

October 2019

# A Vision for Community Facilities

*Forward*  **Together**

Shaping a strategy for Shaker's facilities: city • schools • libraries

# Acknowledgments

## **Joint Facilities Task Force Members**

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### ***Shaker Heights City School District***

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## **Special thanks to the following facilities for hosting events/meetings**

Shaker Heights City Hall  
Stephanie Tubbs Jones Community Building  
Shaker Heights Main Library  
Shaker Heights High School  
Shaker Heights Middle School

## **Consultant**

Planning NEXT

## **Partners:**



**Prepared by Planning NEXT**

# A Vision for Community Facilities

October 2019

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# Vision

The vision for the future of our community facilities is one where collaboration is at the heart of every opportunity, decision and investment.

## GOALS

This collaboration leads to providing community facilities that:

**Gather People...** Places and programming that bring the entire community together and strengthen bonds through recreation, fun, fitness, educational and social opportunities.



**Connect Places...** A network of safe and easily accessible routes that connect community facilities to one another and to the neighborhoods they serve, as well as the infrastructure that supports virtual connections within the community.



**Utilize Assets...** A well-maintained network of buildings and facilities that are adaptable, multi-functional, efficient and utilized to their full potential.



**Collaborate Broadly...** A collaborative spirit and intent between the taxing authorities (School, Library, City), private entities (private schools, religious organizations, non-profits) and regional partners is at the root of all planning and investing, leading to maximum efficiency with respects to costs and the environment.



### Approach to Facilities

Our approach to facilities is to provide spaces and places to gather together as a whole community, and also to reinforce our strong neighborhood pattern and pride by providing access to amenities within each neighborhood.

From a regional perspective, partnerships will be explored when appropriate as part of the planning stage for new ideas, projects or collaborations.

An aerial photograph of a residential neighborhood, likely Shaker Heights, with a teal color overlay. The image shows a grid of streets, numerous trees, and various buildings, including what appears to be a school or public facility. The word "Background" is written in large, white, bold letters across the center of the image.

# Background

In early 2019, Shaker Heights launched the Forward Together process to create a vision for community facilities. The City of Shaker Heights, the Shaker Heights City Schools and the Shaker Heights Public Library came together to jointly fund and lead this process. With limited resources and high expectations, it was important to leverage and strengthen current relationships and look for new ways to collaborate and think creatively about the current and future state of the community facilities. Through the first several months, multiple opportunities were designed to provide a platform for everyone who cares about Shaker Heights to get involved and share their thoughts on the future of facilities.

*“If you want to go fast, go alone. If you want to go far, go together.”*

*- African Proverb*

# Introduction

## What is Forward Together?

Forward Together is a process to develop a forward-looking strategy for current and future community facilities. The City of Shaker Heights, the Shaker Heights City Schools and the Shaker Heights Public Library partnered together to jointly fund and lead a process to develop a collaborative vision for the future of community facilities.

## Why is a vision for community facilities needed?

In general, planning represents good stewardship. Shaker Heights is known as a great place to live, go to school, raise a family and have fun. Collaboratively utilizing our community assets is how Shaker Heights has formed into the community we live in today. It is with this spirit that the City, School District and the Library joined forces to envision the future of their facilities.

## What is a community facility?

Community facilities include the city administration and recreation facilities such as City Hall, Stephanie Tubbs Jones Community Building, playgrounds, parks and recreation fields, fire and police stations as well as the main and branch libraries and all public school buildings and supporting facilities.

## Why are we doing this?

**To be fiscally responsible.** We are in a new economy of sharing and partnerships are becoming essential to getting things done in a fiscally responsible way. Local municipalities are having to do more with less and collaboration allows for more creative ways to address issues and problem solve solutions.

**To be more collaborative.** The Shaker Heights we know and love today is the result of a tradition of working together to leverage the most of our community assets. But traditionally, each entity has taken a siloed approach to building, maintaining and operating facilities. Now is the time to think differently about this approach.



**To ensure Shaker Heights is a healthy and vibrant community.** Shaker Heights sits within a region that has had steady population decline and while it has not lost population at the rate of the county or similar inner-ring suburbs, it is still impacted by the larger regional dynamics. Since 2000, the population of Shaker Heights has decreased 6% versus 10% for Cuyahoga County, 7% for University Heights, 10% for Lakewood, 11% for Cleveland Heights, and 12% for Warrensville Heights. Civic assets can be an important tool in helping to stabilize and attract new residents to the community.

**To promote diversity and inclusion.** Shaker Heights is proud of its diversity and strives to be an open and welcoming place for all. Community facilities play an important role in creating healthy civic engagement and resiliency by providing residents with places to gather, share, and get to know each other.



# Process

## Task Force

A Task Force of leaders and board members of the three entities was assembled to help guide the process. This group, combined with input from a series of public workshops and events, laid the foundation of the vision plan.

## Panel Discussion

This exciting and collaborative City-Libraries-Schools project kicked off with an educational and inspirational speaker panel on March 26. Thought leaders discussed the future of cities, libraries and education and shared what they thought the trends and themes mean for the future of our civic assets.

## Vision Workshops

The Future of Facilities Vision Workshops took place on April 11. Nearly 100 people participated at two different workshops. A brief presentation highlighted what was learned through interviews

and technical analysis. Participants were then able to share their ideas and insight through four interactive activities focused on the future of facilities throughout the City. Another 200 people participated through online activities that mimicked the workshops.

## Priorities Open House

On June 12th, 50 people attended the Open House event which allowed participants to learn about the goals and big ideas that were developed as a result of the input provided during the Future of Facilities Vision Workshops. After the event, more than 300 people reviewed the materials online and provided additional input.



## INPUT HIGHLIGHTS

Nearly **800** people have participated in the process so far.

Over **4,250** individual comments and ideas collected.



**Forward Together**  
Shaping a strategy for Shaker's facilities: city • schools • libraries

**We need your input on the future of community facilities!**  
Two ways you can participate from now through **June 23, 2019**:

1. In the Main Library - See library staff to participate
2. Online at [www.ForwardTogetherShaker.com](http://www.ForwardTogetherShaker.com)

The image shows a collage of circular photos depicting community meetings, workshops, and public hearings. The text is overlaid on the top left of the collage.



**Forward Together**  
Shaping a strategy for Shaker's facilities: city • schools • libraries

**We need your ideas!**  
Forward Together is a process to develop a forward-looking strategy for current and future community facilities. The City, Schools and Libraries are embarking on a journey to create a vision for our community facilities. Join us and share your ideas!

- ◆ **Looking Forward: Thought Leader Panel Discussion**  
**March 26, 7:00-9:00pm**  
High School Large Auditorium  
15911 Aldersyde Drive
- ◆ **Future of Facilities Vision Workshops**  
**April 11, 9:30-11:30am**  
Main Library  
16500 Van Aken Boulevard
- April 11, 7:00-9:00pm**  
Stephanie Tubbs Jones Community Building  
3450 Lee Road
- ◆ **Future of Facilities Priorities Open House**  
**June 12, 7:00-9:00pm**  
Stephanie Tubbs Jones Community Building  
3450 Lee Road

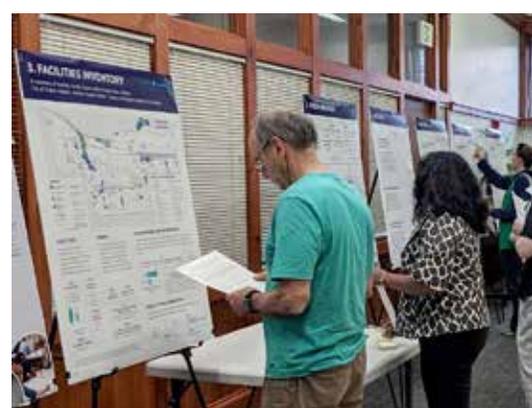
learn more at [ForwardTogetherShaker.com](http://ForwardTogetherShaker.com)

The graphic features a dark blue background with white and light blue text. It includes a collage of photos showing community events and a building. The text is arranged in a vertical list format.

### Publicity and Outreach

Forward Together was an open and inclusive process. To ensure that anyone who lives, works, or cares about the future of Shaker Heights knew there were opportunities to get involved in this planning process, a robust outreach and publicity campaign was conducted, which included:

- 2500 project cards distributed
- Email notifications sent by the City, School and Library
- Included in the Mayor's Reports
- Blow-in card included in Shaker Life Magazine
- Flyer in backpacks of all K-6 students at Shaker schools
- Social media posts by the City, Schools and Library
- Shared at Morehead Neighbor Night event
- Display on digital signage board at Main Library
- Press release
- Online articles at Cleveland.com and Freshwater Cleveland
- Project Website [www.ForwardTogetherShaker.com](http://www.ForwardTogetherShaker.com)
- Online Surveys
- Flyers at highly visited facilities such as the Main Library, City Hall, and the Community Building



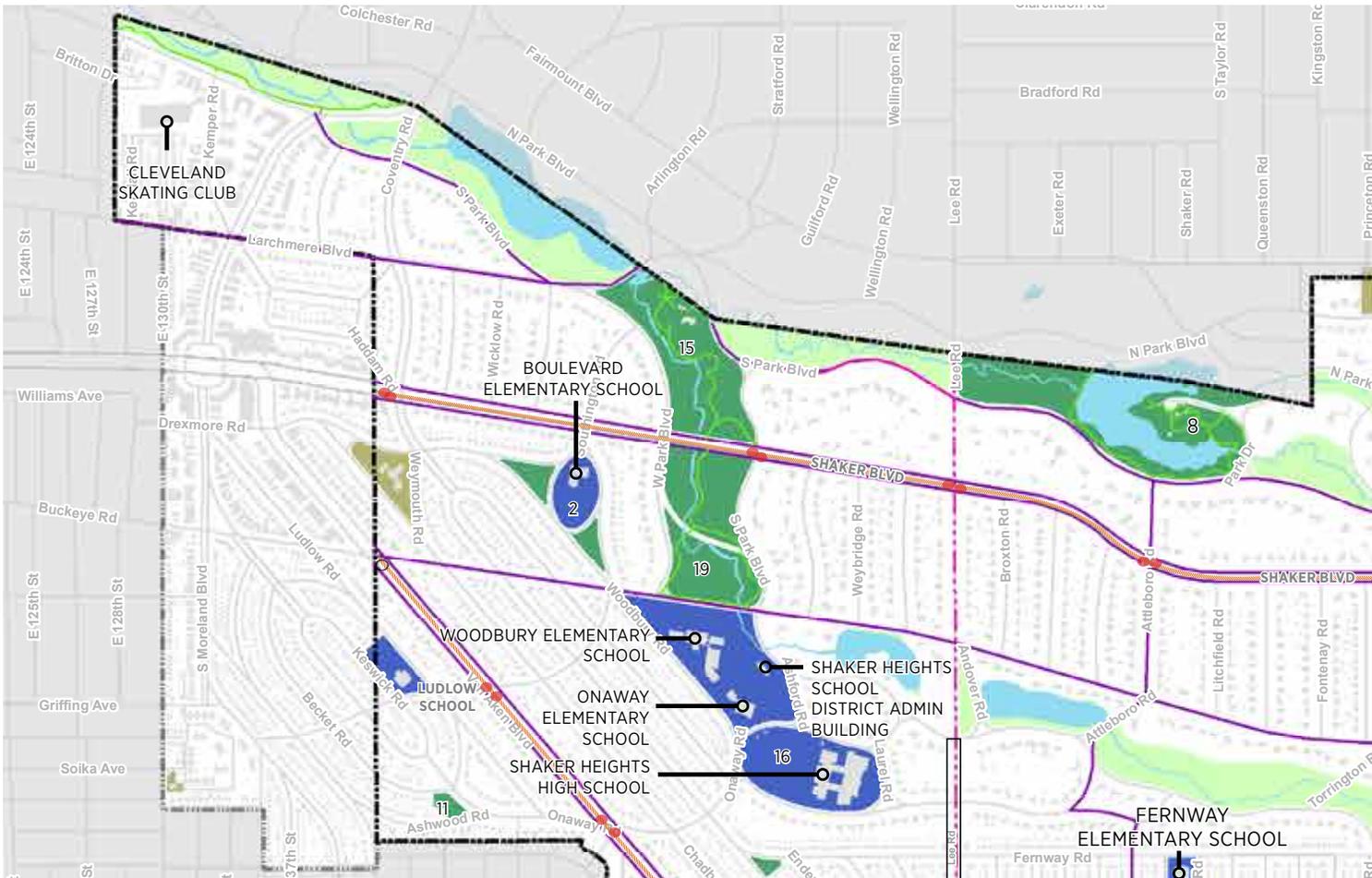


# Inventory

A summary of existing facility types that includes the three entities: City of Shaker Heights, Shaker Heights Public Library, and Shaker Heights City Schools.

Private schools and churches are also included on the map for reference.

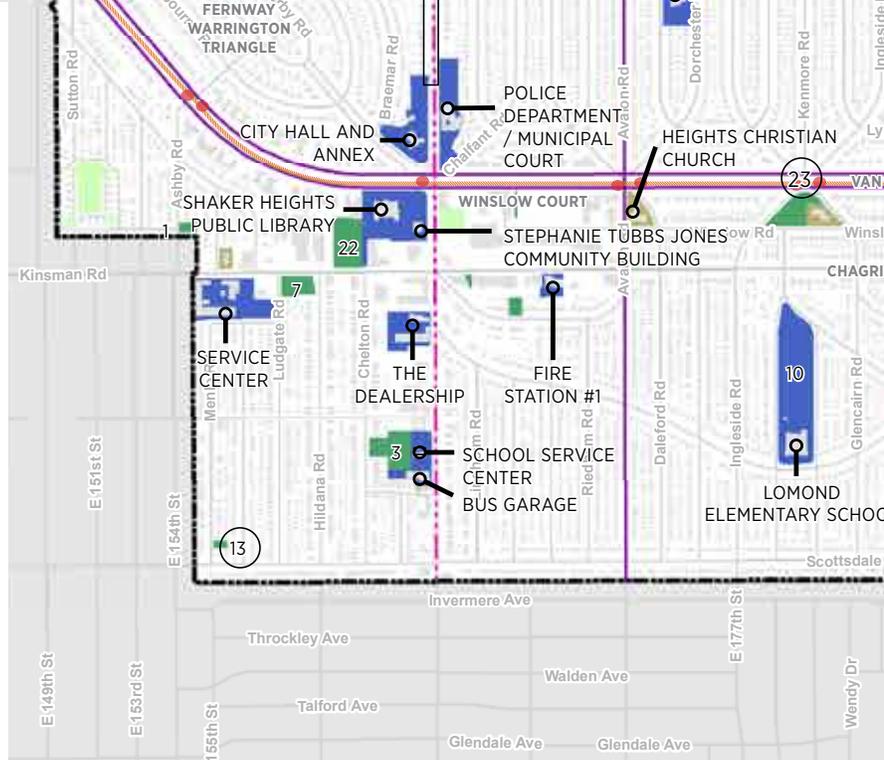
# FACILITIES OVERVIEW

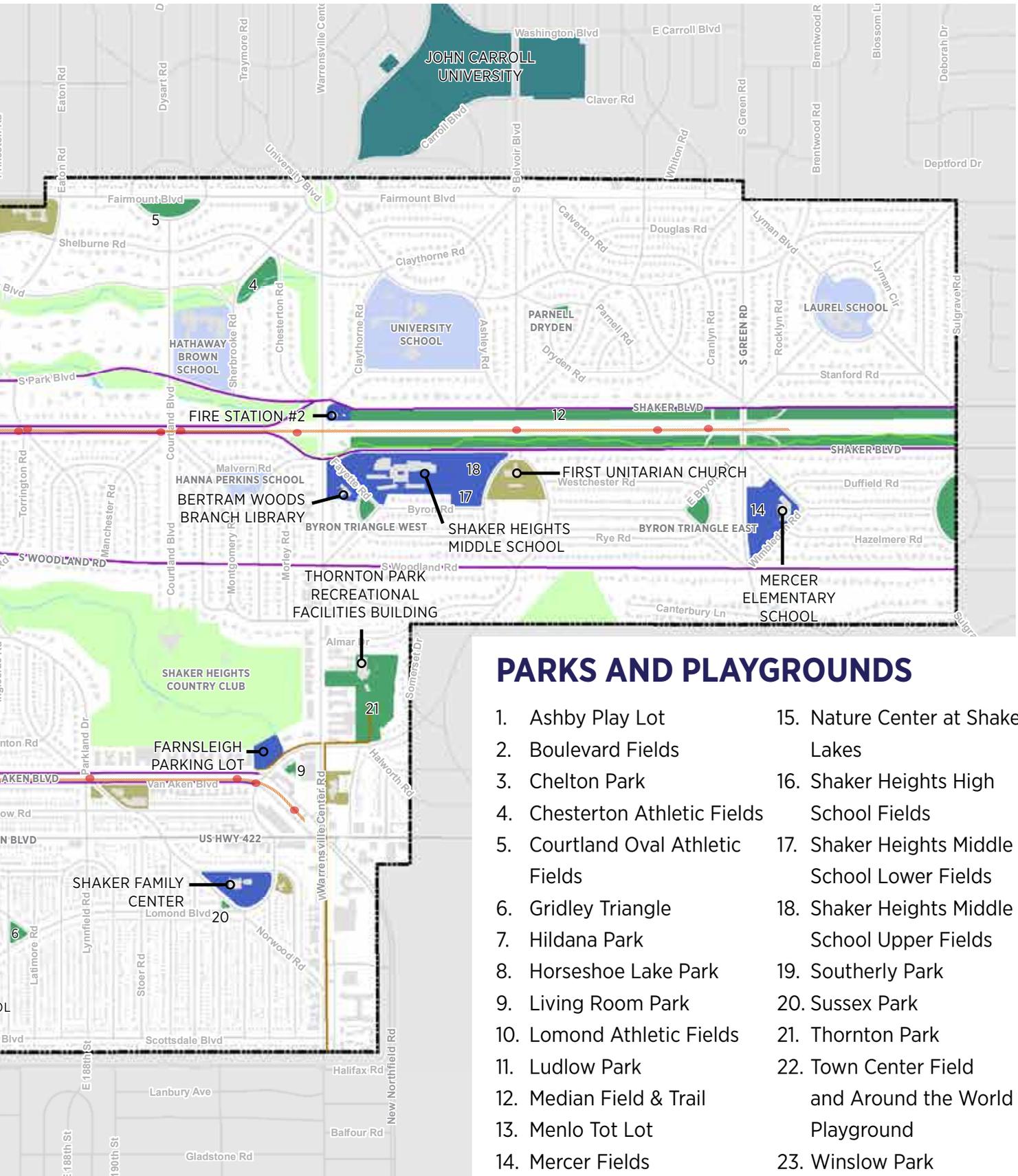


## LEGEND

- City, School, or Library Facility
- Private School
- Religious Institution
- Active Greenspace (parks)
- Passive Greenspace
- Waterbody
- Road
- RTA Rapid Transit (with stops)
- Shared Bike Lane
- Dedicated Bike Lane
- Proposed
- Dedicated Bike Lane
- Off Road Trail
- Multi-Purpose Trail
- City Boundary
- School/Library District Boundary

Source: Cuyahoga County Open Data





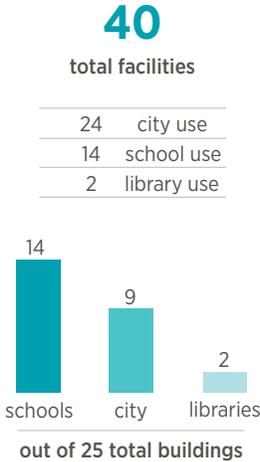
## PARKS AND PLAYGROUNDS

- |                                   |   |
|-----------------------------------|---|
| 1. Ashby Play Lot                 | 15. Nature Center at Shaker Lakes                     |
| 2. Boulevard Fields               | 16. Shaker Heights High School Fields                 |
| 3. Chelton Park                   | 17. Shaker Heights Middle School Lower Fields         |
| 4. Chesterton Athletic Fields     | 18. Shaker Heights Middle School Upper Fields         |
| 5. Courtland Oval Athletic Fields | 19. Southerly Park                                    |
| 6. Gridley Triangle               | 20. Sussex Park                                       |
| 7. Hildana Park                   | 21. Thornton Park                                     |
| 8. Horseshoe Lake Park            | 22. Town Center Field and Around the World Playground |
| 9. Living Room Park               | 23. Winslow Park                                      |
| 10. Lomond Athletic Fields        |   |
| 11. Ludlow Park                   |   |
| 12. Median Field & Trail          |   |
| 13. Menlo Tot Lot                 |   |
| 14. Mercer Fields                 |   |

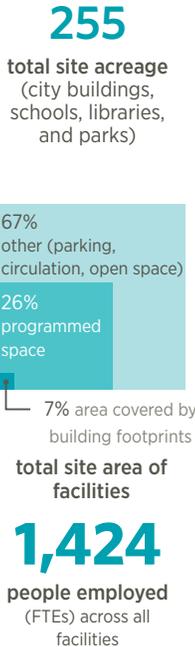
# Facilities At A Glance

## FACILITIES

The majority of overall facilities are for city use, however schools own the most buildings. All facilities employ a significant number of individuals, but are also aging.



**68.5**  
average building age  
(years)



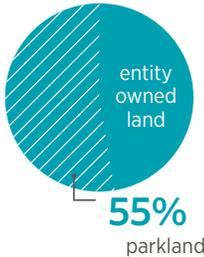
USE	#
Public school	8
Active recreational park	7
School administration / operations	6
Passive leisure park	4
Open space	4
Public safety	3
General government operations	2
Public library	2
Other (family center, nature center)	2
Protective service	1
Food Prep. & Serving	1

## PARKS AND PARK LAND

Over half of entity owned land is park land. Shaker Heights has good access to parks (equal distribution of parks and a low residents per park ratio), but lower overall acres per resident, compared to the national median.

**139**  
acres of park land

**5.06**  
park acres per 1,000 residents  
(national median 10.1\*\*)



**90%**  
of Shaker Heights is within a quarter mile walk to a facility  
(park, school, playground, library, etc.)

**4**  
publicly accessible natural water features  
(Horseshoe Lake, Doan Brook, Green Lake, Lower Shaker Lake)

**16**  
parks  
(city owned facilities categorized as parks, open space, and the Nature Center)

1,715 shaker heights      2,227 national median\*\*

residents per park

## COMMUNITY SPACES

Shaker Heights has more libraries per capita than the state average and a variety of meeting spaces in facilities across the city.

2

libraries  
(Shaker Heights Main and Bertram Woods)



43

community meeting rooms  
(ranging from 2 person occupancy to 50+ person conference rooms)



## PLAYGROUNDS AND RECREATION AMENITIES

Shaker Heights residents per number of playground exceeds the national median. The number of recreation centers per residents is also higher, but the space could be better utilized as not all space is being used as recreation space.

47

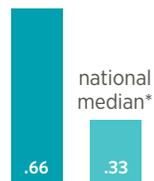
total outdoor sport courts and recreation amenities  
(i.e. athletic fields, pool, skate park, etc. includes one indoor ice rink)

7

sites contain recreation trails



shaker heights



playgrounds per 1,000 residents

18  
total  
playgrounds  
.66/1k



11  
city  
owned  
.40/1k



7  
school  
owned

41,000

total square feet of recreation and/or senior centers

(Thornton Park and STJ Community Building) This amounts to about 1.5 square feet of recreation / community center per resident, exceeding the national median of 0.8.



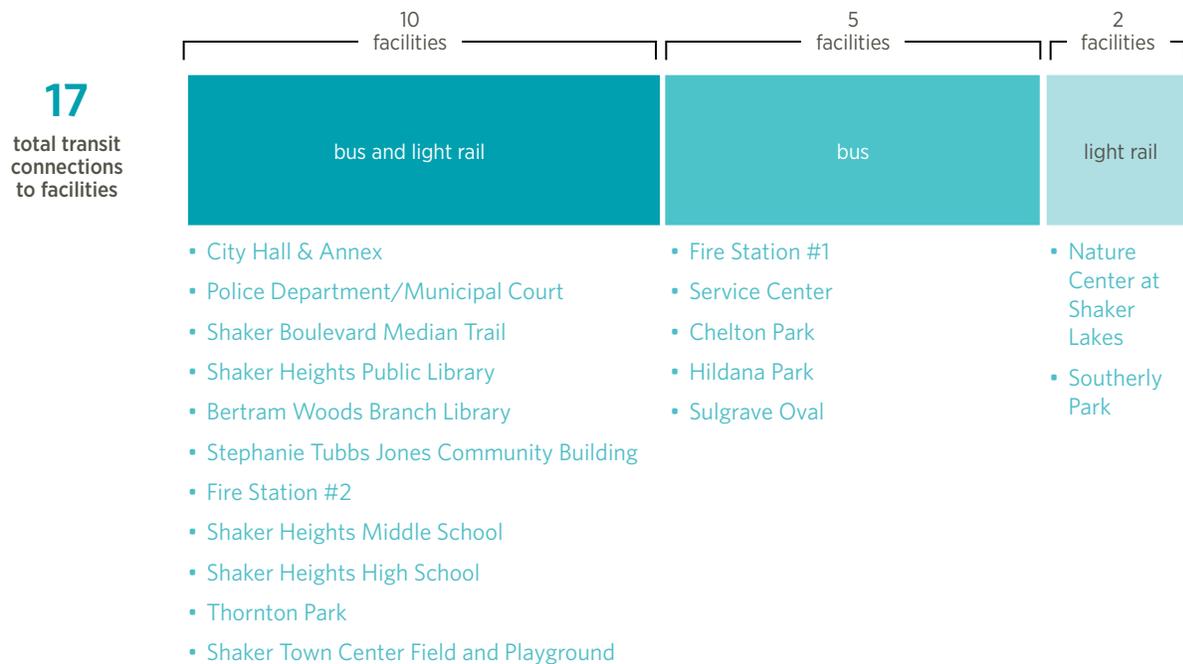
## MOBILITY AND CONNECTION

Shaker Heights currently has limited connectivity to multi-purpose trails, though many facilities are located along bike routes.



## TRANSIT

Shaker Heights currently has good transit connections to both libraries, city use buildings, the Middle School and the High School.





# Key Initiatives

The vision and goals were crafted by numerous engagement activities with the community throughout the Forward Together process. The key initiatives are a collection of projects, processes or programs suggested by the community that seek to advance the future of Shaker Heights facilities.

The key initiatives build upon several ongoing projects:

## **City Hall Space Study**

This is an ongoing effort to co-locate the Building and Housing Department at City Hall in order to improve departmental operations. Currently, habitable areas of City Hall cannot accommodate additional staff. As a solution, the project involves investigating repair and renovation of the 2nd floor firehouse, which has been vacant since 2003.

## **Shaker Heights Main Library Renovations**

In May 2018, taxpayers passed a 1.9 mil library operating levy providing funds to renovate the library into a building that will allow easier access for the entire community with flexible spaces for reading, research and computing. More information can be found at [shakerlibrary.org/about-us/renovations/](https://shakerlibrary.org/about-us/renovations/).

## **Shaker Heights Schools' Warm, Safe and Dry Initiative**

In 2017, the public approved a \$30M capital bond for school facility improvements. The improvements are focused on ensuring that all school buildings are warm, safe and dry for students by pursuing necessary maintenance, repair and renovation work. The funds are being used to improve facilities throughout 2018-2020.

# Key Initiatives at a Glance

Hundreds of ideas and suggestions were generated by the community as part of the process (see Appendix). Through discussion and prioritization, this list was narrowed down by the community and the Joint Facilities Task Force to the following list of projects, programs and processes. The Task Force members determined the relative priority of each initiative in a group exercise. Fifteen initiatives designated as high- and medium- priority are listed below and discussed in more detail on the following pages. Initiatives not designated as a high or medium priority are included in the appendix.

	<b>Key Initiatives</b>	<b>Timeframe</b>	<b>Priority Level</b>
<b>1</b>	Continue the Joint Facilities Task Force.	Near term	High
<b>2</b>	Re-imagine the Community Building.	Near term	High
<b>3</b>	Study Lee Road facilities.	Near term	High
<b>4</b>	Explore projects to improve connectivity between facilities and neighborhoods.	Near term	High
<b>5</b>	Create a community calendar.	Near term	Medium
<b>6</b>	Inventory community meeting spaces.	Near term	Medium
<b>7</b>	Explore expanded community use of schools.	Medium term	High
<b>8</b>	Re-imagine Thornton Park.	Medium term	High
<b>9</b>	Explore need for additional athletic fields.	Medium term	Medium
<b>10</b>	Create additional multi-generational programming.	Medium term	Medium
<b>11</b>	Explore the potential for creating a Recreation Center.	Long term	High
<b>12</b>	Modernize existing facilities.	Long term	High
<b>13</b>	Invest in the Shaker Lakes.	Long term	High
<b>14</b>	Consider opportunities for incorporating an indoor or outdoor performing arts venue.	Long term	Medium
<b>15</b>	Explore opportunities to expand technology infrastructure.	Long term	Medium

# Key Initiatives Details

This section provides details on each of the key initiatives, and is organized by timing. The timing designation outlines a general timeframe for work to begin on an initiative; it is not an indication of when a specific key initiative will be or should be completed. The timing considers funding and resource needs/opportunities, as well as additional studies or other strategic work that needs to be completed first in order to better inform the initiative.

## NEAR TERM

Work anticipated to begin in the next 1-2 years. It is important that these key initiatives start soon in order to take advantage of time-sensitive opportunities and fully leverage partnerships.

**1 Continue the Joint Facilities Task Force.** Establish a working group composed of representatives from the three taxing authorities and other partners that meets regularly to discuss facilities and opportunities for collaboration. This entity serves as the oversight committee for all priorities contained in this Collaborative Facilities Vision Plan.

### Collaboration

- This initiative institutionalizes a formal working group composed of representatives from the City of Shaker Heights, Shaker Heights City Schools and the Shaker Heights Public Library. Examine potential for collaboration with private schools, religious organizations or other community groups with community facility assets.
- Explore ideas for joint funding, cost efficiency and cost sharing across partner organizations.

### Task Force Priority Level

- High Priority

### Moving Forward

- Identify member organizations and individual representatives.
- Develop detailed work programs for key initiatives.
- Review similar organizations around the country to determine an appropriate legal structure.
- Collect best practices for joint funding and operation of facilities from other communities.

## NEAR TERM CONTINUED

### 2

**Re-imagine the Community Building.** Take advantage of current opportunities (Main Library renovation, City Hall space reorganization) to think differently, study opportunities and re-imagine the potential future uses of the Community Building.

#### Collaboration

- Work with the Shaker Heights Public Library to explore ideas to better connect or strategically position the Main Library and Community Building to take full advantage of the proximity and space between the two facilities.
- Understand the potential renovations to City Hall, based on the ongoing Space Study, and how that might impact the Community Building opportunities.

#### Task Force Priority Level

- High Priority

#### Moving Forward

- Coordinate with the Main Library design process to identify opportunities for collaboration.
- Study Community Building current uses/tenants.
- Implement the City Hall Space Study— move the Housing Inspection and Neighborhood Revitalization departments to City Hall to create additional space opportunities in the Community Building.
- Understand community needs for current or future spaces in the building.

### 3

**Study Lee Road facilities.** Develop a strategic plan for Lee Road that focuses on the best and highest use of land along the Lee Road corridor, including the school district bus garage and Chelton Park.

#### Collaboration

- The School District and City should work together to evaluate bus garage locations to understand opportunities.
- Work with the Parks and Recreation Department and Moreland Neighborhood to fully understand Chelton Park's current uses, needs and potential opportunities.
- Consider the adjacency of the City Service Center as a potential location for consolidation of school and city services.

#### Task Force Priority Level

- High Priority

#### Moving Forward

- Define scope and explore options/sources for funding a Lee Road Corridor Access Plan and Redevelopment Analysis.
- Work with corridor property/business owners to understand existing conditions and future potential.
- Plug into existing Moreland neighborhood network.

## NEAR TERM CONTINUED

### 4

**Explore projects to improve connectivity between facilities and neighborhoods.** Improve walkability and bikeability throughout the community by investing in multi-use paths, bike lanes pedestrian infrastructure (sidewalks cross walks, lighting, etc.) and safety measures.

#### **Collaboration**

- Work with all public and private entities to prioritize safe routes connecting neighborhoods and activity hubs/community facilities.

#### **Task Force Priority Level**

- High Priority

#### **Moving Forward**

- Understand existing pedestrian/bicycle network gaps and community needs.
- Identify sidewalk improvements and other walkability projects that align with safe routes between community facilities and neighborhoods.
- Meet with other community partners to gather ideas and brainstorm potential projects.
- Identify funding sources.
- Include incremental implementation steps within capital improvement plans and as a part of larger projects.

## NEAR TERM CONTINUED

- 5** **Create a community calendar.** Explore platforms and processes for creating a community-wide calendar of events that can be utilized and updated by multiple organizations.

### Collaboration

- Work with community organizations to create a centralized calendar tool for the public to better know what is going on in the community and help organizations across the city better collaborate on events and scheduling to reduce date conflicts.
- Evaluate options to coordinate this effort with the community meeting space inventory.

### Task Force Priority Level

- Medium Priority

### Moving Forward

- Research software platforms and best practices for creating a community-wide calendar tool.
- Pilot tool between the three taxing entities before opening to other community partners.
- Build upon Shaker Engagement Collaborative network.

- 6** **Inventory community meeting spaces.** Develop a meeting space inventory and room reservation platform to simplify access of community meeting space across the city.

### Collaboration

- A one-stop portal for reserving community meeting spaces across the three entities and other community partners allows for broader access.
- Evaluate options to coordinate this effort with the community calendar initiative.

### Task Force Priority Level

- Medium Priority

### Moving Forward

- Inventory meeting space currently available in the community (across all public and private entities). Include items such as size, amenities, availability of technology etc.
- Identify gaps or missing types of space and amenities (for consideration in future renovation projects or opportunities).
- Create an online portal for reserving space and promote to partner organizations and community members.

## MEDIUM-TERM

Work anticipated to begin in approximately 3-5 years. These initiatives are dependent on availability, capital improvement plans and needs.

### 7

#### **Explore expanded community use of schools.**

Study opportunities for increased community use of school facilities.

#### **Collaboration**

- Expanded access to school facilities allows for more utilization of current facilities by other entities and community members.

#### **Task Force Priority Level**

- High Priority

#### **Moving Forward**

- Analyze current usage of school buildings and facilities during off-school hours to better understand what parts of the schools and facilities could be available for community use and at what times of day.
- Determine legal, policy and/or cost implications regarding liability of community use of schools.
- Create an agreement detailing the expectation for shared use of school facilities across entities.

## MEDIUM-TERM CONTINUED

### 8

**Re-imagine Thornton Park.** Re-imagine the entire Thornton Park to modernize aging recreation facilities and better connect to the larger community as well as to the Van Aken District.

#### Collaboration

- With some of the largest recreational spaces in the community, Thornton Park could host additional field space or function as a recreational center.
- Work with schools and private educational institutions to better understand needs and potential partnerships.

#### Task Force Priority Level

- High Priority

#### Moving Forward

- Establish timeline of major upgrade replacement requirements for key park facilities (i.e., pool, ice rink.)
- Review Thornton Park Ice Arena study to establish an investment strategy.
- Examine community use of exterior tennis and other sports courts to determine either continued maintenance or identification of different space utilization.
- Explore plans to improve the park entry and connections to the trail system.
- Understand community needs for existing or alternate amenities at Thornton Park.



## MEDIUM-TERM CONTINUED

### 9

#### **Explore need for additional athletic fields.**

Undertake an athletic field study to better understand the need and opportunities for additional field space as well as how to better manage current field space.

#### **Collaboration**

- There are many different organizations and groups that use field space in the community. Understanding the need and how to best utilize and manage the field space will allow the community to be more efficient with space. Part of this analysis should also be focused on how the field space could serve other needs when not in use during off seasons.
- Partner with local private educational institutions, schools and the Parks and Recreation Department to understand existing conditions/uses, management/operations approaches and community needs to improve city-wide availability and efficiency of use.

#### **Task Force Priority Level**

- Medium Priority

#### **Moving Forward**

- Engage with an athletic field consultant to conduct a thorough analysis of current field space (type, quality, use and need) and make recommendations.
- Establish an umbrella management platform to manage field space across multiple owners.

## MEDIUM-TERM CONTINUED

**10 Create additional multi-generational programming.** Look for ways to expand current programming to create more unique opportunities that appeal to a wide audience.

### **Collaboration**

- Work across entities and with different partners to find opportunities (possibly aligned with new renovated space at the Main Library) to offer a range of programming geared towards a wider audience and designed to bring different generations together.

### **Task Force Priority Level**

- Medium Priority

### **Moving Forward**

- Develop a database of existing multi-generational programming to identify gaps.
- Connect with local organizations to understand needs and desires of the community.

## LONG-TERM

Work likely to begin in six or more years due to other strategic planning that must take place first to better inform the full scale and scope of the key initiatives.

- 11 Explore the potential for creating a Recreation Center.** Explore the potential for creating a central recreation and community center focused on fitness, recreation and community gathering spaces.

### Collaboration

- Understanding the needs of multiple entities is critical in considering the need for developing a Recreation Center. With several different scenarios of how a Recreation Center may take shape, it is important to involve as many organizations as possible in the community.
- To incorporate the strategic vision for the schools, how Thornton Park may be re-imagined and/or if private institutions want to partner.

### Task Force Priority Level

- High Priority

### Moving Forward

- Provide input to the school district's long-term schools facilities planning process.
- Review pros and cons of a centralized recreation center compared to a dispersed approach throughout the community that may offer different types of amenities.
- Evaluate potential locations.

## LONG-TERM CONTINUED

**12 Modernize existing facilities.** Continue efforts to modernize and upgrade current facilities as opportunities for renovation and other improvements present themselves.

### Collaboration

- Identify opportunities to improve facilities beyond basic maintenance to upgrade to 21st century standards and expectations.
- Consider larger community needs when evaluating major changes to buildings and land.

### Task Force Priority Level

- High Priority

### Moving Forward

- Undertake a school facilities strategic vision plan.
- Complete the Main Library planning and design work.
- Complete the ongoing City Hall Space Study project to rehabilitate the second floor firehouse space.
- Determine use of Community Building.

**13 Invest in the Shaker Lakes.** Explore opportunities to add site amenities/programming and improve maintenance at all Shaker Lakes to allow expanded access to these unique community assets.

### Collaboration

- Work with schools, library and other organizations to create additional programming and increased usage of lakes.
- Participate in neighboring jurisdictions as part of their planning processes that involve the lakes or land adjacent to the lakes.

### Task Force Priority Level

- High Priority

### Moving Forward

- Study current usage of Shaker Lakes to identify community needs for improvement.
- Explore potential for additional educational programs involving environmental studies or similar programs with the schools, library, Nature Center, Doan Brook Watershed Partnership and other relevant entities.

## LONG-TERM CONTINUED

- 14 Consider opportunities for incorporating an indoor or outdoor performing arts venue.** When planning renovations and modifications to current facilities, consider the possibility of creating an indoor or outdoor performing arts venue.

### Collaboration

- Partner with organizations across the community, including private institutions and/or regional organizations to explore ideas.
- Consider larger community needs when evaluating major changes to buildings and land.

