OLMSTED?

Go North Olmsted was an opportunity for citizens and other stakeholders to help chart the future direction of the city through the creation of the 2015 Master Plan. The 2015 Master Plan encompasses many aspects of community life including development, housing, environment, economic development, transportation, and related topics.

MOTIVATION

Communities are constantly changing and North Olmsted is no exception. Being proactive and planning for the future is the best way to ensure long-term success and increased competitiveness. The city's 2015 bicentennial and master plan represent unique opportunities to not only look back at the city's rich history but to also look forward and answer the question, where do we go next?

WHAT IS A MASTER PLAN

A master plan is the key policy guide for decision-making about the built and natural environment and includes short-, medium- and long-range perspective. It states general principles and notes specific issues upon which development in the city will be based. It can be a strategic guide for a wide-range of topics. It is a guide for City Council and the Planning and Design Commission as they assess the location, character, and extent of proposed public and private development.

WHY UPDATE

North Olmsted has a charter obligation to update the master plan every 10 years. This is evidence that the citizenry finds planning to be an important tool to guide development and change in the city. Since the last master plan was adopted in 2005, many elements have been completed and many more are ongoing. The world and the community have changed significantly in the last decade. A new master plan takes these changes into account and will help position North Olmsted to succeed in the future.

A LOOK BACK

The previous Master Plan for the City of North Olmsted was completed in 2005 and since then the city has been working hard at implementing the 97 actions and policies that plan recommended. To date, a majority of the planning elements have been completed and many others have been initiated and are ongoing. The city should feel proud of this strong implementation record of a long-range plan. Some notable accomplishments from the 2005 Master Plan are listed below.

Improved
efficiency of the
development approval
process.

Created
a Parks and Recreation
Master Plan.

Identified and promoted
parcels as possible sites
for new construction for
senior housing.

Evaluated
community facilities,
identified needs and
capital improvements
and identified financing
mechanisms.

Secured
grant funds for making
physical improvements
in various residential and
commercial areas.

Created
gateways along all
routes into the City with
attractive new entrance
signs featuring the new
city brand.

WHAT I TREASURE MOST ABOUT NORTH OLMSTED

Participants at the What's Next Workshop in May 2014 shared what they treasure most about North Olmsted. Below are examples of some of the statements collected. All the responses were distilled into five value statements.

"The neighborhoods - the feeling of closeness."

WORKSHOP PARTICIPANT

"The parks!"

WORKSHOP PARTICIPANT

"The link to the past and the people, it is a caring community and the excellent schools!"

WORKSHOP PARTICIPANT

"The hometown feel and sense of community - a place to live, work and play."

WORKSHOP PARTICIPANT

"Location! It's close to everything you need."

WORKSHOP PARTICIPANT

"The sense of pride throughout the community."

WORKSHOP PARTICIPANT

VALUES

1. We value high quality parks, access to open space and a wide range of recreational amenities for our residents and visitors.

2. We value our convenient location, access to a business mix that meets all of our daily needs, and strategic position within the larger Cleveland metropolitan area.

3. We value our excellent school system, nationally ranked library system and other community assets, such as strong safety services, churches and community gathering places.

4. We value our strong sense of community and collection of neighborhoods that contribute to an enduring connection to place.

5. We value openness and inclusiveness, which welcomes and allows for a diverse population to make North Olmsted their home.

VISION

The vision statement intends to capture the overall aspiration for North Olmsted and serves as the overall direction of the 2015 Master Plan.

The North Olmsted community aspires to be... a more attractive place to live, visit and invest.

The North Olmsted community desires to be more attractive. The master plan chapter topics of strengthening quality of place, advancing prosperity, improving housing choices, retrofitting infrastructure and enhancing amenities will each reinforce this overall goal of the community becoming a more attractive place for its residents, visitors and investors.

ACTION AGENDA

Five topic areas have been identified to organize the 54 actions - projects, programs or policies - that will advance the community. Each topic has a goal statement that intends to capture the desired outcome. The five topics serve as the chapter organization of the 2015 Master Plan.

1. Strengthening Quality of Place

Strong stewardship of land that emphasizes quality design, fosters distinct character, and strengthens the cultural and built environment.

2. Advancing Prosperity

A healthy economy built upon diverse, high quality jobs, which supports existing businesses and attracts new investment.

3. Improving Housing Choices

Strong neighborhoods with a diversity of housing options meeting the needs of residents in all circumstances and stages of life and serving to attract new residents to the community.

4. Retrofitting Infrastructure

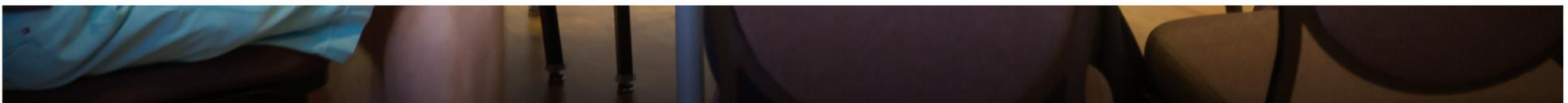
Sound investment in sustainable infrastructure networks - transportation, utility and public services - that positions the community for long term stability and adaptability.

5. Enhancing Amenities

Places, programs and services - valued by residents and appealing to visitors - that serve the recreational, cultural, entertainment, social and educational needs of the community.



LET'S GO...







THE PROCESS

PROCESS

To ensure that Go North Olmsted was open, inclusive and transparent, a robust public engagement process was implemented. All who cared about the future of North Olmsted were invited to participate throughout the 12-month planning process. There were four major public input opportunities, which took place at strategic points in the process. The following chapter gives an overview of the public input activities.

WHAT'S NEXT WORKSHOP

May 13, 2014

On May 13th the community was invited to John Knox Presbyterian Church to learn about North Olmsted as it stands today and to think about the city in the future. Participants tested their knowledge about the community, shared what they treasure most about North Olmsted today, and shared what they think the greatest opportunity for North Olmsted is in the future. An energetic and interactive trivia game took place where participants worked together in friendly competition to answer questions related to North Olmsted's demographics, economic prosperity, and land use. People were then invited to review the "greatest opportunity" cards their fellow neighbors filled out at the beginning of the meeting and were given the chance to vote on their preferred opportunities.





“Loved the community trivia questions. It taught me a lot I didn’t know, it was fun, and interesting.”

WORKSHOP PARTICIPANT





“This whole process has been great. I am amazed at all the ideas the groups have come up with.”

WORKSHOP PARTICIPANT

WHAT DO YOU THINK WORKSHOP

July 31, 2014

On July 31st the North Olmsted community came together to share their ideas about the future of the city. Participants individually ranked community value and goal statements which ultimately became the framework for the 2015 Master Plan. They then worked in small groups to brainstorm about specific actions (programs, policies or projects) to improve certain aspects of the community such as strengthening quality of place, advancing prosperity, improving housing choices, retrofitting infrastructure and enhancing amenities. The evening wrapped up with a group mapping exercise where participants indicated strong places and weak places in the community and then discussed why those areas were strong or weak.



HOMECOMING 2014

August 22, 2014

On August 22nd Go North Olmsted invited the community to give their ideas about the future of the city through interactive exhibits and activities at the North Olmsted Homecoming event. People participated in a mapping North Olmsted activity where they indicated areas of the city they thought were strong, needed attention or were areas of opportunity. People also shared their ideas for how they want to see North Olmsted improve in the future. Some suggestions were, “widen the bike lane all the way down Lorain,” “enforce upkeep of neighborhoods” and “more art related programming.” During the course of the evening over 75 people engaged with Go North Olmsted leaving comments, opinions and feedback.



LET'S GO OPEN HOUSE

November 13, 2014

On November 13th the draft 2015 Master Plan was presented to the general public for the first time. After a brief presentation that shared the basic organization of the plan and provided a brief background to the planning process, attendees viewed the display boards containing the specific actions in the plan. Each participant was given a set of sticker dots to vote for their top five actions. Participants also used comment cards to share feedback on any of the specific actions and indicated which actions they were interested in helping to implement.

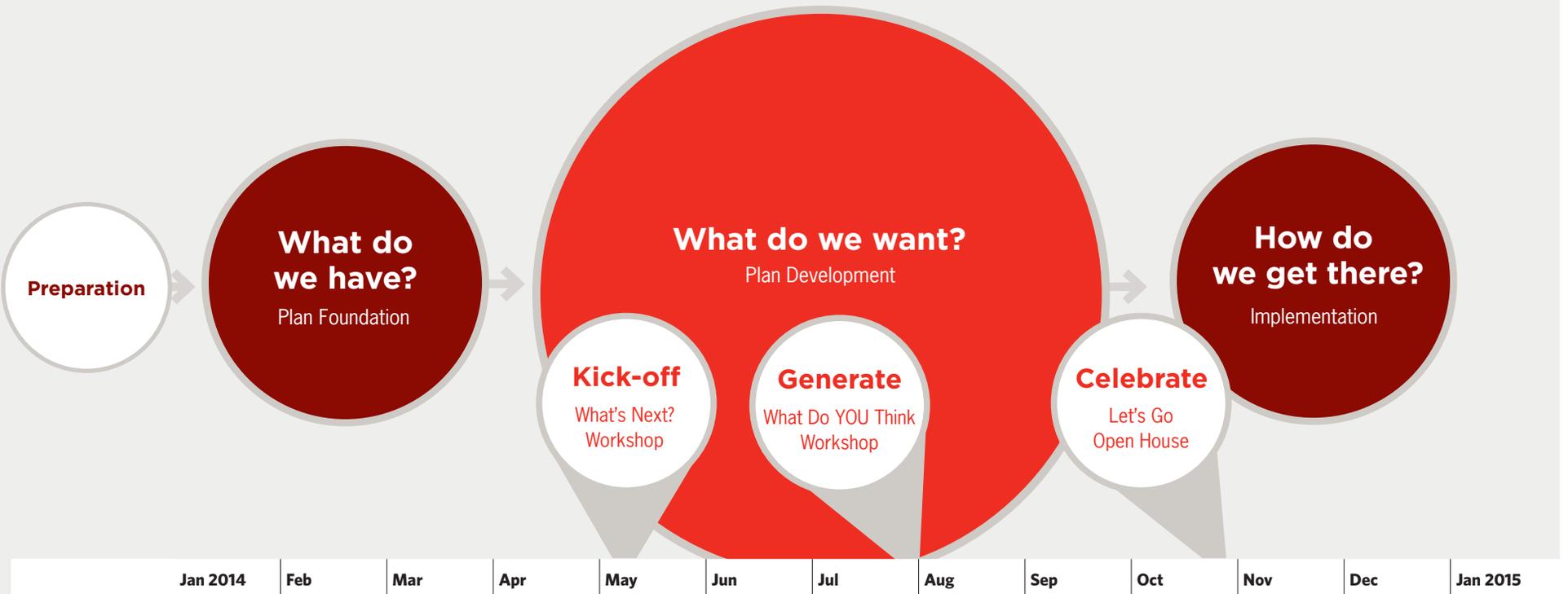
COMMITTEE FOR THE FUTURE

February-December 2014

The city appointed a steering committee known as the Committee for the Future. Committee members who met monthly throughout the process, served as table leaders at public meetings, led publicity and outreach efforts for Go North Olmsted, and gave valuable input at every step in the process.



