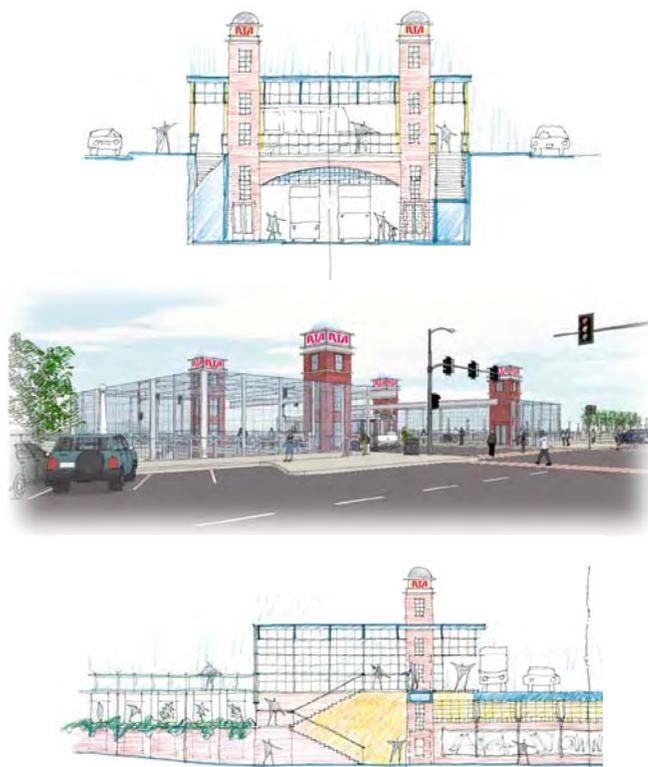


# Lee/Van Aken

## Transit-Oriented Development Plan

### Volume 1: Plan and Implementation Strategies



Submitted: December 10, 2007

## **Acknowledgements**

### **Shaker Heights City Council**

Judith H. Rawson, Mayor  
Al Foster  
Brian Gleisser  
Earl Leiken  
Nancy Moore  
Lynn Ruffner  
Earl Williams, Jr.  
Rob Zimmerman

### **Shaker Heights City Planning Commission**

Judith H. Rawson (Chair)  
David Bergholz  
David B. Hartt  
Kevin Madison  
Nancy Moore

### **Greater Cleveland Regional Transit Authority**

Maribeth Feke, Director of Programming and Planning  
Richard Enty, Planning Team Leader (Retired)

### **City of Shaker Heights Staff**

Joyce Braverman, Director of Planning  
Patrick Campbell, Director of Economic Development  
Ann Klavora, AICP, Senior Planner

## **Consultant Team**

### **S. B. Friedman & Company**

(Lead Consultant)  
221 N. LaSalle Street, Suite 820  
Chicago, Illinois 60601  
(312) 424-4250  
[www.friedmanco.com](http://www.friedmanco.com)

Stephen B. Friedman, AICP, CRE, President  
Gretchen A. Kosarko, AICP, Project Manager  
Anna M. Koch, Associate  
Johanna L. Nyden, Associate

### **DLK Civic Design**

The Fine Arts Building  
410 S. Michigan Avenue, Suite 400  
Chicago, Illinois 60605  
(312) 322-0911  
[www.dlkinc.com](http://www.dlkinc.com)

Diane Legge Kemp, FAIA, ASLA, Principal  
Charles Friedlander, AIA, Associate Principal  
Stephen Miller, AIA, LEED AP, Senior Associate  
Allison Abell, Graphic Designer

# Lee/Van Aken Transit-Oriented Development Plan Volume 1: Plan and Implementation Strategies

## CONTENTS

### Chapter

1. Introduction to the Plan.....	1
2. Context and Opportunities .....	5
3. Station Area Plan .....	11
4. Lee/Van Aken RTA Station Plan.....	23
5. Policies and Implementation Action Steps .....	33

### Volume 1 Figures

Figure 1.1: Study Area Boundary

Figure 2.1: Study Area Land Use

Figure 2.2: Sales of Condominiums and Townhomes in RMA

Figure 2.3: Opportunities

Figure 3.1: Phase One Map with Legend

Figure 3.2: Phase Two Map with Legend

Figure 4.1: Station Rendering (Perspective)

Figure 4.2: Station Rendering (Longitudinal)

Figure 4.3: Station Rendering (Transverse)

Figure 4.4: Station Rendering (Longitudinal)

## *1. Introduction to the Plan*

### *Plan Background and Goals*

This Transit-Oriented Development (TOD) Plan is intended to guide future enhancement and development of the Regional Transit Authority's Lee/Van Aken Station ("Lee/Van Aken RTA Station") and the surrounding Station Area. The Station Area is roughly defined as:

- Lee Road from the northern end of the Police Station to Lomond Boulevard;
- Van Aken Boulevard from the Library to Avalon Road; and
- Chagrin Boulevard from Ludgate Road to Avalon Road.

Please refer to Figure 1.1 on the following page for a map of the Station Area boundary.

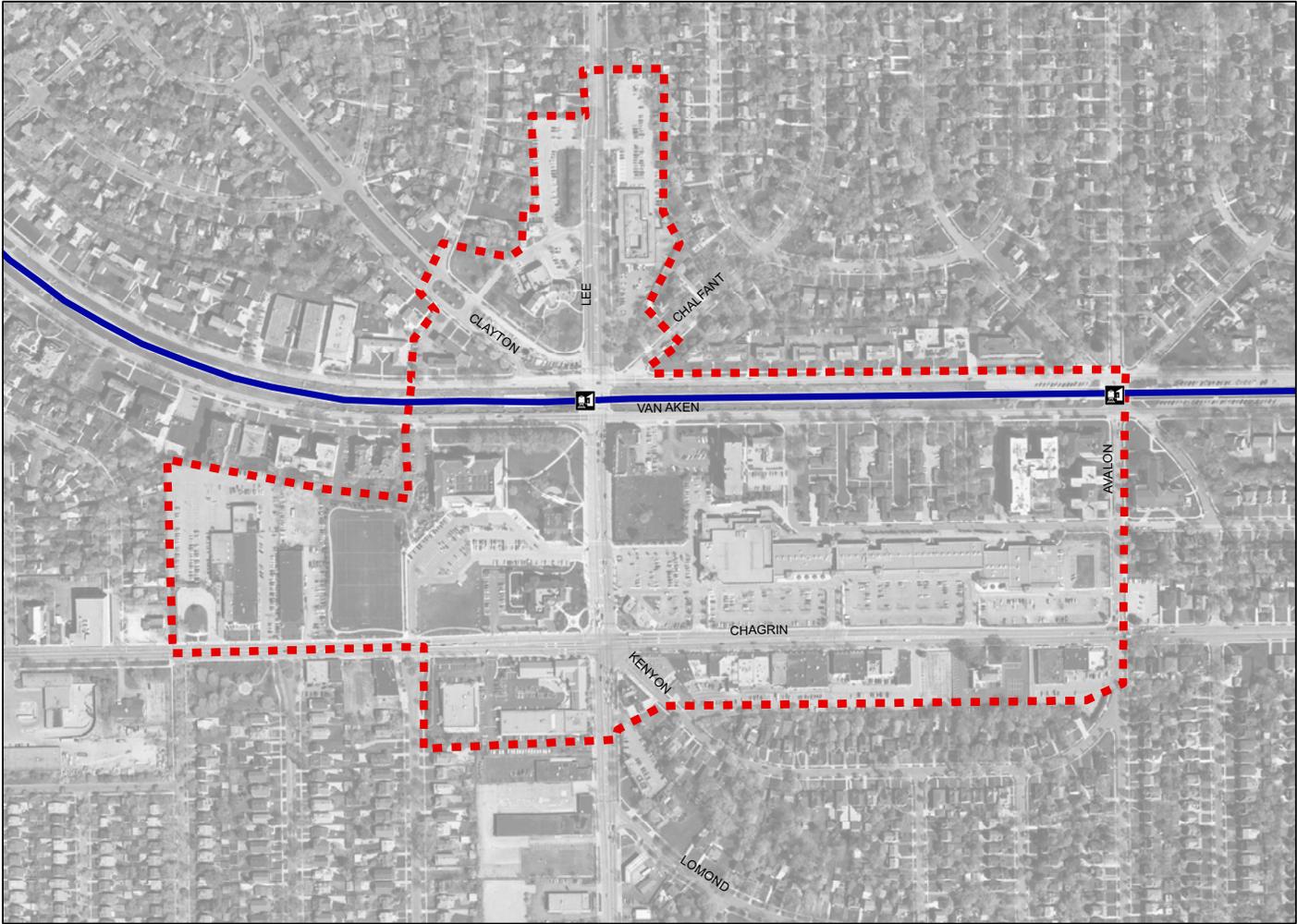
The TOD planning process was jointly sponsored by the City of Shaker Heights, the Greater Cleveland Regional Transit Authority (RTA), and the Northeast Ohio Areawide Coordinating Agency (NOACA). It is the product of the collaborative efforts of City staff, the Consultant Team, and members of the Shaker Heights community that have provided input at two public workshops and through focused stakeholder interviews.

The Plan contains a number of recommendations to guide public policy and investments in the Station Area and create a framework for private sector development initiatives. It contains a number of recommendations for specific sites and projects that are collectively intended to enhance the Station Area's appeal to a broad range of Shaker Heights residents and visitors, both now and in the future. These initiatives are intended to enhance the Station Area's position as a vital residential, commercial, and civic asset to the City as a whole.

Two primary forces drove the TOD planning effort:

- **Leveraging RTA's Upgrades at the Lee/Van Aken Station.** RTA's announcement of plans to upgrade the Lee/Van Aken Station to meet the requirements of the Americans with Disabilities Act (ADA) was the catalyst for the TOD planning process. All three sponsors of the TOD planning process expressed an interest in using this opportunity to significantly leverage this investment to create a broader Station Area plan that could increase RTA ridership, enhance connections between the Lee/Van Aken RTA Station and surrounding uses, and attract new development and residents to the City.
- **Implementation of the Shaker Heights *Strategic Investment Plan* (SIP).** The SIP was completed in 2000 after extensive analysis and community participation to reflect the long-term vision for Shaker Heights. The Lee Road/Chagrin Boulevard/Van Aken Boulevard area was identified in the SIP as an area of the City with great potential, but considerable need for improvement. The TOD planning process was viewed as an opportunity to move forward with the recommendations laid out in the SIP to connect the area's variety of uses and make it a more functional "town center."

Figure 1.1: Study Area Boundary



Legend

- Blue Line Stations
- Blue Line
- Study Area Boundary

N

0 125 250 500 Feet

This combination of forces resulted in the following goals for the TOD Plan:

- Position the Station Area as a “common ground” for Shaker Heights residents and visitors through an exciting variety of uses and thoughtful arrangement of space;
- “Close the gap” – both physical and psychological – between the Lee/Van Aken RTA station and surrounding uses;
- Increase RTA ridership by improving the functional and aesthetic nature of the Lee/Van Aken RTA Station, including accessibility for elderly and physically challenged riders;
- Enhance the Chagrin Boulevard commercial corridor and strengthen its connection to adjacent districts via all modes of travel (auto, bus, bicycle, and pedestrian);
- Improve the pedestrian experience through the Station Area through upgrades to streetscape and pedestrian-friendly amenities; and
- Build on the multi-family residential presence that Avalon Station Lofts has created in the Station Area.