### Task Force Priority Level

- Medium Priority

### Moving Forward

- Review use of existing outdoor colonnade space adjacent to Community Building demand, usage and issues with current location and design.
- Collaborate with other institutions.

- 15 Explore opportunities to expand technology infrastructure.** Identify opportunities to better connect residents through technology infrastructure.

### Collaboration

- Work with neighboring municipalities and regional organizations to determine if there are connection opportunities.

### Task Force Priority Level

- Medium Priority

### Moving Forward

- Review and/or update previous study for city-wide wi-fi.
- Explore expansion of current fiber optic network.
- Participate in regional efforts in order to stay informed of advances/updates.





# Next Steps

## **Vision Plan Next Steps**

The following is a list of likely next steps to be taken by the Joint Facilities Task Force. These steps will ensure the continuation of this collaborative effort and set the stage for pursuing the established Key Initiatives.

1. Continue the Joint Facilities Task Force to serve as a formal collaboration group beyond this vision plan process and continue separate leadership group meetings for deep dive discussions.
2. Initiate a standardized inventory of community facilities, including:
  - a. A space inventory of buildings owned by the City of Shaker Heights, Shaker Heights School District, and Shaker Heights Public Library.
  - b. An inventory of all fields, including private school fields
3. Proceed with the near term Key Initiatives, as defined in this Vision Plan.
4. Consider creation of a joint facilities master plan, city-wide comprehensive plan or a combination.
5. Create an Implementation Work Plan led by the Joint Facilities Task Force for Steps 1-3. This plan will include identifying the lead coordinator for each Key Initiative and funding details.
6. Continue to research and learn from best practices in terms of joint and/or shared facilities, innovative funding, and organizational structure.
7. Continue individual efforts being pursued by each entity, including the ongoing City Hall Space Study and public library renovations. These initiatives are briefly explained on Page 17.
8. Continue to seek feedback and guidance from the public as Key Initiatives and expected outcomes are developed.



# Appendix

## CONTENTS

1. Future of Facilities Workshop Input
2. Vision Memo
3. Open House Summary Input

*Forward*  **Together**

Shaping a strategy for Shaker's facilities: city • schools • libraries

## **FUTURE OF FACILITIES WORKSHOP INPUT**

1. Exit Questionnaire
2. Activity Responses
3. Stakeholder Interview Summary and Notes

# Exit Questionnaire Statistics

## Future of Facilities Workshop

April 30, 2019

1	How did you hear about the Future of Facilities Workshops?	Responses	Percent
		Email from City	36
	Social Media (Facebook, Twitter, Nextdoor)	34	19%
	Word of mouth/Personal Invitation	30	17%
	Poster / Flyer	18	10%
	Email from Library	12	7%
	Shaker Life Magazine	11	6%
	Community Event/Presentation/Organization	8	5%
	Forward Together Website	7	4%
	Online News	6	3%
	Email from Schools	6	3%
	Newspaper Article/ad	4	2%
	Other	3	2%
	<b>Total</b>	175	100%

2	Why did you choose to attend a Future of Facilities Workshop?	Responses	Percent
		See expository Answers	

3	Were you comfortable working in today's small group? If not, explain why.	Responses	Percent
		Yes	79
	No	1	1%
	<b>Total</b>	80	100%

4	Did you feel your input was heard and recorded accurately? If not, explain why.	Responses	Percent
		Yes	79
	No	0	0%
	<b>Total</b>	79	100%

5	Was the meeting too long, too short, about right?	Responses	Percent
		Too long	3
	Too short	1	1%
	Just right	73	95%
	<b>Total</b>	77	100%

6	Will you continue to participate in the planning process? If not, explain why.	Responses	Percent
		Yes	80
	No	1	1%
	<b>Total</b>	81	100%

7	Did you attend the Thought Leader Panel Discussion on March 26th?	Responses	Percent
		Yes	35
	No	48	58%
	<b>Total</b>	83	100%

8	Gender	Responses	Percent	ACS 2017	Difference
		Female	56	67%	45%
	Male	27	33%	55%	-22%
	Other	0	0%		
	<b>Total</b>	83	100%	100%	

9	Which racial group do you most closely identify with?	Responses	Percent	ACS 2017	Difference
		Asian	5	2%	5%
	Black/ African- American	21	8%	33%	-25%
	Native American	0	0%	0%	0%
	White / Caucasian	231	83%	57%	26%
	Two or more races	12	4%	4%	0%
	Other:	9	3%	0%	3%
	<b>Total</b>	278	100%	99%	

10	Are you Hispanic or latinx?	Responses	Percent	ACS 2017	Difference
		Yes	0	0%	3%
	No	75	100%	97%	3%
	<b>Total</b>	75	100%	100%	

5. Raw Input and Notes

11	What is your age?	Responses	Percent	ACS 2017*	Difference
		Under 18	3	1%	n/a
	18-24	1	0%	7%	-7%
	25-34	17	6%	16%	-10%
	35-44	65	23%	18%	5%
	45-54	90	32%	18%	14%
	55-64	60	21%	18%	3%
	65+	45	16%	23%	-7%
	<b>Total</b>	281	100%	100%	
	* percentages represent the population over 18				

12	What is your highest level of education?	Responses	Percent	ACS 2017	Difference
		Less than a high school diploma	1	1%	4%
	High school diploma	1	1%	11%	-10%
	Some college	4	5%	15%	-10%
	Associate's Degree	3	4%	6%	-2%
	Bachelor's Degree	28	33%	25%	8%
	Masters Degree / Ph.D.	47	56%	39%	17%
	<b>Total</b>	84	100%	100%	

13	How long have you lived in Shaker Heights?	Responses	Percent
		0-4 years	42
	5-9 years	44	15%
	10-19 years	80	27%
	20-29 years	46	15%
	30-39 years	33	11%
	40-49 years	11	4%
	50+ years	14	5%
	Live outside the city	30	10%
	<b>Total</b>	300	100%

14	Do you own property in Shaker Heights?	Responses	Percent
		Yes	63
	No	21	25%
	<b>Total</b>	84	100%

15	Do you own a business in Shaker Heights?	Responses	Percent
		Yes	17
	No	66	80%
	<b>Total</b>	83	100%

16	What is your neighborhood?	Responses	Percent
		Mercer	51
	Fernway	45	15%
	Onaway	43	14%
	Lomond	36	12%
	Malvern	31	10%
	Boulevard	29	10%
	Other / Outside the city	29	10%
	Sussex	23	8%
	Moreland	11	4%
	Ludlow	2	1%
	<b>Total</b>	300	100%

17	Please tell us about your annual household income:	Responses	Percent	ACS 2016	Difference
		Less than \$10,000	0	0%	6%
	\$10,000 to \$14,999	0	0%	4%	-4%
	\$15,000 to \$24,999	0	0%	7%	-7%
	\$25,000 to \$34,999	0	0%	8%	-8%
	\$35,000 to \$49,999	4	6%	10%	-4%
	\$50,000 to \$74,999	8	11%	13%	-2%
	\$75,000 to \$99,999	19	27%	12%	15%
	\$100,000+	40	56%	42%	14%
	<b>Total</b>	71	100%	101%	

## Activity 1 : Key Questions Summary (polling)

### Future of Facilities Workshops

April 30, 2019

<b>i.</b>	<b>How long have you lived in Shaker Heights?</b>	<b>Responses</b>	<b>Percent</b>
	10-19 years	80	27%
	20-29 years	46	15%
	5-9 years	44	15%
	0-4 years	42	14%
	30-39 years	33	11%
	Live outside the city	30	10%
	50+ years	14	5%
	40-49 years	11	4%
	<b>Total</b>	<b>300</b>	<b>100%</b>

<b>ii.</b>	<b>What neighborhood do you live in?</b>	<b>Responses</b>	<b>Percent</b>
	Mercer	51	17%
	Fernway	45	15%
	Onaway	43	14%
	Lomond	36	12%
	Malvern	31	10%
	Boulevard	29	10%
	Other / Outside the city	29	10%
	Sussex	23	8%
	Moreland	11	4%
	Ludlow	2	1%
	<b>Total</b>	<b>300</b>	<b>100%</b>

<b>iii.</b>	<b>What is your favorite sport activity?</b>	<b>Responses</b>	<b>Percent</b>
	Other	86	29%
	Swimming	81	27%
	Tennis / Pickleball	31	11%
	Soccer	22	7%
	Baseball / Softball	21	7%
	Ice Skating / Ice Hockey	21	7%
	Basketball	17	6%
	Football	13	4%
	Lacrosse	3	1%
	<b>Total</b>	<b>295</b>	<b>100%</b>

1	In one word share what you love most about Shaker Heights.	Responses	Percent
	<b>Words / themes</b>		
	Community	56	19.2%
	Diversity	42	14.4%
	Neighbors / Neighborhood	26	8.9%
	People	25	8.6%
	Beauty / Beautiful	16	5.5%
	Walkability	12	4.1%
	Architecture	11	3.8%
	Trees	11	3.8%
	Greenspace	9	3.1%
	Schools	7	2.4%
	House / Home	7	2.4%
	Inclusivity	6	2.1%
	Location	4	1.4%
	Sidewalks	4	1.4%
	Access	3	1.0%
	Safety	3	1.0%
	History	3	1.0%
	Character	2	0.7%
	Proximity	2	0.7%
	Variety	2	0.7%
	Excellence	2	0.7%
	Unique	2	0.7%
	Moving	2	0.7%
	Friendliness	2	0.7%
	Ambiance	1	0.3%
	Amenities	1	0.3%
	Awareness	1	0.3%
	Caring	1	0.3%
	Comfortable	1	0.3%
	Connection	1	0.3%
	Convenience	1	0.3%
	Dedication	1	0.3%
	Density	1	0.3%
	Easy	1	0.3%
	Eclectic	1	0.3%
	Everything but tax burden	1	0.3%
	Excellence	1	0.3%
	Family	1	0.3%
	Garbage	1	0.3%
	Involvement	1	0.3%
	Liberal	1	0.3%
	Masters swimming	1	0.3%

## 5. Raw Input and Notes

	Money	1	0.3%
	Nothing	1	0.3%
	Opportunity	1	0.3%
	Passion	1	0.3%
	Peace	1	0.3%
	Potential	1	0.3%
	Progressive	1	0.3%
	Promotion of healthy lifestyles	1	0.3%
	Proximity to university circle	1	0.3%
	Reducing complex questions to one word answers	1	0.3%
	Service	1	0.3%
	Supportive	1	0.3%
	Swimming communities, parks and libraries	1	0.3%
	Togetherness	1	0.3%
	Tries to be better	1	0.3%
	<b>Total</b>	292	100.0%

2	Which community facility do you frequent most often?	Responses	Percent
		Library	88
School building or playground	73	25%	
Natural park area	65	22%	
Recreation facility	29	10%	
Neighborhood park or greenspace	29	10%	
Athletic field	13	4%	
<b>Total</b>		297	100%

3	How important is it to you to be able to walk or bike to a community facility (park, playground, library, school, etc.)?	Responses	Average
		Rate: 1 not important and 5 very important.	297

4	What are the top community amenities and/or recreation opportunities you would like to have access to within the city of Shaker Heights versus traveling to a neighboring community or downtown Cleveland? (choose two)	Responses	Percent
		Walking/hiking trails	97
Central recreation facilities	84	28%	
Cultural/performing arts facilities	34	11%	
Youth programming	30	10%	
Athletic fields for youth sports	25	8%	
Senior programming	11	4%	
Fitness classes	10	3%	
Cooking / healthy living programming	6	2%	
Arts and craft programming	5	2%	
<b>Total</b>		297	100%

<b>5</b>	<b>How important is it to you to preserve the historic character of Shaker's Community buildings?</b>		
		Responses	Average
	Rate: 1 not important and 5 very important.	304	3.96

<b>6</b>	<b>In one word please share what is missing from current Shaker Heights facilities.</b>		
		Responses	Percent
	<b>Words / themes</b>		
	Recreation / community center (or gym)	35	14.4%
	Updates / Maintenance	20	8.2%
	Modernization / technology	13	5.3%
	Theater / arts	12	4.9%
	Inclusivity / diversity / equity	12	4.9%
	Youth	10	4.1%
	Pool (indoor)	9	3.7%
	Air conditioning	8	3.3%
	Dog park	8	3.3%
	Nothing	6	2.5%
	Engagement / cooperation	4	1.6%
	Multi-use	4	1.6%
	Seniors	4	1.6%
	Variety	4	1.6%
	Accessibility	3	1.2%
	Bike lanes	3	1.2%
	Nightlife	3	1.2%
	Space	3	1.2%
	Coordination	2	0.8%
	Excellence	2	0.8%
	Indoor	2	0.8%
	Movie Theater	2	0.8%
	Multigenerational	2	0.8%
	People	2	0.8%
	Pickleball courts	2	0.8%
	Playgrounds	2	0.8%
	Quality	2	0.8%
	Renew(able)	2	0.8%
	Restaurants	2	0.8%
	Safety	2	0.8%
	24hours	1	0.4%
	A boat house at Lower Lake	1	0.4%
	A good library multi-use	1	0.4%
	A plan	1	0.4%
	Affordability	1	0.4%

5. Raw Input and Notes

Basketball court	1	0.4%
Bathrooms at outdoor fields	1	0.4%
Breadth	1	0.4%
Bulk trash pick up	1	0.4%
Centralized organization	1	0.4%
Challenged-Accessible	1	0.4%
Cohesion	1	0.4%
Community wifi	1	0.4%
Compromise	1	0.4%
Connectivity	1	0.4%
Conservative voters to keep our taxes lower/ away from wasteful spending	1	0.4%
Consistency	1	0.4%
Continuity	1	0.4%
Cost effective	1	0.4%
Donuts	1	0.4%
Dynamism	1	0.4%
Efficiency	1	0.4%
Entertainment	1	0.4%
Equipment	1	0.4%
Everything	1	0.4%
Fishing	1	0.4%
Flare	1	0.4%
Flexibility	1	0.4%
Golf	1	0.4%
Greenspace	1	0.4%
High-end	1	0.4%
Hub	1	0.4%
Innovation	1	0.4%
Inspiration	1	0.4%
Low costs	1	0.4%
Low taxes	1	0.4%
Low-cost daycare	1	0.4%
Marketing	1	0.4%
Money	1	0.4%
Nature	1	0.4%
Not enough facilities	1	0.4%
Organization	1	0.4%
Recycling	1	0.4%
Republicans	1	0.4%
Resources	1	0.4%
Second ice rink	1	0.4%
Sharing	1	0.4%
Shopping	1	0.4%
Strategy	1	0.4%
Summer jobs for youth	1	0.4%
Swimslide	1	0.4%

5. Raw Input and Notes

	Tennis	1	0.4%
	TooBureaucractic	1	0.4%
	Vitality	1	0.4%
	Waterpark	1	0.4%
	Weights	1	0.4%
	Welcoming	1	0.4%
	Well-rounded	1	0.4%
	<b>Total</b>	<b>243</b>	<b>100%</b>

## Activity 2 & 3: Mapping and Brainstorm Idea Database

### Future of Facilities Workshop

April 30, 2019

KEY	
A	Tri-Schools Area
B	Middle School and Bertram Woods
C	Thornton Park and Van Aken
D	Community Buidling and Library Complex
E	Other
Q1	Brainstorm Question
Q2	Brainstorm Question

Table #	Source	ID	Response	Key	Category 1
1	Morning	1	Parking	A	connectivity
1	Morning	2	Non-auto transit option	A	connectivity
1	Morning	4	Connectivity to Shaker Square	A	connectivity
3	Morning	10	Connections improvements between schools- peds!	A	connectivity
3	Morning	11	Create ped-only zone at Tri-Schools	A	connectivity
3	Morning	12	Lack of sidewalk on South side of S. Woodland @ parkland	A	connectivity
4	Morning	22	Link to Shaker Square redevelopment	A	connectivity
9	Morning	23	Transportation (bus) HS students	A	connectivity
9	Morning	24	Parking at HS/Woodbury	A	connectivity
2	Morning	29	New traffic pattern	A	connectivity
2	Morning	30	traffic /directional signage	A	connectivity
2	Morning	31	Parking for schools	A	connectivity
2	Morning	32	Parking for events	A	connectivity
2	Morning	36	Valet/drop off service for events	A	connectivity
2	Morning	37	Connection to Ludlow	A	connectivity
2	Morning	38	Connect across Van Aken	A	connectivity
9	Evening	39	Reevaluate high school parking. No student parking, or apply for permit only parking distance	A	connectivity

5. Raw Input and Notes

7	Evening	50	Bussing to high school	A	connectivity
6	Evening	56	More bike racks at schools, especially Onaway	A	connectivity
2	Evening	62	Better bike connections	A	connectivity
2	Evening	63	Increase/strengthen connections to Shaker Square	A	connectivity
1	Morning	3	Boulevard-adjacent greenspaces as more activated	A	maintenance/ operations
5	Morning	20	Native plants	A	maintenance/ operations
6	Morning	17	Air-conditioning- mini splits/zoned are options	A	maintenance/ operations
6	Morning	18	More artificial turf fields- more weather accessible- see Cleveland heights	A	maintenance/ operations
7	Morning	28	onaway field made turf	A	maintenance/ operations
1	Evening	47	Redo Woodbury track	A	maintenance/ operations
7	Evening	51	School facilities updated	A	maintenance/ operations
6	Evening	55	Lights on football field	A	maintenance/ operations
4	Morning	21	Small conference center for economic conferences, additional \$ for schools (up to 80 attendees)	A	new facility / type / use / amenity
3	Morning	7	lack of open gym/winter activities	A	programming
3	Morning	8	Summer camp programming @ schools?	A	programming
6	Morning	14	More outdoor basketball courts- less tennis courts	A	programming
9	Morning	25	Promotion and activities at Southerly Park	A	programming
7	Morning	27	New play lots at all schools	A	programming
2	Morning	35	Multi-generational use	A	programming
9	Evening	41	Pools well used but aging. Very diverse teams	A	programming
1	Evening	45	Southerly park - active - Gazebo / pavilion	A	programming
1	Evening	46	Community Garden at Woodbury	A	programming
1	Evening	48	Shade around Woodbury	A	programming
1	Evening	49	Pavilion by administration building	A	programming
10	Evening	53	Lots of activities / opportunities - draws from larger community	A	programming
6	Evening	54	Use open-space for recreational activities	A	programming
3	Evening	58	Indoor basketball	A	programming
3	Evening	59	Clinic	A	programming
1	Morning	5	More swim time	A	utilization/ access
3	Morning	6	Woodbury pool underutilized	A	utilization/ access
3	Morning	9	Ludlow school- fields/playgrounds use? Condition?	A	utilization/ access

5. Raw Input and Notes

3	Morning	13	Can underutilize school facilities be open to the public	A	utilization/ access
6	Morning	15	How to modify to make access and safety more viable	A	utilization/ access
6	Morning	16	underutilized gyms	A	utilization/ access
6	Morning	19	Increase public pool accessibility	A	utilization/ access
9	Morning	26	Increased access to Woodbury pool/community	A	utilization/ access
2	Morning	33	Down time?	A	utilization/ access
2	Morning	34	Multi-use of new facility / type / use / amenity in schools	A	utilization/ access
9	Evening	40	Library / school access	A	utilization/ access
5	Evening	42	Woodbury should be 6-8	A	utilization/ access
5	Evening	43	PEP/Ludlow - should be able to use in winter for playing - for families that can't/won't travel across town - far flung new facility / type / use / amenity	A	utilization/ access
5	Evening	44	Ludlow should be more accessible rec center	A	utilization/ access
10	Evening	52	Feels utilized	A	utilization/ access
3	Evening	57	Theater open to more groups	A	utilization/ access
2	Evening	60	More access to schools by the public	A	utilization/ access
3	Morning	68	More bike racks @ fields	B	connectivity
3	Morning	70	Accessibility of Bertram Woods- ped/bike connectivity	B	connectivity
5	Morning	77	Warr and SH building intersection no defined cross	B	connectivity
5	Morning	78	Remove Fayette Rd make combined campus	B	connectivity
2	Morning	99	Improve Tselvair Rapid crossing	B	connectivity
2	Morning	100	Crossing signs at Sulgraue and Shaker	B	connectivity
5	Evening	109	Disconnected from the rest of the city	B	connectivity
6	Evening	121	Center for transportation connection e.g. Park and Ride, pick up lot	B	connectivity
6	Evening	123	Make it a campus	B	connectivity
5	Morning	79	Native plants	B	maintenance/ operations
1	Morning	65	Air-conditioning	B	maintenance/ operations

5. Raw Input and Notes

3	Morning	69	Track maintenance	B	maintenance/ operations
6	Morning	75	Pool should be more warm for lessons, kids, seniors, etc.	B	maintenance/ operations
10	Evening	120	Look to HB and US for examples of innovation for old buildings	B	maintenance/ operations
2	Evening	126	Building not designed appropriately for weather (middle school). Not as grand as the other school buildings.	B	maintenance/ operations
3	Morning	73	Need an identifiable primary sports field center where community all gathers, multiple fields and sports, meet/make friends- community building	B	new facility / type / use / amenity
6	Morning	76	Re-use middle school as a community recreation center -site could be so much better utilized, redistribute kids to other schools	B	new facility / type / use / amenity
4	Morning	80	Dog Park- median trail	B	new facility / type / use / amenity
4	Morning	81	Revisit blending Bertram Woods to Middle school	B	new facility / type / use / amenity
9	Morning	88	Restroom/H2O on Shaker bike trail	B	new facility / type / use / amenity
7	Morning	92	revisit school masterplan	B	new facility / type / use / amenity
7	Morning	93	community fitness center	B	new facility / type / use / amenity
2	Morning	97	Apt/condo units	B	new facility / type / use / amenity
9	Evening	102	Disband middle school, turn into rec center	B	new facility / type / use / amenity
5	Evening	105	Middle school - not clear if more investment is good idea - maybe should be arts new facility / type / use / amenity / cultural center or pre-school and admin	B	new facility / type / use / amenity
5	Evening	110	Middle school could be physical activity new facility / type / use / amenity	B	new facility / type / use / amenity
5	Evening	111	Need outdoor fields because they get torn up - need more all-purpose, need more artificial turf fields and night lights to add functionality and game time. In Median and other areas	B	new facility / type / use / amenity

5. Raw Input and Notes

7	Evening	116	New middle school (old not functional / cost effective)	B	new facility / type / use / amenity
10	Evening	117	Campus with library and school --> community center	B	new facility / type / use / amenity
10	Evening	119	Dog park	B	new facility / type / use / amenity
6	Evening	122	Gathering place on corner - could be commercial component e.g. coffee shop - could be used by residents	B	new facility / type / use / amenity
3	Evening	125	Indoor pool, fitness	B	new facility / type / use / amenity
2	Evening	128	Community new facility / type / use / amenity?	B	new facility / type / use / amenity
1	Morning	66	More swim time	B	programming
3	Morning	67	Lack of playground	B	programming
9	Morning	84	Activities that highlight BW branch library/outdoors	B	programming
9	Morning	87	Shared programming library/MS	B	programming
2	Morning	95	Teen after school activity	B	programming
2	Morning	98	Continue use of median	B	programming
9	Evening	103	Reflect IB curriculum in school buildings to facilitate IB	B	programming
9	Evening	104	Share library resources with school	B	programming
5	Evening	108	Ball diamonds and fields and trail are assets	B	programming
1	Evening	115	Tennis courts	B	programming
10	Evening	118	Library meetings spaces with outside access	B	programming
3	Evening	124	Performing arts	B	programming
2	Evening	127	Would love to see more diversity of uses in area.	B	programming
1	Morning	64	Combine Bertram & middle school "21st century buildings"	B	utilization/ access
3	Morning	71	Underutilized green space @ Bertram	B	utilization/ access
3	Morning	72	Bertram not open Sundays	B	utilization/ access
6	Morning	74	Allow city access to pool	B	utilization/ access
4	Morning	82	Creating more of a community feel, not much outside of Library that serves as "community gathering space"	B	utilization/ access
4	Morning	83	Better use of Hanna Perkins building	B	utilization/ access

5. Raw Input and Notes

9	Morning	85	Middle school- pool, community use	B	utilization/ access
9	Morning	86	Middle school- inefficiencies, uncomfortable layout	B	utilization/ access
9	Morning	89	Multi-community use	B	utilization/ access
9	Morning	90	Auditorium, etc. space open to community	B	utilization/ access
7	Morning	91	Replacement middle school to be used by community	B	utilization/ access
7	Morning	94	accessibility at the middle school	B	utilization/ access
2	Morning	96	Multi-gen use of school	B	utilization/ access
9	Evening	101	Better utilization of school area for community cultural arts center	B	utilization/ access
5	Evening	106	Auditorium, pool and library are most important	B	utilization/ access
5	Evening	107	City/school/library can share space and make more usable	B	utilization/ access
5	Evening	112	Pool not accessible to community	B	utilization/ access
5	Evening	113	City Hall no ADA	B	utilization/ access
5	Evening	114	Use back bay for chambers	B	utilization/ access
9	Evening	170	Country club land partnership reimagined	C	collaboration
10	Evening	195	Look to other communities for benchmarks to improve SH	C	collaboration
10	Evening	196	Look at programming - ice rink - regional opportunity?	C	collaboration
1	Morning	129	Parking options	C	connectivity
3	Morning	131	Connectivity b/t new VAB and Shaker Plaza and Juma, etc.	C	connectivity
3	Morning	132	Exit/enhance at Shaker Plaza new Pearl- confusing	C	connectivity
3	Morning	133	Sonter Woodland/Warrensville intersection improvement input	C	connectivity
6	Morning	135	Bike sharing and scooters	C	connectivity
4	Morning	148	RTA needs to redevelop terminal	C	connectivity
2	Morning	163	Tie Thornton into UAD	C	connectivity
2	Morning	164	Utilize the Farms side of tie garage across to Que over the road	C	connectivity
5	Evening	173	Thornton is separated (and Mercer)	C	connectivity
5	Evening	175	Thornton feels isolated from Moreland for recreation - connectivity is poor. Better and safer connectivity for biking across town	C	connectivity

5. Raw Input and Notes

1	Evening	181	Extend path around sled path	C	connectivity
1	Evening	182	Extend bike path	C	connectivity
1	Evening	183	Connection to Thornton Park with Moreland	C	connectivity
7	Evening	188	Walking trails at Thornton and surrounding area	C	connectivity
5	Morning	141	Pool upgrade more indoor amenities	C	maintenance/ operations
2	Morning	160	Pool op keep	C	maintenance/ operations
6	Morning	137	Better shower facilities at the pool	C	maintenance/ operations
6	Morning	139	Thornton is due for an addition/revamp	C	maintenance/ operations
5	Morning	140	Native plants	C	maintenance/ operations
9	Morning	151	Improved visibility and layout	C	maintenance/ operations
2	Morning	159	Hockey rink improve	C	maintenance/ operations
5	Evening	177	Ice skating rink and tennis course not in top shape	C	maintenance/ operations
5	Evening	178	Batting cage almost impossible to use - Shaker rec baseball would use a lot	C	maintenance/ operations
7	Evening	189	Update rec building	C	maintenance/ operations
10	Evening	194	Renovate tennis courts to be usable - share with MS and pickleball	C	maintenance/ operations
4	Morning	147	Dog park, Thornton	C	new facility / type / use / amenity
4	Morning	149	Robust indoor Rec Center/programming	C	new facility / type / use / amenity
9	Morning	150	Year-round rec. center, affordable workout	C	new facility / type / use / amenity
9	Morning	152	Civic complex, all-in-one including city/library, etc.	C	new facility / type / use / amenity
7	Morning	158	Qua site fitness center	C	new facility / type / use / amenity
2	Morning	161	Modern Rec. new facility / type / use / amenity	C	new facility / type / use / amenity
2	Morning	162	Add to the Rec. Building	C	new facility / type / use / amenity

5. Raw Input and Notes

2	Morning	165	Temporary dog park at Qua- pop up	C	new facility / type / use / amenity
9	Evening	166	Community-wide draw, cultural and youth center	C	new facility / type / use / amenity
9	Evening	167	Intergenerational (air conditioned) cultural center	C	new facility / type / use / amenity
9	Evening	171	Make Thornton year round pool	C	new facility / type / use / amenity
9	Evening	172	Re-open Sussex at middle school	C	new facility / type / use / amenity
5	Evening	174	Need true indoor sports / rec center	C	new facility / type / use / amenity
5	Evening	176	Commuter lot - condos or other options	C	new facility / type / use / amenity
1	Evening	179	Picnic tables along path	C	new facility / type / use / amenity
1	Evening	180	Add exercise equipment to path	C	new facility / type / use / amenity
1	Evening	185	Indoor pool and walking path	C	new facility / type / use / amenity
1	Evening	186	Therapy pool new facility / type / use / amenity	C	new facility / type / use / amenity
7	Evening	187	Par course at Thornton	C	new facility / type / use / amenity
7	Evening	190	Add senior center at Thornton	C	new facility / type / use / amenity
7	Evening	191	Rec Center with fitness equipment	C	new facility / type / use / amenity
10	Evening	193	Create full rec center at Thornton - add workout / meeting space (i.e. Warrensville Heights and Cleveland Heights, community building uses and Thornton uses) / create place for teens	C	new facility / type / use / amenity

5. Raw Input and Notes

6	Evening	198	Indoor pool	C	new facility / type / use / amenity
6	Evening	199	Better community space / room	C	new facility / type / use / amenity
3	Evening	201	Gym equipment	C	new facility / type / use / amenity
3	Evening	202	Indoor pool	C	new facility / type / use / amenity
3	Evening	203	For-profit fitness	C	new facility / type / use / amenity
6	Morning	136	Indoor basketball and pickleball at Thornton	C	programming
5	Morning	142	upgrade food	C	programming
5	Morning	143	roller skating	C	programming
4	Morning	144	Youth centered activities- espec. Teens and preteens	C	programming
4	Morning	145	Pop up art	C	programming
4	Morning	146	Lack of green community space, lack of community regarding plans for future	C	programming
9	Morning	153	Attractive outdoor gathering space, including Colonnade	C	programming
7	Morning	157	More private fitness	C	programming
9	Evening	168	Shuffle board, bowling. Private entities	C	programming
9	Evening	169	Ice rink not standard size	C	programming
1	Evening	184	Expand indoor activity at Thornton	C	programming
7	Evening	192	More free programming at Thornton	C	programming
10	Evening	197	Van Aken District a new hub --> Market Hall - intentional activities	C	programming
3	Evening	200	Yoga, group exercise	C	programming
2	Evening	204	Opportunities at Thornton are limited - not everyone plays hockey	C	programming
2	Evening	205	Add activities for people of all ages to Van Aken District	C	programming
2	Evening	207	Would like to see areas B & C work together to cover more services	C	programming
1	Morning	130	Additional shared space	C	utilization/ access
3	Morning	134	Thornton Park not accessible to whole city- not central enough	C	utilization/ access
6	Morning	138	Tennis courts might be underutilized- better use?	C	utilization/ access
9	Morning	154	Increased usage of community building	C	utilization/ access

5. Raw Input and Notes

9	Morning	155	Around the world playground- visibility	C	utilization/ access
9	Morning	156	Better usage of Chelton Park, playfields	C	utilization/ access
2	Evening	206	Better use for Shaker Plaza.	C	utilization/ access
3	Morning	214	Pedestrian experience along Lee Rd. miserable	D	connectivity
5	Morning	221	Van Aken & Lee intersection (peds and auto and biking)	D	connectivity
2	Morning	251	Connect to North Moreland	D	connectivity
9	Evening	265	Safer connectivity - bike path	D	connectivity
9	Evening	266	Walkability of Lee	D	connectivity
10	Evening	287	Potential of Moreland and Lee Rd and Chelton Park - be intentional	D	connectivity
3	Evening	297	Relationship between STJ and Main Library - covered walkway	D	connectivity
2	Evening	305	Lee Road can have bicycle issues	D	connectivity
4	Morning	236	High Tech Corridor	D	economic development
4	Morning	238	Develop Lee Rd Corridor	D	economic development
9	Evening	267	Business investment along Lee	D	economic development
2	Evening	304	Continue further development of Lee Road commercial area	D	economic development
5	Morning	229	Native plants	D	maintenance/ operations
7	Morning	250	Lee Rd beautification- green and business, etc.	D	maintenance/ operations
1	Evening	283	Ashby tot lot not safe enough	D	maintenance/ operations
5	Morning	222	Updates on playground at library	D	maintenance/ operations
2	Morning	259	Bathroom stalls in STJ	D	maintenance/ operations
2	Morning	260	STJ condition and building	D	maintenance/ operations
5	Evening	270	Baseball field blocked - balls get lost	D	maintenance/ operations
1	Evening	275	Improve Heights Christian Church new facility / type / use / amenity	D	maintenance/ operations
3	Morning	212	Mini-Blossom Cain Park Center @ Colonnade- who's in charge	D	new facility / type / use / amenity
3	Morning	215	Can library/county buildings add basketball courts	D	new facility / type / use / amenity

5. Raw Input and Notes

3	Morning	216	Conference rooms @ library and county buildings	D	new facility / type / use / amenity
6	Morning	219	Better community meeting space- flexible!- modular, community building could use this	D	new facility / type / use / amenity
5	Morning	226	community gardening	D	new facility / type / use / amenity
5	Morning	227	outdoor seating/green wall	D	new facility / type / use / amenity
5	Morning	228	reading garden	D	new facility / type / use / amenity
5	Morning	232	Playdate café , add café to library	D	new facility / type / use / amenity
4	Morning	233	Kingsbury Building should be destination, historical society draw for outsiders	D	new facility / type / use / amenity
4	Morning	235	Robust indoor Rec center	D	new facility / type / use / amenity
9	Morning	239	dog park	D	new facility / type / use / amenity
9	Morning	241	Space for teens	D	new facility / type / use / amenity
7	Morning	243	Centralized youth area	D	new facility / type / use / amenity
7	Morning	249	expand green space next to library	D	new facility / type / use / amenity
2	Morning	252	Need national park	D	new facility / type / use / amenity
9	Evening	263	Technology innovation hub	D	new facility / type / use / amenity
9	Evening	264	Connect Stephanie Tubbs building to library and office space	D	new facility / type / use / amenity

5. Raw Input and Notes

5	Evening	272	Ron Lloyd (architect in Moreland) has done renderings of how the park can be extended to Lee if transport was gone	D	new facility / type / use / amenity
1	Evening	278	Lack of basketball courts	D	new facility / type / use / amenity
1	Evening	279	Lack of active space / park	D	new facility / type / use / amenity
1	Evening	280	Youth center / boys and girls club	D	new facility / type / use / amenity
7	Evening	285	Tear down dealership and sell land	D	new facility / type / use / amenity
7	Evening	286	Expand menlo and Ashby Parks - amenities	D	new facility / type / use / amenity
10	Evening	288	Lee Rd corridor has lots of potential	D	new facility / type / use / amenity
10	Evening	289	Dog park (balance both ends of community)	D	new facility / type / use / amenity
6	Evening	291	Wellness Center / multipurpose center including classes, a gym, meetings - could be privately owned	D	new facility / type / use / amenity
6	Evening	293	Move bus garage - replace it with an outdoor theatre at Chelton Park - entry from Lee Road.	D	new facility / type / use / amenity
2	Evening	306	Moreland area could use a recreation field	D	new facility / type / use / amenity
2	Evening	307	Use all the vacant land for a community purpose	D	new facility / type / use / amenity
1	Morning	208	Diff. types uses at STJ	D	programming
6	Morning	217	Youth Center for after hours- place for kids to go (might be best hub but not concrete)	D	programming
6	Morning	218	Future use of community building, intergenerational programming	D	programming
5	Morning	223	composting at service center	D	programming
5	Morning	224	leaf composting (money raising i.e. Bay Village Westlake)	D	programming
5	Morning	230	lee road art installations twinkle lights	D	programming
9	Morning	240	Senior programming using facilities/parks	D	programming

5. Raw Input and Notes

7	Morning	242	Recreation new facility / type / use / amenity for kids, ex: basketball	D	programming
7	Morning	244	Quiet study at library	D	programming
7	Morning	245	Supervision for youth and programming for youth	D	programming
7	Morning	247	expand some of the parks	D	programming
2	Morning	255	Teen after school activity	D	programming
2	Morning	258	Add senior services in STJ	D	programming
1	Evening	274	Youth activities / outdoor	D	programming
1	Evening	276	Teen activity	D	programming
1	Evening	282	Little Free Library in Chelton Park	D	programming
1	Evening	284	Version of Karamu / arts / neighborhood programs	D	programming
3	Evening	294	Multi-use	D	programming
3	Evening	295	Fitness	D	programming
3	Evening	296	Meeting space with A/V	D	programming
3	Evening	298	More green, less concrete	D	programming
3	Evening	300	E-Sports / gaming	D	programming
3	Evening	301	Enhanced senior services	D	programming
2	Evening	308	More locations that can be used by the students from Hub A (currently frequent places like Heinen's, library, GameStop, etc.): coffee shops and other areas to hang out, or a place in the library, teen center	D	programming
1	Morning	209	Improved awareness of facilities and outdoor spaces	D	utilization/ access
3	Morning	210	Chelton Park underused/under programmed	D	utilization/ access
3	Morning	211	What is purpose/function of Colonnade? Better use? Underused?	D	utilization/ access
3	Morning	213	Parking lot at city hall always empty	D	utilization/ access
5	Morning	225	More usage of library front lawn	D	utilization/ access
4	Morning	234	Colonnade is under utilized/cost affiliated \$1000 too much	D	utilization/ access
4	Morning	237	Dealership building is underutilized	D	utilization/ access
7	Morning	246	open doors program	D	utilization/ access
7	Morning	248	move senior programming from community building and library, youth programming goes in there	D	utilization/ access
2	Morning	253	Utilize the colonnade more	D	utilization/ access
2	Morning	254	STJ- not open to seniors enough	D	utilization/ access

5. Raw Input and Notes

2	Morning	256	Reutilize STJ- reuse 2nd floor	D	utilization/ access
2	Morning	257	Is STJ basement best for school program?	D	utilization/ access
2	Morning	261	Community use increase in main library	D	utilization/ access
9	Evening	262	Does not draw diverse cross-section of community	D	utilization/ access
5	Evening	269	Moreland Chelton park- blocked by transportation	D	utilization/ access
5	Evening	271	Move the bus garage to a different location to improve activities at Chelton. People don't use because parking and garage blocks	D	utilization/ access
5	Evening	273	Green space and colonnade could be used as sports field	D	utilization/ access
1	Evening	277	Replace bus garage with more useful	D	utilization/ access
1	Evening	281	Blank wall at Chelton Park	D	utilization/ access
10	Evening	290	Are there too many buildings?	D	utilization/ access
6	Evening	292	As many city services under one roof as possible (now there's confusion with City Hall / Community Building)	D	utilization/ access
3	Evening	299	Make spaces more efficient	D	utilization/ access
3	Evening	302	Better use at Colonnade (Theatre outdoors) like German village	D	utilization/ access
2	Evening	303	Larger and more usable green space	D	utilization/ access
10	Evening	402	New generation of residents and kids - don't rely on past	E	collaboration
10	Evening	404	Collaborate with regionalism to reinvest savings - invest in ourselves	E	collaboration
1	Morning	309	Train (express/reduced fare) between city locations and Shaker Sq.	E	connectivity
1	Morning	310	Train monitor for children taking RTA to school	E	connectivity
1	Morning	313	North-South Connections (Warrensville)	E	connectivity
3	Morning	321	Sussex- Shaker Family Center- connectivity street crossing	E	connectivity
3	Morning	326	Connectivity b/t HSLP and Shaker Median	E	connectivity
6	Morning	329	Connectivity b/w all community facilities regardless of starting point, including RTA (more financially accessible), community RTA pass or way to subsidize?	E	connectivity
5	Morning	338	S Woodland/Warr not walkable	E	connectivity
4	Morning	343	Municipal broadband/wifi	E	connectivity