PROCESS TIMELINE





As North Olmsted prepares to celebrate its bicentennial, the city is coming together in an unprecedented way to determine where we GO.

gonortholmsted.org

WHAT'S NEXT? WORKSHOP

MAY 13 7-9pm

John Knox Presbyterian Church | 25200 Lorain Road

Join others who care about the future of North Olmsted to learn about the city and share what you treasure most about this community. All of your insights will help the city in preparing a plan for our future.

Everyone is invited. Your voice... our future!

LET'S GO! OPEN HOUSE

NOVEMBER 13 7-9PM

John Knox Presbyterian Church
25200 Lorain Road

There will be a brief presentation at 7:15.

Join Go North Olmsted as we reveal the 2015 Master Plan. This is both a celebration and momentum building event to begin the plan's implementation.

- ▶ View the plan
- ▶ Vote for your priorities
- ▶ Share your comments
- ▶ Get involved

PUBLICITY AND OUTREACH

Go North Olmsted was an open and inclusive process. To ensure that anyone who lives, works, or cares about the future of North Olmsted knew it was a choice to get involved in this planning process, a robust outreach and publicity campaign was conducted, which included:

- Email Blasts
- www.gonortholmsted.org
- City website
- Mayor's Newsletter
- City-wide text messages
- Letters to the editor (West Life)
- Press releases
- Twitter (@gonortholmsted)
- Movie theater ad
- 2500 project cards distributed
- 8500 event cards distributed
- Presence at community events
- Promotional video

WHAT DO YOU THINK? WORKSHOP

JULY 31 7-9pm

John Knox Presbyterian Church | 25200 Lorain Road

Please attend if you care about...
community appearance • housing choices
business development • our sense of community
parks and recreation • education • infrastructure
creating a place future generations will love

Share what YOU think is working well
and what could be improved.

Everyone is invited. Your voice... our future!



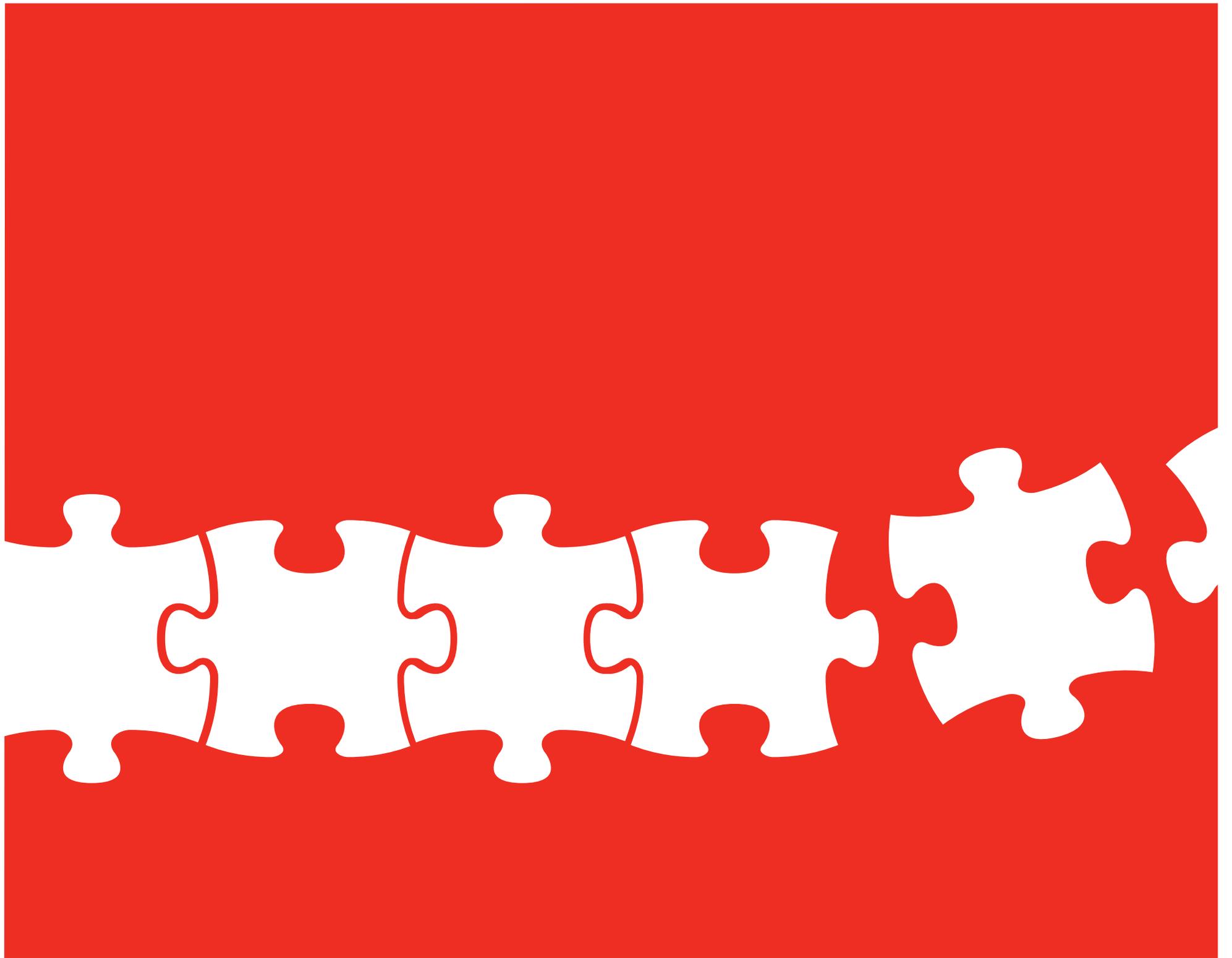
As North Olmsted prepares to celebrate its bicentennial, the city is coming together in an unprecedented way to determine where we GO.

gonortholmsted.org



**North Olmsted
2015 MASTER PLAN**

— BICENTENNIAL LEGACY INITIATIVE —





ACTION AGENDA

GOAL 1

Strengthening Quality of Place

WHAT

Strong stewardship of land that emphasizes quality design, fosters distinct character, and strengthens the cultural and built environment.

WHY

North Olmsted has historically had a good reputation for being a well-established and positively favored suburb with its strong school system and strategic location in the larger Cleveland metropolitan area. However, as North Olmsted matured, it has struggled to keep up with the surrounding suburbs as a top place to live, work and play. The most notable missing physical component from North Olmsted is a central node, downtown, or “town center.” Nationally, the current planning trend has shifted toward creating places that are walkable, multi-use and offer a unique experience. The lack of a town center is not unique to North Olmsted; many suburban communities are now trying to strengthen their identity by creating more distinctive, pedestrian-focused centers.

North Olmsted has lost population over the last decade as compared to surrounding communities.

North Olmsted is a mature community and essentially land-locked. The city has very little developable land left.

North Olmsted is not a highly walkable place. Even though the city has a fairly extensive sidewalk network, it is missing other important factors such as a critical mass of quality destinations to walk to, convenient and safe ways to cross streets, and an overall enjoyable pedestrian experience.

***Comparable Communities**

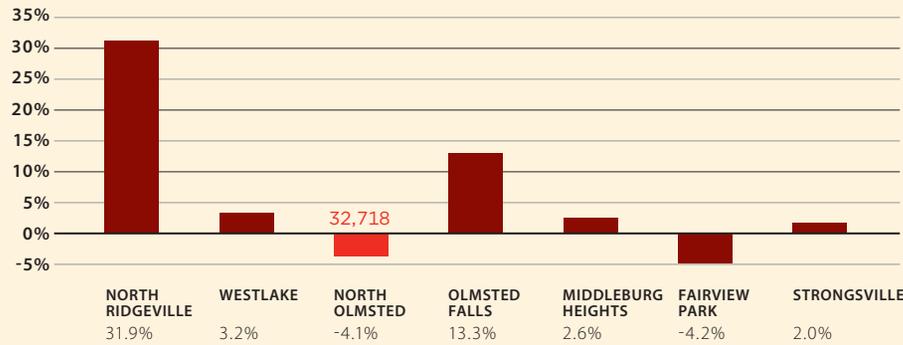
Several suburban communities in western Cuyahoga County have been included in the data for the purpose of comparison. These communities were selected based on their proximity and/or other similarities to North Olmsted. These communities include: Fairview Park, Middleburg Heights, North Ridgeville, Olmsted Falls, Strongsville and Westlake.

STRENGTHENING QUALITY OF PLACE

Key Findings at a Glance

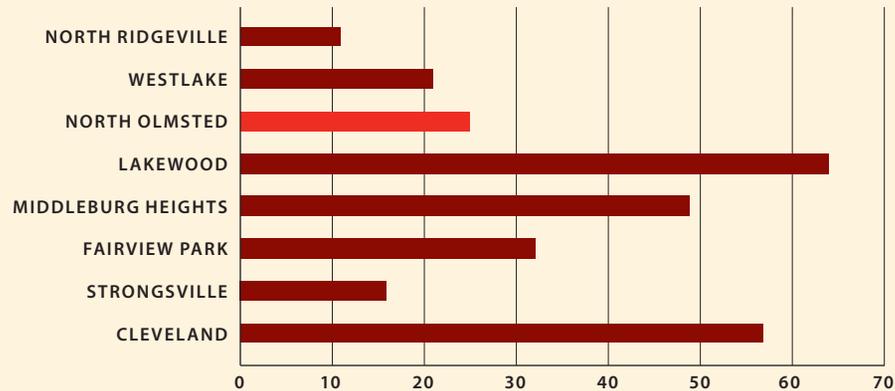
North Olmsted...
...has lost population over the last decade.

Change in Population from 2000-2010



...is not a highly walkable place.

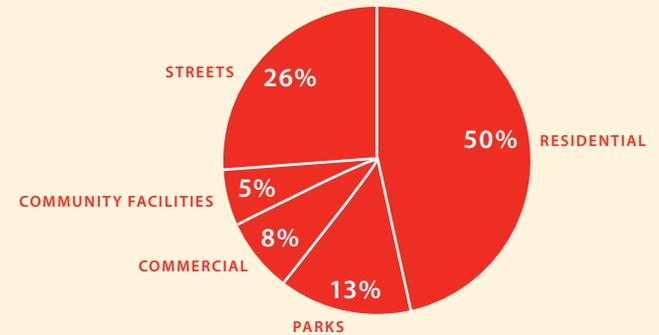
Walkscore* (out of 100, the higher the number the more walkable)



Walk score is a walkability index which measures of how walkable a community is based upon a specific criteria such as accessibility to parks, recreation, schools, job, public transit, services, businesses, and the quality of infrastructure such as sidewalks, cross walks etc. source: Walkscore, www.walkscore.com

...is predominantly residential.

