

# Lee/Van Aken Transit-Oriented Development Plan

## Volume 2: Technical Analyses and Community Input



Submitted: December 20, 2007

**City of Shaker Heights  
Lee/Van Aken Transit-Oriented Development Plan  
Volume 2: Technical Analyses and Community Input**

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## *Preface*

This volume summarizes the research and technical analysis performed by the Consultant Team (the “Team”) and public input received during the Lee/Van Aken Transit-Oriented Development planning process for the City of Shaker Heights (“Shaker Heights”). This material served as background for the Team’s preparation of the preliminary and final plans for the Lee/Van Aken Regional Transit Authority (RTA) Station. This document includes the following key components and work steps:

- Physical analysis of building conditions and configurations, opportunity sites, existing businesses and land use mix, pedestrian and vehicular access, and general Station Area amenities/environment was conducted.
- Market analysis was performed to evaluate retail market potential and quantify residential demand and price points.
- Public/stakeholder input was collected through a series of forums, including small group discussions with key Station Area institutions, property owners, and business owners in December 2006, and two community workshops on March 8, 2007 and May 30, 2007.
- Challenges and opportunities were identified as they related to the physical environment of the Study Area and the market conditions in and immediately surrounding the Study Area.

## ***1. Physical Conditions Assessment***

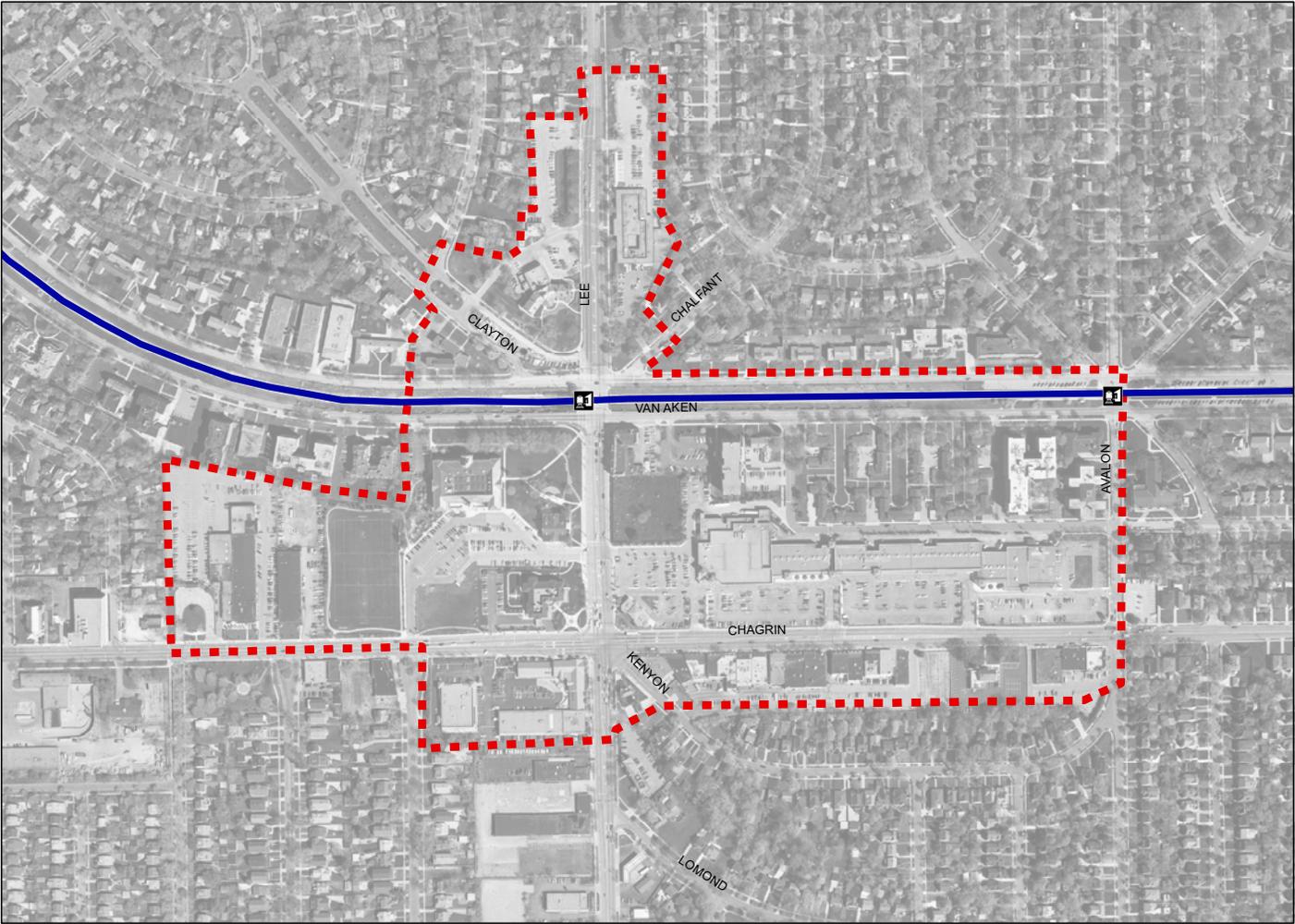
The Study Area for the Lee/Van Aken Transit-Oriented Development planning process is primarily focused on the area surrounding the station located below-grade at the intersection of Lee Road and Van Aken Boulevard. The Study Area extends east and west along the rail right-of-way, and from north to south along Lee Road, encompassing the City's core civic facilities, the under-construction Avalon Station Lofts, and Shaker Town Center. Figure 1.1 on the following page includes a map of the Study Area Boundary.

The Study 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.

The overall transportation access to the City of Shaker Heights is illustrated in Figure 1.2, immediately following the Study Area Boundary Map.

Figure 1.1: Study Area Boundary



Legend

-  Blue Line Stations
-  Blue Line
-  Study Area Boundary

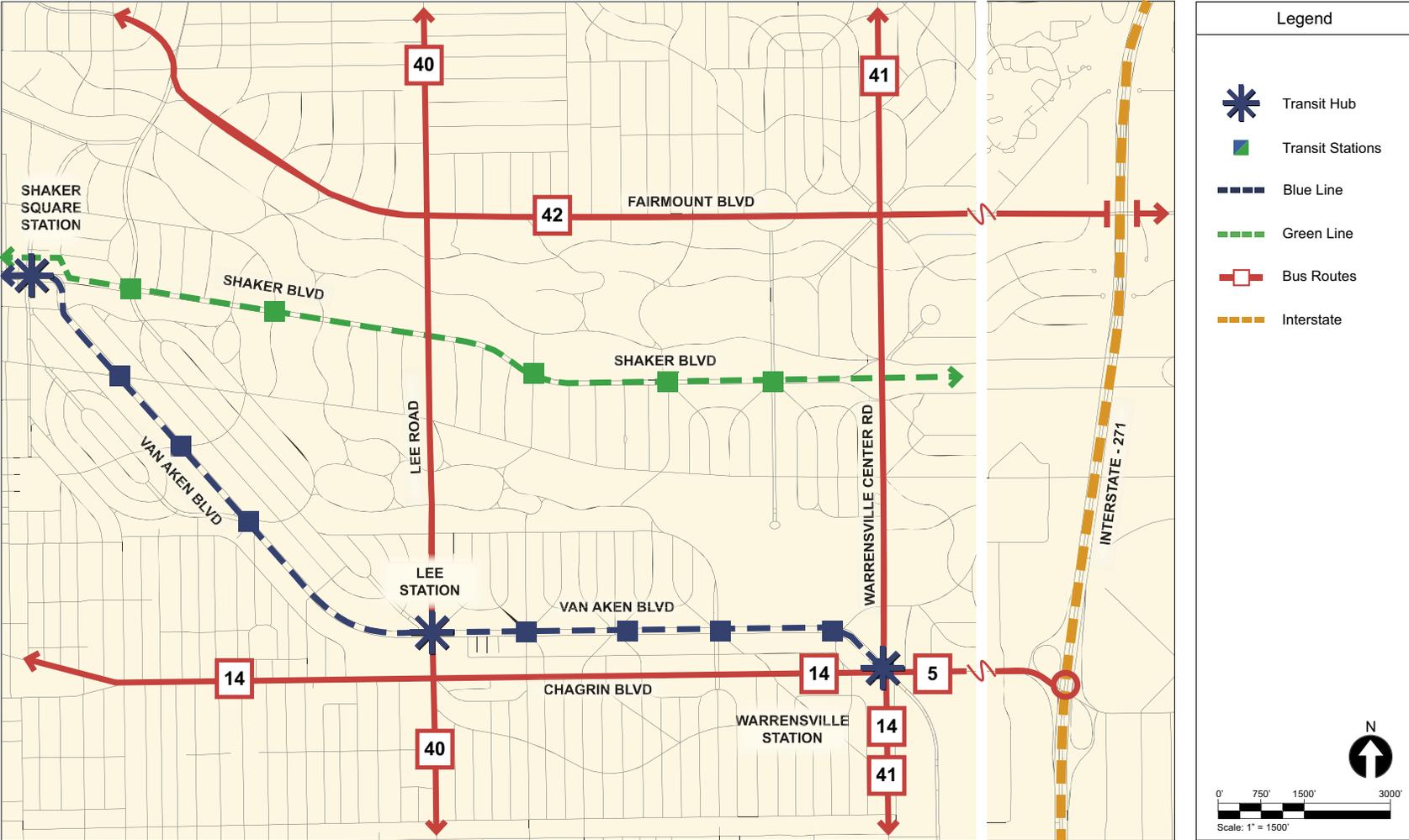
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Figure 1.2: Shaker Heights Access & Circulation



### ***Sub-Area Definitions***

The Study Area has been divided into three Sub-Areas to reflect the three distinct destinations for Shaker Heights residents and visitors (please see Figure 1.3: Study Area Access and Conditions). Sub-Area A is along Lee Road, north from the Lee Road RTA station, and transitions from transit-oriented to civic to residential uses from south to north. Sub-Area B is focused on Chagrin Boulevard west of Lee Road and includes the Van Aken Boulevard corridor/Blue Line trainway. This Sub-Area also includes the Sunrise Senior Living building, the Public Library, Community Building, recreational fields, associated public facility parking, two auto-oriented commercial buildings, and a bus loop owned by the Greater Cleveland Regional Transit Authority (RTA). Sub-Area C is focused on Chagrin Boulevard east of Lee Road, and is generally bounded by the Blue Line trainway, Avalon Road, the commercial buildings on the south side of Chagrin Boulevard, and Lee Road. This Sub-Area is mixed-use in nature and is comprised largely of the Shaker Town Center shopping center.

The overall physical conditions of the Study Area are very good, with new, attractive streetscapes on Lee Road and Chagrin Boulevard, historic civic buildings, new multi-family residential development, and a recently renovated shopping center all contributing in a visual sense to the feeling that the area is undergoing change. However, there is more that could be done to knit together the three Sub-Areas into a coherent, compelling whole to make the Study Area a destination for visitors and new businesses, and to make the civic center and town center of Shaker Heights a lively, walkable environment for all residents.

The following are descriptions of the physical conditions of corridors, buildings, and sites that are of greatest concern. Existing land uses are depicted in Figure 1.4 (immediately following Figure 1.3) and supplemental detail for specific buildings and street segments can be provided upon request.

### ***Sub-Area A: Lee Road North of Van Aken Boulevard***

#### **CORRIDORS & STREETSCAPES**

The uses located on Lee Road, north of Van Aken Boulevard, transition from transit to civic to single-family residential. The surface parking lots at the City Hall and Police Station diminish the area's senses of safety, pedestrian-friendly scale, and place, although new streetscaping has helped make Lee Road more attractive. The City Hall lawn was recently expanded with the realignment of the Clayton and Van Aken Boulevard intersection, but has not been graded or landscaped to welcome public uses.

#### **BUILDINGS & SITES**

Sub-Area A is comprised of the City Hall and Police Station. The City Hall, an older, historic building, is fronted by a large, open green space to the south and a surface parking lot to the north. The Police Station building, located on the east side of Lee Road, is bounded by a small parking lot to the south and a much larger parking lot on the north.

Figure 1.3: Existing Access & Circulation

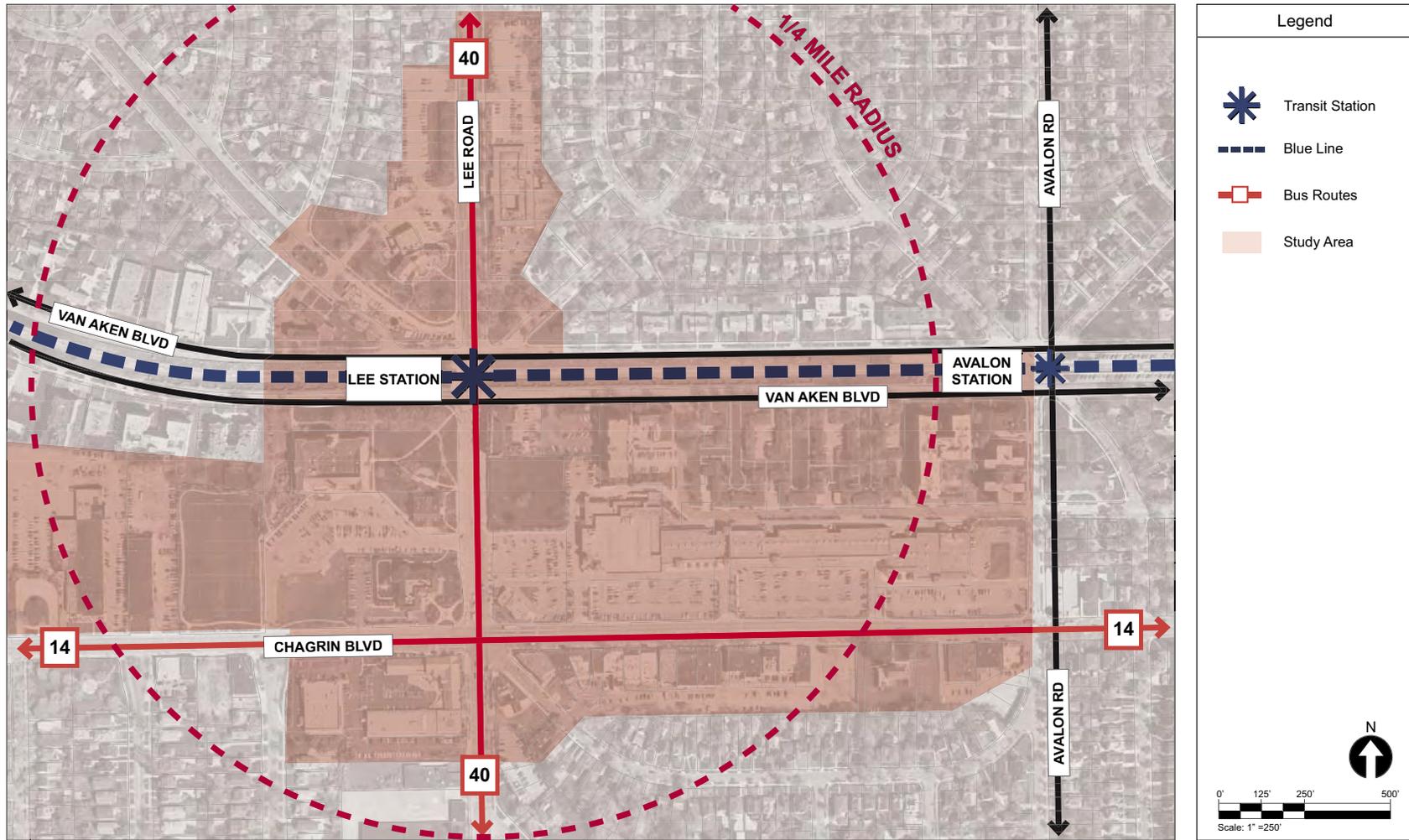
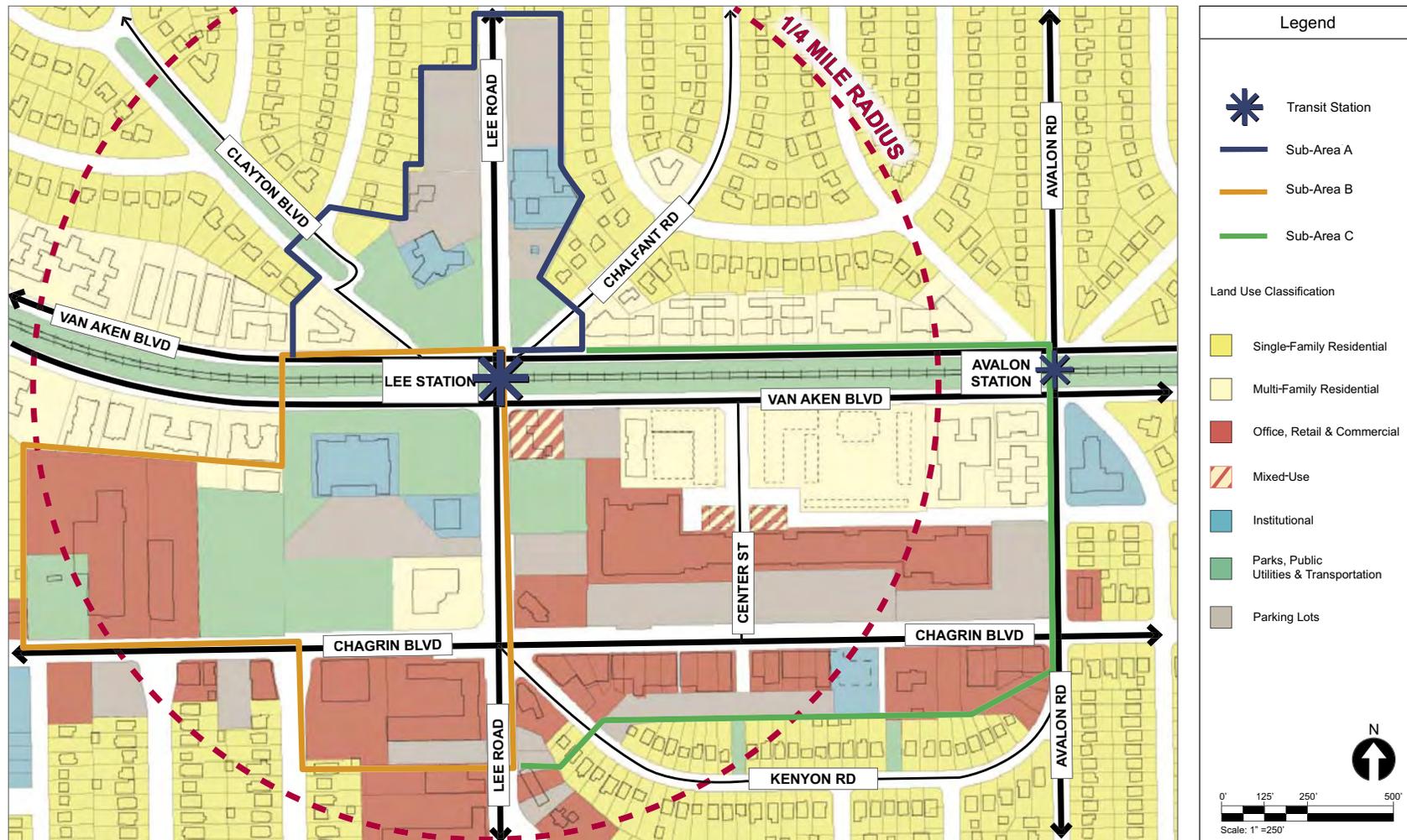