### ***Scope and Planning Process***

The scope of the research and analysis for the plan included the following key steps:

- Site inspection and stakeholder interviews;
- Analysis of planning area physical conditions and opportunities;
- Assessment of market potential for residential and retail uses;
- Analysis of station conditions;
- Preparation of a “Reconnaissance Report”;
- Community Presentation of Reconnaissance and Concept Plans ( March 8, 2007);
- Community Presentation of Revised TOD Study Area and RTA Station Plans ( May 30, 2007); and
- Presentation to City Council of Transit-Oriented Development Plan (July 9, 2007).

Both community presentations were held in a workshop format with small group discussions and feedback to the Consultant Team. This feedback was incorporated into subsequent steps. The City Council presentation also included the City Planning Commission and feedback was provided that helped inform the final report.

### ***Structure of the Plan Document***

The TOD Plan document is divided into three documents:

**The Executive Summary** provides an overview of 12 development projects for the Lee/Van Aken RTA Station area in a separate document.

**Volume 1** presents the overall Station Area Plan, as well as the Lee/Van Aken RTA Station Plan. It also contains the policy recommendations and implementation action steps associated with the Plan.

**Volume 2** describes the research and analysis performed and public input received during the TOD planning process. This material served as background for the Team's preparation of the preliminary and final plans for the Station Area and Lee/Van Aken RTA Station.

## *2. Context and Opportunities*

The study area for the Lee/Van Aken Transit-Oriented Development Plan is generally bounded by the quarter-mile radius from the Lee/Van Aken RTA Station. It extends generally from Avalon Road on the east to Ludgate Road on the west, and from the properties facing Chagrin Boulevard on the South and northerly along Lee Road to the end of the police station parking lot. This is shown in Figure 2.1. The physical conditions and constraints of this area are detailed in Volume 2 of this plan and are summarized here.

### *Context*

The key anchors of the study area include the Shaker Heights City Hall, the Shaker Heights Police Station/Municipal Courts Building, the Shaker Heights Public Library, and Shaker Town Center shopping center, along with the existing RTA Station. The Avalon Station Lofts are currently under construction along Van Aken Boulevard between Lee and Avalon Roads. Shaker Town Center has recently undergone a major renovation, including changes to its street patterns. The shops along the south side of Chagrin Boulevard are undergoing renovation and re-marketing. The existing land use and anchors in the study area are also shown in Figure 2.1.

Shaker Town Center is anchored by Heinen's, a well-respected, upper-end, full-service grocery store, and includes such other tenants as a CVS Pharmacy. It is the principal neighborhood/community-level shopping center for Shaker Heights, providing the only full-service grocery store.

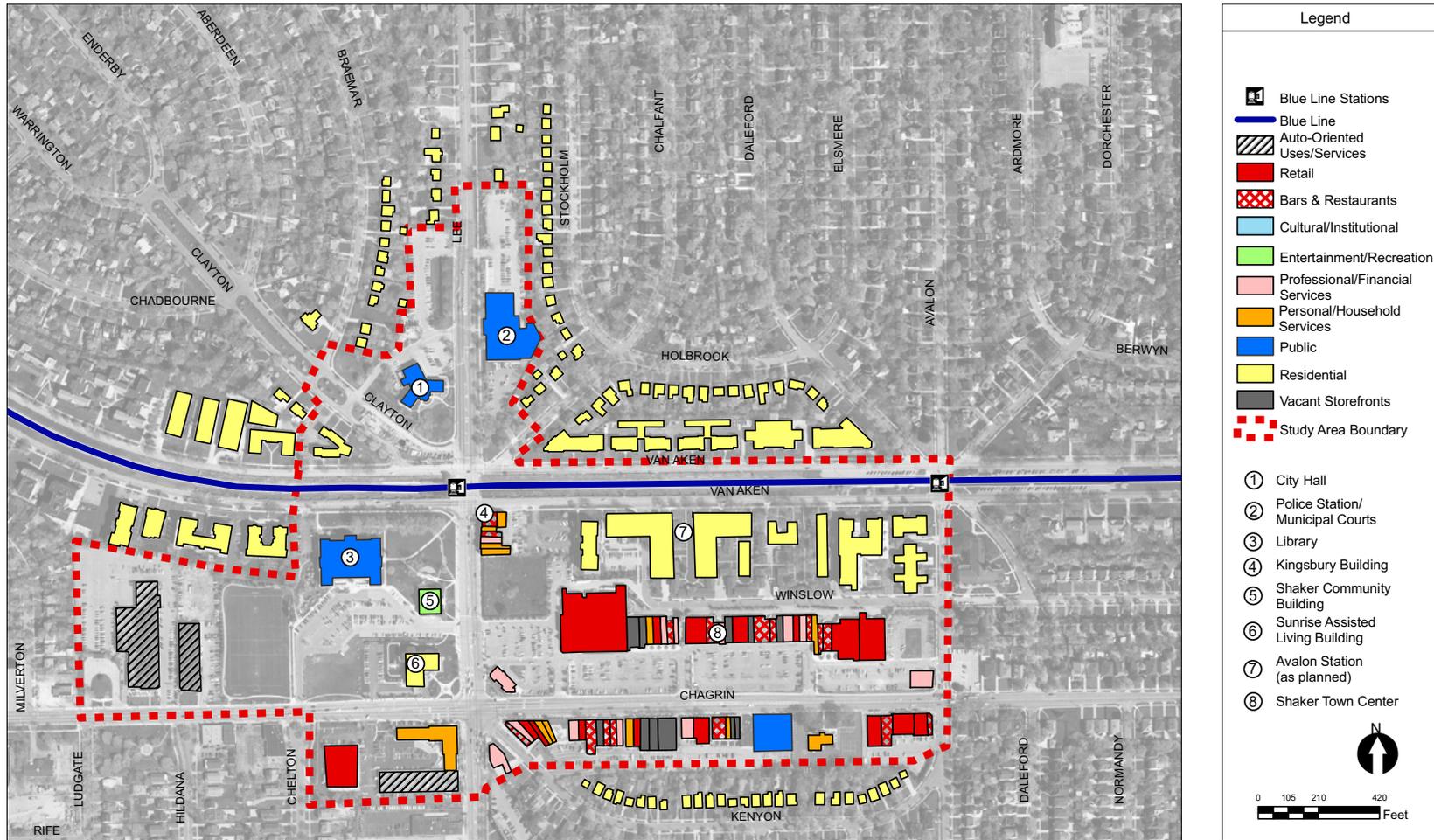
The City has invested in the area with new and enhanced streetscaping on both Lee Road and Chagrin Boulevard and attention is now turning to the RTA Blue Line Station itself, as well as further enhancements to the larger transit-oriented Study Area.

The team's assessment of the physical conditions in the area indicated several areas in need of significant improvement. The following was noted:

- The Lee/Van Aken RTA Station suffers from lack of accessibility and is perceived as unattractive and unsafe;
- Green space is currently underutilized and includes the Library Green, soccer fields, and cemetery;
- Awkward intersections including Kenyon and Chalfant Roads; and
- Unfriendly pedestrian environment including large parking fields, sidewalks with limited buffers and long blocks.

The team also prepared market assessments for the study area, including the for-sale residential market, senior housing, and retail uses. The findings are summarized here and fully detailed in Volume 2.

Figure 2.1: Study Area Land Use



Residential potential includes for-sale condominiums and townhouses, as well as senior housing. Existing developments of townhouses and condominiums have been selling at one to two units per month throughout the residential market area as follows:

**Figure 2.2: Sales of Condominiums and Townhomes in RMA**

	<b>No. of Bedrooms</b>	<b>Square Feet</b>	<b>Price/Unit</b>
<b>Condominiums</b>	1 to 3	820 to 2,000	Up to low \$400Ks
<b>Townhomes</b>	2 to 3	1,500 to 2,900	\$250 to 700Ks

Source: *S.B. Friedman & Company* and Local Real Estate Developers

There is an existing supply of condominiums and townhomes in both Shaker Heights and the broader market area that will take several years to absorb at current rates. Avalon Station is currently being marketed and should be completed before undertaking new projects. Current cyclical housing market conditions also would discourage any new projects short term.

However, longer-term demographic trends, new anchors such as University Hospitals, and the history and character of Shaker Heights suggest that it will be possible to attract additional residential development. Both townhouses and condominiums show long-term potential in the market. Preliminary economic feasibility analyses were conducted for these types of developments: townhomes, condominiums, and mixed-use condominium/retail. These analyses tested whether or not under current market conditions and construction costs these developments could result in appropriate returns to developers and support land acquisition. The tests indicated that both townhomes and condominiums are likely to be feasible, but assistance would be required to assemble land. On public land, these products produced a modest land value. At this time, the mixed-use building does not appear feasible even with “free” land. Rents and prices would need to increase significantly. Timing of any development is dependent on absorption of existing product. The economic feasibility tests of townhomes, condominiums, and a mixed-use retail/condominium structure can be found in Appendix F of Volume 2.

Senior housing opportunities were also reviewed. This inquiry focused on competitive independent living facilities and a review of age/income demographics. The market area included Shaker Heights, Highland Hills, Beachwood, University Heights, and Cleveland Heights. The analysis suggests that there is a small shortfall of “affordable” senior housing units in the RMA to meet the projected demand for that type of unit among those with household incomes below \$35,000. The analysis suggests that there is a slight excess of market-rate senior housing units in the RMA, relative to projected demand for that type of unit.

The estimated shortfall/surplus figures indicated are of a relatively small magnitude: 43 and 61 units, respectively, and could be significantly influenced by additional factors not within the scope of this study. Several existing developments, both market-rate and HUD-assisted, indicated that they have a waiting list for units, suggesting that there may be a pent-up demand for units beyond the RMA. Conversely, occupancy rates at the two market-rate developments in Shaker Heights are the lowest among the 19 studied. In addition, larger continuing care retirement communities can draw on broad markets and such a project might be a “wildcard” use that would find a Shaker Heights location attractive. Based on these results, senior housing is not proposed as a primary use in the Station Area.

Retail and other commercial uses were also studied. The analysis included a review of the competitive position of the study area and a presence/absence analysis to identify the types of retailers that were not present but might find the area attractive. At the time of the study, there were 11 vacant storefronts in the Study Area (13% vacant). Part of the vacancy was the result of ownership change and the rehabilitation efforts of the new owner of properties on the south side of Chagrin Boulevard.

The area has the potential to become a local dining destination and an area of “main street”-style retail, particularly on the south side of Chagrin Boulevard. The improvements to Shaker Town Center have also enhanced the potential to integrate it with the surrounding area, particularly the extension of Winslow Court through to Van Aken Boulevard. Other improvements also serve to soften its relationship with Chagrin Boulevard. The smaller storefront spaces on Chagrin Boulevard offer opportunity for local and regional tenants. Target store types include:

- Sit-down restaurants;
- Bakery;
- Family apparel;
- Sporting goods;
- Home furnishings/bed and bath;
- Cards/gifts/stationery (including new concept stores such as Paper Chase);
- Arts/crafts (family-oriented/do-it-yourself); and
- Small professional offices.

These uses would largely be accommodated in existing and rehabilitated retail space. New retail space in a mixed-use building would also be attractive from a design and planning standpoint. Preliminary economic tests of that concept, however, suggest that it would have difficulty achieving feasibility due to the added costs of providing parking for both uses. This would be particularly challenging for a residential condominium that requires indoor parking because additional structure is required to also permit the retail uses.

Additional research and analysis of the physical, market and economic factors influencing the preparation of the plan are found in Volume 2.