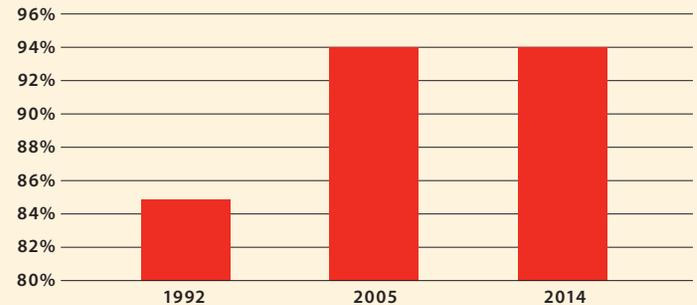
Land Use by acreage (2005)



The average length of time current residents have lived in North Olmsted is 17 years. This is the longest average tenure when compared to other Cleveland suburbs.

...is a mature community with little available land for growth.

Percent of Developed Land (11.6 total sq mi)



HOW

1. **01 Create a Town Center ***

A “town center” that is uniquely North Olmsted should be developed that is pedestrian friendly and mixed-use featuring a combination of retail, office, and residential uses. The new center should serve as a community focal point and public gathering space and be well-connected to neighborhoods and other parts of the city (see R4 on conceptual framework map for possible location). In order to create a new town center in North Olmsted it is recommended to: 1) create an area plan with recommendations on boundary, land uses, character, property assemblage, and infrastructure needs; 2) review development regulations and adjust if necessary (see 1.02) to meet the area plan recommendations; and 3) recruit private sector interest and investment. To help ensure that this new town center is authentic and representative of North Olmsted, it is recommended that public art be considered an integral part of the new town center area.



1. **02 Create a Town Center Zoning District Overlay**

A zoning district overlay should be created to support the new town center. The zoning overlay would provide more specific zoning requirements for this new town center area to ensure that a quality mix of uses (business, residential, cultural and civic) and the appearance expectations are clearly defined. The updated Streetscape Plan of 2006 should provide base guidance and specifications for the overlay district.



CREEKSIDE (GAHANNA, OHIO)



MARKET SQUARE (NEW ALBANY, OHIO)

* Indicates action was identified by the public and citizen steering committee as a community priority. For more details please see the Implementation Chapter.

1. 03 Review, Audit and Update the Current Zoning Code
Zoning is perhaps the greatest tool a community has to shape the built environment. North Olmsted’s zoning code should be reviewed and updated consistent with the action agenda of the 2015 Master Plan and those recommendations from the 2005 Master Plan which remain relevant. Updates may range from adjusting standards in a particular district to the creation of new zoning classifications. Specific areas to be targeted include green space standards and tree preservation, home occupations, mixed use and civic spaces, lighting and signage. Commercial districts should be updated considering appropriate use, size and scale in relation to context within the community.

1. 04 Review and Update the 2006 Design Guidelines and Streetscape Plan
The Design Guidelines and Streetscape Plan created in 2006 should be reviewed and updated per the new master plan recommendations. This document currently serves as a guide for the development along Lorain Road and other commercial areas. These documents should be officially adopted by the Planning and Design Commission and referenced during development review.

1. 05 Create a Neighborhood Identity Program
Create a neighborhood identity program, which would improve overall entrances/gateways to residential neighborhoods within the city with signage, landscaping, lighting and general beautification.

1. 06 Expand North Olmsted City Gateway Signage Program
Install additional North Olmsted gateway signs and make aesthetic (landscape, lighting, special paving, public art, infrastructure) improvements at key entrance points into the city, specifically at highway interchange locations. Systematically replace existing city facility signage with branded facility signs as needed or in conjunction with related capital improvement projects.

1. 07 Facilitate a Business Beautification Program *
Encourage and facilitate collaboration among local businesses to beautify and enhance the public realm out front, alongside and around their businesses to create a better visual impression upon entering and exiting the city (see conceptual framework map for strategic gateway corridor locations).



NORTH OLMSTED SIGNAGE



STRONGSVILLE SIGN (STRONGSVILLE, OH)

1.

08 Create a Beautification Recognition Program

Create a recognition program for businesses and homeowners who improve their buildings, landscape or streetscape in a manner that significantly enhances the image of the community.

1.

09 Create a Training and Education Program for Boards and Commissions

Create an education program that serves to educate board and commission members on the new 2015 Master Plan elements and provide continuing education opportunities for all members.

1.

10 Create a “Go North Olmsted Day”

Create a day where the community comes together to clean up, beautify and volunteer for community projects within the city.

1.

11 Identify Best Practices for Controlling Deer Population

Create and implement a deer control program for areas affected by over population of deer.



COMMUNITY PRIDE TRAILER (AKRON, OHIO)

GOAL 2

Advancing Prosperity



WHAT

A healthy economy built upon diverse high quality jobs, which supports existing business and attracts new investment.

WHY

North Olmsted enjoys a median household income that is well above the median income for Ohio and Cuyahoga County but ranks lower than most comparable communities*.

Moen is North Olmsted's largest employer and continues to grow their company headquarters.

Commercial and residential construction has increased in the past decade.

Retail trade (general merchandise sales, restaurants, and other forms of retail) employs the most people in North Olmsted.

North Olmsted has a relatively small amount of high quality (class A) office space available in the city.

The city has a lack of sizable, development-ready land to accommodate opportunities. The largest contiguous tract of available commercial land is made up of many parcels and many owners.

There are a number of older, functionally obsolete retail buildings along Lorain Road.

North Olmsted enjoys a low unemployment rate, one that is much lower than Cleveland and Cuyahoga County.

North Olmsted has a low percentage of foreign born residents.

Key Findings at a Glance

North Olmsted...

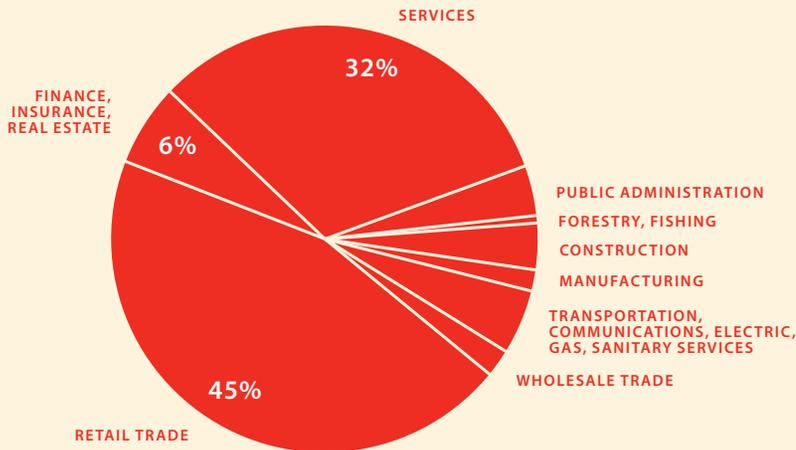
...largest employer is Moen.

Largest Employers, Based on Percentage of Total Income Taxes (2013)

COMPANY	% OF TOTAL INCOME TAXES	EMPLOYMENT
Moen	10.97%	550
North Olmsted School District	5.17%	420
City of North Olmsted	2.25%	390
Factory Mutual Insurance	1.43%	350
Bernie Moreno	1.42%	370
Wal-Mart	1.13%	250
Ganley Westside Imports	1.04%	70
Palmer Holland, Inc.	1.00%	40
Riser Foods	0.99%	250
Advanstar Communications	0.91%	90

...industry is predominantly retail trade.

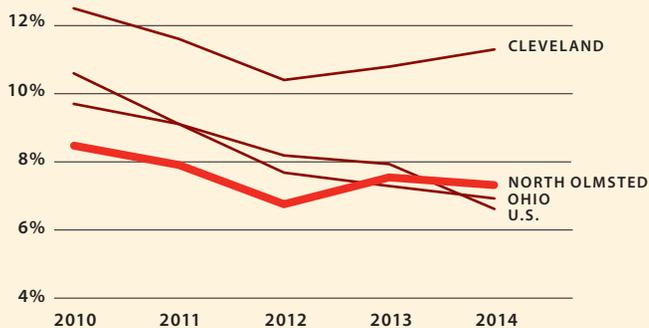
Industry Percentage (2013)



2011 saw the greatest amount of private investment activity since 2002 with over \$35 million in commercial construction.

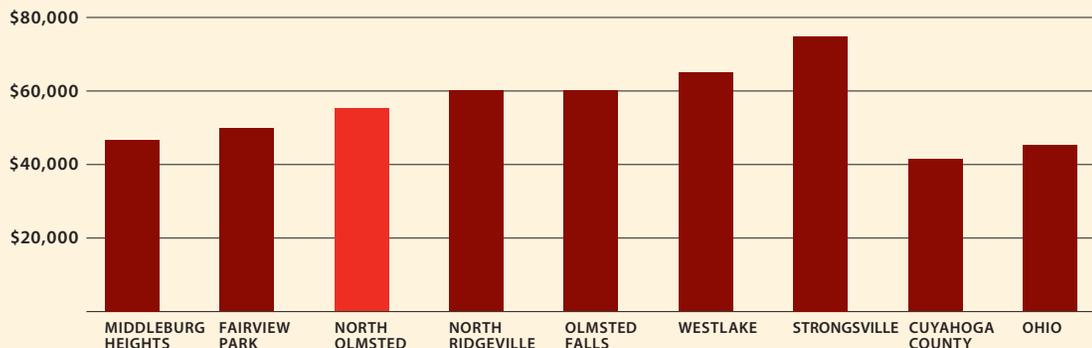
...has a low unemployment rate compared to the region.