Figure 1.4: Existing Land Use



There is also a small, awkwardly shaped and rarely used green space south of the small police parking lot. These underutilized parking lots and green spaces present opportunities to redevelop this area with more active uses.

### ***Sub-Area B: Chagrin Boulevard West of Lee Road and Van Aken Boulevard Corridor/Blue Line Trainway***

#### **CORRIDORS & STREETSAPES**

Van Aken Boulevard is a four-lane boulevard corridor lined with multi-family buildings varying in age and fronting the landscaped RTA trainway. While attractive as a boulevard, Van Aken Boulevard is not a pedestrian-friendly road, with rush hour traffic moving at high speeds and barrier walls at the Lee Road RTA station that block views for both drivers and pedestrians. The bus/train intermodal transfer at Lee Road and Van Aken Boulevard is difficult, if not dangerous for riders. The narrow configuration of the Lee Road viaduct and sidewalks and the movement of riders crossing Lee Road and Van Aken Boulevard to transfer from train to bus make this a hazardous configuration.

Chagrin Boulevard west of Lee Road is a mix of freestanding development, vacant parcels, park and recreation fields, and surface parking lots. The gaps in the street wall, especially along the northern side of Chagrin Boulevard, do not promote walking or a sense of personal safety. This portion of Chagrin Boulevard has not received the recent streetscape improvements seen on Lee Road or on Chagrin Boulevard between Lee Road and Avalon Road. This important portion of Chagrin Boulevard lacks features that would identify it as part of the civic center and exhibits a poor visual connection to the commercial hub at Shaker Town Center.

#### **BUILDINGS & SITES**

The Lee Road RTA station is not in good physical condition due to weather-related deterioration of the concrete sidewalks, platforms, and stairs, as well as problems with litter, overgrown landscaping, graffiti, and odors. There is currently no space for customer assistance or security personnel, ADA access to the platform, weather-protected waiting areas, platform-level emergency vehicle access, commuter parking, or wayfinding aids.

The auto repair shop and auto dealership parcels, along with the recreational fields and RTA bus loop (totaling approximately seven to eight acres), are underdeveloped given that they are located along a major commercial corridor.

The Library Green at the southwest corner of the Lee Road/Van Aken Boulevard intersection is a potentially attractive and highly usable civic space, but needs landscaping and street edge definition through architectural and/or landscape features to truly function well.

### ***Sub-Area C: Chagrin Boulevard East of Lee Road***

#### **CORRIDORS & STREETSCAPES**

Chagrin Boulevard east from Lee Road to Avalon Road is in excellent physical condition, with new streetscaping, pedestrian bump-outs at crossings, textured street crossings, and new landscaping and lighting. This new streetscape is intended to create an attractive, walkable environment for shoppers. However, the streetscape alone is unable to compensate for the physical gap created between pedestrians and the commercial storefronts at Shaker Town Center, resulting from the center's setback in a large field of surface parking.

The eastern side of Lee Road, from Van Aken Boulevard to Chagrin Boulevard, also has new streetscaping. However, the free-standing bank on the northeast corner of Lee Road and Chagrin Boulevard, the surface parking lots west of the grocery store and the overgrown Warrensville Road West Cemetery cause this section of Lee Road to feel undefined and unsafe for pedestrians.

#### **BUILDINGS & SITES**

Shaker Town Center was recently renovated. While work is being done to landscape the parking lots and create additional traffic flow through the area to make them more attractive, the surface parking lots on all sides of the Center are a barrier to customers and pedestrians, while the overgrown nature of the cemetery on Lee Road has also become a deterrent for pedestrians.

A new Fire House was recently constructed on the south side of Chagrin Boulevard opposite Shaker Town Center. Concerns about the need for backup alternate access, in the event that Chagrin Boulevard is congested, are being addressed with access via Kenyon and Avalon as a possibility. Unfortunately, the curb cuts, setback and movement of large vehicles into and out of the fire house create a setback and curb cuts, which detract from, rather than support, the pedestrian-friendly retail activity on the balance of the south side of Chagrin Boulevard.

The historic Kingsbury Building on the southeast corner of Lee Road and Van Aken Boulevard is an excellent example of traditional Shaker Heights architecture and houses a mix of land uses. The building needs historic restoration to become a stronger landmark for Shaker Heights.

## ***2. Retail Market Assessment***

*S. B. Friedman & Company (SBFCo)* conducted market research and analysis to arrive at an understanding of the types of uses that might be most appropriate for the Study Area, comprised of the following components:

- Inventory of commercial, residential, and other uses in the Study Area;
- Analysis of the Study Area's business mix, as compared to other suburban downtowns and neighborhood- and community-level shopping destinations;
- Identification of nearby retail destinations in Shaker Heights and surrounding communities;
- Inventory of key competitive retail centers among those identified; and
- Analysis of demographic trends within one and three miles of the Lee Road RTA station.

Based on the above analyses, *SBFCo* evaluated the overall retail potential and recommended direction for a retail strategy for the Study Area.

### ***Existing Business District Character***

*SBFCo* examined the character and existing mix of uses within the Study Area; Figure 2.1 on the following page shows the layout of buildings and categories of uses.

### **MIX OF USES**

Currently, retail in the Study Area is concentrated in the 28-storefront (including two bank outlots) Shaker Town Center on the north side of Chagrin Boulevard. Shaker Town Center is neighborhood-oriented in character, providing nearby residents with access to the goods and services that they may need on a day-to-day basis. Businesses are a mix of national chain and local tenants, with uses including:

- Fast casual/carry-out restaurants (7);
- Branch banking and other financial services (4);
- Drug store;
- Hardware store;
- Discount shoes and apparel (2);
- Personal services (3; nail salon, shipping/packaging, picture framing);
- Full-service grocery store; and
- Miscellaneous retail (2; movie rental, nutrition/vitamins).

Currently, the sales office for the under-construction Avalon Station Lofts residential development occupies two retail suites at Shaker Town Center.

Figure 2.1: Study Area Land Use



A second retail cluster lies directly opposite Shaker Town Center, on the south side of Chagrin Boulevard. This area is comprised of the City Fire House and 31 commercial storefronts (excluding the funeral home) between Lee and Avalon Roads. Nine of these storefronts have been acquired by Crescendo Realty and are undergoing significant renovation to update them to modern retailing standards. Five of these are vacant and under construction. Existing business types generally mirror the uses found at Shaker Town Center, but tend to be locally-owned or chain businesses rather than larger chains or franchises. Notable exceptions to this overall pattern include H&R Block, Jackson Hewitt, State Farm Insurance, Sherwin Williams, and Pizza Hut.

The third commercial location in the Study Area is the mixed-use Kingsbury building, located at the southeast corner of Lee Road and Van Aken Boulevard. The first floor of the building is currently home to seven tenants providing casual/take-out food, personal, and financial services.

The mix of commercial uses present in the Study Area is relatively typical for a neighborhood-oriented retail center. The Urban Land Institute defines a neighborhood center as providing “for the sale of convenience goods (foods, drugs, and sundries) and personal services (laundry and dry cleaning, barbering, etc.) for the day-to-day living needs of the immediate neighborhood.” These centers will range from 30,000 to 100,000 square feet of gross leasable area.<sup>1</sup>

*SBFCo* conducted a presence/absence analysis, comparing the mix of uses in the Study Area to those typically found in neighborhood- and community-level shopping clusters. The full results of this analysis can be found in Appendix C1. There are a small number of common neighborhood-level uses, however, that are currently lacking in the Study Area and could be valuable additions to the existing store types. These range from active service businesses such as additional food and drink options and participatory craft/hobby shops to family-oriented retail/services such as clothing, sporting goods, cards/gifts, and furnishings. These types of uses would complement the existing retail cluster and could add significantly to the activity level in the Study Area, particularly on evenings and weekends when the level of activity generated by some of the nearby civic facilities decreases.

## RENT AND OCCUPANCY

In December 2007, *SBFCo* interviewed representatives of Shaker Town Center and owners and/or leasing agents for properties on the south side of Chagrin Boulevard to assess rent and occupancy trends among commercial spaces in the Study Area. The Figures 2.2 and 2.3 summarize our findings:

**Figure 2.2: Rent and Operating Expenses, Study Area Retail**

Retail Cluster	Rent per Square Foot		
	Net Rent	CAM, Taxes, Etc.	Total Rent
Shaker Town Center	\$12 - \$13	\$10 - \$12	\$22 - \$25
South Side of Chagrin Blvd.	\$12 - \$15	\$4 - \$5	\$16 - \$20

Source: *S. B. Friedman & Company*

<sup>1</sup> *Dollars and Cents of Shopping Centers/The SCORE 2006*, Urban Land Institute, 2006.

**Figure 2.3: Occupancy/Vacancy, Study Area Retail**

Retail Cluster	Storefront Basis			Square Footage Basis		
	Total Units	Units Occupied	Units Vacant	Total SF	Occupied SF	Vacant SF
Shaker Town Center	28	23 (82%)	5 (18%)	131,400	121,400 (92%)	10,000 (8%)
South Side of Chagrin Blvd.	31	25 (81%)	6 (19%)	84,900	66,700 (79%)	18,200 (21%)
<b>TOTAL</b>	<b>59</b>	<b>48 (81%)</b>	<b>11 (19%)</b>	<b>216,300</b>	<b>188,100 (87%)</b>	<b>28,200 (13%)</b>

Source: S. B. Friedman & Company

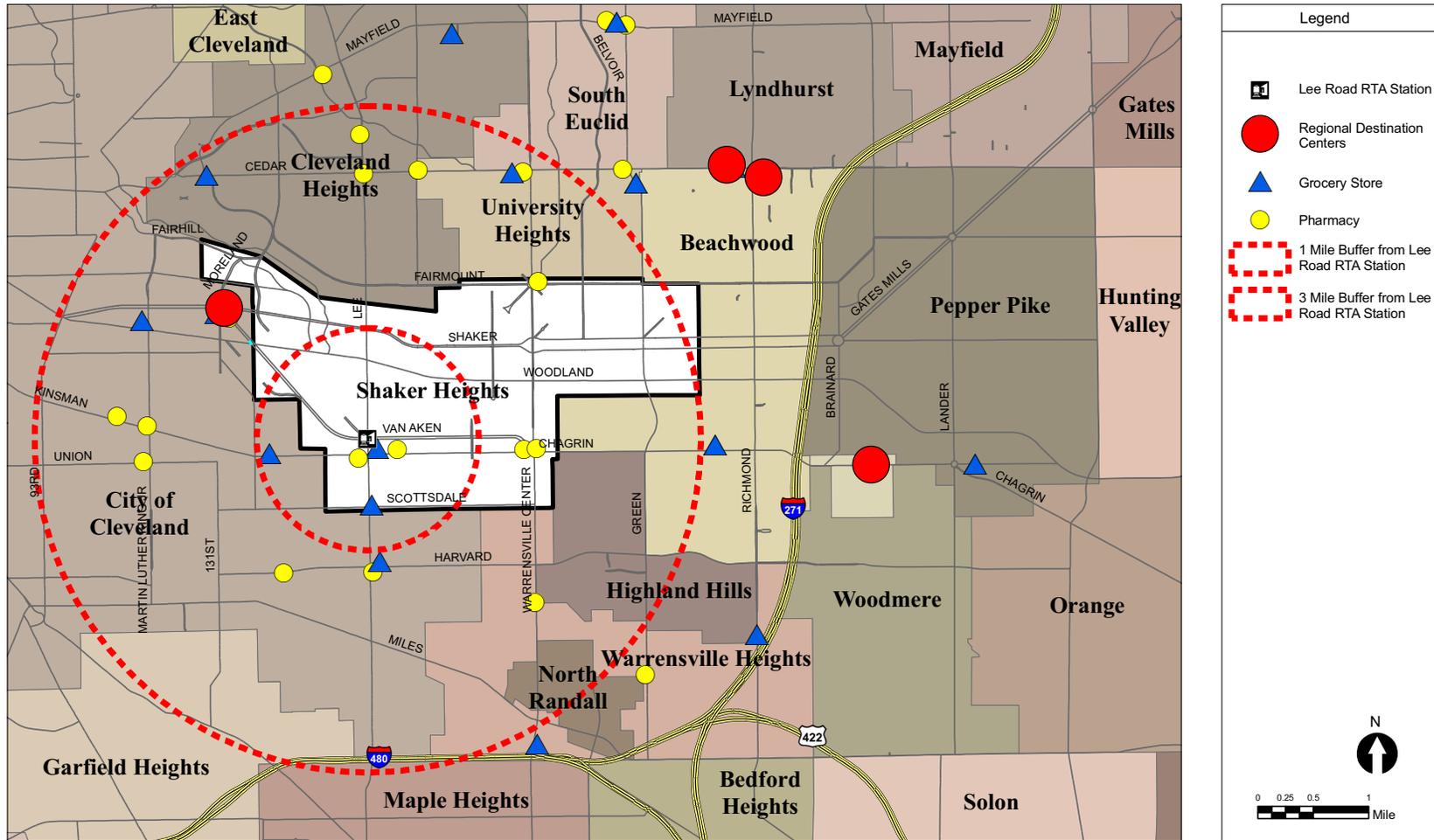
As the figures illustrate, the Study Area currently has 28,200 square feet of vacant retail space. This is largely attributable to the recently completed and ongoing rehabilitation of the commercial spaces owned by Crescendo Realty. Additionally, Shaker Town Center has undergone significant improvements in the past few years, somewhat inhibiting the owner's ability to lease available spaces. While façade improvements were completed approximately one year ago, site improvements related to the Avalon Station Lofts continue to disrupt activities at the property, including the ability to attract tenants to unoccupied storefronts.

Both Crescendo and the owner of Shaker Town Center have indicated that they expect to fill currently available spaces with local or regional restaurant and service businesses. They anticipate that retail in the Study Area will remain neighborhood-oriented in nature, rather than evolving to compete with more destination-oriented shopping clusters such as Shaker Square, Beachwood Place, Eton Center, Legacy Village, or the multiple shopping corridors in Cleveland Heights. Low household incomes in the area surrounding Shaker Town Center and parking issues (south side of street) were cited as the primary challenges in attracting high-profile national tenants to the properties.

