



City of Warrensville Heights Master Plan Update 2012



Warrensville Heights 2012 Master Plan Update

April 2012

Working to make "*The Friendly City*" a great place to live and work.

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Councilmembers

Ward 1	Dorise Hagwood
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Ward 3	Elona White
Ward 4	Ruby Nelson
Ward 5	Darnell Robertson (2011) Shontel Brown (2012)
Ward 6	Pauline Goode
Ward 7	Kimberly Hodge Edwards

This Master Plan Update was prepared by the Master Plan Advisory Committee:

Ms. Kimberly Hodge Edwards	Ms. Sandra Noble
Mr. Russ Friedrich	Mr. Reginald Owens
Ms. Patricia Faulkner	Mr. Steve Petti
Ms. Linda Gay	Mr. Jesse Sanders
Mr. Glen Haley	Mayor Brad Sellers
Ms. Carolyn Hall	Mr. Ted Sims
Ms. Pequita Hansberry	Ms. Renee Strong
Ms. Andrea Jacobs	Mr. AC Williams
Ms. Marva Kay Jones	Mr. William Young
Mr. Melvin Lester	Ms. Barbara Walker
Ms. Andrea Mitchell	

With technical resources provided by the Cuyahoga County Planning Commission:

323 Lakeside Avenue West, Suite 400, Cleveland, Ohio 44113

<http://planning.co.cuyahoga.oh.us>

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I. Introduction

In 2010 the Cuyahoga County Department of Development awarded the City of Warrensville Heights funding from the Community Development Block Grant program to update its 2002 Master Plan. The Cuyahoga County Planning Commission was commissioned to assist with this update and work on the Master Plan began in February 2011.

A municipal master plan is a city's map of how to create and maintain a quality way of life for its residents and businesses in both the immediate and longer-term future. It considers demographic trends within the city, region and state, as well as land use and economic conditions to determine how a community can achieve its vision of *how it would like to be*. At its core, the master planning process is a city's own articulation of sustainability: how it will become and remain an economically viable, socially fulfilling and environmentally healthy place.

A master plan is intended to be a clear and practical guide on which to base future decisions regarding land use, infrastructure, other capital improvements and services. The purpose of examining and updating Warrensville Heights's Master Plan is to document the numerous and complex changes that have occurred within Warrensville Heights and the region since 2002 and to reevaluate the policies and recommendations in light of those changes.

It is clear that Warrensville Heights is a strong, viable community with many desirable characteristics. However, there are a number of city-wide issues that present challenges to City officials, residents and businesses. This Master Plan Update highlights and explores the range of assets and challenges that the City faces today in order to formulate policies and recommendations that will position Warrensville Heights for increased social and economic resilience and prosperity.

The community planning process must be tailored to the unique characteristics, needs and desires of the community. A plan is useful as a decision making tool and action guide only to the extent that it reflects the goals of the community. Therefore, the preparation of the Warrensville Heights Master Plan Update utilized a two-tiered structure: a citizen Advisory Committee and participation of the community-at-large.

The Advisory Committee consisted of roughly 20 residents, city representatives, business owners and representatives from institutions such as the YMCA, the Warrensville Heights City School District and the Cuyahoga County Library. The Advisory Committee met regularly over the course of a year to formulate the elements of this Plan Update and ensure that the goals and strategies embraced in this Update reflected the desires and wishes of the City.

Formulation of the Plan Update was a multi-phased process, beginning with an audit of the implementation strategies recommended in the 2002 Warrensville Heights Master Plan. County Planning Commission staff prepared an existing conditions analysis in which a series of maps were created to document existing land use, zoning, and environmental features. Demographic data from the 2000 and 2010 Census, as well as the 2005-2009 American Community Survey was also compiled. All of this information was then presented to the Advisory Committee to provide an indication of population, housing, and development trends and key changes in the composition of the community.

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Using this information as well as intimate knowledge of the community, the Advisory Committee created a list of key issues to be addressed in the Plan Update. Community goals were then formed to guide the plan.

Community-wide input occurred during two public meetings held during the study. At the first community meeting held on September 21, 2011, attendees were given the chance to comment on the draft goals for the City and help identify priorities for action. The second community meeting, held on March 7, 2012, included a final presentation of selected strategies to achieve each of the goals and once again participants were invited to comment on the programs and initiatives they felt the City of Warrensville Heights should focus on over the upcoming years.

The goals, policies, strategies and action steps contained in this Plan Update reflect the views, opinions and priorities of the Advisory Committee.

Adoption of the final Master Plan Update by action of the Warrensville Heights City Council is a critical objective to be achieved once the plan is finalized. Adoption institutionalizes the master plan, so that future elected officials, board members, residents, and other stakeholders will have a guide to direct their decisions. Their decisions will be in response to thoughtful consideration of issues related to the development and redevelopment of the community in order to achieve the shared “vision” of the future of Warrensville Heights.

II. Review of the 2002 Master Plan

A great deal has been accomplished in the ten years between the 2002 Warrensville Heights Master Plan and this Update. Major developments and accomplishments include the creation of Harvard Park (a retail district at Harvard and Richmond Roads); the economic development that has occurred along Richmond and Miles Roads; the redevelopment of the old Zayre's property to accommodate a new town center featuring the Warrensville Heights branch of the YMCA and the Cuyahoga County Library; the establishment of Cuyahoga Community College's Corporate College East; as well as the development of several upscale housing developments throughout the City.

Although a number of the recommended actions set forth in the 2002 Plan have been accomplished, many of the fundamental principles and goals remain valid today. The 2002 Master Plan outlined the following six goals:

1. **IMAGE** : To have a positive community image with improved community gateways and road corridors.
2. **NEIGHBORHOODS AND HOUSING**: To be a city with well-maintained neighborhoods and housing stock with a variety of housing options that suit the various needs of the residents.
3. **COMMUNITY SERVICES, FACILITIES AND INFRASTRUCTURE**: To be a city that provides high quality municipal services in an efficient and thoughtful manner, providing particular attention to youth recreational needs.
4. **ECONOMIC DEVELOPMENT**: To be a city that promotes its strategic advantages to businesses and encourages the establishment of new industrial and commercial businesses that would strengthen existing business areas, neighborhoods, and residents.
5. **COMMERCIAL**: To be a city that has attractive and accessible commercial districts which provide a wide range of commercial needs to residents and businesses?
6. **NATURAL RESOURCES**: To protect natural resources and sensitive areas and protect residents and businesses from environmental damages.

Many of the goals identified in the 2002 Master Plan remained the same for this Update. The only goal that does not directly carry over into the 2012 Update is Natural Resources, though some of these concerns have been grouped under Local Government and City Services. Likewise, the Economic Development and Commercial goals have been combined in the Update. The largest difference between the 2002 plan and the 2012 Update is the inclusion of the public education system as an overriding goal.

III. Community Snapshot

A number of factors affect the future of a community, including population trends, housing trends, the existing pattern of development, proximity to highways, the natural environment, and the community's location within the overall region. In addition, in order to understand development options for the future, it is necessary to have a good understanding of the past and present. This chapter provides an overall assessment of the existing conditions and trends, including comparisons of Warrensville Heights with surrounding inner-ring communities as well as with outlying suburbs that are capturing the majority of population growth, in order to create the foundation upon which the goals and objectives for the future of Warrensville Heights are established.

REGIONAL LOCATION

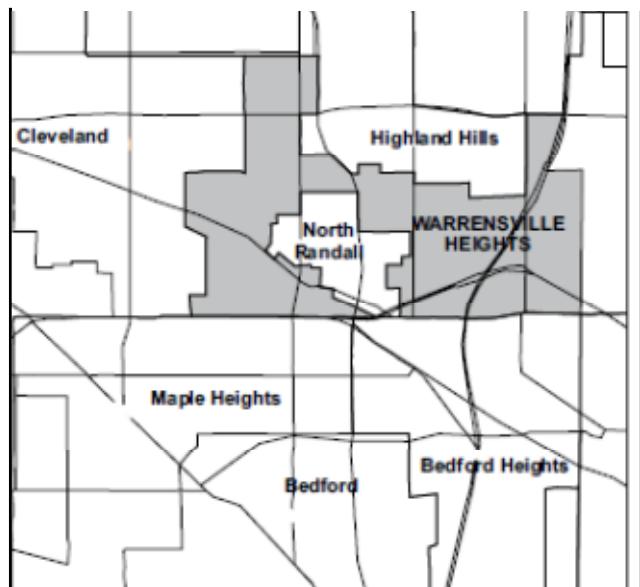
Warrensville Heights, originally part of Warrensville Township, incorporated as a separate village in 1927 and as a city in 1960. It is located southeast of Cleveland, and is bounded by Shaker Heights and Highland Hills to the north, Bedford Heights and Maple Heights to the south, Cleveland to the west, and Orange Village to the east.¹ The village of North Randall is entirely encircled by Warrensville Heights, creating a ring around North Randall.

Warrensville Heights is northwest of the intersection of I-271 (north-south) and I-480 (east-west). The City has both on-and off-ramps to these two interstates located at the southern and eastern portions of the City. Most strategically located is the I-271 interchange at Harvard Road, providing easy access to the City's new commercial development at Harvard Park. The proximity of the interstates—which travel in all directions—provides residents, future home buyers, businesses, and future businesses easy access to all areas of the region.

Warrensville Heights is a twenty (20) minute drive from downtown Cleveland and its wide variety of cultural and sporting events, Hopkins International Airport, as well as outlying areas to the east.

Warrensville Heights is a part of the Tri City Area, which also includes the villages of North Randall and Highland Hills. While each is a distinct municipality, they are intimately linked as all are part of the Warrensville Heights City School District. In addition, the Warrensville Heights Chamber of Commerce (formerly the Tri City Chamber of Commerce) encompasses the three communities.

Figure 1. Regional Location



¹ Encyclopedia of Cleveland History <http://ech.case.edu/ech-cgi/article.pl?id=WH1>

DEMOGRAPHICS

This section highlights a number of relevant demographics of the city. Some of the data is from the 2010 U.S. decennial census and includes a complete count, while other data has been gathered from the 2005-2009 American Community Survey (ACS). The ACS surveys a sample of the population every year and extrapolates those results to estimate trends for the entire population.

It is often useful to understand how a city compares to the surrounding communities. In this case, these communities include Bedford, Bedford Heights, Maple Heights, North Randall and Highland Hills. Other communities that have been included in this demographic comparison include communities that are growing—where people are moving to when they are moving away from older inner ring suburbs such as Warrensville Heights. These communities include Beachwood, Macedonia and Twinsburg in Summit County, and Streetsboro in Portage County.

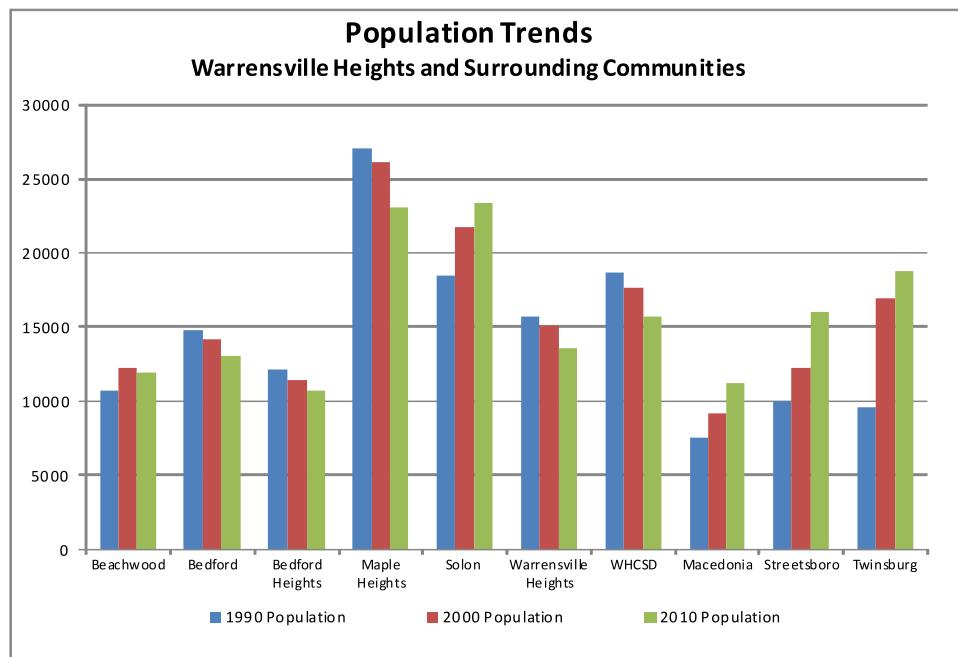
Extensive data in tabular and graphic format regarding detailed demographics for all of these comparison communities is included in Appendix A. However, in some cases, data for Highland Hills and North Randall has been suppressed due to space considerations. Both communities have very few residents and housing units. For some tables, data for Warrensville Heights, Highland Hills and North Randall have been combined and displayed in order to provide statistics related to the Warrensville Heights City School District.

POPULATION and AGE DISTRIBUTION

Outward population migration patterns discussed in the 2002 Master Plan have continued. Warrensville Heights and similar inner-ring suburbs have lost population over the past twenty (20) years to outer-ring suburbs such as Macedonia, Streetsboro, and Twinsburg.

In 2010 the Census Bureau reported that there were 13,542 people living in Warrensville Heights, a decline of 10% since the 2000 Census, when the population was 15,109. Surrounding communities also experienced similar declines over the past decade. Neighboring cities of Bedford, Bedford Heights and Maple Heights also lost population at similar rates (8%, 5.5% and 11.5%), while

Figure 2. Population Trends



Highland Hills lost nearly a third of its population. This is representative of Cuyahoga County as a whole, which lost roughly 8.2% of its population, from 1,393,978 in 2000 to 1,280,122 in 2010.

As expected, many communities in the more rural counties of Summit and Portage experienced sharp increases in population over the past ten years. Macedonia and Twinsburg in Summit County grew by 21% and 11%, respectively, from 2000 to 2010, while Streetsboro in Portage County grew by almost a third.

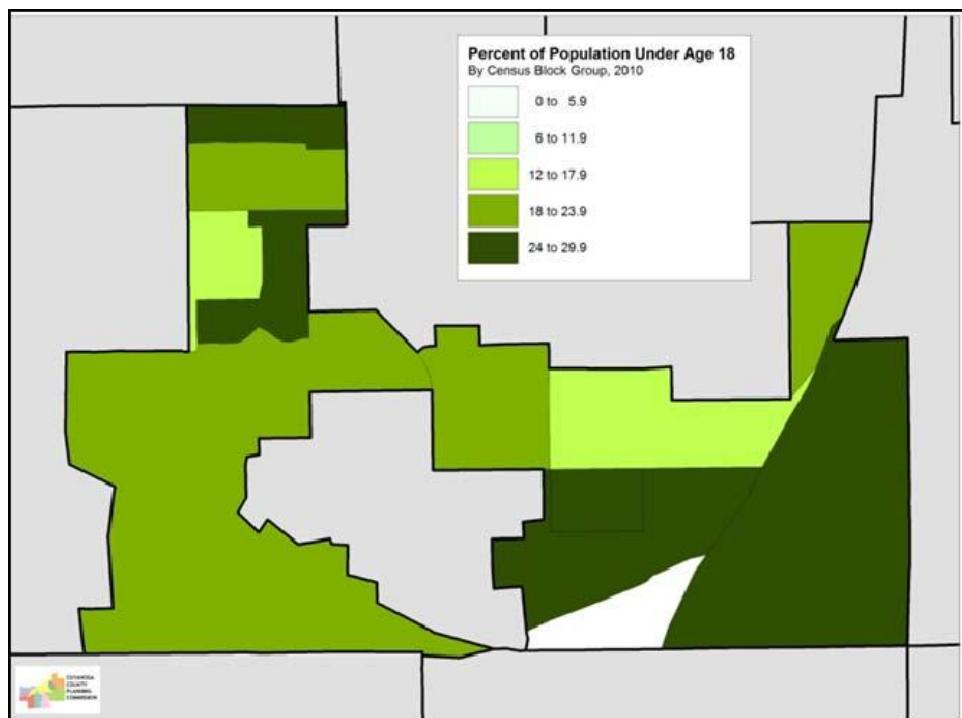
The age of the population is a key factor in understanding the housing and social programming needs and earning potential of Warrensville Heights residents. As is common in most communities, almost half of the residents in Warrensville Heights are between the ages of 25 and 64 - the prime wage-earning years, while nearly one fourth of the population is under 18 (similar to the County's rate of 23.6%) and another 17% are 65 years or older (slightly higher than the County's rate of 15%).

When compared to the age breakdown of the 2000 population, it is clear that while the population in Warrensville Heights has declined, it has not declined evenly across the age groups. In fact, the numbers of residents between the ages of 18 and 24 and those 65 years and older each increased by nearly nine percent. In contrast, the number of residents between the ages of 25 and 44 declined by 25% and those under 18 declined by 14%. The number of residents between 45 and 64 also declined but only by 7%.

The increase in the proportion of older residents is common to most other communities in Northeastern Ohio and has implications in the types of public services and assistance programs that will be needed in the future.

There are two areas of the City where the proportion of children under 18 is higher than the City average of 24.5%: the northwestern neighborhoods in the vicinity of Harvard Road and Warrensville Center Road, and the southeastern part along both sides of I-271 where there are also a large number of apartment units.

Figure 3. Percent of Population under Age 18



HOUSEHOLDS

The number of households in Warrensville Heights and surrounding communities is declining but at a slower rate than the population. The number of households in Warrensville Heights declined by 4.5% between 2000 and 2010, from 7,062 in 2000 to 6,773 in 2010. Declines in the number of households were also experienced in surrounding communities of Bedford and Maple Heights, with a 5.9% and a 9.3% drop, respectively. However, Solon, Macedonia, and Streetsboro all experienced significant gains in the number of households with 10.6%, 32.4%, and 33.7% respectively. This rise in household numbers is to be expected with an increase in population.

The average number of persons per household in 2010 was 2.22 persons, down from the 2000 statistic of 2.34 persons per household. Similar declines in household size have been experienced in surrounding communities as well as across the nation as families are having fewer children and more people are choosing to live alone.

In 2010, 31% of all households in Warrensville Heights were families with children under the age of 18, which is very close to the national rate of 33%. This is a slight decline from 2000, in which 35.4% of family households had children under the age of 18. Of these households with children, nearly 70% are female headed households with no husband present, up considerably from the 2000 figure of 55%. This is one of the highest percentages among the comparison communities, and much higher than the national average of 25.8%.

In 2010, 28% of households in Warrensville Heights had a householder who was 65 years or older. Of those households, 45.5% reported living alone.

EMPLOYMENT, INCOME and EDUCATION

The economic climate in the nation has changed dramatically since the 2002 Warrensville Heights Master Plan was completed. In the early 2000s, the nation's unemployment rate had been declining for several years, and economic conditions were fairly stable in the County until the housing market crash, which began in 2008.

Because the national economy changed so significantly since that 2002 Master Plan, it is important to document the change. However, data related to employment, household income, poverty and education is no longer collected as part of the decennial census. This data is now only available from the American Community Survey (ACS) which is conducted every year across a sample population and extrapolated for the entire community. For municipalities with fewer than 20,000 people, such as Warrensville Heights, five years of data are averaged and reported as an estimate for that five year timeframe. Because the data is based on a sample and not an actual count, the figures from the ACS can have a high margin of error meaning that the results from the survey can in fact vary widely from the actual numbers. For this reason, these ACS numbers are **most** useful when considering percent distribution.

Another important characteristic of the population of a community is the occupational makeup of employed residents. Occupation describes the kind of work a person does on the job such as salesperson or manager, regardless of whether their place of employment is an insurance business or a manufacturing firm. According to the 2005-2009 ACS estimates, the most common occupation of

employed residents was 'Sales and Office' occupations, at 31% of the entire labor force. The next two were 'Management, Business, Science and Arts' occupations at 24% and 'Service' occupations at 22%.

According to the 2005-2009 ACS estimates, the overall unemployment rate for Warrensville Heights was 12.3%, which was higher than both Cuyahoga County's unemployment rate of 10% and the national average of 8.3%.²

Residents in the 20 to 24 year age group faced the highest rate of unemployment, at 28.7%, indicating that those who are just entering the workforce are having the most difficulty finding and retaining employment. Unemployment rates for this age group are lower across Cuyahoga County and the State of Ohio—at 18.6% and 23.6% respectively. This indicates that young adults in Warrensville Heights may not be getting the networking opportunities that are needed to gain employment. The second-highest unemployment rate is found in the 16 to 19 age bracket, at almost 28%. This is similar to unemployment rates in the County and State, and would be expected among teens in or finishing high school.

The median household income in Warrensville Heights was \$37,064 according to the 2005-2009 ACS estimates, compared to \$43,145 in Cuyahoga County. About 35% of all Warrensville Heights households earned more than \$50,000 from 2005-2009.

Poverty status is determined by income and family size, and is adjusted for inflation. For example, in 1999 a family of four—two adults and two children—with an income of \$16,895 or less was considered poor. In 2009, a family of four with an income of \$22,050 or less was considered poor.³

The 2005-2009 ACS estimated poverty rate for Warrensville Heights was 15.2%, up 3.8 percentage points from 2000. Cuyahoga County's poverty rate was 16.4%, up 3.2 percentage points since 2000. The rise in poverty rate is consistent with surrounding communities and the county because the nation's economy is still recovering. However, the Tri City Area (Warrensville Heights, Highland Hills and North Randall) had the highest poverty rate of all other suburbs considered in this Update.

According to 2005-2009 ACS estimates, 86% of Warrensville Heights residents 25 years and older graduated from high school, up from 83% in 2000. Only 15% received a bachelor's degree, similar to the County rate of 16%. Other inner-ring communities had similar percentages for residents with a bachelor's, aside from Beachwood and Solon, which had 52% and 59%, respectively.

HOUSING STOCK

In 2010, there were 6,743 housing units in Warrensville Heights an increase of only two units since 2000. Although this number stayed almost static, housing development in Warrensville Heights has not. Some homes in poor condition have been demolished, while over 100 new housing units have been constructed in the four housing developments that have been approved by the City since the 2002 Master Plan.

According to the 2005-2009 ACS estimates, the majority (65.7%) of housing units were built between 1950 and 1969, with only 5.4% of the units built prior to 1940. In comparison, the majority of housing units—nearly 33%—in Cuyahoga County were built prior to 1940. The housing stock in Warrensville Heights is characterized by the post-war suburban development, which has an advantage to being

² Bureau of Labor Statistics, U.S. Department of Labor

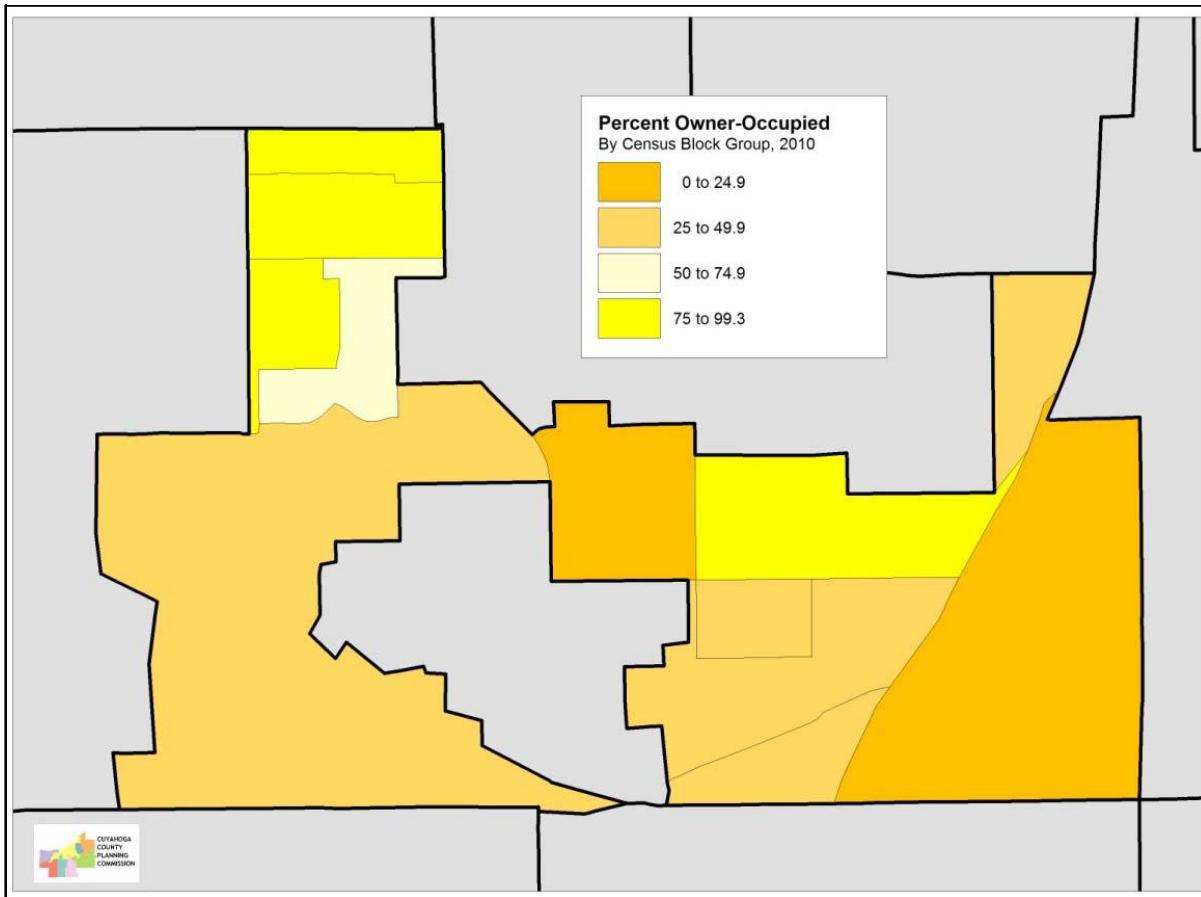
³ U.S. Department of Health and Human Services: <http://aspe.hhs.gov/poverty/09poverty.shtml>

newer than most of the dwelling units in Cuyahoga County, but has the disadvantage of being pre-fabricated construction, which often did not have the quality of craftsmanship found in older homes.

Almost 48% of the housing units in Warrensville Heights are single-family homes (44.2% detached, and 3.7% attached). Housing units in apartment buildings with 5-19 units are the second-most common housing unit in Warrensville Heights, comprising 26.3% of total housing units. Large apartment buildings with 20 or more units also hold a significant portion (23.2%) of housing units in the City.

Roughly 43% of all units were owner-occupied in 2010, down from 48% in 2000. Aside from North Randall and Highland Hills, this was the lowest percentage of owner-occupied units in the comparison communities, and is quite a bit smaller than the County's percentage of 61%. Almost 57% of all units were occupied by renters, up from 52% in 2000.

Figure 4. Percent Owner-Occupied



Over 10% of housing units were vacant in 2010, fewer than the County's percentage of 12.3% and lower than several of the surrounding communities. Warrensville Heights still has quite a few more vacancies than some nearby communities including Beachwood and Solon (7.6% and 4.7% respectively).

According to the 2005-2009 ACS estimates, the average median value of single-family houses was \$109,100, which is an increase from 2000's median value of \$85,900. This ACS estimate is somewhat suspect considering the 2008 housing market crash and subsequent drop in home values. The average sales price of a single-family home sold in Warrensville Heights in 2010 was only \$29,500, a decline of

\$50,000 since 2006. There were 122 single-family home sales in 2010, down only slightly from 2008's 196 home sales (NEO Cando).