Unemployment Rate from January 2010-2014



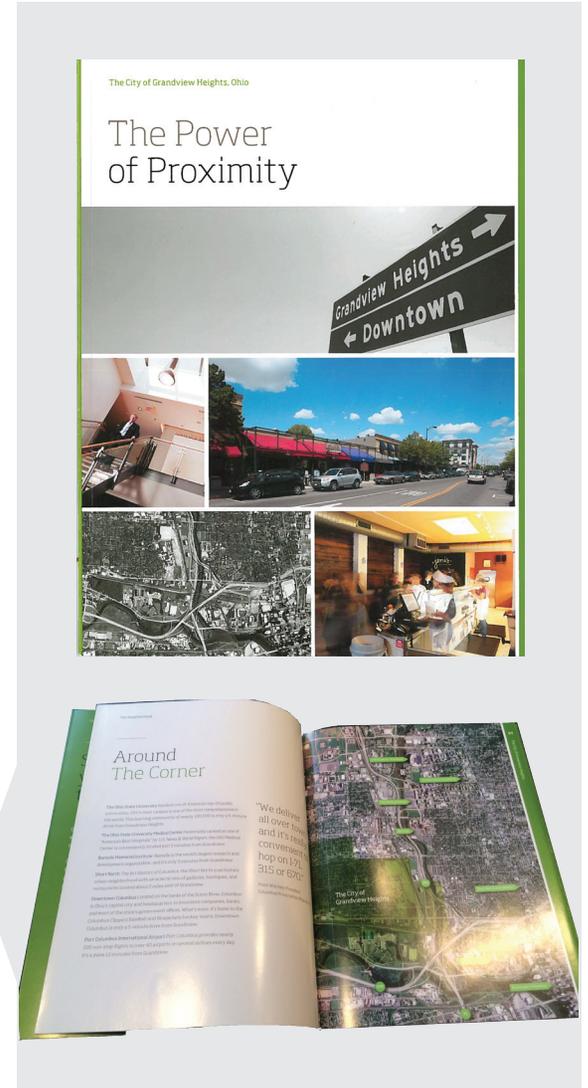
...household income is higher than Cuyahoga County and state of Ohio

Median Household Income (2010)



HOW

- 2. **01 Create a Strategic Economic Development Plan ***
Study market data, evaluate opportunities and make specific recommendations for increasing the city's economic potential.
- 2. **02 Develop a Marketing Strategy for Industrial Areas**
Create a strategy to market the industrially zoned areas of the city. Targeting high tech industries and expanding current industries should be explored. Coordinate with the signal system fiber lines (see R1 and R2 on the conceptual framework map).
- 2. **03 Use Tax Increment Finance (TIF) in Strategic Locations**
Consider use of the TIF tool in strategic locations within the city, specifically the catalytic redevelopment areas outlined in 2015 Master Plan (see R1-R9 on the conceptual framework map). TIF is an economic development tool where incremental increases in property tax revenues resulting from private investment are used to fund public infrastructure improvements within the area. The use of TIF could help further encourage and support redevelopment in strategic locations by providing public realm improvements beneficial and attractive to business and development.
- 2. **04 Create Developer Packages**
Assemble developer-targeted marketing material for both new development and, when possible, for the catalytic redevelopment sites (see D1, D2 and R1-R9 on conceptual framework map). This material should include demographic information, site specifications such as acreage, zoning, and any current studies or plans. The developer packages should have a sophisticated aesthetic and include inspiring images to illustrate the opportunities and potential of the sites. These packages should act as a prospectus for each area and be marketed to specific developers.



2. **05 Encourage Mixed Use Redevelopment around Mall ***
Redevelop outparcels and other land around the mall to create opportunity for a more diverse mix of uses such as regional office and non-retail commercial uses that will also serve to create a more visually appealing and walkable environment.

2. **06 Identify Appropriate Reuses for Future Decommissioned School Sites ***
Work with the North Olmsted City School District to identify new uses for possible decommissioned school sites. These uses should meet community needs for housing, amenities, infrastructure improvement, recreation, and/or economic development (see conceptual framework map for potential sites). A joint school/city taskforce should be created to: 1) establish reuse criteria, 2) identify potential sites, and 3) establish protocols for selling or transferring property.

2. **07 Utilize the City Land Bank Program**
Utilize the city land bank to secure properties for possible public use or private development. Allow neighborhoods or organizations access to empty lots or vacant properties in the land bank in order to transform them into new community assets such as parks, playgrounds, community gardens, etc.

2. **08 Create a Business Mix Matrix**
Create a business matrix which catalogues existing types of business and identifies gaps and opportunities for a more diverse and desirable mix.

2. **09 Create a Local/Small Business Education Program ***
Create a program to educate entrepreneurs interested in starting or locating a small business in North Olmsted in order to nurture and develop homegrown, authentic businesses in the city. A regularly scheduled “ask the planner” information session should be established for those interested in starting up a business in the community. These sessions would be designed to share pertinent city codes and regulations, planning and permitting processes, and information about state and local programs targeting small business. The information sessions would allow for Q&A on specific questions or issues.



LOCKERS POINTE (WAUWATOSA, WISCONSIN)



A STREET STATION (LAKE OSWEGO, OREGON)

* Indicates action was identified by the public and citizen steering committee as a community priority. For more details please see the Implementation Chapter.

- ▶ **10 Lobby the County to Expand Grant Programs**
Lobby the county to expand grant and loan programs aimed at assisting small businesses with renovations and improvements, and work with qualifying businesses to obtain renovation funds for upgrades to their properties.
- ▶ **11 Explore Special Improvement Districts**
Create an education program that would serve to inform property owners within the key retail, office and industrial areas about the benefits of creating special improvement districts. SIDs are defined geographic areas within which businesses pay special assessments which are used for district wide upgrades, maintenance or services. Examples include streetscape enhancements, signage, street cleaning, security, and marketing.
- ▶ **12 Bolster Business Retention Efforts**
Create marketing materials and develop a strategy to enhance the city's current Business Retention Program, which seeks to convey to businesses the many advantages of locating and expanding in North Olmsted.
- ▶ **13 Create a Monthly Economic Update E-newsletter**
Create a communication tool (i.e. e-newsletter) to update the community and businesses about the latest economic development happenings in the city.

GOAL 3

Improving Housing Choices



WHAT

Strong neighborhoods with a diversity of housing options meeting the needs of residents in all circumstances and stages of life and serving to attract new residents to the community.

WHY

The housing stock in North Olmsted is aging. The majority of the homes in North Olmsted were constructed over 50 years ago. Older stock requires greater maintenance to ensure structures and properties are kept in good condition.

Very few new single family homes have been built in North Olmsted in the past five years; only 12 since 2010.

There isn't a wide variety of housing product available in North Olmsted. The majority of the housing stock is detached single family.

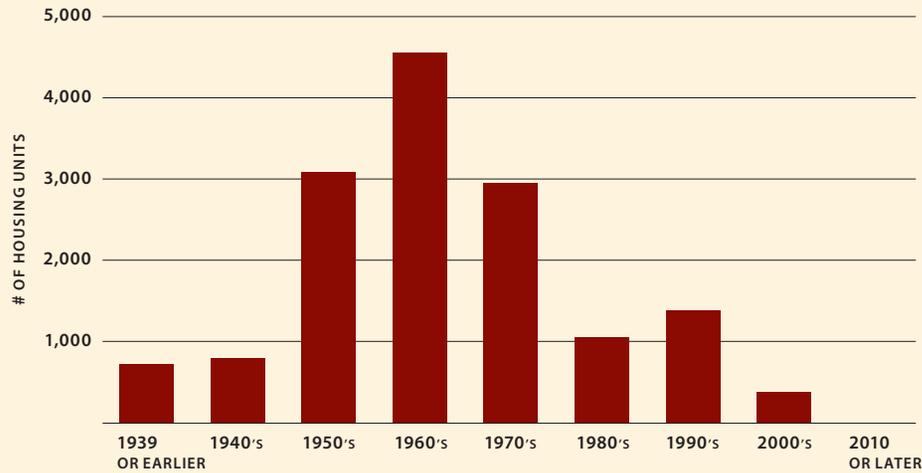
North Olmsted has a mix of for purchase and for rent housing product.

The overall household size is decreasing in North Olmsted. The fastest growing household type is "Single Person."

Key Findings at a Glance

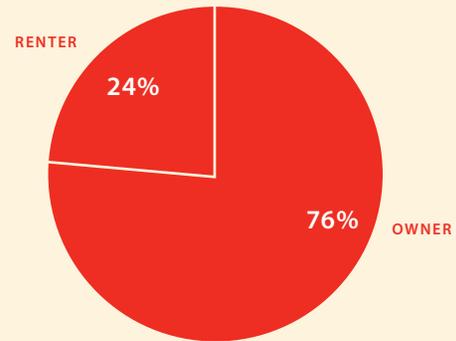
North Olmsted...
...has aging housing stock.

Year # of Housing Units Constructed



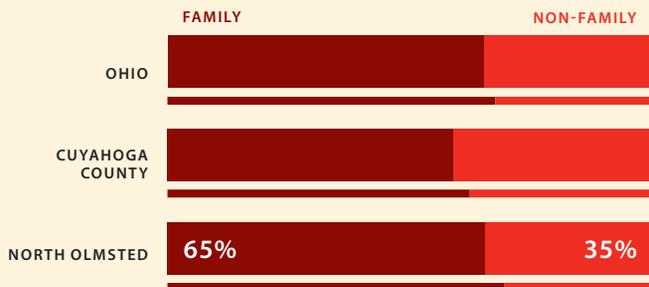
...has a mix of for purchase and for rent housing.

Owner vs. Renter Occupied Housing (2010)



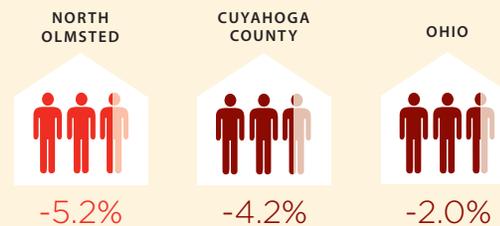
...non-family households are growing.

Household Type (2000 and 2010)



...household size is decreasing.

Average Household Size (2010) with change from 2000



HOW

- 3. 01 Determine Housing Demand**
Conduct a housing study to determine the demand and strategic location for different types of housing for populations including seniors, young professionals, empty nesters, etc. The study should evaluate current zoning to determine if amendments or new districts are necessary to promote the type of housing needed in the community as determined by demand.
- 3. 02 Utilize the Updated Community Reinvestment Area (CRA) Program**
Promote the CRA program, which provides for tax exemptions for property owners who construct new residential structures within the city. The CRA can be used to encourage new residential development, infill, and redevelopment in key areas. The city should establish a protocol for making property owners aware of this tool so that better utilization of the program can be achieved.
- 3. 03 Add Resources to Enforce Property Maintenance Codes ***
Provide more resources to enforce property maintenance especially for single-family rentals and multi-family areas. Both interior and exterior conditions should be addressed through the creation of an exterior point of sale inspection program for all residential properties and an interior inspection program for rentals and multi-family units (see Multi-Family Enhancement Area on conceptual framework map).
- 3. 04 Utilize the County and City Land Bank Program**
Leverage county and city land bank resources to address problematic abandoned/foreclosed homes through demolition or rehabilitation and reuse. Improve understanding of processes available and the internal relationship between the county and city regarding usage of the program.

* Indicates action was identified by the public and citizen steering committee as a community priority. For more details please see the Implementation Chapter.