### ***Competitive Retail Inventory***

*SBFCo* identified several retail clusters in Shaker Heights and surrounding communities that may potentially affect commercial businesses located in the Study Area. We identified seven destination shopping clusters and one neighborhood/community center that are believed to have the most impact on commercial development within the Study Area. These clusters are displayed in Figure 2.4 on the following page.

Figure 2.4: Competitive Retail Map



For a number of reasons (including size, configuration, demographics, and lack of easy interstate access) the Study Area is not the ideal site for developing a destination shopping cluster. While it will likely draw the majority of its customer base from a fairly narrow geographic area, identification of appropriate tenants or tenant types to add to the existing mix of businesses should take into consideration the location and tenant mix of nearby destination centers.

The following nearby destination shopping clusters may impact store choices in the Study Area:

- **Shaker Square (Cleveland).** Approximately two miles northwest of the Study Area, Shaker Square is a transit-oriented shopping cluster comprised of a mix of neighborhood- and community-level commercial businesses. Tenants are primarily local, one-of-a-kind retailers and service providers, as well as a range of casual and sit-down dining establishments.
- **Beachwood Place/La Place (Beachwood).** Approximately six miles to the northeast, this center is an upscale regional mall that includes three large department stores (Dillard's, Nordstrom, and Saks Fifth Avenue), in addition to a broad range of retail stores. The center has approximately 140 tenants and is nearly one million square feet in size.
- **Eton Place (Woodmere).** This new lifestyle center is located approximately five miles from the Study Area, just east of I-271. Tenants include high-end retailers selling apparel and shoes, home goods, health/beauty products, and other specialty goods. Restaurant options range from casual to white tablecloth establishments.
- **Legacy Village (Lyndhurst).** Located just west of Beachwood Place on Cedar Road, this outdoor lifestyle center opened in 2003. Its upscale tenants include those offering apparel/shoes, home furnishings, jewelry, health/beauty products, as well as a range of services and restaurants.
- **Cedar Corridor, Fairmount Corridor, and Coventry Village (Cleveland Heights).** A number of retail clusters are distributed throughout nearby Cleveland Heights, predominantly along Cedar Road, Fairmount Boulevard, and in the Coventry Village area. These clusters are home to a variety of small local businesses including services, specialty retail stores, and restaurants, as well as the Cedar Lee Theatre (independent/art films) and civic facilities including multiple branches of the Cleveland Heights-University Heights Library system.

In recognition of the Study Area's position as a neighborhood-level retail node, *SBFCo* focused its detailed competitive retail inventory on the neighborhood-/community-level retail located within Shaker Heights. This choice of geography is based on the belief that for similar types of day-to-day retail and service uses, the businesses in the Study Area will primarily be competing with other retail nodes that are located in very close proximity and likely within the City itself. Specifically, the primary competition for Shaker Town Center is located at the intersection of Chagrin Boulevard, Van Aken Boulevard, and Warrensville Road.

*SBFCo* inventoried the retail centers located in this area: Shaker Plaza, Van Aken Center, and adjacent retail on the south side of Chagrin Boulevard. This inventory is summarized in Figures 2.5 and 2.6 on the following pages. Key attributes of the competitive retail environment are summarized below.

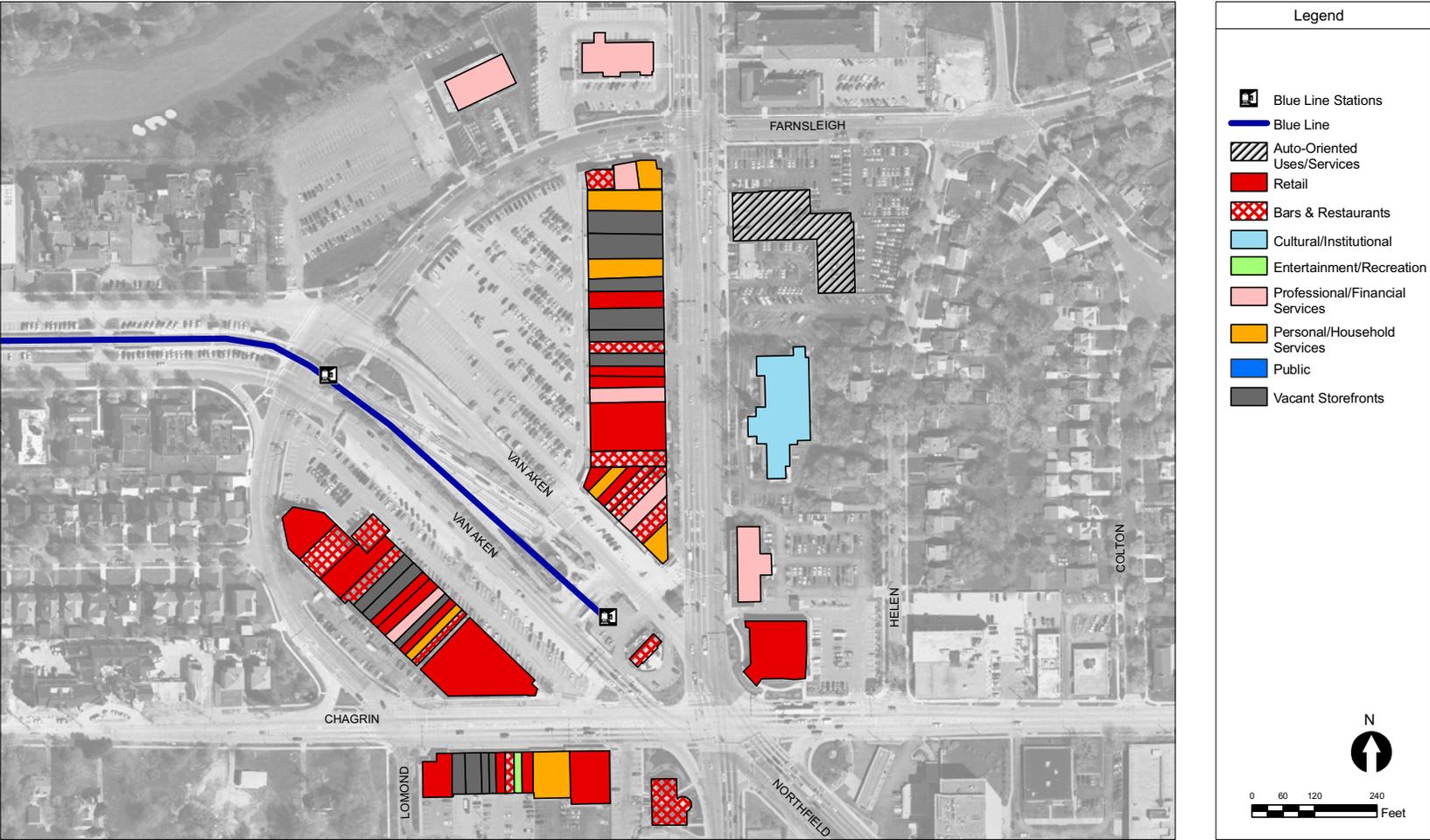
- **Shaker Plaza.** This 15-storefront strip center is anchored by Walgreen's, Pet Supermarket, and Panera Bread and contains a mix of retail, restaurant, and service uses. This center contains three apparel stores – men's, women's, and children's – as well as three restaurants (Panera, Rudy's Pub, and a future Qdoba Grill), a bank, and dry cleaner. Gross rents in this center range from \$18.50 to \$19.50 per square foot.
- **Van Aken Center.** The Van Aken Center is comprised of 24 commercial storefronts fronting Farnsleigh Road and Van Aken Boulevard. The Fresh Market, a 21,800-square-foot upscale grocery store, held its grand opening in the center on January 24, 2007. The center consists of six restaurants (ranging from dine-in to take-out), a frame store, a camera/film processing store, a jeweler, a hardware store, a furniture store, and a music store. Service businesses include an optician, a nail salon, two banks, and a dry cleaner. Professional offices are located on the second floor of a portion of the building. The Van Aken Center contains the most expensive retail space in this retail cluster, with gross rents ranging from \$22 to 27 per square foot.
- **South Side of Chagrin Boulevard west of Warrensville Road.** The south side of this one-block stretch of Chagrin Boulevard contains a mixture of retail and service uses. These spaces are older and contain less active uses, such as two art galleries, a restaurant, a Curves fitness center, a bicycle store, a spa, and seller of gift baskets. There are currently four vacant spaces on this strip. The spaces tend to rent for less than the adjacent Shaker Plaza and nearby Van Aken Center, with gross rents ranging from \$11 to 12 per square foot.
- **Other Stand-Alone Retailers:** In addition, this area includes several other stand-alone retailers such as Starbucks, Rite-Aid, and Wendy's. These users are clustered near the intersection of Van Aken Boulevard, Warrensville Road, and Chagrin Boulevard.
- **Other Competing Anchor Tenants.** In terms of basic shopping needs, the nearest full-service grocery stores outside of the Study Area are:
  - Dave's Supermarket on Harvard at Lee Road in Cleveland (1.3 miles south of the Study Area);
  - Giant Eagle at 12438 Cedar in Cleveland Heights (3.3 miles northeast);
  - Marc's Cedar Center, located on Cedar Road west of Warrensville Road (3.7 miles northwest);
  - Dave's Supermarket at Severance Center in Cleveland Heights (4.5 miles north); and
  - Heinen's at Green and Cedar in University Heights (5.0 miles northeast).

Also, a Whole Foods Market is currently under construction in University Heights. Presently, the two grocery stores located within the Shaker Heights are the closest stores geographically for most local residents.

**Figure 2.5: Local Competitive Retail Inventory Table**  
City of Shaker Heights

	Study Area		Warrensville/Chagrin Area		
	Shaker Town Center	South Side of Chagrin between Lee and Avalon	Shaker Plaza	Van Aken Center	South Side of Chagrin between Lomond and Warrensville
Total SF	131,400	84,900	60,000	101,882	31,000
Available SF	10,000	18,200	7,427	25,565	7,300
# Vacant Storefronts	5	6	3	5	4
Total # of Storefronts	28	31	15	24	11
Vacancy Rate (SF)	7.6%	21.4%	12.4%	25.1%	23.5%
Vacancy Rate (# Storefronts)	17.9%	19.4%	20.0%	20.8%	36.4%
Rent (Gross)	\$22-25	\$16-20	\$18.50-19.50	\$22-27	\$11-12
Base Rent (NNN)	Low- to mid-teens	\$12-15	\$14-15	\$15-20	\$8
Expenses	\$10-12	\$4-5	\$4.50	\$7	\$3-4
Anchor(s):	-Heinen's (grocery)	Not Applicable	-Pet Supermarket	-The Fresh Market (opened 1/24/07)	Not Applicable
Other tenants:	-Shaker Hardware -CVS/Pharmacy -Papa Johns Pizza -Baskin Robbins -Up Scale -Sol's Deli -Liberty Income Tax -GNC -Park View Federal Savings Bank -China Star -Cici's Pizza -Dots Fashion -UPS Store -Boston Market -Blockbuster -Avalon Lofts Sales Centers (two) -Payless -Perfect Nails -National City Bank (outlot) -Sky Bank (outlot) -5 vacant storefronts	-State Farm Insurance -Sherwin Williams -Touch of Italy (restaurant) -Al Nola Shoe & Luggage Repair -Several vacant storefronts	-Panera Bread -Jos A. Bank -Walgreens -Cleaners/tailors -Taste China (restaurant) -Sky Bank -Ellyn's (women's clothing) -Children's Orchard (children's clothing) -Rudy's Pub (restaurant)	-Pearl of the Orient (restaurant) -Frames Unlimited (framing) -W.A. Jones Optical -Moto Photo -Italian Café -Ron Kogan Jewelers -Van Aken Hardware -Charter One Bank -The Fresh Store -Sands Blue Line Café -Jennifer Convertibles -D.O. Summers (dry cleaning) -Charley's Grilled Subs -Subway -Donato's (pizza) -CD/Game Exchange -Le Nails -Household Finance -Attorney's office -Second story medical/professional offices	-Art gallery -Vacant space (formerly office) -Vacant space (former Elzer's restaurant -- restaurant/health club hybrid) -Other buildings on this stretch include a Curves health club, a bicycle store, and gift basket store)

Figure 2.6: Business Mix for Warrensville/Chagrin Commercial Cluster



The local area is generally well-served by pharmacies, as there are currently four located within the market area. The nearest pharmacies outside of the Study Area that might compete with these existing businesses are:

- Walgreen’s at 4071 Lee Road in Cleveland Heights (1.2 miles north of the Study Area);
- Rite-Aid at Harvard and Lee Road in Cleveland (1.9 miles southwest);
- Rite-Aid at 13470 Cedar Road in University Heights (2.9 miles north); and
- CVS/Pharmacy at 20621 Fairmont Road in Cleveland Heights (3 miles northeast).

## RENT AND OCCUPANCY TRENDS IN COMPETING AREAS

*SBFCo* relied on a combination of field observation, telephone interviews, and published data sources to obtain information on rents, tenants, vacancy rates, and gross leasable areas for the retail cluster centered around the Warrensville Road/Chagrin Boulevard intersection. In some cases, information was not available. Our findings are summarized in Figures 2.7 and 2.8.

Based on this information, it appears that rent levels within the Study Area are generally in line with those observed in nearby competitive neighborhood retail centers. The data also suggest that a surplus of neighborhood retail space currently exists in the market, both within the Study Area and at nearby centers.

**Figure 2.7: Rent for Competitive Neighborhood/Community Retail Centers**

Retail Cluster	Net Rent	CAM, Taxes, Etc.	Total Rent	Average Rent
Shaker Plaza	\$14-\$15	\$4.50	\$18.50-\$19.50	\$19
Van Aken Center	\$15-\$20	\$7	\$22-\$27	\$24.50
SE Quadrant Chagrin/Warrensville	\$8	\$3-\$4	\$11-\$12	\$11.50

Source: *S. B. Friedman & Company*

**Figure 2.8: Occupancy/Vacancy\*, Competitive Neighborhood/Community Retail Centers**

Retail Cluster	Storefront Basis			Square Footage Basis		
	Total	Occupied	Vacant	Total	Occupied	Vacant
Shaker Plaza	15	12 (80%)	3 (20%)	60,000	52,573 (88%)	7,427 (12%)
Van Aken Center	24	19 (79%)	5 (21%)	101,882	76,317 (75%)	25,565 (25%)
SE Quadrant Chagrin/Warrensville	11	7 (64%)	4 (36%)	31,000	23,700 (76%)	7,300 (24%)
<b>Total Compet.</b>	<b>50</b>	<b>38 (76%)</b>	<b>12 (24%)</b>	<b>192,882</b>	<b>152,590 (79%)</b>	<b>40,292 (21%)</b>
<b>Lee/Van Aken Study Area</b>	<b>59</b>	<b>48 (81%)</b>	<b>11 (19%)</b>	<b>216,300</b>	<b>188,100 (87%)</b>	<b>28,200 (13%)</b>

Source: *S. B. Friedman & Company*

\* Vacancy figures exclude spaces for which tenants have been identified, including the Fresh Market (opened January 24, 2007) and Qdoba Grill, which will soon be occupying spaces at Van Aken Center.

## ***Demographic Overview***

When considering a retail cluster of significant size (square footage) that includes destination tenants, common practice is to define a primary and secondary market area as the geographic basis of supply and demand analysis. However, recognizing that the Study Area is likely to remain a convenience- and neighborhood-oriented retail cluster, *SBFCo* has used an alternative approach to the market analysis. We have initially assessed demand (demographics) and supply (competitive retail clusters) within the boundaries of Shaker Heights, from which we would expect the bulk of shoppers in the Study Area to originate.

To gain a better understanding of the mix of households that are likely to patronize commercial businesses in the Study Area, *SBFCo* supplemented its basic demographic analysis with psychographic segmentation of households living in and near the Study Area. This data was obtained from Claritas, a nationally recognized provider of demographic and market data, through its PRIZM NE analysis tool. Through this tool, data is only available for areas defined as a radius surrounding a given site, rather than at a municipal level. Therefore, *SBFCo* obtained data for the households living within one mile and within three miles of the center of the Study Area (the Lee Road RTA station). These “market areas” are displayed on Figure 2.4.

Analysis of these “market areas” provides more nuanced insights into the characteristics of the households living in or within close proximity to the Study Area and are therefore likely to be patrons of current and future commercial businesses there.

### **CITY OF SHAKER HEIGHTS**

The Team obtained demographic data for Shaker Heights from the Northeast Ohio Areawide Coordinating Agency (NOACA), including 2000 Census figures and NOACA-generated estimates and projections of demographic trends. A demographic profile of the City is displayed and discussed below in Figure 2.9.