Understanding a community's demographic profile and trends is important for a number of reasons. Not only do the characteristics of the population help identify changes in public service needs, it also helps to understand current land use patterns and anticipate future land use needs.

LAND USE AND ZONING

Many factors influence the physical pattern of development within a city including population growth and decline, changing social and economic trends, and evolving housing needs. Because land is a finite resource, an understanding of existing conditions as well as careful consideration for future land uses is necessary during the planning process. Development trends, how land is currently being used in the city and existing regulations such as zoning all have a direct impact on community character, aesthetics, transportation infrastructure, housing affordability and ultimately its tax base.

Warrensville Heights spans almost 4.2 square miles, or about 2,660 acres. There are a wide variety of different land uses in Warrensville Heights, ranging from single-family residential to industrial and a number of institutional uses. Figure 5 and Table 1 indicate the distribution of land uses in the City.

RESIDENTIAL

The largest land use in Warrensville Heights is residential. With 787 acres of residential land in Warrensville Heights, this land use comprises almost one-third of the entire city. Single-family homes are the predominate residential land use, comprising 22.8% of the total land area in Warrensville Heights. Single-family neighborhoods are primarily located in the northwestern section of the City, south of Shaker Heights; and in the central portion of the city, bounded by Green Road to the west, I-480 to the south and I-271 to the east.

Although most of these housing units were built between 1950 and 1969, there have been approximately 50 new single-family and attached single-family homes constructed in three residential developments since 2002. The developments include Cinema Park, located on Miles Road at the old Miles Drive-In; Chateaux of Emery Woods on Emery Road on the eastern border of the City; Stone's Throw on Emery Road just west of I-271; and Newport Square, on Emery Road west of Green Road. Each of the three developments still

Table 1. Acres by Land Use

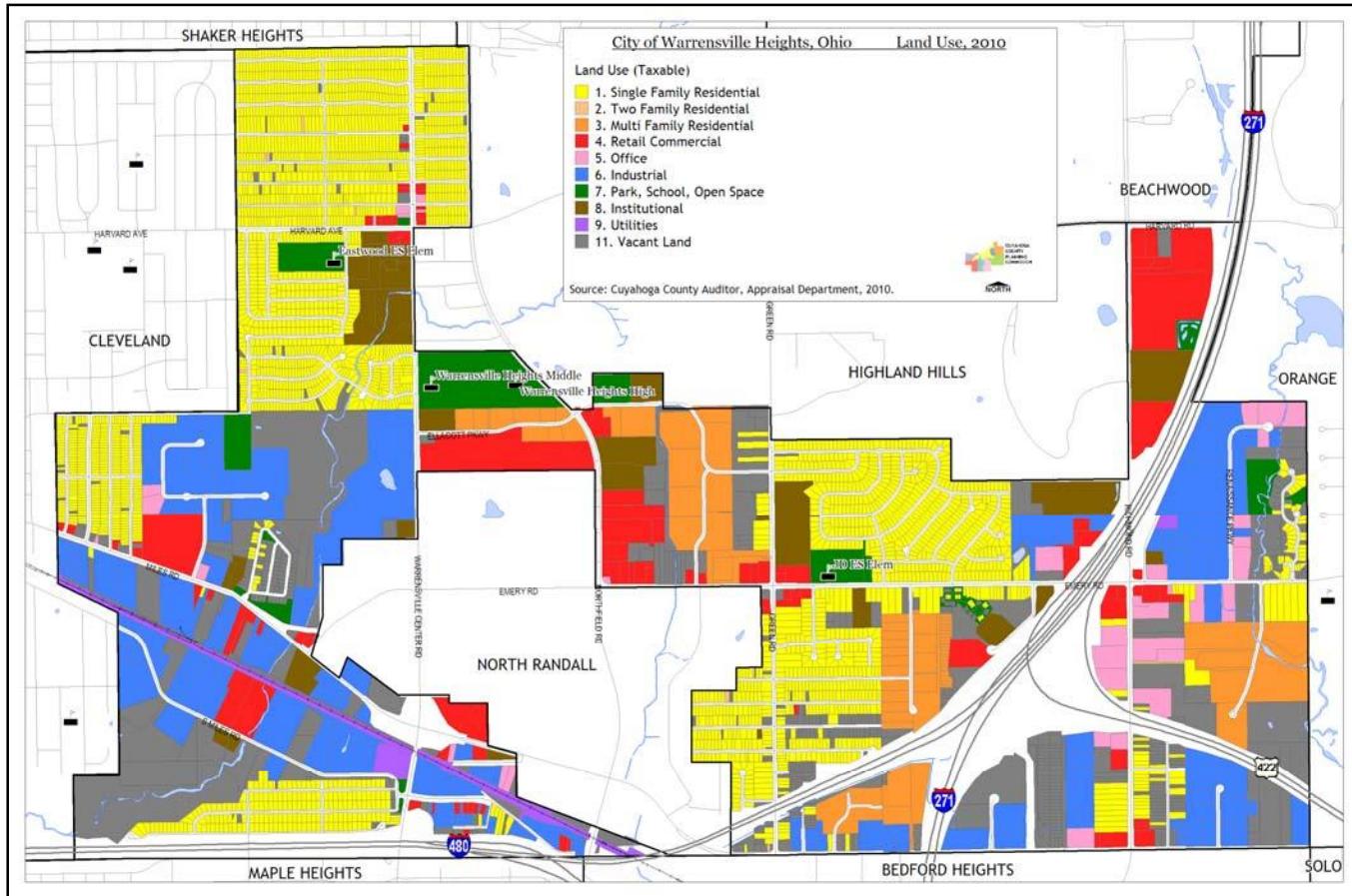
	Acres	%
Single-Family Residential	605.6	22.8%
Two-Family Residential	1.2	0.0%
Multi-Family Residential	180.2	6.8%
Total Residential	787.0	29.6%
Retail Commercial	194.1	7.3%
Office	60.5	2.3%
Industrial	383.9	14.4%
Parks, Schools, Common Open Space	86.6	3.3%
Institutional	119.5	4.5%
Utilities	29.1	1.1%
TOTAL DEVELOPED	1,660.7	62.4%
Vacant Land	427.9	16.1%
Right of Ways	571.4	21.5%
TOTAL	2,660.0	100.0%

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has house lots available for construction, and when completed, these three developments will have added over 200 new homes to the City's housing stock.

Multi-family residential housing comprises just 6.8% of the total land area, although apartment units comprise more than half of the total dwelling units in the City. Apartment complexes are concentrated in generally four areas of the City. Two to four story apartment buildings are located along Ellacott, Clarkwood and Granada Parkways at the center of the City, near the new Town Center area. Another major concentration of two-story apartment buildings is along Walford Road, south of Emery Road and west of I-271. Miles Landing, also comprised of a number of two-story apartment buildings is located along Miles Road immediately south of I-480 and east of I-271. Medium –rise, six story apartment buildings are located along Country Lane at the eastern end of the City, south of Emery Road and north of I-422. Newport Square includes 72 single story luxury apartments for residents 55 years and older and is the most recently constructed multi-family development.

Figure 5. Land Use



COMMERCIAL/OFFICE/INDUSTRIAL

There are more than 194 acres devoted to retail/commercial uses in the City, comprising 7.3% of the total land area. The amount of retail space has grown in recent years with the addition of Harvard Park

at the intersection of Richmond and Harvard Roads. Harvard Park, located at the Harvard Road exit from I-271, features many well-known large retail stores. Many of the City's other commercial uses are concentrated along the major corridors including Northfield, Emery and Richmond. Similar to the development patterns of other post-WWII suburbs, these commercial areas are comprised of primarily smaller neighborhood stores.

Only a small portion of the City (2.3%) is comprised of office buildings. However, a new office corridor has emerged in recent years along Richmond Road, north of Miles Road. This area features the newly constructed South University, the new ITT Technical Institute, and several other professional offices.

Warrensville Heights has over 380 acres (14%) of its land area devoted to industrial uses, which represents its third largest land use. Many of the area's industrial sites are found in the southwest portion of the City, west of Warrensville Center Road, and along Miles and South Miles, all with easy access to I-480 and I-271. There are also several areas of industry on the eastern end of the City. Notable industries include Sherwin Williams' headquarters on Warrensville Center Road and Heinen's distribution center on South Miles Road. There are also two industrial parks in the City: Cranwood Parkway on the west side of the City, off of Miles Road; and Emery Industrial Parkway on the east side of the City with its entrance from Emery Road.

PUBLIC/INSTITUTIONAL/COMMUNITY FACILITIES

Parks, schools and public open space currently comprise 3.3% of Warrensville Heights, or nearly 87 acres. Of this, parks comprise only 10.8 acres. Two public parks are located in the City. The municipal park, adjacent to the Civic and Senior Center on Green Road covers about 10.3 acres. The Harvard Road mini-park, at the corner of Warrensville Center and Harvard Roads is just 0.5 acres.

There are almost 120 acres of institutional land in Warrensville Heights. This classification includes city facilities, South Pointe Hospital, churches, the library, Tri-C Corporate College, and several other entities.

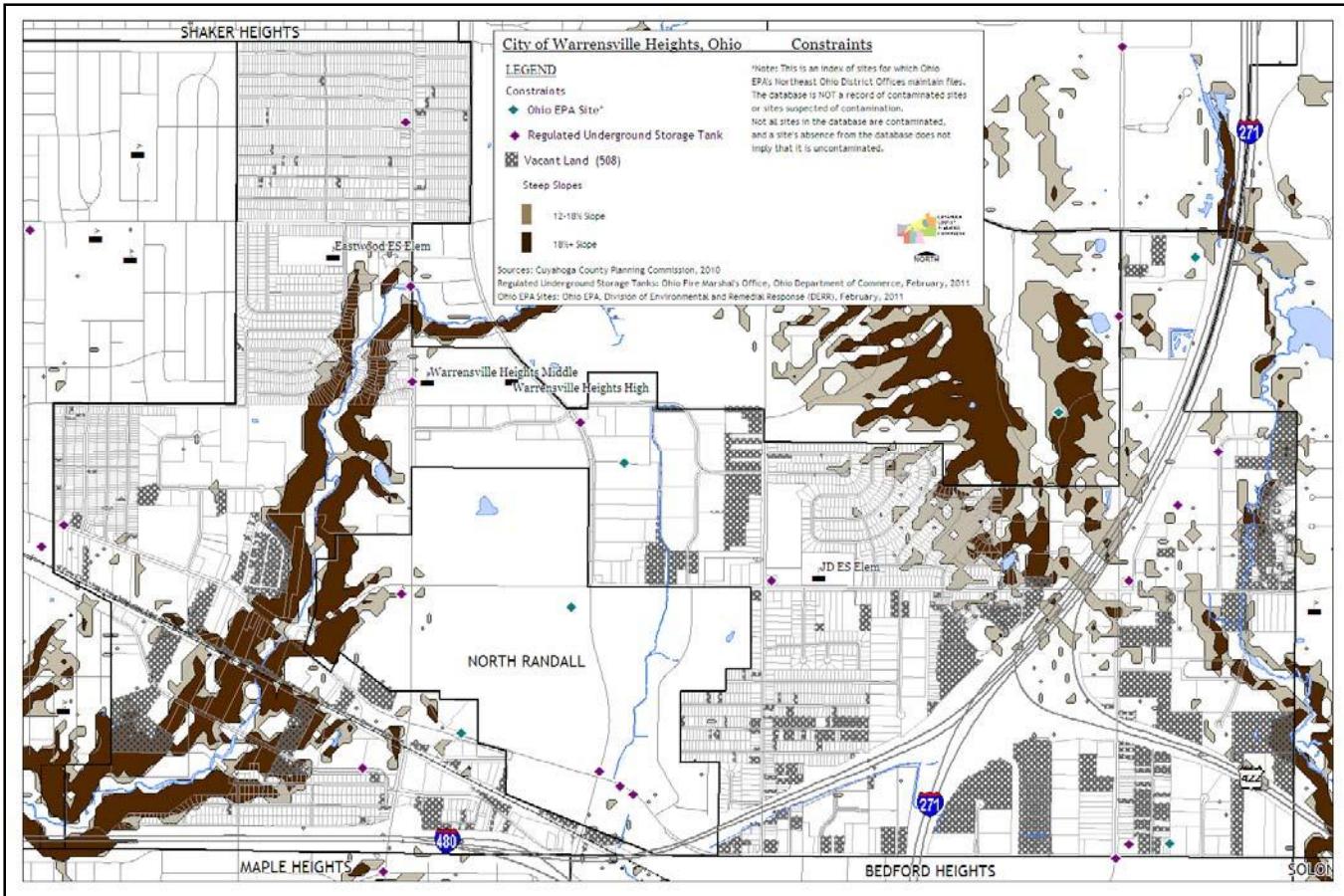
RIGHT-OF-WAYS

As mentioned earlier, Warrensville Heights has the advantage of excellent highway access. The access, however, means that a significant portion of the City—over 571 acres—is consumed by right-of-ways. In total, street and expressway right-of-ways comprise more than 21% of the total land in the City, its second-largest land use. These highways have also had a large impact on the physical characteristics of the City, having isolated some neighborhoods from the rest of the City.

Aside from an abundance of highways, the City is also well served by public transportation, with GCRTA bus routes along all major streets.

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Figure 6. Environmental Constraints



UNDERDEVELOPED/VACANT LAND

Roughly 16% of the land within Warrensville Heights is currently underdeveloped. The vacant land is concentrated around Mill Creek to the west, Tinkers Creek to the east, and along both highway corridors on the southern and eastern sides of the City. Some of this land has remained underdeveloped or vacant due to environmental constraints including topography. Warrensville Heights has steep slopes along Mill and Tinkers Creek.

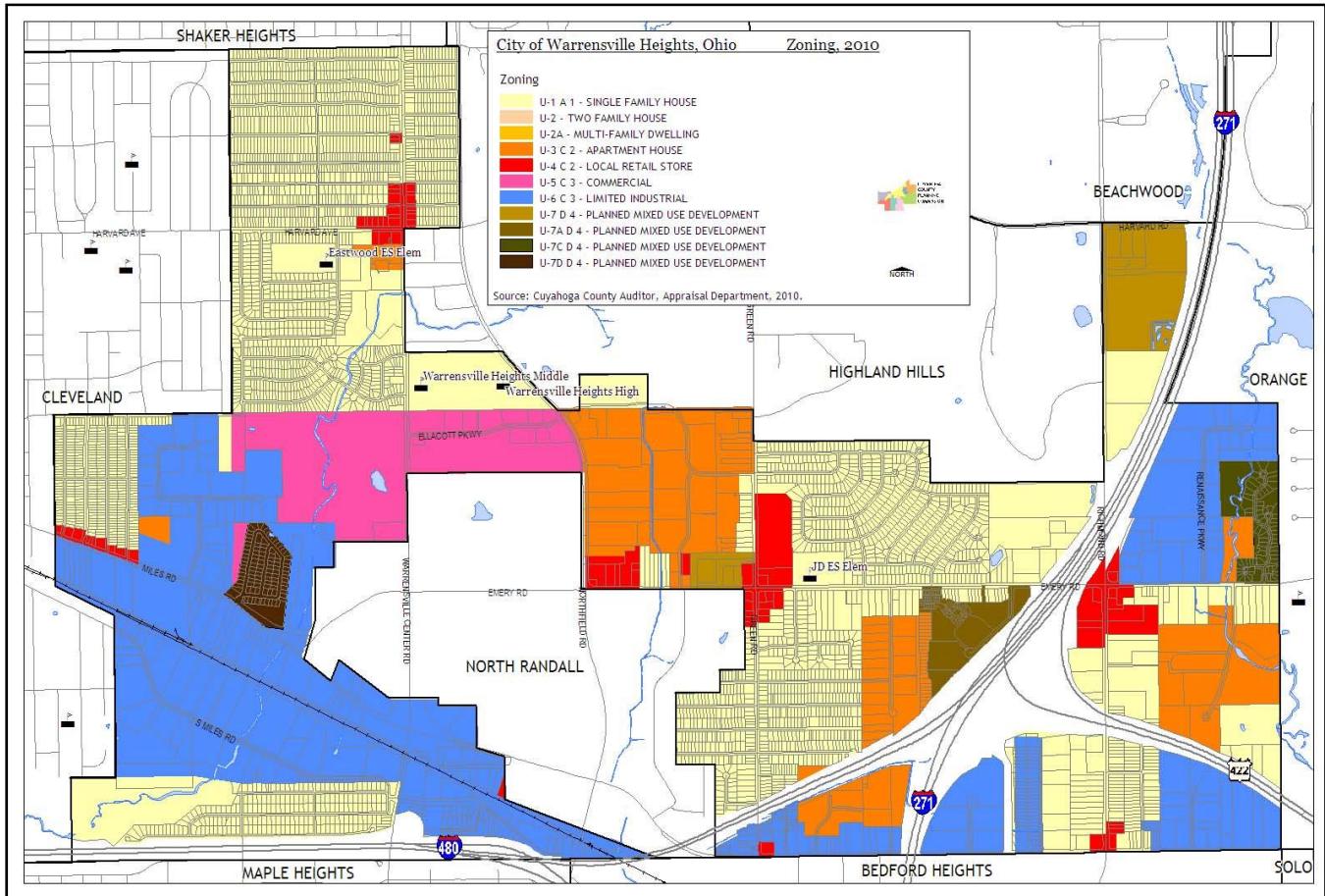
Land use development in Warrensville Heights has occurred over many years, and as noted above, the City is nearly built out. For the most part, the overall land use pattern in the City is well established and will have a direct influence on the development potential of the remaining vacant land. That said, the zoning regulations can either facilitate or obstruct future development, depending on how well the existing zoning matches market demand. When used properly, zoning can also be a powerful tool to improve the aesthetics of a community, protect the environment, and enhance the overall quality of life.

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ZONING

There are generally six zoning classifications utilized throughout the City: two residential districts, two retail/commercial districts, one industrial district, and a planned unit development district. The distribution of zoning classifications throughout the City is shown Figure 7 and Table 2.

Figure 7. Zoning



The most widespread zoning classification, comprising a total of nearly 920 acres (44% of the City) is the U-1 Single Family Residential District, which is distributed throughout the City and allows for only single-family homes. However, on close examination of the 2011 Warrensville Heights Zoning Map, it appears that a number of nonresidential projects have been constructed in the U-1 District, including developments along Richmond Road such as the BJ's retail store, Corporate College East, and other retail and office projects located between Miles and Emery Roads. In the case of Corporate College East, the City approved a zoning map amendment in 2003.

Table 2. Acres by Zoning District*

	Developed Acres		Vacant Acres		Total Acres	
	#	%	#	%	#	%
U-1 Single- Family House District	791.4	47.7%	127.2	29.7%	918.6	44.0%
U-3 Apartment House District	203.1	12.2%	48.8	11.4%	251.8	12.1%
U-4 Local Retail Store	56.4	3.4%	11.8	2.8%	68.2	3.3%
U-5 Commercial District	89.1	5.4%	49.8	11.6%	138.9	6.7%
U-6 Limited Industrial District	429.7	25.9%	157.8	36.9%	587.5	28.1%
U-7 Planned Unit Development Districts	90.8	5.5%	32.5	7.6%	123.4	5.9%
Total	1,660.5	100.0%	427.9	100.0%	2088.4	100.0%

*According to the City's official zoning map, last updated in May 2011, there is no land zoned U-2 Two-Family District though the district classification is listed on the map legend.

The Limited Industrial (U-6) District is the second largest zoning classification with almost 590 acres and over 28% of the City. It is concentrated in the southwest portion of the City, along Miles and South Miles Avenues, as well as the southeast portion of the City, to the south and east of the I-271 corridor. Permitted uses in the Limited Industrial zone include warehouses for storage; manufacturing and/or assembling of certain products; as well as offices and laboratories.

Another 12% of the City is zoned with the Apartment House District (U-3) classification. This district allows for multi-family buildings. However, Newport Square, the most recent multi-family development, was rezoned to the U-7 Planned Development District.

The other zoning classifications that cover Warrensville Heights amount to less than 16% of the total acres. They are a combination of local retail, commercial, and mixed use residential. At the present time, there are no areas of the City zoned for Two-Family House District (U-2).

In 1989 the City established the U-7 Planned Development District. The intention of this district was to enable a mix of uses not otherwise permitted in the more traditional Euclidean-style districts that permitted only residential or only retail uses. It has been the vehicle through which most of the new development has been approved. Since 1998, with the rezoning at Harvard Road and Richmond Road to accommodate the new Harvard Park retail/commercial, there have been six major development projects that have been rezoned to the U-7 Planned Unit Development District (PUD). Each rezoning resulted in the preparation of a separate PUD zoning district, with its own unique set of development standards and design guidelines including detailed standards related to landscaping and signs. Each has been added to the zoning map as a separate and distinct zoning classification such as U-7A, U-7B and so on.

Other recent rezoning amendments have occurred along Richmond Road, Miles Road and Emery Road, to change the zoning classification from U-1 Single-Family District to either U-4 Local Retail or U-6 Limited Industrial District. In these situations, parcels were rezoned on a case by case basis in response to market demand for commercial development in areas that were developed with some residential uses before the interstate highway was constructed.

Vacant parcels in Warrensville Heights have the capacity for additional development based on the rights granted through zoning. There are approximately 428 acres of vacant land remaining in the City. The largest amount of vacant land exists in the U-6, Limited Industrial District, and is located in areas where light industrial uses are the predominate use. On the other hand, the second largest amount of vacant

land is in the U-1, Single Family District. Based on recent development trends, new single-family development may not be the most desirable use of the U-1-zoned vacant land in some locations.

Understanding existing land use patterns and current zoning classifications are critical because the type and amount of development have major impacts not only on the city's tax base, but also on the types of services that the City needs to provide.

MUNICIPAL FINANCES

A community's fiscal situation is a significant determinant of its ability to provide quality levels of public services and maintain its public infrastructure. This section examines Warrensville Heights financial profile in terms of revenues and expenditures and related information.

Total City revenue in 2009 was roughly \$13.45 million, a reduction of about \$8,000 from 2000. Most of these revenues (77%) came from municipal income tax, while 10% was generated by intergovernmental sources, or income gained from other governmental entities such as the Cuyahoga County or the State of Ohio in the form of grants. The remaining 13% of municipal revenue was gained through other income (5%), charges for services (3%), fines and forfeitures (2%), and property tax (3%).

Although total municipal revenue declined during the past decade, revenue per capita in Warrensville Heights increased from \$891 per person in 2000 to \$993 per person in 2010. This is most likely due to loss of population in Warrensville Heights over this period.⁴

With Warrensville Heights primary funding source being tax revenue, the amount of revenue collected through municipal income taxes and real property taxes is directly tied to the types of land uses found in the City. This section will explore the relationship of the existing and potential land uses to the City's finances.

As noted above, municipal income taxes are the City's primary funding source. Municipal income taxes are imposed on wages, salaries and other compensation earned by residents of the municipality and by nonresidents working in the municipality. All wages earned at establishments located in Warrensville Heights are subject to the City's income tax.

In 2010, the income tax rate in Warrensville Heights was 2.6%, the highest tax rate of the comparison communities. The 2.6% income tax rate was increased from 2.0% in May 2009 when Warrensville Heights residents voted to approve an income tax increase in order to fund the construction of the new YMCA and other capital improvement projects. Due in part to this income tax rate increase, the average income tax collected per person in the years of 2008 to 2010 was \$796.21, up 45.9% since 2000. This was the second-highest increase of the comparison communities over this period.

Similar to most municipalities, Warrensville Heights offers a tax credit for residents who work in another city. Warrensville Heights currently provides a 50% tax credit up to 1.3% to those residents that work outside of Warrensville Heights. Only 10% of Warrensville Heights residents who are employed actually work in the City and pay the entire 2.6% income tax to the City of Warrensville Heights.

⁴ Warrensville Heights Finance Department

Real estate taxes, the official term for "property taxes", are based on three elements: 1) the determination of market value; 2) the percentage at which the market value is assessed (as determined by state law); and 3) the property tax rate determined by the municipality and its voters.

The county fiscal office has the responsibility of appraising all taxable real property once every six years to determine property values. Every third year after each reappraisal another form of reappraisal, called an update, is conducted. Property tax bills are calculated on the assessed value of property, which according to the Ohio Revised Code equals 35% of the auditor's appraised value. Therefore, a home with an appraised value of \$100,000 will be taxed on a value of \$35,000.

Real property tax is a tax levied on land and buildings located within the taxing district. Private individuals, businesses and public utilities that own land and buildings pay this tax to the county and then the county redistributes the tax to the appropriate taxing jurisdiction.

The appraised value of property in a community is a key factor in determining the potential for real estate tax collection and is a function of the types of land uses found in the city. According to the County Fiscal Officer's 2010 records, property in Warrensville Heights was valued at more than \$268 million, more than \$60 million more than the total property valuation in 2000. Residential holdings accounted for 43% of the total, commercial and industrial holdings for 54.8%, and public utilities for 2.3%.

When examined on a per acre basis, the appraised value of residential property in Warrensville Heights averaged \$43,600 per acre, which was one of the lower average values among the comparison communities. However, Warrensville Heights had the second highest 2010 appraised value for commercial/industrial properties - at \$55,600 per acre. Overall, value per acre in Warrensville Heights has increased for both residential land and commercial/industrial land since 2000.⁵

As stated earlier, property taxes are based on both the value of property and the tax rate. The "full" tax rate is the total rate approved by the voters for support of the local school district, municipal, county, library and metro park systems. The "effective" tax rate is the actual rate applied to property after the tax reduction factor is applied. Property owners are protected from unvoted increases in taxes by Ohio legislation known as House Bill 920. Passed in 1976, HB 920 reduces the tax rate as property values in the City increase during the triennial reappraisals and updates.

In general, Warrensville Heights has a moderate effective tax rate on residential property among the comparison communities. In 2010, Warrensville Heights effective rate for residential property was 77.41 mills, compared to lowest (65.69 mills in Beachwood) and the highest (88.21 mills in Highland Hills).

⁵ Cuyahoga County Fiscal Office

COMMUNITY FACILITIES AND SERVICES

Community services are services typically funded by taxes and other public funding, and performed for the benefit of the public, while community facilities are the buildings and spaces where many of these municipal services take place. Community services and facilities encompass a variety of purposes: some services and facilities protect public health and safety while others contribute to a community's cultural life, social fabric and the well-being of its residents. Important community services include police and fire protection, garbage collection, infrastructure installation and maintenance, parks, recreation venues and schools. Quasi-public community facilities such as hospitals, libraries, and places of worship are essential to serving existing residents and businesses as well as attracting new ones. This section highlights many of the community services and facilities available to Warrensville Heights residents.

WARRENSVILLE HEIGHTS POLICE

The Warrensville Heights Police Department consists of 32 sworn officers, four auxiliary officers and four dispatchers. There is an animal warden, six civilian support staff and nine school crossing guards. The City's Police Department receives in excess of 18,000 calls for service annually.