3. **05 Identify Neighborhood Infrastructure Upgrades**

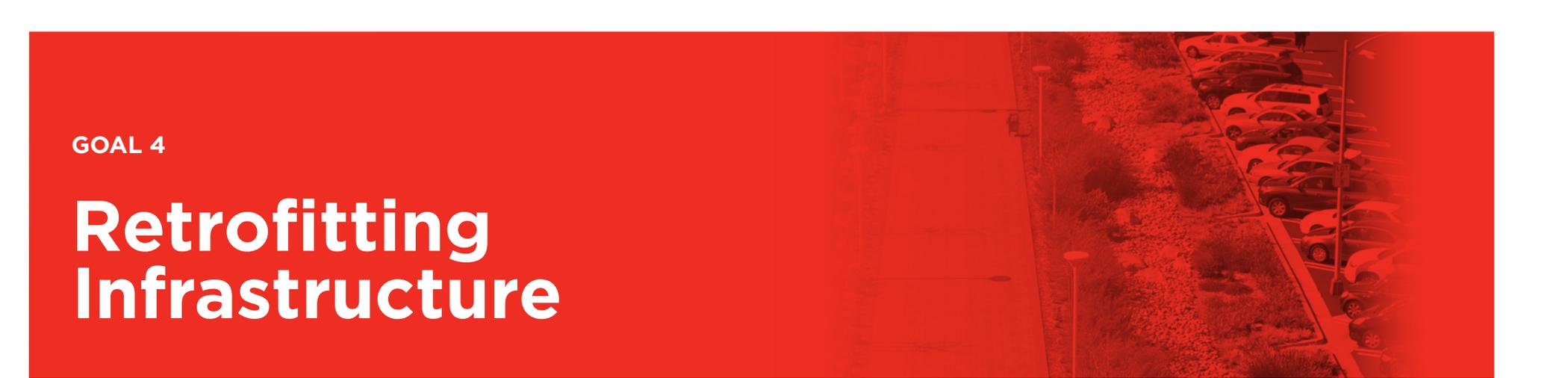
Assess and identify neighborhoods that need infrastructure upgrades including street and curb repair, sewer improvements, lighting, etc., and prioritize upgrades within those neighborhoods. Strengthen neighborhoods through general enhancements and beautification improvements including entrance signage and landscaping (see 1.05).

3. **06 Create a Real Estate Advisory Council**

Create a realtor advisory council to build stronger relationships with area real estate professionals. This group would communicate both buyer preferences and the general state of the real estate market in the city and share ongoing and upcoming city initiatives that may impact the real estate market.



Some neighborhoods have well maintained streetscape with curbs, lighting and sidewalks. Other neighborhoods could benefit from general enhancements and infrastructure upgrades.



GOAL 4

Retrofitting Infrastructure

WHAT

Sound investment in sustainable infrastructure networks – transportation, utility and public services – that positions the community for long term stability and adaptability.

WHY

North Olmsted has made considerable updates to the sewer infrastructure in recent years including collection systems and the wastewater treatment plan.

The city is currently implementing a comprehensive manhole lining program which will upgrade 100 manholes per year.

North Olmsted has a number of public facilities including the bicycle path that do not meet Americans with Disability Act (ADA) requirements.

The fire department's run volume has increased due to spill over from expansion of neighboring communities.

The city's street network gets fair and systematic upgrade/resurfacing consideration through the annual street rating program, a tool which has been used since 2006.

The majority of the city's bridge infrastructure is over 25 years old.

The city spends more funds on utility costs for wastewater treatment than other city services.

Transportation

North Olmsted is a built out community with an established transportation network. Areas of challenge have been addressed through a number of studies and projects including: Crocker-Stearns Corridor Study, Great Northern Multi Modal Transportation Plan, Lorain Road/Columbia Road Intersection Safety Study, and many more.

Key Findings at a Glance

North Olmsted...

...has and is making considerable investments in sewer infrastructure

Many significant sewer projects were **completed between 2012 and 2015** representing about **\$60 million of investment** in infrastructure:

- Construction of the Clague Park and Dover equalization (EQ) basins
- Improvements at the LeBern, Clague, Dover and Broxbourne pump stations
- Construction of Walter Road and Chapel Hill Drive relief sewers and improvements to Barton Road sanitary sewer
- Major upgrades at the Wastewater Treatment Plant

Several additional storm water projects are currently **in progress** and will be completed in 2015:

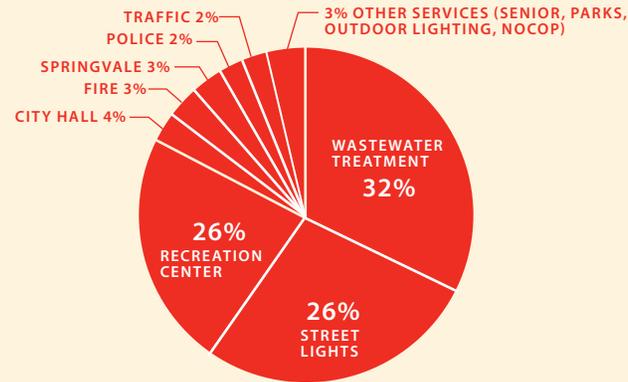
- Windsor culvert replacement
- Springvale pond improvements

Other storm water management projects are on the radar for **2015 and beyond**:

- Walter Road storm sewer improvements
- Chestnut School and Pine School detention ponds
- Various cooperative efforts with private property owners to improve storm water storage capacity

...spends more money on wastewater treatment than other facilities/services.

Utility Cost Breakdown by Facility/Service (2010)



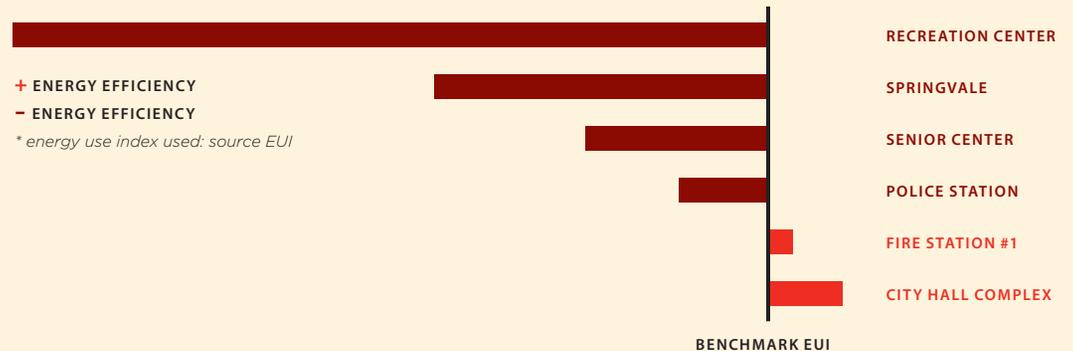
76% of bridges and culverts are in very good to good condition



The city has 105 miles of public roads to maintain.

...has a number of public facilities that do not meet current energy efficiency benchmarks.

Energy Use Index (EUI) for major buildings (2010)



HOW

- 4. 01 Create a Sustainable Infrastructure Policy Standards Guidebook**
Create a policy guidebook that outlines best practices for sustainable building, services and processes and incorporate them, as applicable, into city codes.
- 4. 02 Update Landscaping Standards**
Update standards to create more quantifiable landscape requirements to address issues of design, maturity maintenance, long-term care and upkeep of public realm landscaping.
- 4. 03 Leverage the Citywide Signals Project**
Leverage the citywide signal system project by evaluating and identifying other possible associated infrastructure improvements. The project will replace aged equipment and upgrade the City's closed-loop signal system to a central based control system. It will involve replacing the controller equipment, as well as the signal support poles, underground conduit, pull boxes, wiring, and interconnect; upgrading the vehicle detection and software control systems; and creating a central control server for the system. The system will be connected through a fiber optic network which presents the opportunity to link public facilities and possibly provide fiber access to local businesses.
- 4. 04 Identify Storm Water Management Projects ***
Based on engineering analysis, identify priority areas for storm water management. Identify parcels and potential implementation partners for storm water management projects.
- 4. 05 Research the Feasibility of a Storm Water Incentive Program**
Explore an incentive program where residents could receive incentives (such as discounts on sewer fees) for installing rain gardens and other passive storm water treatment options.

Storm water upgrades that are above ground (retention ponds, bioswales, rain gardens etc.) should be conceived of, designed and constructed in such a way to create a positive aesthetic impact on the community. These interventions should do double duty - acting as critical pieces of water engineering to lessen impacts from storm events while serving as nice spaces people can enjoy whether directly or passively.

4. **06 Create a Resident Education Program**
 Create a program to teach strategies for reducing impacts related to rain events to residents so that they can have more control over how storm water is controlled on their property.

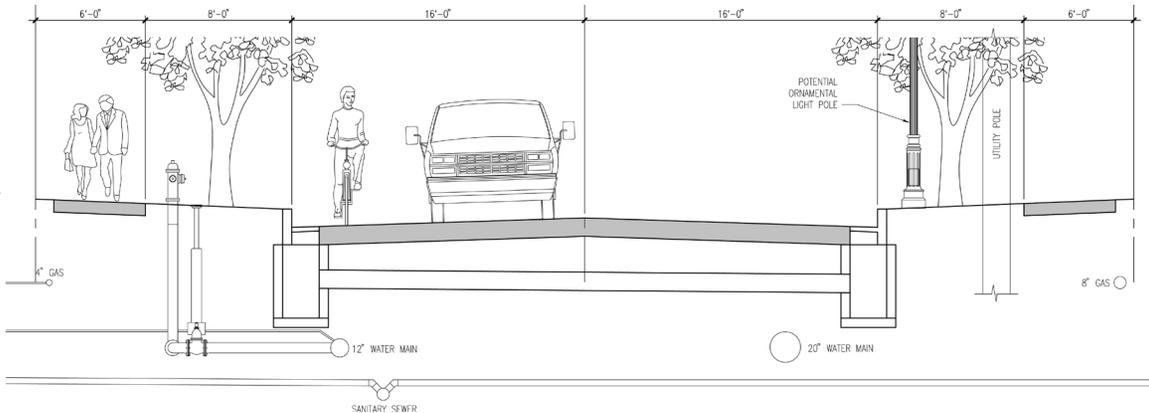
4. **07 Implement the Energy Conservation Master Plan**
 As city facilities are improved, look for opportunities to implement the Energy Conservation Master Plan and continue to research emerging green retrofit options for energy efficiency to reduce public service costs.

4. **08 Assess Feasibility of Upgrades or Changes to the Bus Service**
 Work with Greater Cleveland RTA to assess current bus service lines, frequency, stops and ridership in the city. Explore the possibility of improving service to downtown Cleveland and the airport. Explore enhancements to bus stops and shelters to make public transportation more user-friendly.

4. **09 Reconstruct Butternut Ridge Road ***
 Butternut Ridge Road is a key corridor connecting city facilities, schools, the library, the bike path and Metroparks, which are all locations with high pedestrian and bicycle activity. The city should reconstruct Butternut Ridge Road to include improved pedestrian and bicycle facilities. This will entail a widened roadbed to include a bike sharrow, curbs, gutters, street trees and decorative light poles. Also, identify other priority roadways to be retrofitted using complete streets* principles (see C6 on conceptual framework map).