**Figure 2.9: Demographic Profile, City of Shaker Heights**

	<b>2000</b>	<b>2005 Estimate</b>	<b>2010 Projection</b>	<b>Projected Compound Annual Change, 2005 – 2010</b>
Population	29,207	28,446	27,702	-0.5%
Households	12,220	12,041	11,818	-0.4%
Mean Household Income (2005 dollars)*	\$109,959	\$116,310	\$122,539	+1.0%

Source: NOACA, *S.B. Friedman & Company*

\* Median data not available from NOACA

- **Population.** From 2000 to 2005, the population of Shaker Heights is estimated to have declined by approximately 760 people, or a compound annual rate of approximately -0.5%. Between 2005 and 2010, this slight downward trend is projected to continue at a similar rate.

- Households.** The City is estimated to have lost approximately 180 households between 2000 and 2005 (a change of about -0.3% per year). Through 2010, households are projected to continue decreasing at approximately the same annual rate. The rate of decline in population is approximately equal to the rate of decline in households, indicating a stable average household size during this time period.
- Mean Household Income.** Mean (average) household income in the City in 2005 was about \$116,000, a change (after adjusting for inflation) of about +1.0% per year since 2000. Median household income is projected to continue to grow (on an inflation-adjusted basis) at a similar annual rate through 2010 to approximately \$123,000.

**HOUSEHOLD PROFILES: ONE- AND THREE-MILE MARKET AREAS**

To supplement the basic demographic data obtained from NOACA, *SBFCo* also obtained demographic and household profile information for one- and three-mile market areas surrounding the Lee Road RTA station from Claritas. Claritas data is currently provided for the years 2000 (Census-based), 2006 (estimate), and 2011 (projection), and is therefore not directly comparable to NOACA data. Basic demographics of these one- and three-mile areas are summarized in the table below.

**Figure 2.10: Demographic Profile, One- and Three-Mile Market Areas\***

	1.0 Mile Radius	3.0 Mile Radius
<b>Population</b>		
2000 Pop	23,853	177,007
2006 Pop	22,446	164,759
2011 Pop	21,308	154,874
Compound Annual Change, 2006-2011	-1.0%	-1.2%
<b>Households</b>		
2000 HHs	9,731	70,040
2006 HHs	9,303	66,103
2011 HHs	8,917	62,607
Compound Annual Change, 2006-2011	-0.8%	-1.1%
<b>Median Income (2006\$)</b>		
2000 Median HH Inc (Update)	\$ 47,588	\$ 41,087
2006 Median HH Inc (Update)	\$ 46,392	\$ 39,771
2011 Median HH Inc (Update)	\$ 44,861	\$ 38,905
Compound Annual Change, 2006-2011	-0.7%	-0.4%
<b>2006 Educational Attainment-% Population &gt; 25 Years Old</b>		
2006 Pop 25+, Less than High School	15%	20%
2006 Pop 25+, High School Grad (inc Equivalency)	21%	25%
2006 Pop 25+, Some College (No degree)	22%	21%
2006 Pop 25+, Associate Degree	6%	5%
2006 Pop 25+, Bachelor Degree	17%	14%
2006 Pop 25+, Master's Degree	10%	8%
2006 Pop 25+, Professional School Degree	6%	5%
2006 Pop 25+, Doctorate Degree	3%	2%

Source: Claritas, *S. B. Friedman & Company*

\* Defined as households living within one- and three-mile radii of the Lee Road RTA station.

As illustrated by Figure 2.10, the one- and three-mile market areas have been experiencing, and are projected to continue experiencing, demographic trends similar to those displayed in Figure 2.9 for the City of Shaker Heights (declining population, households, and median income). It should also be noted that these market areas are home to households with generally lower income levels than households in Shaker Heights.

Key characteristics of all the households living in these respective market areas are summarized in the following two tables, while full profiles are included in Appendices C2 and C3.

**Figure 2.11: Most Prevalent Household Types, One-Mile Market Area**

<b>Rank</b>	<b>Household Type as Defined by Claritas</b>	<b>Number of Households</b>	<b>% of Total Households in Area</b>	<b>Key Characteristics, per Claritas</b>
1	“Money and Brains”	1,808	19.2%	<ul style="list-style-type: none"> <li>• High incomes</li> <li>• Sophisticated tastes</li> <li>• Married w/few children</li> </ul>
2	“City Roots”	1,762	18.7%	<ul style="list-style-type: none"> <li>• Lower-income retirees, often widow(er)s w/fixed incomes</li> <li>• More than one-third minority</li> <li>• Maintain low-key lifestyles</li> </ul>
3	“American Dreams”	1,103	11.7%	<ul style="list-style-type: none"> <li>• Middle-class, middle-aged immigrants and their children</li> <li>• Predominantly minority</li> </ul>
4	“Close-In Couples”	1,046	11.1%	<ul style="list-style-type: none"> <li>• Predominantly 55-year-old-plus and African-American</li> <li>• High-school educated empty nesters, enjoying secure retirement</li> </ul>
5	“The Cosmopolitans”	1,033	11.0%	<ul style="list-style-type: none"> <li>• Range of household sizes (family and non-family)</li> <li>• Affluent from working in multiple trades &amp; public service jobs</li> </ul>
<b>Sub-Total, Top-5 Household Types</b>		<b>6,752</b>	<b>71.6%</b>	
<b>Sub-Total, Other Types Households</b>		<b>2,551</b>	<b>28.4%</b>	
<b>Total Households</b>		<b>9,303</b>	<b>100.0%</b>	

Source: Claritas, *S. B. Friedman & Company*

The table demonstrates that within a one-mile radius of the center of the Study Area, nearly three quarters of the diverse mix of households can be categorized into one of five household types. High-income households with upscale tastes (“Money and Brains”) and lower-income retirees (“City Roots”) are nearly equal in their prevalence in this most-proximate market area (19.2% and 18.7% of the total households, respectively). In addition to these two primary household types, three other types represent more than 10% each of the total area households. “American Dreams,” “Close-In Couples,” and “Cosmopolitans” lie closer to the middle portion of the

income spectrum than either of the predominant household types and are more ethnically diverse, particularly relative to the “Money and Brains” households.

Households within three miles of the center of the Study Area exhibit a more diverse distribution than those in the one-mile market area, as displayed in the following table.

**Figure 2.12: Most Prevalent Household Types, Three-Mile Market Area**

<b>Rank</b>	<b>Household Type as Defined by Claritas</b>	<b>Number of Households</b>	<b>% of Total Households in Area</b>	<b>Key Characteristics, per Claritas</b>
1	“City Roots”	11,594	17.64%	Same as prior table
2	“Multi-Culti Mosaic”	7,292	11.1%	<ul style="list-style-type: none"> <li>• Young minority singles &amp; families, nearly 25% foreign-born</li> <li>• 1<sup>st</sup>-generation Americans trying to improve lower-middle class status</li> </ul>
3	“Close-In Couples”	7,022	10.6%	Same as prior table
4	“Money and Brains”	6,909	10.5%	Same as prior table
5	“American Dreams”	6,440	9.8%	Same as prior table
<b>Sub-Total, Top-5 Household Types</b>		<b>39,257</b>	<b>58.3%</b>	
<b>Sub-Total, Other Types Households</b>		<b>26,846</b>	<b>41.7%</b>	
<b>Total Households</b>		<b>66,103</b>	<b>100.0%</b>	

Source: Claritas, S. B. Friedman & Company

The mix of households in this larger geographic ring encompasses 31 household categories, as compared to the 12 household categories that are present in the one-mile market area. The most affluent of the top five household types, “Money and Brains”, represents only 10.5% of the total households located within three miles from the center of the Study Area, whereas this same group represents nearly 20% of the households within a one-mile radius. The most prevalent household types are low- to middle-income and largely minority and/or foreign-born.

The diverse mix of households within one mile and three miles of the center of the Study Area pose a challenge in determining the future direction of the existing shopping cluster. The preponderance of low- to middle-income households in these two market areas is likely to continue to limit interest from upscale, national retailers. The absence of these retailers, in turn, will likely prevent the Study Area from becoming a destination shopping cluster. The Study Area will likely remain a neighborhood-level shopping center patronized by nearby residents seeking to meet their day-to-day shopping and service needs.

### ***Retail Conclusions***

Overall, potential appears to exist for additional retail, restaurant, and service uses that fill gaps in or complement the existing mix of neighborhood-serving businesses in and surrounding the

Study Area. Pursuit of local or regional tenants, rather than large-format and/or national retailers, that appeal to a broad demographic base appears to be the retail strategy with the greatest likelihood of success. Based on the presence and absence analysis conducted by the Team, potential new uses include:

- Sit-down restaurant(s) – family-oriented and/or bar and grill;
- Bakery – providing both eat-in and carry-out options;
- Family apparel – especially children’s, women’s, consignment;
- Sporting goods – general, specialty (e.g., running, general fitness), or resale (e.g., Play It Again Sports);
- Home furnishings/bed and bath products;
- Cards/gifts/stationery – specialty items, possibly combined with florist; or
- Arts/crafts – pottery-/jewelry-making, other do-it-yourself activities.

Based on initial reconnaissance, the layout of existing land uses, and interviews with property owners and leasing agents, it appears that the potential footprint for new retail buildings within the Study Area is relatively minimal. Low-and moderate-density residential uses, civic facilities, and public open spaces occupy most of the remaining land area within the Study Area. This configuration of uses effectively limits the area within which new retail could develop to additional outlots within Shaker Town Center and the first floor of any future mixed-use structures that may be developed along the Study Area’s primary frontages on Lee Road and Chagrin Boulevard.

Proximity to existing activity-generating uses within the Study Area should be used as one of the primary considerations in identifying appropriate locations (existing spaces or new buildings) for new commercial uses. Retail should be oriented in such a way that riders at the Lee Road RTA station and visitors to City Hall, the Library, the Community Building, and Shaker Town Center (particularly the high-traffic Heinen’s) will find any new retail easily visible and accessible in order to facilitate multiple-stop trips for those traveling to the Study Area.

The overall potential to enhance the mix of retail uses and enliven the commercial environment within the Study Area will be dependent upon such factors as:

- Successful marketing of currently unoccupied commercial spaces to high-quality, long-term tenants that will generate activity in the Study Area (particularly during evening and weekend hours).
- Timely and market-responsive build-out of the commercial spaces being renovated on the south side of Chagrin Boulevard.
- Limited, strategic development of new retail and mixed-use buildings with sufficient visibility, accessibility, and parking to attract additional desirable tenants.
- Continued enhancement and maintenance of the physical environment in the Study Area. Amenities such as plazas, green spaces, pedestrian-friendly streetscape, and special

events help to create a pleasant setting that may attract frequent visits and allow customers to linger and link shopping trips with one another.

- Local, independent, entrepreneurial interest for uses such as sit-down restaurants and specialty retail/service businesses.

### ***3. Residential Market Assessment***

*S. B. Friedman & Company* tested the market for for-sale residential development and senior housing development within the Study Area. The residential development program could potentially consist of multi-family condominiums, townhouses, or a combination of both types. A senior housing program could consist of assisted or independent living and could be subsidized or market rate.

Information was also gathered related to market-rate rental housing in order to gain a more comprehensive understanding of the local residential market. However, the potential for adding new rental housing to the Study Area was not evaluated for two primary reasons:

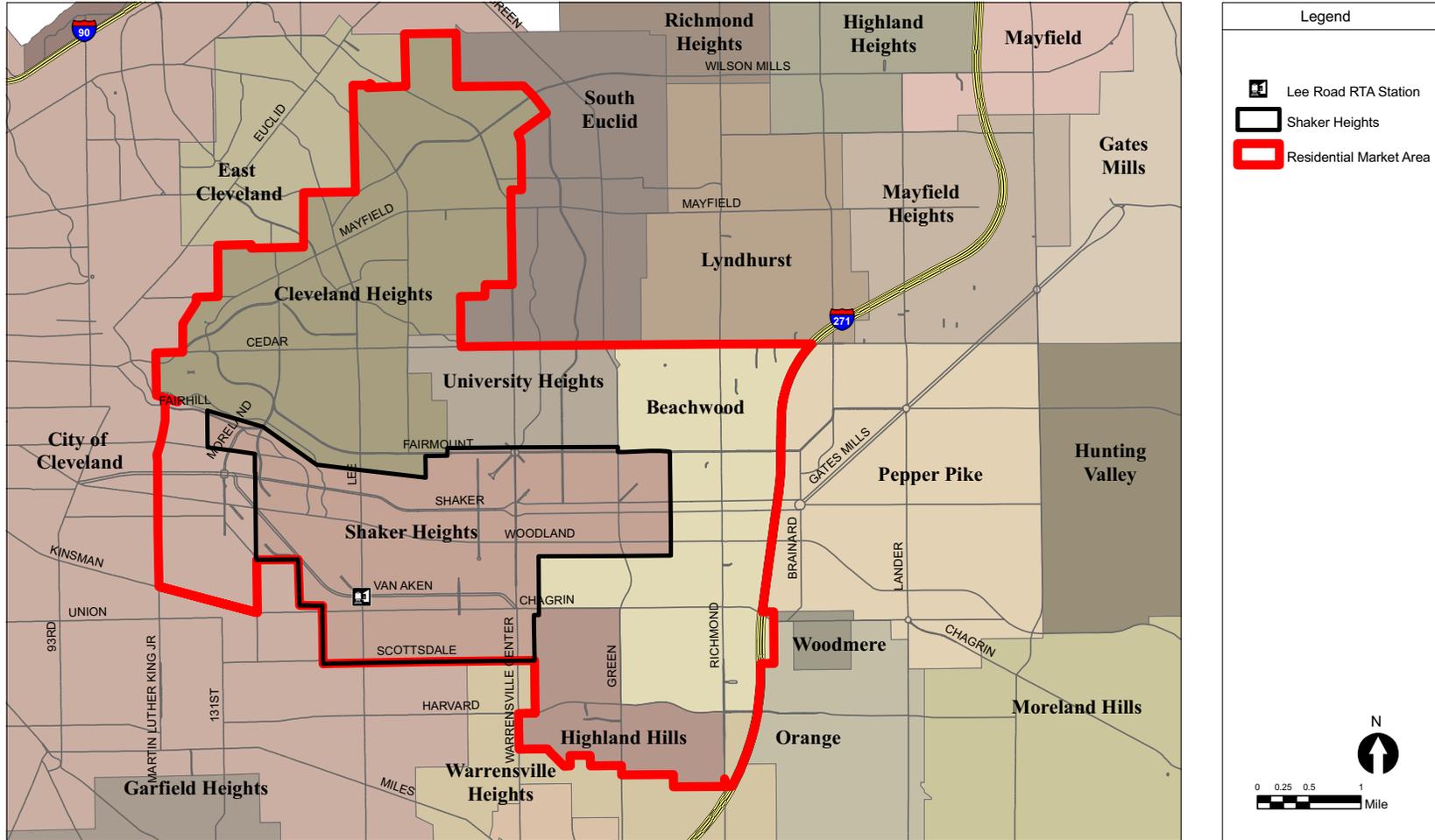
- Market-rate rental developments tend to be delivered in larger formats than the for-sale products analyzed here, and therefore were not likely to fit in the physical context of the Study Area.
- A significant quantity of market-rate rental housing currently exists in and near the Study Area. While interviews indicate that rent levels and occupancy rates are relatively healthy, new construction market-rate rental projects require much higher rent to be economically feasible. The primary form of new-construction rental housing has been in the affordable/subsidized sub-market.

#### ***Market Area***

*SBFCo* defined a Residential Market Area (RMA) for the purpose of collecting demographic data and competitive residential market information, which is shown in the figure on the following page. The RMA is the geographic area from which the Study Area is likely to draw most of its residential market support. The RMA is contiguous to and generally surrounds Shaker Heights to the north, east, and south. It represents an area from which, based on our assessment of local development patterns and demographics, the site could be expected to draw the majority of its market support. Its boundaries are not coincident with those of the retail market area previously defined primarily because of the differences in behavior between retail consumers and homebuyers. While retail consumers patronize neighborhood- and community-level shopping destinations due largely to geographic proximity, homebuyers undertake a larger degree of comparison shopping prior to making a purchase decision. Therefore, the residential market area for the Study Area is much larger than the geographic area defined for the purpose of the retail market overview.

The RMA for the Study Area includes Shaker Heights and the Cities of Cleveland Heights, University Heights, and Beachwood, the Village of Highland Hills, and the portion of Cleveland immediately west of Shaker Heights, surrounding Shaker Square. In some instances, information for this portion of Cleveland was not available due to Ohio Department of Development reporting geographies, in which case the information for these portions of the RMA was omitted due to their relatively small contribution to the whole.