### ***Opportunities***

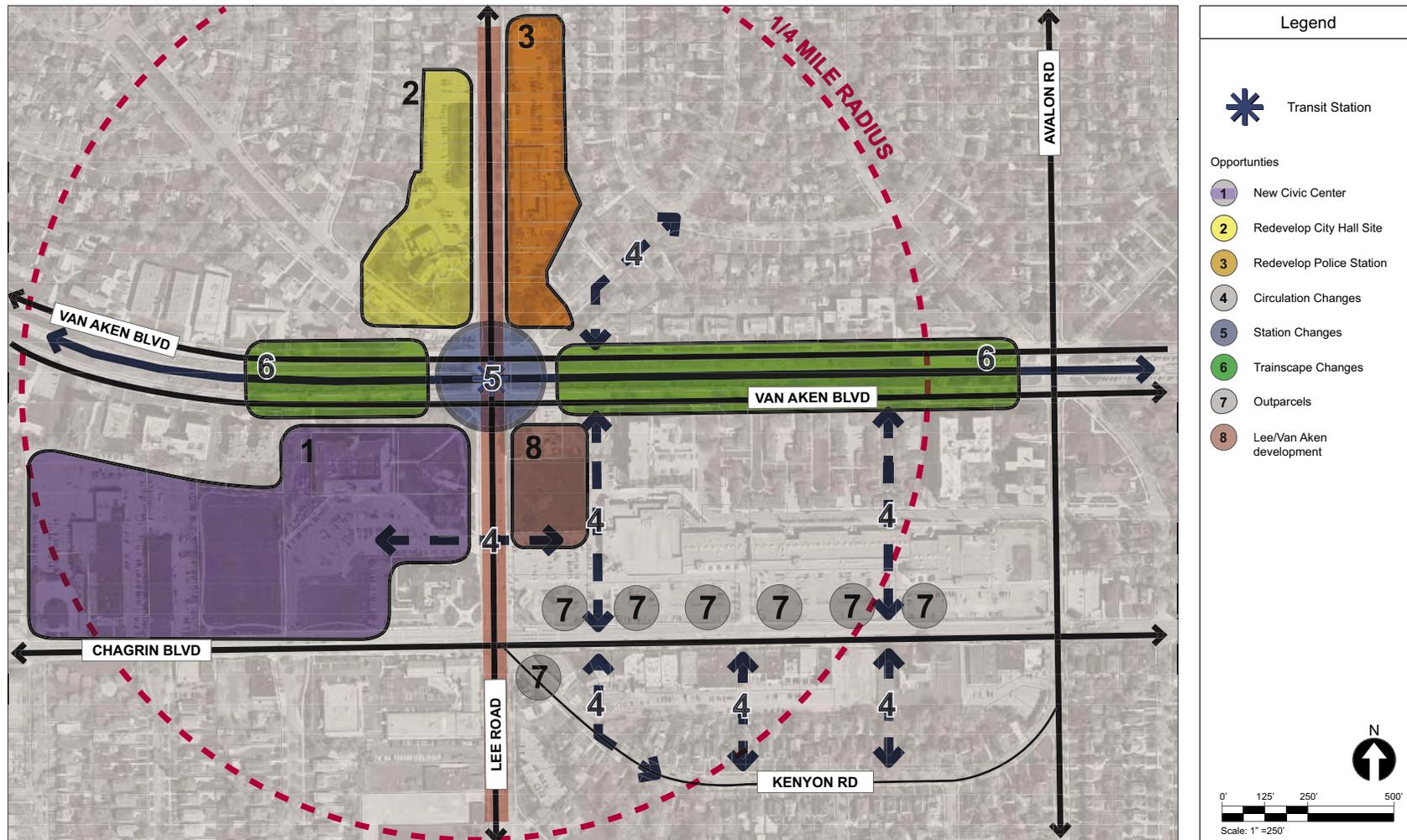
Eight key areas of opportunity were identified as shown in Figure 2.3:

- 1. Civic Center.** The overall area serves as a Civic Center today with the library, Shaker Community Building, City Hall, and Police Station/Municipal Courts building. There is a strong preference to retain City Hall on its current site for economic and iconic reasons. However, the Police Station/Municipal Courts building is reported to have certain inadequacies that suggest long-term replacement along with potential to enhance the library, recreation facilities, and other civic uses. These can anchor an enhanced Civic Center in the southwest quadrant of the study area (Lee Road/Van Aken Boulevard/Chagrin Boulevard/Ludgate Road).

2. **City Hall Homes.** The parking lot north of City Hall along Lee Road separates the community to the north from the Lee/Van Aken RTA Station by presenting a long, undeveloped stretch. This divide discourages walking and the sense of psychological connection, despite the importance of City Hall. By restructuring parking, this area offers an opportunity for residential development to help reconnect the area.
3. **Police/Courts Area Redevelopment.** Similarly, the area currently occupied by the Police Station and Courts building could be redeveloped to provide a residential connection to the station area. This requires construction of a new building in the proposed Civic Center.
4. **Roadway Realignment.** For traffic reasons, it is proposed to realign Chalfant Road to a ninety-degree intersection with Van Aken Boulevard. This provides an opportunity for residential development to hold the corner of Lee Road and Van Aken Boulevard. In addition, there may be other opportunities to enhance connectivity through both roadways and pedestrian access.
5. **RTA Blue Line Station.** The redevelopment of the station is the impetus for this plan and it offers opportunities both to enhance transportation functions and contribute to the vitality of the area.
6. **Trainscape/Trainway.** The current conditions of the trainway, including lack of transparency in walls, landscaping, etc., offer an opportunity to change the character of that element of the station area and reduce the tendency to separate the two sides of the tracks.
7. **Chagrin Boulevard Streetscape.** The new Center Street and other connections into Shaker Town Center create opportunities to use outlot development to create a street face for the north side of Chagrin Boulevard (balanced with commercial access, visibility, and parking issues). With the realignment of Kenyon Road, there may also be an opportunity for greater development at the southeast corner of Lee Road and Chagrin Boulevard.
8. **Kingsbury Building and Cemetery.** The Kingsbury Building is also iconic and offers rehabilitation opportunities. The surrounding uses, including parking for Campbell Court senior apartments and access to Heinen's, may be able to be restructured to enhance development as well as improve circulation.

These opportunities serve as the basis for the Station Area Plan and RTA Station Plan described in Chapters 3 and 4.

Figure 2.3: Opportunities



### *3. Station Area Plan*

The Station Area Plan presents a comprehensive vision for revitalization in the commercial, civic, and residential areas surrounding the Lee/Van Aken RTA Station. The Station Area Plan is shown in Figures 3.1 and 3.2 and described in greater detail in the sub-sections that comprise the balance of this chapter. The principal components of the Station Area Plan are as follows:

- Recommended development programs and building placements/orientations for key sites;
- Improvement and reconfiguration of key streets, parking areas, and related infrastructure;
- Reconstruction of the Lee/Van Aken RTA station and its attendant infrastructure; and
- Added or enhanced public amenities such as pedestrian-oriented elements, streetscaping, and civic greenspace.

The Station Area Plan illustrates the overall development potential for 66 townhome and condominium units; 14,200 square feet of additional commercial space, including retail and restaurants; and 22,800 square feet of civic space with an accompanying 200 parking spaces.

The plan consists of a series of phased TOD Projects. In some cases, projects in Phase One make way for subsequent projects.

The Station Area Plan shows a potential build-out of key sites that reflects the goals and objectives of the TOD planning process. It should serve in conjunction with the regulatory framework and implementation strategies discussed in the “Policies and Implementation Action Steps” chapter of this report as a guide to City officials, Commissions, property owners, and development professionals as they conceive and implement projects within the Station Area.

The Station Area Plan is a long-term guidance tool to assist the City in making decisions regarding private development proposals, as well as budgeting for infrastructure projects. It is presented with the recognition that not all properties within the Station Area will develop or redevelop in a manner fully consistent with the vision illustrated and discussed in this document, but will necessarily vary due to market dynamics, decisions made by individual property owners, and other factors. It is likely that the City will ultimately receive proposals for specific projects that represent:

- Partial implementation of larger development concepts shown in the TOD Plan; and/or
- Development/redevelopment of properties not specifically shown in the Station Area Plan.

The City should review these projects for consistency with the general development goals, principles, and desired character articulated in the Station Area Plan.

The Station Area Plan illustrates land uses and conceptual building scale and massing. However, it does not constitute detailed site or building design. As specific projects move toward implementation, their designs will vary from those illustrated in the plan. Specifically, this report assumes the following:

- The Station Area Plan shows new buildings as relatively simple shapes with somewhat standardized dimensions and configurations. Actual building designs will vary based on specific site characteristics, and will include such features as appropriate upper-floor setbacks/stepbacks, façade and roofline articulation, modern exterior signage and lighting, and a range of appropriate building materials.
- Residential unit, commercial square footage, and parking space figures described in the Plan are conceptual, and will vary based on site-specific factors and market conditions at the time of implementation.
- The land uses and building heights shown on specific sites in the Station Area Plan should be permitted by the proposed regulatory framework, but do not delineate the only potential build-out of these sites. Recommended building height and use restrictions are discussed in the site-specific TOD Project descriptions and in the “Policies and Implementation Action Steps” chapter of this report.

Each TOD Project – both private development and public infrastructure – within the Station Area Plan is described in this section, including the specific concept for each key site and an outline of site-specific issues and considerations.

## ***Phase One***

### **1. City Hall Site**

The development program for the City Hall site contemplates reorganization of the existing site elements to decrease the presence of surface parking and free up land for new, moderate-density residential development. The plan shows relocation of the existing surface parking to the south side of the City Hall building, freeing up the northern end of the site for private-sector development of for-sale townhomes. The City Hall is retained and it is assumed to continue to serve as City Hall.

The private residential development on the northern portion of the site is depicted as 16 two- to three-story townhomes with attached two-car garages. The conceptual site plan contemplates the townhomes oriented perpendicular to Lee Road for the most efficient use of the site area and as a buffer to traffic. Courtyards are shown between rows of townhomes, providing greenspace for residents and an attractive streetscape for pedestrians and bicyclists. An alternative is to face Lee Road to provide “eyes on the street” while still having rear loading garages. The ultimate determination should consider the depth of site and efficiency, as well as relationship to the street, among other considerations.

Enhanced, pedestrian-scale streetscape is incorporated along Lee Road, and the new surface parking to the south of the City Hall building is well landscaped to provide adequate screening for adjacent residential properties. The existing Veterans' Memorial would also be retained as part of the enhanced corner plaza/landscaping.

## **2. Chalfant Road/Lee Road/Van Aken Boulevard Intersection**

The TOD Project at the intersection of Chalfant Road, Lee Road, and Van Aken Boulevard includes two components: public infrastructure improvements and private development.

The objective of the infrastructure component is to improve the pedestrian, bicycle, and vehicular safety of the intersection. The roadways are currently configured in a way that requires vehicles turning from Lee Road onto Chalfant Road to travel opposed to westbound one-way traffic on Van Aken Boulevard for a short distance before reaching Chalfant Road. This situation is unsafe for those using the intersection, particularly visitors to the community who are likely to be unfamiliar with the specific character of this location.

The Station Area Plan, building on a similar SIP recommendation, realigns Chalfant Road so that it intersects Van Aken Boulevard at a right angle to eliminate the danger currently associated with this intersection. This would mirror the realignment that was made to the intersection of Clayton and Van Aken Boulevards, immediately west of Lee Road.

Enlarged by realignment of the Chalfant Road/Lee Road/Van Aken Boulevard intersection, the corner parcel is a viable site for infill development. The Station Area Plan depicts an 18-unit condominium building on this site with first-floor interior parking for residents and their guests. The building is contemplated to be three stories tall with appropriate landscaping and screening from adjacent residential properties. While the SIP depicted this property as a location for mixed-use development, concerns regarding traffic flow and compatibility of ground-floor retail with adjacent residential uses suggest that a strictly residential building is more appropriate on this site.