5. Raw Input and Notes

7	Morning	357	Transit- Shaker rate (Shaker rapid pass fishing in Shaker Lakes)	E	connectivity
9	Evening	359	Bike path connectivity	E	connectivity
9	Evening	360	Shaker boulevard bike path	E	connectivity
9	Evening	361	Van Aken bike lane - Shaker lane lines	E	connectivity
9	Evening	362	Bike lane circuit	E	connectivity
9	Evening	363	Green lanes in Lomond	E	connectivity
9	Evening	364	More shared bike lanes in South side of the city	E	connectivity
9	Evening	366	Useable, well-defined paths	E	connectivity
9	Evening	367	Close park drive at Horseshoe? Safety.	E	connectivity
9	Evening	368	Better parking at Horseshoe.	E	connectivity
5	Evening	375	Moreland children disconnected from their school (Mercer)	E	connectivity
5	Evening	378	24 hour transportation, community center, city closes down at 8-9 pm	E	connectivity
1	Evening	384	Connect HLP to Shaker Park	E	connectivity
1	Evening	385	Signage to connect paths	E	connectivity
1	Evening	386	Direction signage for path	E	connectivity
7	Evening	387	RTA- reduced cost for transit in Shaker	E	connectivity
7	Evening	394	Traffic patterns for bike and car safety	E	connectivity
10	Evening	401	Facilities scattered across city	E	connectivity
10	Evening	407	Neighborhood touch each other more / communications	E	connectivity
10	Evening	408	What neighborhood am I? Include close neighbors	E	connectivity
10	Evening	409	Communications of events - capitalize on Market Hall	E	connectivity
6	Evening	415	More connections between parts of the city	E	connectivity
2	Evening	425	Warrensville between B and C is not walkable - intimidating. Prioritizing pedestrian . Bicycle crossing at Warrensville / S. Woodland	E	connectivity
5	Morning	342	change zoning to inc. food est.	E	economic development
7	Morning	355	places to work our within Shaker	E	economic development
1	Morning	318	Inspiring interiors (history and décor)	E	maintenance/ operations
3	Morning	327	S. Woodland- maintenance/ operations out of control- but serves as speed control	E	maintenance/ operations
5	Morning	339	Native plants	E	maintenance/ operations
5	Morning	341	Creative signage for visitors	E	maintenance/ operations
5	Evening	370	Swimming pools are old, can't use in winter	E	maintenance/ operations
5	Evening	371	Cheaper to retain old building than build new one.	E	maintenance/ operations

5. Raw Input and Notes

5	Evening	377	Our playing fields are inferior and not enough. Parents see other communities and feel ours are worse	E	maintenance/ operations
7	Evening	389	Central air in all schools	E	maintenance/ operations
7	Evening	398	Horseshoe lake - update new facility / type / use / amenity, landscaping / lighting	E	maintenance/ operations
3	Evening	418	Modernize play lots	E	maintenance/ operations
1	Morning	314	Flexible senior/school space	E	new facility / type / use / amenity
1	Morning	317	Lomond (Palmerston Hill) as Winter Rec. space	E	new facility / type / use / amenity
3	Morning	323	Sussex Family Center- bursting at seams	E	new facility / type / use / amenity
6	Morning	331	Need for a dog park (possibly near Shaker Lakes), shared dog park with neighboring communities?	E	new facility / type / use / amenity
6	Morning	335	Country club not doing well- turn into a large metro park?	E	new facility / type / use / amenity
6	Morning	337	Need more reservable meeting space	E	new facility / type / use / amenity
4	Morning	344	Public gallery spaces for art	E	new facility / type / use / amenity
7	Morning	349	Centralized youth area that kids can walk to	E	new facility / type / use / amenity
7	Morning	353	Community indoor pool (acquire skating club)	E	new facility / type / use / amenity
7	Morning	354	wellness center	E	new facility / type / use / amenity
5	Evening	369	Need more large group space	E	new facility / type / use / amenity
5	Evening	372	Less buildings for schools - Middle school --> arts/rec new facility / type / use / amenity for fees	E	new facility / type / use / amenity

5. Raw Input and Notes

5	Evening	376	Need a true youth center - teens don't necessarily want to go to ***	E	new facility / type / use / amenity
5	Evening	379	Rec center	E	new facility / type / use / amenity
1	Evening	383	Dog park	E	new facility / type / use / amenity
7	Evening	390	Some elementary schools torn down, sold to developers	E	new facility / type / use / amenity
7	Evening	391	Build new schools	E	new facility / type / use / amenity
7	Evening	397	Add cultural / performing arts center	E	new facility / type / use / amenity
7	Evening	400	Add gazebo at Horseshoe	E	new facility / type / use / amenity
6	Evening	414	More bike racks near all entrances	E	new facility / type / use / amenity
3	Evening	419	Outdoor performance space at Horseshoe (Cain Park)	E	new facility / type / use / amenity
3	Evening	420	Canoe launch at lower lake and fishing	E	new facility / type / use / amenity
2	Evening	424	An amphitheater would be a great new facility / type / use / amenity - or a movie theater	E	new facility / type / use / amenity
2	Evening	426	Would be OK with Thornton going away if a community rec new facility / type / use / amenity was at Middle School location	E	new facility / type / use / amenity
1	Morning	311	Empty space without amenities in Malvern, Hannah Perkins playground	E	programming
3	Morning	322	Low cost daycare missing to offset taxes	E	programming
3	Morning	324	Adult education program lacking (vs. CH)	E	programming
4	Morning	348	Pop up concerts in non-rec/non-city green spaces. People don't know if they are allowed to use them. How to get permission for use of ambiguous green spaces? Signage?	E	programming
2	Morning	358	Multi-use in religious building	E	programming

5. Raw Input and Notes

9	Evening	365	HSLP programming increasing - outside of lake: thai chi	E	programming
5	Evening	374	Horseshoe lake - limited in types of activities	E	programming
5	Evening	380	Shaker thinks more about elementary, kids activities, not enough for teens	E	programming
7	Evening	388	Community greenspace in Fernway	E	programming
7	Evening	396	Better senior services	E	programming
7	Evening	399	Canoeing and kayaking on lake	E	programming
10	Evening	405	Picnic tables, playgrounds on vacant lots from demolitions - neighbors maintain?	E	programming
10	Evening	411	HSLP - better use lakes / water for rec opportunities	E	programming
6	Evening	413	More flexible space in all areas	E	programming
6	Evening	416	Partnership programming - hosting in different areas	E	programming
3	Evening	422	Chess outdoors in parks	E	programming
1	Morning	312	More public greenspace or access to interior school space (gyms)	E	utilization/ access
1	Morning	315	Access to school int. in winter for walking	E	utilization/ access
1	Morning	316	Access to Lakes (Kayak, Fishing)	E	utilization/ access
3	Morning	319	Malvern lack of playground- clarify ownership	E	utilization/ access
3	Morning	320	Malvern access to Hannah Perkins	E	utilization/ access
3	Morning	325	Publicity for events at Colonnade	E	utilization/ access
3	Morning	328	City pass for public/put activities/sports	E	utilization/ access
6	Morning	330	Shared recreational facilities with private schools	E	utilization/ access
6	Morning	332	Explore accessibility of fishing and outdoor water sports	E	utilization/ access
6	Morning	333	Better access of school libraries	E	utilization/ access
6	Morning	334	new facility / type / use / amenity sharing via technology- online website or app	E	utilization/ access
6	Morning	336	Cleveland Skating Club has many facilities but not very accessible	E	utilization/ access
4	Morning	345	Better utilization of Doan Brook Gorge, bike trail, hiking trail	E	utilization/ access
4	Morning	346	Better utilization of Shaker lakes (paddleboats, RC boats)	E	utilization/ access

5. Raw Input and Notes

4	Morning	347	Use existing buildings more efficiently to address these ideas rather than new construction "embodied energy"	E	utilization/ access
7	Morning	350	Private school playgrounds and tennis courts open to public	E	utilization/ access
7	Morning	351	Skating club open to public	E	utilization/ access
7	Morning	356	ADA accessibility in all buildings	E	utilization/ access
5	Evening	373	Community is tied to K-4 buildings, strengthen those relationships - should be K-5	E	utilization/ access
7	Evening	392	Neighborhood schools essential	E	utilization/ access
7	Evening	393	Reconfigure how grades organized	E	utilization/ access
7	Evening	395	Private school/new facility / type / use / amenity - sharing with welcoming community	E	utilization/ access
10	Evening	403	Diversity and equity very important	E	utilization/ access
10	Evening	406	Ludlow and Sussex building uses - is this appropriate?	E	utilization/ access
10	Evening	410	Van Aken corridor potential	E	utilization/ access
3	Evening	417	Gridley Park development	E	utilization/ access
3	Evening	421	Athletic fields for multiple use	E	utilization/ access
3	Evening	423	Better utilize triangle parks	E	utilization/ access
2	Evening	427	Need to know needs of schools for future	E	utilization/ access
4	Morning	458	Top to bottom and lateral between organizations for communication and planning. "Director to janitor"	Q1	collaboration
4	Morning	461	Building on our strengths in creative ways	Q1	collaboration
5	Morning	467	Partner with Beachwood, pool and ice skating rink	Q1	collaboration
9	Morning	496	Regionalizing, i.e. ice rink- exploring cooperation with other cities	Q1	collaboration
7	Evening	526	More Forward thinking, permanent improvement levies- maintain facilities- shared between orgs	Q1	collaboration
7	Evening	527	Share hiring of architects of construction for projects overarching plan for all- maybe/architect and CM- save costs- collaboration on maintenance and renovation	Q1	collaboration

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7	Evening	528	More cooperation and integration with John Carroll and buildings at Fairmount Circle	Q1	collaboration
6	Evening	543	Look at partnerships with private schools for cooperating on facilities use/programs	Q1	collaboration
	Online_1 90418	587	Partnerships among entities in town (town hall, BOE, library) also with orgs in town (SYBL, etc).	Q1	collaboration
	Online_1 90418	612	Regional collaboration	Q1	collaboration
	Online_1 90418	613	Our three branches (library, city, schools) often feel as though they are competing with each other to deal with tax payer fatigue. Please realize that the vast majority of Shaker Heights residents moved here because of the taxes, not in spite of them. It would be helpful if we could have permanent improvement levies that from which all three institutions could draw. That way, the school district doesn't have to do a half-measure (i.e. middle school bond issue) because it's worried about tax-payer fatigue due to close-in time city and library issues.	Q1	collaboration
	Online_1	819	Join the county library system.	Q1	collaboration
	Online_1 90429	827	Figure out a way to absorb the Shaker Country Club and the Skating Club so that the city owns/runs them, before they	Q1	collaboration
	Online_1 90429	855	Let's share space, facilities, and programming between the various entities so we can save money. Schools have libraries, pools, playgrounds, and athletic fields which could allow more access and less spending by city and SHPL.	Q1	collaboration
	Online_1 90429	856	Joint projects with private schools or businesses to share spaces and resources	Q1	collaboration
	Online_1 90429	858	better collaboration between the city, schools and library in terms of programming and use of facilities	Q1	collaboration
	Online_1 90429	874	I think we should partner with county library for cost savings and consolidate police and fire with neighboring community.	Q1	collaboration
	Online_1 90429	876	Merge library system with CCPL	Q1	collaboration
	Online_1 90429	889	Merge with Cuyahoga County library for economy of scale and innovation.	Q1	collaboration
	Online_1 90429	891	Shared athletic facilities between community and public schools.	Q1	collaboration

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	Online_1 90429	904	Sharing resources when it makes sense: landscaping, snow removal, sidewalk snow cleaner for schools/libraries, not duplicate same services or staff.	Q1	collaboration
2	Morning	446	Connect rec to commercial	Q1	connectivity
6	Morning	474	Connectivity- foot and bike	Q1	connectivity
6	Morning	478	RTA community pass and subsidizing- buy RTA passes at Thornton or library	Q1	connectivity
9	Evening	501	Green pathways on Lee and Van Aken and Shaker	Q1	connectivity
9	Evening	506	Greenway on Lomond Rd	Q1	connectivity
5	Evening	513	All Shaker high school students should have RTA passes or at least to lower income without transportation issues- equity issue for teen and child mobility	Q1	connectivity
7	Evening	519	Scottsdale to Chagrin on Lee Rd- Restaurant Row (Diner, Michael Symon, Yours Truly)	Q1	connectivity
7	Evening	525	Connect parks with hiking trails- southern to Horseshoe, etc. hike, bike, run	Q1	connectivity
6	Evening	540	Transportation connections between parts of city e.g. from B-D	Q1	connectivity
10	Evening	551	Bike sharing/car-sharing	Q1	connectivity
3	Evening	554	Connectivity between neighborhoods	Q1	connectivity
	Online_1 90418	565	Bike path connectivity	Q1	connectivity
	Online_1 90418	572	continued walkable access for all	Q1	connectivity
	Online_1 90418	586	I would love to see Shaker embrace programming opportunities at it's facilities while creating connections between the lakes and trails to improve walk-ability between the neighborhoods and the surrounding neighborhoods.	Q1	connectivity
	Online_1 90429	840	Attractive rapid stations, including green areas around, and working signals at all crossings. One on Van Aken and Ashby and not worked in >2yr. Streetlights are often out on Van Aken by library.	Q1	connectivity

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	Online_1 90429	841	(1) Fix rampant sidewalk drainage problems. (2) Routinely prioritize pedestrian safety and convenience (such as leading pedestrian intervals for crosswalk lights, short crossings instead of ridiculously long diagonals, shortcuts through city properties), instead of motorist speed and convenience. (3) Install modern bicycle commuter infrastructure using the NACTO guidelines; include buffers and especially solid buffers where possible (as NYC has done); include maintenance budget to keep the lanes swept and pothole-free; install more bike racks around town like those at Heinen's (U-racks, right next to the entrance, under a roof, under good lighting, with racks spaced 3 feet apart and far enough from the wall for large front wheels). (4) Keep up the lovely little parks like Gridley and plant more flowers in them.	Q1	connectivity
	Online_1 90429	844	Higher quality access to natural areas, trails, etc. Shaker is not as bike friendly (especially for kids) as it should be.	Q1	connectivity
	Online_1 90429	848	Make Lee Chagrin corridor more pedestrian-friendly;	Q1	connectivity
	Online_1 90429	851	Connective off street bike trails. Fitness facility like Cleve Hts.	Q1	connectivity
	Online_1 90429	881	Make it easier to walk to cross big roads, slow traffic way down.	Q1	connectivity
	Online_1 90429	882	Wifi connectivity for all residents, more public art, more bike-friendly trails, dog park	Q1	connectivity
	Online_1 90429	899	3) connect walking/biking paths from horseshoe lake park to paths between shaker east and west on east end of town	Q1	connectivity
	Online_1 90429	903	Develop more walking/hiking paths and ways to bike within Shaker	Q1	connectivity
	Online_1 90429	906	More Trails/Bike Lane Infrastructure - Shaker should lead in Bike friendly neighborhoods/school/destinations.	Q1	connectivity
1	Morning	434	Equality of funding (City does not get improved access to \$)	Q1	economic development
4	Morning	460	Thinking of ways to bring money into city (B & Bs, galleries, conferences) something beyond property taxes	Q1	economic development
7	Morning	484	More businesses in Shaker- will alleviate our tax burden	Q1	economic development
9	Evening	505	Lee Road corridor revitalization build on retail	Q1	economic development

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5	Evening	515	Ways to keep our money in Shaker when we go out for a family meal and breakfast, dinner	Q1	economic development
7	Evening	518	Drive thru Starbucks at Shaker and Olene	Q1	economic development
7	Evening	522	More restaurants like Cleveland Hts	Q1	economic development
	Online_1 90429	820	Lower operational costs	Q1	economic development
	Online_1 90429	836	Low taxes	Q1	economic development
	Online_1 90429	852	more successful commercial properties to share the tax burden.	Q1	economic development
	Online_1 90429	853	Do not do things that will raise property taxes.	Q1	economic development
	Online_1 90429	854	Reduce taxes, or at least decrease frequency of levy asks.	Q1	economic development
1	Morning	431	Improved operational efficiency	Q1	maintenance/ operations
1	Morning	432	Improved use of natural lighting	Q1	maintenance/ operations
1	Morning	433	Maintenance- free facilities	Q1	maintenance/ operations
1	Morning	438	More native plants	Q1	maintenance/ operations
3	Morning	448	Make all buildings/facilities green and sustainable!	Q1	maintenance/ operations
4	Morning	459	Why separate services for things like maintenance?	Q1	maintenance/ operations
5	Morning	472	streetscapes	Q1	maintenance/ operations
9	Morning	494	Green-sustainable, energy efficient	Q1	maintenance/ operations
7	Evening	520	Upgrade the ice rink	Q1	maintenance/ operations
6	Evening	542	Find ways to help business owners keep up properties and build relationships	Q1	maintenance/ operations
	Online_1 90418	569	More privately funded facilities run by corporations.	Q1	maintenance/ operations
	Online_1 90418	570	Bring facilities such as pools and gyms up to code and modern amenities.	Q1	maintenance/ operations
	Online_1 90418	573	It would be nice to have the school pools updated and Thornton Park locker rooms redone.	Q1	maintenance/ operations
	Online_1 90418	574	Updating current athletic facilities at schools	Q1	maintenance/ operations
	Online_1 90418	579	More modern updates within the interior of the buildings	Q1	maintenance/ operations

	Online_1 90418	584	City center and modernize current facilities while keep the classic look	Q1	maintenance/ operations
	Online_1 90418	591	<p>On October 19, 2016 Freakonomics Radio published their podcast titled "In Praise of Maintenance". I would first like the community to prioritize what is essential to keep and preserve - maintain, before diverting funds to the new. We have the core of wonderful facilities and infrastructure, but many seem to suffer from deferred maintenance. Via a maintenance planning process the community could discuss which current facilities have the greatest needs, and which have outlived their original design purpose.</p> <p>At this time, rather than focusing on new facilities, let's maintain and strategically update what we have while we concern ourselves more with commercial development that successfully and appropriately benefits our Shaker community.</p> <p>I am thrilled with the Van Aken development, and eager to see its completion.</p> <p>I am pleased with the quality of the new tennis courts at the high school. And the water quality of the community pool has always been sparkling. I appreciate what we have as well as the vision and efforts of generations past. Let's preserve it as we adapt it for tomorrow.</p> <p>On that front, I believe that our family would be most immediately impacted by an update to the Main Library, an update that included a section with a more casual bookstore/cafe vibe and services. (Lease shared space for a small kitchen that could offer coffee/tea and sandwiches/pastries. Perhaps even offer building event light catering) Also, a welcoming entry to the 2nd floor. A grand staircase with a mezzanine?</p>	Q1	maintenance/ operations
	Online_1 90418	614	As for specific new facility / type / use / amenity ideas: Horseshoe Lake Park should be a crown jewel park. Frankly, it has potential to be the nicest park in the region. Right now it's a nice park with scraggly areas, particularly near the shore. It's in need of major updates, and should probably have a boathouse and concession stand to meet the needs of the community.	Q1	maintenance/ operations
	Online_1 90429	813	Continue to modernize interiors of buildings and bring more coordination to programming. More athletic fields are also needed.	Q1	maintenance/ operations

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Online_1 90429	822	Gradually modernize on the inside while maintaining historical charm. Be very mindful of the cost and tax burden, which is a big impediment to attracting and retaining residents (i.e., no need for a costly new middle school that would cost tens of millions). Revisit Cuyahoga County library (which is terrific) in a couple of years.	Q1	maintenance/ operations
Online_1 90429	823	Better fields that drain and can be used more frequently.	Q1	maintenance/ operations
Online_1 90429	829	Updated spaces that invite everyone	Q1	maintenance/ operations
Online_1 90429	831	Streamline to make everything more efficient.	Q1	maintenance/ operations
Online_1 90429	837	Renovate and secure the structural integrity of each building. Modernize the interior and renovate/restore the exterior. Think of the older buildings of NYC, Paris or London. There are ways to retro-fit and pursue historical preservation. Build new and modern like Van Aken and restore and renovate places like the High School. Tear down and rebuild the Middle School. Update the interior of the libraries.	Q1	maintenance/ operations
Online_1 90429	849	Sustainable facilities-green roofs, solar panels, reviving doors, etc.	Q1	maintenance/ operations
Online_1 90429	857	More native trees and plants placed in available green spaces and tree lawns.	Q1	maintenance/ operations
Online_1 90429	859	Modernize to build efficiency and save costs.	Q1	maintenance/ operations
Online_1 90429	860	Central coordination, planning and communication. Lack of duplication. Cost consciousness.	Q1	maintenance/ operations
Online_1 90429	862	Rehab or rebuild the locker rooms at Thornton pool. Allow swimmers and others to have their own private locker rooms separate from hockey.	Q1	maintenance/ operations
Online_1 90429	863	Keeping sports fields in better condition	Q1	maintenance/ operations
Online_1 90429	866	Better outside playgrounds, redo Thornton tennis courts, update and fix SMS	Q1	maintenance/ operations
Online_1 90429	877	As a parent of a Shaker student-athlete who swims, I would love to see updated pool facilities. Clearly, the 2 indoor pools @WO and the MS are tired & cost a lot to maintain & repair.	Q1	maintenance/ operations
Online_1 90429	886	The Woodbury and Middle School pools need to be overhauled so that they do not frequently breakdown. Also preserve our libraries, which are superb.	Q1	maintenance/ operations

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	Online_1 90429	888	KEEP BOTH LIBRARIES OPEN	Q1	maintenance/ operations
	Online_1 90429	890	Capitalize on our big differentiators: sidewalks, mature trees, natural areas.	Q1	maintenance/ operations
	Online_1 90429	893	Upgrade, update, modernize, contemporize - look to attract the next generation to live in Shaker Hts.	Q1	maintenance/ operations
	Online_1 90429	896	Keep the historic look and integrity. Not like VADistrict.....	Q1	maintenance/ operations
	Online_1 90429	905	Beyond updates needed for the schools which are underway the community would benefit significantly from a modern library and more substantial and updated community recreation/workout facility that may require a fee for use	Q1	maintenance/ operations
1	Morning	430	Rec. Center	Q1	new facility / type / use / amenity
2	Morning	439	Senior Housing- apt or condo, I loved living	Q1	new facility / type / use / amenity
2	Morning	441	Rec center with improved indoor 4 season	Q1	new facility / type / use / amenity
2	Morning	443	Access to community meeting room	Q1	new facility / type / use / amenity
3	Morning	450	Rethink/reconfigure middle school and library campus (look at past plan) increase transformational change *this wasn't a only process only or school level	Q1	new facility / type / use / amenity
3	Morning	451	Thornton to triangle to Beachwood style water park, update ice rink to be full size	Q1	new facility / type / use / amenity
3	Morning	452	Repurpose buildings to add elder living (55t independents living)/elder care/ multigenerational (i.e. Italian Village with housing and restaurants)	Q1	new facility / type / use / amenity
3	Morning	453	Library/county building- rec center new facility / type / use / amenity, geography very important	Q1	new facility / type / use / amenity
3	Morning	454	Library- mixed-use new facility / type / use / amenity with housing	Q1	new facility / type / use / amenity
5	Morning	464	Café in library	Q1	new facility / type / use / amenity

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5	Morning	465	Library reading garden/living wall	Q1	new facility / type / use / amenity
5	Morning	466	Noise buffering performance space lighting	Q1	new facility / type / use / amenity
5	Morning	468	Splash park (Lyndhurst/Brainard)	Q1	new facility / type / use / amenity
5	Morning	469	Arts District (Lee Road near Dealership)	Q1	new facility / type / use / amenity
6	Morning	473	rec center	Q1	new facility / type / use / amenity
6	Morning	477	Dog park	Q1	new facility / type / use / amenity
6	Morning	479	Center focused on health services- link to UH or Cle. Clinic	Q1	new facility / type / use / amenity
6	Morning	482	Performing arts space	Q1	new facility / type / use / amenity
9	Morning	497	Relocating fitness, pool, rink facilities (maybe to SMS site)	Q1	new facility / type / use / amenity
9	Morning	498	Reconsider of all schools (open and closed) as community/neighborhood hubs i.e. Ludlow	Q1	new facility / type / use / amenity
9	Evening	499	Rethink bus garage to more community	Q1	new facility / type / use / amenity
9	Evening	500	Friendly area with multi use new facility / type / use / amenity	Q1	new facility / type / use / amenity
9	Evening	504	More flexible spaces, which can also generate revenue	Q1	new facility / type / use / amenity
9	Evening	508	Could schools be an K-12 per neighborhood? Like old 1 room school house?	Q1	new facility / type / use / amenity
5	Evening	509	1st class rec/health center/fitness/gym, pool	Q1	new facility / type / use / amenity

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5	Evening	510	Cultural ctr/ might be all together	Q1	new facility / type / use / amenity
5	Evening	511	24 hour access to teen rec center, internet, social, indoor spaces open all the time, would draw from other communities	Q1	new facility / type / use / amenity
5	Evening	512	Sussex - could be indoor tech center as well as indoor playground- leverage RTA	Q1	new facility / type / use / amenity
5	Evening	516	Cultural center- arts and performance	Q1	new facility / type / use / amenity
7	Evening	517	Boat house	Q1	new facility / type / use / amenity
7	Evening	521	Indoor pool at Thornton- open all year round (heated labs)	Q1	new facility / type / use / amenity
7	Evening	523	Bring back Movie theater- Shaker Theater	Q1	new facility / type / use / amenity
1	Evening	531	Teen hub with arts, rec	Q1	new facility / type / use / amenity
1	Evening	535	Expand Thornton Park building up to 2nd floor	Q1	new facility / type / use / amenity
6	Evening	536	Large flexible community center, welcoming to variety of audiences	Q1	new facility / type / use / amenity
6	Evening	537	Party center that could be rented out (revenue source) (prohibition of alcohol now an impediment)	Q1	new facility / type / use / amenity
6	Evening	539	Amphitheater outdoor performance space	Q1	new facility / type / use / amenity
6	Evening	541	More flexible space and more flexible usage of facilities	Q1	new facility / type / use / amenity
10	Evening	549	Comprehensive rec center	Q1	new facility / type / use / amenity
10	Evening	550	Teen center- if not Thornton, some existing buildings	Q1	new facility / type / use / amenity

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10	Evening	552	Really need community meeting spaces for community groups, etc.	Q1	new facility / type / use / amenity
3	Evening	553	Performing arts center	Q1	new facility / type / use / amenity
3	Evening	555	Community center	Q1	new facility / type / use / amenity
3	Evening	556	Library- city shared resources in Moreland	Q1	new facility / type / use / amenity
2	Evening	561	More affordable housing options for seniors	Q1	new facility / type / use / amenity
2	Evening	562	More nice dependent living options in Shaker	Q1	new facility / type / use / amenity
	Online_1 90418	564	I would love to see a central civic area, with important services like City Hall, the library, and a recreation new facility / type / use / amenity (indoor track, basketball courts, etc.) in one walkable campus.	Q1	new facility / type / use / amenity
	Online_1 90418	566	Move all city buildings and main library buildings to Van Aken District	Q1	new facility / type / use / amenity
	Online_1 90418	567	I think re-establishing a boat house at Lower Lake would be a unique differentiator for the community.	Q1	new facility / type / use / amenity
	Online_1 90418	568	I want a rec center with an indoor pool for the city and the teams in Shaker.	Q1	new facility / type / use / amenity
	Online_1 90418	575	indoor pool	Q1	new facility / type / use / amenity
	Online_1 90418	576	centralized recreation center, with indoor facilities including pool. Joint effort city and school district	Q1	new facility / type / use / amenity
	Online_1 90418	581	Makerspace- a place for community members to collaborate and innovate together.	Q1	new facility / type / use / amenity
	Online_1 90418	582	New pool new facility- The middle school and woodbury pools have had recent mechanical issues and its possible these continue.	Q1	new facility / type / use / amenity

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Online_1 90418	583	Recreation center similar to Solon, cultural art center similar to solon, indoor pool facilities for swim team, kids, seniors, community. Check out Solon, Strongsville, Twinsburg, Cuyahoga Falls, etc....	Q1	new facility / type / use / amenity
Online_1 90418	588	put a cafe in the library; build a central rec new facility with ample programming for teens after school; make sure spaces are accessible; re-imagine what an intentionally diverse community should look like and act accordingly	Q1	new facility / type / use / amenity
Online_1 90418	590	Take the empty space South across from Thornton, put a community center like Cleveland Heights or JCC with gym, pool and workout. Or buy the rights to Highland Hills golf course such that we have have opportunity to turn it into a park if ever transition.	Q1	new facility / type / use / amenity
Online_1 90418	593	We need more recreation facilities accessible to youth in Moreland, Lomond and Ludlow. We need to make our facilities environmentally sustainable. Renovation of libraries to bring them up to 21st century needs with more space for both quiet study/ reading and for collaborative work and social engagement. Would like to see community fitness facilities.	Q1	new facility / type / use / amenity
Online_1 90418	595	Cohesive, multi-faceted complex on existing Thornton Park site. Shuttle service from points west in Shaker.	Q1	new facility / type / use / amenity
Online_1 90418	597	Recreational new facility amenity for our youth	Q1	new facility / type / use / amenity
Online_1 90418	600	Shaker needs a real youth center or rec center that is welcoming to teens, especially teens from south of Van Aken. We need a real rec center with indoor basketball, tennis, walking track. and rooms for fitness classes. Weight room too.	Q1	new facility / type / use / amenity
Online_1 90418	601	Shared space facilities. i.e preschools in libraries, basketball courts in unused city garages.	Q1	new facility / type / use / amenity
Online_1 90418	603	Build a real recreation/fitness center across warrensville from the VAD!	Q1	new facility / type / use / amenity

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Online_1 90418	607	Maybe some more imaginative play areas for kids.	Q1	new facility / type / use / amenity
Online_1 90418	608	I think that the recreation center and pool complex are due for a large update and expansion. One key feature that is lacking from our pools is a zero depth entry. An expansion would also allow for additional child care, fitness, and room rental opportunities.	Q1	new facility / type / use / amenity
Online_1 90418	609	Improve the rink and add a second rink. Allow canoeing at Shaker Lakes. Improve the library facilities.	Q1	new facility / type / use / amenity
Online_1 90418	611	Tear down middle school, leaving auditorium and pool for community access and arts. Reapportion grades to make rest of square footage work. Combine Bertram woods library and sell the woods property for commercial development with a reserved area for a dog park. Invite a commercial operator into lower lake for summer offerings like paddle board yoga and learn to paddle canoe lessons. Allow For micro rezoning of carefully selected private properties that could become tea houses or b&b with lakes views and bike rental.	Q1	new facility / type / use / amenity
Online_1 90418	617	I go back and forth on a rec center. On one hand, I'm not convinced we need one because there are so many other options nearby. On the other hand, they are terrific gathering centers, particularly for families. I suppose a full-scale rec center that could compete with the likes of Lifetime and the JCC would be popular. Of course, it would also require the city to take on the function of operating it and making sure it had sufficient space.	Q1	new facility / type / use / amenity
Online_1 90418	615	The empty space near the Avalon building is an eyesore and a waste, and it's in one of the most prominent locations in the city, right along Van Aken. I realize there are longer-term housing development plans, but those don't appear to be anywhere near getting started. As a Fernway resident, I can tell you we have a neighborhood with non-existent green space. That empty space could be a wonderful park within walking distance to Fernway. Frankly, I don't care what happens with it, as long as it's something productive and valuable.	Q1	new facility / type / use / amenity

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		619	2) Shaker's current recreational facilities are very poor compared to any comparable neighboring community. It seems like there was a huge lost opportunity when Thornton park was redone ~15 years ago and places like Lifetime swooped in to fill the gap. A true comprehensive rec center would be wonderful!	Q1	new facility / type / use / amenity
	Online_1 90429	812	One community recreation facility that could accommodate youth and adult activities: after school programs, summer programs, continuing Ed programs, exercise classes (an indoor pool would be awesome);	Q1	new facility / type / use / amenity
	Online_1 90429	814	Shaker needs a central rec center. Place to work out, hold classes, swim.	Q1	new facility / type / use / amenity
	Online_1 90429	816	Nicer pool, easier access, more accepting of the whole community population	Q1	new facility / type / use / amenity
	Online_1 90429	821	I'd like to see different types of playgrounds in Shaker. The school playgrounds seem to have similar play structures. It's nice to visit playgrounds outside Shaker as they have different playing options (e.g., Preston's Hope).	Q1	new facility / type / use / amenity
	Online_1	824	Rec center	Q1	new facility /
	Online_1 90429	825	Exoanded Rec center with programming, indoor/outdoor basketball, pool eat. Basically an exoanded Thornton. Teen center, computers, could even be connected to a library. Facility like the JCC. Right now we have programming at the library for teens, career services, meeting space. We have other buildings doing some of the same - Thornton, teen center etc, but it should be centralized and connected.	Q1	new facility / type / use / amenity
	Online_1 90429	826	Recreation center similar to Fairview park	Q1	new facility / type / use / amenity
	Online_1 90429	830	Large recreation center with indoor pool, gym, rink, classes.	Q1	new facility / type / use / amenity
	Online_1 90429	833	Build a place for teens- cafe/bowling/skating/games/hangout	Q1	new facility / type / use / amenity
	Online_1 90429	835	Pickleball courts	Q1	new facility / type / use / amenity

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	Online_1 90429	839	It would be great if Thornton had a community gym, multi-purpose rooms and rec space for kids	Q1	new facility / type / use / amenity
	Online_1 90429	842	I'd like to see a rec center that caters to adults as well such as having a fitness center. It would be great if the Shaker Country Club could be city owned.	Q1	new facility / type / use / amenity
	Online_1 90429	845	Expand Thornton park and integrate it into the Van Aken district and install a dog park there.	Q1	new facility / type / use / amenity
	Online_1 90429	847	indoor pool, pedestrian bridges over busy intersections	Q1	new facility / type / use / amenity
	Online_1 90429	861	Distributed playground in neighborhoods for community play.	Q1	new facility / type / use / amenity
	Online_1 90429	867	build a turf athletic field on the Van Aken lot that was meant for the second phase of condo development (by Heinens). This will add much needed athletic field space and would benefit the businesses in that shopping center	Q1	new facility / type / use / amenity
	Online_1 90429	868	playable fields that compare to the teams we play against; dog play area; bike and hike trails	Q1	new facility / type / use / amenity
	Online_1 90429	869	Indoor pool	Q1	new facility / type / use / amenity
	Online_1 90429	872	That we need to look at building a full recreational/ community center that would not be based around education, but based around recreation, active/ healthy lifestyle, and sportsmanship.	Q1	new facility / type / use / amenity
	Online_1 90429	873	better ice rink, rec center	Q1	new facility / type / use / amenity
		875	use the Bertram Woods space for a rec center.	Q1	new facility / type / use / amenity
	Online_1 90429	878	Develop a large, multi purpose rec center with indoor and outdoor equipment (like Solon)	Q1	new facility / type / use / amenity
	Online_1 90429	879	Like playground facilities for children, parks could use equipment suitable for adults to use as is done in Asian areas.	Q1	new facility / type / use / amenity
	Online_1 90429	880	Having a gym/rec center where kids can hang out, work out equipment and a track	Q1	new facility / type / use / amenity

5. Raw Input and Notes

Online_1 90429	884	We absolutely and urgently need a dog park as well as city-monitored waste bags and collection sites. We ARE a dog-saturated community and this fact is minimized and ignored.	Q1	new facility / type / use / amenity
Online_1 90429	885	shared affordable facilities with indoor track and modernized indoor pool; building being used to capacity	Q1	new facility / type / use / amenity
Online_1 90429	892	A Rec Center!	Q1	new facility / type / use / amenity
Online_1 90429	894	it would be great to have a park or facility capable of having music events	Q1	new facility / type / use / amenity
Online_1 90429	897	1. Rethink the hs/Woodbury/Onaway/admin campus- move the admin building off this campus, bring ic here (currently in community building basement) and make this a Woodbury/middle school/ hs campus (easier access for those working between those buildings and kids who travel during the school day for advanced classes)	Q1	new facility / type / use / amenity
Online_1 90429	898	2. Combine Bertram woods and Ms campus and make into community campus- fields swimming library (then redo Thornton park - full size ice rink and pool)	Q1	new facility / type / use / amenity
Online_1 90429	900	Bike trails, community fitness facilities, larger hockey rink, 1 library (not 2!!!!)	Q1	new facility / type / use / amenity
Online_1 90429	901	Spaces that promote a sense of community, vibrancy, and resident health.	Q1	new facility / type / use / amenity
Online_1 90429	902	A sports complex with lights.	Q1	new facility / type / use / amenity
Online_1 90429	907	A new or expanded rec center either part of thornton or as secondary facility with other amenities - our history (of rich socialites) and country club memberships has meant we fall way behind in community rec facilities since most of this need was met through a club membership (Shaker CC, CSC, and others)	Q1	new facility / type / use / amenity

5. Raw Input and Notes

	Online_1 90429	908	Create a recreation building for ALL - like Lifetime Fitness in Beachwood or The YMCA in Warrensville	Q1	new facility / type / use / amenity
	Online_1 90429	909	Large indoor rec center with indoor pool, basketball courts, fitness facilities with treadmills, free weights and weight machines, studios with fitness classes.	Q1	new facility / type / use / amenity
2	Morning	440	Multi-generational new facility / type / use / amenity and programming	Q1	programming
2	Morning	442	Collaborate with UH for wellness with city and schools	Q1	programming
2	Morning	444	Amenities to serve in home workers	Q1	programming
3	Morning	455	Library- lunch programs, snacks, more services for community, garden, teens	Q1	programming
3	Morning	456	Space for teenagers- programming for teenagers. Where are they welcome?	Q1	programming
4	Morning	463	More community gatherings/events to build sense of community	Q1	programming
6	Morning	475	Flexible community space and multi-tasking buildings	Q1	programming
6	Morning	483	Vocational training (more for kids who are not college bound)	Q1	programming
7	Morning	488	John Carroll- summer camps, why not keep in community?	Q1	programming
9	Morning	493	Winter farmers market in Shaker, builds community	Q1	programming
9	Evening	502	Multi-generational facilities	Q1	programming
9	Evening	503	Make use of and goal of 1B programs in school to have intergenerational learning	Q1	programming
5	Evening	514	Public teen center not in a basement of a church public team space	Q1	programming
7	Evening	524	Highlight the history of Shaker	Q1	programming
1	Evening	530	Gaming space and SH Hts community website for teens	Q1	programming
1	Evening	532	Movie Theatre/art theatre	Q1	programming
1	Evening	533	multigenerational	Q1	programming
1	Evening	534	Vocational training center at H.S. in Shaker	Q1	programming
3	Evening	557	Community support for schools and families	Q1	programming
3	Evening	558	Inter-generational interaction	Q1	programming
3	Evening	559	Get kids out of basements and into the community	Q1	programming
	Online_1 90418	580	Alternatives to our digital culture	Q1	programming
	Online_1 90418	585	More space for teens, more things to attract young families , rebuild Fernway	Q1	programming
	Online_1 90418	596	More opportunities for ACTIVE seniors	Q1	programming