Figure 3.1: Residential Market Area



### ***For-Sale Market Conditions: New and Active Developments***

*SBFCo* began researching residential development activity by obtaining housing unit data from the Ohio Department of Development (DOD) and residential building permit activity from both DOD and the Census. Accurate reporting of building permit and teardown activity at the municipal level is difficult to ascertain because the integrity of the datasets maintained by DOD and the Census depend heavily upon consistency of municipal reporting. *SBFCo* cross-checked these data with known new and recent residential projects in the RMA to determine any inconsistencies and identify patterns. The inconsistencies that were detected suggest that this data is incomplete and potentially misleading as an indicator of the level of residential activity in the RMA. Detailed residential permit data was, however, obtained for Shaker Heights through municipal staff. This information is included as Appendix D1.

To arrive at a more comprehensive snapshot of the multi-family for-sale residential market, *SBFCo* compiled basic profiles of known active and recently sold-out multi-family residential projects located within the RMA. We identified a total of 10 condominium and townhome projects within the RMA. Information on these developments was gathered through a combination of Internet research and interviews with sales agents for specific developments. The location and characteristics of these developments are outlined in Figures 3.2 and 3.3 on the following two pages.

Key findings regarding the supply of multi-family for-sale housing in the RMA include:

- **Location.** Cleveland Heights is home to the majority (six of 10) of the active and recent multi-family for-sale developments identified. Currently, Shaker Heights and Beachwood have one active project each. South Park Row and Sussex Courts are included in the inventoried sample of projects to provide additional information specific to the Shaker Heights sub-market within the RMA.
- **Unit Types.** Six of the inventoried projects consist solely of townhomes: one is condominiums only (Cranberry Court in Beachwood), and three include both townhome and condominium units. Avalon Station Lofts is included in this latter mixed-unit-type group, given that townhomes are anticipated to comprise at least a portion of the 50 to 65 units that are currently unprogrammed.
- **Unit Sizes.** Most developments emphasize two- and three-bedroom units, with one-bedroom units included in the mix at only a small number of developments. Condominium unit sizes generally range from 820 to 2,000 square feet, with the exception of the luxury and penthouse units at two developments. All 12 of the units at Cranberry Court are nearly 3,000 square feet, and Phase I of 500 Severance Place includes a 2,600-square foot penthouse unit. Townhomes units tend to be larger, ranging from 1,500 to 2,900 square feet in size. The largest townhome units in the sample are those at Sussex Courts in Shaker Heights.

Figure 3.2: Competitive Residential Projects

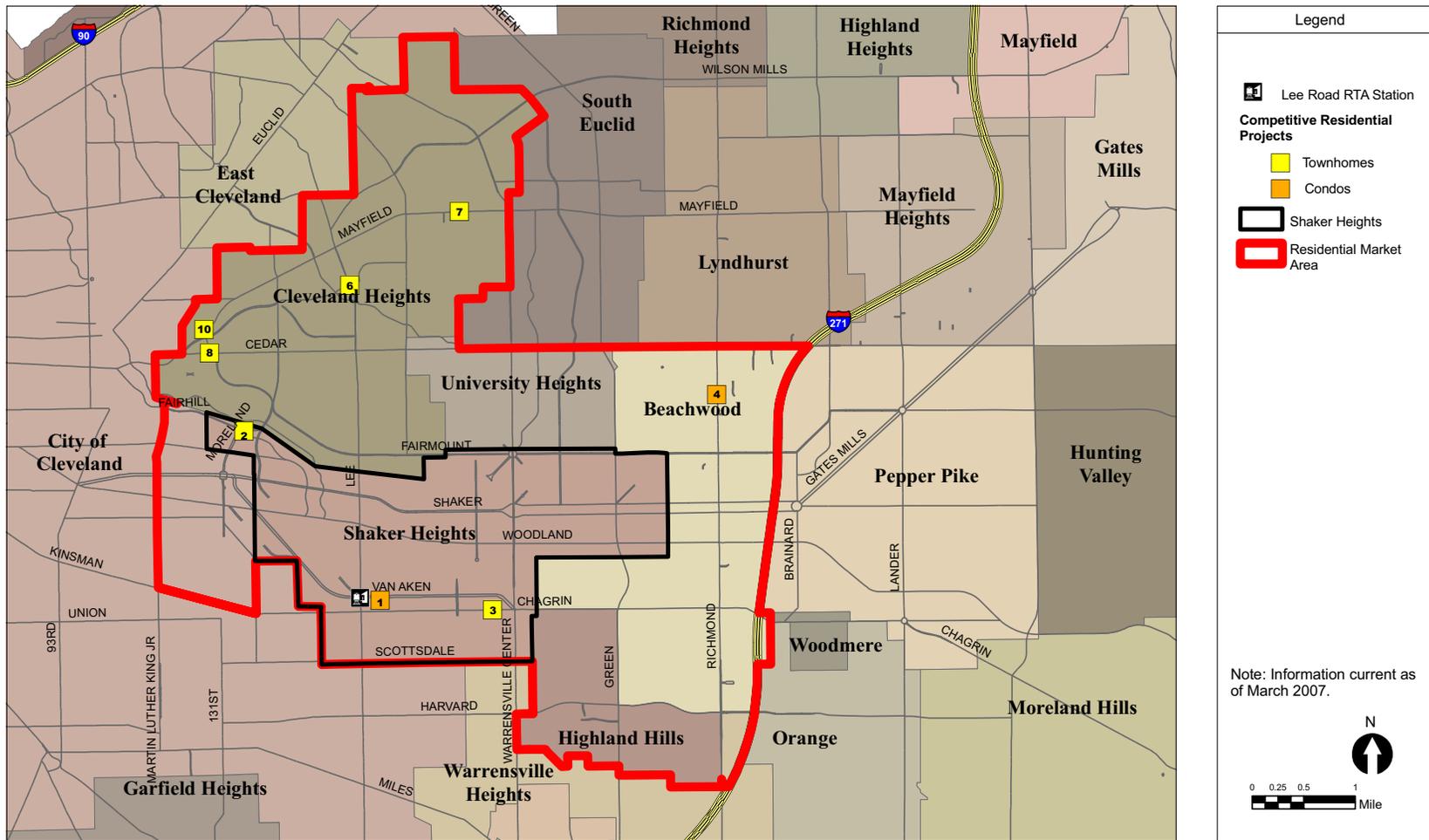


Figure 3.3: Recent/Active/Planned Multi-Family For-Sale Developments in the RMA

No.	Name	Address	Municipality	Condo/TH	Number of units	Unit types	Units by type	Number sold	Number unsold*	Unit Size(s)	Unit Pricing <sup>(1)</sup>	Price/SF	Absorption (units/mo.) <sup>(2)</sup>	Description
1	Avalon Station Lofts	Van Aken Boulevard/ Avalon Road	Shaker Heights											
	Condominium Component			Condominiums	100	2-3 BR <sup>(3)</sup>		17	83	940-1,994	\$194,900-\$428,900	\$191-\$224	1.2	
	Unprogrammed Component			TBD	50-65	N/A		0	50-65	N/A	N/A	N/A	N/A	
2	South Park Row	South Park Boulevard/North Moreland	Shaker Heights	Townhomes	16			16	0		\$450,000-\$700,000		1.1	
3	Sussex Courts	Chagrin Boulevard at Farnsleigh Road	Shaker Heights	Townhomes	46			46	0	2,200-2,900	\$450,000-\$600,000 <sup>(4)</sup>	\$205-\$207	0.9	
4	Cranberry Court	2405-2454 Richmond Road	Beachwood	Condominiums	12	3 BR		3	9	2,950	\$480,000-\$495,000	\$163-\$168		Three bedroom units with master on first floor 2.5 baths Full basement
5	Bluestone	3505 Mayfield Road	Cleveland Heights											
	Townhome Component			Townhomes	39	2 BR	1	7	32	1,688	\$299,900-\$392,000	\$178	0.1	Expansive windows High ceilings Open floor plans Energy-efficient appliances Many custom options 50% Tax abatement for 10 years
						3 BR	38			1,688-2,201				
	Condominium Component			Condominiums	71	2 BR	Mostly 2 bedrooms	4	67	1,052-1,456	\$216,900-\$399,900 (most in mid- to high-\$200,000s)	\$206-\$211		
					3 BR				1,669-1,897					
6	Boulevard Townhomes	Lee Road/Euclid Heights Boulevard	Cleveland Heights						0					
	Phase I			Townhomes	7	2-3 BR	N/A	7	0	similar to Phase III	\$250,000+	\$147+	N/A	Gas fireplaces 1.5 and 2.5 baths Outdoor decks
	Phase II			Townhomes	7	3 BR	N/A	5	2	similar to Phase III	\$339,900+	\$179-\$226	0.28	Two-car garages
	Phase III			Townhomes	7	2 BR	N/A	0	7	1,500-1,900	from low \$200,000s	\$133+	Not selling yet	50% Tax abatement for 10 years
7	Courtyards of Severance	Mayfield Road, between Warrensville & Taylor Roads	Cleveland Heights	Townhomes	68	2-3 BR	N/A	39	29	1,532-2,300	\$274,900-\$349,900	\$152-\$179	0.65	First-floor master suites and elevator options available 50% Tax abatement for 10 years
8	Fairmount Hill	Cedar/Fairmount Area	Cleveland Heights	Townhomes	6	2 BR	6	5	1	N/A	\$579,000	N/A		
9	500 Severance Place	500 Severance Place	Cleveland Heights						0					
	Phase I			Condominiums	39	1-3 BR			39	820-1,646 Penthouse: 2,590	\$114,900-\$290,500 Penthouse - \$474,000	\$140-\$176 PH: \$183		On site of former Kaiser Medical Building Allow for 10 year tax abatement (50%) Each unit includes den and enclosed parking
	Phase II			Townhomes	14				14					
10	Kenilworth Mews	Cedar Hill/University Circle Area	Cleveland Heights	Townhomes	17				17		\$479,900			Two-story homes Two-story living rooms First-floor master suites Basements
<b>TOTAL CONDOS</b>					222			24	198					
<b>TOTAL TOWNHOMES</b>					227			125	102					
<b>UNPROGRAMMED UNITS</b>					50-65			0	50-65					
<b>TOTAL-ALL UNIT TYPES</b>					499-514			149	350-365					

Source: Developer websites, sales agent interviews, S. B. Friedman & Company

\* Reflects "worst case scenario" - i.e., maximum possible number of unsold units based on currently available information

(1) Unit pricing for some developments is reflective only of unsold units, rather than entire project.

(2) Measured as contracts per month since beginning of marketing period.

(3) 50 units are 2- or 3-bedroom; 1 unit is 1-bedroom.

(4) Prices reflect final sell-out prices, which increased over the course of the marketing period.

- **Unit Pricing.** Unit or “chunk” prices for condominium units range from the low-\$100,000s to the low \$400,000s, excluding the 3,000-square-foot units offered at Cranberry Court. The unit pricing at Avalon Station Lofts is generally in line with pricing in the balance of the RMA.

Unit prices for townhomes mostly fall into two ranges: \$250,000 to \$350,000 (two of seven developments for which townhome pricing is available) and \$450,000 and higher (four of seven, including both Shaker Heights townhome projects). Only a single development, Bluestone, bridges the gap between these two price ranges, with units priced between \$300,000 and \$400,000.

- **Price per Square Foot.** Per-square-foot pricing for condominiums ranges from approximately \$163 to \$224, with Avalon Station Lofts lying at the top end of this range. Townhome prices trend slightly lower, generally ranging from \$133 to \$226. As previously noted, projects in Shaker Heights are at the high end of this range.
- **Absorption.** As of March 2007, *SBFCo* collected absorption data for a sub-set of the multi-family residential projects identified. Measuring from the start of sales, the absorption rate of the three projects located in Shaker Heights was 0.9 to 1.2 units per month, or 12 to 15 units on an annual basis. Absorption was calculated for three other projects: townhome component of Bluestone, Phase II of Boulevard Townhomes, and Courtyards of Severance. These projects have experienced a sales pace of 0.1 to 0.65 units per month since the commencement of marketing efforts.
- **Buyer Profile.** Information provided by Heartland Developers, the developer of all three Shaker Heights projects, indicated that the buyer profile for its projects has been relatively diverse. They have attracted a mix of local residents and relocations from outside the metropolitan area, young couples and singles, families with children and “empty nesters.” Buyers tend to be relatively high-income professionals, often affiliated with one of the universities or large medical facilities in the Cleveland area. At least one other developer confirmed this trend of out-of-state (or even international) households moving to the area for its proximity to downtown and medical/research facilities.

### *Senior Housing Conditions*

*SBFCo* researched the supply of senior housing separately for market-rate units and affordable/subsidized units. Income eligibility limitations under federal and other subsidy programs place affordable senior units in a housing sub-market that is distinct from that of market-rate units and that merits independent examination.

Data on existing market-rate and subsidized senior housing developments in the RMA was obtained from two sources:

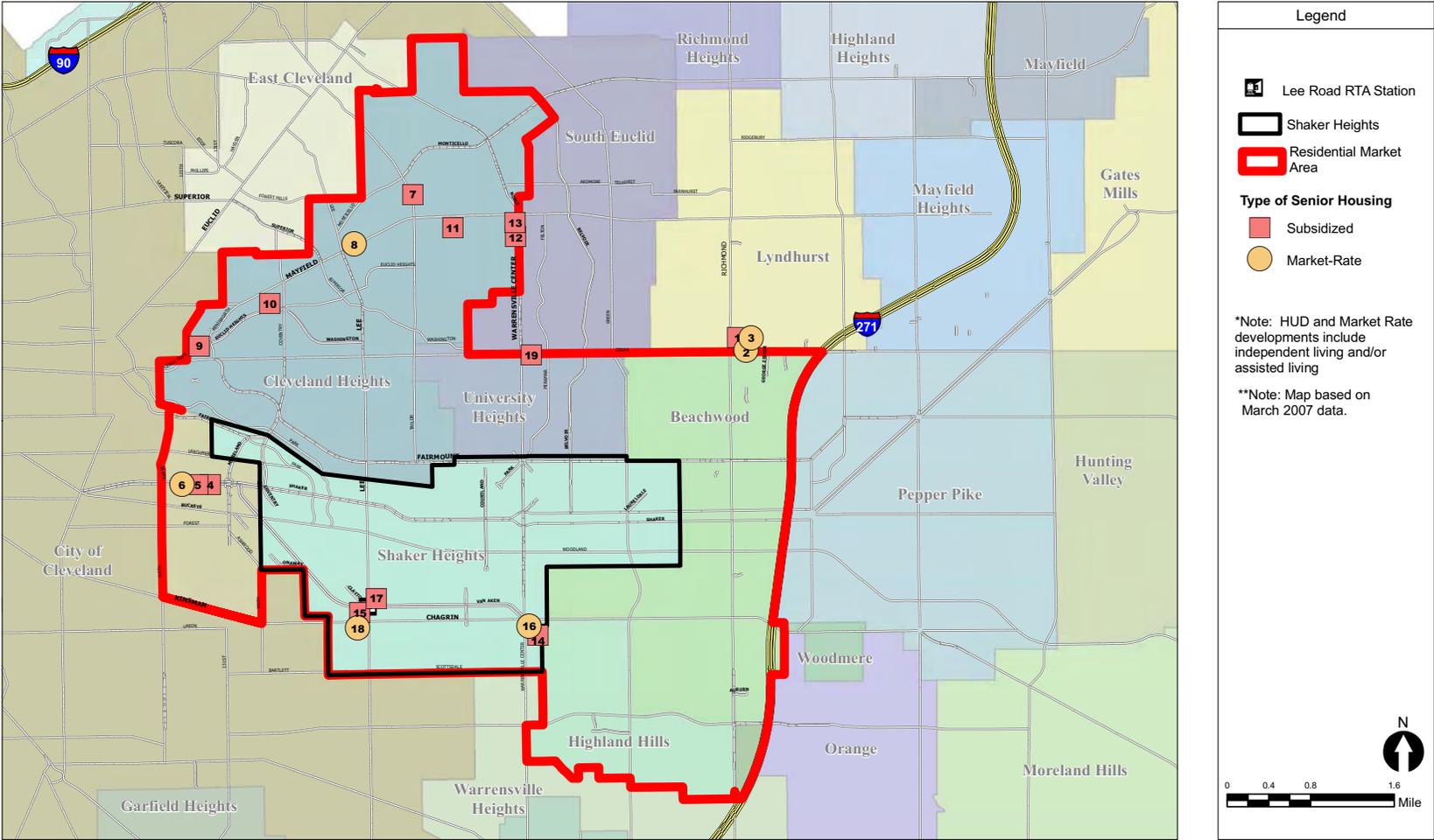
- *Older Adults...the Resource Guide*, published on behalf of the Western Reserve Area Agency on Aging (WRAAA); and
- U.S. Department of Housing and Urban Development (HUD) searchable online database.