## **3. RTA Station Upgrades**

The Lee/Van Aken RTA station, along with the right-of-way immediately to its east and west, is the focal point of the overall Station Area Plan. The station is the point of entry for RTA riders visiting Shaker Heights or transferring to nearby bus routes and therefore warrants the greatest attention to detail in the broader Station Area Plan. The Plan for the station is described generally here, and in much greater detail in Chapter 4: Lee/Van Aken RTA Station Plan.

The RTA station and adjacent trainway are in relatively poor physical condition. Potential riders have indicated that they perceive the station as unsafe, uninviting, unattractive, and difficult to access. Concrete stairs are the only means of access to the below-grade platform, which community members believe does not provide enough visibility, shelter, or comfort while waiting. Riders face further challenges if they are transferring from the train to the Lee Road bus. There is very minimal at-grade shelter for riders transferring southbound on Lee Road, while

northbound riders must walk approximately a half-block north across Van Aken Boulevard to reach the bus stop.

In addition to the RTA station, the adjacent pedestrian crossings, safety wall, trainway, and parking situation were also cited by the community as elements in need of improvement. Vehicular traffic on Lee Road and Van Aken Boulevard is relatively hostile toward pedestrians, traveling at high speeds and paying insufficient attention to the presence of people in marked crossings. The safety wall separating the trainway from Van Aken Boulevard acts as a physical and psychological barrier in the center of the Station Area, decreasing perceptions of safety while on the RTA platform and increasing the perception of distance between the north and south sides of the Lee Road/Van Aken Boulevard intersection. The trainway itself is in need of landscaping and re-grading to improve its appearance. Finally, unlike most other RTA stations, including Avalon immediately to the east, the Lee/Van Aken station lacks rider parking adjacent to the station.

The Plan recommends reconstruction of the station to incorporate a number of features that will bring it into ADA compliance, as well as improve operations, safety, passenger comfort, and aesthetics. The plan is subject to refinement during the design process and may be phased to accommodate funding constraints. The plan recommends:

- ADA-accessible elevators for 60% of the entrances to the station;
- Access ramps for emergency services, extending from the western end of both east- and west-bound platforms;
- Reconstruction of the Lee Road Bridge to provide wider sidewalks and traffic lanes for easier bus transfers and increase the area available for below-grade train platforms (subject to County approval and funding);
- At-grade canopies and windbreaks on both sides of the Lee Road Bridge to provide weather protection for RTA riders;
- Parking along Van Aken Boulevard both east and west of the station;
- Landscaped trainway, lined by more transparent/visually permeable safety wall;
- State-of-the-art audiovisual communications, safety, and security systems;
- Rider amenities at- and below-grade, such as benches, bicycle racks, trash receptacles, RTA system information, and signage; and
- Opportunities to incorporate public art.

These improvements would be part of a Phase One upgrade.

Optional/upgraded features may also be incorporated into the new RTA station, such as a more elaborate structure/shelter over the Lee Road Bridge, leasable space for a small retail tenant, and/or wireless Internet access. Depending on final design, some of these ideas may be part of Phase One (e. g. wireless Internet) while others may be part of a second phase.

Additional information is provided in Chapter 4 regarding the RTA station specifications and design guidelines.

#### **4. Library Green**

Located at the southwest corner of the Lee Road/Van Aken Boulevard intersection, the Library Green is well positioned to serve as the site of outdoor civic events and performances. However, it is not currently being used to its full potential. The area exhibits minimal landscaping, a small number of pedestrian paths and benches, and a modest pergola and plaza area. This area provides a relatively sizable greenspace amenity (approximately 1.25 acres), but its current form does not optimize the space as a setting for organized activities.

To make the Library Green a more attractive and usable civic space, the Plan recommends enhancing it through increased landscaping, strategic placement of outdoor furniture, and grading of the site to create a functional outdoor performance space. Use of plantings and/or architectural elements along both the Lee Road and Van Aken Boulevard frontages provides definition and purpose to the overall space and the street edge in particular. As depicted in the Plan, the site will be suitable for musical and theatrical performances in the center and south of the site, as well as exhibitions and outdoor market events along the eastern and northern edges.

#### **5. Southeast Corner of Lee Road and Van Aken Boulevard**

As home to two of the most historic sites in the Station Area, the southeast corner of Lee Road and Van Aken Boulevard has the potential to provide a strong Shaker Heights identity adjacent to the Lee/Van Aken RTA station. Warrensville West Cemetery dates to the early 19<sup>th</sup> century and contains the graves of many early settlers in the community, while the Kingsbury Building, constructed in 1926, is a Shaker Heights Landmark that provides an excellent example of local architecture during the early 20<sup>th</sup> century. Investment in improving and maintaining the integrity of these important historic resources should be the cornerstone of Plan implementation for this site.

The full potential of this corner will be realized if all elements of this site are addressed and improved. To this end, the Plan depicts a new north-south public street immediately to the west of the Heinen's grocery store, extending the existing driveway and drive aisle northward through the Shaker Town Center parking lot. This street further enhances north-south access through the shopping center, as first addressed through construction of Winslow Court. Parking needs for the Kingsbury Building and Campbell Court will need to be assessed so that their surface lots can be efficiently reconfigured. In addition, the configuration will need to address grocery pick-up at Heinen's.

Improvements are also shown to the Warrensville West Cemetery, opening up views into the cemetery and increasing pedestrian accessibility. Providing an east-west walking path on the southern portion of the cemetery would expose more members of the community to the historic cemetery, while also providing a safe pedestrian connection between Heinen's and the traffic signal/crosswalk on the east side of Lee Road.

## **6. Southeast Corner of Lee Road and Chagrin Boulevard**

The southeast corner of Lee Road and Chagrin Boulevard is a location in which the curving route of Kenyon Road creates awkward vehicular and pedestrian traffic patterns as it intersects two major arterials. As recommended in the SIP, the Station Area Plan reiterates the need to realign Kenyon Road so that it intersects Chagrin Boulevard at a right angle. This intersection is depicted as located immediately opposite the new north-south public street created via TOD Project 5. The surface parking associated with the two commercial buildings immediately west of this new street is reconfigured to fit the new site dimensions in Phase One, but remains potentially available for development at a later time.

The Plan also recommends two pedestrian paths to provide connections between the south side of the street and Kenyon Road, offering residents of the Lomond and Moreland neighborhoods easier access to the corridor. The western path already exists in a modest form and should be upgraded with landscaping and increased screening from adjacent residential properties. The eastern path is depicted as traversing an unimproved parcel adjacent to the southwest corner of the Brown-Forward Funeral Home property.

## **7. Future Civic Core**

The southwest quadrant of the study area (west of Lee Road and south of Van Aken Boulevard) is envisioned as a future Civic Core, consolidating the major public facilities currently dispersed throughout the western half of the Station Area. The Library and its adjacent green, the Shaker Community Building, and soccer field will be complemented in Phase Two by a new Police Station/Municipal Court building (or buildings). City Hall functions may also ultimately be relocated to a new building or combined with other facilities in the Civic Core. The two auto-oriented uses that currently exist at the western end of the site are assumed to be acquired in Phase One.

In Phase One, the Plan depicts a reconfigured surface parking lot to serve all uses on the site in a more space-efficient layout. The soccer field and new concession/bleacher structures are also re-oriented so that the goals lie on an east-west axis, freeing up high-visibility parcels along Chagrin Boulevard. An additional small equipment rental and/or concession facility can also be added to the western end of the Shaker Community Building to serve patrons when the soccer field is not in official use. The newly prepared development sites on Chagrin Boulevard are available for future commercial and/or civic development.

Phase One is depicted in Figure 3.1 on the following pages.

Figure 3.1: Phase One

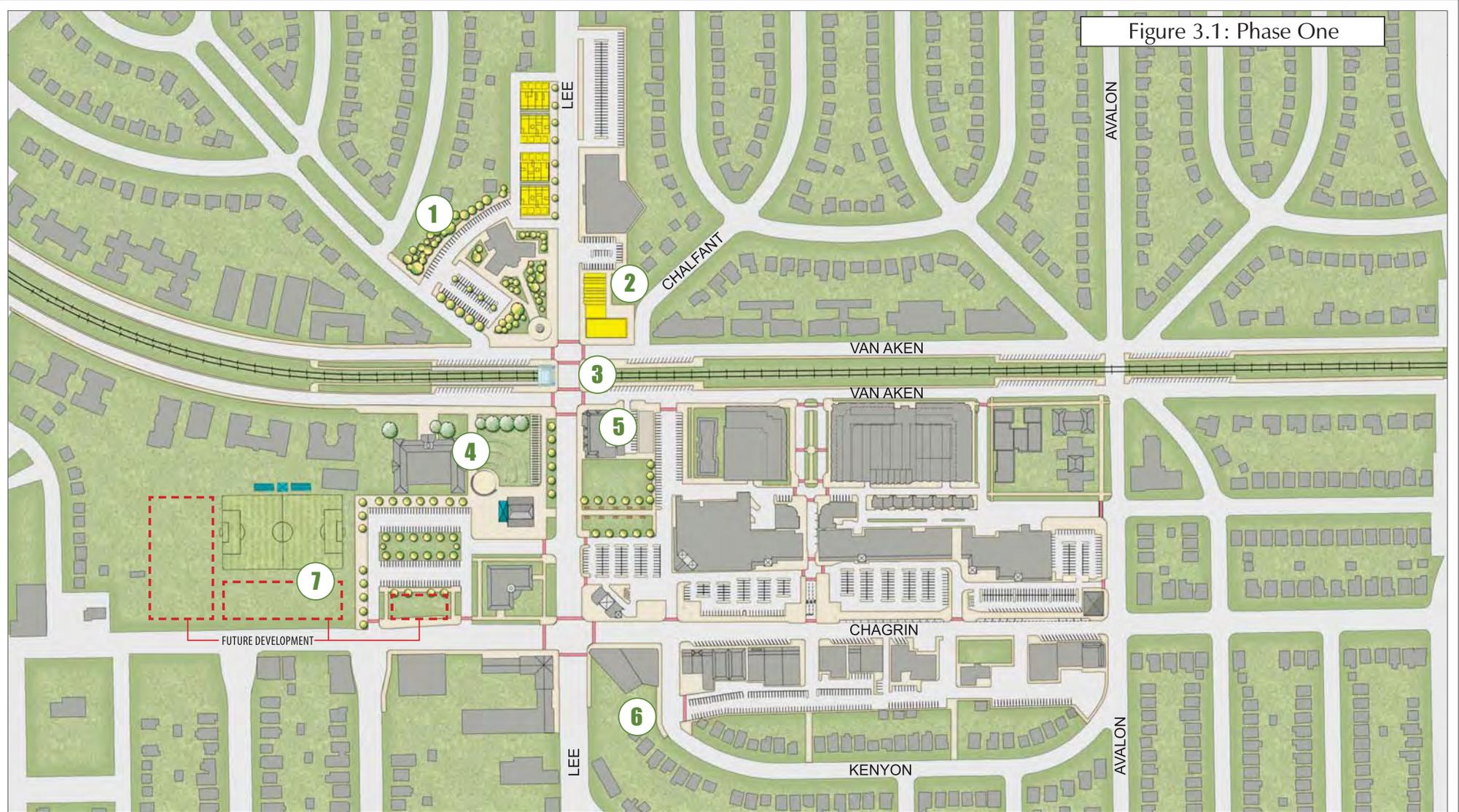


Figure 3.1: Phase One Legend

- 1** City Hall Site
  - Reconfigure surface parking
  - Sell land north of building for townhome development
  
- 2** Chalfant Road, Lee Road and Van Aken Boulevard Intersection
  - Re-route Chalfant Road at Van Aken Boulevard, creating potential corner development site
  - Sell new site for condominium development
  
- 3** Basic RTA Station Upgrades (minimum)
  - Reconfigure Lee Road bridge, expand platforms and bus transfer area
  - Implement ADA compliance measures
  - Replace safety wall
  - Landscape trainway
  
- 4** Landscaping of Library Green
  - Enhance plantings and outdoor furniture
  - Grade for outdoor performance space
  
- 5** Southeast Corner of Lee Road and Van Aken Boulevard
  - Construct new street west of Heinen's
  - Improve cemetery access/visibility
  - Enhance mid-block crossing at cemetery
  
- 6** Southeast Corner of Lee Road and Chagrin Boulevard
  - Re-route Kenyon Road at Chagrin Boulevard
  - Reconfigure parking for corner building
  
- 7** Preparation for Future Civic Core
  - Relocate/reorient soccer field
  - Reconfigure Library parking
  - Prepare surrounding sites for future development

## ***Phase Two***

### **8. New Police Station/Municipal Court**

Phase Two envisions the construction of a new police station and municipal court building on the western edge of the Civic Center area. The Chagrin Boulevard frontage becomes available for other civic uses should the City have a need for them or for modernization of existing facilities. Alternatively, the frontage will be available for commercial uses.