The Warrensville Heights Police Department is involved in a number of community and school activities. These include:

- Drug Abuse Resistance Education (D.A.R.E.): A drug and violence resistance program taught by police officers to youth regarding drugs and crime. The program allows students to see officers in a helping role rather than just an enforcement role, opening an essential line of communication between youth and the police.⁶
- Gang Resistance Education and Training (GREAT): A program that teaches students positive life skills. The program is taught by police officers and addresses delinquency, youth violence, and gang membership.⁷
- Home Checks: At the request of a home occupant, a Warrensville Heights police officer will provide advice regarding home safety and security, such as where to place locks, alarms, lighting, and avoiding scams.
- Senior Response Officer: The Police Department has an officer devoted to fielding complaints from senior citizens and distributing information regarding scams targeted towards seniors.
- Senior and Junior Police Academies: A program that offer seniors a chance to learn about self-defense and the inner-workings of the police department. After completion of the academy, seniors can volunteer at the department helping with administrative tasks. The youth program is shorter and geared more towards introduction to the police department.

The City of Warrensville Heights maintains a curfew for children 18 and under. The curfew establishes certain times when children are prohibited to be outside of their residence unaccompanied by an adult. These times vary for each age: youth 12 years old and under, are to be off the streets, playgrounds, parks, and retail establishments from dusk to daylight. For 13 and 14 year olds, curfew hours span from

⁶ www.dare.com

⁷ www.great-online.com

10:00 pm to 6:00 am; for 15 and 16 year olds it is 11:00 pm to 6:00 am; and for 17 and 18 year olds, curfew lasts from midnight to 5:00 am.⁸

WARRENSVILLE HEIGHTS FIRE DEPARTMENT

The Warrensville Heights Fire Department currently has 34 employees including the Fire Chief/Fire Investigator, six Lieutenants, and 27 firefighters/paramedics. There are two fire stations in the City: Station One is located at Warrensville Center Road and Ellacott Parkway and Station Two is east of Richmond Road and Emery Road.

The Fire Department provides 24-hour protection for both fire and EMS emergencies and transports all EMS patients to local hospitals.

The department offers several programs and services throughout the community including:

- First Aid and CPR training classes;
- Fire extinguisher training;
- Smoke detector and battery replacement give-away program;
- Community Outreach and Communication: firefighters are available for speaking engagements involving fire safety education for youth;
- Community Emergency Response Team (C.E.R.T): educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations⁹

WARRENSVILLE HEIGHTS PUBLIC SERVICE DEPARTMENT

The Service Department is located on Miles Road and is responsible for a number of residential necessities. The services provided by the Service Department include:

- Curbside refuse and recycle collections for residents
- Special pick-up service: a resident can schedule a special pick-up for large items such as furniture and appliances. The fee for the service is \$10.
- Street snow removal
- Sidewalk snow removal when snow accumulation exceeds six inches
- Leaf collection
- Landscaping
- Road and sewer maintenance and repair
- Paint can drop-off
- Tool rental program: A resident of Warrensville Heights can rent a tool for \$10 a day from the service department. Tools available include fertilizer spreader, hedge trimmer (electric), lawn mower, sidewalk edger, lawn thatcher, pole saw, a Roto-tiller, and a Weed Eater¹⁰

⁸ Warrensville Heights Police Department: website (<http://cityofwarrensville.com/wvnew/web/policehome.htm>) and phone communication

⁹ <http://cityofwarrensville.com/wvnew/web/firehome.htm>

¹⁰ <http://cityofwarrensville.com/wvnew/web/servicehome.htm>

PARKS AND RECREATION FACILITIES

Parks and recreation facilities play a very important role in the overall health of a community. They offer a multitude of social and physical benefits, helping individuals to feel part of the community, and build social networks that are crucial in today's economy and society. Recreation facilities offer a place for youth to safely interact with each other and adults and provide much-needed opportunities for exercise. For many seniors, these spaces offer a structured opportunity to maintain their social network and a connection to civic life. Recreation facilities also offer crucial space for community events, meetings, and informational seminars. Additionally, parks and other outdoor recreational areas can add aesthetic value to a community.

Civic and Senior Center

The Warrensville Heights Civic and Senior Center is a focal point for activities and services to the community. Located at 4567 Green Road, the Center was established with the mission to provide services and activities for the senior and adult community of Warrensville Heights.

Activities include:

- African American Quilting & Dollmaking Guild
- Ceramics
- Creative Arts
- Ballroom Dancing
- Senior Line Dancing
- Piano Lessons
- The Warrensville Heights Community Senior Club (60+)
- Low-Impact Aerobics for Seniors (55+)
- Tai Chi for Health
- Bid Whist (55+)
- Knitting / Crocheting

The Civic and Senior Center also accommodates community and social groups, city-wide public events, and is available for private party rentals. The Center has also partnered with South Pointe Hospital to increase awareness of health issues and health programs available to the senior population.

The Center boasts four meeting rooms that accommodate classes and craft sessions, as well as the assembly hall which is 5,000 square feet and can seat up to 300 people.¹¹

City-Owned Parks

The Municipal Park is located directly north of the Civic and Senior Center on Green Road, and spans roughly 10.3 acres. The Park provides an open air pavilion, picnic tables, restrooms, a playground and walkways. The Harvard Road mini-park, located at the intersection of Harvard and Warrensville Center Roads, is only about half an acre. Although this park does not offer any recreational activities, the landscaped area provides brick walkways and more importantly, a bit of natural landscaping among a concrete and asphalt-dominated landscape.

¹¹ Civic Center webpage (<http://cityofwarrensville.com/wvnew/web/civiccenter.htm>) and phone communication.

YMCA

The new Warrensville Heights YMCA and the new branch of the Cuyahoga County Library will be the cornerstone of the development of the city's Town Center, discussed in more detail in Chapter 5. Scheduled to open in May 2012, the new 41,000 square foot Warrensville Heights YMCA was constructed on three acres of land that was previously occupied by the old Zayre's site on Northfield Road. This facility will include 5,000 square feet of fitness space (i.e. spinning, weight lifting, cardio), a Teen Center, a pool with a whirl pool, steam room and multi-purpose rooms. The YMCA will also offer programming for youth, adults, and senior citizens.

This development represents a unique arrangement between the YMCA and the City of Warrensville Heights: the City owns the land and the building, but the YMCA of Greater Cleveland will be responsible for operations and management.

Schoolyards and Playgrounds

There are recreational amenities that benefit the entire Warrensville Heights community located at each of the schools. The Warrensville Heights High School and Middle School campus—located between Warrensville Center and Northfield Roads, just north of City Hall—has tennis courts, baseball fields, a football field, and a track that are open to the public. The High School also has an indoor recreational center featuring two gyms with 4 basketball courts, a swimming pool, an indoor track, and a weight room. All are open to the public.

Eastwood Elementary, located on Harvard Road in the northwestern portion of the City, and John Dewey Elementary, located on Emery Road just east of Green; both have playgrounds that are open to the public after school hours.

PUBLIC SCHOOLS

All four of the public schools within the Warrensville Heights City School District are located in Warrensville Heights, even though the district serves the three communities of Warrensville Heights, North Randall, and Highland Hills. The four schools in the Warrensville Heights City School District are the High School, the Middle School, Eastwood Elementary School and John Dewey Elementary

Table 3. School Building Statistics

<u>Schools</u>	<u>Enrollment</u>	<u># of Teachers</u>
Eastwood Elementary	302	23
John Dewey Elementary	516	30
Warrensville Heights Middle	531	42
Warrensville Heights High	607	36
TOTAL	1,956	131

School. As mentioned earlier, the High School and Middle School share a campus that spans between Warrensville Center Road on the west and Northfield Road on the east. The Middle School faces Warrensville Center Road, while the High School is oriented towards Northfield Road. Eastwood Elementary is located on the south side of Harvard Avenue in the northwest portion of the City, while John Dewey Elementary services the eastern part of the City, and is located on Emery Road just east of Green Road.

Two elementary schools, Randallwood and Westwood, closed at the end of the 2010 school year due to declining enrollment and budget cuts. Randallwood is located centrally, on Clarkwood Parkway east of

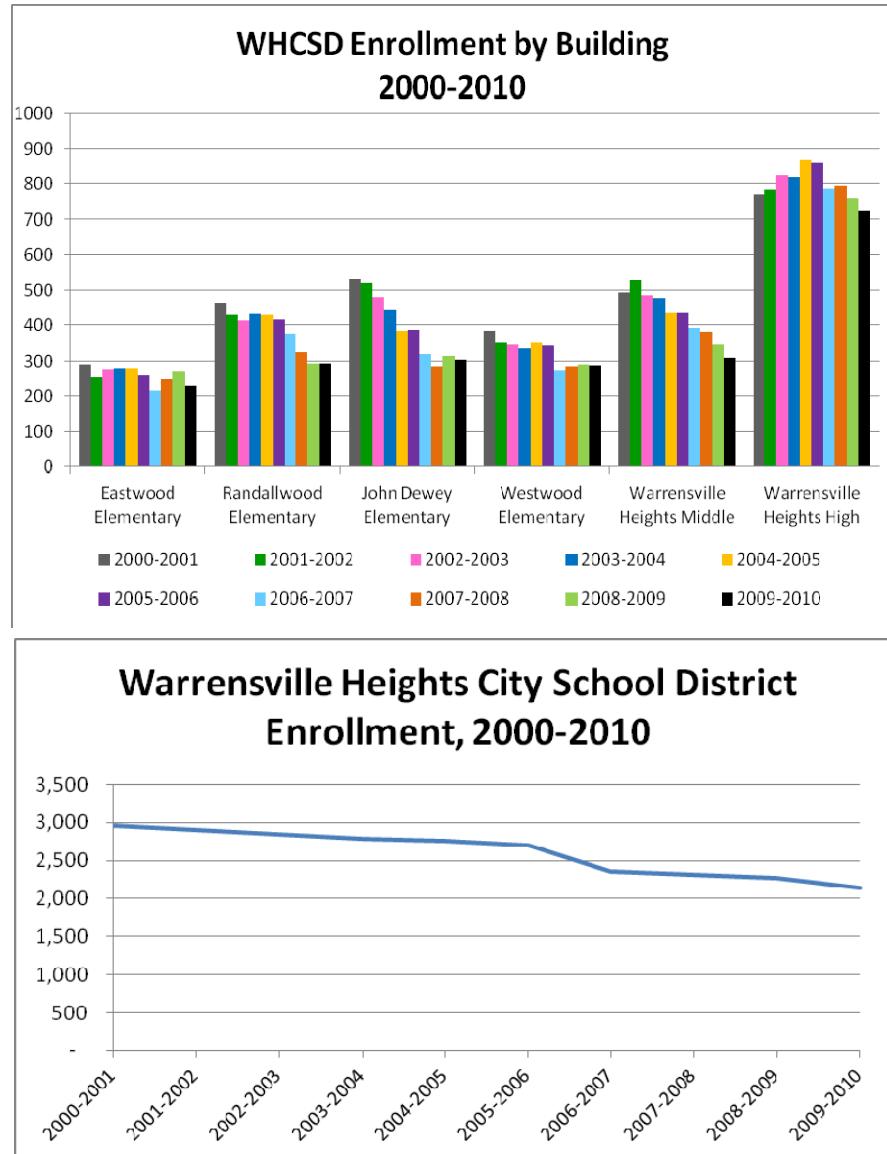
Northfield Road and adjacent to the site previously occupied by the library. Westwood School served the southwest portion of the City, and is located north of Miles Avenue at 19000 Garden Boulevard.

As of the 2010-2011 school year, there were 1,956 students enrolled in the Warrensville Heights City School District.

District-wide, enrollment has steadily declined over the past decade, with a large decline occurring from 2005 to 2007. Each of the individual schools showed a steady decline since 2000 except for Warrensville Heights High School, which experienced an increase in enrollment for the first half of the decade. The graduation rate for the 2010 school year was 98.5%, significantly higher than the State's graduation rate of 84.3%.

Under the direction of the new Superintendent, two goals have been set to guide the district into better academic standing.

- Goal 1: Maximize academic achievement for all students to reach their 21st Century career, college, and post-secondary goals as measured by a 10% annual increase in the number of students achieving proficient, advanced, or accelerated based on Ohio Achievement Assessment and Ohio Graduation Test data.
- Goal 2: Develop and engage school, family, and civic partnerships to collaborate and build support for a healthy social, emotional, and behavioral environment.¹²



¹² Warrensville Heights City School District

HIGHER EDUCATION

The City of Warrensville Heights has made significant efforts and has had great success in attracting higher education institutions to its community. The eastern section of the City and the Richmond Road Corridor in particular, has experienced new development over the past decade, and has become a node of higher education. These institutions are strategically placed not only to take advantage of easy highway access and a central regional location, but also to complement each other and possibly share resources.

Cuyahoga Community College (Tri-C) Corporate College East

Tri-C's Corporate College East is located on Richmond Road, just north of the I-271 overpass. Founded in 2003, Corporate College is located less than a mile from Tri-C's Eastern Campus in Highland Hills. Corporate College East offers training classes for employees, organization-wide employee development, as well as meeting and seminar space to outside organizations.¹³

South University: Cleveland Campus

South University's Cleveland campus first classes will be held on April 7th of this year. Like Ashland University and Tri-C Corporate College East, it is located near the I-271 and I-480 interchange.

The Cleveland campus offers associate's, bachelor's and master's degree level programs in the areas of health care, business management, information technology and legal studies. Graduate level programs include Master of Business Administration and a Master of Arts in Clinical Mental Health Counseling. Undergraduate programs include associate's and bachelor's degrees in Business Administration, Criminal Justice, Healthcare management, Information Technology, Legal Studies, Paralegal Studies and Psychology.¹⁴

ITT Technical Institute: Cleveland Area East Campus

ITT Technical Institute's Cleveland Area East Campus was established in 2005 and is located at 4700 Richmond Road. ITT Tech is a private college system focused on technology-oriented programs of study where students can earn either an associate's or a bachelor's degree in various schools of study. There are seven areas of study available at the Cleveland Area East Campus, including information technology, drafting and design, electronics technology, business, criminal justice, and nursing.¹⁵

Ashland University's Cleveland Center

Ashland University's Cleveland Center is a satellite office of Ashland University. Established in 2000, the Cleveland Center offers coursework involving education, educational administration, and theology. The Cleveland Center offers courses leading to a Master's degree in Curriculum and Instruction, Educational Administration, as well a Master of Arts in Practical Theology in: Black Church Studies, Homiletics, Christian Formation, and Spiritual Formation.¹⁶

¹³ <http://www.corporatecollege.com>.

¹⁴ <http://www.southuniversity.edu/cleveland.aspx>

¹⁵ www.ittech.edu

¹⁶ <http://www.ashland.edu/graduate/program-centers/cleveland-center>

Celebrity School of Music

The Celebrity School is located just east of the Richmond corridor on Emery Road. It is a music school that works with students of all ages and at all levels of ability. The Celebrity School of Music features study in voice, band, piano, and guitar.¹⁷

LIBRARY

The Cuyahoga County Warrensville Heights Branch Library serves the three communities in the Tri-City Area: Warrensville Heights, North Randall, and Highland Hills. The Warrensville Heights library has operated out of its own building on Clarkwood Parkway since the building's construction in 1971. In April of 2012, however, a new 27,000 square foot library will open on 4.2 acres of land immediately adjacent to the new Warrensville Heights YMCA, on Northfield Road. The library and the YMCA are the catalysts for what the City sees as the development of a Town Center for Warrensville Heights.

The library offers a number of services to a variety of age groups in the Tri-City Area. The library has a Teen Services Department, which works closely with the local schools to provide materials for home and class work assignments for the students. The library has also increased its collection of homeschooling materials to accommodate a national phenomenon that has gained momentum in recent decades. The Warrensville Heights library branch offers Internet training, hosts authors and book discussion groups, and provides materials and programming to two nursing homes in the area, as well as the Cleveland House of Correction. Plans for the newly constructed library include the addition of more reading materials, a Youth Home Work Center, computers, and community meeting room space.¹⁸

HEALTH CARE AMENITIES

South Pointe Hospital

South Pointe Hospital, one of nine Cleveland Clinic Regional Hospitals, is located on the corner of Harvard and Warrensville Center Roads. Established in 1957 as two separate hospitals, the two were merged in 1994 and incorporated into the Cleveland Clinic system in 1997. South Pointe is now a 213-bed acute care, community teaching hospital, and is one of the largest osteopathic teaching hospitals in the state. It is the site of the Center for Osteopathic Regional Education (CORE) in Northeast Ohio, for the Ohio University College of Osteopathic Medicine. The medical staff of 450 physicians is a blend of allopathic and osteopathic physicians. Furthermore, South Pointe provides an array of low-cost and specialty services for qualifying populations in the area.

Over the next two years, South Pointe Hospital is undergoing renovations to its exterior walls and windows—improving energy efficiency and aesthetics.¹⁹

Regency Hospital-Cleveland East

The Cleveland East branch of Regency Hospital opened in 2007 just south of Emery and west of I-271. Regency Hospital Cleveland East provides services to patients who require an extended stay in an acute care environment due to illness, injury, or medical complications.

¹⁷ <http://www.celebrityschoolofmusic.com/>

¹⁸ <http://www.cuyahoga.lib.oh.us/Branch.aspx?id=848>

¹⁹ <http://www.southpointehospital.org/>

In addition to medical care and treatment, Regency Hospital Cleveland East provides supportive care to patients and families including discharge planning, social services, pastoral counseling and family consultation.²⁰

NATURAL FEATURES

Natural amenities and resources are not only essential to a community's environmental health, but also to its economic and social health. More and more, community governments are recognizing that natural amenities act as an economic driver that can attract new businesses and residents. Natural amenities such as open space and river corridors are also beneficial to the creation of a healthy social environment: they provide community meeting places, recreation, and spiritual and mental renewal. Additionally, a community's natural amenities provide ecosystem services that reduce the need for costly infrastructure to accommodate heavy rains and reduce the potential for flooding.

Warrensville Heights has a relatively large amount of undeveloped land that has the potential to provide environmental or greenspace value. In particular, Mill Creek, Tinkers Creek and its tributary, Bear Creek, traverse portions of Warrensville Heights. These natural features not only affect the quality of life for residents, but can also influence development decisions on and around these natural areas.

MILL CREEK

Mill Creek is a tributary of the Cuyahoga River, and one of the most urbanized in Cuyahoga County. It drains 19 square miles and is home to approximately 85,000 people. This 12.2 mile stream drains the eastern and inner-ring suburbs and southeastern portions of Cleveland before joining the Cuyahoga River in Cuyahoga Heights.

Some of the Mill Creek headwaters begin in Highland Hills, just north of Warrensville Heights. The stream comes south to enter Warrensville Heights through a wetland located behind space formerly occupied by the County Library and Randallwood Elementary School.

Mill Creek continues westward and crosses under Warrensville Center Road and emerges in between the two buildings that comprise South Pointe Hospital. It runs through the western portion of the City, through the Longbrook neighborhood located just south of the hospital, and eventually makes its way to the forested floodplain valley at the Sherwin Williams Automotive campus off of Warrensville Center Road.²¹

Warrensville Heights has been a part of the Mill Creek Watershed Group over the past 10 years, and more recently, the Mill Creek Watershed Initiative, which brought together governmental entities, businesses, and school districts throughout the watershed to increase awareness of Mill Creek and to explore how Mill Creek can provide increased opportunities for economic, environmental and social well-being for the region.

²⁰ <http://www.regencyhospital.com>

²¹ Mill Creek Watershed Initiative: Strategies for Total Community Health. Available online: <http://planning.co.cuyahoga.oh.us/millcreek/>

TINKERS CREEK and BEAR CREEK

The Tinkers Creek Watershed drains 96.4 square miles of land, and has a main stem that spans approximately 30 miles. The watershed covers four counties, 21 municipalities, and three townships before making its way to the Cuyahoga River.

Roughly 53% of Warrensville Heights' land area is part of the Tinkers Creek Watershed. Tinkers Creek and its tributary, Bear Creek, travel through the southeastern and central portions of Warrensville Heights.

In 2006, the Tinker's Creek Watershed Partners (TCWP) was established as a way to create a partnership among the communities in the watershed to protect and restore the Tinkers Creek Watershed. Over the past several years, stream restoration work has been performed along Tinkers Creek and its tributaries. One of the restoration projects was undertaken along a segment of Bear Creek in Warrensville Heights.

The Bear Creek Stream Restoration Project was completed in 2011 and was a collaborative effort of the Cuyahoga County Board of Health, the Tinkers Creek Watershed Partners and the City of Warrensville Heights. The project restored 2,000 linear feet of the Creek located north of Emery Road and east of Northfield Road, just east of the new Town Center area. The project also included an outdoor education lab for Warrensville Heights City Schools that provides students an opportunity to have a "hands on" learning experience with a local natural resource.²²

²² Tinkers Creek Watershed Action Plan.

IV. Plan Goals and Objectives

The focus of this Plan is to establish long-term goals and objectives to meet the long term vision for Warrensville Heights. Prior to defining the goals, the Advisory Committee assessed the existing conditions and trends, summarized in Chapter III Community Snapshot. Issues to be addressed through the planning process were identified through discussions with the City administration and the Advisory Committee and further refined at the first public meeting in September 2011.

This Master Plan Update for Warrensville Heights, in its broadest form, is a statement of what the community strives to achieve. The goals and objectives outlined in this chapter are long-term, to be achieved over the next five to ten years. Some will be challenging to accomplish, while others are relatively easy initiatives that can be accomplished in the next year or so. It is intended that these goals and associated strategies will help to determine public investment priorities and serve as a general framework for the development of specific programs, regulations and standards to guide public and private investment.

This chapter highlights the seven major goals of the Master Plan. The goals are included here as positive statements or expectations of how the City will be or will become in the future.

IMAGE: Possess a positive image throughout the region and among residents and businesses in the City.

1. Develop a regional marketing plan/campaign and promote thoroughly.
2. Improve gateways into the City.
3. Make local business districts more aesthetically pleasing and walkable.

HOUSING AND NEIGHBORHOODS: Maintain quality housing stock and strong neighborhoods.

1. Maintain and improve the housing stock.
2. Mitigate the impact of vacant and abandoned housing.
3. Develop and support community-wide home and neighborhood maintenance programs.

COMMUNITY FACILITIES & PROGRAMS: Provide excellent recreation & cultural opportunities for all residents.

1. Ensure youth recreation needs are met.
2. Coordinate programs between WHSD, YMCA, library, and the Civic and Senior Center to avoid redundancy.
3. Maximize the benefits of existing greenspace and open space.

COMMUNITY INVOLVEMENT: To have engaged and empowered citizens.

1. Solicit input from residents and businesses.
2. Provide additional community events to foster community involvement.
3. Investigate opportunities for local publications in a variety of forms.

LOCAL GOVERNMENT & CITY SERVICES: Provide high quality, yet cost effective city services to all.

1. Ensure residential and business communities are safe and essential services are met.
2. Ensure that public facilities are clean and well-maintained.
3. Provide infrastructure improvements and services in the most cost effective manner.

BUSINESS & ECONOMIC DEVELOPMENT: Be a desirable place to work, shop, and conduct business.

1. Strengthen the partnership with the Chamber of Commerce.
2. Develop vacant and under developed land.
3. Ensure that new development meets the needs of residents and contemporary businesses (i.e. Town Center, Harvard Park and Corporate College).

EDUCATION: Have an excellent public education system.

1. Create partnerships between the City, School District, and the broader community.
2. Create a community-wide learning environment.

GUIDING PRINCIPLES

During the planning process, there were two themes that emerged early on- collaboration and efficiency - which were relevant to each of the above goals. This Plan acknowledges these as guiding principles.

- Collaboration: Many issues that the City faces are also concerns for other organizations. Collaboration is a way of conducting decision making regarding quality of life issues such as recreation, business development, and education. It will take collaboration among the City, School District and businesses to work together in order to achieve a number of these goals.
- Efficient Government: Underlying all of these goals is the matter of efficiency and the cost of operating community facilities and implementing city services and programs. Efficiency in government in terms of energy, personnel, and facilities is a high priority.

Furthermore, it is anticipated that by achieving the above goals, growth in both population and new businesses will be a natural outcome of this Master Plan.

V. Policies and Strategies

This Master Plan update identifies a number of strategies that can be pursued to promote the vitality and desirability of Warrensville Heights over the long term. Accomplishing these strategies will require hard work on the part of not only the City, but the residents and businesses, and community partners (such as the school district) as well. In short, all the pieces and parts that comprise a community must work together in making Warrensville Heights a sustainable community of choice, both now and in the future.

The following chapter builds on the goals and objectives outlined above, assigning actionable strategies to each. Each topic includes a short introduction, followed by a summary of the strengths and challenges, a repeat of the goal and related objectives and more detailed strategies. These strategies are meant to be a practical and achievable guide for Warrensville Heights officials, residents, businesses and institutions to accomplish the goals of this Update.

IMAGE

Community image is one of great importance to a city's health and prosperity. Obviously, image entails the actual physical aesthetics of a place, but it also involves perceptions of a place or thing. Whether or not a place is *perceived* to be desirable, safe, or interesting can make a large impact on business start-ups, home sales and business sales, and overall community pride. The Advisory Committee identified the need for Warrensville Heights to improve its image: both in terms of physical aesthetics and perceptions of the City.

The following strengths and challenges in regards to image of the City have been identified:

Strengths	Challenges
<ul style="list-style-type: none">• Well-maintained residential streets	<ul style="list-style-type: none">• Poor aesthetics and community image: peeling paint on poles, crumbling curbs, unsightly shopping areas• Poorly maintained vacant buildings and underdeveloped properties• Signs of blight surrounding the City• Perception that the city is not safe• Poor perceptions of Warrensville Heights by those outside of the community• Perceptions surrounding Randall Park Mall• Land in North Randall is out of City's jurisdiction but impacts Warrensville Heights• Need to improve and reinvent the image of the City• Need to market the City and its assets

Considering the identified strengths and challenges, as well as the background information documented in Chapter 3, the following goal was identified.

IMAGE GOAL: To have a positive image of the city, and to have a good, positive reputation within the entire region.

The following describes identified strategies, categorized under six different objectives that can be implemented so the City of Warrensville Heights will meet this goal:

1. Develop a regional marketing plan and campaign, and create and distribute promotional materials to attract new home buyers and new businesses.

The image of a city can be bolstered by public relations strategies. Public relations work assesses the overall characteristics of an area and develops promotional efforts to highlight community assets. In the case of Warrensville Heights, these assets would include well-maintained streets, easy freeways access, affordable homes, and a multitude of higher-learning opportunities in Warrensville Heights. Advertising delivers these promotional efforts to target audiences.

- 1.1.** The first step in the process of improving the image of Warrensville Heights is to **conduct a survey to understand how residents and new residents feel about the community and in what ways they would like to see it improved.**
- 1.2.** **Undertake a rebranding campaign to change the regional perceptions (and misconceptions) of Warrensville Heights.**
- 1.3.** Once the rebranding effort is completed, **create a promotional brochure to promote the City to residents and businesses.**
- 1.4.** **Update and improve the City's web site to promote the Community as a favorable business location.**

2. Improve gateways into the City. Identify opportunities for improvements and enhancements in order to convey positive, inviting impressions of the area and community to residents and visitors.

Attractive gateways provide a positive first impression to visitors, conveying that a city is healthy, vibrant, and safe. Gateways also offer the opportunity to publicize the City and distinguish it from other areas. These impressions are instrumental in the cultivation of a positive city image.

- 2.1.** **Develop a branding campaign with standardized, tiered improvements for major gateways and minor gateways.**
- 2.2.** Evaluate and **determine optimal gateway sign placement locations throughout the City** and assess the condition and design of existing signage.
- 2.3.** **Encourage property owners in gateway areas to upgrade the appearance of their buildings and properties** where needed in order to provide improved, inviting images for visitors, residents, and those passing through the community.