Nineteen independent and assisted senior living developments were identified, comprising a total of 1,510 HUD-assisted units (13 developments) and 552 market-rate units (6 developments). *SBFCo* conducted Internet research and telephone interviews with representatives of these developments to obtain information regarding occupancy, waiting lists, age restrictions, and income/rent restrictions. The results of this research are displayed in Figure 3.4 and Figure 3.5 on the following pages.

Key findings regarding the supply of senior housing in the RMA include:

- **Development size.** Developments range from 24 to 240 units, with an average size of 109 units.
- **Occupancy rate.** 14 of the 17 developments (82%) for which information is available have occupancy rates of 95% or greater. The aggregate occupancy rate is slightly higher for HUD-assisted developments (99%) than market-rate developments (94%). The aggregate occupancy rate for both types of developments combined is estimated to be approximately 98%.
- **Minimum resident age.** 12 of the 18 developments (63%) for which information is available indicated a minimum resident age of 62 years old. The remaining six developments had a lower minimum age or no age restriction. Most age restrictions are lifted for residents who are mobility impaired or otherwise disabled.
- **Rent levels at HUD-assisted developments.** Seven of the 12 developments (58%) for which information is available charge rents that are between 100% and 130% of Fair Market Rent (FMR). FMRs are gross rent estimates. They include the shelter rent plus the cost of all tenant-paid utilities, except telephones, cable or satellite television service, and internet service. HUD sets FMRs to assure that a sufficient supply of rental housing is available to program participants. In Shaker Heights, three developments charge rents of 80% to 100% of FMR, while the remaining two developments charge rents between 131% and 160% of FMR.

Figure 3.4: Competitive Senior Housing



**Figure 3.5: Senior Housing Developments**

**City of Shaker Heights**

No.	Project Name	Address	City	Type	Number of Units	Units Occupied [1]	Occupancy Rate [2]	Age Restriction, If Applicable	Market-Rate or HUD-Assisted	Rents as % of Fair Market Rent
1	The R.H. Myers Apartments (Menorah Park)	27200 Cedar Road	Beachwood	Independent Living	207	207	100%	62+ or disabled	HUD	121% - 130%
2	Stone Gardens (Menorah Park)	27090 Cedar Road	Beachwood	Assisted Living	116	116	100%	None	Market-Rate	Not Applicable
3	Wiggins (Menorah Park)	27200 Cedar Road	Beachwood	Independent Living	145	145	100%	62+ or disabled	Market-Rate	Not Applicable
4	Jaelot Apartments	12730 Shaker Blvd	Cleveland	Independent Living	160	160	100%	62+ or wheelchair bound	HUD	80% - 100%
5	Kappa House	12450 Shaker Blvd	Cleveland	Independent Living	69	69	100%	62+ or mobility impaired or developmentally disabled	HUD	141% - 160%
6	Laronde Apartments	12024 Shaker Blvd	Cleveland	Independent Living	60	58	97%	55+	Market-Rate	Not Applicable
7	Council Gardens	2501 N Taylor Road	Cleveland Heights	Independent Living	122	120	98%	Not Available	HUD	101% - 130%
8	Homewood Residence at Rockefeller Gardens/The Arbors	3151 Mayfield Road	Cleveland Heights	Independent & Assisted Living	138	123	89%	None	Market-Rate	Not Applicable
9	Margaret Wagner Apartments	2375 Euclid Heights Blvd	Cleveland Heights	Independent Living	24	23	96%	62+	HUD	Not Available
10	Musician Towers/Lancashire Towers	2727 Lancashire Blvd	Cleveland Heights	Independent Living	240	236	98%	55+ eligible; 62+ for subsidy	HUD	80% - 100%
11	Severance Towers	25 Severance Circle Drive	Cleveland Heights	Independent Living	198	198	Not Available	62+ or disabled	HUD	101% - 120%
12	Warrensville Community Apartments	1500 Warrensville Center Road	Cleveland Heights	Independent Living	81	81	100%	62+	HUD	131% - 140%
13	Warrensville Manor	1476 Warrensville Center Road	Cleveland Heights	Independent Living	100	100	100%	62+ or mobility impaired	HUD	80% - 100%
14	Shaker Place Apartments	3600 Northfield Road	Highland Hills	Independent Living	80	80	Not Available	62+ or disabled	HUD	101% - 120%
15	Campbell Court Apartments	16650 Van Aken Blvd	Shaker Heights	Independent Living	81	80	99%	62+ or mobility impaired	HUD	121% - 130%
16	Somerset Point Retirement Community	3550 Northfield Road	Shaker Heights	Assisted Living	25	17	68%	None	Market-Rate	Not Applicable
17	Statesman II Apartments	16705 Van Aken Blvd	Shaker Heights	Independent Living	47	47	100%	62+ or disabled	HUD	101% - 120%
18	Sunrise Assisted Living of Shaker Heights	16333 Chagrin Blvd	Shaker Heights	Assisted Living	68	58	86%	No children/ adolescents	Market-Rate	Not Applicable
19	Cedar Center Apartments	14050 Cedar Road	University Heights	Independent Living	101	101	100%	62+	HUD	121% - 130%
<b>TOTAL</b>					<b>2,062</b>	<b>2,019</b>	<b>98%</b>			
<b>HUD-Assisted Units</b>					<b>1,510</b>	<b>1,502</b>	<b>99%</b>			
<b>Market-Rate Units</b>					<b>552</b>	<b>517</b>	<b>94%</b>			

[1] Occupancy figures unavailable for Severance Towers and Shaker Place Apartments. *SBFCo* assumed both developments to be 100% occupied.

[2] Figures in italics indicate properties for which representatives mentioned there was a waiting list.

### ***Demographic Trends***

To understand recent demographic trends and projected future trends in population, households, and household income, *SBFCo* obtained and analyzed the demographic data from the sources identified below:

**Figure 3.6: Demographic Data Sources**

<b>Data Source</b>	<b>Demographic Variables</b>	<b>Geographic Level(s)</b>	<b>Year(s)</b>
Northeast Ohio Areawide Coordinating Agency (NOACA)	Population, Households (HHs), Mean (Average) HH Income	Shaker Heights City of Cleveland Cuyahoga County NOACA's 5-County Area <sup>[1]</sup> Balance of RMA	2000 Actual 2005 Estimate 2010-2030 Projections (5-year increments)
Ohio Dept. of Development (DOD)	Population <sup>[2]</sup> & Housing Units	Shaker Heights Balance of RMA Cuyahoga County	2000 Actual 2001-2005 Estimates <sup>[2]</sup>
U.S. Census Bureau	Population, Households	Shaker Heights	1970-2000 Actual <sup>[3]</sup> (10-year increments) 2005 Estimate <sup>[4]</sup>
Claritas <sup>[5]</sup>	Census-Based Population, Households, Median HH Income, & Educational Attainment	Shaker Heights Balance of RMA	2000 Actual 2006 Estimate 2011 Projection
Woods & Poole <sup>[5]</sup>	Population by Age & HH Income Distribution	Cuyahoga County Cleveland-Elyria-Mentor MSA	1969-2000 Actual 2001-2006 Estimates 2007-2030 Projections

[1] Cuyahoga, Geauga, Lake, Lorain, and Medina Counties

[2] DOD population estimates available only at the county level for 2000 and 2005

[3] Households available in 1990 and 2000; population available for 1970, 1980, 1990, and 2000

[4] 2005 estimate available for population only

[5] Nationally recognized demographic and/or economic data providers

This broad-based combination of data sources was selected for the purposes of cross-checking each source against the others to verify the accuracy of the information being used. However, analysis of this information highlighted conflicts among the data sources and inconsistencies with trends observed in Shaker Heights. The estimates and projections obtained from NOACA are displayed in Figure 3.6 for reference.

**Figure 3.7: Demographic Profile, Primary and Secondary Residential Market Areas**

	Shaker Heights		Balance of RMA <sup>[1]</sup>	
	Actual/ Projected Value	CAGR	Actual/ Projected Value	CAGR
<b>Households</b>				
2000	12,220		31,422	
2005	12,041	-0.29%	31,604	0.12%
2010	11,818	-0.37%	31,178	-0.27%
<b>Population in Households</b>				
2000	29,207		73,617	
2005	28,446	-0.53%	73,129	-0.13%
2010	27,702	-0.53%	71,520	-0.44%
<b>Mean Household Income (2005\$)</b>				
2000	\$ 109,959		\$ 76,454	
2005	\$ 116,310	0.94%	\$ 83,780	1.54%
2010	\$ 122,539	1.05%	\$ 90,922	1.65%

Source: NOACA, S. B. Friedman & Company

[1] Beachwood, Cleveland Heights, Highland Hills, University Heights

These figures, presumably reflecting the most in-depth knowledge of the region out of the data sources identified, estimate a loss of population and households in Shaker Heights between 2000 and 2005 and project that this trend will continue through 2010 (and beyond). A similar decline is also projected between 2005 and 2010 for population and households in the balance of the RMA. However, this trend has not been observed by City staff via indicators such as declining school attendance, or increases in tear-downs or conversion of multi-family units to single-family use.

The City's Housing Inspection Department, however, has estimated that there are currently approximately 231 vacant residential buildings and a total of 400 units (including vacant units in partially occupied multi-family buildings) within the City. This represents an increase in recent years, as the numbers of foreclosures and Sheriffs Sales have risen since at least 2004.

While this foreclosure and sale activity likely contributes to the figures put forth by NOACA, it is hypothesized that the U.S. Census estimates, the trends that NOACA uses to formulate its projections, may have also systematically under-counted the population and households in Shaker Heights. Census counts are typically made as of April 1 of decennial Census years, a time at which a reasonably sizable segment of Shaker Heights households may not be living in their place of primary residence. Many households, particularly those in older age groups, travel to warmer climates for the winter months and may not yet have returned to Shaker Heights. As the City's population has aged and more households likely have begun to follow this practice, it appears that the population and household counts for Shaker Heights as of April 1 have declined. That is, the degree to which residents are under-counted appears to have increased.

Because these data cannot currently be reconciled with all observed trends, *SBFCo* has undertaken the following supplemental research/analysis tasks to obtain a more in-depth understanding of the potential for new for-sale residential development in the Study Area:

- Contacted local residential real estate brokers to try to obtain Multiple Listing Service data regarding local home sale trends during the past three to five years;
- Contacted developers and sales agents to confirm that we have identified all major, active for-sale residential projects in the RMA and obtained all available data regarding unit characteristics and sales pace;
- Contacted and interviewed local residential brokers regarding time on market, moving trends (by age and income and for the out-of-town relocation sub-market), and vacancy rates for for-sale housing; and
- Contacted major institutional employers (academic, medical, and other research) regarding potential expansion plans and/or projected increases in skilled employment (to gain a better understanding of the future potential for the relocation market).

### ***For-Sale Demand Conclusions***

Our analysis of current market conditions and demographic trends led us to the following conclusions about the market potential of for-sale residential:

- In the context of the household declines projected for Cuyahoga County, Shaker Heights can capitalize on its history, character, and civic resources to be a community that continues to attract new residents and businesses, counter to the larger, area-wide trend.
- The primary opportunities for residential development are for-sale condominiums and townhome construction due to the projected age structure of local households and the modest apartment rent levels that tend to make new market-rate rental developments economically infeasible.
- New medical and research facilities are planned and under-construction by major institutional employers located in the University Circle area. Expanded employment opportunities at these highly regarded institutions are likely to attract new residents to the Cleveland area, specifically to the eastern suburbs, including Shaker Heights.

Most notably, Phase I of University Hospitals' Vision 2010 plan includes new and expanded facilities at both its main campus and Chagrin Highlands:

- New hospital at Chagrin Highlands;
- New 200-bed cancer hospital (increase from 60-75 beds currently);
- New 38-bed neonatal intensive care unit at Rainbow Babies' and Children's Hospital; and
- Expanded emergency room (nearly doubled in bed size).

New facilities and improvements to existing facilities are also contemplated at Case Western Reserve University (per the 2005 Master Plan), and likely the Cleveland Clinic as well. All of these capital improvements will strengthen the opportunity to attract residents to Shaker Heights.

- Absorption of new multi-family for-sale housing is estimated to be in the range currently being experienced by Avalon Station Lofts and recently experienced by Heartland Developers' Sussex Courts and South Park Row developments, which is approximately one unit per month for either condominiums or townhomes. This could be achieved through phases of 6 to 12 townhomes or small condominium buildings (minimum size that is economically feasible).
- At the absorption rate of one unit per month, the condominium component of Avalon Station Lofts may represent a sufficient supply of units to meet demand in Shaker Heights for more than the five-year time horizon contemplated in this study. However, the growing number of empty nester households in the metropolitan area, and the east side suburbs specifically, as well as the planned institutional growth noted above, may increase demand beyond what is evident from aggregate projections of the change in market area households. That is, growth in key age and income cohorts may gradually increase demand for multi-family residential product in the RMA. Longer term (i.e., beyond five years) market and demographic dynamics may ultimately shift, and additional opportunities for multi-family for-sale development could arise.

### *Senior Housing Demand Conclusions*

To estimate the future demand for senior housing in the RMA, *SBFCo* analyzed the 2006 estimates and 2011 projections of households by age and income. We made assumptions regarding the age and income cohorts most likely to seek independent and assisted-living senior housing to reasonable estimates of future demand:

- **Household Age.** Given the minimum age for the majority of developments in the RMA is 62 years old, *SBFCo* assumed that households headed by persons 65 years of age or older are the target age group.
- **Household Income.** HUD programs that assist senior housing developments generally carry annual income restrictions of approximately \$35,000 for household eligibility. *SBFCo* therefore assumed that households earning less than \$35,000 would serve as the market for HUD-assisted units, and households earning more than this amount would be the demand pool for market-rate units.

Using the estimated number of occupied senior housing units, *SBFCo* then estimated the proportion of each targeted age-and-income cohort currently (2006 estimates) living in HUD-assisted (25%) and market-rate (8%) housing. Assuming this percentage remains constant in the future, the number of households demanding senior housing in 2011 will be 2,044. The results are summarized in Figure 3.8 on the next page.

**Figure 3.8: Projected Demand for Senior Housing, 2011**

Annual Income	2011 Projection, Households of 65+ Years		
	Total Number	% Demanding Senior Housing	Number Demanding Senior Housing
Under \$35,000	6,210	25%	1,553
\$35,000 and Higher	6,139	8%	491

Source: Claritas and *S.B. Friedman & Company*

*SBFCo* evaluated the overall market potential for market-rate and HUD-assisted senior housing by comparing the estimated supply available in the RMA in 2007 to the projected demand for these types of unit in 2011. This comparison assumes that no new senior residential projects are currently planned or in development within the RMA. These calculations, and the resulting surplus or shortfall of units, are summarized below in Figure 3.9.

**Figure 3.9: Summary of Senior Housing Supply and Demand**

Annual Income	Estimated Supply of Units (2007)	Projected Demand for Units (2011)	Surplus (Shortfall) of Units
Under \$35,000	1,510	1,553	(43)
\$35,000 and Higher	552	491	61

Source: Claritas and *S.B. Friedman & Company*

The figure above suggests that there are an insufficient number of HUD-assisted senior housing units in the RMA to meet the projected demand for that type of unit. However, the figure also 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 above 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 pent-up demand beyond what is considered here may exist in the RMA. Conversely, occupancy rates at the two market-rate developments in Shaker Heights are the lowest among the 19 studied.

### ***Summary of Housing Potential: For-Sale Residential and Senior Housing***

Based on the research and analysis conducted in the RMA, Shaker Heights is in a position to take advantage of certain demographic and employment trends through the development of multi-family housing. The expansion of existing regional employment centers will likely increase the potential number of people seeking to reside in Shaker Heights. The growing population segment of empty-nesters may also prefer multi-family housing.

Market research indicates that the absorption of units in Avalon Station Lofts is currently one unit per month. While this may meet the demand in Shaker Heights for more than the five-year time horizon, shifting demographics and a growing aging baby boom cohort will likely mean

additional development opportunities. In addition to multi-family housing developments, senior housing is an additional consideration for new housing development. An aging population will likely want options for being able to stay in the community. Preferences for senior housing should be considered further.

## ***4. Summary of Community Input***

### ***Stakeholder Interviews***

The Team, in conjunction with City and RTA staff, conducted a series of stakeholder interviews during the kick-off phase of the TOD planning process. Interviews were conducted on December 13-14, 2006 either in small groups or one-on-one, as logistics permitted. Interviewees were invited to participate in the interview process based on their involvement and interest in the Study Area. Participants included business owners, property owners, real estate professionals, representatives of civic and institutional facilities, and representatives of local non-profit organizations. A total of 23 individuals (excluding the Team and the three members of the City/RTA project team), representing 12 organizations, participated in the two-day interview process.