*Complete Streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work.

- Smart Growth America.



* Indicates action was identified by the public and citizen steering committee as a community priority. For more details please see the Implementation Chapter.

GOAL 5

Enhancing Amenities

WHAT

Places, programs and services – valued by residents and appealing to visitors – that serve the recreational, cultural, entertainment, social and educational needs of the community.

WHY

North Olmsted residents have access to a generous amount of parkland and open space when including the Cleveland Metroparks, but when solely considering city owned parkland, the amount decreases significantly.

The majority of park acreage is concentrated in the Metroparks and North Olmsted Park. The city lacks a network of smaller pocket or neighborhood scale parks within easy walking distance of residential areas.

Bicycle infrastructure is limited; there is a 3-mile bike trail along Interstate 480, but it does not connect to many of the residential neighborhoods or community assets.

North Olmsted is well served by two major healthcare facilities just outside its borders, and residents have convenient access to multiple nationally recognized health care systems in the Cleveland metro area.

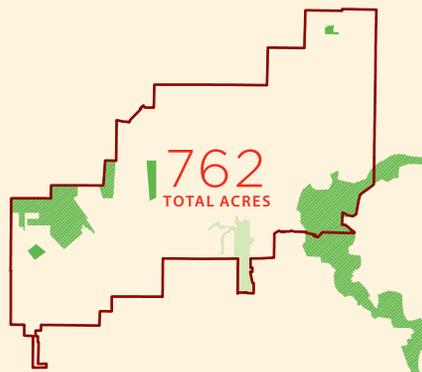
North Olmsted has an abundance of retail business. Residents enjoy access to more than three times the national average of retail square footage per person.

Key Findings at a Glance

North Olmsted...

...has access to generous amounts of parkland.

Park and Open Space



According to National Park Land standards, North Olmsted well surpasses it's minimum of 204 acres.

CLEVELAND METROPARK	ACRES
Bradley Woods Reservation	340
Rocky River	352
NORTH OLMSTED PARK	ACRES
North Olmsted Park	35
Barton Bradley Fields	20
Clague Park	10
Chestnut Ballfield	5

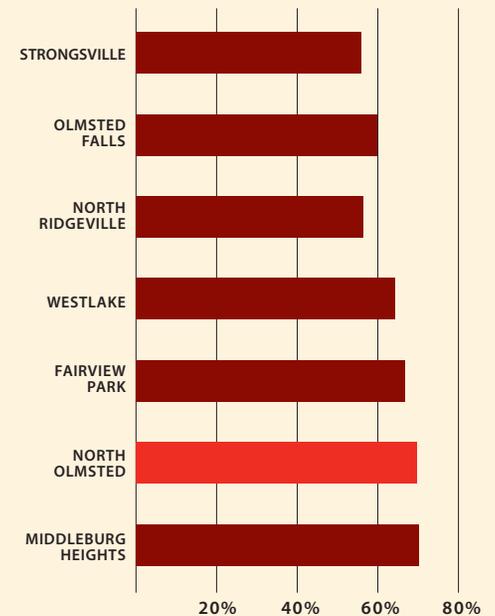
...is well served by healthcare facilities.

Proximity to Healthcare Facilities



...residents have a short commute time.

Commute Time (percentage of residents who travel less than 30 minutes to work)



...has an abundance of retail.

Square Foot of Retail per Person



HOW

5. **01 Re-imagine the Existing Recreation Center ***
Create a more full service community center with offerings that go beyond physical recreation, such as cooking classes, arts and crafts, health and wellness, music, theater, etc. As part of the re-imagining the city should: 1) conduct a resident survey to identify additional programming opportunities; 2) evaluate expansion onto the vacant land to the north for additional facilities such as playing fields, splash park, etc. (see N3 on conceptual framework map); 3) seek partner organizations that could bring new resources to the community, and 4) improve marketing to North Olmsted employers and neighboring communities that do not have recreation centers, namely Olmsted Falls and Olmsted Township.
5. **02 Expand Programming and Facilities at North Olmsted Park**
Expand current programming to be more attractive to all people (youth, seniors, families). Specific facility improvements include construction of a walking path around North Olmsted Park. Conduct a resident survey to identify additional programming and facilities expansion opportunities.
5. **03 Expand the Current Bike Path ***
Expand the bike path to connect to more community assets such as the recreation center, city parks, Metroparks, schools, mall, and future town center. Provide general maintenance and upkeep to support the existing bike path. Also consider and cooperatively plan for links to destinations in neighboring communities. A study should be conducted that identifies: 1) what assets should be linked; 2) the best type of path(s) given the particular development context of the area (on-street sharrow, protected bike lane, multi-use greenway path); 3) wayfinding and branding standards; and 4) landscaping and public art opportunities where appropriate.
5. **04 Consider Community Health Objectives in Facilities, Services and Programs**
Assess community facilities, services and programs related to health. Develop a plan to increase quality, coordination and capacity of existing programs including those related to early childhood development.

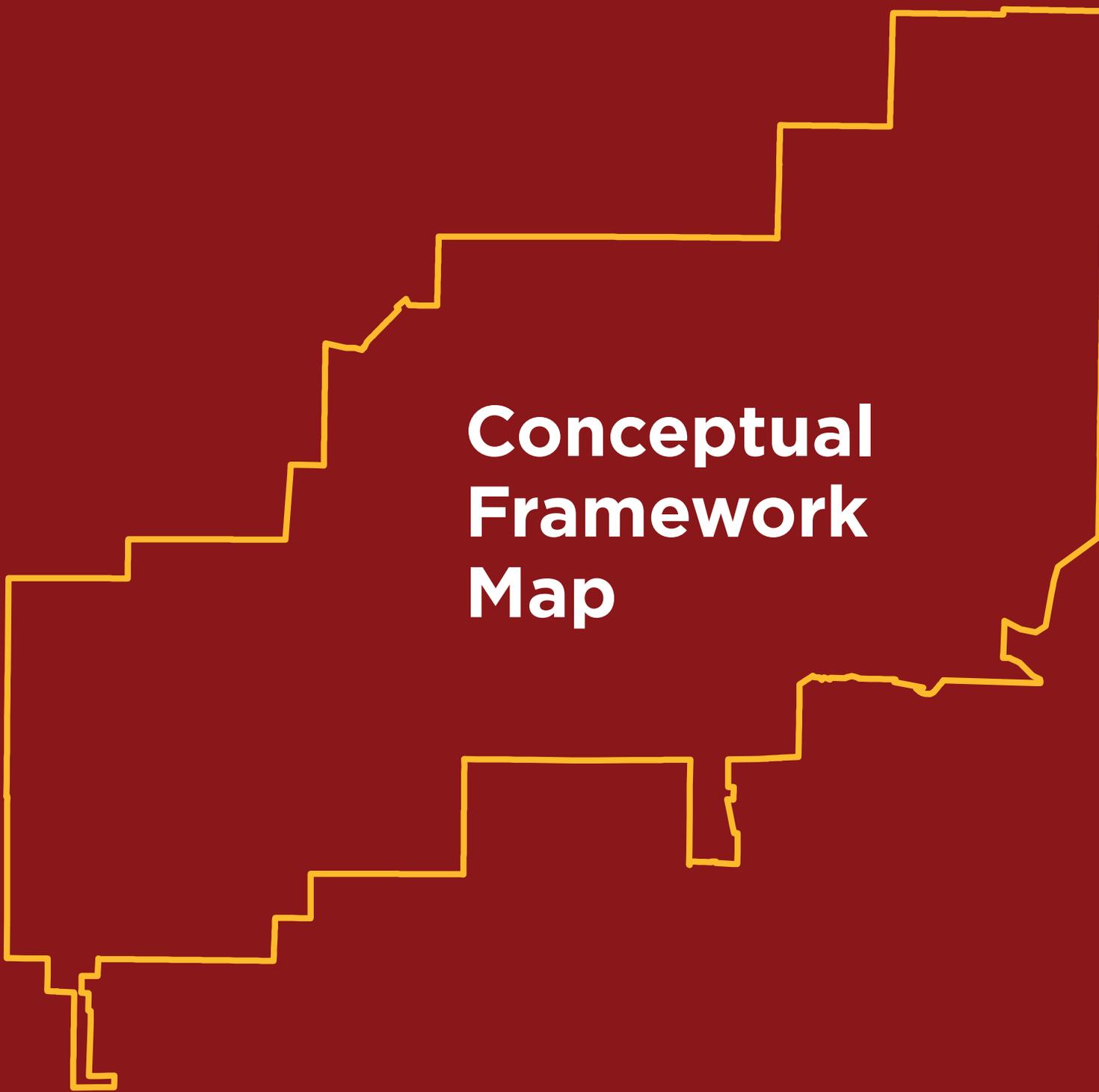


NORTH OLMSTED PARK

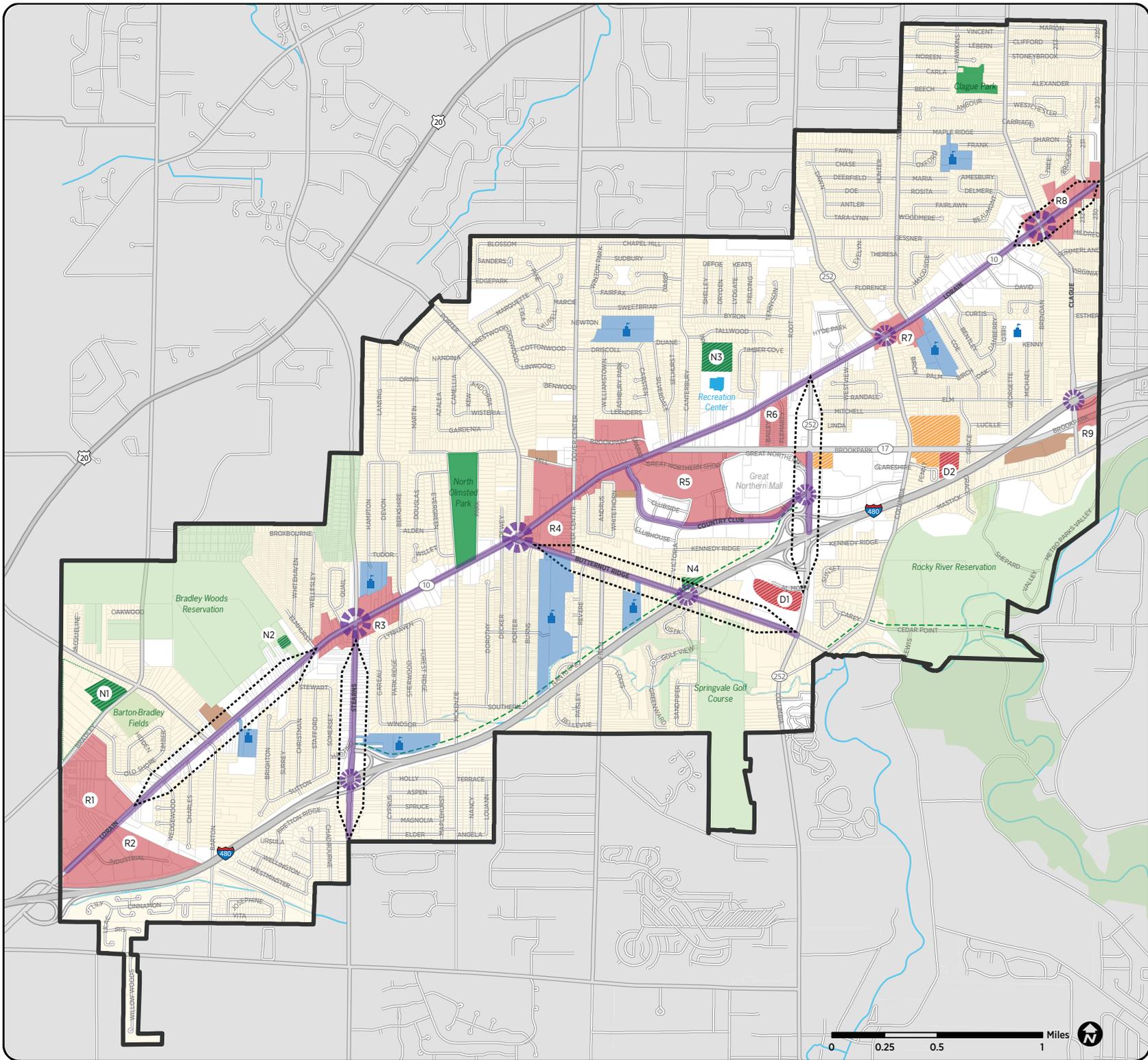
* Indicates action was identified by the public and citizen steering committee as a community priority. For more details please see the Implementation Chapter.