### **9. Police Station/Municipal Court Site**

Similar to that for the City Hall site, the TOD Project for the existing Police Station/Municipal Court site contemplates redevelopment of the site as moderate-density housing in lieu of the existing surface parking lots. This TOD Project assumes that a new facility or facilities will be constructed for the Police Station/Municipal Court in the future Civic Core.

The development program depicted for the site shows 25 two- to three-story townhomes with attached two-car garages. The Police Station/Municipal Court site is shallower than the City Hall site, and the conceptual site plan therefore shows the townhomes oriented in a single row, facing Lee Road (rather than perpendicular to Lee Road, as on the City Hall site). The ultimate orientation should be determined based on site depth, potential access, and preference for relationship to Lee Road. In any case, the face along Lee Road should be designed to be pleasant and comfortable for pedestrians.

### **10. Additional RTA Station Enhancements**

The RTA Station can be further developed at a later time if appropriate. If Phase One includes only canopies, for example, then additional structure for a full station house might be added in a subsequent phase. See Chapter 4 for further discussion of the station.

### **11. Southeast Corner of Lee Road/Van Aken Boulevard**

In Phase Two, as a variation on the SIP's depiction of a mixed-use building immediately east of the Kingsbury Building, private residential development is contemplated to span over the newly created street west of Heinen's. The concept for this site envisions a two- or three-story building with 20 to 24 condominium units on the upper floors and interior parking on the ground floor. An iconic northern entrance to Shaker Town Center and Avalon Station lofts is created by constructing an archway over the street that traffic can pass through.

### **12. Chagrin Boulevard Commercial Establishments and Southeast Corner of Lee Road/Chagrin Boulevard**

Chagrin Boulevard, between Lee and Avalon Roads, is a quarter-mile corridor lined on both sides with a wide variety of commercial establishments. It is well-positioned near the convergence of four distinct residential neighborhoods and is served by two major arterial roads.

Despite these locational advantages, community residents identified the Chagrin Boulevard commercial corridor as one of the areas of the City most in need of improvement during the 2000 SIP process. While significant investment has been made in improvements to Shaker Town Center and various infrastructure elements since that time, the opportunity remains to further enhance this area.

The Plan for this area focuses on enhancing the pedestrian environment on Chagrin Boulevard, as well as access to commercial establishments located on the boulevard. Shaker Town Center is set back from the sidewalk, with a large surface parking lot separating pedestrians from its storefronts. Building on the recommendation of “small retail pavilions” included in the SIP, the Plan depicts six small outlot buildings built at the street edge, adjacent to the driveways that enter the parking lot. These buildings could house small convenience retail and service uses that thrive on high visibility and rapid customer turnover (e.g., dry cleaner, ice cream shop, etc.) minimizing their demand for parking within the shopping center lot.

In addition, at the corner of Lee Road and Chagrin Boulevard, as initially put forth in the SIP, private development of a mixed-use “gateway” building is proposed on the enlarged corner site created by relocating Kenyon Road in Phase One. This makes more efficient use of the new site dimensions and can provide new commercial space that is in line with contemporary retailers’ expectations.

Phase Two is depicted in Figure 3.2 on the following pages.

Figure 3.2: Phase Two

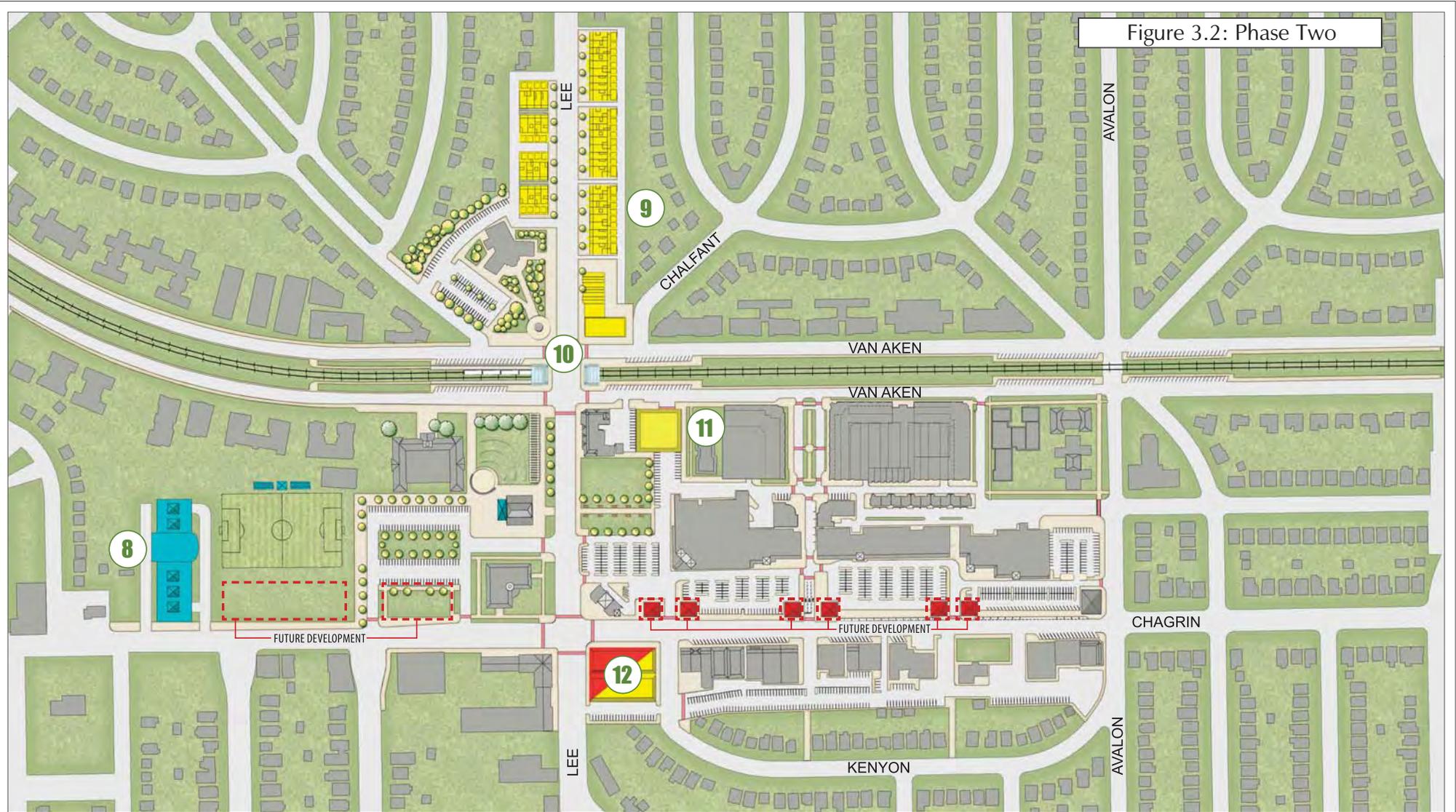


Figure 3.2: Phase Two Legend

- 8 Civic Core Redevelopment**
  - Program, design, and build new police station/municipal court building
  - Facilitate further civic or commercial development on adjacent sites
- 9 Police Station/Municipal Court Building Site**
  - Demolish existing station/court building
  - Sell land for townhome development
- 10 Additional/Optional RTA Station Upgrades**
  - Enlarge canopies/structure on bridge
  - Add retail presence
- 11 Southeast Corner of Lee Road and Van Aken Boulevard**
  - Facilitate development of new residential building
- 12 Chagrin Boulevard Commercial Enhancements**
  - Facilitate development of mixed-use building at southeast corner of Lee Road and Chagrin Boulevard
  - Facilitate creation of small commercial outlots at Shaker Town Center
  - Enhance pedestrian access between Chagrin Boulevard and Kenyon Road

## *4. Lee/Van Aken RTA Station Plan*

The Plan for the Lee/Van Aken RTA Station is intended to address the following goals, as developed by the City, the RTA, and Shaker Heights community throughout the TOD planning process:

- Provide ADA accessibility to all public areas of the train station;
- Increase ridership by improving the perceived safety and security of the station;
- Provide weather-protected intermodal transfers;
- “Close the gap” – both physical and psychological – between the Lee/Van Aken RTA station and surrounding uses;
- Create a landmark without upstaging the monumentality of City Hall;
- Open up the north to south views along Van Aken Boulevard by using a transparent railing, rather than an opaque wall;
- Focus on the pedestrian/customer as the primary audience in the design process;
- Provide coordinated signage and wayfinding at the station and in the station vicinity; and
- Incorporate public art in the design of the station.

An illustrative concept of the RTA Station Plan can be found in Figure 4.1 on the following page. Longitudinal (looking north/south) and transverse (looking east/west) sections of the RTA Station Plan immediately follow, as Figures 4.2 and 4.3, respectively. Figure 4.4 provides an additional alternative illustrative concept of the station.

The remainder of this chapter is comprised of two sections:

- **Design Guidelines.** This section provides overall guidance for creating the environment that the stakeholders in the TOD planning process – City staff, the RTA, and the community – envision for the Lee/Van Aken RTA Station. The focus of this section is primarily on aesthetic issues, while operational (e.g., safety and security) concerns are also briefly discussed.
- **Station Specifications.** This section provides more technical guidance regarding specific components of the station, including interior and exterior materials, station lighting, safety and security systems, building mechanical systems, and furnishings.

A preliminary construction cost estimate for the RTA Station Plan, incorporating the design guidelines and specifications outlined in this chapter, is included as Appendix A in Volume 2.