3. Make local business districts more aesthetically pleasing and walkable.

Warrensville Heights main business districts exist in three places: Warrensville Center and Harvard Roads, Emery and Green Roads, and at Miles and Richmond Roads. All of these business districts are located on heavily traveled roads with few physical or visual amenities for pedestrians. Environments that are designed for pedestrian travel feel safer and more vibrant to passers-by. Business districts across the county are being redesigned to focus on foot traffic rather than automobile traffic. In most cases, these districts have experienced a better economic health because of these improvements.

The following recommendations would not only increase pedestrian safety in the business districts of Warrensville Heights, but engender the perception of these are vibrant, economically robust places of commerce.

- 3.1. Develop a Comprehensive Commercial Storefront and Property Improvement and Renovation Program.**
- 3.2. Maintain, restore, and enhance the condition of the sidewalks and other elements of the streetscape.**
- 3.3. Install mechanisms at crosswalks to improve pedestrian safety in local business districts.**
- 3.4. Improve the visual image of parking lots.**

HOUSING AND NEIGHBORHOODS

Housing, perhaps more than any other element in the built environment, defines the health and character of a neighborhood. Through a quick examination of a neighborhood's housing stock, one can assess not only the style(s) and period(s) in which a neighborhood evolved, but also the current level of investment and property maintenance efforts undertaken, the amount of pride and neighborhood interaction taking place, and the sense of safety and security felt by the community.

Almost 30% of the land in Warrensville Heights is devoted to residential uses. Single-family homes represent the largest land use in Warrensville Heights (22.8%), with the highest concentrations in the northwestern and in the east-central portions of the City.

Strengths and challenges identified for housing and neighborhoods in Warrensville Heights are:

Strengths	Challenges
<ul style="list-style-type: none"> • Neighborhood/Sense of community • Good housing stock • Well-kept residential streets • Well maintained homes and yards; pride in home-ownership • Attractions of being an older, inner-ring suburb: sense of history and traditional land use patterns 	<ul style="list-style-type: none"> • Population loss to surrounding areas • Need for stricter enforcement of building and housing codes • Need for assistance to seniors for home maintenance • Vacant homes

Considering the identified strengths and challenges, as well as the background information documented in Chapter 3, the following goal was identified.

HOUSING AND NEIGHBORHOODS GOAL: To maintain our quality housing stock and strong neighborhoods to ensure that the quality of the community's neighborhoods remains high.

The following describes identified strategies, categorized under three different objectives that can be implemented so the City of Warrensville Heights can meet this goal:

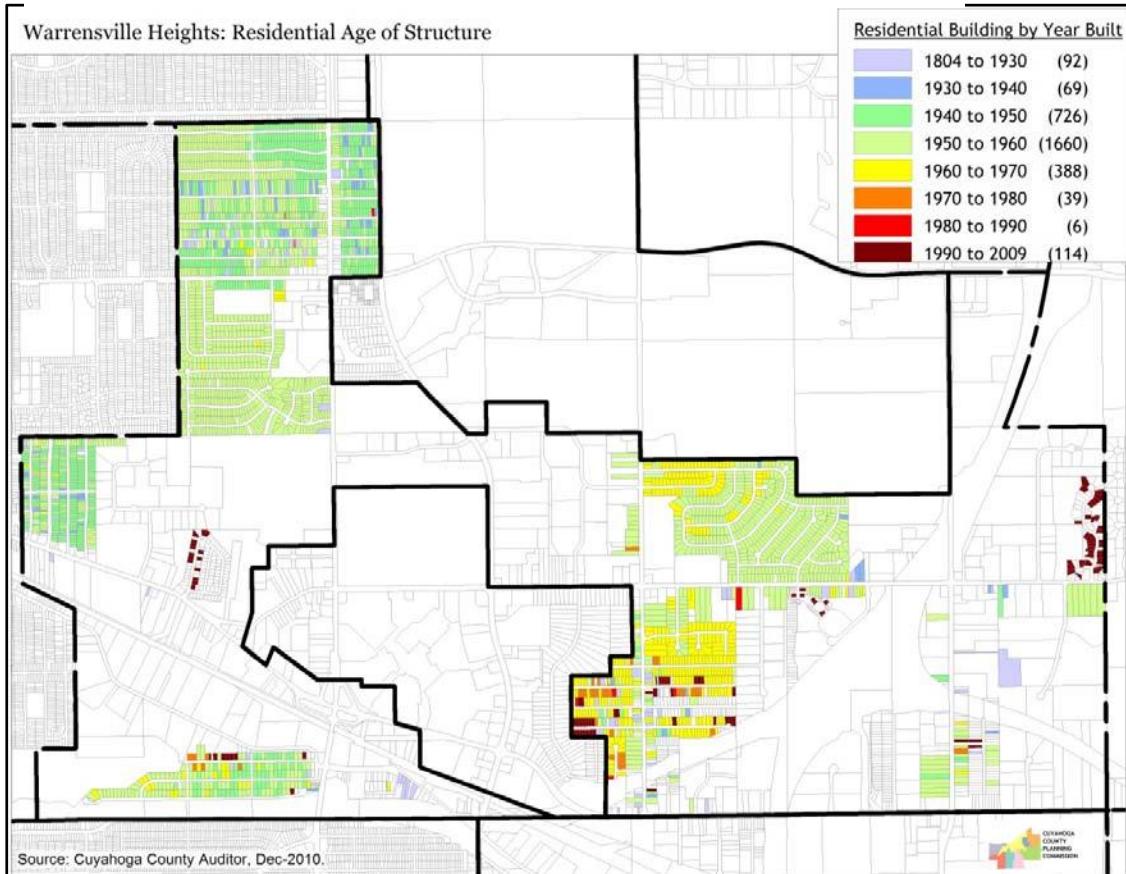
1. Maintain and improve the housing stock.

One of the most frequently cited strengths of Warrensville Heights residents was the quality of its housing stock. Warrensville Heights boasts several new housing developments that have provided upscale alternatives in the past few years including Stone's Throw, Newport Square, and The Chateaux of Emery Woods. However, residents have also reported that some properties and neighborhoods have been slipping into disrepair, either because of individual finances of property owners, elderly homeowners who can no longer keep up with maintenance, or because of the issue of vacant homes. A multi-pronged approach is necessary to maintain and improve the housing stock that includes increased community interaction and education, enforcement of the housing code, and rehabilitation programs.

1.1. Strengthen homeowners associations to allow some enforcement power and ensure they are more accessible to the residents that they serve.

- 1.2.** Ensure that the Building Department's **inspectors are diligent in their home and neighborhood inspections.**
- 1.3.** Encourage **improvements to the quality of apartment buildings and other rental properties** through the creation of a systematic inspection program.
- 1.4.** Create a **housing brochure** that educates homeowners about the importance of a well-maintained housing stock, basic home maintenance and repair.
- 1.5.** Encourage the **rehabilitation and reinvestment of the existing housing stock.**
- 1.6.** Promote programs and grants available through the State of Ohio and Cuyahoga County that aid in housing rehabilitation, preservation, and energy assistance.
- 1.7.** Another way to maintain the housing stock is to **encourage home ownership.**
- 1.8.** Complement homeowners' housing investments with public infrastructure improvements.

Figure 8. Age of Structure: Single-Family and 2-Family Residential



2. Mitigate the impact of vacant and abandoned housing.

As of the 2010 U.S. Census, 10.4% of housing units in Warrensville Heights were vacant; a 4.2 percentage point increase since 2000. They represent places for real and perceived crime, often becoming places for drug activity or vandalism, while also symbolizing decline and instability. Thankfully, communities throughout northeast Ohio are working to develop creative solutions to these properties.

- 2.1. Utilize the local and county land banks** to the fullest extent to acquire vacant properties.
- 2.2. Establish an early warning monitoring system that flags properties which show the initial signs of pending abandonment**, such as foreclosure filing, utility shut off, extensive code violations, or bankruptcy filing by the owner.
- 2.3. Once a property is abandoned, the City must become proactive by adopting and aggressively enforcing ordinances to prevent vacant houses from becoming a blighting influence on the neighborhood.**
- 2.4. Another method to reverse the negative impacts of a vacant property is to establish a program to install temporary uses in vacant storefronts.**
- 2.5. Establish a mechanism to report problems with vacant properties and other property maintenance issues to the City.**

3. Develop/support community-wide home and neighborhood maintenance programs.

Individual efforts in home maintenance and repair can be magnified if restorative efforts are also made on a neighborhood-wide scale. Programs that span entire neighborhoods can have a large impact on the overall aesthetics of the City, and can serve as an effective community-building tool as well.

- 3.1. Develop and support volunteer groups that provide assistance to senior citizens and other homeowners that struggle with home maintenance.**
- 3.2. Coordinate street-wide maintenance events during weekends throughout the spring, summer and fall so all neighbors are outside working at the same time.**
- 3.3. Recommend the Building and Housing Department staff to swap weekdays for weekend work in order to better accommodate homeowners in need of expertise for home maintenance and repair.**

COMMUNITY FACILITIES AND PROGRAMS

Community facilities are the physical venue where many city services are provided. Important community facilities include parks, recreation venues, schools, hospitals, and libraries. Every citizen deserves to live in a safe, clean, and well-connected community that offers quality programming and well-maintained facilities. According to the National Recreation and Parks Association (NRPA), “parks and recreation resources protect our environment, preserve wildlife habitat, strengthen local economies, attract new businesses, contribute to the local tax base, increase property values, and improve the physical and mental health of citizens of all ages.”²³

The strengths and challenges facing community facilities and programming are:

Strengths	Challenges
<ul style="list-style-type: none"> • Access to good hospitals other medical care; home to South Pointe Hospital • Access to higher education— home to Corporate College East, nearby Tri-C • Civic and Senior Center • Senior Citizen Services • New YMCA and Library • Availability of other quality of life amenities: parks, banks • Home to major corporations such as Heinen’s & Sherwin Williams • Quality of life • Religious Institutions 	<ul style="list-style-type: none"> • Shortage of public spaces compared to the large amount of apartment dwellers who don’t have access to private open space • Disaffected/unengaged youth • Insufficient recreational opportunities and activities for youth • Lack of local cultural activities such as public theatre • Additional programs and services needed to assist the senior population • Concern about population groups competing for services

Considering the identified strengths and challenges as well as the background information documented in Chapter 3, the following goal was identified:

COMMUNITY FACILITIES AND PROGRAMS GOAL: To have a high quality of life for all residents with excellent community facilities and programs and to have many recreation and cultural opportunities for residents of all ages and abilities.

The following describes identified strategies, categorized under four different objectives that can be implemented to help the City of Warrensville Heights meet this goal.

1. Ensure youth recreation needs are met.

Many studies have proven the positive effect that recreational programming and outdoor recreation space have on children, as well as the entire population. Availability of parks, open space, and structured out-of-school recreational programming is strongly correlated with reduced drug and alcohol use, violence, and gang activity in youth. Youth recreation is also instrumental in improving social skills and raising a child with better coping mechanisms among peers and adults and has a positive effect on

²³ National Parks and Recreation Association: <http://www.nrpa.org/Advocacy/Policies-and-Priorities/>

school grades.²⁴ Furthermore, with childhood obesity and diabetes rates skyrocketing, especially among minority populations, the provision of physical recreation activities are of utmost importance. Because of the limited mobility of youth populations in a community, walking distance to recreational opportunities should take into consideration, especially in neighborhoods in the highest percentages of children. In order to effectively provide youth with recreation venues and programming that they need, several actions are recommended:

1.1. Determine what is lacking in terms of youth recreation.

2. Coordinate programs between the Warrensville Heights City School District, the YMCA, the Library, and the Civic and Senior Center to ensure community programs compliment rather than compete with each other.

Warrensville Heights is fortunate to have several venues for recreation—two of which (the YMCA and the Library) are brand new and state of the art. However, operation of these recreational venues can be costly, and duplication of services should be avoided to increase efficiencies and participation.

2.1. Hold quarterly or bi-annual meetings with the YMCA, Library, the Civic and Senior Center and the public school district to share new programs, ideas, and needs.

2.2. Advertise the other activities, classes and events at each venue.

2.3. Identify, create, and foster opportunities in arts and cultural activities and other creative pursuits for youth and adults to expand quality of life options.

3. Maximize the benefits of existing greenspace and open space.

As discussed earlier, 16% of total land area in Warrensville Heights is underdeveloped, which presents the City with a unique opportunity to decide what land use would be most beneficial for its future prosperity. Warrensville Heights only has one municipal park, and although it is centrally located, it is far from many populations in the City. The National Recreation and Parks Association (NRPA) developed a set of guidelines for use at the local level for the minimum amount of parkland needed based on park function and service areas. In general, NRPA recommends that at least a small park should be within a quarter-mile distance (considered to be an easy walking distance for most populations) of every resident.

3.1. Ensure that adequate park and outdoor recreation is available within a ¼ - ½ miles walking distance for every resident, taking street patterns into consideration.

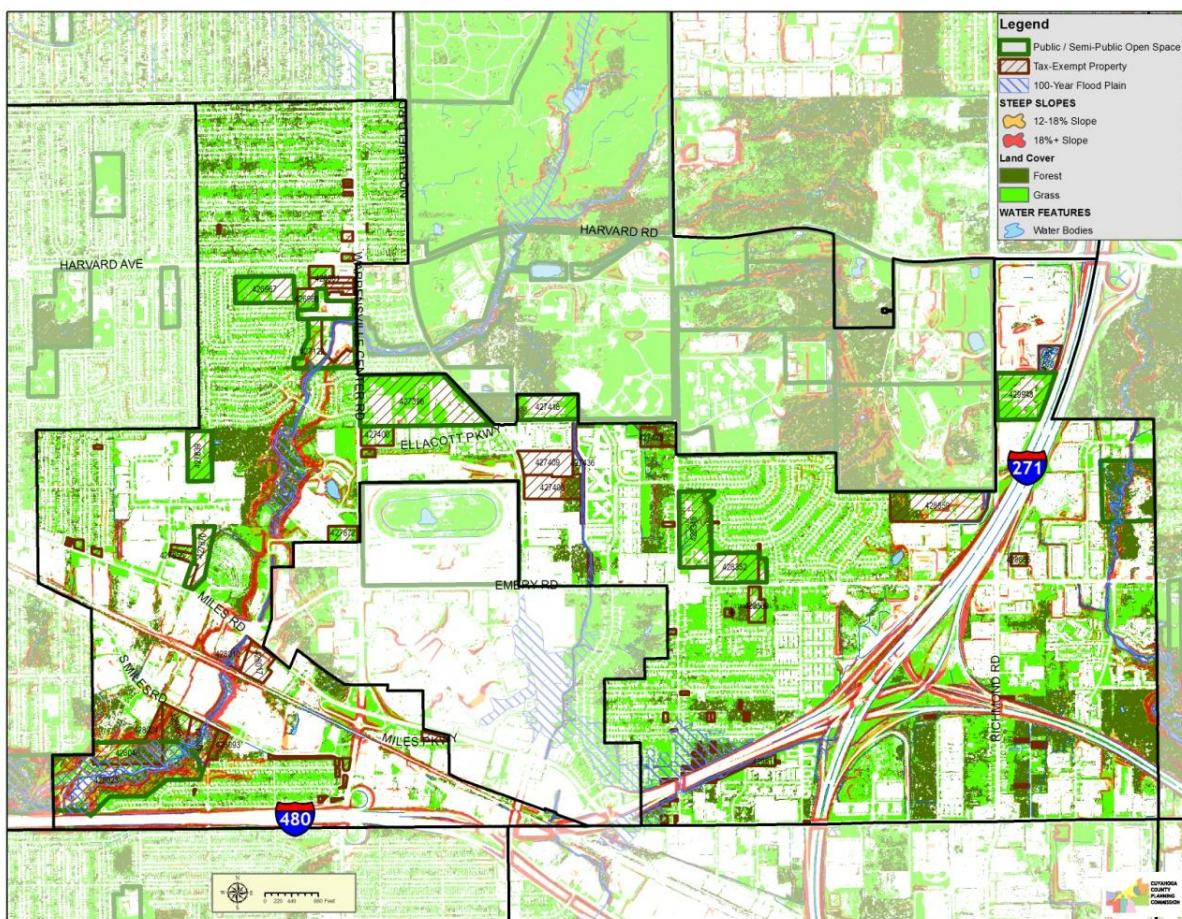
3.2. Create a city-wide trail plan to connect neighborhoods and community facilities to parks and open space.

3.3. Promote the preservation of open space on private property through conservation easements.

²⁴ "Recreation's Role in Promoting Positive Out-of-School Time: Corliss Outley. <http://www.extension.umn.edu/distribution/youthdevelopment/00045.pdf>

Warrensville Heights 2012 Master Plan Update

Figure 9. Public/Semi Public Open Space and Other Natural Open Space



COMMUNITY INVOLVEMENT

An engaged and empowered citizenry is essential element of an effective local government and a prosperous and healthy community. According to the Heartland Foundation, a non-profit foundation that advocates for healthier, more livable communities through community empowerment, “personal responsibility and citizen engagement will lead to economic vitality, improving quality of life, better health, and growing a community’s capacity to thrive.”²⁵ Community involvement is more than the participation in municipal affairs; it is a commitment to establishing and being a part of entire neighborhood fabric.

The strengths and challenges facing community involvement in Warrensville Heights are:

Strengths	Challenges
<ul style="list-style-type: none"> • Desire of residents to improve the community • Engaged community residents • Invested citizenry • Sense of community • Opportunities for participation in government and other civic groups • Public support for schools • People in the community 	<ul style="list-style-type: none"> • Lack of communication: no effective way to communicate community happenings and events • Lack of newspaper or newspaper coverage (Sun News) • City information is not reaching residents or businesses • Low expectations residents and businesses have for the City and for others in the community • Low participation from some areas or the City: residential areas by Harvard and Warrensville Center Roads. • Community does not celebrate or promote its advantages: history, compact land use and development • City is not effectively leveraging its advantages to compete with the outlying suburbs

Considering the identified strengths and challenges, as well as the background information documented in Chapter 3, the following goal was identified:

COMMUNITY INVOLVEMENT GOAL: To have engaged and empowered citizens.

The following describes identified strategies, categorized under five different objectives that can be implemented so the City of Warrensville Heights will meet this goal.

1. **Solicit input from residents and businesses so that they know their feedback is valued and that communication is a two-way street.**

An open line of communication is therefore essential in effective delivery of services. Government depends of feedback from its citizens just as much as citizens depend on governments to provide them with essential quality of life services: a local government will never know the needs of your neighborhood or street as a resident or business owner does. However, citizens need to know that their efforts make an impact; otherwise, this valuable source of information will disappear.

1.1. **Use social media and online resources to create a dynamic feedback system.**

²⁵ <https://www.heartlandfoundation.org/>

- 1.2. **Provide feedback sheets at City Hall and in other areas** where the population is highly dependent on City Service, such as senior housing developments, schools, the Civic and Senior Center.
- 1.3. **Host regular town hall meetings** with the Mayor and ward meetings with the Council Members to provide opportunities for dialogue between the City, residents and businesses.
- 1.4. **Provide better communications to all residents and businesses to increase transparency, understanding and accountability.**

2. Take advantage of current programs and provide additional community events and gatherings to foster community involvement.

- 2.1. The Civic and Senior Center offers a variety of events. **Work with the YMCA, the Library, and other venues to host additional events that target a variety of different ages.**
- 2.2. **Increase public awareness of the variety of programs and events offered** through the City and at the Warrensville Heights Public Library, including Book Clubs, Computer Literacy and Educational Programs.
- 2.3. **Investigate the creation of a non-profit organization** whose mission is to celebrate and promote Warrensville Heights as a desirable place to live, work and conduct business.

3. Investigate opportunities for local publications in a variety of forms. Pursue better media coverage for Warrensville Heights as an effective way to raise awareness and gain support for local business initiatives and issues.

- 3.1. **Consider/explore potential for hyperlocal newspaper.** Explore private and foundation support.
- 3.2. **Explore a broad range of media for communication.**

LOCAL GOVERNMENT AND CITY SERVICES

Municipal governments are responsible for the provision of essential public services that contribute to a quality of life for its constituents. These services include police and fire safety, garbage collection, public works (street repair and maintenance, snow removal, lighting), housing services and emergency medical services.

Every citizen deserves to have a responsive and effective local government, and to live in a safe, clean, and well-connected community in which essential public services are delivered efficiently. The responsiveness of the local government and its ability to deliver quality services are critically important to community health, impacting the quality of life for residents and attractiveness for businesses.

The strengths and challenges of local government and city services were identified as:

Strengths	Challenges
<ul style="list-style-type: none"> • Demonstrated accomplishments/ability to implement strategy • Visionary City leadership—committed and passionate • Responsive to problems • Certified building department • City services, including snow removal • Well-kept residential streets • Quality city ordinances – helped with positive growth and maintenance of buildings • Good enforcement system of city ordinances: rules upheld 	<ul style="list-style-type: none"> • Cleanliness and upkeep of parks • Delivery of services, especially to commercial areas (e.g. street repair, snow plowing of major streets) • Outdated buildings and school vehicles • Tax rate is high • Low residential income rate: impacts financial resources of City • Loss of working class means loss of tax revenue for city services • Disconnect between Warrensville Heights, North Randall and Highland Heights: <ul style="list-style-type: none"> ○ Communities share a school district, but little else ○ No true successful partnership has yet occurred ○ Unequal resources among the communities • Flooding issues and damage to infrastructure of homes along Longbrook Road

Considering the identified strengths and challenges, as well as the background information documented in Chapter 3, the following goal was identified:

LOCAL GOVERNMENT AND CITY SERVICES GOAL: To have an effective and efficient local government and to provide high quality, yet cost effective city services to both residential and commercial areas.

The following describes identified strategies; categorized under five different objectives that can be implemented in order to help the City of Warrensville Heights will meet this goal:

1. Ensure residential and business communities are safe and essential city services are met.

First and foremost, a city must protect its residents, business and visitors. Safety and perceived safety has an enormous impact on a place: it influences the residential and business climate, school performance, as well as the provision and use of public and recreation spaces. Safety is considered one of the most important services that a city provides, as quality of life hinges upon one's perceptions of personal well being.

- 1.1. Continue vigilant policing of businesses.**
- 1.2. Encourage the continuation of existing and promote the establishment of **new block watch groups** in every neighborhood.**
- 1.3. Foster/develop a partnership between the Block Groups and the Police Department.**
- 1.4. Institute **traffic calming measures on streets near schools**.**
- 1.5. Ensure that **all residential areas and business areas are well-lit** and entrances are visible.**
- 1.6. Prioritize the delivery of city services so that business districts and neighborhoods both receive attention.**
- 1.7. Develop a Hotline for reporting city infrastructure or neighborhood problems.**
- 1.8. Another way to increase this flow of information is to enhance the City's website to ensure all businesses and residents know who to contact within City Hall for a particular problem or request.**

2. Ensure that the Warrensville Heights public facilities are clean and well-maintained.

City facilities were generally recognized as well maintained, especially the Civic and Senior Center. However, members also identified a need for better maintenance of parks and other public spaces, such as streets, sidewalks, and pocket parks.

- 2.1. Explore the options for increasing efficiencies through the use of technology.**

3. Provide infrastructure improvements and services in the most cost effective manner - recognizing the City's budget constraints and the need to balance the budget.

Today's financial and economic climate, with shrinking aid from the federal and state governments, has left municipalities with tight budgets. In order to provide services and infrastructure improvements, cities must operate in a very cost efficient manner. There are several programs exist that can help alleviate the financial burden for municipalities.

- 3.1. Develop a Street Repair Program using mapping software such as NOACA's Pavement Management System.**

- 3.2.** Another way to save is to **implement the energy conservation recommendations** in the Energy Audit that was performed and completed in 2011.
- 3.3.** **Promote recycling within City buildings and by all residences.**
- 3.4.** Explore ways to **collaborate with others, including businesses and other communities** to reduce the cost of providing municipal services without reducing the quality of services provided.
- 3.5.** **Aggressively pursue grant opportunities** for funding infrastructure and service improvements.

BUSINESS AND ECONOMIC DEVELOPMENT

Maintaining a strong economic base is essential to the long-term success of a community. Warrensville Heights has experienced an influx of retail and office development over the past decade. As a nearly built-up community, the City must be strategic about the use of any remaining vacant land and pursue the redevelopment of areas that are currently under performing or are not fully utilized.

There were a number of both strengths and challenges facing business and economic development identified during the planning process:

Strengths	Challenges
<ul style="list-style-type: none"> • Strong business and corporate climate <ul style="list-style-type: none"> ◦ Stable corporate partners ◦ Recent growth and development • Growing number of new businesses • New shopping alternatives including the development of Harvard Park • Large number of people working in the vicinity of the city (day time population) • Development potential: available land for development • Location and highway access 	<ul style="list-style-type: none"> • Unmet need for drug stores and grocery stores in some areas • Outdated shopping areas • Difficult to attract businesses • Perceived lack of quality shops, restaurants, and entertainment • Better array of incentives needed to attract new businesses • Perception that business' needs and services are ignored by the local government • Vacant buildings and underdeveloped properties • Lack of major regional attractions that would benefit from good highway access • Lack of non-service employment in the area • Loss of working class

BUSINESS AND ECONOMIC GOAL: To have vibrant commercial areas that address the needs of residents and businesses, and to be a desirable place to work and do business (attract and retain appropriate businesses and employers).

Following are a range of policies that are intended to spark reinvestment in the community in order to remain economically competitive. These key strategies are summarized below.

1. Ensure that new development meets the needs of residents and contemporary business. (i.e. Town Center, Harvard Park and Corporate College)

The opening of the new Library and YMCA constitute the emergence of the City's Town Center. The City worked with Harvard School Graduate School of Design students to develop two different plans of what this Town Center might look like. In each plan, a high density cluster of residences and retail was recommended. Because of its proximity to proposed transit and mix of land uses, a Transit Oriented Development in the new Town Center has the potential to succeed.

Transit Oriented Development (TOD) is characterized by a number of common features:

- a mix of retail, office, community facilities (such as library and YMCA), entertainment and residential uses;
- higher density compact development that encourages and facilitates walking and transit use;
- public open space/gathering space to encourage and facilitate community oriented outdoor events and informal interaction; and
- well-connected streets, sidewalks and path systems to make it easy to move around the area.

Moreover, TOD encourages good urban design that creates not only interesting places with attractive architecture, appealing storefronts, visible and accessible building entrances, and adequate lighting but also places that are designed with safety in mind (embracing Crime Prevention Through Environmental Design (CPTED) principles). Providing the right mix of uses at sufficient density where transit is easily accessible can boost transit ridership and provide people with more transportation options. When well designed, TODs can create a sense of place - a desirable place that will attract businesses, shoppers, and residents.

- 1.1. Create a **public/civic open space area as a major focal point** for the Town Center area.
- 1.2. **Endorse the Greater Cleveland Regional Transit Authority's (RTA) 2025 Plan** which promotes TOD and partner with RTA to coordinate transit service planning with land use planning.
- 1.3. **Adopt new zoning regulations** that promote and enable the creation of Transit Oriented Development in the Northfield Road corridor.
- 1.4. **Conduct a “Merchants Survey” and “Shoppers Survey”** to further assess community shopping habits and needs, and business owners’ broader needs.