- 5. **05 Create an Arts and Culture Non-profit Organization**
Create a non-profit organization whose core mission is to support and enhance community arts and cultural programming. Non-profit organizations can fundraise and often have access to certain funding streams not available to local government. A specific arts-based non-profit has the opportunity to increase the community infrastructure for supporting and funding arts and culture without straining government resources.
- 5. **06 Expand the City's Outdoor Sport and Field Facilities**
Look for opportunities to expand the outdoor sport field facilities for use by local recreation teams, school teams and to attract tournaments and teams from neighboring communities (see N1 on conceptual framework map).
- 5. **07 Identify Sites for Pocket Parks**
Identify potential sites for pocket or neighborhood parks throughout the city. Programming and uses for the parks should be diverse; examples include dog park, sensory playground, fitness park, community garden, reading garden, etc. (see also 2.7).
- 5. **08 Install Bike Racks at Community Facilities**
Install bike racks at all community facilities and identify other strategic locations for expanded bike infrastructure, such as air and repair stations, restrooms, etc. (for one potential location see 5.11).
- 5. **09 Support Youth Development Planning Efforts**
Support planning efforts of local agencies for school-age children and their families. Identify new or improved programs, resources and partnerships in the areas of academics, college and career preparation, safety, enrichment and community service.
- 5. **10 Create New Trailhead and/or Park Amenity at Bradley Woods**
Work with Cleveland Metroparks to develop direct North Olmsted access to the Metropark (see N2 on conceptual framework map).

- 5. **11 Create a New Recreational Asset**
Create a new recreational area (potentially a bike hub) on public property near Butternut Ridge Road along the bike path (see N4 on the conceptual framework map).
- 5. **12 Upgrade Facilities at Clague Park**
Upgrade the park to increase its use and visibility by the larger community by updating the equipment, adding more family attractions, and working to ensure that it is easily accessible to all residents through wayfinding signage and/or physical connections (see P2 on conceptual framework map).
- 5. **13 Update Shared Use Plan for City and School Recreation Facilities**
New and future recreation facility improvements create an opportunity to revisit partnerships between the city and school district. In 2014, the city invested nearly \$2 million in upgrades at the recreation center to include a new fitness center and enhancements throughout the facility. Also in 2014, the community approved the schools' bond issue to build a new high school and middle school campus including a new athletic complex. The plan for collaboration should: 1) inventory existing city and school recreation assets; 2) identify gaps and areas of need for consideration as future facilities are designed; 3) update the shared facilities agreement between city and schools as new facilities are constructed..
- 5. **14 Convene Regular Meetings with the Cleveland Metroparks**
Meet with the Cleveland Metroparks on a regular basis to more actively participate in their park and recreation planning processes, especially related to improvements to Bradley Woods and Rocky River Reservations.
- 5. **15 Appoint a Community Relations Manager**
Appoint a person to serve as hub for all communications coming from the city and look for better ways to utilize the media assets available (cable, website, digital signs, social media, media, e-newsletters, texts and other signage).



**Conceptual
Framework
Map**



CONCEPTUAL FRAMEWORK MAP

The Conceptual Framework Map shows current community assets and catalytic development areas, which are areas of the city where change is recommended.

CATALYTIC DEVELOPMENT AREAS

These areas have been identified for their development or redevelopment potential. They have the ability to positively impact the overall impression of the city, create a more cohesive land use pattern, and provide additional assets to the community.

Redevelopment Area

- R1: Undeveloped Industrially Zoned Area. Vacant and underutilized parcels. Aggregate land to encourage and facilitate development (see Action Agenda 2.2).
R2: Partially Developed Industrial Area. Primary industrial park in the city. Develop remaining vacant parcels, support new industries and ensure adequate infrastructure.
R3: Lorain/Stearns. Strategic location/intersection between I-480 and Westlake. Redevelop or enhance all four corners as a gateway to the city's commercial corridor.
R4: Town Center. Key node in the city. Redevelop as a civic center (see Action Agenda 1.1 and 1.2).
R5: Currently large format retail bordering Great Northern Mall. Create tighter, denser, and more walkable retail, office and mixed use developments (see Action Agenda 2.5).
R6: Residential Area. Residential area across from Great Northern Mall surrounded by commercial development. Redevelop as mixed-use.
R7: Lorain/Columbia. Highly-traveled intersection and truck route. Redevelop parcels to the east to create an entertainment district or node within the city (with proximity to existing food and entertainment). Realign intersection for enhanced driving visibility, maneuverability and safety.
R8: Lorain/Clague. Gateway into the city from the east. Establish a positive impression of the city with streetscape enhancements and redevelopment of outdated commercial and multi-family properties.
R9: Brookpark/Clague. Vacant and underutilized parcels with close proximity to the highway. Rezone parcels from multi-family to office use.

Development Area

- D1: Vacant site. Currently zoned office. Develop for office use (see Action Agenda 2.4).
D2: Vacant site. Currently zoned multi-family. Develop townhouses or senior housing.

New Park / Recreation Area

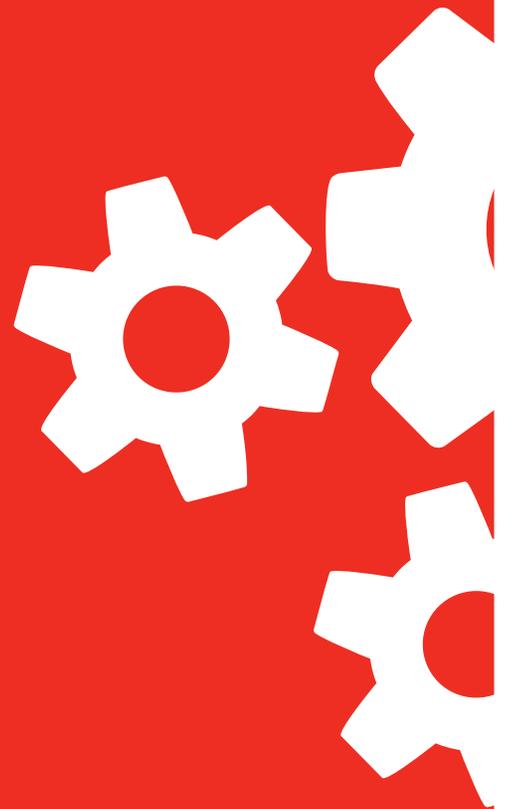
- N1: New Park/Recreation Asset 1. Develop a new park, recreational area or support for Barton-Bradley Fields (see Action Agenda 5.6).
N2: Bradley Woods Reservation. Create a trailhead or other park amenities for local direct access into Bradley Woods (see Action Agenda 5.10).
N3: Recreation Center. Develop land north of Recreation Center as a new community recreational asset, new park area, or expansion of Recreation Center (see Action Agenda 5.1).
N4: New Park/Recreation Asset 2. Utilize public land along bike path (off of Butternut Ridge Road) for enhanced bike and pedestrian facilities (see Action Agenda 5.11).

- Potential School Redevelopment (see Action Agenda 2.6)
Multi-Family Enhancement Area (see Action Agenda 3.3)
Park Enhancement Area (see Action Agenda 5.2 & 5.12)
Strategic Gateway Corridor (see Action Agenda 1.6)

COMMUNITY ASSETS

These areas represent key assets in the community and should be maintained and enhanced to compliment the catalytic development areas. While specific actions are not outlined for these areas they should be kept in mind for future opportunities for improvement.

- Residential Neighborhoods
Senior Housing
Major Corridors
Key Intersections
North Olmsted Boundary
Parks
Parcels
Streets
Schools
Bike Path





IMPLEMENTATION

OVERVIEW

The 2015 Master Plan presents an action agenda for realizing the community's shared vision for the future. The success of the Master Plan will be determined by the committed, ongoing implementation of its actions. The all-encompassing nature of the Master Plan means it can only be achieved through the collaborative efforts of the community.

COLLABORATING

A large share of implementation of the 2015 Master Plan rightfully falls to the city of North Olmsted. However, it is not intended to be solely implemented by government. Many actions will require the coordinated efforts of individuals and organizations representing the public, private, and civic sectors of the community. An active citizenry will help to ensure those actions are included and pursued as part of the public agenda.

MONITORING

The 2015 Master Plan should be monitored on a regular basis, and, when necessary, it should be revised or updated. The plan should be monitored for implementation effectiveness and relevancy. This review should happen on a formal basis no less than once per year. A status report/newsletter should accompany this review and be promoted throughout the community. An annual public meeting could take place to share progress and attract additional participants to move the implementation forward.

ENGAGING

The Go North Olmsted brand has gained a following throughout this process and set a new expectation for public engagement and civic dialogue within the community. It is recommended that this level of public input be continued as the city begins to work towards implementation of the actions, conduct subsequent studies and make decisions over the next 10 years. It is important to continue to foster the good will of the people, be inclusive and transparent and represent the authentic voice of North Olmsted.

HOW TO USE THE PLAN

The 2015 Master Plan is a long range planning document. It should also be used on a daily basis as public and private decisions are made concerning North Olmsted's future, including development, redevelopment, capital improvements, economic incentives and other related matters affecting the community. The following is a summary of how decisions and processes should align with the vision and actions.