Figure 4.1: Station Rendering



Figure 4.2: Station Rendering

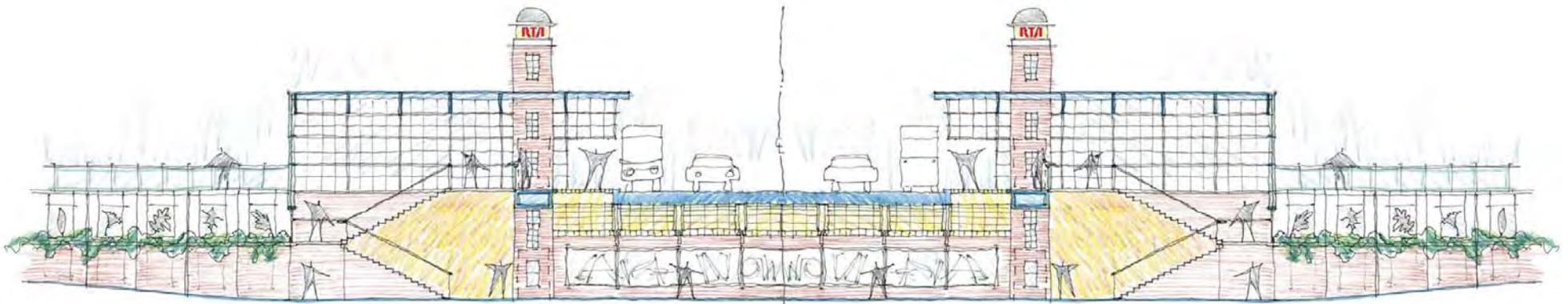


Figure 4.3: Station Rendering

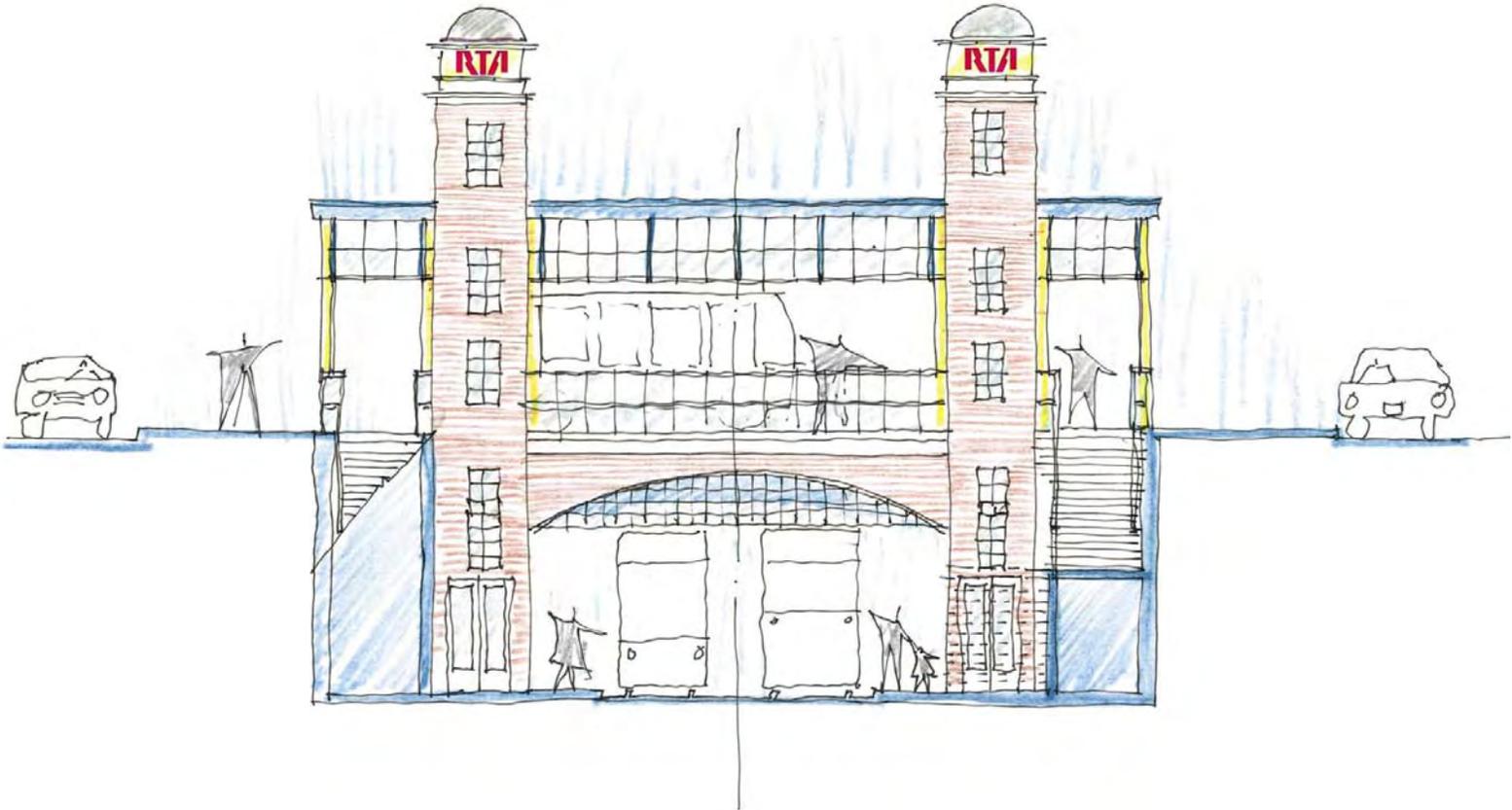
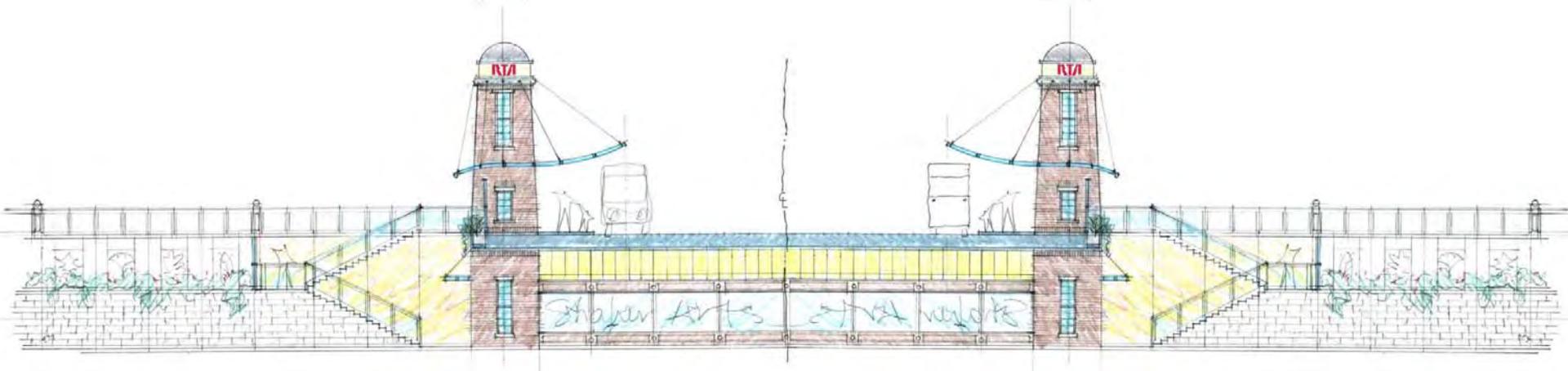


Figure 4.4: Station Rendering



## ***RTA Station Concept***

The new Lee/Van Aken RTA Station will replace the existing station on a reconstructed and widened bridge with:

- ADA-accessible entrances for 60% of the entrances;
- Benches, trash receptacles, RTA system information, signage, and bike racks;
- State-of-the-art audiovisual communications, safety, and security systems;
- Integrated artwork;
- Widened waiting area at station location;

The station will consist of:

- One to four pylons to house elevators or perhaps kiosks;
- Installation of metal and glass canopies for passengers;
- Installation of full windbreaks at platform level;
- Glass and metal stairways and platform enclosure;
- Emergency ramp;
- Replacement of a portion of the existing brick wall with a relatively transparent, crash-resistant fence (to serve both safety and aesthetic purposes);
- Pedestrian lighting; and
- Enhanced attractive landscaping.

The Lee Road Bridge will carry five or six lanes of traffic, dependent upon the results of traffic/circulation studies to be conducted for the area surrounding the station. Outer lanes will accommodate buses and car/taxi pickup and drop-off in addition to through traffic, while inner lanes will be exclusively for through traffic.

## ***Design Guidelines***

*(See also RTA Design Guidelines)*

The overall aesthetic of the new train station should be a combination of traditional elements and contemporary features and should be complementary to the existing architecture of the City Hall, Library, and Kingsbury Building. The detailing of the station should exhibit the variety and quality of detailing and materials seen on the City Hall building, including brick coursing and fascias.

The station should utilize large windows, doors, and other openings to promote the perception of personal safety. Open structures should include pigeon deterrents. Lighting should provide an overall safe illumination level through uplighting, if possible, and the use of fixtures that avoid glare. The flow of customers should be efficient and unimpeded, and a customer's visual field should be unobstructed and free of places for strangers to hide.

## **ACCESS**

- Make pedestrian crossings distinctive in color and use streetscaping to improve safety;

- Provide commuter parking at the northwest and southeast corners of Lee Road and Van Aken Boulevard;
- Incorporate a kiss'n'ride and short-term/handicapped parking at the northeast and southwest corners of Lee Road and Van Aken Boulevard;
- Provide access for the disabled and ADA compliance throughout the station, including elevator access at the northeast and southwest corners of Lee Road and Van Aken Boulevard; and
- Explore possibility of incorporating a bikeway both northbound and southbound on Lee Road and eastbound and westbound on Van Aken Boulevard (future).

## **AMENITIES**

- Provide weather protection and windbreaks on each façade of the station;
- Provide seating for riders at both the sidewalk/bridge deck level and the platform level;
- Use partial canopies to cover the sidewalks on either side of the bridge deck;
- Incorporate customer comfort amenities such as heat lamps and cooling fans;
- Explore possibility of news/information kiosks announcing civic events, meetings, etc.; and
- Integrate artwork wherever practical, including walls, ceilings, floors, railings, and public spaces.

## **CHARACTER**

- Relate to traditional building forms, materials, and details in solid/opaque elements;
- Incorporate contemporary expression in transparent/translucent elements;
- Remove the existing trainway brick wall and replace with a more transparent railing that provides both safety and aesthetic value;
- Explore incorporating glass blocks or transparent planks in the bridge deck sidewalks to get natural daylight to the platform level;
- Make the station as transparent as possible for personal safety;
- Reduce overall apparent width of the bridge deck by using partial canopies; and
- Expose structures where possible for ease of maintenance, painting and organizing conduits, lighting, etc. to maintain aesthetics.

## **COLORS AND MATERIALS**

- Fascias and details: limestone, red-brown brick, off-white painted wood-equivalent;
- Accent elements: clear glass, white aluminum storefront, and dark red or dark green doors, selected from the “Shaker Village Colors” manual;
- Walls and ceilings: durable, easy-to-maintain tile, masonry, or cast concrete surfaces; and
- Paving and floors: non-skid, easy-to-maintain surfaces, such as concrete, brick, or stone pavers

## **FURNITURE, FURNISHINGS, AND EQUIPMENT**

- Provide a coordinated palette of equipment and furnishings, including audiovisual devices, trash receptacles, bike racks, information display cases, and benches;

- Provide space for push-cart vending and a permanent vending space on one or both sides of the station with power and water hookups; and
- Advertising displays are not permitted.

## **IMPLEMENTATION**

- Enable design to be constructed in a phased program with the initial phase consisting of regrading of the transitway, access stairs, platform, and ADA-compliant elevators. Canopies and other enclosures should be designed so as to be able to be added in a later phase(s);
- Replacement of track structure within station with either concrete track panels or concrete tie/ballasted track construction. Rail replacement to 115# rail with pandrol fastener system;
- Repainting of catenary poles within station area; and
- Installation of blind conduits and allocation of area for future signal work.

## **LANDSCAPE**

- Incorporate landscape elements, where practical, that are durable, winter-hardy, drought-tolerant, salt-tolerant, and require little or no maintenance; and
- Provide an irrigation system.

## **SAFETY AND SECURITY**

- Provide exterior and interior lighting of the station to achieve a basic, uniform level of indirect lighting, adding direct light sources for architectural effect; and
- Provide long, clear views ahead for pedestrians and riders (e.g., avoid dead-end spaces and places to hide).

## **SYSTEMS**

- Incorporate state-of-the-art safety and security systems;
- Incorporate cost-effective mechanical, electrical, and plumbing (exterior water sources) systems;
- Install signage and wayfinding devices that are compatible with the station architecture and color palette and compliant with existing RTA standards; and
- Install state-of-the-art audiovisual communications systems, including variable message signs, wireless internet service, and overhead televisions.