5. Raw Input and Notes

	Online_1 90418	598	Programming that is attractive and available to all residents of Shaker, adults as well as youth.	Q1	programming
	Online_1 90418	616	Alternatively, the city, in the interest of meeting the needs of its residents, should consider partnering with the school on figuring out and funding the reconfiguration of the Fernway playground/park area when the school reopens.	Q1	programming
	Online_1 90429	834	Better rotating use (especially schools, who need certain facilities during the school day but which would be worthwhile to the community outside the school day)	Q1	programming
	Online_1 90429	865	Increasing the number of Activities that include multiple generations	Q1	programming
	Online_1 90429	883	More community wide events	Q1	programming
	Online_1 90429	910	Use the neighborhood schools & facilities to create programming.	Q1	programming
1	Morning	429	Flexible facilities adaptable to changing demographics	Q1	utilization/ access
1	Morning	435	Combine buildings to maximize greenspace	Q1	utilization/ access
1	Morning	436	Directly addressing projected declining school enrollment	Q1	utilization/ access
1	Morning	437	Accessibility and inclusivity beyond ADA requirements	Q1	utilization/ access
2	Morning	445	Create nontraditional hours of rec	Q1	utilization/ access
2	Morning	447	Streamline comm. Bldgs/room/space reservation	Q1	utilization/ access
3	Morning	449	Denser development and better use of land (Up and out)	Q1	utilization/ access
3	Morning	457	Arrange pieces for highest and best use.	Q1	utilization/ access
4	Morning	462	Majority of taxes go to schools but fewer and fewer school age children. Make better use of school buildings for	Q1	utilization/ access
6	Morning	476	Year round access to schools	Q1	utilization/ access
6	Morning	480	Evaluate the equitableness of our community facilities- provide to everyone fairly	Q1	utilization/ access
6	Morning	481	Better use of Colonnade area outside library	Q1	utilization/ access
7	Morning	485	Lee Rd, Van Aken	Q1	utilization/ access

5. Raw Input and Notes

7	Morning	486	Youth Center and centralized rec center in Chagrin Lee, expanding rec facilities near Thornton for all areas, using middle school site for combined use for schools, library and community looking at redistributing students in all schools for best use and buildings (Move high school to middle school, performing arts center at middle school theater)	Q1	utilization/ access
7	Morning	487	Fine arts share facilities art classes in evenings	Q1	utilization/ access
9	Morning	489	Consolidation and repurposing of underused facilities (STJ)	Q1	utilization/ access
9	Morning	490	Focus on future needs/use- long-term	Q1	utilization/ access
9	Morning	491	Rethinking school configurations/breakdowns/i.e. K-6, 7-8 @ WB, 9-12 HS (SMS site)	Q1	utilization/ access
9	Morning	492	Year -round access to fitness facilities at Thornton	Q1	utilization/ access
9	Morning	495	ADA accessibility and not just to letter of law, but comfortable and welcoming	Q1	utilization/ access
9	Evening	507	Reconfiguration of school system grades and utilize 1 K-12 magnet experimental school	Q1	utilization/ access
6	Evening	538	Look at if some buildings could be combined, provide services from fewer buildings	Q1	utilization/ access
6	Evening	544	Identify vacant buildings or city-owned lots for potential business sites	Q1	utilization/ access
10	Evening	545	Regional savings to reduce taxes or use taxes more purposefully	Q1	utilization/ access
10	Evening	546	Opening libraries for meeting rooms and community space	Q1	utilization/ access
10	Evening	547	Community building rooms not adequate	Q1	utilization/ access
10	Evening	548	Indoor pool at MS campus	Q1	utilization/ access
	Online_1 90418	563	More use of space for community events/lectures	Q1	utilization/ access
	Online_1 90418	577	Have facilities open for youth group activities and for empty nester group activities	Q1	utilization/ access

5. Raw Input and Notes

	Online_1 90418	578	The community needs two indoor pools to accommodate the multiple practice groups using them (all of the Shaker Sharks club teams) and the excellent emphasis on swimming as an INCLUSIVE safe and health-promoting sport in the physical education curriculum. It is unique for a city school system to offer swimming as part of the curriculum. Two pools are necessary because when one breaks down, it does not require all practices be cancelled in the middle of a busy season.	Q1	utilization/ access
	Online_1 90418	604	Make sure there's a playground in every neighborhood that KIDS can walk to by themselves.	Q1	utilization/ access
	Online_1 90418	605	Find efficiencies not only in the number of facilities, but also in their operations.	Q1	utilization/ access
	Online_1 90418	606	All on one campus	Q1	utilization/ access
	Online_1 90418	618	1) The footprint of our schools needs to be scaled to our current and expected future enrollment, and then the new new facility / type / use / amenity plan needs to be updated to become state of the art teaching facilities with equitable programming and opportunities across all schools vs. the existing situation where so much of the "extras" in the schools are funded by PTOs with incredibly disparate budgets.	Q1	utilization/ access
2	Evening	620	Facilities that are inclusive for all residents- for the entire community, could be tied in with the library	Q1	utilization/ access
	Online_1 90429	815	Consolidate. Too many old buildings.	Q1	utilization/ access
	Online_1 90429	817	Challenged-accessible	Q1	utilization/ access
	Online_1 90429	828	the outdoor spaces & parks could be even better adapted for family time. This did not let me state that I spend as much time at the library as the fields (poor design of survey). however, I do think the library should merge with Cuyahoga County if it would free up cash.	Q1	utilization/ access
	Online_1 90429	843	Fishing docks on Horseshoe and Lower Shaker Lakes, with access for kayaks and canoes. Fishing should be restricted to catch and release, and barbless hooks.	Q1	utilization/ access
	Online_1 90429	850	Recreation facilities accessible to residents in lower income parts of the community;	Q1	utilization/ access

5. Raw Input and Notes

	Online_1 90429	864	Revisit the middle school project. We need to transform that space, including Bertram Woods, to better use it for COMMUNITY and school planning.	Q1	utilization/ access
	Online_1 90429	871	Modern facilities in historic buildings	Q1	utilization/ access
	Online_1 90429	887	Better coordination of facility use (school pools available to public when not in use by students and Sharks); full-service fitness options for working adults; access for teens to developmentally appropriate spaces and activities during out-of-school time.	Q1	utilization/ access
	Online_1 90429	832	Keep the libraries. Keep the sense of community. Respect the history. (I grew up here, left, and returned. I have roots here)	Q1	utilization/ access
	Online_1 90429	838	Keep doing what you're doing	Q1	utilization/ access
	Online_1 90429	846	Diversity, accessibility and convenience.	Q1	utilization/ access
1	Morning	622	More discussions like this	Q2	collaboration
3	Morning	637	Scheduling complications- how to address? Coordination?	Q2	collaboration
3	Morning	638	Community calendar- app populated by various groups	Q2	collaboration
3	Morning	639	St. Dominic's gym- loop in put schools and churches	Q2	collaboration
4	Morning	645	More collaboration with private schools going forward. They are more valuable but we don't have a strong relationship	Q2	collaboration
6	Morning	651	Better communication and awareness of programs/events- all entities have their own streams- difficult to filter	Q2	collaboration
6	Morning	656	Better partnerships between schools and library	Q2	collaboration
9	Morning	661	Continued collaboration between City, schools, library	Q2	collaboration
9	Morning	663	Create a funding mechanism that would address all 3 entities together	Q2	collaboration
9	Morning	664	Take opportunities to collaborate and share as often as possible- don't compete with one another	Q2	collaboration
5	Evening	671	Cost-sharing	Q2	collaboration
7	Evening	678	Central booking for community amenities/spaces	Q2	collaboration
6	Evening	687	Cooperation and coordination between the 3 authorities should go on at all times	Q2	collaboration
6	Evening	690	Regular, intentional discussions about these issues	Q2	collaboration

5. Raw Input and Notes

10	Evening	695	Quick access to event info on website shared calendar to join other events	Q2	collaboration
10	Evening	702	One stop shop for meeting space reservation	Q2	collaboration
3	Evening	710	Better community calendar/communications/app	Q2	collaboration
2	Evening	716	Survey all different sports agencies to determine what is actually needed	Q2	collaboration
	Online_1 90418	738	share resources within the city and use county resources to reduce costs	Q2	collaboration
	Online_1	741	Partnerships among entities in town (town hall, BOE, library)	Q2	collaboration
	Online_1 90418	758	City schools work together	Q2	collaboration
	Online_1 90418	766	I think my suggestion about joint permanent improvement levies would go better here. I don't even know if that's possible as a matter of state law. But Shaker seems to be in a unique situation where it has the potential for tremendous collaboration, and this would be a way to tap into that.	Q2	collaboration
	Board_19 0449	792	Entities should consider joint investment on shared facilities, such as green space, fields, sport courts, etc.	Q2	collaboration
	Board_19 0451	794	The financial burden of fields maintenance should be shared between the entities that use them.	Q2	collaboration
	Board_19 0454	797	Important to build off the strong neighborhood culture within Shaker.	Q2	collaboration
	Board_19 0455	798	Many churches such as Plymouth and Christ Episcopal have large meeting areas that many outside groups use – including the City. Important to consider them and their spaces.	Q2	collaboration
	Board_19 0456	799	We need a formalized list of the needs of all relevant community entities in Shaker in order to find overlap. Including the private schools.	Q2	collaboration
	Board_19 0459	802	We need to be thinking about neighboring communities and ways to collaborate with them. What types of facilities do neighboring communities have that Shaker residents could use? Vice-versa?	Q2	collaboration
	Board_19 0464	807	Schools have great spaces and resources that the general public could use and benefit from. Ex. Makers Spaces, Art rooms, Workshops. Can schools be expanded to include broader community education and programming? Lifelong learning facilities and/or community facilities	Q2	collaboration

5. Raw Input and Notes

Board_19 0465	808	Might want to reach out to RTA for their input. A good number of facilities are located along or nearby the rapid transit routes. Need to make sure the rapid is part of Shaker's future.	Q2	collaboration
Board_19 0466	809	Bellefaire JCB should be included in the discussion. Invite them to the upcoming meetings.	Q2	collaboration
Board_19 0467	810	Need to discuss the current Task Force composition and the official name for the group. The current group may not best represent the rich diversity of the community.	Q2	collaboration
Online_1 90429	912	Coordinating calendars for community events and continuing to reach out and involve more neighbors in events (and never stopping efforts to reach out) make a difference.	Q2	collaboration
Online_1 90429	941	Better open communication across the city between various entities will create better collaboration. To many people are very proprietary with their programs. Hurts everyone	Q2	collaboration
Online_1 90429	943	SHARE. COORDINATE. Avoid duplication - programming, athletic fields, libraries, pools, meeting space.	Q2	collaboration
Online_1 90429	947	More cooperation with neighboring communities to consolidate services and save costs (fire, ems, libraries, etc.)	Q2	collaboration
Online_1 90429	948	Central overall leadership. Look at programs and facilities across all. Example pools at MS, Woodbury, Thornton. Libraries 2 SHPL, MS, HS. Playgrounds and parks trails at schools too. Look at big picture what is needed and what is available. Be cost and tax conscious.	Q2	collaboration
Online_1 90429	966	More collaboration between facilities. Use facilities to support equity programming.	Q2	collaboration
Online_1 90429	967	Improve communication among each other. Too many silos, more partnership	Q2	collaboration
Online_1 90429	978	If they could share some costs that might overlap (snow plow services) that would consolidate costs.	Q2	collaboration
Online_1 90429	981	Communication would be a great place to start. I've heard a lot of people confuse this with Fernway Forever.	Q2	collaboration
Online_1 90429	982	I love the idea of merging resources. However, if we do that, will these facilities/resources be in an area reached by those who don't have transportation? Please consider equity and inclusion in your decisions.	Q2	collaboration

5. Raw Input and Notes

	Online_1 90429	985	A helpful attitude of goodwill and NOT arrogance; safety issues	Q2	collaboration
1	Morning	624	Portable hot spots for access to WiFi	Q2	connectivity
1	Morning	626	Less silo-ing between school buildings	Q2	connectivity
2	Morning	631	Embrace 5G wireless	Q2	connectivity
2	Morning	633	Access to free wifi - city	Q2	connectivity
3	Morning	640	Traffic enforcement needs to be more robust to increase ped/bike safety "No speeding in Shaker"	Q2	connectivity
3	Morning	641	Better usage of facilities and improved connectivity, Asset-rich but coordinate poor; disconnected b/c multiple facilities	Q2	connectivity
6	Morning	649	Better trail linkages between all facilities	Q2	connectivity
7	Morning	657	Expand bike trail and walking trail program expand and find funding, bike share program	Q2	connectivity
7	Morning	658	Bike paths to schools for kids to commute, bike parking	Q2	connectivity
9	Evening	667	More connectivity	Q2	connectivity
9	Evening	668	Better crossing and lighting on streets especially on Lee	Q2	connectivity
3	Evening	703	Activity hubs connection, trails, bikes, etc. Safe routes	Q2	connectivity
3	Evening	704	Connectivity between main thoroughfares	Q2	connectivity
3	Evening	712	Shuttle service around the city	Q2	connectivity
	Online_1 90418	740	- better connectivity between facilities and the neighborhoods - re-imaging the facilities (i.e. main library green space) as a "trailhead", working programming opportunities to "activate" these spaces to engage better with the	Q2	connectivity
	Online_1 90418	754	Better linkage between the facilities....bike paths/more walking trails like Beachwood/Shaker trail.	Q2	connectivity
	Online_1 90418	761	An expansion of the protected bike lane options through the city would be most welcome. Especially those that would connect facilities to each other.	Q2	connectivity
	Board_19 0427	770	RTA: a pass for residents for in-Shaker travel	Q2	connectivity
	Board_19 0430	773	RTA: app that works and people will use	Q2	connectivity
	Board_19 0431	774	network of safe routes that you could go by foot or bike	Q2	connectivity
	Board_19 0435	778	improve biking on streets, make more bike-friendly eg on Lee Road, Warrensville Center	Q2	connectivity
	Online_1 90429	914	Connected better with trails/greenway	Q2	connectivity

5. Raw Input and Notes

Online_1 90429	926	Bike paths everywhere	Q2	connectivity
Online_1 90429	932	Prioritize the charm, convenience, and safety of walking and biking, because enticing people out of their cars allows them to meet and chat, which gradually builds neighborhood cohesion--which in turn builds citizen engagement citywide.	Q2	connectivity
Online_1 90429	934	Bike riding/commuting remains a challenge. 12 year olds have a hard time with Shaker Blvd., Warrensville Center Road, Lee Rd., etc.	Q2	connectivity
Online_1 90429	938	Sustainable building practices; Rework Lee between Scottsdale and Ambleside to make it more bike and pedestrian friendly; Build recreation facilities in or near Moreland and Lysol's and stop locking residents out of fields;	Q2	connectivity
Online_1 90429	949	More bicycle lanes and trails.	Q2	connectivity
Online_1 90429	959	Better information on what's available	Q2	connectivity
Online_1 90429	972	we love mountain biking, and would appreciate more delineation in what trails we are able to use for that	Q2	connectivity
Online_1 90429	979	Develop more walkable attractions and bike paths	Q2	connectivity
Online_1 90418	737	Get rid of old apartment buildings, dilapidated housing, use land to bring in businesses that pay taxes like Beachwood and Solon have	Q2	economic development
Online_1 90418	750	Encourage volunteerism. Lower taxes; find other sources of income rather than so much burden to home owners.	Q2	economic development
Board_19 0443	786	median strip is city-owned, undeveloped. Develop a plan for use/ recreation.	Q2	economic development
Board_19 0445	788	While not a facility, innovations and new approaches regarding broadband and technology should be explored within this process. Maybe cost savings could be found if all three entities provided these amenities/needs in a joint fashion.	Q2	economic development
Board_19 0450	793	More buildings/space could be leased between the three entities. However, a lease might not best represent the sharing nature of this effort. A Memorandum of Understanding might be more appropriate.	Q2	economic development

5. Raw Input and Notes

	Board_19 0452	795	Setting aside dollars, maybe some facilities (i.e. fields) need to be thought of as a “community facility” rather than a city facility, school facility, etc. A new method to fund and	Q2	economic development
	Online_1 90429	929	Lower taxes	Q2	economic development
	Online_1 90429	939	still think a county library facility would save us tax dollars and create a modern facility.	Q2	economic development
	Online_1 90429	958	Share costs for things such as snow removal, etc.  Currently love access to sports fields for youth activities.	Q2	economic development
2	Morning	636	Retrofit school buildings with A/C for summer community use	Q2	maintenance/op erations
4	Morning	643	Minimize overhead cost, sharing resources and facilities	Q2	maintenance/op erations
6	Morning	653	Zoned air conditioning for high use spaces	Q2	maintenance/op erations
6	Evening	688	Older buildings retrofitted to be more energy-efficient do cooperative buying to make it more affordable e.g. solar panels	Q2	maintenance/op erations
6	Evening	689	More trash receptacles at schools, parks, think about plastic	Q2	operations
10	Evening	700	Updated facilities- bright, innovative, collaborative spaces with modern furniture, white boards, pleasant décor	Q2	maintenance/ operations
10	Evening	701	Make existing spaces more inviting	Q2	maintenance/ operations
	Online_1 90418	725	the Woodbury and MS pools have both had mechanical failures and shutdown in 2019. they need updated.	Q2	maintenance/ operations
	Online_1 90418	734	Continue field trips to the community facilities and resources. Continue funding programs with partially offset costs to low income families so that their kids can participate. Maintain trails and nature areas, those are so important and a huge part of what Shaker is and what brings good people here.	Q2	maintenance/ operations
	Online_1 90418	735	Establish a long term commitment to maintaining and improving pool (indoor and outdoor) facilities and guaranteeing availability and access for the future. Shaker has a unique resource in local pool availability that is a competitive advantage when attracting new residents.	Q2	maintenance/ operations
	Online_1 90418	747	Less government interference/ more maintenance of trails, etc. Keep dogs on leashes.	Q2	maintenance/ operations

5. Raw Input and Notes

Online_1 90418	756	The parks surrounding Shaker Lakes are full of dead trees and downed branches. The natural look has gone a bit far. The broken curbing at the Lower Lake hopefully will be replaced with better materials that last longer. The lakes are beautiful focal points within the community yet the City does little to celebrate them. Once the rehabilitation of the dams is complete, we should celebrate this centerpiece to Shaker life. We also should highlight the gorgeous architecture that makes Shaker a unique neighborhood.	Q2	maintenance/ operations
Online_1 90418	759	Similar to Strongsville facilities at low cost	Q2	maintenance/ operations
Online_1 90418	765	1. Don't skimp on city services and upkeep—keep the city clean, keep tree lawns well-maintained, schools and playgrounds looking well cared for, etc 2. Don't neglect south-of-VanAken properties!	Q2	maintenance/ operations
Board_19 0429	772	RTA: better stops, shelters, etc, make trains run more convenient	Q2	maintenance/ operations
Board_19 0433	776	building sustainability	Q2	maintenance/ operations
Board_19 0444	787	make Thornton more visible.	Q2	maintenance/ operations
Board_19 0463	806	Need to remove barriers and make people feel welcome at ALL parks in the community. Right now, some people feel unwelcome or unsafe at certain parks.	Q2	maintenance/ operations
Online_1 90429	922	our fields are embarrassing to outsiders. no bathrooms or areas to sit at for people who have travelled far. our beautiful green spaces, while in some places revitalized slightly could have even more done to draw out families	Q2	maintenance/ operations
Online_1 90429	935	Clean up the area between Lee and Chagrin and make the library an more inviting place. I feel that the area is not safe.	Q2	maintenance/ operations
Online_1 90429	937	security, security, security	Q2	maintenance/ operations
Online_1 90429	940	More playgrounds. Updated pool.	Q2	maintenance/ operations
Online_1 90429	945	Plant native perennial plants and trees along with annuals for better biodiversity.	Q2	maintenance/ operations
Online_1 90429	950	See above. New or vastly improved locker rooms at Thornton Pool.	Q2	maintenance/ operations
Online_1 90429	951	More trash/ recycling and more bike racks!	Q2	maintenance/ operations
Online_1 90429	953	Resurface tennis courts, create a better playground for kids up to 10 or 12	Q2	maintenance/ operations

5. Raw Input and Notes

	Online_1 90429	955	Modernize, upgrade current facilities. Maybe a nice recreation building like CH or Brecksville has	Q2	maintenance/ operations
	Online_1 90429	956	Cleaner bathrooms!!!	Q2	maintenance/ operations
	Online_1 90429	969	Sliding fee scales; modernize existing facilities and make them cleaner	Q2	maintenance/ operations
	Online_1 90429	970	The Woodbury and Middle School pools need to be overhauled so that they do not frequently breakdown. If the costs of renovation and better maintenance are prohibitive, perhaps other funding models can be explored, where the surrounding communities can use the pools outside of school hours for programming.	Q2	maintenance/ operations
	Online_1 90429	973	Build new or upgrade existing community facilities in such a manner as to keep entertainment/recreation local.	Q2	maintenance/ operations
	Online_1 90429	976	(Figure out a way around the library bullies?) Our community athletic fields are terrible. Soccer, softball, baseball. Integrate and plan with the school system. Land is hard to come by- have a master/future plan. Take over/buy land that is not being developed (eg north of Shaker town center along Van aken)	Q2	maintenance/ operations
	Online_1 90429	984	The recreation booklet has remained pretty much the same over the 40 year we have lived here.	Q2	maintenance/ operations
1	Morning	628	welcoming comfortable, Safe--> access, visibility, youth space	Q2	new facility / type / use / amenity
1	Morning	630	Multi-generational community buildings	Q2	new facility / type / use / amenity
5	Evening	672	Multi-use neighborhood based, reorient schools, move Onaway and mercer preschools into middle school; make all K-4s into K-5; make Woodbury into 6-8, form middle school into arts/rec/performance/preschool- pool, fields used by all 24 hour access	Q2	new facility / type / use / amenity
7	Evening	676	Performing arts center	Q2	new facility / type / use / amenity
3	Evening	706	Place for everyone in Shaker to come together	Q2	new facility / type / use / amenity
3	Evening	707	Theatre space	Q2	new facility / type / use / amenity

5. Raw Input and Notes

3	Evening	713	more athletic fields	Q2	new facility / type / use / amenity
2	Evening	719	Some triangles turn into ice rinks and would be nice to see more of this	Q2	new facility / type / use / amenity
2	Evening	720	Shaker needs a nice sledding hill	Q2	new facility / type / use / amenity
	Online_1 90418	723	Consider eliminating the current middle school building and reconfiguring grade levels at other schools to accommodate having one less building.	Q2	new facility / type / use / amenity
	Online_1 90418	731	joint effort with school district towards an indoor new facility / type / use / amenity that includes Olympic pool	Q2	new facility / type / use / amenity
	Online_1 90418	732	centralized recreation center, with indoor facilities including pool. Joint effort city and school district	Q2	new facility / type / use / amenity
	Online_1 90418	742	Need a space for teens to play free of charge	Q2	new facility / type / use / amenity
	Online_1 90418	746	Reviving recreational use of the Shaker Lakes would be a welcome return to the activities past. The ability to paddle around and picnic may be a nostalgic notion shared by too few, but I'd like the topic introduced for consideration.	Q2	new facility / type / use / amenity
	Online_1 90418	762	We need a second rink and the locker rooms at Thornton need to be improved.	Q2	new facility / type / use / amenity
	Board_19 0425	768	Is it time now to reexamine the recreation needs in light of what we see in other cities, what we see at places like the high school and library	Q2	new facility / type / use / amenity
	Board_19 0439	782	dog park in shaker lakes area	Q2	new facility / type / use / amenity
	Board_19 0440	783	teen space, fundamentally addressing space for teens in a cohesive convenient space that will get used	Q2	new facility / type / use / amenity
	Board_19 0441	784	indoor recreation center with a basketball court. Re-imagine Thornton.	Q2	new facility / type / use / amenity

5. Raw Input and Notes

Board_19 0442	785	Reconfigure and partition schools with security and supervision so kids can hang out, make it safe for recreation, study during out of school time	Q2	new facility / type / use / amenity
Board_19 0446	789	There is a great need in the community for shared facilities and meeting space. It would be great if residents had more opportunities to reserve meeting and event space.	Q2	new facility / type / use / amenity
Board_19 0447	790	Modular, movable, and flexible space are all great ideas that should be considered.	Q2	new facility / type / use / amenity
Board_19 0453	796	Need to think about repurposing of Sussex, Moreland, and Ludlow school buildings or ways to work together to make these facilities operate more efficiently. School buildings in general have large timeframes of low usage – how to leverage this?	Q2	new facility / type / use / amenity
Board_19 0460	803	What facilities are coming and what facilities are going? Need to think about lifespan of our current facilities, their current uses, and opportunities for adaptive re-use.	Q2	new facility / type / use / amenity
Board_19 0461	804	Beachwood dog park is exclusive to Beachwood residents – not shared. Example of what we should not do? Also – Shaker residents need a dog park.	Q2	new facility / type / use / amenity
Online_1 90429	921	Get some kind of Performing Arts Center	Q2	new facility / type / use / amenity
Online_1 90429	925	Put a dome over Thornton Pool so it can be used year round.	Q2	new facility / type / use / amenity
Online_1 90429	928	Central indoor recreation like Cleveland heights has	Q2	new facility / type / use / amenity
Online_1 90429	930	Health club	Q2	new facility / type / use / amenity
Online_1 90429	944	Future projects need to have flexible, adaptive community spaces. I would love to see more joint projects with private schools or businesses to share space and resources.	Q2	new facility / type / use / amenity
Online_1 90429	954	More turf athletic fields so kids can play sports through times of frequent rainfall	Q2	new facility / type / use / amenity

5. Raw Input and Notes

	Online_1 90429	962	A year-round community pool would be amazing. Right now, families w/young swimmers or seniors need to go outside of Shaker for swimming when Thornton is closed for the season.	Q2	new facility / type / use / amenity
	Online_1 90429	965	We don't have enough swings on the playgrounds. Playgrounds that are available for little kids when school is in session. A general recreation facility (like a YMCA) might be nice. When my daughter wanted to try out for softball, it was too cold to practice much outside and there were no facilities available in the city for her to use. The middle school athletic director told us we could not use the gym. If you don't ice skate, there really isn't anywhere to go "play" outside in the winter.	Q2	new facility / type / use / amenity
	Online_1 90429	968	More amenities for lower-income homes and get those waste bag stations and that dog park put into place.	Q2	new facility / type / use / amenity
	Online_1 90429	975	Again, we don't have any true facilities, outside of libraries, a rink and swimming pool. And MORE AFFORDABLE RESTAURANTS!	Q2	new facility / type / use / amenity
2	Morning	632	Programs for seniors	Q2	programming
2	Morning	635	Program to connect	Q2	programming
5	Morning	647	arts instruction	Q2	programming
5	Morning	648	teen programing- free/low cost	Q2	programming
6	Morning	654	Use rec basketball league as a model as a successful program for inclusiveness	Q2	programming
6	Morning	655	Easier to have programs where the kids are already located	Q2	programming
7	Morning	660	Libraries as resiliency centers	Q2	programming
9	Evening	665	Intergenerational schools/facilities	Q2	programming
9	Evening	666	Multi-use buildings, more open areas	Q2	programming
5	Evening	673	Meeting spaces in school buildings after hours	Q2	programming
1	Evening	682	Library to mimic the Cleveland Hts. Activities list	Q2	programming
1	Evening	684	Evening classes for youth in school	Q2	programming
1	Evening	685	Senior computer classes	Q2	programming
1	Evening	686	Eldercare to multigenerational program- organized	Q2	programming
10	Evening	692	Intentional activities for neighborhoods to get to know each other across neighborhoods	Q2	programming
10	Evening	693	Cross-cultural exchange within shaker, dinner nights, learn about each other- plan kids outings "foreign exchange"	Q2	programming

5. Raw Input and Notes

10	Evening	694	Block parties that include other neighboring streets to meet more people	Q2	programming
10	Evening	696	Teen events programming for teenagers- outside schools	Q2	programming
10	Evening	697	More community events i.e. Bloom and Bruzz	Q2	programming
10	Evening	699	Portable games/traveling giant Jenga/giant chess games	Q2	programming
3	Evening	708	eSports/gaming	Q2	programming
3	Evening	709	Shared meals	Q2	programming
3	Evening	714	Community volunteer board/job board	Q2	programming
3	Evening	715	Food for seniors with youth involvement	Q2	programming
2	Evening	721	Need to have more greenspace that is not sport-specific and is available	Q2	programming
	Online_1 90418	722	More guess lectures on a variety of topics	Q2	programming
	Online_1 90418	724	More park yoga	Q2	programming
	Online_1 90418	729	More workshops and activities. Pairing different age groups together to use the spaces.	Q2	programming
	Online_1 90418	736	Function more energetically with our digital culture	Q2	programming
	Online_1 90418	739	Add teen space to Thornton	Q2	programming
	Online_1 90418	743	More organized clean up projects (so much trash for such a lovely 'burb), ask the kids what they want and look at best practices for engaging teens	Q2	programming
	Online_1 90418	745	Need more swings in the parks. Someone in charge who gets measured by usage.	Q2	programming
	Online_1 90418	748	More resources for our youth.	Q2	programming
	Online_1 90418	751	City-sponsored, supervised no- or low-cost physical activities, multi-generational gatherings, STEM clubs. Review best-practice programs and services in other progressive communities in the US and abroad.	Q2	programming
	Online_1 90418	752	Recreation Dept. programs for seniors are VERY limited. As a senior, I am not allowed to swim in the deep area with a flotation belt on and it would help therapy for my knees.	Q2	programming
	Online_1 90418	753	Focused activities for youth	Q2	programming

5. Raw Input and Notes

Online_1 90418	755	Rude behavior seems to be an ongoing problem (cursing, bikes on the sidewalk - not just kids/teens, older people scowling at younger people for no reason except fear). We pride ourselves on being diverse, but we distrust each other. Some projects on civility, signage about behavioral expectations, and staff that are communication experts to deliver the message would be great. Security or the police shouldn't be needed for some cuss words.	Q2	programming
Online_1 90418	757	Having events around the city. Using the school buildings for community activities at night, on weekends and in the summer.	Q2	programming
Online_1 90418	764	Shared responsibility and planning for summer kids programming, year round Rec programming, better access to existing facilities that each entity has for community members to use.	Q2	programming
Board_19 0428	771	RTA: education about public transportation for youth	Q2	programming
Online_1 90429	917	Better outreach to and inclusion of shaker heights private school children and families in community programming and activities. We are an equal part of this community and should be represented in all aspects of community planning.	Q2	programming
Online_1 90429	918	Would it be possible to have paddle boats and kayaks on the Shaker Lakes? That would be immensely popular.	Q2	programming
Online_1 90429	919	Offer free classes	Q2	programming
Online_1 90429	920	Silver sneakers classes	Q2	programming
Online_1 90429	931	Play ground at the main library needs security officer in it. Needs to be cleaned up and repaired Needs to be checked after closing as it is a hang out.	Q2	programming
Online_1 90429	936	Inclusive and cultural based programs.	Q2	programming
Online_1 90429	946	find a way to keep school building open AFTER school as a place for community classes and education, thereby increasing accessibility	Q2	programming
Online_1 90429	952	Develop and promote more activities that include multiple generations. Share stories of successful activities across various neighborhoods. Why are some block parties more successful than others?	Q2	programming

5. Raw Input and Notes

	Online_1 90429	963	Identified in question 10; exercise equipment for adults in playground areas	Q2	programming
	Online_1 90429	974	More swimming lessons (always full), better online registration (always glitchy), more programs for preschoolers under age 4, more play equipment at horseshoe lake	Q2	programming
	Online_1 90429	977	Find ways to keep youth interested in coming together socially, and athletically.	Q2	programming
	Online_1 90429	980	Planned activities in different spaces, allow residents to access all spaces.	Q2	programming
1	Morning	621	Master scheduler to reserve spaces across buildings	Q2	utilization/ access
1	Morning	623	better access to school facilities by residents without kids	Q2	utilization/ access
1	Morning	625	Access to homework space after-hours	Q2	utilization/ access
1	Morning	627	more accessible permit process for school buildings	Q2	utilization/ access
2	Morning	634	using buildings 24/7 and off times	Q2	utilization/ access
4	Morning	644	Increase accessibility	Q2	utilization/ access
5	Morning	646	Hours of operation increase time	Q2	utilization/ access
6	Morning	650	Partitioning school buildings to allow certain areas for after hours access	Q2	utilization/ access
6	Morning	652	Less pay to play and more sliding scale for recreation	Q2	utilization/ access
7	Morning	659	Library stays in current site	Q2	utilization/ access
9	Morning	662	Revamping access to residents to all buildings, multi-purpose use	Q2	utilization/ access
5	Evening	670	24 hour access	Q2	utilization/ access
5	Evening	674	Use schools- active and follow (Ludlow and Sussex) for neighborhood community counters	Q2	utilization/ access
5	Evening	675	Set-up schools for community member to rent gym spaces in buildings- put under rec department to process payments	Q2	utilization/ access
7	Evening	677	Use space better- ex community meeting rooms	Q2	utilization/ access
7	Evening	679	Multi-use of space-maximize the use of what each new facility / type / use / amenity has to offer	Q2	utilization/ access

5. Raw Input and Notes

7	Evening	680	If school, to restricted entry for community use, keep schools secure	Q2	utilization/ access
7	Evening	681	School swing space with current buildings to complete renovations more quickly	Q2	utilization/ access
1	Evening	683	Schools use after hours	Q2	utilization/ access
10	Evening	691	Improve sharing/staffing of existing facilities (i.e. Woodbury pool)	Q2	utilization/ access
10	Evening	698	Get connected to other people- hub experience	Q2	utilization/ access
3	Evening	705	Rec classes not scattered all over the place	Q2	utilization/ access
3	Evening	711	Communication from schools to non-parents	Q2	utilization/ access
2	Evening	717	Fields can be more flexible	Q2	utilization/ access
2	Evening	718	Moreland needs more fields and natural spaces, physical spaces could be used to more integrate the community (organic integration through sports)	Q2	utilization/ access
	Online_1 90418	730	keep supporting the swimming pools. They are such a valuable resource and are bringing people to shaker heights	Q2	utilization/ access
	Online_1 90418	733	Having community activities within walking distance in elementary school radius neighborhoods.	Q2	utilization/ access
	Online_1 90418	749	We need accessible recreation facilities for youth in under-resourced parts of the community. We need to stop fencing off facilities from the community(such as the recreational field next to the library). Library and city could work together to provide more functional round-the-clock heating / cooling stations in harsh weather. Need to make facilities more sustainable and efficient in light of climate change and other environmental threats.	Q2	utilization/ access
	Board_19 0424	767	Utilize school buildings on weekend and year round as rec facilities eg pools, gyms	Q2	utilization/ access
	Board_19 0426	769	all recreation is in one part of city which is not accessible to all residents. Need more in Ludlow, Moreland	Q2	utilization/ access
	Board_19 0432	775	shaker cc a big park area, green space in central location	Q2	utilization/ access

5. Raw Input and Notes

Board_19 0434	777	recreation areas in sw quadrant of city. Chelton park is underutilized, the bus garage is right next to it. Consolidate service centers to get buses out of there, expand Chelton park and make it more accessible	Q2	utilization/ access
Board_19 0436	779	is community center available to renovate as meeting space or youth center? Coordinate, integrate with library.	Q2	utilization/ access
Board_19 0437	780	Colonnade: could it be included in library as reading garden or something	Q2	utilization/ access
Board_19 0438	781	lifetime fitness or pool/recreation. Reconfigure parking around buildings instead of parking right in the middle. Use land better.	Q2	utilization/ access
Board_19 0448	791	The school bus garage location is not ideal. A better location for the garage and a more suitable use for the current location should be explored.	Q2	utilization/ access
Board_19 0457	800	It would be great to have more access to the Woodbury pool after hours. Overall, there is a need for more pool access. The Skating Club and Country Club also might not be fully utilized in their current state.	Q2	utilization/ access
Board_19 0458	801	There are many sport leagues in the area. Are there ways to collaborate with them to make sure facilities are optimally shared between these groups and the public?	Q2	utilization/ access
Board_19 0462	805	Active recreation like kayaking and fishing in the Shaker Lakes should be more of a priority. The lakes are a unique asset to the community that should be more utilized.	Q2	utilization/ access
Board_19 0468	811	We should be thinking about city-owned parking lots (i.e. City Hall and Police/Court) and the future potential there.	Q2	utilization/ access
Online_1 90429	916	Please make the new Market Hall at the new Van Aken District doors/walk ways challenge accessible!!!!	Q2	utilization/ access
Online_1 90429	927	Centrally-managed, outside of business hour space booking	Q2	utilization/ access
Online_1 90429	933	Some buildings, like the community center, don't really have a practical purpose. They are outdated and don't highlight the beauty that Shaker public places should have.	Q2	utilization/ access
Online_1 90429	960	Love the facilities I interact with. Specifically, parks, library and nature trails.	Q2	utilization/ access
Online_1 90429	961	Make Middle School pool a semi-separate space open to the community when the students are not using it.	Q2	utilization/ access

5. Raw Input and Notes

	Online_1 90429	983	See above - create a better shared used program with school facilities - expand school facilities that can then be used by public during off hours on weekends etc.	Q2	utilization/ access
	Online_1 90429	913	Not sure. Everything is all spread out. Rec center in the area where Fresh Market was supposed to go?	Q2	utilization/ access
	Online_1 90418	818	Utilize the lakes for limited water sport programs - e.g. paddle board classes, sunfish sailing classes for kids	Q2	utilization/ access
2	Evening	61	Not much needs added here	A	Misc
6	Morning	220	Why are kids kicked out of the schools? What can be done differently?	D	Misc
5	Morning	231	Restaurants- not drive thru	D	Misc
9	Evening	268	Chelton Park good	D	Misc
5	Morning	340	Diner	E	Misc
7	Morning	352	Tour some private school and other facilities to see what can be done with them	E	Misc
10	Evening	412	*How does county want tax revenue invested?	E	Misc
2	Evening	428	Need more restaurants	E	Misc
5	Evening	381	Skating club missing	E	Misc - map comment
5	Evening	382	Shaker historical society missing	E	Misc - map comment
5	Morning	470	Rezone for food places (not fast food)	Q1	Misc
5	Morning	471	Keep arch. On lee road	Q1	Misc
1	Evening	529	Broaden youth participation in feedback	Q1	Misc
3	Evening	560	New adults	Q1	Misc
	Online_1 90418	571	?	Q1	Misc
	Online_1 90418	589	You mean publicly funded? Impossible until there is leadership which cares about all citizens of Shaker, not just the vocal ones.	Q1	Misc
	Online_1 90418	592	Educate homeowners in Shaker about the benefits of conservatism/ keeping our community safe & prosperous	Q1	Misc
	Online_1 90418	594	Support home renovation/maintenance by grants or affordable loans.	Q1	Misc