1. **Annual Work Programs and Budgets.** City staff and administrators should be cognizant of the recommendations of the plan when preparing annual work programs and budgets. Local institutions might also consider the plan when making important policy and financial decisions that impact the community.
2. **Community Planning.** Community planning efforts, including those of the school district facilities, should be aligned with the values, goals and recommendations of the 2015 Master Plan.
3. **Capital Improvement Plan.** The city's capital improvement plan (CIP) should be consistent with the plan's recommendations.
4. **Economic Incentives.** Economic incentives should be reviewed to ensure consistency with the 2015 Master Plan.
5. **Private Investment Decisions.** Property owners, developers, and other private entities should consider the plan's recommendations in their planning and investment decisions. Public decision-makers will be using the 2015 Master Plan as a guide in their deliberations about proposals, projects, and funding requests. Property owners and developers should be aware of and complement the plan's goals.
6. **Civic and Social Engagement.** Civic and community groups should create opportunities to explore solutions to issues and problems of concern to the community. They should seek alignment with the 2015 Master Plan and collaborate across interests, missions and constituencies.
7. **Consistent Interpretation.** Go North Olmsted's implementation leadership should collaborate with city staff and other critical decision-making entities to ensure clear and consistent interpretation of the 2015 Master Plan.

IMPLEMENTATION MATRIX

1. Strengthening Quality of Place

CODE	KEY RECOMMENDATION	TIMEFRAME	FUNDING SOURCE	LEAD COORDINATOR	ADDITIONAL ORGANIZATIONS	EXAMPLES
1.1	Create a Town Center	Long Term	Public/Private Partnership	City (Planning)	City (Mayor's Office)	Gahanna, Ohio; Carmel, Indiana; New Albany, Ohio
1.2	Create a Town Center Zoning District Overlay	Short Term	City	City (Planning)	Planning & Design Commission, BZA	
1.3	Review, Audit and Update the Current Zoning Code	Short Term	City	City (Planning)	Planning & Design Commission, BZA	
1.4	Review and Update the 2006 Design Guidelines and Streetscape Plan	Immediate	City	City (Planning)	Planning & Design Commission	
1.5	Create a Neighborhood Identity Program	Short Term	City	City (Planning)	Local realtor group, homeowner's associations	City of Columbus Bicentennial initiative
1.6	Expand North Olmsted City Gateway Signage Program	Long Term	City	City (Planning)	Planning & Design Commission	
1.7	Facilitate a Business Beautification Program	Short Term	Local Businesses (front costs) City (maintenance costs)	City (Planning)	Local businesses, Chamber of Commerce, SID businesses (if created)	Village of South Elgin Illinois - Downtown Business Beautification Programs
1.8	Create a Beautification Recognition Program	Short Term	City	City (Planning, Mayor's Office)	Create a new Beautification Commission for the city. Precedent: Brookfield Illinois Beautification Commission	Kenmore Washington Beautification Awards Program; Pearland Texas Business Beautification Award; Lebanon Ohio Beautification Program
1.9	Create a Training and Education Program for Boards and Commissions	Short Term	City	City (Planning)	City (Law), chairs of all boards and commissions	
1.10	Create a "Go North Olmsted Day"	Short Term	City	City (Mayor's Office)	Civic organizations (Kiwanis, Community Council, etc.). Schools/PTA	Community Pride Trailer (Akron, Ohio), Keep America Beautiful Program
1.11	Identify Best Practices for Controlling Deer Population	Short Term	City	City (Service)	ODNR, Cleveland Metroparks	

TIMEFRAME KEY

Immediate: completed within 12 months**Short Term:** completed within 2-5 years**Long Term:** completed within 6-10 years**Ongoing:** continuously looking for ongoing opportunities to implement

2. Advancing Prosperity

CODE	KEY RECOMMENDATION	TIMEFRAME	FUNDING SOURCE	LEAD COORDINATOR	ADDITIONAL ORGANIZATIONS	EXAMPLES
2.1	Create a Strategic Economic Development Plan	Short Term	City	City (Planning)	Consultant, City (Economic Development)	City of Independence Ohio
2.2	Develop a Marketing Strategy for Industrial Areas	Short Term	City	City (Economic Development)	City (Planning), Team NEO	
2.3	Use Tax Increment Finance (TIF) in Strategic Locations	Ongoing	TIF Fund	City (Planning)	City (Economic Development)	
2.4	Create Developer Packages	Short Term	City	City (Economic Development)	City (Planning)	Grandview Heights Ohio (Power of Proximity)
2.5	Encourage Mixed Use Redevelopment around Mall	Ongoing/Long Term	Public/Private Partnership, TIF Fund	City (Planning)		
2.6	Identify Appropriate Reuses for Future Decommissioned School Sites	Short Term	City	City (Planning)	School Board	
2.7	Utilize the City Land Bank Program	Short Term	City	City (Planning)	City (Law)	
2.8	Create a Business Mix Matrix	Short Term	City	City (Economic Development)		
2.9	Create a Local/Small Business Education Program	Short Term	City	City (Planning)	City (Economic Development)	
2.10	Lobby the County to Expand Grant Programs	Short Term	City	City (Mayor's Office)		
2.11	Explore Special Improvement Districts	Ongoing	City	City (Planning)		
2.12	Bolster Business Retention Efforts	Immediate	City	City (Economic Development)	City (Planning)	
2.13	Create a Monthly Economic Update E-newsletter	Immediate	City	City (Economic Development)	City (Planning)	D Economy Newsletter (Dallas, Texas), City of Santa Clarita Monthly Economic Snapshot

IMPLEMENTATION MATRIX

3. Improving Housing Choices

CODE	KEY RECOMMENDATION	TIMEFRAME	FUNDING SOURCE	LEAD COORDINATOR	ADDITIONAL ORGANIZATIONS	EXAMPLES
3.1	Determine Housing Demand	Short Term	City	City (Planning)	Consultant	
3.2	Utilize the Updated Community Reinvestment Area (CRA) Program	Ongoing	City	City (Planning)	City (Economic Development)	
3.3	Add Resources to Enforce Property Maintenance Codes	Short Term	City, fees for service	City (Planning, Law, Building)		
3.4	Utilize the County and City Land Bank Program	Short Term	City	City (Planning)	Planning & Design Commission	
3.5	Identify Neighborhood Infrastructure Upgrades	Short Term	City, County, State	City (Engineering, Planning)	Local realtor group	
3.6	Create a Real Estate Advisory Council	Immediate	City	City (Planning)	City (Mayor's Office)	

TIMEFRAME KEY

Immediate: completed within 12 months**Short Term:** completed within 2-5 years**Long Term:** completed within 6-10 years**Ongoing:** continuously looking for ongoing opportunities to implement

4. Retrofitting Infrastructure

CODE	KEY RECOMMENDATION	TIMEFRAME	FUNDING SOURCE	LEAD COORDINATOR	ADDITIONAL ORGANIZATIONS	EXAMPLES
4.1	Create a Sustainable Infrastructure Policy Standards Guidebook	Short Term	City	City (Engineering)		
4.2	Update Landscaping Standards	Short Term	City	City (Forester, Planning)	Planning & Design Commission	
4.3	Leverage the Citywide Signals Project	Ongoing	City	City (Service, IT)	City (Planning, Economic Development)	
4.4	Identify Storm Water Management Projects	Immediate	City	City (Engineering, Service)	School Board	
4.5	Research the Feasibility of a Storm Water Incentive Program	Short Term	City, Grant	City (Engineering, Service)	City (Finance)	
4.6	Create a Resident Education Program	Short Term	City, Grant	City (Engineering, Service)		
4.7	Implement the Energy Conservation Master Plan	Ongoing	City, Grant	City (Service)	City (Planning)	
4.8	Assess Feasibility of Upgrades or Changes to the Bus Service	Short Term	City	City (Planning, Mayor's Office)	Greater Cleveland Regional Transit Authority	
4.9	Reconstruct Butternut Ridge Road	Short Term	City, Federal \$/ Grant	City (Planning, Engineering)	NOACA, ODOT	

IMPLEMENTATION MATRIX

5. Enhancing Amenities

CODE	KEY RECOMMENDATION	TIMEFRAME	FUNDING SOURCE	LEAD COORDINATOR	ADDITIONAL ORGANIZATIONS	EXAMPLES
5.1	Re-imagine the Existing Recreation Center	Long Term	City, Grant	City (Parks and Recreation)		
5.2	Expand Programming and Facilities at North Olmsted Park	Short Term	City, Grant	City (Parks and Recreation)		
5.3	Expand the Current Bike Path	Short Term	Grant	City (Planning, Parks and Recreation)		
5.4	Consider Community Health Objectives in Facilities, Services and Programs	Ongoing	Grant	City (HR)	City (Parks and Recreation), local non-profits	
5.5	Create an Arts and Culture Non-profit Organization	Immediate	City, Grant	City (Planning, Arts Commission)		
5.6	Expand the City's Outdoor Sport and Field Facilities	Long Term	City, Grant	City (Parks and Recreation)	School Board, local youth sports organizations	
5.7	Identify Sites for Pocket Parks	Short Term	Grant (Trust for Public Land)	City (Parks and Recreation, Planning)	Homeowners Associations	Baltimore Open Spaces, Farm-a-Lot Program (Detroit, MI), Rotary Centennial Park (Long Beach, CA)
5.8	Install Bike Racks at Community Facilities	Immediate	City, Grant	City (Parks and Recreation)		
5.9	Support Youth Development Planning Efforts	Short Term	Grant	City (Youth & Family Services)	City (Parks and Recreation, Safety), local non-profits	
5.10	Create New Trailhead and/or Park Amenity at Bradley Woods	Short Term	City	City (Parks and Recreation, Planning)	Cleveland Metroparks	
5.11	Create a New Recreational Asset	Long Term	City, Grant	City (Parks and Recreation, Planning)		

TIMEFRAME KEY
Immediate: completed within 12 months
Short Term: completed within 2-5 years
Long Term: completed within 6-10 years
Ongoing: continuously looking for ongoing opportunities to implement

5. Enhancing Amenities

CODE	KEY RECOMMENDATION	TIMEFRAME	FUNDING SOURCE	LEAD COORDINATOR	ADDITIONAL ORGANIZATIONS	EXAMPLES
5.12	Upgrade Facilities at Clague Park	Short Term	City	City (Parks and Recreation)		
5.13	Update Shared Use Plan for City and School Recreation Facilities	Long Term	City, School Board	City (Law, Parks and Recreation)	School Board	
5.14	Convene Regular Meetings with the Cleveland Metroparks	Immediate	City	City (Mayor's Office, Parks and Recreation)	Cleveland Metroparks	
5.15	Appoint a Community Relations Manager	Immediate	City	City (Mayor's Office)		