2. Strengthen the partnership with the Chamber of Commerce.

- 2.1. Explore ways for the City to **become more involved in the Chamber of Commerce**, which has existing relationships with local businesses.
- 2.2. Develop a standard procedure whereby the **City notifies the Chamber of Commerce when a new business opens**, based on information obtained through occupancy permits.
- 2.3. **Partner with the Chamber of Commerce on initiatives that benefit both entities**, such as developing promotional materials and providing technical assistance.

3. Develop vacant and underdeveloped land.

- 3.1. **Promote the area bounded by Richmond, Emery and Miles Roads east of I-271 for office/light industrial development** that is consistent with the current redevelopment trends.

- 3.2.** Promote the area along Miles Road, west of Warrensville Center Road, for light industrial, but allow for limited development of supporting retail uses near the entrance to the Cinema Park residential neighborhood.
- 3.3.** Reduce the potential for new higher density apartment development behind single-family houses on Green Road.
- 3.4.** Require new residential developments to be adjacent and provide connections to existing neighborhoods in order to avoid the creation of isolated housing projects.
- 3.5.** Undertake a comprehensive review and update of the Planning and Zoning Code and corresponding Zoning Map.
- 3.6.** Proactively rezone areas for commercial/industrial development based on the pattern of development already established and the policies in the 2002 Master Plan.
- 3.7.** Collaborate with North Randall to redevelop Randall Park Mall and the surrounding area to take advantage of the potential for spinoff development from new casino development at the race track.

4. Understand the current economic climate in Warrensville Heights.

- 4.1.** Work with the Chamber of Commerce to create and maintain a detailed inventory of local businesses as well as those who have closed or relocated in the last ten years.
- 4.2.** Identify and maximize business clusters.

5. Provide support for local entrepreneurs in maintaining or expanding their customer base.

- 5.1.** Partner with the Chamber of Commerce to create and update the city's business directory and distribute it to residents.
- 5.2.** Provide technical resources to existing and potential small businesses that add value to the City's retail mix.
- 5.3.** Promote beneficial financial incentive programs available through the State, County, and City so that businesses are aware of and can take advantage of them.

EDUCATION

Education was identified as the most important topic by both the Advisory Committee and by the broader community. Although schools and the education system have not traditionally been a part of the master planning process—due to the fact that the public school district does not operate under the jurisdiction of City government—this Update includes several recommendations that can be implemented by the community to help support the public education system in Warrensville Heights and reinforce the importance of learning.

Researchers and education practitioners have documented how schools and communities working toward common goals can be beneficial. Municipal partners can foster an environment that can complement and reinforce the values, culture, and learning the schools provide for their students. Cities can also create, foster and support a range of learning opportunities for residents of all ages.²⁶

Strengths and challenges facing the educational system in Warrensville Heights include:

Strengths	Challenges
<ul style="list-style-type: none">• Size of the school district• Neighborhood Elementary Schools	<ul style="list-style-type: none">• Improvement of the school district needed• Poor student performance• Low expectations for student performance• Better programming needed• Better before and after care needed• High mobility rate among student population• Recent closing of school buildings

EDUCATION GOAL: To have an excellent public education system for all youth as well as many quality alternative educational venues for residents of all ages.

One of the most important factors when families are considering where to live or buy a home is the quality of the public school system. Every year the Plain Dealer rates the suburbs, and quality of the public education systems features prominently in their ranking process. Quality public schools can also play a role in business attraction, retention and worker recruitment efforts.

Achieving and maintaining a quality public education system is therefore of utmost importance to the economic vitality of a city.

1. Foster partnerships between the City, the School District, Tri-C, and others (e.g. residents, businesses, etc.) to create a comprehensive, supportive community.

One of the most important functions of a municipality is the support and participation of collaborations among seemingly disparate community entities. Partnerships are essential in determining mutual

²⁶ www.michigan.gov/documents/The_Importance_of_School_and_community_Collaboration_156613_7.pdf

goals and understanding how entities in the community can work together to achieve greater success in reaching individual goals.

Schools in particular cannot effectively function without community outreach. The following describes identified strategies to be recommended to the school board. Through a collaborative effort the City and the school board will work diligently together to achieve these goals.

- 1.1. Foster student involvement in City and local business initiatives.** Internships in the public and private sector are a wonderful way for students to get involved in the community and offer the opportunity to see how lessons learned in the classroom apply to real life.
- 1.2. Establish regular, ongoing discussions between the City and School District** representatives to identify and address jointly-held goals and priorities and to discuss programs that can complement each other.
- 1.3. Establish ways to communicate opportunities for students** to get involved.
- 1.4. Support quality early childhood education programming.**
- 1.5. Establish a partnership between the city's police department and the schools to address student truancy.**

2. Create a community-wide learning environment.

The overall spirit and culture of a community can have a tremendous impact on its youth. A community that supports learning and promotes cultural performances will help engender better scholars. It is important that the entire community values education, because an educated population leads to an empowered and engaged citizenry.

- 2.1. Foster a spirit of life-long learning** by cultivating intellectual pursuits and the arts including music, dance, and visual arts in every age group.
- 2.2. Investigate options for off-site classrooms** throughout the community at institutions, businesses, or outdoor areas.

VI. How To Manual - Action Plan For Implementation

It is intended that this Master Plan Update will be used by the City - as well as property owners and developers - when deciding where, when and how to make investments in the City. A viable implementation program, one that sets forth specific action items, is a valuable tool to ensure that the recommendations are acted upon. This chapter consolidates the various action steps for the wide array of goals, objectives and strategies discussed in Chapter VI.

The action steps can be categorized in three ways:

1. Adopting/revising regulatory measures and enforcement procedures
2. Enacting new or expanded City Administrative Actions; and
3. Taking intentional action on collaborating with other organizations.

REGULATORY/ENFORCEMENT MEASURES

During the course of this planning process, a number of zoning and regulatory items were discussed. Zoning is the fundamental tool through which land use goals and policies can be implemented. Adopting regulatory changes likewise represents new laws and standards that require compliance on the part of the private sector.

Land use regulations are direct and clear cut, the basis for enforcement is well established, and approval is mandatory before construction can begin. Other types of regulations such as maintenance codes may require a more intentional and systematic system of monitoring and enforcement.

The suggested regulatory amendments listed in the Implementation Table below are intended to serve as guides. Further evaluation will be required by the City.

ADMINISTRATIVE ACTIONS

Administrative actions include recommendations for revising, expanding, promoting or creating new programs or services conducted by the City. Some of these items recommend capital improvements that will require spending public money and will require further efforts to secure funding.

Some items such as traffic recommendations will require additional studies that are more appropriately conducted by the experts in each particular field and therefore are beyond the scope of this project. These studies are identified for future consideration.

Such administrative actions recommended in the Plan include: continuing to manage the database of landlords and rental properties in the neighborhoods; and promoting the home ownership and assistance programs.

COLLABORATION EFFORTS

It is important to recognize that there are factors that impact the City which are beyond the City's control and that in such cases, it is important to forge supportive partnerships with those who do have

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the control. In addition, with declining resources, it is becoming more important to engage firms, institutions, and citizens in the work of government. The combined force of residents and the private sector—neighborhood businesses, institutions, industry and the workforce they bring into the area—can have a huge impact on an area.

The master plan identifies opportunities for engaging with other entities in developing mutually beneficial programs or development. With this in mind, the City can serve as a champion and supporter to help spur collaborative action.

DETAILED ACTION STEPS	City Department and Potential Partners	Estimated Completion
REGULATORY/ENFORCEMENT		
<p>1. Undertake a comprehensive review and update of the Planning and Zoning Code:</p> <ul style="list-style-type: none"> 1.1. Adopt new zoning regulations that promote and enable the creation of Transit Oriented Development in the Northfield Road corridor. 1.2. Review standards contained in the various PUD districts and apply to similar types of development in the traditional districts. For example, modern standards for landscaping and building design in PUDs are also appropriate to other districts. 1.3. Review, update, and clarify development regulations and review procedures. Many sections of the code date back to the 1950s and 1960s yet some recent PUD amendments include duplicative or perhaps contradictory standards and procedures. 1.4. Review and update the subdivision regulations to set forth minimum standards and procedures for installing new roads and other public infrastructure. 1.5. Consider simplifying and consolidating the PUD regulations so that each new project does not require a completely new zoning district and set of standards. 1.6. Add a requirement for minimum number of trees and landscaping for the front yard for new development; require redevelopment projects to comply with the provision when the project meets a specified cost threshold. 1.7. Develop tree preservation/replanting regulations to ensure that construction sites conserve trees. 	Building Department	3-5 years
<p>2. Undertake a comprehensive review and update of the Zoning Map:</p> <ul style="list-style-type: none"> 2.1. Ensure that all approved map amendments are properly shown on the official Warrensville Heights Zoning Map. 2.2. Rezone areas to ensure that any future development or redevelopment is compatible with existing development. 2.3. Proactively rezone areas for commercial/industrial development based on the pattern of development already established and the policies in the Master Plan, e.g. Miles Road, Richmond Road 2.4. Ensure that existing land uses are properly zoned to enable expansion without the need for variances. 	Building Department	3-5 years

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DETAILED ACTION STEPS	City Department and Potential Partners	Estimated Completion
<p>3. Develop and/or enhance property inspections and code enforcement</p> <p>3.1. Develop a rigorous systematic approach to housing code enforcement through occupancy, exterior code compliance and point-of-sale inspections and ensure that inspectors are diligent in their inspections.</p> <p>3.2. Create a systematic apartment inspection program so that all apartment units are inspected on a rotating cycle.</p> <p>3.3. Adopt and aggressively enforce ordinances to prevent vacant houses from becoming a blighting influence on the neighborhood.</p>	Building Department	< 6 months
ADMINISTRATIVE		
1. Communication and Marketing:		
<p>1.1. Develop a regional marketing plan and campaign including the creation of a promotional brochure.</p>	Director of Communications & Activities; Chamber	1-3 years
<p>1.2. Update and expand the City's website:</p> <ul style="list-style-type: none"> • Post agendas and minutes of Council, Planning Commission and other public meetings • Post summer internship and job opportunities • Identify methods to inform the city of problems • Promote the Community as a favorable business location. Include information prepared for the marketing campaign: Highlight success stories. 	All	< 6 months
<p>1.3. Create a welcome packet for newcomers; include an updated housing brochure that identifies/defines what quality housing stock/neighborhood looks; include:</p> <ul style="list-style-type: none"> • Maintenance requirements • Information on existing curfew and noise regulations • List of resources and funding sources • Remodeling guideline for frequent housing issues 	Building Department	1-3 years
1.4. Consider/explore potential for hyperlocal newspaper.	Director of Communications & Activities	
<p>1.5. Conduct a Community Survey to gather information from residents/businesses regarding:</p> <ul style="list-style-type: none"> • Community shopping habits and needs • Identify which services businesses and residents consider to be most important. • Understand how residents and new residents feel about the community and in what ways they would like to see it improved. • Recreational activities they enjoy best, and what they would like to have or have more of 	Director of Communications & Activities	1-3 years
1.6. Establish a Hotline for reporting city infrastructure or neighborhood problems, problems with vacant properties and other property maintenance issues to the City. Possibilities include online, phone line or paper feedback sheets available around the community.	Director of Communications & Activities	1-3 years

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DETAILED ACTION STEPS	City Department and Potential Partners	Estimated Completion
1.7. Devote space in the City newsletter to help promote partner initiatives, including: <ul style="list-style-type: none">• Updates on the School District• Opportunities for residents to participate in arts and cultural activities and other creative pursuits for all ages	Director of Communications & Activities	1-3 years
1.8. Host regular town hall meetings with the mayor and ward meetings with the council members to provide opportunities for dialogue between the City, residents and businesses	All	
2. Business Attraction and Retention Programs:		
2.1. Develop a Comprehensive Commercial Storefront and Property Improvement and Renovation Program, and concentrate on improving one retail district at a time	Economic Development	1-3 years
2.2. Create and maintain a detailed inventory of local businesses: <ul style="list-style-type: none">• Use the information to prepare/update the city's business directory and distribute to residents and businesses• Analyze the data to identify business clusters• Develop a procedure to notify the Chamber when a new business opens, based on information obtained through occupancy permits	Chamber and Economic Development	6 months-1 year
2.3. Provide technical resources to existing and potential small businesses-such as merchandising expertise, business planning and market research	Chamber and Economic Development	6 months-1 year
2.4. Establish a program to install temporary uses in vacant storefronts including temporary displays for community events, local student achievements, and/or showcasing local art	Chamber, property owners, and Building Department	1-3 years
3. Neighborhood Improvement Programs: educate, mobilize and recognize residents.		
<u>Educate</u>		
3.1. Conduct home repair and homeownership workshops - include topics on preventive maintenance, abating code violations, energy efficiency, loans and other financing options/assistance, responsibilities of homeownership, rights of the home buyer, details on mortgages and lenders.	Building Department, Cuyahoga County, nonprofits, local lenders, schools and realtors	1-3 years
3.2. Educate community/residents on how to assist the Police Department in identifying/eliminating crime	Block Groups, Police Department	1-3 years
<u>Mobilize</u>		
3.3. Establish a pilot neighborhood rehab/maintenance program to concentrate City efforts in one neighborhood	Building Department	1-3 years
3.4. Develop a process for making land bank properties available for gardens and side yard expansions and promote and facilitate the establishment of community gardens	OSU Extension, churches, schools	1-3 years
3.5. Coordinate street-wide maintenance weekends during the spring, summer and fall so all neighbors are outside working at the same time	Block groups and neighborhood associations	1-3 years
3.6. Create a Community Greening initiative to encourage and support tree and flower planting efforts in neighborhoods		

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DETAILED ACTION STEPS	City Department and Potential Partners	Estimated Completion
<u>Recognize</u> 3.7. Create an awards program such as "Best of Warrensville Heights" to recognize those residents and business owners that do the best with property upkeep and beautification	Building Department	1-3 years
4. Capital Improvements / Land Development:		
4.1. Work with the County Land Bank to acquire vacant properties: <ul style="list-style-type: none"> • Build capacity to assemble, hold, and maintain vacant land, clear title, and dispose of property for non-market uses. • Employ land assembly tools including the aggressive use of tax foreclosure • Develop a plan that identifies targeted redevelopment areas where land assembly is needed to create development parcels. • Develop criteria for determining when structures should be demolished or rehabbed 	County Land Bank and Building Department	< 6 months
4.2. Create a public/civic open space area as a major focal point for the Town Center area		
4.3. Improve gateways: <ul style="list-style-type: none"> • Develop a gateway design template, • Evaluate and determine optimal gateway sign placement locations 	Director of Communications and Activities	1-3 years
4.4. Create new park space in neighborhoods that are far from an existing school playground or city park in areas where undeveloped land exists	Service Department	1-3 years
4.5. Pursue mechanisms to preserve/conserve natural open space along Mill Creek and Bear Creek: <ul style="list-style-type: none"> • Identify potential areas to acquire as public open space • Promote the preservation of open space on private property through conservation easements 	Metroparks, Economic Development	3-5 years
4.6. Implement the recommendations in the Energy Audit performed on city buildings and completed in 2011 in order to gain cost savings through increased energy efficiency	Economic Development	1-3 years
5. Infrastructure Improvements: Continue and expand the City's public infrastructure improvement program, including sidewalk repair, street lighting improvements, tree planting and street paving.		
5.1. Develop a Street Repair Program: Use a database to maintain a systematic street repair, resurfacing program.	Service Department	1-3 years
5.2. Institute traffic calming measures in residential areas to slow down traffic and improve safety		
5.3. Improve the sidewalks and street safety around schools; pursue "safe routes to school" grant for identifying and installing appropriate improvements		
5.4. Enhance the streetscape in local retail districts: condition of the sidewalks, landscaping and other elements that improve the quality of the districts		
5.5. Install mechanisms at crosswalks to improve pedestrian safety in local business districts		
5.6. Upgrade the overall appearance of the Miles Road corridor to encourage future investment in the area		

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DETAILED ACTION STEPS	City Department and Potential Partners	Estimated Completion
6. Service Delivery:		
6.1. Promote recycling within City buildings and by all residences - partner with the Cuyahoga County Solid Waste District for ways to maximize participation	Service Department	6 months-1 year
7. City Operations:		
7.1. Conduct training for city employees and boards and commission members to ensure that all are aware of the existing laws, standards, regulations, ETC.	All Departments	1-3 years
8. Funding and Incentive Programs:		
8.1. Pursue grant opportunities for funding infrastructure and service improvements	Economic Development	1-3 years
8.2. Evaluate all existing financial incentive programs to determine if they are meeting needs and modify or expand accordingly.	Economic Development	1-3 years
8.3. Expand the marketing of financial incentive programs available to residents and business owners.	Economic Development	1-3 years
COLLABORATION		
1. Collaborate with North Randall to redevelop Randal Park Mall and the surrounding area	Economic Development	1-3 years
2. Establish ongoing discussions with the School District, YMCA & Library to identify common goals and priorities and to discuss programs that can complement each other	Economic Development	6 months-1 year
2.1. Hold quarterly or bi-annual meetings to share new programs, ideas, needs		
2.2. Support quality early childhood education programming		
3. Work with the Chamber of Commerce and Business Owners:		
3.1. Explore ways for the City to become more involved in Chamber of Commerce	Economic Development	1-3 years
3.2. Explore the potential for creating Business Improvement Districts to establish a separate funding source earmarked for the district to address some of the unique service needs of the district		
3.3. Identify partnerships that can be formed with private companies (Le Force, Tri-C) and neighboring communities to offer youth a broader array of recreational activities		
3.4. Encourage property owners in gateway areas to upgrade the appearance of their buildings and properties		
3.5. Partner with existing regionally and nationally known businesses and institutions on their programming events so that Warrensville Heights becomes linked to these organizations		

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DETAILED ACTION STEPS	City Department and Potential Partners	Estimated Completion
4. Foster/support the creation of a non-profit organization focused on improving Warrensville Heights: <ul style="list-style-type: none"> 4.1. To celebrate and promote Warrensville Heights as a desirable place to live, work and conduct business; 4.2. To develop leaders in the community - e.g. Citizens leadership academy; 4.3. To provide assistance to senior citizens and other homeowners that struggle with home maintenance. 	Chamber, Economic Development and corporations and institutions	1-3 years
5. Encourage homeowners associations to enforce maintenance and beautification requirements set forth in the HOA covenants and restrictions	Building Department	1-3 years
6. Explore ways to collaborate with other communities to reduce the cost of providing services without reducing the quality of services provided	Service Department	1-3 years
7. Work with ODOT/ Federal Highway Commission to: <ul style="list-style-type: none"> 7.1. Install attractive railings, ornamental structures, and attractive lampposts on the expressway bridges 7.2. Install signs at highway exits announcing prominent businesses and attractions in Warrensville Heights 	Service Department	1-3 years
8. Work with Greater Cleveland Regional Transit Authority on the extension of the Blue Line	Economic Development	1-3 years
9. Work with the Mill Creek Committee, the Cuyahoga County Soil and Water District and the Northeast Ohio Regional Sewer District to mitigate flooding issues.	Economic Development	1-3 years

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VII. Appendix

- A. Demographics**
- B. Income and Employment**
- C. Education and Occupation**
- D. Housing Characteristics**
- E. Municipal Finances**

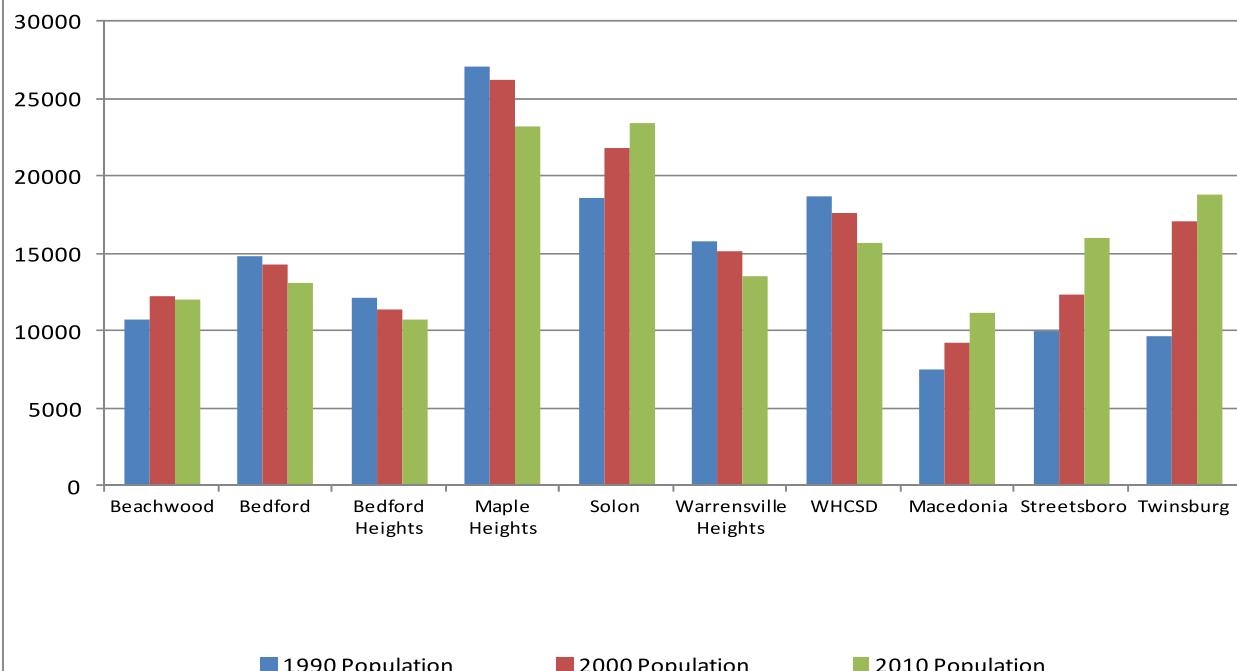
A. DEMOGRAPHICS

Table A-1. Population

	1990 Population	2000 Population	1990-2000 Change		2010 Population	2000 - 2010 Change		% Change 1990-2010
			#	%		#	%	
Beachwood	10,677	12,186	1,509	14.1%	11,953	(233)	-1.9%	12.0%
Bedford	14,822	14,214	(608)	-4.1%	13,074	(1,140)	-8.0%	-11.8%
Bedford Heights	12,131	11,375	(756)	-6.2%	10,751	(624)	-5.5%	-11.4%
Highland Hills	1,934	1,618	(316)	-16.3%	1,130	(488)	-30.2%	-41.6%
Maple Heights	27,089	26,156	(933)	-3.4%	23,138	(3,018)	-11.5%	-14.6%
North Randall	977	906	(71)	-7.3%	1,027	121	13.4%	5.1%
Solon	18,548	21,802	3,254	17.5%	23,348	1,546	7.1%	25.9%
Warrensville Heights	15,745	15,109	(636)	-4.0%	13,542	(1,567)	-10.4%	-14.0%
Warrensville Heights School District	18,656	17,633	(1,023)	-5.5%	15,699	(1,934)	-11.0%	-15.9%
Cuyahoga County	1,412,140	1,393,978	(18,162)	-1.3%	1,280,122	(113,856)	-8.2%	-9.3%
Macedonia	7,509	9,224	1,715	22.8%	11,188	1,964	21.3%	49.0%
Streetsboro	9,932	12,311	2,379	24.0%	16,028	3,717	30.2%	61.4%
Twinsburg	9,606	17,006	7,400	77.0%	18,795	1,789	10.5%	95.7%

Sources: U.S. Bureau of the Census, 1990, 2000 and 2010.