## ***RTA Station Specifications***

### **OUTLINE SPECIFICATION**

*(See also RTA Design Guidelines and standard specifications)*

Note: use of recycled local materials is preferred where possible

- Use the RTA standard architectural treatments where they have been established

- **Foundations:** Reinforced concrete with artwork surface treatments where visible to the public
- **Superstructure:** Steel
- **Canopy:** Glass and steel and/or slate (or synthetic) tiles
- **Roof of pylons and flashing:** Copper or recycled, local material
- **Exterior and interior walls:** Articulated brick and/or limestone
- **Windows/skylights:** Clear glass with frits or sunscreens and white aluminum frames
- **Doors:** Clear glass with dark red or dark green, factory-painted aluminum frames
- **Floors/stairs:** Decorative scored concrete with masonry/stone accents
- **Railings:** Decorative painted metal and/or glass panels
- **Elevators:** Glass wall panels, stainless steel wall panels and ceiling, and non-skid flooring
- **Lighting:**
  - Indirect exterior and interior non-glare, dark-sky lighting for uniform low level of illumination
  - Direct source accent lighting (artwork and/or recycled local materials preferred)
- **Hardware:** Brushed stainless steel hardware throughout
- **Mechanical, electrical, and plumbing:**
  - Natural ventilation at street level augmented by fans
  - Exhaust fans at platform level under bridge
  - Electric unit heaters and/or water-heated and cooled metal seats at street level and platform level
  - Photovoltaic grid for power generation
  - All utility lines buried or concealed
  - Water supply, hose bibs, and drains for maintenance of the station
- **Furniture, furnishings, and equipment**
  - Painted metal or stainless steel benches
  - Painted metal trash receptacles, bike racks (artwork and/or recycled local materials preferred)
  - Audiovisual safety and security communication system, signage and wayfinding maps with RTA system information
  - Pigeon deterrents at open structures

- **Site**
  - Stormwater management, including permeable paving at railway, platforms, ramps, parking, sidewalks, and kiss'n'ride areas
  - Recycled water for landscape irrigation

### ***Technical Issues To Be Analyzed And Resolved***

- The reconstruction of the Lee/Van Aken Station will require further study of the station cross-section to regrade the slope of the light rail approaches.
- A traffic and circulation study should be conducted to determine:
  - The most appropriate lane configuration and signal timing for the Lee Road/Van Aken Boulevard intersection; and
  - Any safety/traffic flow challenges that may be associated with angled parking to the east and west of the Lee Road/Van Aken Boulevard intersection.
- Reverse angled parking should be explored for increased pedestrian and driver safety.
- Station design and construction must meet ADA requirements.
- Station design and construction will be impacted by the RTA's capital budget.
- The bridge is owned and maintained by the County Engineer. Any work on widening or changes to the bridge must be coordinated through his office and be funded by the engineer or another party.
- The phasing of construction should emphasize prefabricated components to streamline construction and installation.

## ***5. Policies and Implementation Action Steps***

This chapter contains recommended actions and policies designed for the City’s efforts to realize the development goals set forth in the TOD Plan for the Lee/Van Aken RTA Station and surrounding Station Area. The Implementation Strategy is comprised of three major categories of recommendations:

- Policy and programmatic initiatives;
- Public improvements; and
- Site-specific development initiatives.

These three categories of implementation actions are described in further detail throughout this chapter. Discussion includes identification of priorities and timeframes to guide the City’s allocation of efforts and financial resources.

### ***Policy and Programmatic Initiatives***

City programs represent a critical early-stage component of the efforts to improve the Station Area. This section describes three recommended programmatic efforts to enhance and maintain the vitality of the Station Area, primarily in the Chagrin Boulevard commercial corridor.

#### **FAÇADE IMPROVEMENTS**

A façade improvement program is a critical implementation tool to assist existing business and property owners in upgrading the appearance of the most visually prominent components of deteriorated and outdated buildings, such as awnings, signage, and exterior lighting. Improvements to side walls, back walls, sites, and parking lots that are visible to shoppers and visitors should be considered eligible items for such a program. These programs generally provide financial and/or “in-kind” technical assistance to business and property owners. The financial assistance can take the form of 30% to 50% “matching grants” up to a certain maximum dollar amount or low-interest loans.

Program guidelines could be drafted by the Architectural Board of Review, and should include the following key recommended steps/program features:

- Marketing of the program to local business and property owners;
- A detailed building conditions study to determine “high priority” properties and the façade elements in most critical need of improvement;
- Packaging several adjoining buildings into one improvement project to reduce costs and create a more dramatic and immediate physical change; and

- Coordination of façade improvement guidelines with the City’s existing commercial/institutional, signage, and landmark design guidelines.

### **STATION AREA MARKETING AND IMAGE ENHANCEMENT**

(An extended discussion of Station Area Marketing can be found in Appendix H, Volume 2.)

In implementing the TOD Plan, it is important to increase awareness of activities, opportunities, and destinations within the Station Area. Engaging in marketing and organizational efforts that improve aesthetics and wayfinding for residents and visitors, fund capital improvements, and increase public and private sponsorship of special events can aid in accomplishing this goal.

This strategy involves the formation/designation of a Station Area-specific merchant/property owners association, similar to the Van Aken Business Development Association (VABDA). The VABDA pursues three primary objectives for the businesses surrounding the intersection of Chagrin Boulevard, Van Aken Boulevard, and Warrensville Center Road. An organization pursuing these objectives and others outlined below in the Station Area could provide significant value for its businesses as well:

1. Promote businesses in the targeted area, including publication and distribution of a coupon book to area residents;
2. Assist in efforts to redevelop the targeted area; and
3. Coordinate events that occur in the targeted area.

The presence of an active merchant/property owner association may also serve as a precursor to formation of a formal Business Improvement District.

This Station Area-specific association should work to foster an image enhancement program that focuses on such activities as:

1. Marketing to businesses to retain quality merchants and attract key businesses that are currently absent from the Station Area.
2. Create and support special events and promotions.
3. Support general marketing and branding activities that increase the awareness and branding.
4. Joint City and Station Area marketing effort of the residential opportunities in the area.

### ***Public Improvements and Site-Specific Development Initiatives***

As described in the Station Area Plan section of this report (Chapter 3), the TOD Plan includes recommendations that the City pursue the implementation of several public improvements to increase access, circulation, safety, and pedestrian-friendliness in the Station Area. This section

describes the implementation considerations for these key public improvements, as well as the site-specific development projects that are most likely to be catalytic and/or require some level of City participation or facilitation.

The implementation matrix on the following pages summarizes the implementation steps, likely timeframe for initiation, and roles/responsibilities associated with each of the TOD Projects. The project numbers correspond to the list of projects by phase in Chapter 3.

The TOD Projects illustrated in the Plan are numbered from one to twelve, indicating the general sequence in which their implementation is anticipated to occur. While their ultimate implementation may vary from this recommendation, the Projects were ordered in this manner to provide for early implementation of those Projects that:

- Improve the overall Station Area environment, laying the groundwork for future, private-sector development;
- Involve the sale of City-owned property, generating revenue that may be used to fund future Projects; and
- Can be initiated by the City as funds are available, independent of market conditions.

### **1. CITY HALL SITE**

Reconfiguration of on-site parking allows the northern portion of the site to be sold to a developer, possibly through a formal Request for Proposals (RFP) process. Proceeds from this public land sale can then be utilized to offset a portion of other costs associated with Station Area Plan implementation.

### **2. CHALFANT ROAD/LEE ROAD/VAN AKEN BOULEVARD INTERSECTION**

The City may wish to commission a traffic engineering study to determine the impact, if any, of this realignment prior to implementation. The realignment would add land to the existing green space south of the Police Station/Municipal Court site. These parcels are owned by the City, and combined with the segment of vacated Chalfant Road right-of-way, create a viable site for infill development. This site could be sold to a developer, possibly through a formal RFP process, and proceeds could be used for further Station Area Plan implementation.

### **3. LEE/VAN AKEN RTA STATION – STATION RECONSTRUCTION**

The station reconstruction project is a joint effort of the RTA and the City of Shaker Heights and potentially the County (if the Lee Road Bridge is to be reconstructed). The initial stage of implementation should focus on identifying additional funding sources to provide for the desired scope of improvements.

There are a number of other key issues to address as well, particularly those related to the configuration of the surface roadways and the reconfiguration of the Lee Road Bridge.

City of Shaker Heights Lee/Van Aken TOD Plan  
**Implementation Matrix: Summary of Key Implementation Matrix**

Time Frame Key: Short = 1-3 Years Medium = 4-6 Years Long = 7+ Years

Map Key	Project Name/Location	Summary/Description	Targeted Timeframe	Priority	Initial Lead	Key Steps
<b>PUBLIC IMPROVEMENTS &amp; SITE SPECIFIC INITIATIVES</b>						
1	<b>City Hall Site</b>	<ul style="list-style-type: none"> <li>Relocation of surface parking with ample buffer/screening</li> <li>New townhome development</li> </ul>	Medium; Existing Inventory Needs to Be Absorbed	1 <sup>st</sup> Tier	City, Private Sector Developer(s)	<ul style="list-style-type: none"> <li>Assess current/future City Hall parking needs</li> <li>Design and develop new surface parking lot on southern portion of site</li> <li>Create detailed Request for Qualifications (RFP) document with specific information about the site and desired development program</li> <li>Reach out to developers that may be qualified</li> <li>Select “short list” of preferred developers</li> <li>Solicit detailed site designs and land purchase offers</li> <li>Interview developers/hold public presentations</li> <li>Evaluate and select based on capacity, site design, and financial terms</li> <li>Execute Redevelopment Agreement</li> </ul>
2	<b>Chalfant/Lee/Van Aken Intersection</b>	<ul style="list-style-type: none"> <li>Realignment of intersection</li> <li>New condominium development</li> </ul>	Short for Traffic; Condominium Longer Term	1 <sup>st</sup> Tier Traffic Improvement Important Precedent to Station	City, Private Sector Developer(s)	<ul style="list-style-type: none"> <li>Conduct engineering and traffic studies to determine impact(s) of potential realignment</li> <li>Develop detailed design/engineering plans</li> <li>Execute right-of-way realignment</li> <li>Create detailed Request for Qualifications (RFQ) document with specific information about site and desired development program</li> <li>Reach out to developers that may be qualified</li> <li>Select “short list” of preferred developers</li> <li>Solicit detailed site designs and land purchase offers</li> <li>Interview developers/hold public presentations</li> <li>Evaluate and select based on capacity, site design, and financial terms</li> <li>Execute Redevelopment Agreement</li> </ul>
3	<b>Lee/Van Aken RTA Station – Station Reconstruction</b>	<ul style="list-style-type: none"> <li>Reconstruction of Lee Road bridge to expand platforms and transfer areas</li> <li>Landscaped trainway</li> <li>ADA and other upgrades to station house</li> </ul>	Short/Medium	1 <sup>st</sup> Tier	RTA, City, County	<ul style="list-style-type: none"> <li>Present conceptual bridge reconstruction plan to Cuyahoga County officials</li> <li>Conduct engineering and design for new station house (RTA), re-graded trainway (RTA), and bridge reconstruction (County)</li> <li>Create detailed RFP document with RTA station specifications and design guidelines</li> <li>Solicit construction bids</li> <li>Evaluate and select based on capacity, experience, quality, and cost</li> <li>Develop a timeline and logistical/communications plans for station closure</li> <li>Reach out to RTA ridership and community to communicate reconstruction plans/timing</li> <li>Construct the RTA station, safety wall, trainway, and Lee Road Bridge</li> </ul>