Each interview session was scheduled for one to two hours, depending on the size of the group. Questions such as the following were posed to facilitate discussion:

- (1) What are the strengths of the Lee Road RTA station and surrounding station area?
- (2) What challenges do the RTA station and surrounding station area face?
- (3) Who are the most common riders of the train, and what are the most popular destinations?
- (4) What uses/businesses/improvements to the station area do you think would appeal to RTA riders?
- (5) What features or amenities in a new RTA station might be most appealing to RTA riders?
- (6) What single issue do you think is most important to address in the station area?

A complete list of interview participants and more detailed results of the stakeholder interviews are included in Appendix E1. The following are some key points and themes that emerged from the sessions:

### **LEE ROAD RTA STATION**

#### **Strengths**

- Located within walking distance of large number of Shaker Heights residences, shopping, daycare, and civic facilities, including:
  - City Hall
  - Library and adjacent green
  - Police Station/court building
  - Community Building
  - Soccer fields
- Connections to the #40 Lakeview-Lee and #14 Kinsman bus routes
- Low-crime station (safety issues are more perception than reality)

**Challenges**

- Stairway access to below-grade platform is difficult for seniors, children, riders with physical disabilities, and emergency services
- Potential riders feel unsafe because platform is not visible from street level
- Lack of shelter/enclosure is a deterrent to riders in inclement weather
- Insufficient parking for potential park-and-ride users
- No “kiss-and-ride” drop-off location
- Riders currently prefer the Avalon RTA station over the Lee Road RTA station
- Connection between station and northbound Lakeview-Lee bus stop does not function well
  - Difficult to cross street
  - Sidewalk becomes over-crowded with waiting riders
- Fast-flowing traffic on Lee Road and Van Aken Boulevard is perceived as threat to pedestrians

**Desired Station Features/Amenities**

- Elevator
- Coffee shop
- Concierge stand/customer assistant/RTA police “mini-station” at street level – i.e., a permanent presence in the station
- Posted train schedules, system maps, and wayfinding signage
- Direct transit connection to University Circle
- Increased station transparency to improve safety/visibility
- Enclosed waiting area
- Waiting area at street level with announcements when trains are approaching

**Priorities for Change**

- Platform accessibility via elevator or escalator
- Improved aesthetics/physical maintenance of station
- Increased station transparency and other safety/comfort features
- More rider-friendly amenities such as maps, schedules, and directions to nearby attractions

**SURROUNDING STATION AREA****Strengths**

- Avalon Station Lofts will add many new residents
- Proximity of civic facilities that generate activity (City Hall, Library, Community Building, soccer fields, etc.)
- Heinen’s is a strong grocery anchor at Shaker Town Center
- Angled parking/layout of commercial spaces on south side of Chagrin Boulevard is well-liked and well-used

**Challenges**

- Due to mix of tenants and competition, Shaker Town Center does not serve as a shopping destination
- Below-grade RTA station at Lee Road discourages ridership
- Intimidating intersection at Lee Road/Van Aken Boulevard

- Pedestrian-unfriendly environment
- No identifying landmarks/“no man’s land” immediately surrounding the station
- Local tax levels are high relative to other nearby municipalities, making attraction of new business and residents challenging

### **Desired Station Area Uses/Improvements**

- Improved mix of commercial tenants, especially non-fast-food restaurants
- Post office, additional daycare, ATM banking
- Outdoor theater/concerts/movies, art galleries, or other arts uses
- More special events to draw large crowds to the civic facilities
- Library green as a more defined outdoor space (e.g., skating rink in winter)
- Improved bicycle and pedestrian access/amenities
- Shared parking for RTA station and other uses

### **Priorities for Change**

- Enhanced aesthetics/landscaping throughout the area
- Improved bicycle/pedestrian safety (crosswalks, bicycle parking, education, enforcement)
- Better connections/relationships among buildings and between buildings and the RTA station

The Consultant Team incorporated key principles from the stakeholder interviews into the preliminary RTA station and station area concepts that were presented for public feedback at the first Public Workshop on March 8, 2007.

### ***Public Workshop #1 – March 8, 2007***

At the March 8<sup>th</sup> public workshop, three broad questions about the preliminary TOD Study Area concept plans were posed for discussion by the five tables of community participants. Those comments that were explicitly stated/written by more than one discussion group are listed below, while a full transcript of the easel pad and consultant notes are included as Appendix E2.

### **QUESTION 1**

Considering the three concept plans just presented:

- a) Which suggested ideas do you think most enhance the TOD Study Area?
  - Roof structure over the Lee Road bridge/destination identity – roof or open-air visual of some sort at station/bridge
  - Additional housing on north end of Lee Road/Using Van Aken Boulevard as dividing line between residential and civic uses
  - “Tear down the wall”/Landscaped walls
  - Relocation of civic core (or at least police station) south of Van Aken Boulevard, refilling vacated space with residential
  - Keeping green space south of City Hall
  - Opening up sight lines and general pedestrian traffic flow and in southeast corner of Study Area (among cemetery, Campbell Court, Heinen’s, library)
  - Linking adjacent neighborhood to commercial area and train

- Concession stand on lawn of library green/closer to soccer field
  - Creating a center of activity/improving density throughout the Study Area
  - Improved access throughout the Study Area by multiple modes (auto, bike, pedestrian, etc.)
- b) What is missing?
- Mixed-use or condo building at Lee Road and Chagrin Boulevard (rather than 100% commercial)
  - Possibility of pedestrian bridges/mid-block crossings of RTA tracks
  - Do not want to reduce parking in Study Area
  - Need to make sure area appeals to broad demographics (families, kids, teens, seniors, etc.)
  - Entrances to the rapid on both sides of Lee Road

## QUESTION 2

Considering the list of “gaps” in the existing mix of businesses in the TOD Study Area (listed on back of workshop handout):

- a) Which do you think would be most attractive to add for both residents and potential RTA riders?
- Pub/neighborhood bar
  - Sit-down restaurants (both family and upscale)
  - Bowling alley (also pool hall, skating rink)
  - Gym/kids’ gym
  - Coffee shop/bakery (with wi-fi access)
  - Small sporting goods/running store
- b) How do we attract these types of uses to the Shaker Town Center area?
- Increase residential density/attract more families to new housing
  - Increase “commercial energy” (e.g., market area as a district, cluster shops closer together)
  - Use tax abatements and other incentives

## QUESTION 3

What are your three top priorities for new features/amenities to improve the attractiveness and user-friendliness of the Lee Road/Van Aken Boulevard RTA station itself?

- Above-grade presence for RTA station
- Enclosed waiting area
- Retail at station
- Signage and schedules
- Notification of when next train is coming
- Identifying mark for train station/presence/maintain historical identity of Shaker at station
- Wi-fi access in station and on train

- More people there/increase pedestrian traffic
- Safety/lighting/security – if pedestrian-friendly, police department could patrol more
- Get rid of wall, open up tracks (mentioned in response to Question #1)
- Make it an easier place to get to

### ***Public Workshop #2 – May 30, 2007***

The focus of the May 30<sup>th</sup> public workshop was the preliminary concept plan for the Lee Road/Van Aken Boulevard RTA station. Community participants responded to four key questions, the most common answers to which are outlined below. A full transcript of each discussion group's easel pad is included in Appendix E3.

#### **QUESTION 1B**

Are there any other features [beyond those depicted] that should be addressed in the RTA Station concept plan?

- Improved pedestrian crossings, access, and safety
- Enhanced security in and surrounding the station
- Attention to traffic concerns including stacking in the left turn lane on the Lee Road bridge and potential traffic back-ups due to bus loading/unloading
- Rider amenities, including:
  - Variable message signs
  - Audio cuing for train arrivals
  - Ticket kiosk
  - Enclosed, safe, secure waiting area with coffee shop or retail presence
  - Monitors/TVs/seating/wireless access
  - Lighting/sidewalk skylights for track level

#### **QUESTION 1C**

Of the list of possible features [listed on the small group feedback handout], which do you think are the three most important?

- Redesign of the retaining wall to increase its transparency
- Improved, enclosed waiting areas at the platform and street/bridge levels
- Enhanced pedestrian/rider experience, including components such as:
  - Easier bus transfers and rider drop-off
  - “Street furniture” such as benches and bike racks
  - Additional signage – way finding and train schedules
  - Incorporation of art and a sense of whimsy

**QUESTION 2**

Considering the range of possible design alternatives presented for elements of the RTA station, which designs do you think most reflect the character that you would like to see at the Lee Road/Van Aken Boulevard RTA Station?

- Architectural character that is a combination of traditional (brick) and contemporary (glass), reflecting community character with an eye to the future
- Visible, landmark-quality structure that will not overshadow City Hall
- Open structure with towers or kiosks and at-grade shelter, rather than a structure that spans the entire width of the Lee Road bridge

**QUESTION 3**

Considering the TOD Study Area concept plans, are there any key elements missing?

- Buffering around new/reconfigured parking areas
- Additional consideration of more and/or reoriented parking areas

## 5. Challenges and Opportunities

Shaker Heights has grown to be an urban village, rather than a conventional suburb, and is seeking to enhance the community through a transit-oriented redevelopment of the Lee Road station area. Shaker Heights is striving to capitalize on its relative density, mix of uses, and transit-centered urban fabric, while maintaining a small town, family-friendly character.

The Study Area is particularly critical in realizing the best of both worlds. It has the potential to establish better connections between the northern and southern portions of Shaker Heights through enhanced civic and commercial areas, centered around the multiple modes of transit available to potential riders. Many residents want to “do the right thing” by taking transit, walking, and biking to their destinations, but do not feel safe doing so, or do not believe that there are enough true “destinations” located in the Study Area. As in most suburban areas, cars are the predominant mode of transportation, and changing residents’ mindset and behavior is difficult, especially when commercial and other development is configured to cater to customers who drive.

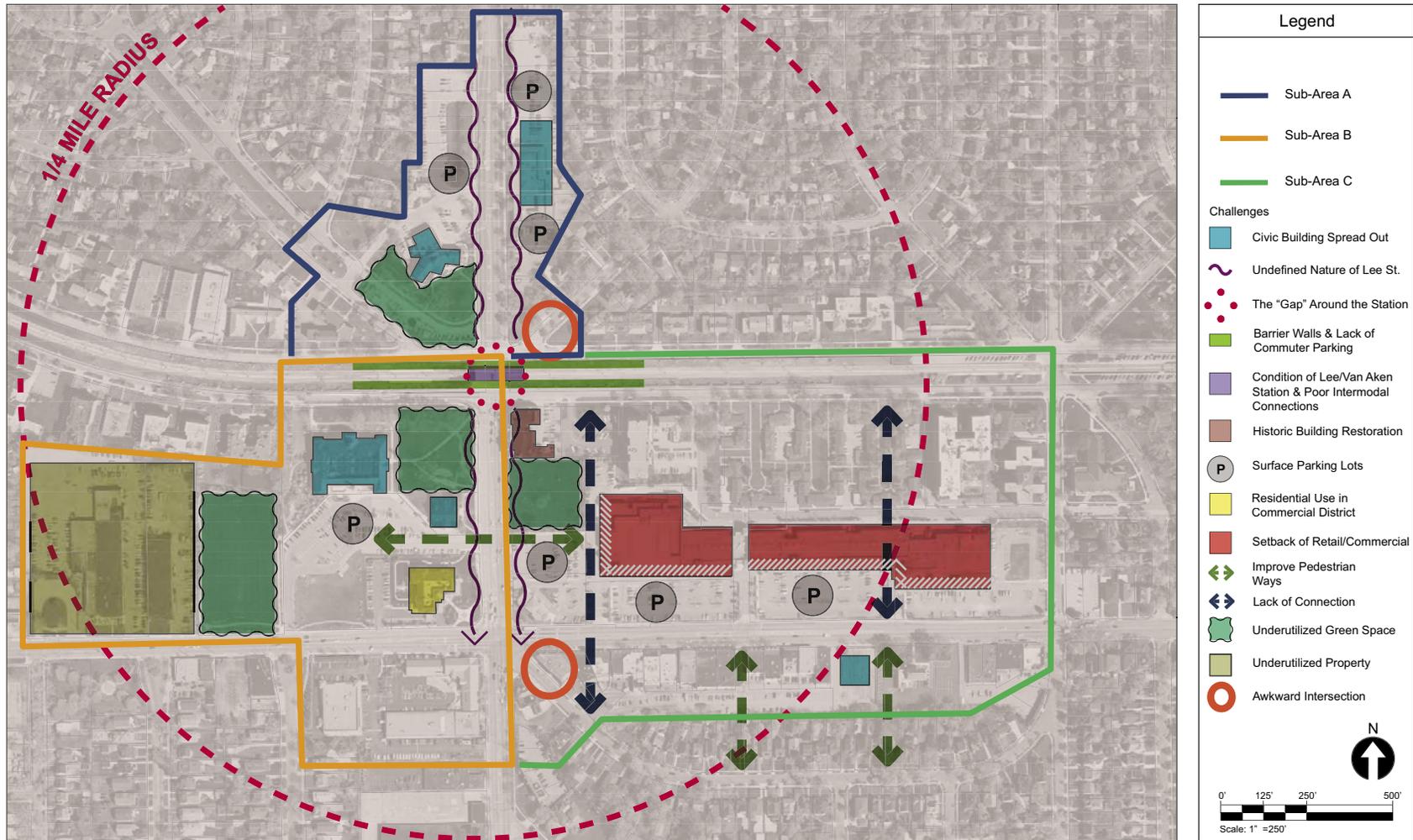
### CHALLENGES

The challenges facing the Study Area fall into two primary categories (Physical and Market), as outlined below. The physical challenges are depicted in Figure 5.1.

#### Physical

- **Dispersion of Civic Uses.** Though the Study Area contains multiple civic facilities, they are physically dispersed, and fail to create a strong sense that the area is the City’s civic center.
- **Lee Road Streetscape.** The character of the Lee Road corridor is undefined through its north-to-south transition among residential, civic, transit, green space, and commercial uses. As it currently exists, it is not an attractive or inviting corridor for pedestrian activity.
- **Station Area “Gap.”** The area immediately surrounding the Lee Road RTA station does not provide a visual or physical connection from north to south across the Lee Road bridge. The Kingsbury Building at the southeast corner of the Lee Road/Van Aken Boulevard intersection holds the corner well, but could be significantly enhanced through historic rehabilitation efforts. Additionally, the streets surrounding the station feel unfriendly and unsafe due to high-speed traffic traveling on long, unbroken blocks.
- **Van Aken Boulevard Corridor/Trainway.** The Blue Line trainway between the east- and west-bound lanes of Van Aken Boulevard serves as a physical barrier between uses on the north and south sides of the tracks. The low brick wall lining both sides of the trench further exacerbates this situation by acting as a visual barrier.

Figure 5.1: Challenges



Additionally, insufficient dedicated commuter parking along both the north and south lanes of Van Aken Boulevard detracts from the station's ability to attract regular riders.

- **Lee Road RTA Station.** The existing station is in poor physical condition and in need of basic maintenance and aesthetic enhancements. The station lacks standard amenities related to safety/security, physical comfort (shelter, heat), and wayfinding signage. The station is not compliant with the Americans with Disabilities Act (ADA) and is also difficult to access for emergency crews. The connections between the train and nearby bus routes are not ideal, requiring riders to traverse pedestrian-unfriendly streets and posing potential safety hazards.
- **Parking Location and Configuration.** Parking lots, rather than storefronts/outlots, occupy prime commercial frontage on the north side of Chagrin Boulevard. Also, parking associated with the Library, Community Building, recreational fields, and Sunrise Senior Living occupies a large portion of the block on which those uses are located. This parking appears to be configured in a way that is a less than optimal use of the available space.
- **Configuration of Retail/Commercial Uses.** Shaker Town Center is set back far from the Chagrin Boulevard frontage, placing a large distance between pedestrians on the sidewalk and the center's storefronts. This gap does not promote an active, walkable shopping environment.
- **Insufficient Connections (Pedestrian and Vehicular).** The large, unbroken blocks present in the Study Area do not provide adequate access points and pass-through opportunities for either vehicles or pedestrians. Pedestrians currently must take circuitous routes around buildings or through parking lots, while Shaker Town Center acts as a physical barrier between Chagrin and Van Aken Boulevards, providing few opportunities for either vehicles or pedestrians to travel between the two. As a result, most activity is diverted to the heavily traveled Lee Road corridor.
- **Underutilized Green Space.** The several open/green spaces that exist within the Study Area are not programmed or landscaped in a way that encourages use by visitors to the Study Area.
- **Underutilized Commercial Properties.** The two sites immediately west of the recreational fields exhibit low site coverage and do not optimize the potential of these highly visible parcels.
- **Awkward Intersections.** Two intersections in the Study Area are currently configured in a manner than makes vehicular turning movements awkward and potentially dangerous for both drivers and pedestrians. The intersections of Lee Road/Van Aken Boulevard/Chalfant and Lee Road/Chagrin/Kenyon Road create intersections that lack right angles and do not provide clear direction for drivers or pedestrians regarding the appropriate procedures for turning through and crossing the intersection.