Population Trends Warrensville Heights and Surrounding Communities



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Table A-2. Age 18 and Over: Warrensville Heights and Surrounding Communities

	Total Population	2000				2010				
		under 18		18 years and over		Total Population	under 18		18 years and over	
		#	%	#	%		#	%	#	%
Beachwood	12,186	2,399	19.7	9,787	80.3	11,953	2,339	19.6	9,614	80.4
Bedford	14,214	2,912	20.5	11,302	79.5	13,074	2,767	21.2	10,307	78.8
Bedford Heights	11,375	2,489	21.9	8,886	78.1	10,751	2,144	19.9	8,607	80.1
Highland Hills	1,618	416	25.7	1,202	74.3	1,130	261	23.1	869	76.9
Maple Heights	26,156	6,726	25.7	19,430	74.3	23,138	5,812	25.1	17,326	74.9
North Randall	906	148	16.3	758	83.7	1,027	156	15.2	871	84.8
Solon	21,802	6,658	30.5	15,144	69.5	23,348	6,498	27.8	16,850	72.2
Warrensville Heights	15,109	3,863	25.6	11,246	74.4	13,542	3,324	24.5	10,218	75.5
WHCS	17,633	4,427	25.1	13,206	74.9	15,699	3,741	23.8	11,958	76.2
Cuyahoga County	1,393,978	347,990	25.0	1,045,988	75.0	1,280,122	290,262	22.7	989,860	77.3
Macedonia	9,224	2,467	26.7	6,757	73.3	11,188	2,490	22.3	8,698	77.7
Streetsboro	12,311	2,991	24.3	9,320	75.7	16,028	3,580	22.3	12,448	77.7
Twinsburg	17,006	4,544	26.7	12,462	73.3	18,795	4,767	25.4	14,028	74.6

Sources: 2000 and 2010 US Census

Table A-3. 2010 Age Distribution: Warrensville Heights and Surrounding Communities

	Total population	Under 18 years		18 to 24 years		25 to 44 years		45 to 64 years		65 years and over	
		#	%	#	%	#	%	#	%	#	%
Beachwood	11,953	2,339	19.6	459	3.8	2,050	17.2	3,244	27.1	3,861	32.3
Bedford	13,074	2,767	21.2	972	7.4	3,329	25.5	3,781	28.9	2,225	17.0
Bedford Heights	10,751	2,144	19.9	931	8.7	2,514	23.4	3,358	31.2	1,804	16.8
Highland Hills	1,130	261	23.1	192	17.0	258	22.8	252	22.3	167	14.8
Maple Heights	23,138	5,812	25.1	1,913	8.3	5,689	24.6	6,663	28.8	3,061	13.2
North Randall	1,027	156	15.2	69	6.7	203	19.8	318	31.0	281	27.4
Solon	23,348	6,498	27.8	1,215	5.2	4,739	20.3	7,990	34.2	2,906	12.4
Warrensville Heights	13,542	3,324	24.5	1,291	9.5	2,996	22.1	3,566	26.3	2,365	17.5
WHCS	15,699	3,741	23.8	1,552	9.9	3,457	22.0	4,136	26.3	2,813	17.9
Macedonia	11,188	2,490	22.3	722	6.5	2,673	23.9	3,657	32.7	1,646	14.7
Streetsboro	16,028	3,580	22.3	1,321	8.2	4,906	30.6	4,341	27.1	1,880	11.7
Twinsburg	18,795	4,767	25.4	1,094	5.8	4,675	24.9	5,529	29.4	2,730	14.5

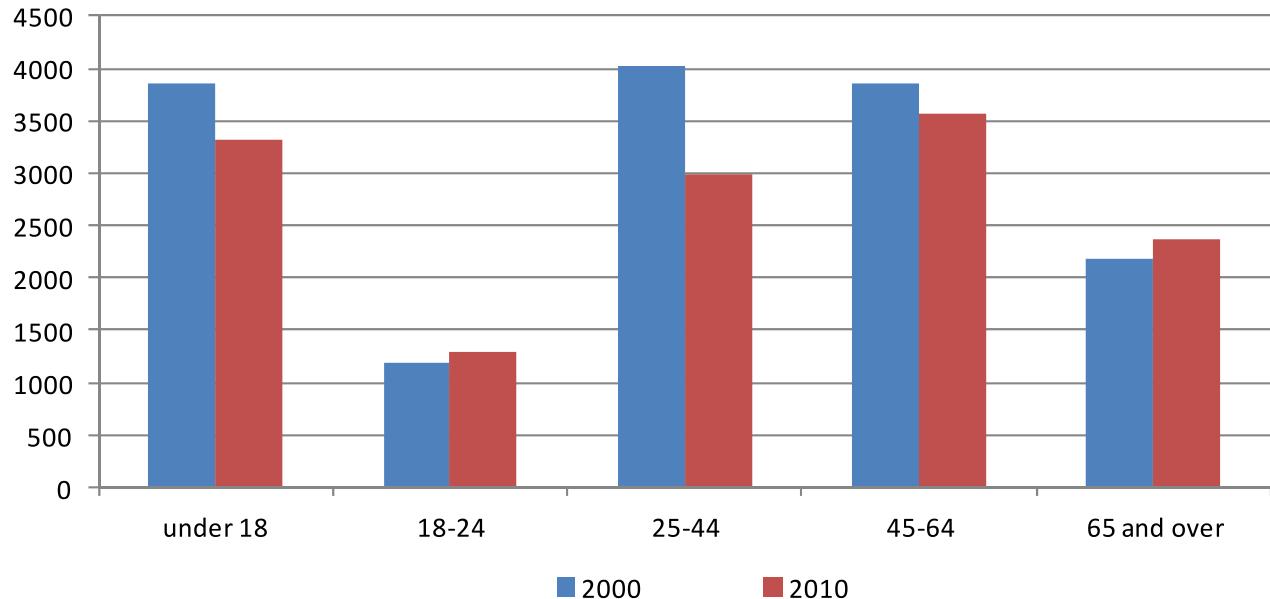
Source: 2010 US Census

Table A-4. Age Distribution Over Time, Warrensville Heights

	2000		2010		Change from 2000 - 2010	
	#	%	#	%	#	%
under 18	3,863	25.6%	3,324	24.5%	-539	-14.0%
18-24	1,188	7.9%	1,291	9.5%	103	8.7%
25-44	4,025	26.6%	2,996	22.1%	-1,029	-25.6%
45-64	3,857	25.5%	3,566	26.3%	-291	-7.5%
65 and over	2,176	14.4%	2,365	17.5%	189	8.7%

Source: 2010 US Census

Age Distribution Warrensville Heights

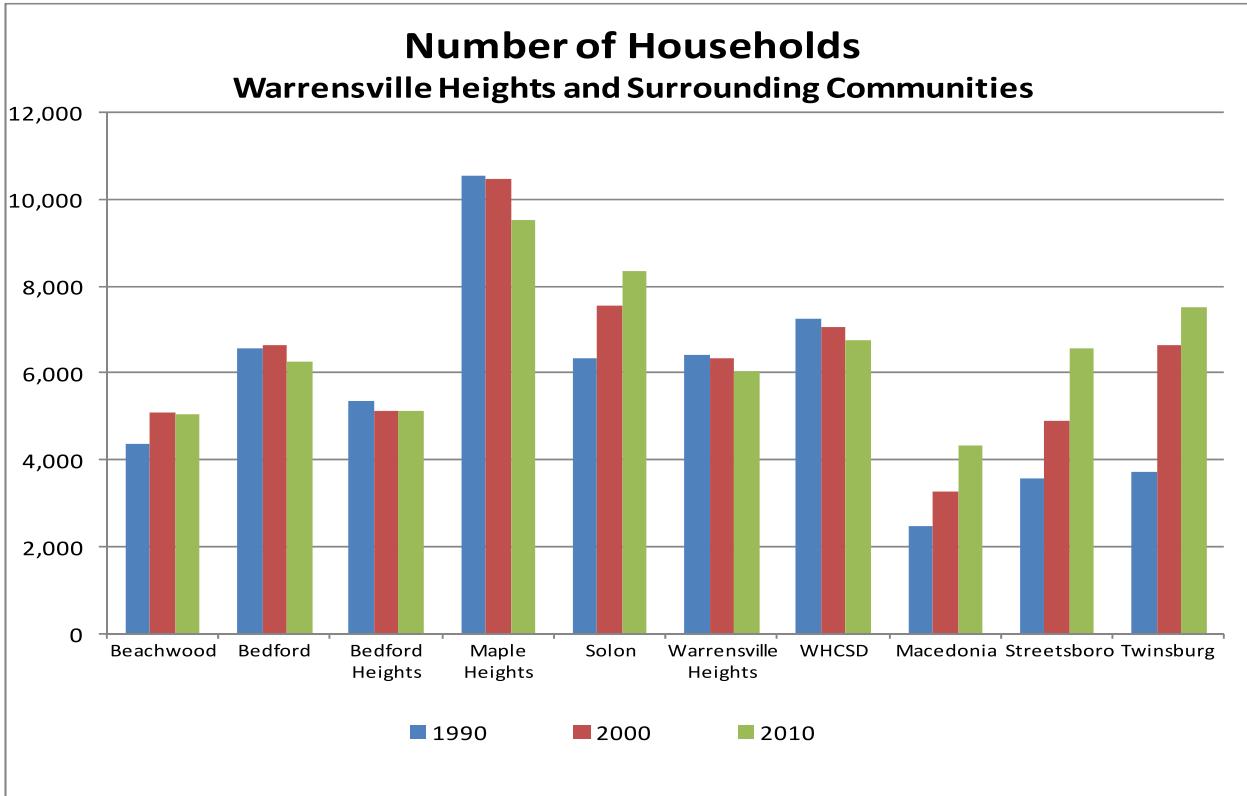


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Table A-5. Number of Households, Warrensville Heights and Surrounding Communities

	1990	2000	Change 1990-2000		2010	Change 2000-2010		% Change 1990-2010
			#	%		#	%	
Beachwood	4,378	5,074	696	15.9%	5,064	(10)	-0.2%	15.7%
Bedford	6,551	6,659	108	1.6%	6,265	(394)	-5.9%	-4.4%
Bedford Heights	5,354	5,119	(235)	-4.4%	5,111	(8)	-0.2%	-4.5%
Highland Hills	370	272	(98)	-26.5%	268	(4)	-1.5%	-27.6%
Maple Heights	10,551	10,489	(62)	-0.6%	9,515	(974)	-9.3%	-9.8%
North Randall	474	465	(9)	-1.9%	462	(3)	-0.6%	-2.5%
Solon	6,341	7,554	1,213	19.1%	8,352	798	10.6%	31.7%
Warrensville Heights	6,403	6,325	(78)	-1.2%	6,043	(282)	-4.5%	-5.6%
WHCS	7,247	7,062	(185)	-2.6%	6,773	(289)	-4.1%	-6.5%
CUYAHOGA COUNTY	563,243	571,457	8,214	1.5%	545,056	(26,401)	-4.6%	-3.1%
Macedonia	2,458	3,276	818	33.3%	4,338	1,062	32.4%	76.5%
Streetsboro	3,587	4,908	1,321	36.8%	6,562	1,654	33.7%	82.9%
Twinsburg	3,722	6,641	2,919	78.4%	7,507	866	13.0%	101.7%

Source: U.S. Bureau of the Census, 1990, 2000 and 2010



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Table A-6. Persons per Household

	1990	2000	Percent Change 1990-2000	2010	Percent Change 1990-2010
Beachwood	2.31	2.2	-4.76%	2.16	-6.49%
Bedford	2.25	2.13	-5.33%	2.08	-7.56%
Bedford Heights	2.26	2.21	-2.21%	2.09	-7.52%
Highland Hills	1.86	1.91	2.69%	1.79	-3.76%
Maple Heights	2.55	2.47	-3.14%	2.41	-5.49%
North Randall	1.74	1.80	3.45%	1.84	5.75%
Solon	2.92	2.89	-1.03%	2.78	-4.79%
WARRENSVILLE HEIGHTS	1.86	2.34	25.81%	2.22	19.35%
Macedonia	3.05	2.82	-7.82%	2.58	-15.53%
Streetsboro	2.77	2.51	-9.41%	2.43	-12.24%
Twinsburg	2.58	2.56	-0.82%	2.49	-3.56%
Sources: U.S. Census 1990, 2000 and 2010					

Table A-7. Family Households with Children and Female Head of Household

	2000			2010			Percent Point Change 2000-2010	
	Households with children	Households with children: female head, no husband present		Households with children	Households with children: female head, no husband present			
		#	#		#	#		
Beachwood	1,258	185	14.7	1,259	239	19.0	4.3	
Bedford	1,574	348	22.1	1,579	689	43.6	21.5	
Bedford Heights	1,325	566	42.7	1,309	701	53.6	10.8	
Highland Hills	38	17	44.7	53	38	71.7	27.0	
Maple Heights	3,334	1,002	30.1	3,060	1,544	50.5	20.4	
North Randall	110	60	54.5	96	56	58.3	3.8	
Solon	3,430	315	9.2	3,460	508	14.7	5.5	
WARRENSVILLE HEIGHTS	1,830	1,000	54.6	1,897	1,312	69.2	14.5	
Macedonia	1,262	131	10.4	1,334	180	13.5	3.1	
Streetsboro	1,558	286	18.4	2,032	433	21.3	3.0	
Twinsburg	2,425	116	4.8	2,641	374	14.2	9.4	
Sources: U.S. Census 1990, 2000 and 2010, NEO Cando								

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Table A-8. Senior Households and Seniors Living Alone

	Total Households	Householder is 65 or older		Householder is 65 or older	
		#	%	#	%
Beachwood	5,064	2,130	42.06%	1,209	56.76%
Bedford	6,265	1,670	26.66%	1,002	60.00%
Bedford Heights	5,111	1,300	25.44%	613	47.15%
Highland Hills	268	126	47.01%	82	65.08%
Maple Heights	9,515	2,093	22.00%	994	47.49%
North Randall	462	115	24.89%	67	58.26%
Solon	8,352	1,746	20.91%	597	34.19%
Warrensville Heights	6,043	1,695	28.05%	771	45.49%
Macedonia	4,338	1,039	23.95%	413	39.75%
Streetsboro	6,562	1,173	17.88%	446	38.02%
Twinsburg	7,507	1,795	23.91%	913	50.86%

Source: 2010 U.S. Census

B. INCOME AND EMPLOYMENT

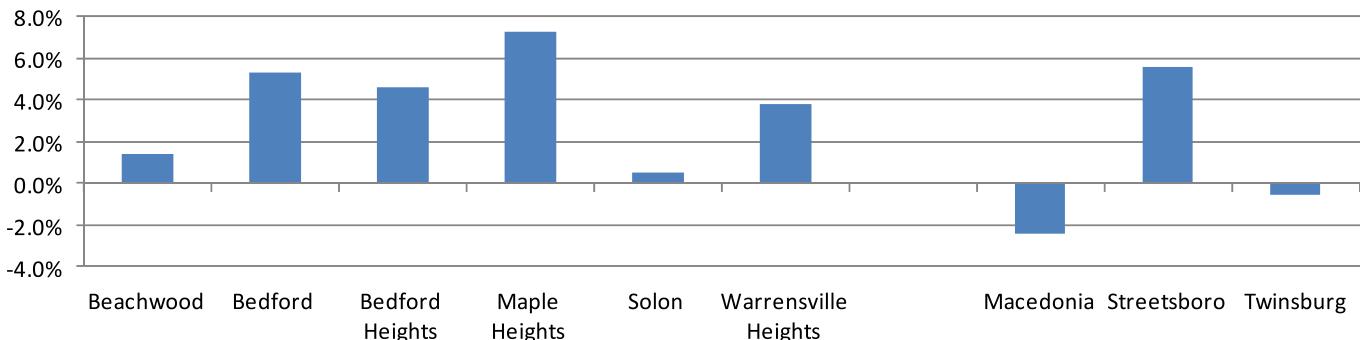
Table B-1. Warrensville Heights Household Income 2005-2009 Average

Total Households		5,343		
House Hold Income Categories		Estimate		Margin of Error
		Number of Households	%	+/-
Less than \$10,000		330	6.2	2.0%
\$10,000 to \$14,999		348	6.5	2.1%
\$15,000 to \$24,999		752	14.1	2.7%
\$25,000 to \$34,999		974	18.2	3.4%
\$35,000 to \$49,999		1,084	20.3	3.8%
\$50,000 to \$74,999		877	16.4	2.8%
\$75,000 to \$99,999		624	11.7	3.9%
\$100,000 to \$149,999		295	5.5	2.0%
\$150,000 to \$199,999		44	0.8	1.0%
\$200,000 or more		15	0.3	0.3%
Median household income (dollars)		37,064		2,137
Mean household Income (dollars)		46,011		
Cuyahoga County Median household income (dollars)		43,145		403
Source: 2005-2009 American Community Survey				

Table B-2. Poverty Rates: Warrensville Heights and Surrounding Communities

	2000			2005-2009			
	Population for whom poverty status is determined	Population Below Poverty Level	Poverty Rate	Population for whom poverty status is determined	Population Below Poverty Level	Poverty Rate	Margin of Error
Beachwood	11,145	477	4.28%	10,256	585	5.70%	+/-2.4
Bedford	14,168	1,082	7.64%	13,033	1,694	13.00%	+/-3.4
Bedford Heights	11,285	857	7.59%	10,360	1,261	12.20%	+/-3.4
Highland Hills	642	147	22.90%	573	158	27.60%	+/-12.3
Maple Heights	25,877	1,531	5.92%	23,570	3,107	13.20%	+/-2.8
North Randall	914	104	11.38%	738	120	16.30%	+/-7.2
Solon	21,767	553	2.54%	21,895	664	3.00%	+/-1.1
Warrensville Heights	14,854	1,691	11.38%	13,327	2,028	15.20%	+/-4.1
Cleveland	466,305	122,479	26.27%	428,165	129,233	30.20%	+/-0.9
Cuyahoga County	1,365,658	179,372	13.13%	1,269,094	208,730	16.40%	+/-0.4
Macedonia	9,197	139	1.51%	10,413	305	2.90%	+/-2.0
Streetsboro	12,189	646	5.30%	14,333	1,020	7.10%	+/-2.2
Twinsburg	16,752	351	2.10%	17,344	276	1.60%	+/-0.6
Sources: 2000 U.S. Census and the 2005-2009 American Community Survey							

Percentage Point Change in Poverty Rates 2000 - 2005/09 Warrensville Heights and Surrounding Communities



Poverty Rates: 2000, 2005-2009 Warrensville Heights and Surrounding Communities

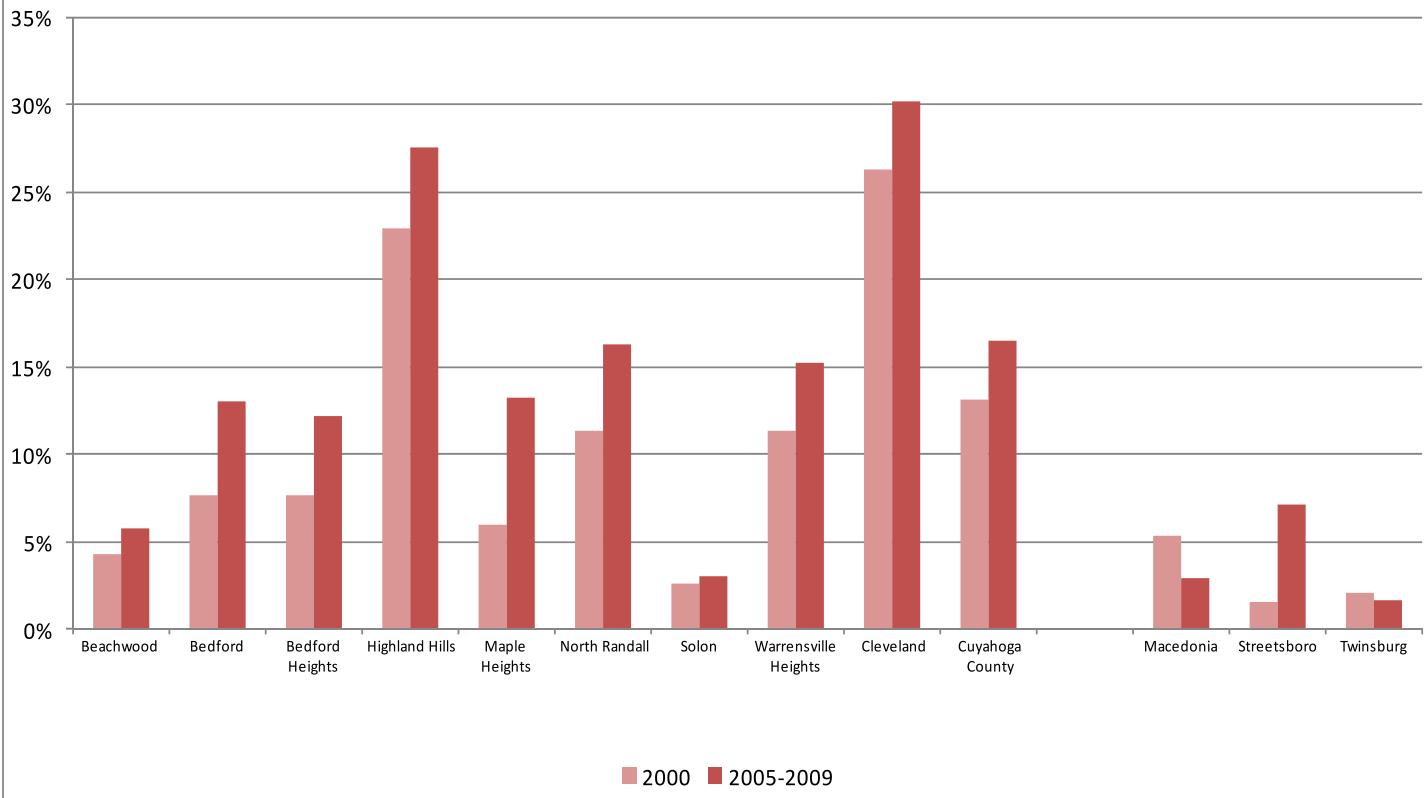
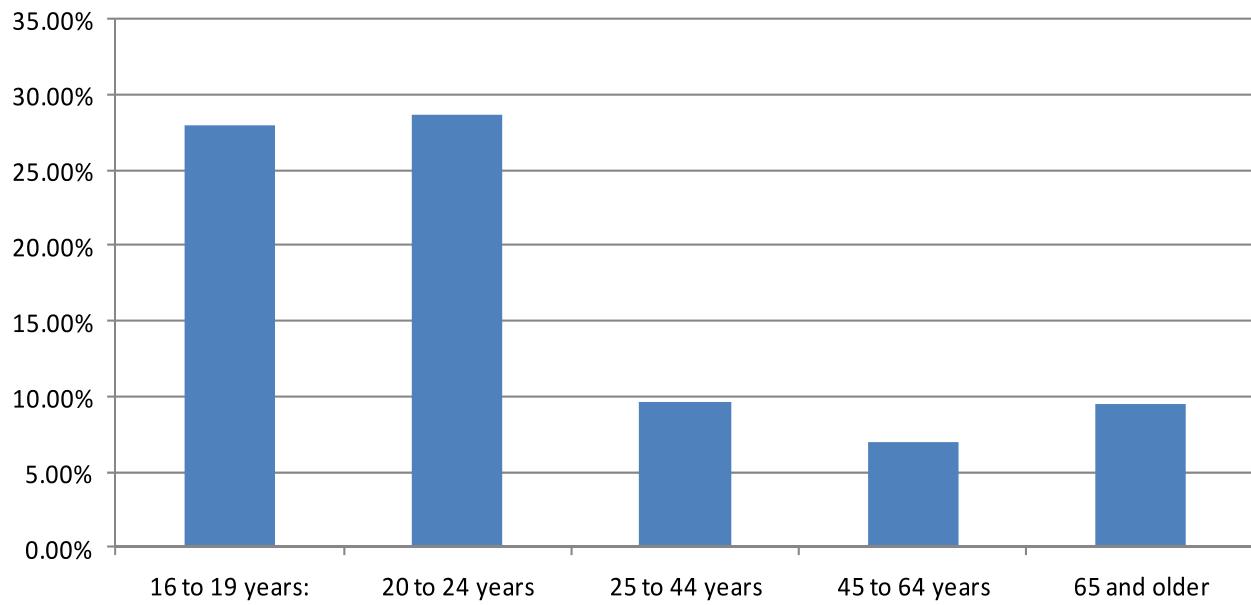


Table B-3. 2005-2009 Unemployment Rate by Age

Age	Warrensville Heights	Cuyahoga County	Ohio
16 to 19 years:	27.96%	28.89%	23.55%
20 to 24 years	28.71%	18.59%	13.57%
25 to 44 years	9.65%	9.43%	7.34%
45 to 64 years	6.92%	6.65%	5.35%
65 and older	9.44%	4.61%	3.68%

Source: 2005-2009 American Community Survey

Unemployment Rate by Age Group Warrensville Heights



C. EDUCATION AND OCCUPATION

Table C-1. Warrensville Heights District Enrollment by School

	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Eastwood Elementary	291	254	276	278	279	261	215	249	270	231
<i>Randallwood Elementary</i>	462	429	413	432	431	415	375	327	293	292
John Dewey Elementary	532	521	478	443	384	386	319	285	314	304
<i>Westwood Elementary</i>	384	351	345	337	350	342	274	285	290	288
Warrensville Heights Middle	494	528	484	477	435	436	391	380	346	308
Warrensville Heights High	770	783	824	818	869	860	785	795	760	722

Source: Ohio Department of Education

* *Randallwood and Westwood Elementary Schools closed after the 2009-2010 school year.*

Warrensville Heights City School District Enrollment, 2000-2010

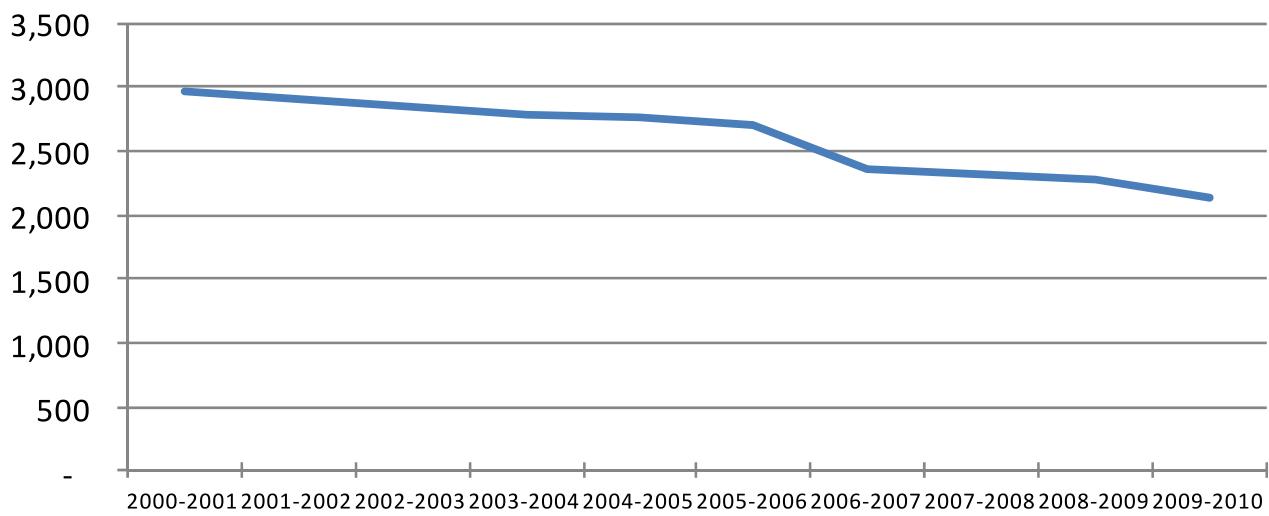
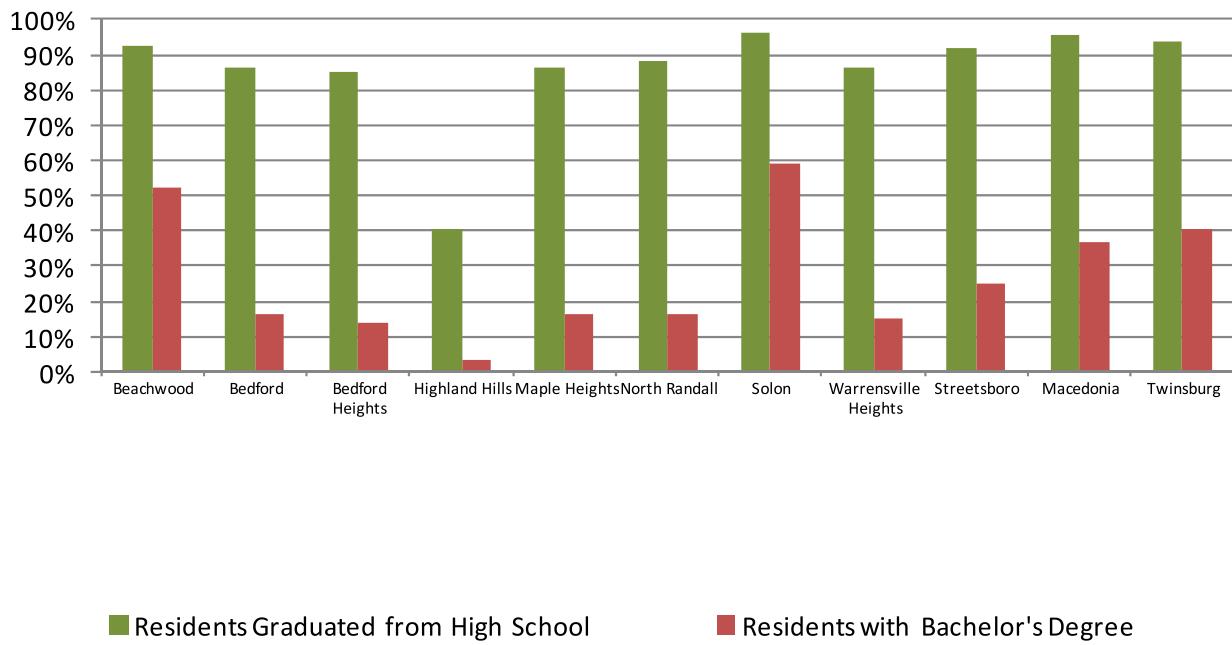


Table C-2. Educational Attainment 2005-2009: Warrensville Heights and Surrounding Communities

	Residents Graduated from High School	Residents with Bachelor's Degree
Beachwood	92%	52%
Bedford	86%	17%
Bedford Heights	85%	14%
Highland Hills	41%	3%
Maple Heights	86%	16%
North Randall	88%	17%
Solon	96%	59%
Warrensville Heights	86%	15%
Streetsboro	92%	25%
Macedonia	96%	37%
Twinsburg	94%	40%