**City of Shaker Heights Lee/Van Aken TOD Plan  
Implementation Matrix: Summary of Key Implementation Matrix**

Time Frame Key: Short = 1-3 Years Medium = 4-6 Years Long = 7+ Years

Map Key	Project Name/Location	Summary/Description	Targeted Timeframe	Priority	Initial Lead	Key Steps
<b>PUBLIC IMPROVEMENTS &amp; SITE SPECIFIC INITIATIVES</b>						
4	<b>Library Green</b>	<ul style="list-style-type: none"> <li>Enhanced plantings and outdoor furniture</li> <li>Site grading to create performance space</li> </ul>	Short	1 <sup>st</sup> Tier	City	<ul style="list-style-type: none"> <li>Conduct programming study to determine event types, likely attendance, and necessary amenities</li> <li>Create detailed RFP document outlining site conditions and landscape structural needs</li> <li>Solicit design/engineering bids</li> <li>Evaluate and select based on capacity, experience, quality and cost</li> <li>Re-grade, landscape, and construct Library Green through Public Works department or third-party contractor</li> <li>Reach out to civic, educational, and arts organizations to book events/programming</li> </ul>
5	<b>Southeast Corner of Lee/Van Aken – Access Upgrades</b>	<ul style="list-style-type: none"> <li>New street west of Heinen’s</li> <li>Pedestrian access through cemetery</li> <li>Enhanced mid-block crossing</li> </ul>	Short	2 <sup>nd</sup> Tier	City	<ul style="list-style-type: none"> <li>Facilitate discussions among property owners and businesses affected by the new street to gain stakeholder input on traffic flow, parking, etc.</li> <li>Discuss impact of potential cemetery improvements with Shaker Historical Society</li> <li>Conduct engineering studies for new R-O-W and cemetery walking path(s)</li> <li>Construct new street, cemetery path(s), and enhanced crosswalk/signalization (Public Works)</li> </ul>
6	<b>Southeast Corner of Lee/Chagrin</b>	<ul style="list-style-type: none"> <li>Realignment of intersection</li> <li>Reconfigured surface parking</li> </ul>	Short	2 <sup>nd</sup> Tier	City	<ul style="list-style-type: none"> <li>Create RFP and solicit bids for demolition of City-owned storefront on Chagrin Boulevard</li> <li>Conduct engineering study for reconfigured Kenyon right-of way</li> <li>Demolish City-owned storefront and clear/prep site for right-of-way construction</li> <li>Update signals at Chagrin/Lee intersection</li> <li>Construct and signalize new Kenyon/Chagrin intersection</li> </ul>
7	<b>Preparation of Future Civic Core</b>	<ul style="list-style-type: none"> <li>Reorientation of soccer field</li> <li>Reconfiguration of library surface parking</li> <li>Preparation of surrounding sites for future development</li> </ul>	Medium	1 <sup>st</sup> Tier	City	<ul style="list-style-type: none"> <li>Engage auto-oriented property/business owners in discussions re: their interest in selling their sites</li> <li>Acquire two auto-oriented business sites, as available</li> <li>Demolish existing auto-oriented buildings</li> <li>Landscape resulting site for soccer field on an east/west axis</li> <li>Conduct engineering studies for new right-of-way and cemetery walking path(s)</li> <li>Construct new street, cemetery path(s), and enhanced crosswalk/signalization (Public Works)</li> </ul>
8	<b>Civic Core Redevelopment</b>	<ul style="list-style-type: none"> <li>Program, design, and construction of new police station/municipal court building</li> <li>Additional civic and/or commercial development on adjacent sites</li> </ul>	Medium/Long	2 <sup>nd</sup> Tier	City, Private Sector Developer(s)	<ul style="list-style-type: none"> <li>Conduct programming study to determine space needs and layout of new building</li> </ul>

City of Shaker Heights Lee/Van Aken TOD Plan  
Implementation Matrix: Summary of Key Implementation Matrix

Time Frame Key: Short = 1-3 Years Medium = 4-6 Years Long = 7+ Years

Map Key	Project Name/Location	Summary/Description	Targeted Timeframe	Priority	Initial Lead	Key Steps
<b>PUBLIC IMPROVEMENTS &amp; SITE SPECIFIC INITIATIVES</b>						
9	<b>Police Station/Municipal Court Site</b>	<ul style="list-style-type: none"> <li>Demolition of existing building</li> <li>New townhome development</li> </ul>	Long	1 <sup>st</sup> Tier	City, Private Sector Developer(s)	<ul style="list-style-type: none"> <li>Create RFP and solicit bids for demolition of existing building</li> <li>Coordinate creation of detailed RFQ document with specific information about site and desired development program</li> <li>Reach out to developers that may be qualified</li> <li>Select "short list" of preferred developers</li> <li>Solicit detailed site designs and land purchase offers</li> <li>Interview developers/hold public presentations</li> <li>Evaluate and select based on capacity, site design, and financial terms</li> <li>Execute Redevelopment Agreement</li> </ul>
10	<b>Lee/Van Aken RTA Station – Optional/Future Upgrades</b>	<ul style="list-style-type: none"> <li>Enlarged canopies/structure over bridge</li> <li>Addition of retail presence</li> </ul>	Long	2 <sup>nd</sup> Tier	RTA, City	<ul style="list-style-type: none"> <li>Based on ridership increases and funding availability, consider addition of extra station amenities – e.g., retail presence, wi-fi, information kiosks, etc.; survey riders/community</li> </ul>
11	<b>Southeast Corner of Lee/Van Aken – Redevelopment</b>	<ul style="list-style-type: none"> <li>New condominium building spanning the street</li> </ul>	Long	2 <sup>nd</sup> Tier	Individual property owner(s), City	<ul style="list-style-type: none"> <li>Facilitate discussions among property owners and businesses affected by new building to gain stakeholder input on traffic flow, parking, etc.</li> <li>Coordinate creation of a detailed RFQ document with specific information about site and desired development program</li> <li>Reach out to developers that might be qualified</li> <li>Select "short list" of preferred developers</li> <li>Solicit detailed site designs and land purchase offers</li> <li>Interview developers/hold public presentations</li> <li>Evaluate and select based on capacity, site design, and financial terms</li> <li>Execute Redevelopment Agreement</li> </ul>
12	<b>Chagrin Commercial Corridor</b>	<ul style="list-style-type: none"> <li>Initiate business association and façade program</li> <li>Enhanced pedestrian paths between Chagrin and Kenyon</li> <li>Small commercial outlots on north side of Chagrin</li> <li>Mixed-use building at southeast corner of Lee/Chagrin</li> </ul>	Medium/Long	1 <sup>st</sup> Tier	Individual property owner(s), City	<ul style="list-style-type: none"> <li>Initiate discussions with chamber and business interests; obtain funding</li> <li>Acquire easements (as needed) for path(s); landscape/enhance paths</li> <li>Engage in discussions with STC owner re: outlots</li> <li>Facilitate RFQ/P development or other form of developer ID for corner (see stops above)</li> </ul>

#### **4. LIBRARY GREEN**

Redesign of the Library Green and the surrounding civic center areas is a project that can be initiated by the City and other local bodies. The implementation matrix denotes the steps that might be taken to initiate a design process to improve and activate this space.

#### **5. SOUTHEAST CORNER OF LEE ROAD/VAN AKEN BOULEVARD – ACCESS UPGRADES**

The full potential of this corner of the Lee Road/Van Aken Boulevard intersection will not be realized unless all elements of this site are addressed and improved. To do so, the Plan recommends approaching the various elements of this site in two phases.

First, the Plan depicts a new north-south public street immediately to the west of the Heinen's grocery store. One new street, Winslow Court, has been constructed through Shaker Town Center, connecting Chagrin and Van Aken Boulevards. This second new street would further enhance accessibility through the shopping center, extending the existing drive northward through the Shaker Town Center parking lot. The parking needs for the Kingsbury Building and Campbell Court could then be assessed and their surface lots reconfigured.

The first phase of the Plan implementation would also include improvements to the Warrensville West Cemetery to open up views into the cemetery and increase pedestrian accessibility. Providing an east-west walking path on the southern portion of the cemetery would expose more members of the community to the historic cemetery, while also providing a safe pedestrian connection between Heinen's and the traffic signal/crosswalk on the east side of Lee Road.

#### **6. SOUTHEAST CORNER OF LEE ROAD/CHAGRIN BOULEVARD**

The City has acquired the commercial property on the south side of Chagrin Boulevard necessary to realign Kenyon Road. Additionally, an engineering study has concluded that demolition of the existing building will not negatively impact the structural integrity of the adjacent properties.

Implementation of Phase Two of this project, a mixed-use building at the enlarged corner site, will be dependent on market conditions, owners' willingness to sell the relevant properties, and identification of an interested private-sector developer.

#### **7. PREPARATION FOR FUTURE CIVIC CORE**

Implementation of the Civic Core concept is likely to occur in two phases. In the first phase, the groundwork will be laid for future development through land assembly and reconfiguration of uses on publicly controlled parcels. As depicted in the Plan, the surface parking lot serving the Library and the Shaker Community Building will be re-stripped to improve the efficiency of the layout and maximize the number of available spaces.

The two auto-oriented uses at the western end of the site will need to be acquired by the City and prepared for redevelopment. To complete this first phase, the soccer field will be reoriented to

align the goals on an east-west axis, set back from the Chagrin Boulevard frontage, and bleacher/concession structures will be added adjacent to the field. While we have depicted an east-west orientation, this model should be tested against north-south alternatives from both space and sun-orientation considerations. An additional small equipment rental and/or concession facility can also be added to the western end of the Shaker Community Building to serve patrons when the soccer field is not in official use.

## **8. CIVIC CORE REDEVELOPMENT**

The second phase of Civic Core implementation involves programming, design, and construction of new civic facilities and/or private development. The Plan depicts a new Police Station/Municipal Court building at the western end of the site, oriented perpendicular to Chagrin Boulevard. Additional sites prepared by the City in the first phase and shown on the Plan as “future development” may be home to a new City Hall or sold to a private developer for commercial and/or mixed-use projects. The visibility, access, and high traffic nature of these sites do not recommend pure residential development in this location.

## **9. POLICE STATION/MUNICIPAL COURT SITE**

This TOD Project assumes that a new facility or facilities will be constructed for the Police Station/Municipal Court in the future Civic Core. Upon completion of this new facility or facilities, the existing building would be demolished, creating a clean site for infill residential development. The City can then issue an RFP for redevelopment, using the property sale proceeds to fund implementation projects throughout the Station Area.

## **10. LEE/VAN AKEN RTA STATION – OPTIONAL/FUTURE UPGRADES**

Depending on funding, additional upgrades may be provided at the station. These upgrades might include the enlargement of the station house structures. While some revenue may be obtained in that case, it remains primarily a public project.

## **11. SOUTHEAST CORNER OF LEE/VAN AKEN – REDEVELOPMENT**

As a variation on the SIP’s depiction of a mixed-use building immediately east of the Kingsbury Building, the second phase of implementation contemplates private development of a residential building spanning over the newly created street to the west of Heinen’s. The concept for this site envisions a building with 20 to 24 condominium units on the upper floors and interior parking on the ground floor. Through traffic would pass through an archway over the street, creating an iconic northern entrance to Shaker Town Center and Avalon Station Lofts.

## **12. CHAGRIN BOULEVARD COMMERCIAL CORRIDOR**

The Chagrin Commercial Corridor will be the beneficiary of the overarching façade rebate and marketing programs discussed in the beginning of this Chapter. In addition, the ownership of the Shaker Town Center should be encouraged to explore the detailed design and marketing considerations to attract appropriate outlot tenants.