5. Raw Input and Notes

	Online_1 90418	599	Continue to market Shaker to young adults...think about re-purposing apartment buildings along Van Aken and Warrensville by turning them into affordable condos. Hyde Park in Cincinnati did exactly that to attract younger people to the area. Van Aken is the perfect starting spot...build out from there...and ADD a grocery store (as originally planned)!	Q1	Misc
	Online_1 90418	602	1) The three taxing authorities should be able to find ways to share services and bundle procurement initiatives to reduce costs and lessen the tax burden on residents. 2) Additionally, the Shaker schools must return to excellence--in the academic programs and in the management of the system. Shaker was bedeviled by a string of issues this year and the leadership did not appear to effectively lead. (That community meeting was an embarrassment.) The school system must become better-managed and school performance should not be subpar. Otherwise, how can we justify the tax rates in this community? Fix the schools, and you will steady the impact to housing prices. 3) Make Shaker appealing! Shaker is an inner-ring suburb experiencing urban problems/urban attitudes, which many residents find less than appealing. While VAD is a bright spot, the shooting across the street at Swerve dampens enthusiasm for the area. What actions can the city take to encourage quality merchants who can attract quality customers? Can the city withdraw liquor licenses from businesses which bring trouble?	Q1	Misc
	Online_1 90418	610	Nothing. No more raising taxes	Q1	Misc
	Online_1 90429	870	?	Q1	Misc
	Online_1 90429	895	See #9	Q1	Misc
1	Morning	629	Expansion of moos	Q2	Misc
4	Morning	642	See activity 2	Q2	Misc
9	Evening	669	Re-mind people of free-range, parenting childhood	Q2	Misc
	Online_1 90418	726	See number 10	Q2	Misc

5. Raw Input and Notes

Online_1 90418	727	Sell them and distribute the proceeds as income tax credit.	Q2	Misc
Online_1 90418	728	?	Q2	Misc
Online_1 90418	744	Until you have City employees who are motivated by enhancing the quality of life of Shaker residents and not ensuring they have as little work to do as possible, there will be no meaningful programming.	Q2	Misc
Online_1 90418	760	I think we do a good job of sharing facilities (among the library, schools, recreation) and making good use of space. I also think we do a good job of cooperating with neighboring communities on planning and green space. Every community does not need to have every type of new facility / type / use / amenity. I honestly don't think facilities are our biggest issue.	Q2	Misc
Online_1 90418	763	Don't raise taxes anymore	Q2	Misc
Online_1 90429	911	I don't know, but I'm thrilled that the city, schools and library are working together to figure it out!	Q2	Misc
Online_1 90429	915	This is a terrible question. Each could have their own box. Trails/nature facilities have different needs than arts and culture or recreational facilities. Not to mention different policies to underscore each.	Q2	Misc
Online_1	923	Unity	Q2	Misc
Online_1	924	Not sure	Q2	Misc
Online_1 90429	942	The schools have serious deficiencies but still have a good reputation - unless something is done soon, one of these will change.	Q2	Misc
Online_1 90429	957	?	Q2	Misc
Online_1 90429	964	People could not call cops when black kids are there.	Q2	Misc
Online_1 90429	971	See above.	Q2	Misc

## Activity 4: Headline Database

### Future of Facilities Workshop

April 30, 2019

Source	ID	What do you hope the news will say about the community facilities in Shaker Heights in 10 years? How will the facilities be different?
Morning	1	Innovative spaces create space for community committed to inclusion
Morning	2	Shaker facilities: Modern facilities with old time charm
Morning	3	The City of Shaker Hts improved their Facilities over the past 10 years while sustaining the history and culture it was built on in 1911
Morning	4	Shaker Heights Dedicates New Combined City Hall/Library Facility
Morning	5	Historic Old Community evolves with New Ideas through Community Discussion
Morning	6	Shaker Facilities: An embarrassment of riches accessible to all residents
Morning	7	Shaker Hts leads the nation in reimagining schools as community resources
Morning	8	Shaker Heights Saves Taxpayer \$: Re-organize schools and libraries into efficient organization
Morning	9	Shaker Heights a model for community collaboration
Morning	10	Shaker Heights is a place to learn and grow
Morning	11	Shaker Heights: Open, Accessible, Thriving
Morning	12	Shaker provides community with a wealth of accessible, inclusive, multi-generational, multi-function facilities free through tax dollars well spent!
Morning	13	Vibrant Community spaces offer morning to evening arts activities, recreation, and gathering for all ages in Shaker
Morning	14	Shaker Heights Facilities Receive National Award for Innovation in Delivery of Quality Services
Morning	15	Shaker Community comes together to successfully address equity
Morning	16	Shaker opens State-of-the art recreation and performing arts facilities at middle school
Morning	17	Shaker Heights- Learning, growing, moving forward together
Morning	18	City, schools, libraries successfully retro fit decades- old facilities into modern, efficient accessible public spaces while maintaining their core values of diversity, inclusivity and green!
Morning	19	Shaker has it all
Morning	20	Modern, shared facilities give Shaker residents access to affordable activities and services
Morning	21	"Shaker city/library/schools wins award for efficient and sustainable modern use of old buildings" "Shaker repurposes some facilities so each city/school/library structure is used to its full capacity"
Morning	22	Facilities For All, Use for all 0-100!
Morning	23	Shaker heights is visionary in use of "Community Assests"
Morning	24	Listening to and Learning from S.H. Residents
Morning	25	Shaker cuts taxes by funding schools, city and library in one found
Morning	26	Shaker City, Schools, Library collaboration impacts a tax reduction for residents

Morning	27	Shaker Heights: Multigenerational, Multitasking and connected community
Morning	28	All are welcome.
Morning	29	High quality, easy to access, and used by all.
Morning	30	Take a virtual tour of the best, innovative, community facilities in the nation
Morning	31	Shaker Heights, forward thinking preparing for the future
Morning	32	Well maintained facilities miles of dedicated bike lanes
Morning	33	Shaker Heights becomes first community in Ohio to certify all public buildings to highest green building level
Morning	34	Ahead of the curve
Morning	35	Low cost childcare offered to Shaker Families
Morning	36	Still here
Morning	37	Shaker achieves 90% facility utilization: Maintains costs at 200 2018 levels 6 rows tax base by 50% commercially
Morning	38	Shaker creates new model for financing community facilities
Morning	39	An inclusive community from seniors, singles, families with services for all
Morning	40	Live, work, and raise your kids without a car
Morning	41	Shaker Heights completes Forward Together Plan.
Morning	42	A great place to make connections- friends, work, all ages
Morning	43	Shaker Heights Reinvents Approach to Community Development to create active multigenerational engagements
Morning	44	Shaker evolves facilities - surges to new Heights
Morning	45	All Facilities Accessible to all (Regardless of age, whether or not then have kids in schools, etc.)
Morning	46	Great multi-purpose facilities with emphasis on sustainability
Morning	47	"Community facilities reflect community values" Facilities will provide flexible spaces that can be adapted to multiple uses. No impact on operations from hot weather.
Morning	48	Facilities in Shaker Heights drive economic development and help curtail tax increases
Morning	49	The Foremost Community Providing Stunning Facilities that Consume the Least Resources While Providing- The Best Experience!
Morning	50	Shaker Hts- Remains a thriving- Livable growing beautiful inclusive City, Shaker Hts. Ohio A Blue Ribbon City
Evening	51	Shaker Heights has successfully partnered public and private entities to modernize their city to create multicultural intergenerational successfully usable facilities and recreation facilities
Evening	52	Shaker- a progressive community with easy access to facilities and with Wi-Fi access of all community facilities
Evening	53	Multi-use facilities that comprehensively address this community's needs at a lower total cost
Evening	54	Shaker Leverages Diversity of Community with Diversity of Facilities that Meet Needs of All Ages for a Lower Cost
Evening	55	Cutting Edge
Evening	56	Transit oriented design open 24 hours for all
Evening	57	Shaker, the community that worked together to create a creative solution to its facilities jam

Evening	58	Shaker Heights... thought leaders of thought leaders.. A future home for all walks of life
Evening	59	Historic but state of the art
Evening	60	Shaker operates 200% more efficiently with 50% public buildings
Evening	61	Shaker Heights is a gem with community facilities that provide modern amenities hidden behind character
Evening	62	Well Planned City
Evening	63	Shaker Hts is a thriving community with 100% resident engagement. Activities at all community facilities have programs running 24/7 from age 6 months to 100 years of age. SH is the best community in Greater Cleveland.
Evening	64	Shaker hts produces more graduates who are creative successes!
Evening	65	Shaker heights puts the "community" back into city living!
Evening	66	Shaker is now truly diverse
Evening	67	Shaker Recreational Facilities Help Attract New Residents
Evening	68	Ten years ago Shaker Heights began the task of changing how the city, schools, and library served the community. Today, it serves as a model for rethinking how a community works together.
Evening	69	Living Car Free- Shaker Heights Among Nation's Most Walkable Communities- All children walk or bike to school!
Evening	70	Shaker sustainable at reasonable low cost!
Evening	71	People from diverse backgrounds actually came together to learn more about each other to show what a unified Shaker looks like
Evening	72	Always a successful work in progress
Evening	73	Shaker Heights: As community shares historic buildings with innovative and inclusive uses
Evening	74	The Van Aken District continues to be fully occupied. Not only has it helped the tax base, but it is an integral destination in the community.
Evening	75	All facilities will be: "Our Shaker Facilities" (vs. Library vs. School vs. City are connected), welcoming and engaging as they meet multigenerational needs."
Evening	76	1000 new residents move to Shaker Heights, Developers build new homes and apartments to replace old buildings..
Evening	77	Shaker Hts. Leads the way on building a better community
Evening	78	Shaker Community is Thriving: is a good model for communities in the nation
Evening	79	That we are a model community diverse and make it work
Evening	80	A decade later, Shaker Library's bold change in direction pays big dividend with a great shared facility.
Evening	81	Diversity, personified
Evening	82	Shaker Heights open's new student friendly facilities all across the district

Themes:

- modern and historic - historic charm with modern facilities
- diversity and inclusion - facilities for all (multigenerational)
- new collaborations, new ways of thinking and sharing
- leader, model, visionary
- efficient (environment and money - cost savings)
- connected (walkable/bikable)

## MEMORANDUM

Stakeholder Interview Summary and Notes

April 15, 2019

This memorandum is intended to provide a summary of interviews held with the three entities, City of Shaker Heights, Shaker Heights City Schools, and Shaker Heights Public Library as well as an external stakeholder group as part of the Forward Together process. The interviews were conducted between February 21 and April 10, 2019. The information shared will inform the work going forward and assist in identifying specific questions or topics to discuss with the public at the vision workshops on April 11, 2019.

The memorandum is divided into the following categories:

1. Attendees
2. Summary of themes
3. Full notes
  - Big ideas
  - Opportunities and issues
  - Leveraging partnerships
  - Best practices

### 1. Attendees

#### **City**

David Weiss, Mayor of City of Shaker Heights  
 Jeri Chaikin, Chief Administrative Officer  
 Alex Nichols, Director of Parks and Recreation  
 Kamla Lewis, Director of Neighborhood Revitalization  
 Patti Speese, Director of Public Works

#### **Library**

Amy Switzer, Director  
 Maureen Brodar, Deputy Director  
 Lynne Miller, Bertram Woods Branch Manager  
 Cindy Maxey, Adult Services Manager  
 Jim Bagwell, Circulation Services Manager  
 Susie Brown, Digital Services Manager  
 Shannon Titas, Youth Services Manager

#### **Schools**

Stephen Wilkins, Superintendent  
 Scott Stephens, Executive Director of Public Relations and Communications  
 Marla Robinson, Chief of Staff  
 Kristen Miller, Assistant Director of Communications

### **External Stakeholders**

Colin Compton, City of Shaker Heights/Shaker Engagement Collaborative

Andrea Jewitt, City of Shaker Heights/Senior Services

Sharon Bell, Shaker Heights Youth Center, MyCom youth initiative

Kathleen Osborn, Hathaway Brown School

Maureen Covington, St. Dominic School, Principal

Susie Cargile, Development Director

Karen Baer, CEO of Hannah Perkins Center, School and Mental Health Clinic

Valencia Reeves-McMillan, Heights Christian Church, Board Chair

Troy Neujahr, Pastor, St. Peters Lutheran

## 2. Summary of themes

- How can school facilities be more accessible to community members? There are fundamentally no barriers, but many logistics to work through.
- Is there a way to formalize a process for the three entities to collaborate, share ideas and work together in a consistent way? This planning process is the beginning but there is a need for an ongoing approach.
- What types of recreation and amenities do people want to get within Shaker Heights versus taking advantage of the surrounding areas and larger Cleveland metropolitan area?
- Where and how can additional connections be made to facilities and parks with trails and paths, so it is safer and nicer for people to walk and bike between neighborhoods and facilities?
- When thinking about repurposed school buildings in the future, it is important to consider that Shaker Heights is very neighborhood based. How does that affect decision making moving forward?
- How can we strategically reconsider specific locations around the community? (i.e. Colonnade at Lee and Van Aken is underutilized. Thorton Park will likely need large scale funding in the coming years, Bus garage location, Community Building and Library has never been strategically considered together)
- How can we connect all residents to the schools even if they don't currently have students in the system?
- How do we engage the private schools and facilities (Cleveland Skate Park) in the conversation?
- Should a separate entity be created that is more community based? A "Shaker Foundation" or "Friends of Facilities" that collaborates on facilities across all entities?
- How can we better communicate all the events going on in the community? There is a need for a one-stop shop for information in both digital and print format.

### 3. Full Notes

**Big Ideas:** Interviewees were asked, *“When you think about the community of Shaker Heights in the next 20-30 years what are your big ideas for the civic facilities? What is on your wish list?”*

- Wish schools were more like community facilities and not just schools, green spaces are prime for activities and are centrally located.
- Spending \$4 million a year on roads and sewer maintenance. Aging infrastructure has a bit of crippling effect on community. “How can we find those areas of common interest?” not think of them as city fields or school fields, but just fields.
- Do we just need more physical facilities?
- Facilities in some ways are surface issues for many of the political conversations that exist in Shaker Heights. “We are trying to rise above that and serve our community.”
- Lacking a robust recreation center – indoor swimming pools, be active and physically that’s open to a lot of different people of all ages. People with means go to JCC or Lifetime Fitness. Not a lot of recreational programming for adults that work during the day.
- Hard to know what libraries will look like in 20-30 years, but we need to be thinking ahead.
- Want to do more job readiness and job placement than currently offering. E-literacy and access to technology.
- Libraries will continue to be used as major community spaces in future decades to meet neighbors and discuss topics.
- Want spaces that are as flexible as possible. The library model has changed significantly in recent decades and it’s impossible to know how it may shift again.
- Would like to see more buildings that are efficient and sustainable from an environmental standpoint.
- Additional bike path connections to school and city facilities and RTA lines would be wonderful.
- There are people who will not fill out surveys or come to public meetings. But their voices still need to be heard and they have opinions about facilities. How do we engage them in this process?
- Schools have discussed using schools as community centers a lot. This is done to some extent currently with swimming pools and auditoriums, athletic fields, tennis complex, but could be done to a greater extent.
- Projected enrollment over next 20 years is to decline. If that continues, there will be an excess of space and may require a redistribution of school districts. This may also entail the closure of a facility. That means that it will open a property. Also means it may require the rehabilitation of an existing facility to accommodate the consolidation of those facilities for the community. May be able to take advantage of funding for a new school but would likely require a closure of a building in that scenario.
- District is elementary school based, more than other districts in the area. Looking long term, the neighborhood elementary schools would remain, and the middle school and Woodbury would be the candidates for change in the future.

- Could mean that there is some restructure in terms of service location for those bussed areas.
- Opportunity to connect the seniors in the community with the schools and students – both sides could benefit.
- Schools are very related to neighborhoods. Even after kids leave the system, people feel attached to their school. But when families choose private or don't have children in school system there can be disinterest. Finding a way to bring people into the schools could help build that sense of community again that the city is designed around.
- There is a need for the community to see the schools as their facilities. Would like to see more district wide use of facilities. "Community schools" - there is a reason for people to use the buildings that don't have students in the system (other than just voting).
  - Follow up question – what are the barriers to utilizing the schools in more community focused way?
    - Not really any good reason for citizens to go to area schools. Could more programming happen in the schools - book club or yoga could take place in neighborhood.
    - No fundamental issue with schools being available for those functions. But there are logistical challenges to work through.
    - Currently schools close for school functions at 5pm, they could then be made available for city functions and programming (midnight basketball for example).
    - This would require a greater partnership to facilitate this conversation.
    - Schools would need to be mindful of state laws surrounding safety and security (i.e. principals are held responsible for incidents that take place 24/7 at a school) If a city or library program was happening after hours would need to work through the liability issues.
- Community building is thought to be a senior center—focus on senior facilities and increase classes to draw attention at the community building.
- South of Van Aken is much denser but has fewer facilities—just one small park and a school. Increase the access to greenspace for Lomond residents.
- Increase crossover in communication between organizations, consider a single source to share information
- Need youth center space to house a dedicated place separate from the school, which has a lot of their own programs and organizations, leaving little time or space for outside access.
- Heights Christian Church has space accessible to the public and a desire to expand their community meal program

**Opportunities and Issues:** Interviewees were asked, “Given your perspective (city, schools, library) what are the issues and opportunities with the current facilities in Shaker Heights? What is working well, what isn’t working well?”

### *Opportunities*

- Library does a lot of community conversations. They see themselves as the family room. A fair amount of programming is done outside of the physical spaces at the libraries - programs that sometimes go out into the community.
- Private schools should be included in some of this work. There is some collaboration with those facilities and may be more opportunities in the future. This also includes facilities like the Shaker Family Center and some of the converted elementary schools.
- Fundamentally the reason to do this is that these three entities have been siloed in past
- Colonnade at Lee and Van Aken is underutilized. Thornton Park will likely need large scale funding in the coming years but is in a less than ideal location.
- Private schools could be a partner. One school needed a field and approached the City about where to locate and even share cost. Many are landlocked and there has even been discussion about relocation. That would be a major loss for the community. Important to keep these school assets in Shaker.
- Could the bus garage be relocated to the service center? It’s in a central location and is not necessary, could be optimized with a different use, for Thornton Park maybe? Lee Road is prime economic development corridor.
- Nature Center, water ways, historical society?
- Cleveland Skating Club – struggling, what does that mean?
- A study was done when the Van Aken district went in regarding more access to arts and culture opportunities. Answer was NO. Study mentioned that space wasn’t necessarily needed but more towards programming such as bringing events to existing spaces or organizing traveling to exhibits or shows in Cleveland.
- Sense of neighborhoods is incredibly strong in shaker heights. Because they are designed. Even distribution of schools and located on local roads.
- What makes Shaker unique? For people to continue to want to live and move here, we are going to have to be creative. The closing of neighborhood schools was heart wrenching. We should look at the impact of the closing of those schools on the community. Could we think about reallocating students to free up one building. Would it make sense to reopen a previously closed school? These neighborhood elementary schools are unique and offering a walkable education center.
- Middle school is underutilized.
- City Community Building and library have never really been strategically considered (together). Looking at these as community assets as opposed to siloed ownerships is important opportunity.
- Library has need for meeting rooms of varying sizes. The library serves as the main source of meeting rooms for the community. There are a few other places around town, but most think of the library first. Many rooms are booked out in advance.

- School conceptually went through the shared facility discussion with the library. Has had that discussion in the past and would be open again in the future. For the tax payers (one of the highest rates in the state) there would be a better bang for their buck if some collaboration and shared facilities would be helpful.

### *Issues*

- Transportation for local families can be difficult for those that are required to be bussed
- Families that must bus (Moreland in particular) are less connected to their schools as some of the other shaker community buildings.
- Accessibility to soccer fields has been an issue in certain locations. Sometimes soccer fields are locked for local kids. Similarly, not a lot of basketball opportunities available.
- When city needs any funds for building improvements, everyone scoffs even when library or schools get bonds. City hall and community center are crumbling but even city council is taken aback when they ask for 500k for improvements.
- Infrastructure and other economic development needs are expansive, specifically Lee Road
- Shaker youth soccer and shaker youth baseball are partners with rec and currently partner with them, but soccer wants more fields. This creates a struggle as city can only have access to school facilities only after school programming is complete. Increased collaboration on this effort.
- Ludlow school is a drain on public service (fire, police, general service). There must be a better use of that facility. Its location is also not easily accessible geographically.
- Not a lot of multigenerational opportunities. Much of the focus is on schools and facilities for a younger age demographic.
- Very saturated market for physical fitness in surrounding area. Planet Fitness, YMCA, LA Fitness, private clubs, JCC. When people say “we need a rec center,” there is concern about the true need for that. But on flip side it is an equity thing, people with means join the JCC but not everyone can afford that.
- Regionalism is promoted around the county but there is some angst about that when it comes to personal asks. “You want me to go play a baseball game in Beechwood?”
- There are limitations in the current facilities for larger group meetings.
- Trends in sports show decline. Soccer programs always want more fields, seems like there is never enough.
- No good divide between quiet space and collaborative space in current main library.
- Age of buildings is issue, they need a lot of work.
- In the past, the middle school has shown blueprints on the library branch property. There were significant discussions around combining uses. This model has worked in other communities, but it is likely when there is a missing link in service. In Shaker there is not a lack of public libraries and the schools have their own strong library system. So, combining these uses brings up more trouble than it solves. Both parties discussed this in the past and both agreed it was not helping the conversation but making it more complicated.
- School facilities are very old – dilemma for the district is that community loves the character of the facilities but don’t fully understand the implications on maintenance and cost.

- Accessibility to their facilities can be difficult due to the structure's age – ADA access, floor layouts, so forth – buildings were designed in early 1900s.
- 20-30 years from now, do we believe that air-conditioned facilities are the norm? if we do, Shaker is not there currently.
- Need to consider organizing all maintenance into a single bid that may be more competitive than a few smaller ones.
- Access to certain programs and facilities is troublesome due to parking and communications, among other limitations.
- Need to expand capacity because City has grown and is in the 21<sup>st</sup> Century now.
- The second floor of the community center will be open when offices return to City Hall.
- School uses basement of the community center. Need better way to split maintenance and supplies
- Norwood Road bisects St. Dominic's property, portion of the street could be closed to create more greenspace.

**Leveraging Partnerships:** Interviewees were asked, *“There is a history of sharing and working together between the schools, library and City, but how can we better leverage partnerships in the future?”*

- In the past there was no thinking that school board and city council even needed to meet or collaborate.
- City's purchasing power is much greater than some smaller institutions like library and others. Schools buy salt from the city because they get it at a cheaper cost for example. This could be done to an even greater extent and in more formal way. There is no real model for this currently and is more of an ad-hoc situation.
- Should a separate entity be created that is more community based? If a new school was done for the middle school that could have been a chance for a Shaker Foundation type of entity for example be created to make a building for the community. Not a school building. Not a city building. A community building.
- Cross-fertilization does not currently happen as much because each entity must take care of their own needs. History of challenges in sharing auditorium space between city and schools for example, but the new facilities manager is very open to collaboration. This is a great time for this.
- The school before and after care programs rely on the City's recreation department to run them, but also have support from the schools. School has in the past created summer programming that takes from community-based programs. Need better coordination so that there isn't duplication of services or programs unnecessarily.
- Monthly meetings of community engagement teams could be beneficial.
- There is a lot staff integration between departments but not as much at the decision maker level. Could be as simple as educating those elected officials of what is ongoing to help the process.

- Library has very small budget compared to the city, in the past, it gave the library a lesser voice at the decision-making table. Recent officials have made the library a larger part of the conversation. But it could be more by communicating the offerings that the library has. The community engagement staff that have been hired by library, city, police are all helping in getting the message out about what they are doing.
- Lots of library programming...collections visit schools on 6 weeks rotation. Lot of one-off programming, story time visits in Van Aken district (Saturday morning pop-up story time). Partnerships with schools, literacy night at Lomond. Lot of tagging onto existing events. Day of service on MLK day. Shack of Track, an art event. Have set up tables at city movie nights, set up table and offer activities for kids. Working to put a seed library into the library. Community conversations, sustainability task force, leading for equity in partnership with the schools, and many others.
- This planning process is a good start to this approach. This must be the first step. The conversation will continue to go deeper to understand each other's initiatives. If school is doing a one to one program (for devices), how can the city and library help support that program with charging stations or locking facilities. A formal way to have these conversations is needed.
- There needs to be an ongoing/scheduled relationship. A systematic way for collaboration and conversation.
- Public park benches with solar panels and charging stations exist. Purchasing these across the three entities would be an opportunity to partner and have a community-wide benefit.
- Car charging stations in the next 20-30 years will have impact on installations. Working across entities, all would need several spaces to accommodate and working together to serve the community would be best.
- Bring back version of quarterly community meetings because getting together more often could be beneficial.
- Create room for youth and seniors in the Van Aken district.
- More outreach to not-for-profits by public organizations.
- Shaker Summer Youth Jobs should engage with Van Aken and consider partnering.
- Bring back Tri-C partnership that had free classes and programs with Silver Sneakers.

**Best Practices:** Interviewees were asked, *"What are other places or examples that we should look to for best practices relative to how they have handled their facilities?"*

- There are a few funding models that are more collaborative – looking at something different at State level as well.
- Fairview Park, Gemini Center, has a joint venture levy to build a rec center. There was a partnership agreement between city and school. Outside of school hours the facility is open to the community.
- Outsourcing models? Specifically, ice rinks in Cleveland region are almost all community owned and run. Compared to Columbus which are all privately run.

- Solon community center has a senior program that's in a wing of the building. Westlake has private porter library system.
- Some libraries have social workers and healthcare institutions incorporated. They offer minute clinic type opportunities. Goes back to serving as the community center. Being a free and open space, they get a lot of different people that walk into the library.
- In the past, libraries offered knowledge. Now people want answers and services from their libraries. Dealing with mental health crisis, finding sources of food, etc.
- Restorative practices – shift from infraction, punishment model. Restorative practice flips that model. Making someone feel like more of the community, makes individuals less likely to infringe upon that community. This is slowly being implemented into middle schools. School goal is to implement this at all school levels. Library has been offering training with teachers and youth services. There is a lot more training to be done. But there is an understanding that if all aspects of the community can grasp on to this, it can really work. Further education has been done recently with court officials, security, police. Reinforcing in multiple places helps more. PIMA public library in Arizona has done a similar program.
- Trouble is that Shaker facilities are so old – hard to find comparable examples.
- There is a community that built a new community recreation building that had a wing that housed a community college.
- Age of buildings is unique in good and bad way. They have charm but are very limiting in terms of infrastructure. It limits summer use due to air conditioning and old electrical system cannot even handle window units for example.
- Beachwood's monthly magazine promotes all events and they have a strong senior facility with great programming.
- University Hospital could connect to be a partner.
- Look to places like Beachwood for wayfinding and signage

## VISION MEMO

*Forward*  **Together**

Shaping a strategy for Shaker's facilities: city • schools • libraries

## Community Vision Memo

May 7, 2019

This document summarizes several inputs as part of the engagement process for Forward Together, which was conducted between February and April 2019. Input was gathered from the following events and meetings.

- Stakeholder meetings conducted on February 21, 2019 and April 10, 2019
- Thought Leaders Panel Discussion held on March 26, 2019
- Two “Future of Facilities” public workshops held on April 11, 2019
- Online survey (April 12-28, 2019)

The memo includes the following:

1. Purpose
2. Outreach and Publicity
3. Engagement Overview
4. Results
  - a. Thought Leader Panel Discussion
  - b. Stakeholder Meetings
  - c. Future of Facilities Workshop

## 1. Purpose

In early 2019, Shaker Heights launched the Forward Together process to create a vision for community facilities. The City of Shaker Heights, the Shaker Heights City Schools and the Shaker Heights Public Library have come together to jointly fund and lead this process to develop a Coordinated Facilities Master Plan. With limited resources and high expectations, it is important to leverage and strengthen current relationships and look for new ways to collaborate and think creatively about the current and future state of the community facilities. Through the first several months, multiple opportunities were designed to provide a platform for everyone who cares about Shaker Heights to get involved and share their thoughts on the future of facilities.

This engagement lays the groundwork for development of the vision document which will contain a vision statement, goals and short-term and long-term actions (programs, policies and projects).

*“This is a wonderful process which gives me great hope for our future.”*

workshop participant

## 2. Outreach and Publicity

Extensive outreach was conducted to spread the word broadly about the opportunity to participate in the Forward Together process. The process capitalized on existing networks through each of the three entities (City, Schools, Library).

- 2,500 printed rack cards distributed throughout the community
- Email notifications sent by the City, Schools, Library
- Included in March edition of the Mayor's Report
- Blow-in card included in April edition of the *Shaker Life Magazine* (mailed to every resident)
- Flyer in backpacks of all K-6 students at Shaker schools (2 rounds)
- Social media posts by the City, Schools, Library
- Shared at Neighbor Night event in Moreland Neighborhood
- Display on digital signage board at Main Library
- Press release
- Online articles at Cleveland.com and Freshwater Cleveland
- News and event updates on the project website, [www.ForwardTogetherShaker.com](http://www.ForwardTogetherShaker.com)

### 3. Engagement Overview

The kick-off public event for the Forward Together process was a Thought Leaders Panel Discussion which brought together leaders in the industries to discuss the future of cities, libraries and education. This initial event was designed to inspire and encourage creative thinking about what the future of facilities could be in the community. After a short presentation by each of the panelists there was a moderated question and answer session which also included questions from the audience. Roughly 100 people attended the event.

Two and half weeks after the Thought Leaders Panel Discussion, two public workshops were conducted. The two workshops were identical in format and substance but conducted at different locations and different times of day to make it convenient for people to attend. Workshop activities included a smart phone live polling survey, mapping exercise that asked people to share what they wanted to see improved or added to existing facilities, a group brainstorm to seek out big ideas for the future of facilities, and headline activity asking people to share what they hoped the headlines would be in Shaker regarding facilities in the next 10 years. Workshop activities were conducted in small groups of 5-8 at a table, with a trained table facilitator documenting input. Online engagement mimicked the workshop activities through a web-based survey and was available for several weeks after the workshops. In total, 300 people participated either at the workshop or online.

A series of stakeholder meetings were conducted with staff and employees from each of the entities as well as with representatives from Shaker Heights private schools, religious institutions and other social service organizations. In total, roughly 25 people attended four different stakeholder meetings.

### 4. Results

This section summarizes the input collected. It draws from what was learned from each engagement activity so far in the process. Over 2,850 pieces of public input were collected during this phase of the work.

## Thought Leader Panel Discussion

Below is a summary of key takeaways shared by the panelists at the Thought Leaders Panel Discussion which serve as an underpinning for the work.

- Our society is in a new culture of sharing
- Being modular, flexible, and nimble is the way of the future
- New and different partnerships are desired and necessary
- A community's social infrastructure = resiliency
- In the future we must use what we have more efficiently
- It is important that our buildings and infrastructure multi-task

## Stakeholder Meetings

The following are the critical questions raised as part of the discussion with stakeholders

- How can school facilities be more accessible to community members? There are fundamentally no barriers, but many logistics to work through.
- Is there a way to formalize a process for the three entities to collaborate, share ideas and work together in a consistent way? This planning process is the beginning but there is a need for an ongoing approach.
- What types of recreation and amenities do people want to get within Shaker Heights versus taking advantage of the surrounding areas and larger Cleveland metropolitan area?
- Where and how can additional connections be made to facilities and parks with trails and paths, so it is safer and nicer for people to walk and bike between neighborhoods and facilities?
- When thinking about repurposed school buildings in the future, it is important to consider that Shaker Heights is fundamentally neighborhood based. How does that affect decision making moving forward?
- How can we strategically reconsider specific locations around the community? (i.e. Colonnade at Lee and Van Aken is underutilized; Thornton Park will likely need large scale funding in the coming years; bus garage location; Community Building and Library have never been strategically considered together)
- How can we connect all residents to school facilities even if they don't currently have students in the system?
- How do we engage the private schools and facilities (i.e. Cleveland Skating Club) in the conversation?
- Should a separate entity be created that is more community based? A "Shaker Foundation" or "Friends of Facilities" organization that collaborates on facilities across all entities?
- How can we better communicate all the events going on in the community? There is a need for a one-stop shop for information in both digital and print format.

## Future of Facilities Workshops

Below is the summary of the key themes and ideas that were shared as part of the public workshops and online survey. This section is organized into five sub-sections Participation and Satisfaction; Key Question Polling; Key Themes from Idea Database; Activity Hubs Key Ideas; and Themes from the Headline Activity.

## Participation and Satisfaction

Participants at the Future of Facilities Workshops expressed a high level of satisfaction with the meeting format and overall process. 300 people participated in the workshops and/or filled out the online survey. Participants filled out an exit questionnaire about their experience and themselves. Of those who participated, roughly 91% filled out the exit questionnaire. The following insight is based on the responses.

- 21% of people heard about the workshops through an email from the City. 19% heard about it from a social media platform and 17% through word of mouth or personal invite.
- 100% of people felt their input was heard and recorded accurately
- 99% of people indicated they felt comfortable completing the meeting activities
- Participants were diverse, but not as diverse as the community. 12% of participants identified as African American, compared to 33% in the whole community.
- There was participation from a wide range of ages; however, people aged 18-34 year were underrepresented at 6% compared to 23% in the whole community.
- Participants had high levels of education, with 56% having a Masters/PhD and 33% having a Bachelor's, compared to 39% and 25%, respectively.

## Polling Results

The following summarizes the answers to the key question polling questions asked as part of the workshops and online engagement.

- Most frequented community facilities:
  - i. Library (30%)
  - ii. School building or playground (30%)
  - iii. Natural park area (22%)
- On a scale of 1 being not important to 5 very important, the average response to the question about how important it is to be able to walk or bike to a community facility was **4.41**, indicating this ability was very important to people.
- Top community amenities/recreation opportunities people wanted to have access to within Shaker Heights:
  - i. Walking/hiking trails (33%)
  - ii. Central recreation facilities (28%)
  - iii. Cultural/performing arts facilities (11%)
- On a scale of 1 being not important to 5 very important, the average response to the question about how important preserving the historic character of Shaker's Community buildings was **3.96**, indicating this was of importance to participants.

## Summary of Key Themes from Idea Database

The following section highlights 7 themes or areas of focus that emerged during analysis of responses from the workshops, focus group meetings and online input (939 comments). Participants were asked: 1) to think about what they would like to see improved or added to

each “activity hub” \* 2) to share big ideas for facilities in the future and 3) to determine ways community facilities and resources can function better. The themes are:

1. **New Facility Type/Use/Amenity:** How new facility types, use, or amenities can provide new and different recreation and community gathering and programming space.
2. **Utilization/Access:** How the current facilities are being used, how accessible and inclusive they are, and thoughts about how to improve or change current usage.
3. **Programming:** How additional types of opportunities and activities and for certain demographics (youth, senior, etc.) can be developed.
4. **Connectivity:** How the community connects facilities and residents to each other and to existing neighborhoods.
5. **Maintenance/Operations:** How facility functions can be improved, expanded, or their historic character maintained.
6. **Collaboration:** How public and private community organizations can come together to share resources, programming and amenities.
7. **Economic Development:** Funding ideas to maintain and expand facilities, amenities and programming.

\* “activity hub” refers to geographically concentration of current facilities in Shaker Heights (see page 8)

	<b>Total</b>	
<b>New Facility Type/ Use/ Amenity</b>	<b>240</b>	<b>26%</b>
<b>Utilization/Access</b>	<b>191</b>	<b>20%</b>
<b>Programming</b>	<b>167</b>	<b>18%</b>
<b>Connectivity</b>	<b>137</b>	<b>15%</b>
<b>Maintenance/Operations</b>	<b>108</b>	<b>12%</b>
<b>Collaboration</b>	<b>66</b>	<b>7%</b>
<b>Economic Development</b>	<b>27</b>	<b>3%</b>

The next section provides an overview of themes heard during the workshops, as well as the focus group meetings and online input. Comments were analyzed to determine where participants wanted the community to focus efforts in uplifting, expanding, updating, and introducing new concepts and spaces.

**1. New Facility Type/Use/Amenity (26%)**

- Consider construction or creation of community center, multipurpose recreation center, or teen center
- New indoor pool for all ages, seasons and variety of activities

- Reconfigure schools and reuse buildings for new facilities
- Leverage lake access to create new opportunities (canoe launch, amenities, etc.)
- Examine potential for new amenities such as dog parks, outdoor performance space, splash parks and other spaces that can draw people together within the community.

## **2. Utilization/Access (20%)**

- Evaluate buildings and spaces to ensure they are being efficiently used
- Consider expanding or changing usage of certain facilities (open longer, publicly accessible)
- Create more open space for community events (outdoors)
- More active programming and recreation use of the Shaker lakes
- Allow for diverse populations/ages/activities within facilities
- Establish ADA design standards throughout community

## **3. Programming (18%)**

- Create activities for all ages
  - Establish programs for teens after school
  - Senior focused programming
  - Youth centered spaces that provide basketball, swim time, play lots
- Match programming within neighborhoods (i.e. after school activities where kids already are)
- Introduce more activities for the community that draw from all over including yoga, physical activity and unique opportunities such as art walls or cultural exchanges
- Use water bodies to provide active programming such as kayaking, canoeing, paddle boats
- Encourage flexible spaces that offer a diversity of programs and activities

## **4. Connectivity (15%)**

- Make pedestrian/bike friendly improvements throughout the community by enhancing existing pathways and increasing safety, lighting, and infrastructure
- Create more connection between parks and community spaces
- Connect neighborhoods to one another and to facilities
- Install WiFi access throughout City
- Explore RTA public transportation options and pricing/routes for Shaker Heights residents, focusing on students

## **5. Maintenance/Operations (11%)**

- Equip indoor spaces to have air conditioning/up-to-date infrastructure so space can be used all year successfully
- Continue to upgrade and maintain indoor pools at schools

- Improve general maintenance and beautification of outdoor spaces including fields, parks, pathways, playgrounds
- Install more light and safety features around community facilities

**6. Collaboration (7%)**

- Capitalize on regional collaborations to support programs and facilities
- Join forces within the community between entities, organizations, and private schools and consider sharing resources to be most efficient
- Establish communication efforts to share events and opportunities online and provide calendar of happenings throughout City
- Formalize collaboration with joint funding, joint levies, permanent improvement funds, etc.