Source: 2005-2009 American Community Survey

Educational Attainment 2005-09 Average



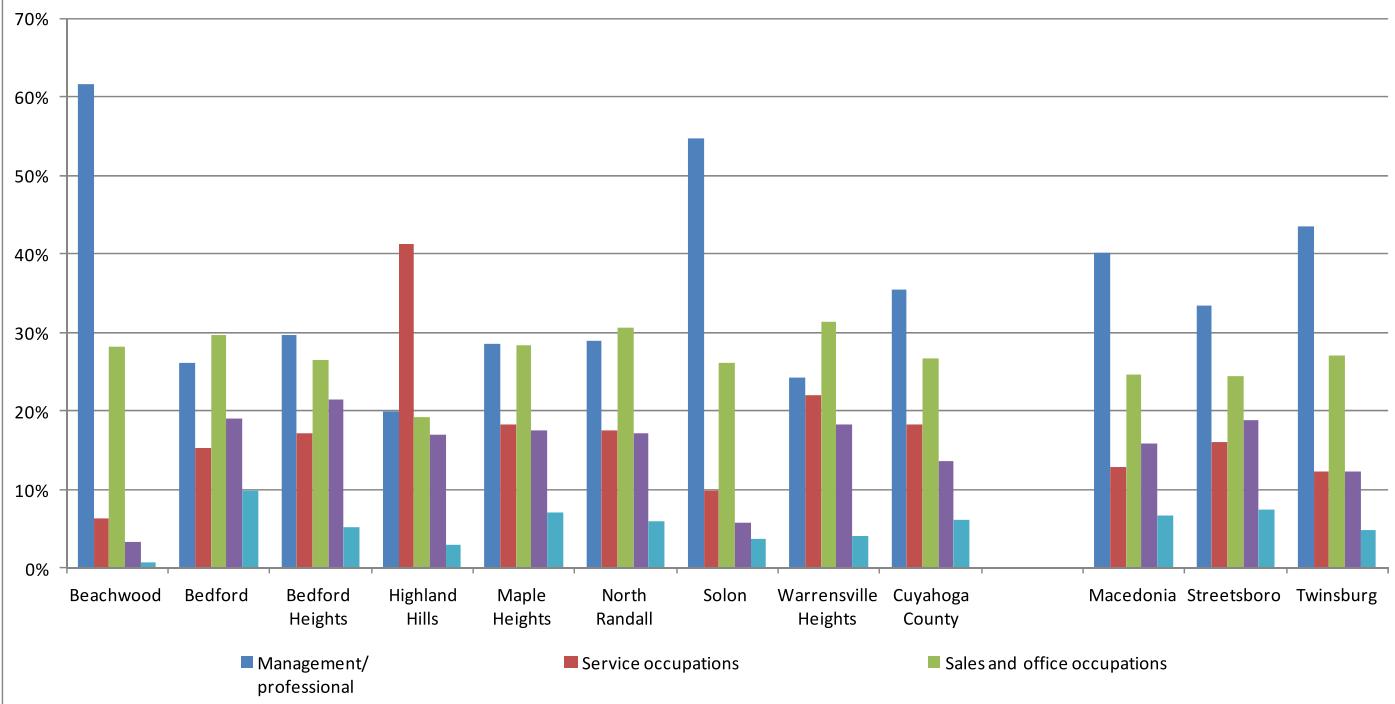
Warrensville Heights 2012 Master Plan Update

Table C-3. Employment by Sector in Warrensville Heights

	Management, business, science, and arts occupations	Service occupations	Sales and office occupations	Natural resources, construction, and maintenance occupations	Production, transportation , and material moving occupations	Farming, fishing, forestry
Beachwood	62%	6%	28%	3%	1%	0.00%
Bedford	26%	15%	30%	19%	10%	0.00%
Bedford Heights	30%	17%	27%	21%	5%	0.00%
Highland Hills	20%	41%	19%	17%	3%	0%
Maple Heights	29%	18%	28%	17%	7%	0.27%
North Randall	29%	17%	31%	17%	6%	0%
Solon	55%	10%	26%	6%	4%	0.00%
Warrensville Heights	24%	22%	31%	18%	4%	0.00%
Cuyahoga County	35%	18%	27%	14%	6%	0.10%
Macedonia	40%	13%	25%	16%	7%	0.00%
Streetsboro	33%	16%	24%	19%	7%	0.16%
Twinsburg	44%	12%	27%	12%	5%	0.00%

Source: 2005-2009 American Community Survey

Occupation of Employed Residents 2005/09 Average



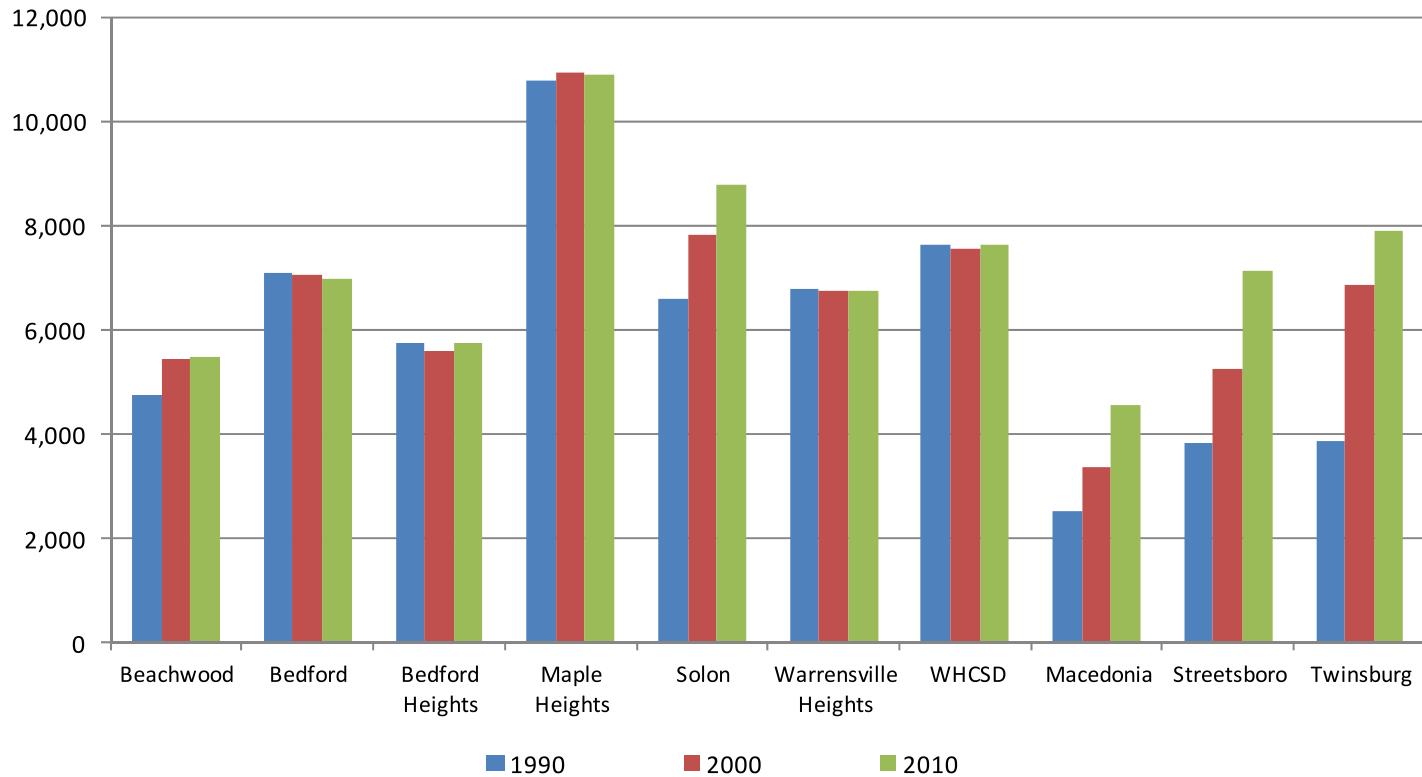
D. HOUSING CHARACTERISTICS

Table D-1. Total Housing Units

	1990	2000	Change 1990-2000		2010	Change 2000-2010		% Change 1990-2010
			#	%		#	%	
Beachwood	4,732	5,447	715	15.1%	5,483	36	0.7%	15.9%
Bedford	7,074	7,062	(12)	-0.2%	6,951	(111)	-1.6%	-1.7%
Bedford Heights	5,736	5,577	(159)	-2.8%	5,750	173	3.1%	0.2%
Highland Hills	342	309	(33)	-9.6%	315	6	1.9%	-7.9%
Maple Heights	10,791	10,935	144	1.3%	10,894	(41)	-0.4%	1.0%
North Randall	491	490	(1)	-0.2%	571	81	16.5%	16.3%
Solon	6,601	7,801	1,200	18.2%	8,765	964	12.4%	32.8%
Warrensville Heights	6,785	6,741	(44)	-0.6%	6,743	2	0.0%	-0.6%
WHCSD	7,618	7,540	(78)	-1.0%	7,629	89	1.2%	0.1%
Macedonia	2,497	3,359	862	34.5%	4,545	1,186	35.3%	82.0%
Streetsboro	3,827	5,244	1,417	37.0%	7,104	1,860	35.5%	85.6%
Twinsburg	3,855	6,871	3,016	78.2%	7,898	1,027	14.9%	104.9%

Source: 1990, 2000 and 2010 U.S. Census

Total Housing Units Trends



Warrensville Heights 2012 Master Plan Update

Table D-2. Year Structure Built: Warrensville Heights			
	Estimate		Margin of Error (+/-)
Total housing units:	5,949		367
	#	%	
Built 2005 or later	49	0.8	31
Built 2000 to 2004	48	0.8	40
Built 1990 to 1999	97	1.6	50
Built 1980 to 1989	93	1.6	67
Built 1970 to 1979	725	12.2	177
Built 1960 to 1969	2,306	38.8	334
Built 1950 to 1959	1,603	26.9	221
Built 1940 to 1949	704	11.8	146
Built 1939 or earlier	324	5.4	109

Source: 2005-2009 American Community Survey 5-Year Estimates

Table D-3. 2005-2009 Type of Structure; Warrensville Heights and Surrounding Communities											
	Total	Single Family Detached		Attached		2 to 4 units		5 to 19 units		20 or more units	
		#	%	#	%	#	%	#	%	#	%
Beachwood	5,013	2,617	52.2	347	6.9	52	1.0	248	4.9	1,749	34.9
Bedford	7,129	4,110	57.7	262	3.7	604	8.5	1,412	19.8	741	10.4
Bedford Heights	5,516	2,345	42.5	70	1.3	72	1.3	465	8.4	2,210	40.1
Highland Hills	269	81	30.1	32	11.9	15	5.6	43	16.0	98	36.4
Maple Heights	11,165	9,778	87.6	91	0.8	245	2.2	789	7.1	248	2.2
North Randall	464	166	35.8	0	0.0	7	1.5	46	9.9	245	52.8
Solon	8,125	6,948	85.5	154	1.9	168	2.1	760	9.4	83	1.0
Warrensville Heights	5,949	2,632	44.2	223	3.7	147	2.5	1,564	26.3	1,383	23.2
Cuyahoga County	621,092	363,451	58.5	32,866	5.3	89,342	14.4	58,238	9.4	73,709	11.9
Macedonia	4,007	3,458	86.3	377	9.4	81	2.0	0	0.0	0	0.0
Streetsboro	6,341	3,340	52.7	540	8.5	466	7.3	1,135	17.9	217	3.4
Twinsburg	7,162	4,538	63.4	847	11.8	231	3.2	989	13.8	557	7.8

Source: 2005-2009 American Community Survey

Table D-4. Number of Housing Units by Type Over Time: Warrensville Heights

	Single Family Detached	Attached	2 to 4 units	5 to 19 units	20 or more units
2010 estimate	2,983	253	167	1,773	1,568
2000	3,013	338	174	1,635	1,582
1990	3,027	393	104	1,598	1,603

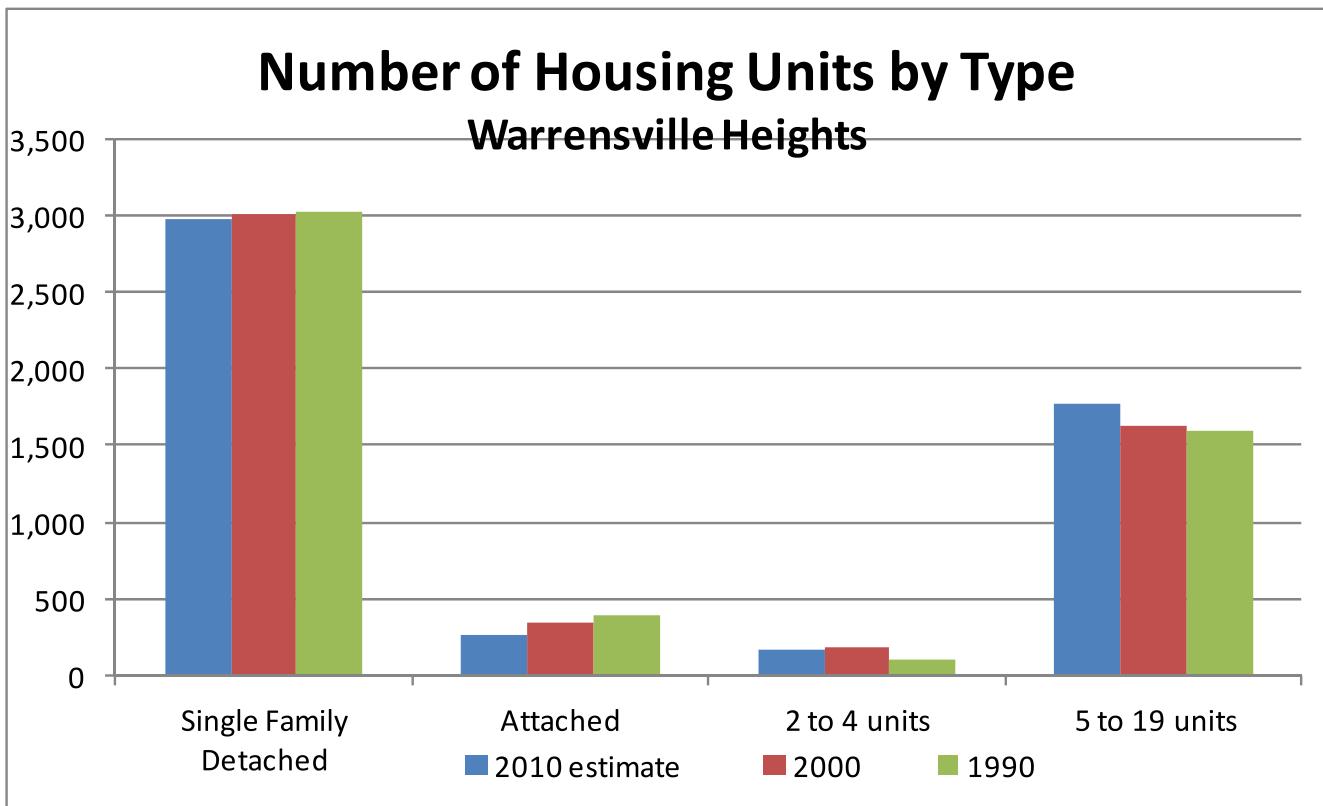
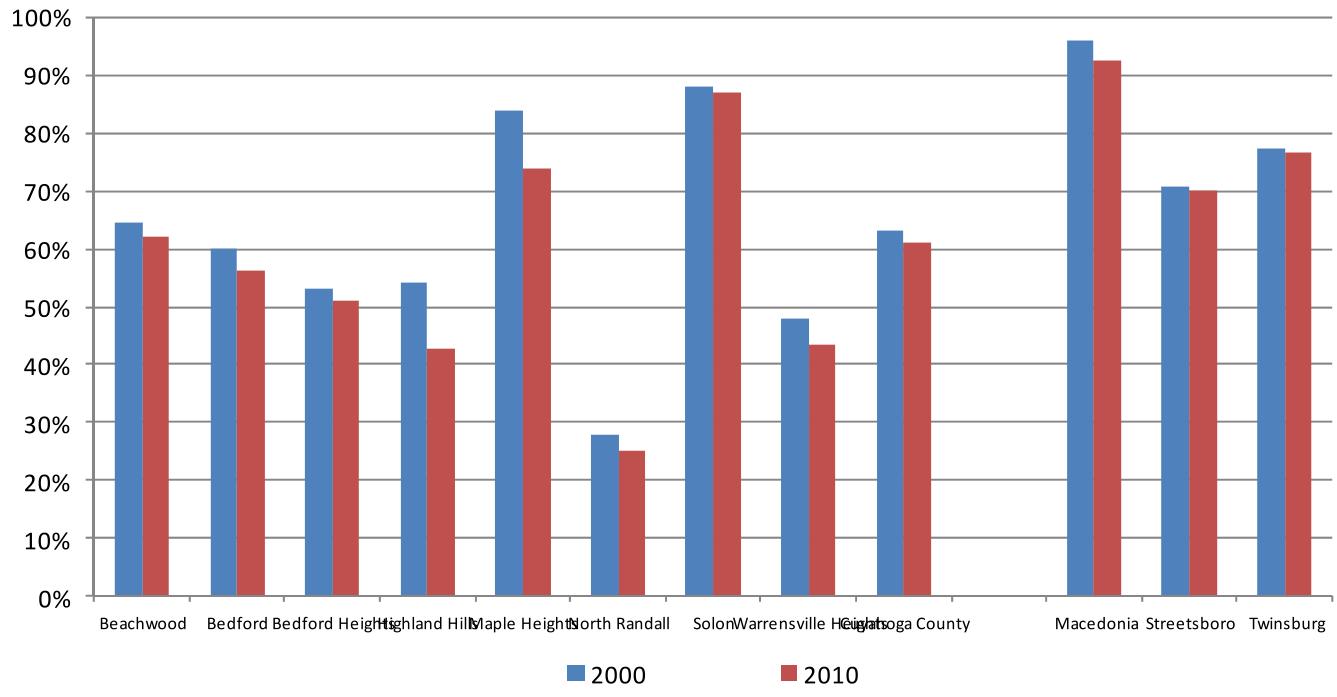


Table D-5. Tenure

	2000			2010		
	Occupied housing units	Owner-occupied housing units	Renter-occupied housing units	Occupied housing units	Owner-occupied housing units	Renter-occupied housing units
	#	%	%	#	%	%
Beachwood	5,074	64.4	35.6	5,064	62.2	37.8
Bedford	6,659	60.1	39.9	6,265	56.3	43.7
Bedford Heights	5,119	53.1	46.9	5,111	51.0	49.0
Highland Hills	272	53.7	46.3	268	42.9	57.1
Maple Heights	10,489	83.8	16.2	9,515	73.7	26.3
North Randall	465	28.2	71.8	462	25.1	74.9
Solon	7,554	87.8	12.2	8,352	86.9	13.1
Warrensville Heights	6,325	48	52	6,043	43.3	56.7
Cuyahoga County	571,457	63.2	36.8	545,056	60.9	39.1
Macedonia	3,276	95.8	4.2	4,338	92.3	7.7
Streetsboro	4,908	70.6	29.4	6,562	70.1	29.9
Twinsburg	6,641	77.3	22.7	7,507	76.7	23.3

Sources: 2000 and 2010 US Census

Owner Occupied Units



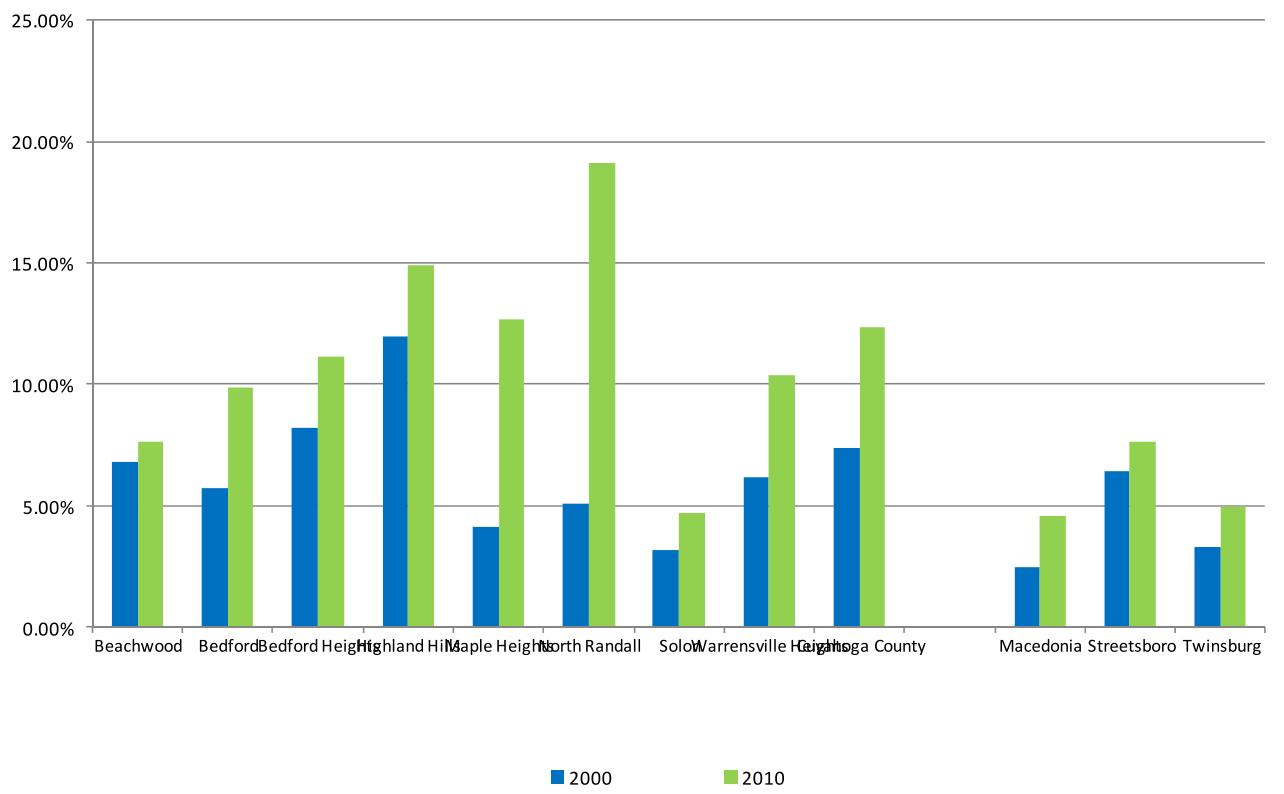
Warrensville Heights 2012 Master Plan Update

Table D-6. Occupancy

	Total	2000				2010				
		Occupied		Vacant		Total	Occupied		Vacant	
		#	%	#	%		#	%	#	%
Beachwood	5,447	5,074	93.2	373	6.8	5,483	5,064	92.4	419	7.6
Bedford	7,062	6,659	94.3	403	5.7	6,951	6,265	90.1	686	9.9
Bedford Heights	5,577	5,119	91.8	458	8.2	5,750	5,111	88.9	639	11.1
Highland Hills	309	272	88	37	12	315	268	85.1	47	14.9
Maple Heights	10,935	10,489	95.9	446	4.1	10,894	9,515	87.3	1,379	12.7
North Randall	490	465	94.9	25	5.1	571	462	80.9	109	19.1
Solon	7,801	7,554	96.8	247	3.2	8,765	8,352	95.3	413	4.7
Warrensville Heights	6,741	6,325	93.8	416	6.2	6,743	6,043	89.6	700	10.4
Cuyahoga County	616,903	571,457	92.6	45,446	7.4	621,763	545,056	87.7	76,707	12.3
Macedonia	3,359	3,276	97.5	83	2.5	4,545	4,338	95.4	207	4.6
Streetsboro	5,244	4,908	93.6	336	6.4	7,104	6,562	92.4	542	7.6
Twinsburg	6,871	6,641	96.7	230	3.3	7,898	7,507	95.0	391	5.0

Sources: 2000 and 2010 US Census

Vacant Housing Units



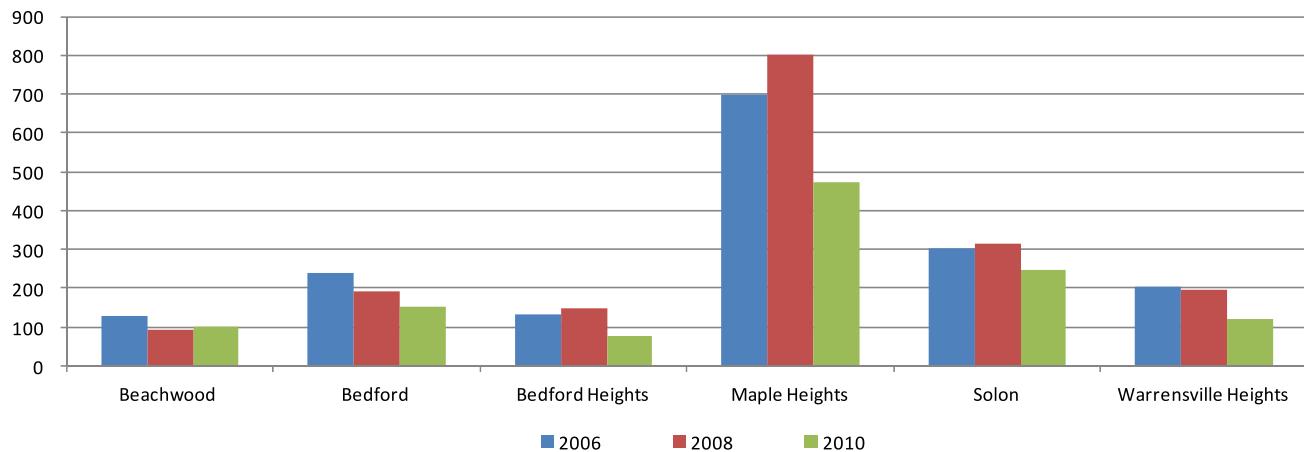
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Table D7. Number of and Median Sales Price of Single Family Homes

	2006		2008		2010	
	Number of Sales	Median Sales Price	Number of Sales	Median Sales Price	Number of Sales	Median Sales Price
Beachwood	128	\$265,000	94	\$212,500	99	\$241,200
Bedford Heights	131	\$119,300	149	\$68,900	79	\$53,000
Bedford	239	\$103,968	191	\$64,900	154	\$49,617
Highland Hills	7	\$61,500	8	\$24,500	2	\$29,668
Maple Heights	700	\$95,000	802	\$36,667	474	\$31,950
North Randall	6	\$110,000	8	\$68,284	6	\$53,500
Solon	302	\$305,000	316	\$251,000	249	\$229,800
Warrensville Heights	204	\$79,500	196	\$40,000	122	\$29,500
Cleveland	6,453	\$62,046	6,656	\$23,334	3,795	\$24,000
Cuyahoga County	20,510	\$114,000	18,917	\$68,000	13,621	\$80,000