**7. Economic Development (3%)**

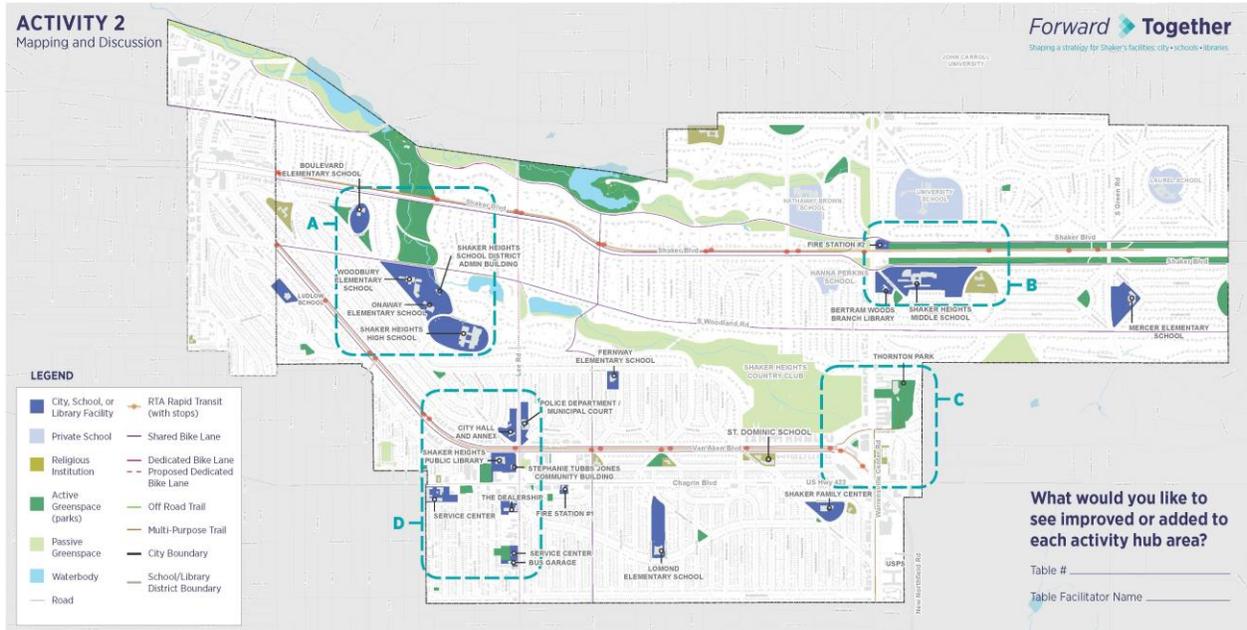
- Leverage economic development potential through corridors, such as on Lee Road, to reduce tax burden
- Explore joint funding opportunities

**Summary of Key Themes by Activity Hub**

A summary of key themes by activity hub in response to the question “what would you like to see improved or added to each activity hub area?” are listed in the following section.

	A. Tri-Schools Area		B. Middle Schools and Bertram Woods		C. Thornton Park and Van Aken District		D. Community Building and Main Library		E. Other Areas	
<b>New Facility Type/ Use/ Amenity</b>	1	2%	18	29%	27	35%	29	31%	24	21%
<b>Utilization/Access</b>	17	27%	19	30%	7	9%	25	26%	29	26%
<b>Programming</b>	15	24%	13	21%	17	22%	24	25%	16	14%
<b>Connectivity</b>	21	34%	9	14%	14	18%	8	8%	31	27%
<b>Maintenance/Operations</b>	8	13%	5	6%	9	12%	5	5%	10	9%
<b>Collaboration</b>	0	0%	0	0%	3	4%	0	0%	2	1%
<b>Economic Development</b>	0	0%	0	0%	0	0%	4	4%	2	2%

**ACTIVITY 2**  
Mapping and Discussion



Map of Activity Hub Locations

**Area A: Tri-Schools Area**

- Improve pedestrian and bike infrastructure throughout to connect with rest of community
- Update facilities to have air conditioning, lights on football field, and investigate potential for artificial turf
- Expand programming at schools to be all year and multigenerational
- A small-scale conference center to generate additional money for schools (up to 80 attendees)

**Area B: Middle Schools and Bertram Woods**

- Expand access to Middle school facilities such as the pool
- Repurpose middle school as recreation or community center with fitness equipment/etc.
- Collaborate to provide programming for teens after school
- Dog park
- Sports fields/facilities
- Create campus between school and library to establish a community center for all

### **Area C: Thornton Park and Van Aken District**

- Improve the appearance and condition of current facilities such as tennis courts, batting cage, pool, hockey rink, gym equipment, showers
- Introduce unique programming such as yoga, pickleball, roller skating, and youth-oriented programs that are affordable/free
- Create a connection between Thornton and rest of community, especially Moreland
- Dog park in Thornton Park
- Create an all seasons recreational center, including indoor pool
- Create a senior center

### **Area D: Community Building and Main Library**

- Improve pedestrian and bike experience along Lee Road, especially at the Van Aken intersection
- Continue investment and development on Lee Road
- Update community building and evaluate new uses, services, and programming
- Consider possibilities of Colonnade such as sports fields or outdoor theatre
- Examine area around bus garage, potentially move or repurpose to increase access and use at Chelton Park
- Flexible meeting spaces
- Dog park
- Multipurpose center, civic “hub”
- More access to green space (Moreland), recreational fields
- Café in library
- Community garden, reading garden

### **Area E: Other Areas**

- Create bike lanes along major roads including Van Aken and Shaker Boulevard
- Create outdoor performance space or install gazebo at Horseshoe Lake

### **Themes from Headline Activity**

Participants were asked “what do you hope the news will say about the community facilities in Shaker Heights in 10 years? How will the facilities be different?” Themes from those responses are shared below.

- Modern and innovative while respecting historic character
- Inclusive and accessible to all
- Multipurpose and multifunctional
- Efficient with respect to costs and the environment
- Collaborative in the broadest sense
- Leader, model and visionary

## OPEN HOUSE SUMMARY INPUT

1. Open House Expository Responses
2. Open House Leadership/Public Comparison

## Shaker Heights, Priorities Open House Expository Answers

<b>Activity 1: Vision for Community Facilities (What reactions or ideas do you have on the vision statement for community facilities?)</b>		
<b>Id</b>	<b>Source</b>	<b>Comment</b>
6	Workshop	Deliberate intention to integrate technological/innovation and connection
7	Workshop	Existing historic future progressive
11	Workshop	Equity is important
12	Workshop	Bringing people together and being inclusive will enhance our community and bring pride.
14	Workshop	Innovative- if we go through all this- a Inoger expensive process, let's work in a result that gives Shaker some new advantages- how can what we do be cutting edge?
15	Workshop	Collaboration needs to be focused and specific otherwise the wrong people are running other people' organizations
16	Workshop	Idea for funding: Number of residents 21 and over by \$20 a year- generation funds now for the future and an amount the city budget can kick in
18	Workshop	I don't think we should get stuck on preserving the historic nature of every asset- it impedes progress.
19	Workshop	Inclusive and accessible are key. It is interesting and troubling how much the Community Open House where I received this survey differs from the Shaker Community. There are few people of color present, very few elderly, no youth. How are their ideas and participation being sought?
20	Workshop	Historic character of facilities least important. Even historic cities like in Europe build new facilities without losing their historic character
30	Workshop	Consider adding "lifecycle" before costs or another way to ensure that the true, long-term, lifecycle costs are considered not just intital costs since the city, schools, library are long-term owner operations
34	Workshop	Well done!
40	Online	When it comes to creating the best facilities for our children, athletes, and seniors, I don't care about "historical character." That phrase sounds like an excuse to pay more for less.
52	Online	The current layout looks like a lot of buzz words and concepts that sound good. The problem with plans like this are that they sell ideas that are then unachievable. There are many facilities throughout the district that are underutilized. I'd need to see actual plans for using new and old buildings before getting on board. Plus: how will this be paid for? where is the "community facility" located? How much will this really cost taxpayers - people paying the largest amount of taxes? (If you are trying to attract people - adding to this is not an incentive). What kind of actual programming are we talking about that would support such a major undertaking? "Bringing people together" is not enough information.
54	Online	I have lived in Shaker for more than 23 years; the overarching problem is a lot of promises but slow on implementations. It is a shame that tax base in SH is at a high and has always been; but you can visit other close communities that offer far more. The community center compared to others is a shame. It is dated and limited.
55	Online	the vision should include equity
59	Online	I think it is forward looking and may meet the needs of all community members
64	Online	I think updating outdoor facilities will make Shaker more on par & more desirable than similar communities.
65	Online	It seems to all-inclusive as to be unfeasible, at least at any reasonable cost. It strikes me as a fudge that tries to maneuver around making hard choices about cutting service missions or services.
68	Online	sounds great and i appreciate the notion that we want to preserve our historic character
71	Online	There should definitely be a place for artists to create freely provided that they bring their own supplies and feel free to share with one another.
73	Online	I sense that "modern and innovative" and "while respecting historic character of our assets" was a compromise between people who had opposite ideas. More than likely nothing can meet this standard and it seems a bit meaningless to me. Either we design modern and innovative buildings, or we lean towards the older "shaker" style. Let's just prick one and move on...
81	Online	I don't see a need for modern innovative community facilities. They are expensive to build and maintain and only a small portion of the community actually use them.

87	Online	I appreciate the motivation, organization and comprehensive perspective. However, at the level of the forest, I very strongly believe that however important, this broad endeavor and focus on community facilities is secondary to the more critical and integral factor in the stewardship and sustainability of Shaker, which is the quality of the education in our school system. The buildings and other facilities are relevant, but I don't believe that facilities improvements can staunch or reverse current population-related and economic threats to Shaker, whereas rebuilding the schools' reputation and improving the academic achievement of all students could.
89	Online	Way too long trying to hit too many points, it loses its message. too many buzz words! Simplify the message.
91	Online	I especially appreciate that "the environment" is mentioned, but there should be some clarity about what that means. I am hoping that it means green/sustainability/reducing landfill contribution/lowering energy use/using transit oriented design.
94	Online	I like it but I think modern and innovative is broad stroking updates. We should be more specific in respect to the what the innovation will achieve. Possibly something like, 'modern and innovative, establishing Shaker as a source of inspiration for other communities to model. While respecting...'
96	Online	Provide meaningful opportunities to learn about other cultural and ethnic groups.
98	Online	Great goals! Some may be difficult to sustain but I am hopeful.
100	Online	Good idea to look at the big picture. See what the needs are. See if we can save money while we keep everything running smoothly. Good idea to work to make our community attractive to young people, new residents.
104	Online	Finish the south side asphalt trail around shaker lakes
106	Online	In the past, it seems as though Shaker has been handcuffed to antiquated buildings, feeling forced to repeat and restore, rather than replace. I look forward to facilities with more modern amenities, while architecturally and stylistically respecting the character of the past.
107	Online	I particularly like the part about respecting the historic character of our assets. I also like the parts about being inclusive and cost-conscious.
108	Online	It is far-reaching, and it reflects my values.
110	Online	It's OK, but other than "historical character," seems like it could apply to most communities
112	Online	Shaker needs a true recreation facility that will house: Meetings, Recreation, Social Events, Workshops, Senior Activities, Youth Activities, and act as a central hub for the community. The best location for this is next to the Shaker Heights Main Library. Have a recreation center that connects to the library.
113	Online	Love inclusive and environment focused
114	Online	I'd love to see a facility dedicated to fitness and recreation that has something for everyone.
118	Online	Over all, I think it a good mission statement that tries to cover all aspects of what is needed for our community.
120	Online	there's a lot in here....do we prioritize these statements? are they ever in conflict?
121	Online	Very well stated. Providing focus without confinement.
124	Online	The city should promote and encourage the retention of our wonderful hardware store and grocery store. These are invaluable to the community. The city should offer tax incentives to these two facilities to assure that they continue to reside in Shaker.
127	Online	Strong vision statement that can be accomplished by the resources we already have. I am in favor of this as long as Forward together does not contract with "consultants" who tend to be a drain on resources and don't accomplish much because they are not familiar with the community.
128	Online	Not clear what is meant by "in the broadest sense". If this is to imply inclusiveness within broader Cuyahoga County library system, I am opposed. Shaker should remain independent.
129	Online	An inclusive and accommodating place dedicated for the LGBTQ+ community and their families
130	Online	Affordability. Bringing cultures together towards a greater understanding therefore cultivating respect for our diversities.
131	Online	do not think historic character is an important characteristic that should limit implementation of the other more valuable characteristics listed above.
132	Online	maybe unrealistic
138	Online	Modern does not mean "bleeding edge" but attractive. Community facilities should support the values of Shaker--inclusiveness, the importance of education, etc.
139	Online	i would say being environmentally responsible, albeit an important issue, should NOT slow down the process or drive up costs.
141	Online	Would prefer to see stronger and more specific, language than "multi-functional" when promoting the development of community facilities. Terms such as educational, recreational, cultural, social, governmental, etc come to mind. The current vision sounds like these were not carefully debated, although I'm sure they were, in the process.

144	Online	facilities must clearly communicate their purpose. Parking and interior / exterior access must be safe for pedestrians, cyclists and cars.
147	Online	I'm from Cuyahoga Falls and we had a community recreation center that was awesome. It was a large space, part used for an affordable gym with great fitness classes and also small and large meetings rooms you could rent for a reasonable fee. I'd like to see Shaker pursue something like that.
148	Online	I'm wondering what accessibility means in terms of affordability for all individual residents.
154	Online	Strong need for a community center with a focus on Seniors.
155	Online	It is a lot of sound bites with unclear practical meaning. Modern and inclusive are the most important elements.
162	Online	Very progressive, inclusive and forward thinking - by name and definition. I am very optimistic that it will be rewarding to all of us Shaker Heights residents whether they acknowledge it or not.
177	Online	Historic sometimes is not best for the future, modern construction is needed for modern technologies, we can not always look to preserve the past but look to the successes of the presence in order to be successful in the future
186	Online	It is a great vision statement on paper but, it will be real when it is seen. Accessible to all is a strong community commitment which has not been practiced over the years in our community has it?
188	Online	Just say the same thing only shorten it.
194	Online	Important to keep historical features and offer residents modern functions
195	Online	I think with the state of which the facilities are and comparing to other cities near-by, we need to let go of the past and look forward only. Innovate, modernize.
196	Online	Hudson is good at this. We went to their library and there was a string trio playing. The library was full of activities and people knew each other and it seemed like a really nice community. There was a lot going on and it was fun and felt good. Check out their library for ideas. I love our library, but they are on to something there.
202	Online	Let us be the front runners in self-sustainability. Create community spaces run by alternative energy and a zero carbon footprint!
208	Online	Our facilities are OK but we don't have any that are "star power" as being a draw or making other communities jealous (I'm thinking CH skating pavilion or Beachwood aquatic center)
209	Online	A bit long
210	Online	I am really excited about the prospect of having a community/rec center in Shaker (as a resident and employee).
213	Online	Multifunctional is a main concern
216	Online	A proper Recreation facility. Track, gym, meeting rooms, etc.
217	Online	I'd be happy to see some beautiful new modern, LEED certified facility buildings in Shaker, like Mitchell's, which have a design that works in Shaker's built environment, but breaks away from the historic look of our current buildings.
225	Online	It's says everything and nothing. It's vague. Who would oppose any of it. It's something a consulting firm would propose.
231	Online	Modern doesn't sound like Shakers style, Classic would have more longevity. Would love workout facilities and a place for group classes.
232	Online	sink money into improving what we already have: fields, lakes, parks, so many buildings that sit idle for so many hours and days of the year. plus, we need some more turf fields. I have kids and I can't tell you how many practices are cancelled because of rain. Put in 2 more turf fields (charge the users \$3/time if need be) and share all turf fields with Shaker PFC soccer----a community member composed of 95% Shaker families who can't use our turf b/c high school is too covetous. Shaker PFC will pay for use/build.
234	Online	Like the idea of being accesss led to all stakeholders with a respect for the environment.
236	Online	Emphasis on respect to historic character is important and prominent here.
239	Online	Wordy, not succinct and trying to be too much to too many people.
243	Online	Shaker Heights needs a strong plan in place before requesting funding for any major capital expenditures for city, school or library buildings.
252	Online	it's deliberately vague. You probably want new buildings. No new buildings.
266	Online	I like the focus on inclusive, adaptable and multifunctional.
267	Online	Too wordy
274	Online	I think there is a GREAT need for an updated community center, with an indoor pool and indoor track.
276	Online	Inclusive and accessible 👍👍👍
277	Online	I believe this is the most responsible way to move into the future in a fiscally responsible manner.
278	Online	all people --> all residents.

288	Online	It's long. Trying to make it fit everything and every scenario. I get it and it's fine, but simple is always appreciated. It's ok to not be everything to everyone.
289	Online	Needs to say something about the intent of such spaces - to foster and develop strong relationships within our community.
293	Online	Preservation of historic character is very important to me, as is continued human interaction with staff as opposed to automation.
306	Online	The vision involves the community and allies for input, diversity, and sustainability.
309	Online	A little clunky--too long and a bit vague ("collaborative in the broadest sense"--what does that mean?)
325	Online	I'd like to see a commitment to facilities that provide *equitable* access to all residents of the community (location, services, fees, cultural interests and educational levels). A strong commitment to sustainability is also very important.
331	Online	Please incorporate more environmentally friendly ways in terms of safe bicycle lanes (transportation), housing (allowing/promoting solar cells, promoting better insulation and insulating windows in new/upgraded homes), and recycling and composting. I love all the trees being planted, and I love the recycling in this city. However, the limitations of recycling now are terrible. I would love to see an initiative to either bring back more recycling (I know this is not exactly in the city's control), and I would LOVE to see an option for city composting! With all the free seminars the city has offered on composting, I think it would make sense to have a city service for composting.
332	Online	Feels like missing the need to provide support and services that the community needs.
334	Online	What is meant by historic character?
337	Online	Generally fine, but the phrase, "Shaker Hts will lead ..." is vague and unnecessary. Lead what? Lead whom? Lead other cities? Lead the discussion in Shaker Hts? In the absence of specific proposals, there are lots of vague aspects of these goal.
341	Online	I feel more strongly towards the Modern, Innovative, Inclusive, and Accessible portion of this statement and care less about the historical character.
344	Online	Add something about who will benefit from the facilities.
345	Online	Identifying central locations that connect North and South Shaker and create more opportunities for residents to interact with one another is critical.
346	Online	Responsibility in cost stewardship is crucial.
347	Online	Need for more diversity in management
349	Online	Terrible waste of money. We can go to the independent facilities.
352	Online	Would love to see a reference to attracting and retaining residents in the statement. Also an acknowledgement that the facilities will be for residents of all ages.
353	Online	Respecting the historical character of our assets may conflict with modern and innovative. I think modern and innovative is more important. Happy hat stewardship of environment was included.
366	Library Board	Doesn't seem to include equity
367	Library Board	Define all people - future - use.

<b>Activity 2: Goals for Community Facilities (What reactions or ideas do you have on the goals for community facilities?)</b>		
<b>Id</b>	<b>Source</b>	<b>Comment</b>
1	Workshop	There are plenty of fitness facilities nearby and fitness classes. We don't need to compete with and I'm concerned that utilization will be low - collaboration between schools, library, and city is critical
6	Workshop	Ongoing collaboration and shared visioning, financing, operations is critical to Shaker's sustainability. Renewable energy helps provide long term sustainability.
7	Workshop	Must demonstrate to tax base
8	Workshop	While many people think that Shaker is on the National Historic Register because of the houses, but it's because of the design of the city. i.e. all roads lead to rapid stop (that's why many are curved)
11	Workshop	Expand the stakeholders for item 4. These are good though. Also worth nothing the role that community facilitise play in attracting and keeping the next generation of residents.
12	Workshop	Same as above
14	Workshop	#1 gather, rest sure we can really bring entire community together- access issues
21	Workshop	And the public/residents! This is a great start but should continue in a predictable, sustainable way.
28	Workshop	Would love to see a great theater center
29	Workshop	A space for a theater groups, ballet, movies- theatrical entertainment

30	Workshop	Consider including aspirations within the goals? For example, connect could include a vision for encouraging walking, multi-model transit options, and achieving a "vision zero" of eliminating pedestrian/cyclist fatalities.
34	Workshop	Especially 3 & 4
39	Online	I would like to see an equity component in this. I feel that in most of the meetings and probably in most of the responses online, that mostly one socio-economic voice will be represented and that more voices of all geographic spaces and socio-economic levels need to be represented. 300-400 residents at the meetings/responses online represent a little over 1% of Shaker. If these deliberations are to determine the future for many years of what facilities look like, I believe that greater input is needed for big ideas and smaller fixes. The community can take time to hear from all residents by widening the venues for input (Lomond, Ludlow and other areas) or conduct need assessments by door-knocking. Also, key stakeholders who have knowledge of community needs (especially those who are underserved) can be interviewed. Long-term facilities planning would benefit from more input. I believe that the process deserves more time.
40	Online	Our city is racist. All the best facilities are north, where the rich white people live.
42	Online	I like that the goals are inclusive, broadly spanning activities and interests that will appeal to many members of the community, and will hopefully encourage community members to engage with one another recreationally.
46	Online	Should be supported by an online integrated system for booking and communication.
50	Online	Continue or expand support for families with young children (such as in the Shaker Family Center and Family Connections, especially library-based programs).
51	Online	I am excited for them, I think that together the goals can lead Shaker Heights in a healthy, productive direction.
52	Online	See the answer to #1. Goals are a great thing but asking people to get on board with something that reads like goal in #4 is just word craft that appeals to people's emotions. We don't have extra money laying around to help people feel better. if there is any kind of tax levy to do this - it's off the table.
54	Online	See prior comment; also by now 2019; Shaker should have already addressed the goals.
58	Online	We really need a bmx bike park, in shaker we have a skate park at Thornton people on bmx bikes get kicked out, then we go elsewhere and get the cops called on us so we would really appreciate a bmx park. Our taxes are high enough
59	Online	I think the schools and libraries already communicate well. If the city's website was a little easier to navigate I think we'd be all set.
64	Online	A system similar to Spacefinder would be great—residents can access to reserve reservable areas, as well as to have one place where they can see the time, location & date of all SH events.
68	Online	these all sound great and achievable
76	Online	The agencies represented need to present their critical upcoming needs to inform this process
79	Online	I don't feel we need to build anything new. We just need to, when possible, enhance the facilities we now have to better accommodate meeting places that are accessible and accommodating with healthy foods and healthy conversations.
81	Online	Maintain good facilities for fire dept., police dept., community pool, and sports fields. Do not expect to live in the past - our community must change with the times. Tear down old expensive facilities. Promote what we already have. Build on the programming already existing at library.
87	Online	As I stated above, I think substantive progress in school performance would have far greater impact on improving the quality of life in Shaker for all than building more community facilities or improving bike trails, etc.
89	Online	we need a new community center for all ages especially the youth of our community.
91	Online	We need facilities that make our community competitive with other suburbs, so that we can keep attracting new, young residents and retaining those who are here.
94	Online	They need to be more specific otherwise it will be seen by many as just lip service. It may just be semantics but the goals seem more like objectives and the big ideas are positioned as goals. However, if the big ideas are goals they should probably be time sensitive.
102	Online	The goals seem to mirror the vision statement, but neglect to mention environmental stewardship or cost efficiency.
103	Online	The idea of collaborating Shaker with the Schools and Library I believe will make the City user friendly as one instead of divided.
104	Online	Finish the asphalt trail on the south side of shaker lakes
108	Online	I'm not sure what we're talking about here in terms of facilities so it's hard to picture anything.
110	Online	Really like the idea of dual use rather than a bunch of facilities that spend most of their days unused
112	Online	See above.

115	Online	Don't forget the neighborhood associations who consistently bring people together. It would be a mistake to not include these groups.
118	Online	Goal 1 - I would take out entire community and put community. Not sure "entire" is realistic.
120	Online	i think # 4 is very important, and financial sustainability, safety, and access should be considered in that one as well
127	Online	Decisions need to be realistic, pragmatic and have common sense. Shaker desperately needs a rec center for youth as well as a facility other generations of the community can enjoy. Residents also want a dog park. It is also time to take a good look at some of the city's expenditures and determine what is best for the community. Hundreds of thousands of dollars could be saved on a more realistic rubbish collection approach. The argument that the investment has already been made in the scooters has to stop. Stop buying new ones and phase this out. The schools need to be revamped. Hutchings destroyed the administration with his hirings and decisions. It is time to clean up the mess and get rid of parasites like Dr. Breeden. The district is top heavy in administration ( a cabinet, really?) and is draining the taxpayers' dollars and destroying the schools. Keep it simple. If you want successful schools, direct resources towards direct instruction, period! You will achieve much greater outcomes than you will with inflated administration, teacher coaches, etc. Hire well qualified teachers and they will get it done! As far as the library, hanging on to an independent, financially draining library is not the answer. Merging with the county system makes much more sense. Stop the scare tactics that services will be lost. The county has an amazing array of services and programming.
128	Online	A lot of emphasis on fun, recreation and social opportunities. I don't see those as a major function of the library or schools.
129	Online	The goals are perfect, just be sure that they are 100% accommodating, inclusive, and accessible so no one feels unseen or unheard
130	Online	Affordability, adaptability, create jobs for youth to help them be productive and respectful adults..
134	Online	Different parts of the SH community have different needs. It would be good to see assessment and responsiveness of the neighborhoods.
138	Online	Collaboration is KEY!!! We should maximize use existing resources--not build new ones.
141	Online	Shouldn't goal 4 be a given.
144	Online	They seem to be goals of the time, as paths and cycling access is a visible topic of our time. Fifty years from now, residents may be wishing for something different. What is not included here is a plan to maintain crumbling roads like Chagrin from Lee to Farnsleigh.
147	Online	I'm from Cuyahoga Falls and we had a community recreation center that was awesome. It was a large space, part used for an affordable gym with great fitness classes and also small and large meetings rooms you could rent for a reasonable fee. I'd like to see Shaker pursue something like that. See their website at: <a href="http://www.fallsnat.com/">http://www.fallsnat.com/</a>
148	Online	They seem like good goals. I'm wondering how implementing them could be funded.
149	Online	Community rec center with supervised opportunities for teens to play sports.
150	Online	The collaboration spoken of in Goal 4 is LONG OVERDUE!!!
155	Online	These are all pretty vague. Concerned about goal 1 because the community has a lot of different people with very different interests so there should be something for everyone, a very diverse array of options.
156	Online	I believe we are wasting precious limited resources to continue to invest in the Shaker Libraries and not investigate again the opportunity to join the county
174	Online	Join the County Library System to save money and ensure long term quality of our library
176	Online	I believe in the idea of collaboration, but I also believe we should look at regionalization for the library, so I have mixed feelings about this goal.
177	Online	They are separately funded facilities and should be treated as such unless we combine them together
179	Online	I am concerned that the library is going to suffer in this collaboration in favor of the schools.
182	Online	More flexible usage and access
186	Online	They are great goals but again how do we as a community implement these goals?
189	Online	My first reaction is how much will my taxes increase.
195	Online	It's s small town, one central hub would be sufficient. Located nearby the Thornton pool area.
199	Online	Look for economies through integrated facility use.
202	Online	Expand Thornton to include fitness equipment, squash courts or other possibilities not currently offered within city limits
208	Online	Again, our goal should be excellence and accessibility.
210	Online	Again, the idea of a community gathering place for fitness and other activities is very exciting.
213	Online	Making sure school sports and programs have easily accessible facilities to insure continued education

217	Online	I do believe it's key for the three entities to work together going forward and not just on facilities planning. There must be other ways to collaborate to save \$ and maximize resources.
219	Online	I agree the facilities need to be multifunctional and efficient. The importance of safety and the role participants would play in maintaining a safe environment is critical.
221	Online	Indoor and outdoor multifunctional spaces that meet community needs cross generational
225	Online	These are all so vague that they mean very little.
231	Online	Make it something that applies to families, young people with no kids, and empty nesters. Right now if you don't have kids there isn't much for you in terms of community involvement.
232	Online	stop infighting. Underutilized facilities is a worse problem than overbooked facilities. open up H.S. kitchen to larger cooking groups (kitchen is already state inspected).
233	Online	I think the goals are ambitious but seem to be doable over time.
234	Online	All one has to do is go to the new Van Aken to see how mischievous Shaker likes community space!
236	Online	Goal 4's emphasis on continued conversation and collaboration across institutional lines beyond just facilities planning is important.
239	Online	we currently pay a lot in taxes and therefore we need to have the library, schools and city work together to best utilize their facilities and ideas to get the most bang for the buck - I fear that the community is getting left behind other suburbs with a lower tax rate, better performing schools (at least on the state report card) and better facilities for their citizens
248	Online	Goal would be to make these facilities self-sustaining to avoid adding additional tax burdens. Facilities also need to be well maintained and regularly monitored to ensure safety. Outdoor space that is accessible for walks or gatherings for all generations.
249	Online	i want to be sure that we maintain the main library -keeping it open and independent. I am concerned that there are people with ulterior motives who want to close it so they can buy the property and then develop the land for their own financial gain.
251	Online	I like the idea of community facilities but just groan at the thought of how much this is going to increase the individual homeowner's tax burden. I'd like to see improvement around the city rather than on the schools and libraries. Those institutions have plenty of funding from taxpayers already.
252	Online	too vague to be meaningful.
258	Online	Facilities could be modernized and functional for community use. VAD is the only real gathering place for the community and it isn't city-owned or run.
263	Online	It was great just to see a map identifying all the resources.
266	Online	The way to make Shaker Heights stronger is through collaboration, improved communication so that all parties are working toward shared goals. Building on existing strengths such as walkability and neighborhood communities are key, and investing in city wide internet will help increase equity as well as showing commitment to the future. These goals seem to reflect good stewardship and a positive vision for our city.
272	Online	I use Bertram Woods a lot and would like to see it stay open. I use our hiking trails a lot and would like to see them maintained & expanded.
273	Online	This is a huge silo for us. As an example sitting on a non profit for soccer board which is community-based we constantly ran into inconsistent support models. These barriers need to be torn down
274	Online	Greater indoor options. Our ice skating rink is fabulous, but there should really be a pool and track, also.
275	Online	Continue to encourage and create support for non-car travel in Shaker. Busy intersections (Lee/Van Aken and Chagrin) are not pedestrian-friendly and downright scary sometimes. The VAD is great, and I hear more bike racks have been installed, or will be soon, so that is great to hear. It is too late for this, and I'm sure it was discussed, but it would have been nice to have less street spaces for parking at VAD (handicap-only would be sufficient). It seems to make it less friendly for pedestrians and sometimes even hard to navigate when driving through- which I also wish wasn't an option (pedestrian traffic only), but I understand accessibility concerns. Not everyone likes to or can walk short to mid-range distances.
277	Online	I believe that community facilities need to be easily accessible to all residents and not sure if that criterion is better met with centralized facilities or multiple facilities spread throughout the city. There are pros and cons to both!
278	Online	How do you define "larger community"? If this includes non-residents, they should be paying a full unsubsidized share of costs for facility use. I think that facility use for resident-centric groups are not subsidized enough for the taxes we pay. Field use fees for resident organizations (SYBBL, SYSA, CYO) are too high and use restrictions too great for the level of taxes we pay.

289	Online	Safe connections between residential neighborhoods and facilities is a must. Kids should be able to bike to school or to practice without fear that Shaker Blvd traffic will harass or injure them.
291	Online	There is a great need and will be highly used.
293	Online	These are all positive goals.
294	Online	I love how friendly every is due to the open structure. I do not like the rock climbing structure and what has done to our street. I still wish we had Fresh market. I miss them
295	Online	make programs connected to schools more open and advertised (national history day, summer reading, biology material, us history material, etc.)
299	Online	There needs to be a stronger commitment to equity within these goals. We have strong racial and economic divides within our city and we need to find ways to combat the barriers placed before too many of our citizens. The library can be a vital part of that, particularly in partnership with school reading curricula and promoting city-wide broadband access.
304	Online	I appreciate the sentiment.
306	Online	Collaboration with all stakeholders and accessibility to the community connects the library with education and constituents.
309	Online	Again, I think the goals are too verbose and weighted down by aspirational unmeasurable language, i.e. "conversation", "in the best interest of the larger community"
325	Online	Goal 1: It's very important to bring together people from all three Shakers (South Shaker, the affluent & highly educated people of mid-Shaker, and the mansion-dwellers). Goal 2: Digital connections should explicitly include a commitment to addressing the digital divide, especially for students in our schools. Goal 3: Add sustainable buildings and practices. Goal 4: It is important that these three entries work together rather than seeing each other as competitors or outsiders. A lot of trust needs to be rebuilt (or built from the beginning) after the fight over the Library last year.
331	Online	There are two things I would like to be made a priority in this community: 1) Make biking more accessible. The signs for on Van Aken or Lee Road are a joke when it comes to the safety of the bicyclist. It is very unsafe, and trying to get to the parks and roadways which do have bike lanes can be hazardous. Adding an actual bike lane with barriers, like they do in Lakewood, would be such an asset to the modern worker, like myself and my husband. Many of the people who work in tech, health, and students (like at CSU) would benefit, and I believe it would draw young families into Shaker Heights. 2) Teen hangouts. The upstairs of the library is wonderful, but it is a small space. Teens are young people who have lots of energy. The parks, which are meant for children under the age of 13 are not always an appropriate place for teens, as they end up feeling unwanted and often have the police called on them. I would love there to be a space for teens to feel wanted and safe that doesn't cost them money.
332	Online	To me really missing goal of providing the services and support the community really needs. So for example more support for after school programming for students who don't get support at home. Also really misses needs for additional field space. Lastly we should be pulling in the private schools too.
334	Online	For connect - a dedicated bike or pedestrian route that doesn't prioritize cars would be a strong and welcome statement.
340	Online	accessibility.
341	Online	None, i believe these goals are ideal.
345	Online	In response to Goal #2, there are two neighborhoods that would require special consideration as they no longer have elementary schools that support their communities. Some creativity will be needed to keep these communities relevant and connected to the Shaker hubs
346	Online	Something that can be executed with little costs to residents - maybe offset by membership or usage fees.
347	Online	try to include youths and those who don't usually come to the library to ensure the whole community is considered and may be served.
348	Online	Use community space to expand the pre-k program so a new class is added every year vs every other year. Increases revenue and helps ensure longer community enrollment in the schools
349	Online	Take the money and hire more police.
352	Online	The City/Schools/Library component is a read herring. Each have different funding sources and do a good job today of working together. Unless the Library is going to close a branch and move inside a new middle school that also includes an indoor track, an aquatic center, and kitchen space to support larger community gatherings, I don't feel City/Schools/Library should be a focus area.
353	Online	I had not thought of the "connect" goal but like it very much. Although we have lots of sidewalks more multifunction trails would be nice - especially for bikers.
357	Online	test

363	Library Board	At a macro level the framework of ideas appear borad enough to ensure an inclusive solution both short and long term.
370	Library Extended Viewing	Goals would be 1. well used and maintained facilities 2. safe routes for pedestrians and bikers 3. Collaboration

**Activity 3: Big Ideas (Would you like to see a central recreation and community center facility or a more dispersed approach? Why?)**

<b>Id</b>	<b>Source</b>	<b>Comment</b>
1	Workshop	Difficult to answer because I don't have a way to gauge the final impact of each option, should be an important factor in making this decision.
2	Workshop	We already have those now, now near the new "center" of shaker, best to improve/create a central over more fragmentation
3	Workshop	This allows great accessibility, either walking or hiking, for both seniors and youth who may not be drivers.
4	Workshop	Bring everyone together/works more efficently
6	Workshop	Central facility provides greater opportunity to pull community together from across the city. Below, the pool seems the most costly out of place and style purpose use.
7	Workshop	Less redundant parking, staff, support, etc.
8	Workshop	Explore both master plans to see how each option can be understood. Then a decision can be made- right now there isn't enough incomration to make an informed decision
9	Workshop	Creates community
11	Workshop	Central facility enhances opportunities to share the resources move efficently and for more time
12	Workshop	Having everyone together is important for building friendly connections which will yield to so many good things.
14	Workshop	Thinking about access- leads to conclusion that we need a displeased approach
16	Workshop	Dispersed may lead to separation of citizens based on race, income
19	Workshop	Needs to be accessible to those with limited or no transportation. Don't separate seniors and youth.
21	Workshop	I'm not sure- I would like to know more about specific optinos before I choose. Pros and cons to both!
22	Workshop	Central is key to families utilizing the space- they shouldn't have to run to different facilities to take their kids. Variety of activities in one location is key.
23	Workshop	With one location, all citizens regardless of age can be in one location. Very convenient for families
24	Workshop	So that a facility will be more accessible to all residents
26	Workshop	I would support which ever approach is most efficient but it would be nice to have a central facility so different family members could engage in different activities
27	Workshop	This is only my personal opinion. I would leave it to experts to determine options
28	Workshop	Build one outstanding facility, location, location
30	Workshop	In either case, these facilities should be part of mixed-use, high density buildings located along the rapid (i.e. SW corner of Van Aken & Lee)
34	Workshop	Shaker is about community and connection- lets build on that and increase the liklihood of even more connection!
35	Workshop	More efficient of staff, bring all community together intergenerational
36	Workshop	More cost effective, creates community feeling
38	Online	Honestly, either approach could work well in our community if properly sited and with enough space for facilities and for parking. However, I lean (slightly) toward the dispersed approach in the current configuration of our community. (1) large spaces that accommodate all the needs of the community are rare in Shaker. Consideration of parking and the types of facilities (indoor and outdoor fitness, community meeting spaces, etc) makes it difficult to envision a central facility that doesn't have significant compromises. (2) While I fundamentally support a community space that brings together Shaker as a single community, placing the facility in a location that can best reach the most citizens, is accessible to both teens w/o vehicle transportation and seniors, and have sufficient parking to handle community events, athletic games, etc, is not obvious. Unless a plan can be developed that will accomodate the needs of community in this way, it is far better to enhance existing facilities and expand and grow additional ones to meet the community needs. Traffic will also have to be considered. Unfortunately, that rules out the vicinity of the Main Library as it is a traffic disaster already.

39	Online	There could be a larger, more central facility, but then smaller areas to meet the needs of those communities that have barriers to transportation. For example some residents in the Ludlow area have expressed that their children do not have a place to play in the winter, but it would be difficult for many of those families to travel to a central place if it was not nearby. The old Ludlow school could serve as a place for those families to recreate.
40	Online	Because You'll build a nicer facility for the rich white neighborhoods anyway. A dispersed approach will only benefit the affluent kids, while leaving Lomond students behind (as always).
42	Online	Won't the economics of a central facility be more feasible? I imagine that construction and operational costs of multiple smaller facilities will be much more than for a unified facility. The downside of a central facility is that getting the programming right is essential from the planning phase -- once it's built, it will probably be hard to change its functions. (but maybe that can be included in the planning process)
43	Online	I see no need for an investment in a large recreation center.
46	Online	This is generally how to keep costs lower. Also families with kids into different things, a dispersed approach would make it very hard to coordinate kids from the different schools (since schools are already dispersed, to different facilities each with different activities).
49	Online	I don't feel strongly either way.
50	Online	The dispersed approach seems more efficient and could potentially take better advantage of available space and facilities.
51	Online	What if that central facility is physically connected to the library?
52	Online	We have facilities all over Shaker that could be utilized instead of building a new one. The benefits of a dispersed approach are that 1) it takes people all over the community - people can enjoy programming all over the city 2) having access to local walkable facilities is a much better way to accommodate children and seniors in those areas. If you want to mix it up, offer certain programs only at certain locations and be sure that accessible transportation is available.
53	Online	No need to build one giant facility that is all things for all people. Prefer smaller dedicated venues for different activities but would appreciate having more of them in Shaker Heights.
54	Online	It makes sense; why combine seniors and youth in the same location? Two different cultures.
55	Online	i think the central facility would be best, but their could still be some community space dispersed throughout the city. i like how the baseball fields are dispersed so you visit all the different neighborhoods. regardless of the recreation facility approach we should health and wellness through the connections to all the assets of the city - each of the Shaker Lakes, commercial districts - Van Aken, Chagrin/Lee, Shaker Square/Larchmere/Buckeye and recreation fields and facilities. there should be multi-modal priority including bike, transit, and pedestrian equal or greater emphasis to car. As we develop a plan to develop new and improve existing facilities, Shaker should invest in a network connecting through the neighborhoods to our facilities that takes advantage of the trains; develop a bike network the takes advantage of residential streets; protected bike lanes on major streets; and traffic signalization that supports the network. Today traffic signals prioritize cars and do not consider bikes and pedestrians
56	Online	Easier to maintain.
57	Online	more human interaction with more people
59	Online	Having one spot where we can exercise, socialize, get information, sign up for recreational activities and allow our seniors to gather will foster more of a sense of community and belonging.
60	Online	I support non-duplicated services/activities at key "nodes" with in the city - VAD, Middle School site, Chagrin/Lee, etc.
63	Online	Given the current design of SH it seems space will be at a premium and given the locations of current facilities it would fit better with the design/structure of our historic city to maintain this design with improvements such as interconnected routes making going from A-B more efficient.
64	Online	We are a small suburb with a diverse community. Creating solid exacerbated issues that later play out in the school systems.
68	Online	central would be best, in my opinion, if possible... i have to believe that creating and managing one building, however large, is more efficient than several smaller facilities.
69	Online	Sense of community
71	Online	Brings more people together and they wouldn't have to go far just because someone close to them prefers something different.
72	Online	traffic
73	Online	One central facility seems like it will have to be a compromise in many ways (to support all). Separate and smaller focused facilities might be more engaging for the community.
75	Online	There would be more opportunity for interactions between residents at a central facility.
76	Online	Is there need? Have Cleveland Hts or Beachwood facilities been studied - expenditure and use? What about businesses providing fitness; how will this impact? What about collaborating with other adjacent communities?

78	Online	If a central facility means only one venue, then you lose the proximity and walkability mentioned as a plus on your site map. Couldn't you have a central facility for a few purposes but still maintain the satellite sites dedicated to other purposes. It's OK for people to travel to other areas of Shaker Hts. It would be overwhelming to try to marry, e.g. fitness/pool with teen/senior centers, meeting spaces. They have different requirements and it becomes a behemoth (like Cleve. Hts. Rec. Ctr.) and loses its inevitability and sense of intimacy and closeness---trying to do too much with only one space.
79	Online	Too much of a possibility for overcrowding and insufficient parking opportunities. I also think that "youth" does not always blend well with the senior crowd.
81	Online	Smaller is better for getting to know people and easier to travel to. Smaller is better for developing unique programming focused on local community interests.
83	Online	A centralized place allows for easier routing for public transportation, and having multiple services in one facility would inspire some using some of the services to visit and use the others.
85	Online	I believe that if the space allowed to do it in a centralized fashion, the community would benefit by being connected and have the ability to actually see what is at their disposal to use.
86	Online	Better sense of community.
87	Online	I'd like to see activity hubs dispersed throughout Shaker's footprint so that supportive economic resources and beneficial impacts are also distributed - e.g., bringing more white and/or wealthier Shaker (and other area) residents and their money to Chagrin & Lee end and more black and less financially resourced residents to the Van Aken District.
89	Online	it gives a heart to the city and brings our community together not separate us.
91	Online	While I think the dispersed approach is more likely, given our built-out nature, a central facility would be good for engaging the full spectrum of residents. A family could drop the kids in one space, while parents are in another. Seniors could feel a greater connectedness to the larger community, rather than pushed off to their own space, reducing the common isolation than seniors sometimes experience. Kids of different ages being able to access age appropriate activities simultaneously in the one space is more efficient for families. All of that said, a dispersed approach could work as well, if done thoughtfully and efficiently.
92	Online	Either approach would work, but something more than just an ice rink and outdoor pool would be nice.
93	Online	A central facility would bring more community members together in one place and foster casual interaction and chance meetings among residents. This would help get people out of their neighborhoods and think more about / interact with Shaker as a whole.
94	Online	Central facilities are key for gathering spaces. A place where people who work from home, or seniors can spend their day and do things outside of the house around people. Can Aken District serves this purpose to an extent but it also showed the potential of the utility of that type of space.
96	Online	To eliminate driving around the area.
97	Online	I think this makes more sense with the dispersion of schools and current facilities that could be adapted. Of course it might make sense to add fitness or recreation equipment to the Thornton area as a hub of man made physical activity.
98	Online	I think having multiple generations together is good for a community. It can serve as a meeting space where all walks of life gather.
99	Online	Groups are often siloed enough, let's have common spaces where those groups can mingle and meet, whether intentionally or accidentally.
100	Online	Personal preference. My family makes great use of Thornton Park. It feels like Shaker Heights to me. Small, friendly, everyone there knows my grandkids and me by name. We also belong to the JCC which is a bigger facility. Not as friendly and intimate. More institutional feel to that experience. If the community votes for the bigger community center idea though, I would certainly support that.
102	Online	Seems like it could get people out to explore different neighborhoods in Shaker
103	Online	due to residents and transportation, health, or any thing that would interfere with them wanting to attend a facility but out of their reach.
107	Online	I think a central facility can unite the community, while separate facilities can fragment it (with different groups isolating themselves based on the facilities they are using). Also, I think it is easier to decide to participate in an activity if you know the one place you have to go.
108	Online	I think if it's a facility that people come to for different purposes, there is more chance that different people run into each other. People with common interests will come together and people who don't have common interests will also be able to learn about each other. There's more opportunity for cross-pollination.
110	Online	Not sure whether a central facility would be as well utilized, given neighborhood patterns of use
111	Online	a stronger sense of community.

112	Online	We need a central hub location for all. We currently have the use of separate smaller facilities currently using Shaker Schools, Thornton Park, and the Shaker Community Building that closes at 5 pm when most people get home from work. Also, the Shaker Community Building has no space or activities for the youth. Transportation around the community can be a barrier for some families with multiple children of different ages
113	Online	Target the areas where needed. Teen center near high school. Rec center near fields. Community center near Van Aken or another gathering place
114	Online	It would provide a place for residents to intersect and interact across economic, racial, age and gender barriers.
115	Online	It would be nice to have a central location for these activities. We already run across the city if we want to do anything the recreation department schedules. I hate it, which is why I have a membership at Lifetime Fitness. I would prefer to stay closer to home but the city just doesn't offer what i need. Think about an indoor pool. Woodbury is just ok, not great, same with the middle school. Even the JCC has better facilities of which I've been a member there too. In addition, please make it affordable and for residents. You definitely need basketball courts.
117	Online	It's more cost effective to have a single facility than keeping up and staffing multiple ones. We could probably afford a better facility. However, I think we could continue to program in some of the existing parks -- which won't be going away.
118	Online	It would be easier if a family wanted to do different things to have them all in one location rather than dropping them off in different places. As a senior, having to wait for transport to get from one location to another on the same day would not be something I would probably try to do. Thus involvement would probably not be as much as I would like in the activities offered.
120	Online	I think one thing Shaker is missing (having grown up in Orange) IS a centralized community center where programming, classes, etc. can take place (obviously accessibility/transport for all residents TO this facility would be critical), but the rec. offerings (particularly for after school) leave something to be desired, and a wondering i have is whether this is because each school building has to solve for this independently
121	Online	Although a central facility would be great at bringing people together, availability of a large chunk of land is probably the limiting factor.
122	Online	People should be able to walk to a facility. This is why it is so nice to have both Bertram Woods and Main Library sites.
125	Online	It gets confusing for residents when different activities are in different locations. Also, we tend to see the same people at the same places, so there would be more likelihood of meeting a more diverse group if there were a central location.
127	Online	The city is polarized already. There needs to be a central location where all feel welcome. The city needs to work hard to make that happen and also emphasize a plan for safety.
128	Online	Because a dispersed approach allows for activities at each location to be tailored to the appropriate population group. Many seniors have transportation problems so might not be able to make their way to a central location.
129	Online	Offers more of a lm opportunity to for different communities to be innovative in their own space
130	Online	More economical; easiet to maintain and manage crowd control and safety
131	Online	a central facility allows all segments of the community to come together.
133	Online	Where would the central facility be? It will be close to some residents - but far away from others. Also - rather than putting funding into one big structure - seems better to spread funding around.
134	Online	A distinct socioeconomic division within the city exists based on zip codes and main thoroughfares. A centralized facility will foster an overall sense of community better than further separations.
135	Online	We already have schools, libraries and buildings dispersed throughout the community. I support using those more efficiently and effectively rather than creating new buildings. Use what we have. Also, people are more likely to utilize buildings that they can easily access that are within their communities.
136	Online	A community center is a great idea to have to keep the residents in Shaker Heights instead of joining outside fitness centers.
137	Online	More economically feasible.
138	Online	We do not need to build new resources when can use existing resources!!
139	Online	would be easier to use the specific elements of the space you want if there were dedicated facilities; assume it will be faster to get parts up and running instead of having to wait for one facility to be built
141	Online	Speaking of physical buildings it makes more sense when these can be in close proximity in a central location for cost and maintenance reasons. Con: large parking areas. Parks and green space preferably scattered through the community.

142	Online	Central facilities are great when they are right next to you but a dispersed approach means there are facilities nearby to everyone.
144	Online	I have seen community centers in some communities that are used in the evening for organized group meetings but little used the rest of the day. My instinct smaller, more intimate spaces may be better.
145	Online	The city has a lot to offer as far as different types of spaces so I feel that the dispersed approach will give residents the opportunity to see, enjoy and understand the space available in shaker. I think this approach will enhance what is available in this community.
146	Online	Adds attraction of variety of people to all Shaker neighborhoods
147	Online	I like one large facility for all indoor recreation abs activities. It creates a one stop shop and I like a space that Co mingles generations.
148	Online	I think families could take advantage of a central facility more easily. (Three year old in child care, 8 year old in a program while parent uses the gym, for example) If facilities are spread out wouldn't you need lots of duplication of services? And transportation becomes a barrier.
149	Online	A central facility would provide an opportunity for all people of all ages, races, and backgrounds to come together.
151	Online	I'd prefer A busier place where people can run into each other, rather that several sleepy spots.
155	Online	Various locations seem fairest to the spread out neighborhoods of Shaker, although centralized would be good for a rec center/pool if it would mean we could build something competitive with what other communities in the area have now had in place for years.
157	Online	Economy of scale. More options.
160	Online	I really appreciate the Bertram Woods branch and do not want to see it closed. Nor do I want to see our library merged with County facilities. This would be a true loss to our Shaker Heights community.
161	Online	When recreational facilities are at least somewhat centralized, there's a greater chance of running into neighbors or making new friends. So many of Shaker's assets are already extremely decentralized.
162	Online	The dispersed approach will continue to support siloed functions and groups. Sharing a bigger one allows the residents to encounter and engage others of the same community. And also easy to refer to one familiar place when they say they're doing such-and-such at the Community Center rather than a neighborhood facility with and unfamiliar name and need directions.
163	Online	There are advantages of both. A central location will bring the whole community together. Disbursed buildings may make it easier for people to attend since it is closer to their home.
164	Online	Ease of access to everything. If we're a family participating in multiple events/activities, they either need to be in one spot or something has to be dropped.
166	Online	location - we do not have public transportation so some of our community could be disenfranchised
167	Online	I like the idea of a central facility for cultural, social and community activities. I don't see a need for the fitness activities to share the facility, although I am not opposed to it.
169	Online	No strong feelings either way.
170	Online	Both, (combined recreation/fitness and community center and services facility, fitness, community center/services, youth, seniors
172	Online	I think it makes more sense with the existing infrastructure and the current location of senior living facilities to have a more senior-focused center in Stephanie Tubbs Jones and more recreational/fitness oriented center at Thornton.
175	Online	Better economically all funds being dispersed in one central area, also this will, assure equal accommodations for all areas. This will also encourage a feeling of Shaker Heights community.m
176	Online	The logistics would be easier for different family members to participate in a variety of activities under 1 roof. Ex, Mom takes an exercise class while kid participates in a sport.
177	Online	I presently going into Beachwood spending thousand of dollars for there economy whereas we have country clubs that take up valuable land that could be used for recreational purposes as well aa adult issues
178	Online	One stop shopping!
181	Online	A central facility might be perceived as favoring one area of the city over others. A diverse approach would bring people from various areas to different areas, thus building ownership of various areas rather than just one.
182	Online	More options in one location, can enjoy with the entire family and less traveling to reach them.
183	Online	Different communities in Shaker have different needs and transportation access
186	Online	As a senior, I would probably feel more comfortable and youth could just be themselves without seniors raising an eyebrow or not feeling safe. Maybe, you mY have to re-educate seniors too to become more open and receptive to youth as they develop and allow youth to be themselves developmentally.
188	Online	Bringing all ages to one location will support interaction, we're already separated too often.

189	Online	A central facility would mean establishing a new site for this development. We don't have that much room for new development like Solon or Strongsville. If there's room at Thornton to do all of this, great! But I think the best solution with limited options is to have multiple facilities.
190	Online	It makes more sense with the space and facilities available.
191	Online	I am familiar with two community centers, Strongsville and Beachwood, that are central families that provide intergenerational services and they are both successful centers.
192	Online	Lack of space to create several facilities which would be needed to accomplish the goals. Do not undersize the facilities. Do it right the first time.
193	Online	one facility will be too big to my taste
194	Online	Convenience
195	Online	I would like to see a large community center which includes gym, indoor and outdoor swimming pool and ice rink.
198	Online	A large scale community center will entail greater expense to build and manage = more taxes. use the smaller scale facilities already in place.
199	Online	We have long suffered from having no single heart of the city.
200	Online	I feel that a dispersed approach brings people into neighborhoods other than their own and focuses on the whole community. Our libraries are spread out, our parks, why not our community facilities as well? Keep the focus on Shaker as a whole.
201	Online	Which would be most cost effective?
202	Online	Separating citizens by age or interests are not conducive for building community
204	Online	Easier to make several steps of progress than one, huge, expensive project.
206	Online	Because I already see that the main library has been taken over by noisy disrespectful youngsters who use that "central facility" for day care and play and not as a library. I doubt a performing arts area, senior center, or fitness center would need a security guard to keep things in check. I'm a 30+ year resident of Shaker and have watched both library "centers" devolve after school, weekends, and evenings and even though it is politically incorrect to say so, I do not like it.
207	Online	I'm sure further analysis will be completed regarding the feasibility of a facility. What would be the impact on the private health and wellness industry already in Shaker? Although a central hub may reduce staffing and operational costs, would it be accessible to all? Has the group considered including private partnership? What would be done with current space utilized for these programs/services?
208	Online	Because it would be a place of community building - where every aspect of our population can gather, work together, get to know SH employees better. It would be "home"
209	Online	Less expensive, better access; smaller neighborhood focus
210	Online	A center location is appealing as it brings the community together and if it is located in a central location (i.e., public transportation and disabled accessibility) then it will be accessible to most residents.
211	Online	Fiscal responsibility, cross generational learning
212	Online	Shaker Heights is geographically large. Walkable locations within the neighborhoods are a good asset for attracting and retaining residents.
213	Online	Though a central facility would be great, Shaker has many facilities that I believe could be used in a more efficient manner and could possibly be more cost effective if we rearrange/add to already existing resources.
214	Online	The city is spread out east to west and access is difficult if you don't have a car.
216	Online	I think it will bring the community together. If you do separate spaces, you will have separate groups.
217	Online	Brings everyone together ... connections can happen more easily than in many dispersed places.
218	Online	Community Building is centrally located and would serve this purpose well. Would create energy in this neighborhood.
219	Online	This approach would be provide a "one stop shop". Convenience in location, with variety in purpose. Safety and security maintenance is under the same roof or general area.
221	Online	More flexibility and creative use alternatives
223	Online	I would like us to find a way to make better use our schools after hours for community activities.
224	Online	Cost efficiency.
225	Online	It's not obvious why we need either. What evidence is there that people and business move to a city because of its recreational or community facility? Why can't we just improve and maintain what we have?
226	Online	Not married to either approach right now. Interested in what makes sense with our current infrastructure and needs.
230	Online	Only if accessibility and ease of access is addressed for residents who may not have the financial or physical means to reach this central location. Shaker covers such a large expanse and is no one location is easily accessible for all. Especially concerned about access for older adults (current transportation has many barriers and limitations) and young people.

231	Online	It is the big thing missing from Shaker! There aren't close gyms to Shaker, and a central place would not only align us with neighboring towns' amenities, like Beachwood, but also give us a place to meet people outside of your immediate neighborhood.
232	Online	utilize and repurpose (temporarily) the spaces we have. schools are underutilized on the weekends. think if we lived in a dense city, facility usage would be smarter. Improve Thornton as as more attractive YMCA-type facility with indoor swimming. Build a "hub" of activity between Thornton, Shaker Rocks, and Van Aiken. The prom afterparty at Van Aiken was just awesome. The big mistake at Van Aiken was not allowing for more green space----a pithy piece of grass outside of Mitchells. Tear up cement patio outside of On the Rise and put in green turf there and small bumps where kids can roll around. Garden at the high school is underutilized....by H.S. kids and community. Make existing libraries more attractive meeting places, including outdoor garden/reading spaces.
233	Online	I like the idea of a central facility lie the one in Solon. I know Shaker Heights is not Solon but I think having one facility instead of 2 or 3 smaller facilities can help to create a sense of community.
234	Online	Shaker talked about this 40 years ago for a recreation center at the corner of Lee and Chagrin. Of course it never materialized. This to me is very typical of the thought process for the City and the Board of Education...let's do lots of studies, come up with good ideas and never move forward. This city is very status quo with a "good ole boys" attitude. Let's be visionaries and go all out! I'm tired of looking at the surrounding neighborhoods and what they have done. Let's get going!
236	Online	No current community hub (where spending money is not required as it is in a commercial area).
237	Online	family members can be in one place, without having to drive to several different places at the same time
239	Online	It brings the community together. If the facilities are smaller and more dispersed I believe they will be used primarily by residents that are in close proximity. I also think that using smaller spaces is kind of what we currently have with using the schools and libraries for meeting space and recreation. To make a bigger statement and pull people out of their rut I think one large and well appointed facility would be better.
241	Online	It would be exceptional if separate places that are comfortable to different activities and community ages are available in addition to a place where the entire community can come to celebrate special occasions or functions.
243	Online	This should also include school and library facilities where appropriate.
245	Online	The smaller separate facilities seem to work very well; why rebuild what works.
249	Online	To be competitive with other communities it would be great to have one facility
250	Online	Perception that more could be offered to the community if it were one large central facility.
251	Online	I like the idea of the dispersed approach but I think it would likely be more cost effective to have one large location to maintain and to fund rather than risk having multiple small areas around the city. Those would all need to be constructed, maintained, staffed, etc., individually which could be a burden to fund.
254	Online	I think there are already dispersed smaller facilities in the community. Most communities have a central location and seem to thrive. I do though think there is a need for a really well managed and youth centered facility that will draw youth.
256	Online	Not sure if space exists for a centralized facility. With the concepts envisioned in Goals 3 & 4, it seems wiser to first explore these before deciding we need a large centralized facility.
258	Online	This will bridge gaps between neighborhood differences. It will also help for natural interactions between groups. A larger, more central building will make more efficient use of resources/space and likely be more flexible.
259	Online	Gathering place, easier maintenance implementation, and single spacious facility could create the opportunity for ongoing networking and interaction.
262	Online	More focused on the neighborhood and walkable. Easier to reach by door.
263	Online	Central would be nice but I wouldn't support the idea of building a new structure.
264	Online	Because it brings together the community...shaker might be integrated but it's neighborhoods are not. By having a central location where people of all socioeconomic and ethnic backgrounds can come together would go a long way towards helping people overcome unconscious bias.
265	Online	Multiple smaller buildings/ spaces probably already exist and can be repurposed. A dispersed approach ensures access throughout the entire community - which is especially important in underserved areas.

266	Online	I think a central facility could allow families to participate in different activities at the same time. It would allow for more adaptable use of spaces that were planned into the building of this facility. The administration and maintenance costs should be lower in one purpose built combined facility. But using school facilities with the wider population should be considered too - especially for communities/neighborhoods that end up further away from the central facility, or where transportation is recognized to be a challenge.
267	Online	Easier to manage one location
271	Online	I don't see the benefit of putting all services in one place. Shaker is large, better to spread the wealth
273	Online	Models show these large centralized community spaces are not good investments for communities. Especially with lifetime fitness 10 minutes away. Find gaps in coverage and fill those.
274	Online	I'm having a hard time thinking of a space large enough to accommodate all of these in one area.
275	Online	This is above my pay grade, but it seems to make more sense to have multiple smaller facilities and use what is existing when possible (and improving existing). It makes more services more available to the entire community if they are spread out (?).
276	Online	My first thought was dispersal but doesn't into account people dependent on transportation such as differently abled, or seniors who don't drive.
277	Online	I can certainly see pros and cons to both, however given both the lack of land and funds to construct a truly all encompassing central facility and the challenge of making it accessible to all residents, I am leaning toward the dispersed approach.
278	Online	cost / travel efficiency. large fixed costs such as HVAC / roofs / parking lots can be more efficiently managed / used in a central location. Support staff for a central facility can float between jobs to manage peak demand. bringing different groups together in a space can increase opportunities for understanding interaction.
279	Online	A large facility would mena the need for lots of parking
280	Online	this type of central facility can bring people together
281	Online	Community centers are more accessible for youths and seniors.
285	Online	Because it'd be nice to have the ability to go to a building for one thing and then be able to find something else you'd like in the same facility.
287	Online	Ease of access and less duplication of services
288	Online	I would rather have an option close to my house. People are more likely to use it.
289	Online	Easier access if dispersed. No benefits to me if all lumped together
290	Online	Management of one larger space would be more efficient than having several spaces.
291	Online	Do we really have the room or space to build a central facility? I think it should be evenly dispersed so that all communities have an amenity. It would improve chances for new families to disperse all over the city instead of one area receiving the benefit of one facility. We should consider using Ludlow School as a recreational space. If renovated, one floor could contain 4 regulation sized gyms and also be able to convert to an auditorium or multi-use type space. It is a beautiful area that needs more diversity and amenities to bring people back to the area. There are also many underprivileged students who are unable to get to other parts of the city easily and it would give them an opportunity to focus their energy in a positive, nurturing and advancing atmosphere. Just one of many options.
293	Online	Just sounds like a more efficient approach.
294	Online	Convenience
295	Online	one big center would be harder to maintain and find space for
299	Online	We have enough divides already. Bring us together.
303	Online	Families will different needs (young kids, senior parents at home, etc) need ONE place to be able to gather.
304	Online	Despite the logistical issues associated with the production and upkeep of a central facility, I believe it is necessary to have a centralized location for multiple groups to meet and interact so that the dispersion doesn't isolate those groups from one another.
305	Online	Any central facility will either be located in predominantly white Shaker or if not, white Shaker won't use it (ie the Main Library)
306	Online	Intergenerational connections are needed for bridging relationships.
307	Online	I like the idea of a "one-stop shop" for all of these things.
310	Online	While a central facility might encourage more interaction in the broader community, I would worry about its accessibility given how spread out (and poorly interconnected) Shaker is. A smaller network might mean more biking / walking / public transit options to utilize the facilities.
311	Online	A central facility would enable all citizens of Shaker to congregate whether for fitness, meeting, etc. Shaker has always tried to be inclusive and this center can lead the way.
315	Online	OTHER COMMUNITIES NEEDS CENTERS

322	Online	Single facility is more economic
323	Online	It would provide opportunities for community connections—across all demographics.
325	Online	Facilities need to be accessible to those with limited transportation, especially elders, teens, and low-transportation people in South Shaker. Don't divide people into silos with elders in one place and teens in another, etc. A campus between the Library, Stephanie Tubbs Jones Center and City Hall would best serve these goals.
328	Online	Bring everyone together in one location. Explore the former Buick dealership property at Van Aken.
329	Online	Hard to say, All by example 1) we have three pools: SMS SHHS and Thornton. We have school kids learning to swim, residents wanting to swim, Shaker Shark swim club attracting our students AND adults to swim. Facilitating this interaction, to maintain the facilities is more important than building a new facility. 2) youth center associated with the HS... closer facility is important to our community to facilitate both academic and physical support.
330	Online	I think that it's a lot more economical to construct a single facility, like the one in Cleveland Heights.-
331	Online	A central facility has the potential to cut costs. It also promotes familiarity in the whole city and doesn't segregate neighborhoods. I lived in a large suburban area that had a central facility, and it was very convenient. The recreation/fitness, community center, city services, and the main library were all under one roof. Most of the city events (tree lighting ceremony, farmer's market, etc) all happened here as well. The children's swim lessons and the swim classes were offered in the same place, and it was nice to go from there to the gym. They also offered affordable child care while one was using the recreation facilities (much like a YMCA).
332	Online	More accessible as needs to be close for folks that don't have cars.
333	Online	More accessible to all
335	Online	1) It would be hard to find a location for a central facility that meets all of the needs; 2) A new central facility would be expensive to construct and maintain; and 3) members of the community have widely differing needs and interests which can be better met in a dispersed approach.
337	Online	Impossible to answer without more specifics. Much would depend on what makes sense financially, given the current inventory of land and buildings. I would have thought this discussion would focus on greater sharing of the facilities already in existence, or enhancing existing facilities to make them more useful to all three groups: city, schools, libraries.
338	Online	Perhaps easier for families to utilize together.
339	Online	Limited locations for a central facility, especially in the center of the city, which will lead to one "side" of the community feeling excluded. If there are separate smaller facilities, they can be dispersed throughout the community.
340	Online	Design might be different for youth and seniors. Inter generational is a good goal, but ages of people provide a different idea of what is appealing. Youth tend to like openness and activity. some seniors prefer a smaller venue and comfort for their activities.
341	Online	Ease of management, organization, and accessibility (assuming this place will be within an easy driving or public transportation route)
344	Online	One space will create a greater likelihood of building community.
345	Online	First, from a mere efficiency standpoint, it would seem that a central facility would provide the best odds for sustainability (costs, programming and maintenance). Secondly, this community already suffers from higher income neighborhoods expecting specialized attention. A dispersed approach has the potential of broadening the gaps that already existing in our city. Finally, we should keep the "together" aspect of this initiative our central focus as we attempt to move the city forward.
346	Online	A dispersed approach is what we already have, so may be less costly. Not opposed to a single space if it's more cost effective
347	Online	This will bring variety of perspectives and cater for varied needs in a centralized space, though there might be some services or facilities that would be better via dispersed approach.
348	Online	Allows one central location for the community to gather as one
351	Online	More affordable. Everyone says they want a big Rec Center, but no one wants higher taxes to pay for it.
352	Online	1. It is more cost efficient. 2. It allows for space to be most flexible. 3. It brings people together as another destination.
353	Online	A central facility will support the goal of bringing the community together. It's more likely to become a hub of activity. It will allow the entire family to come to one facility and engage in different activities.
355	Online	We already have a recreation center and I feel like it would be pointless to make a fitness center in a library when we have a recreation center and people can use the gym at the high school. A community center makes more sense to have services to youth and seniors.

356	Online	The location of a central facility would be challenging due to the built out environment in Shaker.
357	Online	test
361	Task Force	Economies of scale, bring community together
365	Library Board	More practical and easier to implement
366	Library Board	Economy of scale in staffing and operation costs, more appealing to new residents.
367	Library Board	Many Neighboring communities have a central approach
368	Library Extended Viewing	To provide variety
369	Library Extended Viewing	Separate facilities can be repurposed more easily if usage declines
<p><b>Activity 3B: If a central facility is explored, what are the top three types of spaces that you would like to see in a central recreation and community center facility? "Other" responses</b></p>		
2	In-Person	Performing arts needs a base first, Art middle school
6	In-Person	Library branch
7	In-Person	E-sports, ice rink
11	In-Person	Library
31	In-Person	Rink
40	Online	It's absurd that we have a huge ice skating rink but no big indoor rec pool or playgrounds. You and your white people figure skating bs.
43	Online	I would not pay more taxes for a recreation center or use the facility. We use other facilities in the community for our recreational needs/
44	Online	Updated outdoor pool that is competitive in offerings to other suburbs and city's (I.e. zero-entry access, slides, tubes, etc.)
49	Online	Can't we use the theater at SMS and SHHS for theater productions?
52	Online	dedicated spaces and both extension education programs (related to SHSD curriculum) and accessible recreational programming for children of all ages
55	Online	inter-generational engagement. also - indoor pool should not be at the expense of an outdoor pool
58	Online	Bmx bike park
61	Online	Athletic fields
68	Online	full size athletic field suitable for soccer (11 v 11), lacrosse, and other field sports.
69	Online	Fields for Sports with Lighting for Night Events
75	Online	Dog park
76	Online	Personally no need for this
82	Online	Outdoor water park (think Beachwood)
87	Online	I'm a bigger fan of allocating resources to support and generate participation in activities in places and facilities that already exist
91	Online	This response is not to say that an indoor pool and fitness center aren't as important, it just means that these three link well together.
97	Online	Maker space if not at schools.
107	Online	Some sort of multigenerational space
112	Online	Indoor play area (basketball/tennis courts, fitness equipment,
127	Online	These 3 are important, but so is a dedicated senior area.
138	Online	Let's maximize existing resources not build new ones!!
140	Online	Indoor Track
144	Online	close fourth - fitness space for group classes
155	Online	Outdoor pool and outdoor play/ rec/sports facilities; gym with variety of offerings, eg basketball, volleyball, etc, at variety of age and skill levels to include more people. Please whatever is done modernize to include family/companion restrooms/locker facilities.
177	Online	Indoor world class track for runners and walkers
182	Online	Can we add some areas for makers? i.e. 3d printers and similar items available
207	Online	Gymnasium; a number of the options list could be combined for multipurpose.
217	Online	Indoor basketball court for teens
225	Online	We definitely do not need any type of workout facility. There are plenty of really cheap private gyms. The libraries have plenty of meeting spaces. Maybe a place for teens to hang out.
232	Online	We already have theater, kitchen, arts, and meeting spaces in this community
234	Online	It should have all the above (minus the theatre which is at all the school buildings).
241	Online	These responses are dependent on how the facility will be run. If the building is open to anyone, teens may be more willing to utilize it than if they feel they are being monitored or babysat while there. If the homeless can use a "community kitchen", it may change the demographics of the area.
252	Online	no central facility. It will not serve all.
258	Online	Usable outdoor spaces nearby (parks, fields, ampitheatre, etc)

272	Online	Outdoor space w/ an overhang against sun & rain.
274	Online	Indoor track!
278	Online	While this sounds attractive, is this the best use for public funds when private options (Lifetime, 1-2-1, LA,
289	Online	Indoor pool must be heated to a good temp for older users and young kids. Not cold like Woodbury.
323	Online	All of the above
326	Online	Basketball courts
330	Online	Basketball
332	Online	Turf Fields, space for school children to do home work and get support services
343	Online	Ice Skating Rink - we need to preserve our ice skating rink and outdoor pool space
344	Online	Ice/hockey rink
345	Online	Creative planning would allow spaces to serve multiple purposes. For example, having an indoor pool would also allow for group fitness classes; a multipurpose space could also be used for meeting space. Providing extended opportunities for teens to gather in a safe and positive environment is critical for building community with this demographic. This could also be a space that is utilized for senior services/activities during school hours.
352	Online	Indoor track loop. Quarter mile likely above the pool or fitness area.
356	Online	I feel like we have all of this now. Why do we need new?
366	Library Board	Basketball Courts, Walking Track
367	Library Board	Courts

### Workshop amd Leadership and Sticky Note Comments

Big Idea #	Source	Comment
12	Workshop	Public wifi throughout Shaker would improve euqity among all residents and attract business and families.
12	Workshop	High speed public wifi!
12	Workshop	Connectivity is essentially a utility, but unlike water or sewer it doesn't require scale to be economically feasible. The city should control- for equity and resiliency- this community asset. 5G too!
12	Workshop	Didn't the city study this? What were the results?
11	Workshop	This should be a given and institutionalized
10	Workshop	Should we a normal way of doing business, not a big idea...
10	Workshop	This is an important idea and would positively impact residents' abilities to connect within their community. However, doesn't seem like a big idea compared to some of the others- so no dot.
9	Workshop	Can be part of community development that already exist for Lee Road
9	Workshop	I think this is important, but it was 4th on my list
8	Workshop	Our Shaker "special" - ness doesn't protect us against economic realities. Let's work collaboratively to create a new community.
7	Workshop	If this makes good economic sense and it may or may not (age of buildings)
7	Workshop	Declining school population, but residents expected to pay for facilities we can't access.. Doesn't make sesne open up pools and theater spaces
7	Workshop	Engaging residents that do not have children in the schools will increase awareness of the quality of the schools and create more champions for their success
6	Workshop	This can be part of programming and rec center
6	Workshop	We have beautiful lakes but only use the surrounding park area need a plan to use the actual lake fishing, boating, etc.
6	Workshop	Shaker Lakes should be utilized by all 3 cohorts to provide water activities, reading areas, camps for city to run recreation. Kayakin, cahoeing, rowing, stand up paddle, etc...
6	Workshop	Shaker Lakes- none of our neighboring suburbs have what we have. We should promote the lakes and be able to use them. Live work and play in Shaker.
6	Workshop	Shaker Lakes a great resource for outdoor school curriculum opportunities, environmental, physical activity, etc.
4	Workshop	We need to meet the needs of those H.S. grads who won't/haven't gone on to college by a level of job training and placement can be multi generational
4	Workshop	Multigenerational programming will continue to grow as more boomers retire
2	Workshop	We need an asset trail map- it should be done to drive usage and connectivity.
1	Workshop	Not just theatre... community arts and dance such as African dance, drumming, salsa, Martial Arts, like Rainey Institute
1	Workshop	We are at a big competitive disadvantage without one! Kinda now or never!
1	Workshop	We need a performing arts center- think like Mentor's beautiful! And used by the city and schools

1	Workshop	The Thorton area would make the most sense for a "central" recreation area. (add to the existing facilities)
1	Workshop	Middle school is a mess rebuild as community center. Get corp donors for naming rights
1	Workshop	Performing Arts space will be a boon to allow verbal expression of residents.
1	Workshop	Library already provides a lot of access to social services, programming and meeting space. Rec space/fitness space still needed.
1	Workshop	It will get residents energized and organized to exercise/volunteer and etc. and connect in person
1	Workshop	Put the library back in the STJ building and make the moreland building a community center with fitness, mtg rooms, creative spaces
1	Workshop	Safe and easy access for old to young
2	Workshop	Our tree lined streets with sidewalks area just like trails to go for a walk
2	Workshop	This is a great idea and should be done, but it's too "small" to be one of the 3 ideas with greatest impact. Plus it goes well as part of some of the other ideas (e.g. #10, the "what" of this is "where")
3	Workshop	Door knocking if necessary to get more input for big ideas
3	Workshop	This will strengthen the community and it will make available space and times known
3	Workshop	More input is needed from more diverse geographic population in Shaker; data from neighborhoods for big ideas
3	Workshop	Ideas seem too general, asset map could be generated before creating big idea
4	Workshop	Getting people together in mixed age groups strengthens and enhances the community yielding more tolerance safety, etc.
4	Workshop	Need more programming and meetings that bring people together across racial, economic and cultural lines
7	Workshop	Win/win/win potential, enhance our community, strengthen our students' education (e.g. using schools during breaks to avoid "summer slide"), wise stewardship
7	Workshop	School facilities should be for student. Public use of them is risky and hard to plan to use
7	Workshop	Vehemently disagree, learn to work together for greater sustainability
9	Workshop	Repurposing for private ownership/use can also serve a community purpose
10	Workshop	There is much more programming happening than people usually know. Need a central location to share information. Entities often in advertently compete with programs because of silos.
11	Workshop	And residents!
12	Workshop	Digital divide a huge program a Shaker, need to bring high-speed internet into homes to increase equity/reduce acheivement gap.
12	Workshop	30m at Third Frontier Internet for schools.
1	Library Board Meeting	Basketball (indoor & outdoor) & indoor walking track
4	Library Board Meeting	Shared programming invests in both the individuals as well as the vitality and connectedness of community
7	Library Board Meeting	Basketball courts
1	Task Force Meeting	Reinforce Van Aken/Thornton as central space
1	Task Force Meeting	Critical to understand and add to 3 taxing authorities' capital plans for next 5-10 years
1	Task Force Meeting	What is "central"?
1	Task Force Meeting	Big Idea 1 feels like a big win in collapsing many of the ideas under 1
1	Task Force Meeting	Location is important to bring more vitality into the interior of the city and not just the outskirts
5	Task Force Meeting	While not a Top 3, very important with immediate impact to #7 for existing fields
6	Task Force Meeting	Great area for leveraging existing investment
7	Task Force Meeting	Use of key spaces (i.e. gyms, auditoriums) in off-hours + summers
7	Task Force Meeting	Another opportunity to leverage existing facilities/current investments
7	Task Force Meeting	Any public facility – not only schools
7 & 8	Task Force Meeting	Opportunities for collaboration:
7 & 8	Task Force Meeting	Library/City meeting space
7 & 8	Task Force Meeting	Woodbury/Middle School pools
7 & 8	Task Force Meeting	The Getaway partnership with library
9	Task Force Meeting	Coordinated with comprehensive corridor plan
9	Task Force Meeting	Giving Shaker residents an option for shopping and entertainment at a print point different than the Van Aken District
12	Task Force Meeting	Great opportunity for community-wide impact and long lead time so important to start now
1	Library Extended Viewing	I'm afraid that the parking needed for one such large facility would create an eye sore and take up precious green space
12	Library Extended Viewing	What are the schools/library/city doing to enable students without internet at home to use the new chromebooks for their homework?