Source: NEO Cando

Number of Single-Family Sales, 2006 - 2010



Trends in Median Sales Price of Single-Family Units, 2006 - 2010

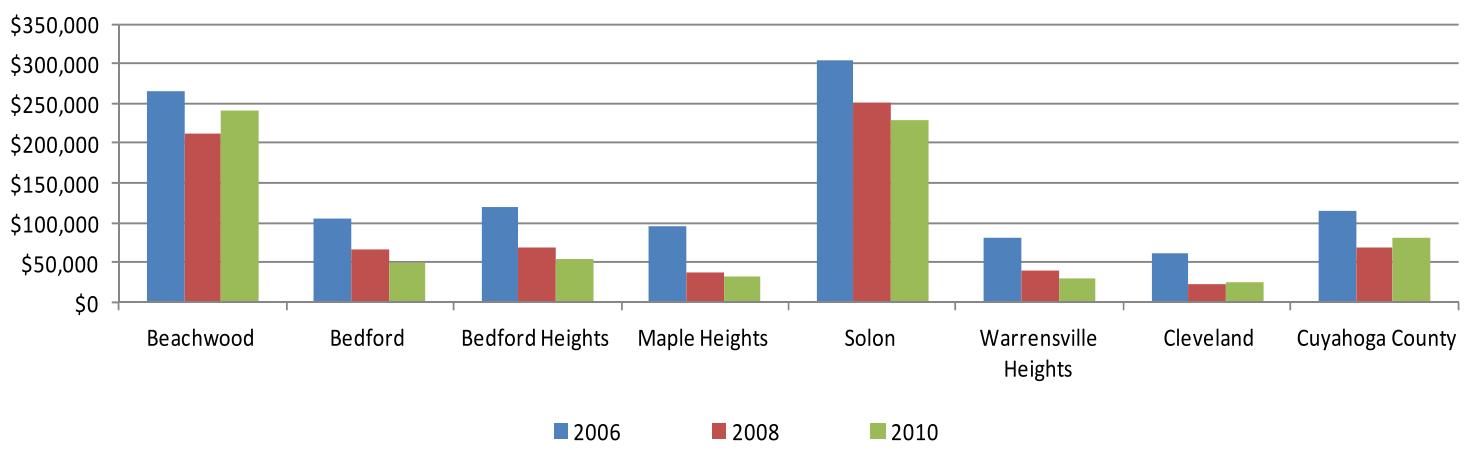


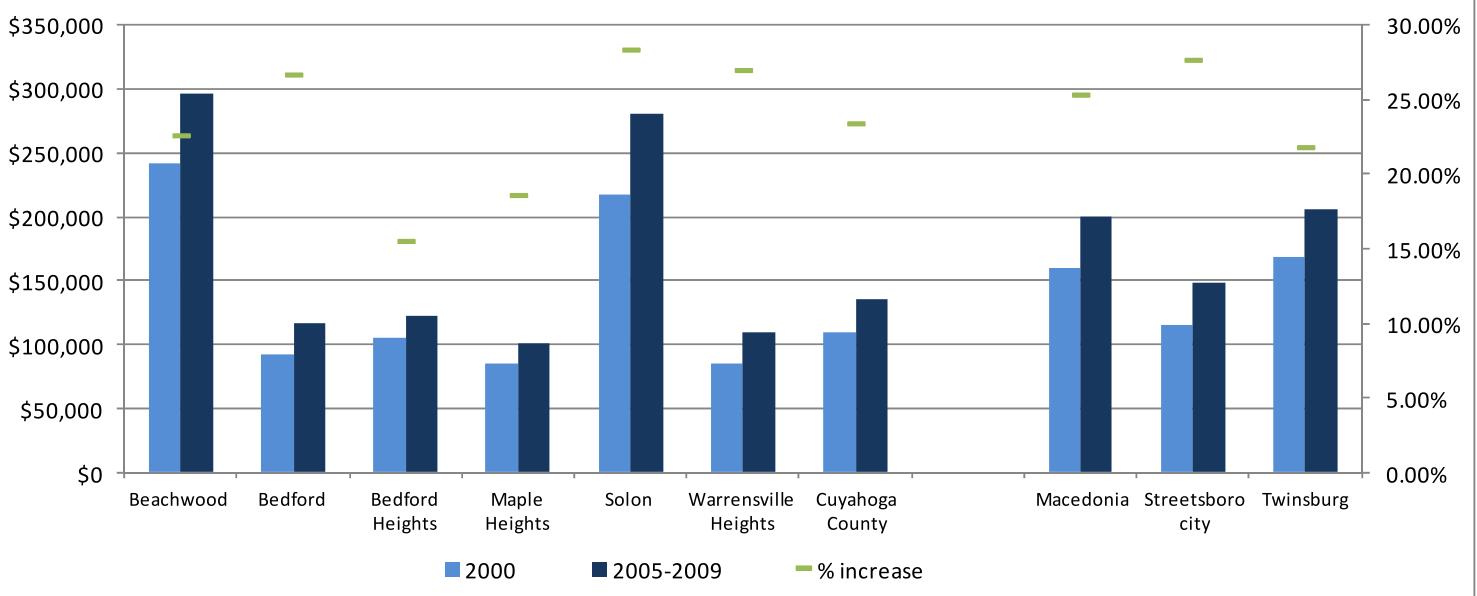
Table D-8. Median Value of Owner-Occupied Housing Units:

	2000	2005-2009	% increase
Beachwood	\$242,100	\$296,900	22.64%
Bedford	\$92,100	\$116,700	26.71%
Bedford Heights	\$106,100	\$122,600	15.55%
Maple Heights	\$84,800	\$100,600	18.63%
Solon	\$218,100	\$280,000	28.38%
Warrensville Heights	\$85,900	\$109,100	27.01%
Cuyahoga County	\$110,100	\$135,900	23.43%
Macedonia	\$159,300	\$199,700	25.36%
Streetsboro city	\$115,900	\$148,000	27.70%
Twinsburg	\$168,500	\$205,300	21.84%

Source: 2005-09 American Community Survey

Median Value of Owner Occupied Dwelling Units Trends

Warrensville Heights and Comparison Communities



E. MUNICIPAL FINANCES

Table E-1. City Revenue

Revenues by Category	Amount	
	2000	2009
Municipal Income Tax	\$8,390,940	\$10,373,337
Property Tax	\$1,867,187	\$430,681
Intergovernmental	\$2,191,297	\$1,395,656
Fines and Forfeitures	\$290,045	\$213,996
Charges for Services	\$139,570	\$447,541
Other Income	\$579,766	\$589,200
TOTAL REVENUE	\$13,458,805	\$13,450,411

Source: City of Warrensville Heights Finance Department

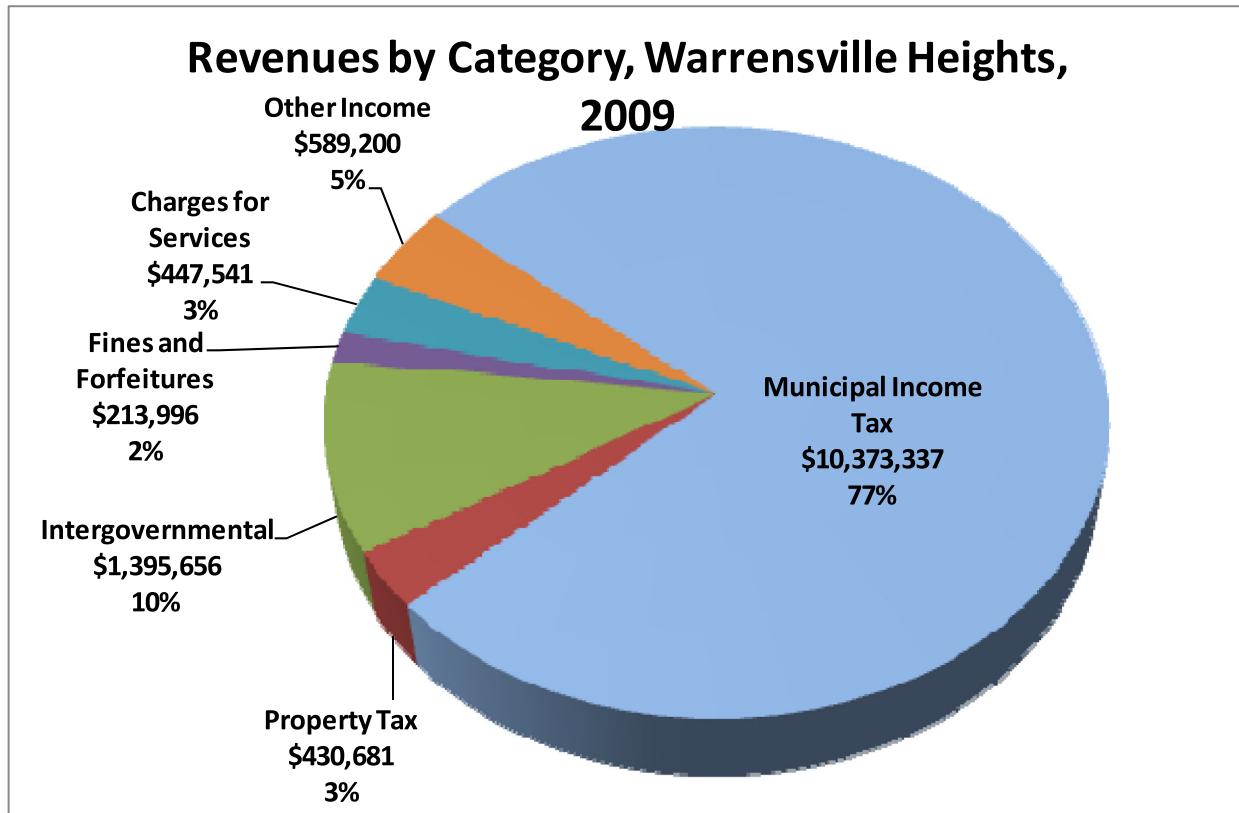


Table E-2. Warrensville Heights revenue Per Capita		
	2000	2010
Population	15,109	13,542
Total Revenue	\$13,458,805	\$13,450,411
Revenue per capita	\$891	\$993

Source: Warrensville Heights Finance Department, 2000 U.S. Census, 2010 U.S. Census

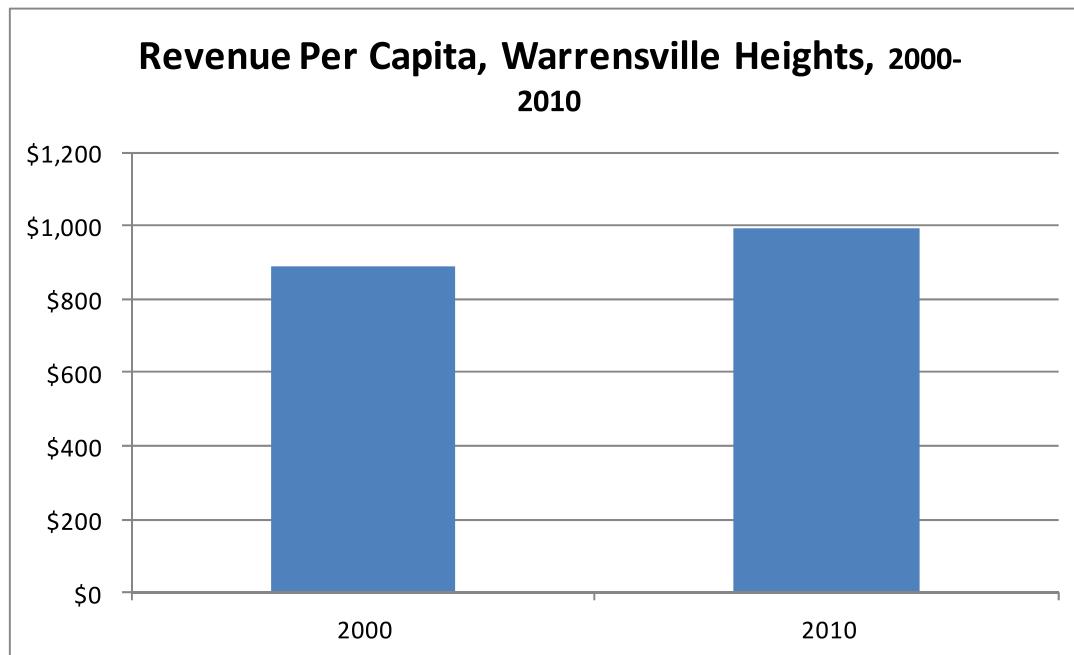


Table E-3. Property Valuations

	Residential/ Agricultural		Commercial/ Industrial		Public Utilities		Total	
	2000	2010	2000	2010	2000	2010	2000	2010
Beachwood	\$287,459,400	\$340,369,230	\$327,808,630	\$416,660,680	\$15,090,620	\$7,640,440	\$630,358,650	\$764,670,350
Bedford	\$137,814,680	\$151,467,810	\$82,927,810	\$109,940,100	\$11,224,870	\$7,037,960	\$231,967,360	\$268,445,870
Bedford Heights	\$88,158,250	\$109,428,630	\$123,704,520	\$128,861,330	\$8,597,150	\$4,966,350	\$220,459,920	\$243,256,310
Maple Heights	\$265,418,150	\$295,347,880	\$85,308,370	\$95,763,090	\$17,619,890	\$7,892,130	\$368,346,410	\$399,003,100
Solon	\$569,650,190	\$798,875,290	\$295,846,890	\$325,815,610	\$24,380,670	\$17,142,470	\$889,877,750	\$1,141,833,370
Warrensville Heights	\$94,193,600	\$115,140,720	\$96,732,310	\$146,856,870	\$14,580,390	\$6,107,320	\$205,506,300	\$268,104,910
Macedonia	\$176,477,870	\$302,695,510	\$72,519,410	\$113,669,060	\$24,870,530	\$15,468,730		
Streetsboro		\$254,156,270		\$172,295,970		\$6,579,310		
Twinsburg	\$312,001,820	\$435,445,360	\$134,502,680	\$184,902,560	\$11,976,010	\$7,819,090		

Source: Cuyahoga County Fiscal Office, 2011; Macedonia, Streetsboro and Twinsburg Financial Departments

Property Valuations

Warrensville Heights and Surrounding Communities

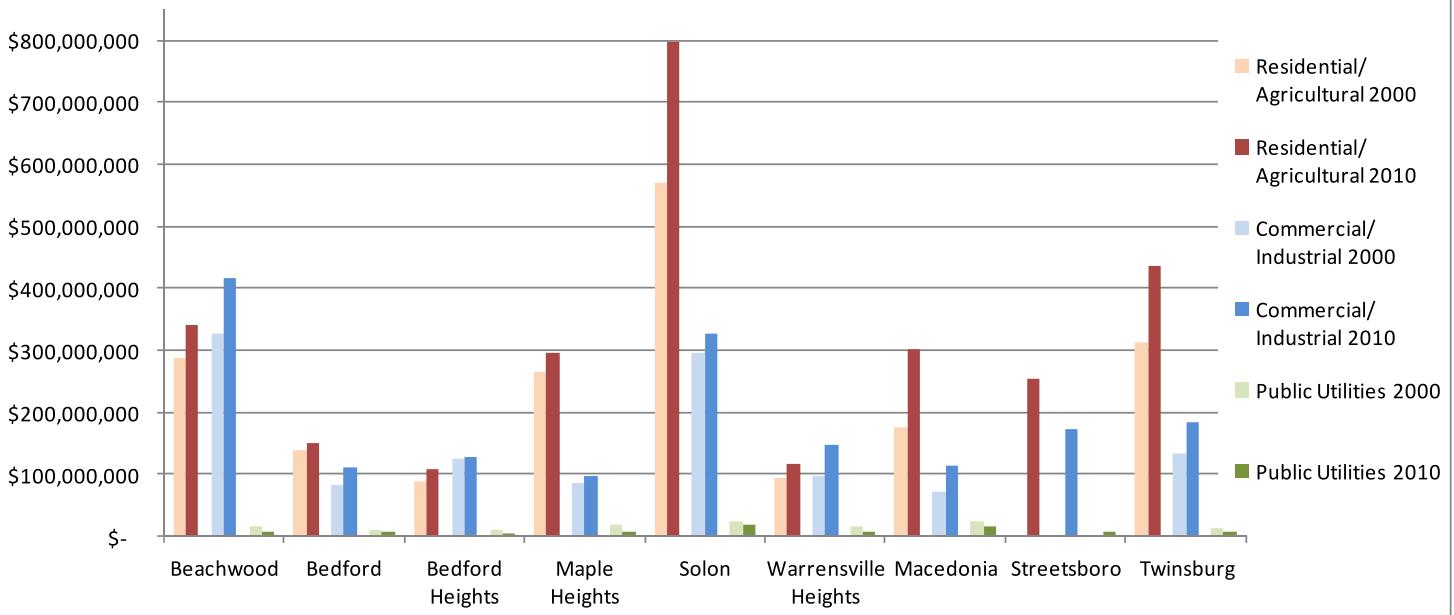


Table E-4. Property Valuations Per Acre

	Residential/ Agricultural		Commercial/ Industrial	
	2000	2010	2000	2010
Beachwood	\$85,050.47	\$100,704.87	\$96,988.57	\$123,277.18
Bedford	\$40,195.67	\$44,177.81	\$24,187.11	\$32,065.64
Bedford Heights	\$30,363.71	\$37,689.71	\$42,606.65	\$44,382.77
Maple Heights	\$79,896.22	\$88,905.67	\$25,679.54	\$28,826.62
Solon	\$43,308.91	\$60,736.25	\$22,492.41	\$24,770.85
Warrensville Heights	\$35,665.11	\$43,596.44	\$36,626.35	\$55,605.32
Macedonia	\$28,499.00	\$48,881.59	\$11,710.99	\$18,356.15
Streetsboro	\$0.00	\$16,534.84	\$0.00	\$11,209.19
Twinsburg	\$39,179.37	\$54,680.69	\$16,890.06	\$23,218.98

Source: Cuyahoga County Fiscal Office, 2011; Macedonia, Streetsboro and Twinsburg Financial Departments

Property Valuation Per Acre Trends Warrensville Heights and Comparison Communities

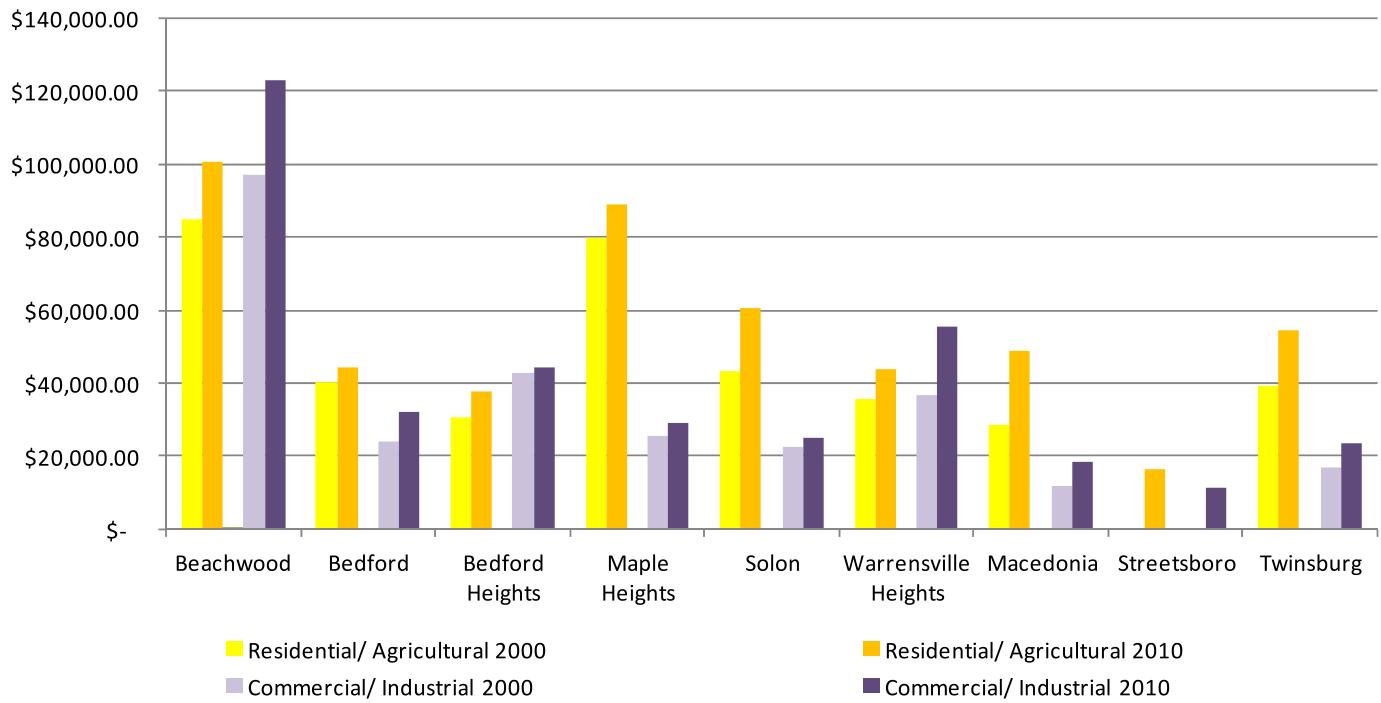


Table E-5. 2010 Income Taxes

	Tax Rate	Credit Limit	Collection agency
Beachwood	1.50%	1.50%	RITA
Bedford	2.25%	1.50%	Self
Bedford Heights	2.00%	2.00%	RITA
Maple Heights	2.50%	2.50%	RITA
Solon	2.00%	2.00%	
Warrensville Heights	2.60%	1.30%	CCA
Macedonia	2.00%	2.00%	RITA
Streetsboro	2.00%	2.00%	RITA
Twinsburg	2.25%	2.25%	RITA

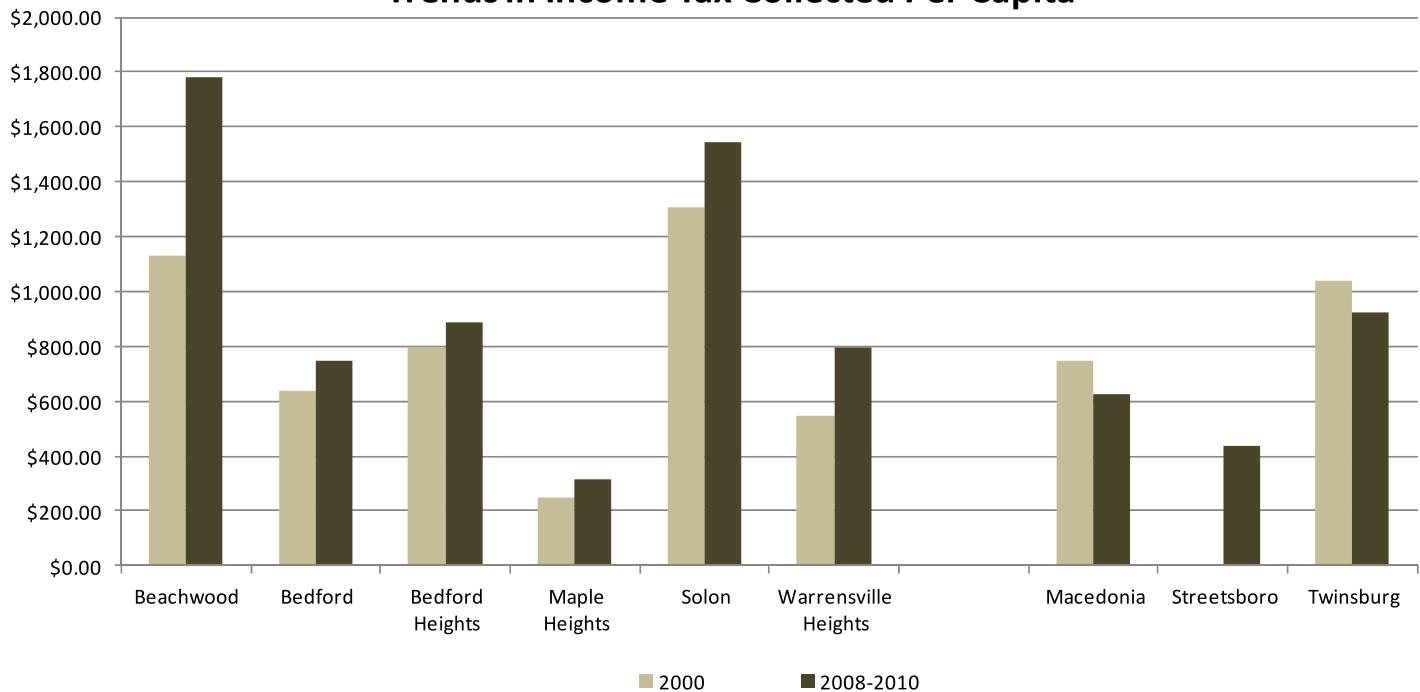
Source: Ohio Department of Taxation: http://tax.ohio.gov/divisions/tax_analysis/tax_data_series/publications_index.stm

Income Tax Rates 2010 **Warrensville Heights and Comparison Communities**



Table E-6. Average Income Tax Collected per Capita

	2000	2008-2010	% increase
Beachwood	\$1,129.98	\$1,778.60	57.4%
Bedford	\$635.44	\$744.32	17.1%
Bedford Heights	\$796.93	\$885.91	11.2%
Maple Heights	\$246.71	\$315.75	28.0%
Solon	\$1,306.70	\$1,544.88	18.2%
Warrensville Heights	\$545.66	\$796.21	45.9%
Macedonia	\$749.69	\$624.38	-16.7%
Streetsboro	\$0.00	\$434.37	
Twinsburg	\$1,039.29	\$923.24	-11.2%

Source: Ohio Department of Taxation: http://tax.ohio.gov/divisions/tax_analysis/tax_data_series/publications_index.stm**Trends in Income Tax Collected Per Capita**

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Table E-7. Residential Property Tax Rates

Tax Jurisdiction	2010 Full Voted Tax Rate		2010 Effective Tax Rate (Collected on bill in 2011)	
	Rate	Ranking low to high	Rate	Ranking low to high
Beachwood	111.3	4	65.69	1
Beachwood/Warrensville	114.4	5	75.79	5
Bedford	115.1	6	81.08	8
Bedford Hts.	115.3	8	81.28	9
Bedford Hts./ Orange	128.9	11	84.40	10
Highland Hills Village	131.1	12	88.21	12
Maple Hts.	110.6	2	85.95	11
North Randall	115.2	7	76.01	6
Solon	107.0	1	72.62	4
Solon/Orange	110.9	3	66.26	2
Warrensville Hts.	120.1	10	77.41	7
Warrensville/Orange	116.7	9	68.12	3

Sources: County Auditor/Fiscal Office

Table E-8. Residential Taxes Paid Per Unit 2000-2010

	2000			2010		
	Median 2000 Home Value	Tax as a Percentage of Market Value	Estimated Taxes paid per Median Value Unit	Median 2005-2009 Home Value	Tax as a Percentage of Market Value	Estimated Taxes paid per Median Value Unit
Beachwood	\$242,100	1.35%	\$3,268.35	\$296,900	2.01%	\$5,967.69
Bedford	\$92,100	1.78%	\$1,639.38	\$116,700	2.48%	\$2,894.16
Bedford Heights	\$106,100	1.75%	\$1,856.75	\$122,600	2.49%	\$3,052.74
Highland Hills	\$95,800	2.16%	\$2,069.28	\$112,900	2.70%	\$3,048.30
Maple Heights	\$84,800	1.78%	\$1,509.44	\$100,600	2.63%	\$2,645.78
North Randall	\$99,800	1.97%	\$1,966.06	\$116,400	2.33%	\$2,712.12
Solon	\$218,100	1.55%	\$3,380.55	\$280,000	2.22%	\$6,216.00
Warrensville Heights	\$85,900	2.05%	\$1,760.95	\$109,100	2.37%	\$2,585.67
Macedonia	\$159,300	-	\$ -	\$199,700	3.45%	\$6,883.30
Streetsboro	\$115,900	-	\$ -	\$148,000	2.25%	\$3,322.84
Twinsburg	\$168,500	-	\$ -	\$205,300	3.27%	\$6,714.19

Sources: County Auditor/Fiscal Office