**ONLINE ONLY Activity 4: Big Ideas (Why did you choose these 3 big ideas as having the greatest impact on the future of community facilities?)**

38	Online	The Shaker lakes are a jewel of our community, however, they are not really usable. Thus, they are not being enjoyed by as much of the community as they could be. Indeed, the fact they can't even be used by kayak or paddle board is wasteful. There are incredible opportunities for recreation, fitness, and environmental and outdoor educations that could be significantly enhanced through greater access and usability of the lakes. As a parent, it is clear that the athletic facilities - soccer fields, basketball courts, softball and baseball facilities, football fields, are all subpar compared to most many neighboring communities. Improvement and expansion of these facilities would be fantastic. Finally, our schools have space and facilities and have parking and access, and are distributed and their locations known throughout the community. Expanded use of (and eventual expansion of) school facilities for the community at large is an efficient and effective use of revenue.
39	Online	1. is a version of what our table discussed at Mtg. #2. I suggested that the middle school be converted to a performing arts/sports facility with space for school admin and possibly preschool classes. 9- Lee Rd. (south of Chagrin?) I think this is a central area for many residents who have barriers to transportation and could be a good focal point for building facilities that many residents could access. 2, 3, 5 & 7 - are ideas that may create something entirely new, but require an asset map and greater access to existing structures For 10-12, I believe that most residents would agree to have if economically feasible 8-seems like this is what we are doing? 4, 6-don't feel that these are priorities at this time
40	Online	The most revolutionary big idea isn't even on this ballot: BUILD NATURE TRAILS in Southern Shaker. Stop leaving us behind. Maybe even look into buying that old golf course on Chagrin. Our babies deserve green spaces too.
42	Online	Athletic fields are a big limitation for our community. Our kids are soccer players. We don't have enough access to fields, the fields are not maintained as well as they should be, and they are too prone to closure, which disrupts athletic activities.
44	Online	Improving our recreational amenities will make us more attractive as a suburb to young families. We currently are not very competitive in those areas and families want rec and leisure options close to home. Continuing to improve our commercial districts will have a positive impact on attracting businesses to Shaker, which will diversify our tax base.
46	Online	The athletic resources within shaker are generally poor, and poorly managed. Those resources that are good, such as high school facilities, are not being shared properly.
48	Online	Athletic fields are well below the standard of neighboring communities and are a great opportunity to bring all the communities together
49	Online	The need for turf fields is huge. The community sports programs should be able to use the SHHS field and we should look at building one at SMS and/or Woodbury.
50	Online	Take advantage of natural assets. Support residents across generations.
52	Online	1) Our fields are a constant source of frustration and embarrassment. Our kids deserve better. 2) All of the school buildings could be used as local community centers - there are auditoriums, gyms, sound systems already in place, classrooms that can be used for meetings, a planetarium, etc. People can walk to these places. Why are we constantly trying to reinvent the wheel and trying to spend money we don't have? Selling a big shiny new community center to anyone interested in moving here might sound like it's a good idea at first glance - however, the appeal in moving to SHaker for generations has been it's diverse distinctive neighborhoods. Find a way to positively capitalize on that- that's real Shaker -not manufactured and trying to be like other districts that we are not. We are different - let's be even better at being different.
53	Online	I am opposed to any tax increase to finance new community buildings.
54	Online	First of all the choices are limited relative to the reality that Shaker is an aging community and that the cost of living for the elderly continues to be a challenge; therefore, foreclosures; housing violations, etc. I strongly believe that one of the highest priorities is affordable senior housing. Community connection is one thing, but is this the real concern? Lee Rd. has been in a substandard status since I have lived here; the community center is an eyesore; and far too many promises have been made regarding development. Shaker needs to define what exactly the mission is for residents to feel like there is an inclusion. The standing belief is that Shaker is divided by the VanAken track; African Americans south of the track and the white community north. The demographics speak for itself. The area plaza stores on Chagrin/Lee Rd. is frequent by AA and the talk is that the VanAken area was developed to cater more to the white community.

55	Online	it was hard to choose just three. i think the three i selected look to cultivate and financially sustain community assets that attract new residents, retain existing residents, and continue to be a desirable place to live for empty nesters and seniors
58	Online	I really want a bmx park so do 39 other people I have talked to. So yeah
59	Online	We continue to lose community members to activities/clubs/sports teams in other communities like Beachwood, lifetime fitness, Shaker Country Club, Cleveland Raquet Club. We could better the lives of our community members right here, while simultaneously using proceeds for community action or improvement, if we have a central facility for social gathering, exercise and activities. With a bit more care our fields could continue to look better, bringing more competitive teams to Shaker. Shaker Country Club, while lovely, daily reminds community members who are not club members that there is no local social gathering spot to network. Having a central spot offering opportunities to both be healthy and connect would offer networking opportunities to a much larger Shaker population. And having a spot for our seniors in the same building/location as other facilities will keep the multigenerational feel of Shaker alive.
60	Online	Because these impact some short term funding decisions which have to be made and have long range implications
61	Online	Shaker Lakes is a tremendous asset that is under utilized; Our fields for youth sports are an embarrassment relative to other NEO communities; SHHS has a beautiful turf field that is often unused at the same time games scheduled at other fields are cancelled because of weather;
63	Online	the community benefits from fitness especially in our youth so more access to better athletic space is paramount. I would also encourage development/use of athletic space for adult programming too. Shaker lakes is underused and one of our most unique spaces. It should be used for nonmotorize boating/rowing and other more robust activities. It should be the size of a large playground for children. Lastly, the funding plan will determine the long-term success of our community. How much higher can taxes go ? Without more efficient us of funds and increased funding streams we will drive out more residents and deteriorate our community.
64	Online	Our 3 kids play sports & I've been to many community sports/rec/community centers & what they offer is much better designed than Shaker. Our soccer fields are not on par with other communities. We don't have a nice, central hub with an indoor pool & track & pleasant meeting rooms. Thornton could easily be reimaged, particularly with the new appeal of the VAD, it'd be a great use of that green space. Imagine a cool building with an indoor playground, indoor pool & workout areas. I'd argue given that our winters are longer & more brutal than our summers, it'd be a great investment.
65	Online	We live in an urban environment, but we in SH are lucky to have access to nearby nature. We need to take care of and enhance the Shaker Lakes. Lee Road has potential, but right now, it's just there, with a mix of vibrant infrastructure and empty store fronts. Finally, being able to talk from community asset to community asset would be wonderful.
68	Online	i am mostly focused on youth sports... ALL the ideas are great and i would welcome them.
69	Online	Just order of importance to me and as I see it for our community for living in and attracting other families versus surrounding communities that already offer these types of assets with lower costs of living
71	Online	They center more toward inclusion and productive growth in unity for liberty for all.
73	Online	I believe the Shaker Lakes are an under-utilized asset of our community that could really have a great impact if improved. Similarly, whether centralized or dispersed, recreational/community space is important for a vibrant community. Funding, of course, is always critical (our taxes are high enough!!) so any joint funding that could help lower the burden is a good thing.
74	Online	These will have the largest and most lasting impact on the community.
75	Online	Lee Rd is an under utilized area with access for a more diverse group of residents. Communication that is engaging will drive more community involvement. Athletic space is an incredibly valuable resource.
76	Online	There are many existing resources that need to be better utilized before major investments occur. Taxes are maxed out and residents cannot support an increase.
78	Online	It's a good way of bringing people together across the spectrum. You could start this immediately regardless of facilities.
79	Online	I would like to be able to access a full calendar to both confirm rumors I may have heard about an event or to just find something to do on a free night.
81	Online	I do not see any of these ideas as being beneficial. More community services and facilities will only result in higher property taxes. Lower our taxes so our community will become more affordable and desirable to live in.

83	Online	Lee road is in need of major renovation, the businesses alongside it need access to better parking, and the traffic intersections need to be re-evaluated. School facilities should be more accessible, to everyone. A central recreational community center would be a great way to get more people involved with local organization, local politics, and get the community working together.
86	Online	I think re-enforcing a strong sense of community is important for our time and 'fellowship with others, as a result of sharing common attitudes, interests, and goals' is a great way to achieve that.
87	Online	Shaker already has stunning and unusual attributes that distinguish it from other Cleve suburbs; I just don't think a community center or these other "big ideas" have the scale of impact that making our education system the best in the area would have (or even come close).
91	Online	#6: Increasing the functional use of Shaker Lakes is important - non-motorized water craft should be able to use them, a beach for swimming would be amazing, adding more areas for groups to meet (like at Horseshoe).
93	Online	I think these have the greatest potential to serve all of Shaker Heights residents in effective and efficient ways. A central community recreation center near Thornton Park/Van Aken would capitalize on the new Van Aken (downtown Shaker) and reinforce this space as a central hub for all of the city. Using the school facilities achieves the goals of dispersed activities - since there are already school buildings dispersed around the city. These could serve as satellite community meeting or recreation spaces (i.e. yoga in the gyms in the evenings or weekends). And joint funding seems to be the best way to ensure efficient use of financial resources that maximizes value for residents' tax dollars and stands the best chance of limiting future facilities/capital improvement-related tax increases and/or even reducing taxes.
94	Online	Lee road needs renovation before a community center would be successful there. If we can modernize and renovate the library and shaker towne center that area will be much more appealing. I love the idea of a maker space a la thinkbox being provided at the high school or the library. I think the library is actually a better option because some parents would be concerned about the public being allowed into the high school. A community center would be awesome and at this point renovating Thornton is our best current option in my opinion. Because of its distance from Van Aken District it could serve as a central location for commerce and community and would make that area something amazing to show off to people that may want to move to Shaker.
97	Online	Every time I walk or drive by the lakes I think "why can't I use that" or " why aren't there many community events focused on space around the lakes? The trail map Or calendar I think would let everyone see at a glance what we have here in shaker and wouldn't take immense resources to produce. The central recreation space would provide even more opportunity for citizens to meet and interact in different ways and provide opportunities for income.
98	Online	I think we should use what we already have working for us--the Shaker Lakes and a strong sense of community pride. Find ways to bring our community together for events and grow enthusiasm for our amazing city. I think the addition of a centralized community/rec center at the Thornton location which already has great offerings will be the best fit to serve the community.
100	Online	I see needs for teen/senior spaces. Important area to address. Good athletic fields promote happy young families and keep kids busy in a constructive way. Shaker Lakes are a unique gift that we could do better with. Special to our community.
103	Online	Since Shaker was built on community and idea of making the residence who live in Shaker or who want to live in Shaker, and who are willing to abide by their standards. Making them feel a since of belonging and the pride of being involved as a unit.
104	Online	The can impact all residents
105	Online	We need more playgrounds that are walkable from neighborhoods.
107	Online	Centralized facilities with multigenerational programming will help to create a closer community. Shaker Lakes are a unique, but currently underutilized, community asset.
108	Online	Families seem to be always looking for activities they can do together so I think multigenerational programming would be helpful and popular. Investing in Shaker Lakes could give us a local environment of clean water which benefits the community in a myriad of ways, including healthier people and wildlife and an example of maintaining clean water sites for other communities. Community use of school facilities would help people get in touch with the physical condition of the schools as well as getting a better sense of what students are doing there all day by looking at their work on the walls.
110	Online	Lakes are totally underutilized (especially relative to sewer funds being spent). Depressing to see pictures of boat dock in Shaker circa 1920. What happened? School pool use a good start on better facilities for residents and students by joint use. Lee Road - still don't understand what community center does that Library doesn't

111	Online	they bring about a stronger sense of community.
112	Online	In conversation with other Shaker Residents the three I selected echo others thoughts.
113	Online	I think these would bring the most people together
114	Online	I know my family and I would benefit from a stronger community center with general recreational and fitness resources. Many people I know pay for the JCC or Lifetime fitness memberships but then don't go enough to make it worthwhile because of the distance. I think residents here would support and pay for a rec center of our own with fitness equipment and classes for all ages. It would also bring people together across economic, racial, age, and gender barriers.
115	Online	Already talked about the 1st one. Lee road is becoming an eyesore. Something needs to be done. Substandard childcare centers, unappealing buildings that are empty and it just doesn't fit the image I have of Shaker. Last, we need to be leaders connecting our community to technology. Like it or not it's the way of the world.
117	Online	Big Ideas 7 and 8 help us make better use of our existing facilities and tax dollars. Big Idea 9 makes Southwest Shaker a much more livable neighborhood.
118	Online	I believe them to be basic action steps in beginning to move toward achieving the Mission and Goal statements as stated above.
121	Online	Lee road needs attention.
122	Online	1) A recreation center would promote good health as well as community interaction. Could include Silver Sneakers, something for everyone. 2) The trails would encourage walking and biking. 3) We have classrooms and kitchens in the schools and would not have to duplicate these.
126	Online	You need something for everyone. Kids need a rec facility which can also serve all generations.
127	Online	We have needed a central recreation area for decades. All generations should be included for programming. Communication among the City, Schools, library and residents is very important.
128	Online	They would best meet my personal needs. Senior citizen, living alone on Van Aken & Lee.
130	Online	Funding a facility in a practical manner to maximize usage and dollars applied without being a burden on the community and at same time create growth in all aspects of community life
131	Online	A central rec and community center gives the community an opportunity to come together in ways we have not been able to, as demonstrated by the wild success of the not yet completed VAD. As a former youth sports administrator, I know that the state of our fields is one of the biggest hurdles to programming. Poor drainage exacerbated by spring rains caused field closures in SH while other communities' fields were still playable. Poor irrigation later in the spring and early fall contributed to insufficient grass cover. Field conditions were the #1 complaint I faced in my 10+ years of administrative duties within the club. Bring the same enthusiasm, imagination and commitment to success to the Lee Road corridor as has been demonstrated with the VAD project. Driving down Lee Road, you wouldn't even know you were in SH once you go south of Chagrin. SH residents need retail (affordable!) and we need services.
132	Online	#8
133	Online	Take what we have and use it better - rather than focusing on something new and letting what we already have decay
134	Online	These follow the priority of keeping the schools in the best possible position to meet the needs of our families.
135	Online	We have school buildings in every neighborhood. We should use those more effectively. Perhaps making them more of a community assist will increase funding for them as well. Woodbury has a pool, a small theater, gyms and lots of meeting spaces, but it needs bathroom renovations and updates to make it a nice place for our community to gather. Same with the middle school and high school. Our lakes are beautiful and very under utilized. I am always hearing about soccer games and practices being cancelled because of wet fields. My kids swim so field sports aren't really of interest to me, but it seems like a good thing for the community.
136	Online	Being in customer service for the city for the past 24 years, this is what I hear from the population that I served the most.
137	Online	These ideas would serve to enhance the quality of life in the Shaker Heights community and make access more convenient.
138	Online	We have lots of wonderful physical assets already. We do not need to build new ones but make better use of existing resources.
139	Online	1) i know people who belong to/use other cities community centers and they love it; 6) would love to have area surrounding shaker lakes more developed vs just open space - and maybe that means the lake could be cleaner as well?; 11) i don't feel like i know whats going on with/in the city - just hear about things through word of mouth/the school and library newsletters. One place for all this info would be amazing. Plus, this seems like it's people power vs having to spend a lot on new facilities

144	Online	Community activities, access to those activities, activating the city/nature connection the Shaker Lakes provides
145	Online	Really, I think that all of the above will have a great impact I just had to pick three.
147	Online	I would love to see a recreation center in Shaker. Right now we rotate between the JCC and LA Fitness but neither are particularly close. For me the rec center should model after the one in cuyahoga falls because it's the perfect balance between fitness and community space. If we get a rec center though it sound be open until at least 10 or 11 to accommodate working professionals who want to exercise after a long day of work.
148	Online	This is a reason people I know choose other communities when finding a home - we need a community center that all residents could afford to attend.
152	Online	They'll have the biggest impact for and draw to Shaker.
153	Online	The Lee Rd area by the main library is a transitional area at risk of becoming run down due to the surrounding area. The community really needs updated recreational facilities like an indoor pool with family locker rooms for swimming lessons. The locker rooms at Woodbury pool do not work well for parent child swimming lessons, especially when the child is a different gender than their parent. Also, there is no where to change diapers. The outdoor pool at Thornton needs family locker rooms too (pretty please!!). I'd love a bike trail map so I'd know how to access trails from my house without having to drive to shaker lakes
155	Online	We visit family and friends in other places like Solon and Beachwood and their investments in very inclusive, modern community/rec centers has really paid off for the cities and their residents young and old. Shaker is WAAYY behind. Shaker Lakes are unique jewel of the area not even just the city.
161	Online	The Shaker Lakes area is woefully underdeveloped in terms of places to gather and ways to use it. Also, although I think that some of the other ideas are important (like the Asset Trail map, community use of school facilities, joint funding and a joint calendar, I think that these ideas and more fall under the regular communication and collaboration across the City, Schools and Library.
162	Online	Big Idea 11 will lead to many of all the other Big Ideas being picked up later on. Big Idea 7. Has the potential to have Shakerites without kids in the Public Schools to at least begin to consider then as essential infrastructure - especially if they are participating in a non-scholastic utilization of the facilities. Big Idea 1. Has the potential to better SH's competitive stance for new residents and retention with other nearby cities that have outstanding options like Cleveland Heights and Beachwood
163	Online	4. Will help to bring the different age groups together and should be fairly inexpensive to accomplish. 7. We are already paying for the schools so it would be an advantage to be able to use the school in the evenings and weekends for other things such as recreation, community gatherings, etc. 12. It can bring the community together. This could also be use for the number 10 big idea with the calendar.
167	Online	Shaker Lakes is a critical resource we need to take care of. We need to make better use of our facilities and, when necessary, change them to better serve us.
168	Online	Shaker is going to have to be smart about maximizing the use of tax dollars, reduce overlap and redundancy, and create an inclusive infrastructure to promote community cohesiveness.
169	Online	I believe if we utilize shaker lakes it will make our community stand out among others in the area. Using our lakes will enhance living in shaker Heights. Putting a bigger emphasis on our lakes will help people become more environmentally conscious.
173	Online	Being able to do non motor watercraft activities on the Lakes would be awesome.
174	Online	Believe they can be sustainable and the Shaker Lakes idea can generate new, creative ideas for enhancing the community
176	Online	These ideas respond to the needs of subgroups that are very diverse, and that is what Shaker is about.
177	Online	Shaker is not only a school system oriented city but plenty of Seniors and adult live here and we must find support for them also or they will leave
178	Online	I never know what is going on in shaker. Thornton and our lakes are things I hold dear to my heart.
182	Online	These are areas that are significantly lacking in our current community resources.
183	Online	connect the community and encourage collaboration
186	Online	Technology would allow seniors to participate from home possibly although I favor group interactions more. Regular communication and collaboration gives me a feeling of inclusion. Multigenerational programming just helps the entire community support each other.
187	Online	City has been behind in facilities and development
188	Online	Central schools and library, as well as central recreation And community Ctr. And our beautiful lakes as walking space and outdoor gardens.

190	Online	Facilities to encourage residents to move here or remain here, collaboration to help fund it, and figuring out how to spark economic development on Lee Rd. instead of making it a place to avoid.
191	Online	We desperately need a senior center. Seniors need to travel to another city for senior activities. I want a senior center to connect with others during the day (I'm 66) for cards, board games and conversation, etc. I'm way too young to go to a retirement facility, but I shouldn't have to pay Beachwood to participate in these activities and our senior calendar is pitiful.
192	Online	Build a New Police Department
196	Online	I think they will improve Shaker overall and draw more people in.
197	Online	Cost savings to residents with added value.
199	Online	Recreation facilities were keepers competitive with other suburbs. The LeeRoad area lacks coherence and has great potential to improve the south west corner of Shaker Heights. I often hear about important issues from Facebook which is which is an absolutely unreliable
201	Online	We have existing resources but not fully used.
202	Online	I feel that Shaker is all about getting out and meet your neighbor. Trails to bike within Shaker, an expanded community center, and more emphasis on our beautiful lakes would all accomplish that.
204	Online	#1 would be a huge cost and substantially change what is available in the city. #8 fundamentally addresses how the three entities operate, which right now is restricted by whose money belongs to whom. We miss opportunities to make better, integrated decisions because of this. #11 has the potential to continually have an impact over time as the situation changes.
206	Online	This is a magnificent outdoor/nature facility that houses a giant spider web but no real use of the water itself or nature trails.
207	Online	The survey seems to leans towards the building of a central recreation facility. While I believe this option would attract more residents and raise home value, I am not certain Shaker has the population to support the ongoing operational cost of one. I would be cautious in the exploration phase. It might be more efficient to identify unutilized space within the schools that can be repurposed to meet the communities recreation/wellness needs. Does the City have a wellness vision/goal attached to the development of a wellness/fitness-based facility? The health department was recently removed, and the City offers few (comparatively) wellness programs.
208	Online	3. Lee Road is still a blight IMHO. It's not an attractive "gateway" to our city. I like the idea of redeveloping as a whole. 2. We should work together, city, library, schools on facilities development, use, funding. We are ONE community, not competing entities. 1. We have needed a rock star attraction to keep us a vibrant and connected community. I think this type of community center could be just the ticket!
209	Online	Wi-Fi would overcome disparities (and force Tel-coms to get their act together). Collaboration will promote efficiency; Shaker lakes is a unique asset to be capitalized on.
210	Online	Lee Road has quite a bit of blight and needs revitalizing and refreshing; a central rec and community center will give Shaker the same feel as other suburbs our size such as Cleveland Heights and Beachwood and without staying up on the latest technology how can we continue to grow as a community?
212	Online	The Lee Road business district is in desperate need of attention and a redesign. Shaker Lakes are underutilized. They are eye candy only, but nobody is ever fishing or kayaking or paddle boating on them. The Community Asset Trail Map would be a great way to draw attention to Shaker's many hidden gems, and a great way for prospective residents to tour the city.
213	Online	Community center could resolve a need for additional programs shaker does not have especially in one location. Additional field space would resolve issues of smaller request, I.e dog parks. And shaker is full of residents, old, young and everything in between. We need to make sure shaker is catering to everyone especially our youth as education has always been a top initiative overall. Not just myself but a lot of residents went to elementary school in shaker and are now raising kids in shaker and do not plan on leaving anytime soon.
214	Online	community use of schools and the central community center go hand in hand.
217	Online	Rec center
219	Online	A community center on Lee road or Thornton area would provided a needed resource in our community. The location would be centralized for maximum use.
221	Online	Community needs can be met with collaboration and communication.
223	Online	I would like to see us use what we already have -- as it will save us money and will be spread out throughout the community.

225	Online	Shaker Lakes are some of the few public green spaces the city has. The schools, city and library could collaborate more though I'm not sure what that would mean. I'm not sure what an Asset Trail Map means. It sounds like something a consultant makes up. I'm not sure what connecting residents through IT means either. We need more dedicated bike paths. Lee, Van Aken, and Woodland are death traps on a bike. Why?
228	Online	Whatever we do we must keep the homeowners in mind in terms of housing values and property taxes. The school system MUST find a way to cut costs before assessing homeowners again. Our property values continue to decline while the need to invest in maintaining our homes due to age, continues to climb. Shaker is not a desirable place to invest in homeownership despite the gorgeous homes, proximity to downtown, and walkable streets and parks. This is sad but could be rectified. Perhaps incentive for home improvements in the form of tax abatements. No more levies please!!!!
232	Online	City can use its leverage to open up school facilities. Shaker already has enough field space---it just needs to be turned to turf or mowed. Can't tell you how many times this has been an embarrassment for Shaker. We don't need more buildings, except something creative could be done with Thornton to make it a better place for recreation. Joint funding means everyone must open up their space to the community. I also think country clubs could allow public to play their course 1 day a year. I know a private course that does this in Michigan. Also, we have so many prominent residents. We should put on a Shaker speaker series on a Saturday....with talks at Nature Center, Van Aiken, library, Java (that coffee place on Chagrin--can't remember the name). That's all.
233	Online	I believe the idea of creating one central community space will have the biggest impact because it will bring people from all of the neighborhoods of Shaker together in one space. I also believe any impactful project must consider available funding opportunities.
234	Online	1. I have been driving three days a week to Fairview Park for Silver Sneakers. You need to take a look at their facility.
236	Online	They build relationships across institutional lines and will have the longest-range impact to the community as a result.
239	Online	The joint funding of facilities because I think our level of taxes is strangling interest in the community - home values while increasing are doing it more slowly than in many other suburbs of Cleveland. The schools are struggling in the state report card and in the media which is basically the places families look at when deciding where to live and raise their families. The perception I hear is that better opportunities are available for children in other suburbs. I believe the City, the Schools and the Library do need to collaborate in order to survive and thrive. I also think the Shaker Lakes are well under utilized and once the dams are rebuilt at Horseshoe Lake and Lower Shaker Lake I think using the Lakes for recreational activities such as canoeing, kayaking and fishing could be looked at. Also the trails around the Lakes and the park facilities could be upgraded - especially at Lower Shaker Lake. There is a beautiful gorge that runs from Lower Shaker Lake between North and South Park that could have the trails re-established. Finally, I am optimistic about a community rec center - even though there are a lot of competing facilities nearby such as the JJC in Beachwood and the YMCA in Warrensville Heights. Looking at the facilities available in other communities makes what we have in Shaker look frankly somewhat shabby by comparison. An option to be considered maybe is a private facility in the Van Aken District, such as Pins Mechanical/16 Bit which provides recreation opportunities (although not fitness opportunities) in a multigenerational level while bringing people together to play games/duck pin bowling, shuffleboard, bocce and the like. It was just announced today that a Pins Mechanical/16 Bit would be opening in Ohio City but something like this could draw people to Shaker Heights, offer fun recreational activities to residents, and showcase the diversity of our community. Bringing something like this to the Van Aken District, which already has Shaker Rocks, and with close proximity to a revamped Thornton Park could revitalize the area along Warrensville Center Road.
241	Online	Inventory and assessment should always start a plan. You need to know what you have and what condition it is in before you can consider a strategic plan for improvement. Lee road is at the center of the Shaker footprint. Having a plan to improve this area could affect the impression visitors and residents have when passing through the area. This will help to expand and retain residents. Communication is always key to a unified presentation to the community. If the three taxing agencies work together, more can be provided for the community within the current budgets. If each branch knows what the other is doing, there won't be duplicated services or programs. Everyone can work jointly to include their expertise or location to the project or program.
243	Online	Shaker Heights needs a plan before any further major capital improvements are made and expenses incurred.
245	Online	I would rather invest in the use of resources than the creation of new spaces.

248	Online	I think we have great assets that can be re-purposed to accommodate changing community needs without having to rebuild. I like the idea of investing in outdoor spaces.
249	Online	shaker lakes is an untapped resource. I would love to see residents being allowed to fish, kayak or rowboat on the lakes.
250	Online	Lee Road is underutilized and is often an welcoming entree into Shaker Heights. With central highway access, there's more that can be done with this area to shore up economic growth and safety for the neighborhood. Invest in areas that border Cleveland.
251	Online	I think a centralized community center would be hugely beneficial to the city. I chose Big Idea #6 because I think it's important to take care of Shaker Lakes for environmental purposes and to encourage residents to be outdoors. I chose Big Idea #5 for similar purposes--to encourage outdoor athletic activities among residents. We do not have many spaces for adults to play pickup sports games.
254	Online	Recreation and community centers are big draws for residents and to attract new residents. Our city has many youth and seniors so multigenerational considerations need to be made. But also many younger people with children have been moving to Shaker. Joint funding can be a huge win for all.
256	Online	Outdoor facilities, for use in other than special events or walking around the lakes, is greatly lacking in Shaker.
258	Online	1) I believe this will cultivate a sense of community and belonging. 4) As a parent, I am often looking to surrounding communities/private groups for recreation for my children. 6) Living near lower Shaker Lake, I think there is more that can be done to make it a destination.
259	Online	Leverages and forwards citizen interaction. Expands, sustains and invites the citizens to enjoy the unique beautiful environment of our city.
262	Online	Shaker lakes are our greatest resource. Invest in their protection and upkeep and use for education. Facilities on Lee Rd should be kept up to date Families are a priority in Shaker Heights
264	Online	Because some of them are not Big ideas...a community trail map? A joint calendar? Those are "no, duh" ideas and should take very little effort to accomplish! Central location and communication are vital. We need to bring this community together if we are to survive in the new century.
266	Online	We have many facilities between the schools, city and library that could be used more imaginatively and with greater financial flexibility each could offer more opportunities to the whole community. If the wider community can see themselves benefiting from improvements in the schools and library they should feel more inclined to support funding. Clear communication is the key to everything, and some of the other big ideas could be accommodated within these 3 ideas (such as access to community meeting or athletic facilities and more programing for certain demographic groups). Centering this activity at the Main Library site would make better use of the existing buildings there and sharing funding of facilities would remove some of the existing burden for maintenance from the Library. Funding would not all need to come from levies and bonds but could become part of the City's budget.
267	Online	Community is seeing an increase in both aging and transient teen population. Lee Road needs to be re-imagined as it is at the cross section of Shaker and Cleveland
271	Online	I have lived in Shaker for 30+ years and always thought the Shaker Lakes weren't adequately used. Why don't we have community paddling, kayaks, etc? If the central Rec would cause tax increases or membership fees, I am not really interested in this option. Communicating what we currently offer is a good idea. And when won't technology be part of our lives?
272	Online	I love the outdoors, especially in Shaker, with its lovely parklands.
273	Online	because we underfund 2-3 areas which overlap rather than align common funding on the one thing and solve it. Pools are an example- we have 2-3 pools and each is 1/2 good.
274	Online	So often, kids sports are cancelled simply because of the condition of the fields. The seasons are short to begin with (as they should be, because the kids are young and this is a rec league), so to miss out not necessarily due to current weather but the field's lack of drainage from recent weather is frustrating.
275	Online	When the community has access to the school facilities, it helps everyone. The schools, just like our houses, are hitting a critical point in their lifespan and need to be properly maintained (now and in the past but we can't change that). I see them being properly funded only when resources are pooled. It doesn't make sense for a pool to sit empty on the weekend when it is not being used by the teams or students. It could be a revenue generator all year. The big three institutions should be talking regularly and should be on the same "team." Thanks!!!
276	Online	Mechanism for communication and collaboration
277	Online	I see the 3 options I selected as having a significant impact with hopefully a modest financial cost. I would add the community wide joint calendar as a 4th option as I suggested this back during Mayor Rawson's term.

278	Online	I had to pick 4, sorry. To me, joint funding(metro parks) and investing in shaker lakes are combinable. They run good facilities. leverage a county-wide tax source for investment...my hunch is that many of the license plates of cars parked there on beautiful days are from outside shaker. Beyond that, the ideas appeal to young, growing families, and allow residents who don't use schools to get more value of money spent there.
280	Online	there is a serious lack of multi-seasonal athletic field space inhibiting teams to be able to practice (ie Youth LAX); an indoor pool and workout facilities seems par for the course of just an elite community; shaker lakes is the communities best asset: highly utilized and unique to shaker
281	Online	The ideas I chose will include and assist more people.
289	Online	Some seem minor, like calendars and communication. A trail map would. E awesome but that's not a big idea unless new trails are designed along with it. Others have no impact on me - like meeting spaces. Lee road development plan would be great, but that seems more business oriented than community facility focused.
290	Online	These would be the easiest to implement in the very near future.
291	Online	Shaker Lakes is a beautiful asset that is underutilized. It could be turned into a big attraction. The joint funding of facilities brings the community together. We should be close and interchangeable. It takes a community to do greater things.
293	Online	These ideas appeal to me.
294	Online	We must invest in our most historic area On Lee Road.
295	Online	i believe that those three are the ideas that the most people would utilize
299	Online	Big Idea 8
304	Online	It is necessary to strength the economic foundations of the community before adding on extras. Health and education before arts and recreation. Not to say that art and recreation is not important, but I feel like the need for more open source things to be of vital necessity.
305	Online	More efficiency in pooling resources and avoiding duplication of services
306	Online	Groups look forward to meeting at the library and having a common community center would build relationship and expand access.
308	Online	Trails and lakes are current resources that as a newish resident are very difficult to utilize. Not a lot of \$ for a lot of impact.
309	Online	They seemed the most likely ideas to produce community-wide benefit to Shaker Heights.
311	Online	I think those 3 would have the greatest impact on bringing people of Shaker together.
323	Online	These 3 encourage connectivity between stratified groups. It's all about Relationships
325	Online	We could use a fitness center accessible to all; a more pedestrian-friendly and non-commercial & small-business oriented Lee Road that would be a city-center along with the Library and the new Rec Center. We need to address the digital divide as a matter of equity. Ideas 2, 4, 10 & 11 are excellent but not Big Ideas.
328	Online	1. We need to think about ways to redevelop the Lee Road corridor. Tear down smaller buildings and invest in building buildings that could attract larger employers such a corporation. This could help with the high income tax burden. 2. Fiber optic internet or wifi throughout the city could provide internet to people who can't afford it, attract businesses to the area and help move the city in a more tech focused direction that helps provide more job opportunities. 3. A central recreation center will promote wellness to city residents.
329	Online	Expanding resources does not mean we cannot use reimagine what is available to us.
330	Online	They seemed to be the ones I felt would be beneficial to all the members of our community. While a strategy plan for Lee Road would be important, I'm not clear on how it would impact community services.
331	Online	Reducing cost and waste is essential to the survival of Shaker Heights and any city. Making the beauties and advantages of the city accessible to all via bike paths, city wifi, and central recreation/fitness would change so much for so many people here. Making the city safer, more environmentally friendly, and more enjoyable to all (at a reduced cost by emphasizing a central location and joint facility funding) would benefit everyone, and might bring the population up.
332	Online	Turf field space is a HUGE gap in this community and in the city. Creating more of it could be a income stream. We also need to address the achievement gap in our schools and it needs to be done by community supports and programming and we need facilities to do so.
333	Online	Lee Road redevelopment will bring in new revenue. Community use of school buildings will increase access for non school families
335	Online	I believe that the most immediate priority for the future of our community facilities is for the City, Library and School District to work together more closely and share resources. I include the Shaker Lakes because they are a unique resource.
337	Online	These three are the changes that would have the broadest impact on changing the status quo.
338	Online	I think they offer benefit to a wide variety of residents.
340	Online	Open working and communicating

341	Online	I believe the first big idea is the most important. Idea 7 would be a good way to maximize the value of our school facilities. Idea 12 would be a great way to attract younger couples and increase community in a virtual way.
345	Online	The success of Big Idea 1 creates the best environment for the residents supporting any other big idea we would attempt because it allows residents to get to know each other and build relationships. Big Idea 8 would show good faith of each taxing authority to work on behalf of tax payers to reduce tax burdens. Big Idea 11 would create community among the taxing entities, provide opportunities to identify greater efficiencies, allow residents to be better informed, and allow residents to better support and participate with all taxing authorities.
346	Online	I think Shaker's future success depends on recruiting new families and retaining seniors. To do this, it needs a competitive tax rate and higher school rankings. Love the schools, community and city services but people considering Shaker don't often see that unless they're already here.
348	Online	Biggest long term impact on community
351	Online	Best use of current assets
352	Online	These have the ability to leverage a key asset (Lakes) and to add what is most missing in the community (Central Rec area). Creating maps and athletic fields do not reach as many people (and frankly are an issue for a limited time of the year). Joint funding and communication are natural "how tos" out of the strategic direction that is set.
353	Online	1. I think our current recreation facilities are unappealing and do not compare well with some other nearby communities. 6. This is something I never thought of but the resource does seem to be underutilized and this seems like a strategy that could have long term benefits. 12. This seems a forward looking strategy that may soon be an expected basic amenity, as it already is in some parts of the world. 2, 10 & 11 are all ideas I think should be implemented, but they did not seem as "big" as the ones I chose and could probably be implemented in conjunction with the others.
356	Online	They expand upon and invest in the quality of our already existing facilities.
357	Online	test

<b>General Comments</b>		
<b>ID</b>	<b>Source</b>	<b>Comment</b>
2	Workshop	Middle school and Bertram Woods- would make a great arts center
2	Workshop	Thornton Park - build on existing asset
2	Workshop	Main library- great for incorporating Moreland
11	Workshop	Main library- reinforce this existing node central to people of diverse incomes
	Workshop	Crowd not representative of racial, age, and income level
	Workshop	Disperse option not given weight of the central. All Q's about centralized
	Workshop	Wants to be distributed to neighborhoods not centralized.

## Shaker Heights Open House Input: Leadership/Public Comparison

1	VISION STATEMENT: Shaker Heights will lead in providing community facilities that are...	Leadership (Library Board, Task Force)		Public (Public workshop, online, and library extended viewing)	
		Responses	Average Rating	Responses	Average Rating
	(1) Not Strongly	0	3.89	12	3.96
	2	1		21	
	(2) Strongly	2		95	
	4	3		66	
	(5) Very Strongly	3		160	
	<b>Total</b>	<b>9</b>		<b>354</b>	

2a	Goal 1: Gather. Places and programming that bring the entire community...	Leadership (Library Board, Task Force)		Public (Public workshop, online, and library extended viewing)	
		Responses	Average Rating	Responses	Average Rating
	(1) Not Strongly	0	4.00	10	4.01
	2	0		28	
	(2) Strongly	3		84	
	4	4		58	
	(5) Very Strongly	3		175	
	<b>Total</b>	<b>10</b>		<b>355</b>	

2b	Goal 2: Connect. A network of safe and easily accessible routes that..	Leadership (Library Board, Task Force)		Public (Public workshop, online, and library extended viewing)	
		Responses	Average Rating	Responses	Average Rating
	(1) Not Strongly	0	3.89	19	3.81
	2	0		40	
	(2) Strongly	4		79	
	4	3		68	
	(5) Very Strongly	3		149	
	<b>Total</b>	<b>10</b>		<b>355</b>	

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2c	Goal 3: Utilize. A well-maintained network of facilities that are...	Leadership		Public	
		(Library Board, Task Force)		(Public workshop, online, and library extended viewing)	
		Responses	Average Rating	Responses	Average Rating
	(1) Not Strongly	0	4.20	7	4.04
	2	1		16	
	(2) Strongly	1		96	
	4	3		75	
	(5) Very Strongly	5		149	
	<b>Total</b>	<b>10</b>		<b>343</b>	

2d	Goal 4: Collaborate. A commitment to continuing the conversation to...	Leadership		Public	
		(Library Board, Task Force)		(Public workshop, online, and library extended viewing)	
		Respondents	Average Rating	Respondents	Average Rating
	(1) Not Strongly	0	4.70	7	4.15
	2	0		18	
	(2) Strongly	0		80	
	4	3		62	
	(5) Very Strongly	7		191	
	<b>Total</b>	<b>15</b>		<b>358</b>	

3a	Would you like to see a central recreation and community center facility or a more dispersed approach?	Leadership		Public	
		(Library Board, Task Force)		(Public workshop, online, and library extended viewing)	
		Respondents	Percent	Respondents	Percent
	A central facility.	7	70%	215	64%
	A dispersed approach.	3	30%	121	36%
	<b>Total</b>	<b>10</b>	<b>100%</b>	<b>336</b>	<b>100%</b>

<b>3b</b>	If a central facility is explored, what are the top three types of spaces that you would like to see in a central recreation and community center facility?	Leadership		Public	
		(Library Board, Task Force)		(Public workshop, online, and library extended viewing)	
		Respondents	Percent	Respondents	Percent
	Fitness equipment/work out space	7	21%	173	16%
	Fitness class space for group classes	5	15%	102	10%
	Indoor pool	5	15%	157	15%
	Meeting space	2	6%	52	5%
	Community/multipurpose space	4	12%	154	15%
	Arts and crafts room	0	0%	31	3%
	Community kitchen/teaching kitchen	0	0%	45	4%
	Dedicated teen drop-in center area	3	9%	121	11%
	Dedicated senior center area	2	6%	90	8%
	Theater/performing arts space	3	9%	85	8%
	Other	2	6%	50	5%
	<b>Total</b>	<b>33</b>	<b>100%</b>	<b>1060</b>	<b>100%</b>

<b>3c</b>	Which of the following sites do you think is best for locating a central recreation and community center?	Leadership		Public	
		(Library Board, Task Force)		(Public workshop, online, and library extended viewing)	
		Responses	Percent	Responses	Percent
	Middle School and Bertram Woods Branch site	4	40%	70	21%
	Thornton Park and adjacent greenspace	3	30%	161	48%
	Main Library, Community Building and adjacent greenspace	3	30%	106	31%
	Other	0	0%	0	0%
	<b>Total</b>	<b>10</b>	<b>100%</b>	<b>337</b>	<b>100%</b>