## Market

- **Competitive Retail Environment.** A significant number of destination shopping centers are located in the Study Area's retail market area. This environment, combined with the size and existing configuration of development within the Study Area, indicates that evolving into a destination center is an unlikely path for the Study Area's commercial component. The Study Area competes primarily with the neighborhood-/community-level commercial district located at the nearby Chagrin Boulevard/Warrensville/Van Aken Boulevard intersection.
- **Demographics/Retail Demand.** The diverse mix of households living within close proximity of the Study Area, while fostering a vibrant multi-cultural community, is viewed as a risky demographic profile by national chain retailers. Attracting these types of tenants, particularly those catering to a high-end market, will likely continue to be a challenge.
- **Competitive Residential Environment.** A large number of new condominium and townhome developments are active or planned within the Study Area's residential market area. The quantity of units anticipated to enter the market in the next five years, especially those located in relatively dense, transit-served neighborhoods, pose a significant challenge to the City as it seeks to add a critical mass of residents to the Study Area.
- **Demographics/Residential Demand.** Recent demographic trends and forward-looking projections appear to indicate that the demand for housing is likely to be very modest during the next five years. New residential development in Shaker Heights and in the balance of the residential market area is likely to carry a high level of developer risk.

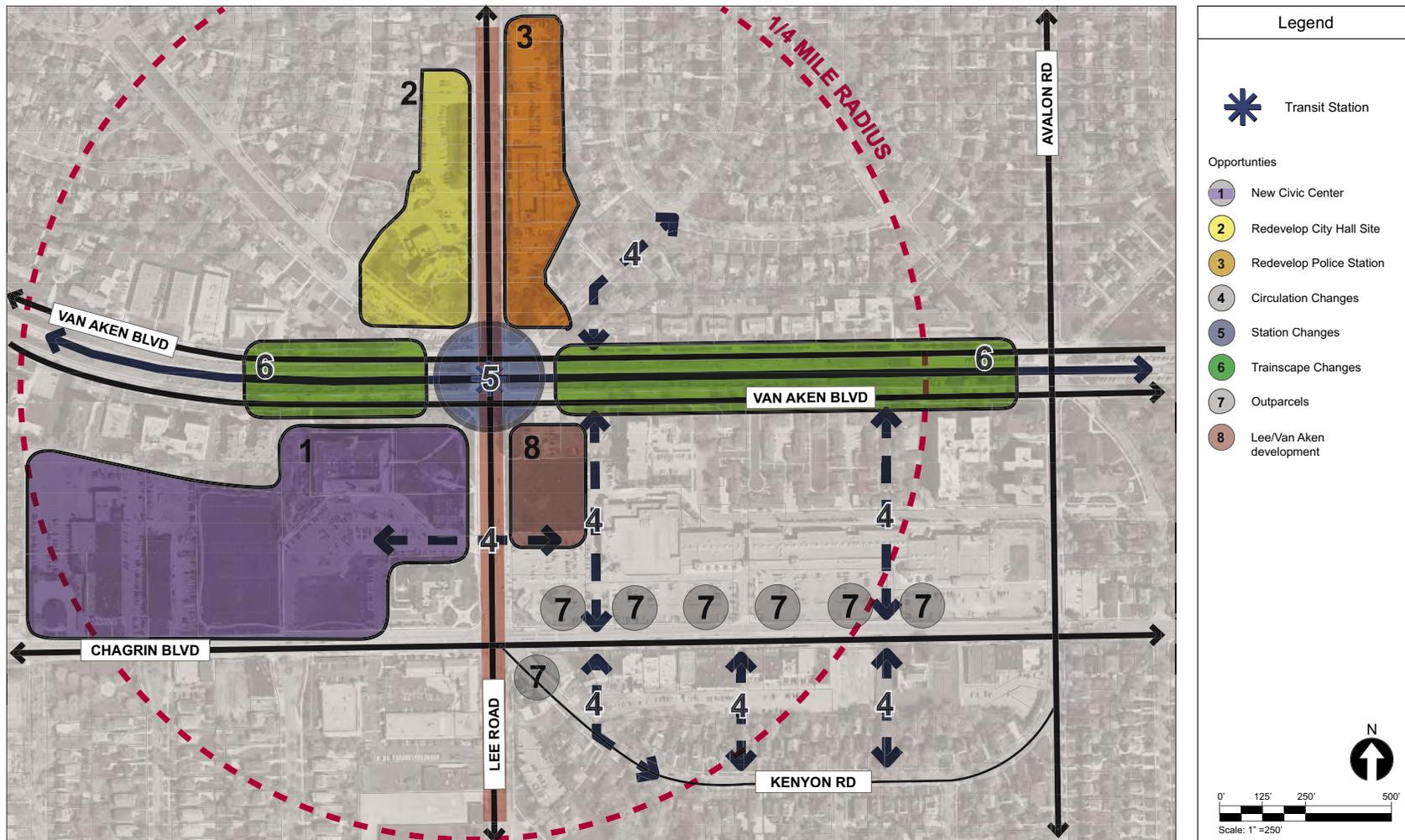
## OPPORTUNITIES

Eight primary opportunities have been identified for the transit-oriented development of the Study Area. Each is described below and depicted on Figure 5.2.

### 1. Concentrated Civic Center and City Park

This opportunity is located in the area generally bounded by Van Aken Boulevard, Lee Road, Chagrin Boulevard, and either the western edge of the recreational fields or the RTA bus loop located immediately to the west. While the Sunrise Senior Living property would not be included, the balance of this area could be redesigned as a consolidated civic center and city park, taking advantage of its proximity and visibility from the Lee Road RTA station, the existing community facilities (Library and "green," Community Building, recreational fields), and City ownership of the majority of this site.

Figure 5.2: Opportunities



When the need arises for new civic buildings/facilities, such as an expanded library or new City Hall or police station, these new uses could be relocated to the identified Civic Center cluster. Over time, the Civic Center could evolve into a year-round arts and recreation destination for visitors and residents, providing outdoor “rooms” for performances and special events and with community recreation fields for winter and summer activities.

## **2. Redevelopment of City Hall Site**

The size and location of the City Hall site make it a key opportunity site in the transit-oriented redevelopment of the Study Area. The green space created via the realignment of Clayton Road should be redesigned and visually activated to enhance the experience of pedestrians on Lee Road and Van Aken Boulevard, as well as train and bus passengers using the nearby station and bus stops.

If City Hall is incorporated into the Civic Center discussed above, the entire site from Clayton Boulevard to the northern boundary of the parking lot could be redeveloped. Given the site’s location and context, the most appropriate uses would be multi-family for-sale residential (most likely townhomes) on the northern portion of the site, with a mixed-use building on the southern-most portion to provide convenience retail/service uses adjacent to the Lee Road RTA station.

If City Hall remains at its current location (i.e., is not incorporated into the Civic Center), redevelopment could still occur to the north of the existing building. There is potential to create a parking deck where surface parking currently exists and line this building with townhomes facing Lee Road. This design solution would provide for both City Hall and resident parking, and would effectively “hide” the parking garage, maintaining an attractive street wall on Lee Road.

## **3. Redevelopment of Police Station Site**

The opportunity for redevelopment of the Police Station site largely mirrors that of the City Hall site. Because the corner closest to the Lee Road RTA station is the first priority for redevelopment, Chalfant Road should be realigned to intersect Van Aken Boulevard at a right angle, similar to the recent realignment of Clayton Road. This realignment would create a larger site at the intersection of Lee Road and Van Aken Boulevard, which could be developed as a mixed-use building with ground-floor retail and/or services and upper-floor residential units.

If the Police Station is incorporated in to the Civic Center discussed above, the remainder of the site could be redeveloped as multi-family, for-sale residential units (again, similar to the opportunity for the City Hall site). If the Police Station remains at its current location, the balance of the site (north of the newly created site at Van Aken Boulevard) will not be attractive for residential redevelopment. Therefore, it is recommended that the remainder of the site not be changed if the Police Station is not consolidated as part of the Civic Center.

#### 4. Improved Area Circulation

To enhance the pedestrian experience and circulation, the size of the blocks in the Study Area could be broken up to provide a larger number of access points and through-ways for both vehicular and pedestrian use. Pedestrian connections appear to be most critical at the following locations:

- Between Kenyon Road and Chagrin Boulevard, connecting the residential neighborhood to the south with the commercial and civic facilities in the Study Area; and
- On Lee Road, at a mid-block location that could provide increased connectivity between the commercial uses to the east and the civic and recreational uses to the west

Vehicular circulation could be enhanced by implementing the following changes:

- Creating a new street immediately west of Heinen's, providing access between Chagrin and Van Aken Boulevards;
- Creating a new street in the eastern portion of Shaker Town Center, aligned approximately with the recommended pedestrian walkway between the Fire House and funeral home on Chagrin Boulevard; and
- Realigning Kenyon Road so that it intersects Chagrin Boulevard at a right angle, a short distance to the east of the current intersection (the City has already purchased the Chagrin Boulevard storefront necessary to implement this change).

Throughout the Study Area, sight lines should be improved for the safety of pedestrians and motorists, and where possible, parking should be provided behind buildings to minimize its impact on the pedestrian-oriented environment on the street.

#### 5. Lee Road RTA Station

The Lee Road RTA station is the linchpin in implementing a successful transit-oriented development within the Study Area. Resources should be concentrated on improving the Lee Road RTA station as Shaker Heights' main transit station, making small but necessary improvements at the Avalon RTA station and the other at-grade stations on the Blue Line. Improving the transit experience for existing and potential riders at the Lee Road RTA station should include a range of enhancements to the station:

- Universal ADA access;
- Station exits to street level on both the east and west sides of Lee Road;
- State-of-the-art safety, security, and emergency services;
- Informational and wayfinding amenities, including system maps, station area maps, and appropriate signage;
- Sufficient dedicated parking at the station to accommodate riders, including those with disabilities; and
- Waiting areas for train and bus riders that provide protection from the elements.

Enhanced connectivity and easier transfers between the bus and train will also be critical to encouraging use of the Lee Road RTA station. Widening the bridge over the trainway to allow for northbound and southbound buses to pull out of the traffic lanes on Lee Road could greatly improve the experience of riders transferring between the train and the #40 bus route.

Finally, creating a “sense of arrival” at the Lee Road RTA station would emphasize its importance to the Study Area, and the City overall. This could be achieved through a number of approaches, spanning the spectrum of size and cost:

- Minimal. Create a station-specific pavement design to be used on all legs of the Lee Road/Van Aken Boulevard intersection. This could include textured/patterned pavement or pavers in crosswalks, on sidewalks, and/or in the intersection itself.
- Moderate. Design and construct an architectural feature to visually span the gap created in the Lee Road streetscape by the station and the trainway. This structure would be located on both sides of the Lee Road bridge, possibly spanning both the north and south lanes of Van Aken Boulevard as well. While providing visual connectivity between the north and south portions of the Study Area, this feature would also provide a degree of shelter for riders approaching the station, as well as other pedestrians using the bridge.
- Maximum. Design and construct an outdoor, at-grade component to the station that spans across the Lee Road bridge from east to west. The materials used in this component could range from fabric (i.e., a tent-like structure) to traditional building materials that are aligned with the overall architectural character of the Study Area and Shaker Heights.

## **6. Van Aken Boulevard Trainscape**

The visual barrier created by the masonry walls (north and south) that run the length of the trainway on Van Aken Boulevard could be replaced with a more visually porous alternative, such as decorative fencing. This change would open up north/south views across the tracks and create a greater sense of connectivity between the two sides of Van Aken Boulevard. Provision of additional, dedicated commuter parking (also mentioned in 5, above) would also add to the station’s appeal to potential riders. Finally, landscaping should be enhanced and maintained in the trainway “trench” and along the at-grade portions of the Blue Line.

## **7. Retail Outlots on Chagrin Boulevard**

The setback/stand-alone suburban model for commercial uses currently detracts from the pedestrian or town center feel of the Chagrin Boulevard corridor. Placing new commercial outlots at the intersections of Chagrin Boulevard and the recommended new vehicular access routes is one way to create a stronger street presence and pedestrian scale along the Chagrin Boulevard frontage.

## **8. Southeast Quadrant of Lee Road/Van Aken Boulevard Intersection**

The southeast quadrant of the Lee Road/Van Aken Boulevard intersection is highly visible from the Lee Road RTA station. Currently, however, neither the configuration nor the mix of uses located on the site is optimized for a transit-oriented development. A close site study is recommended to explore:

- Reconfigured parking for Campbell Court and the Kingsbury Building;
- Historic rehabilitation of the Kingsbury Building; and
- Impacts on the Warrensville West Cemetery.

Proactive discussions with property owners of the specific parcels and buildings should also be undertaken to determine the potential for this key site.

Feedback from City and RTA staff on the challenges and opportunities outlined in this chapter were incorporated into preliminary concept plans presented at the first public forum on March 8, 2007.

## ***6. Implementation Funding Sources***

An array of tools and resources for providing financial support are available to facilitate the implementation of the TOD Plan. These tools, and the components of the TOD Plan for which they are potential funding sources, are outlined in the Funding Tools Matrix on the following page.

### **FEDERAL**

#### **Federal Transportation Administration (FTA) Grants**

- **Rail and Fixed Guideway Modernization (“Rail Mod”).** Under a statutory formula, the FTA allocates Rail Mod grant funding to the RTA to use for projects identified as part of its Capital Improvement Plan. The FTA allows use of these funds for (a) modernization of existing rail systems, (b) new and replacement buses and facilities, and (c) new fixed guideway systems. These may include rolling stock, track, line equipment, structures, signals and communications, power equipment and substations, passenger stations and terminals, security equipment and systems, maintenance facilities and equipment, operational support equipment including computer hardware and software, system extensions, and preventive maintenance. Rail Mod funds cannot exceed 80% of project costs.
- **Large Urban Cities Program.** Funding for the Cleveland metropolitan area is apportioned based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, fixed guideway route miles, population, and population density. Eligible purposes include planning and technical studies, capital investments in bus and fixed guideway systems, and some Americans with Disabilities Act (ADA) paratransit service costs. For urbanized areas with populations of 200,000 or more, at least one percent of funding must be used for “transit enhancement” activities such as landscaping, public art, or bicycle/pedestrian/ADA access enhancements. Use of Large Urban Cities funds cannot exceed 80% of project costs, with the exception of bicycle-related projects and those aimed at compliance with ADA or the Clean Air Act. Large Urban Cities funds for these projects may not exceed 90% of project costs.

#### **Federal Highway Administration (FHWA)**

- **Bridge Replacement and Rehabilitation Funds (“BR Funds”).** Federal BR Funds are administered at both the state and county level in Ohio by the Ohio Department of Transportation (ODOT) and County Engineers Association of Ohio (CEAO), respectively. At both levels, funds may be used for bridges that (a) are twenty feet or longer on any public road, (b) fall below a threshold sufficiency rating in ODOT’s Bridge Management System, and (c) are classified as structurally deficient or functionally obsolete.

Projects may qualify for up to 80% of eligible construction costs (excluding engineering, environmental studies, and final right-of-way design). ODOT BR funds are focused on potentially high-cost local bridge rehabilitation and replacement projects, while CEAO BR Funds are focused on smaller projects.

**Lee/Van Aken TOD Plan Implementation  
Potential Funding Sources**

**Funding Tools Matrix**

Plan Component	Primary Responsibility	Potential Funding Sources/Partnership Opportunities [1]			
		Public Opportunities			Private/Non-Profit Opportunities
		Federal (4)	State	Local	
Lee Road Bridge - Widening - Sidewalks - Bus bump-outs	County	(1) Bridge Rehabilitation & Replacement Program - Municipal Bridge Program (Ohio Dept. of Transportation (ODOT)) - County Local Bridge Program (County Engineers Association of Ohio (CEAO))  (2) Surface Transportation Program (CEAO and Northeast Ohio Areawide Coordinating Agency (NOACA))	Local Transportation Improvements Program (Ohio Public Works Commission)		
Station Improvements - Station house (ADA, signage, lighting, canopy, etc.) - Re-grading trench - New safety wall	RTA	(1) Rail & Fixed Guideway Modernization Funds (RTA)  (2) Large Urban Cities Program  (3) Transportation Enhancements Program (NOACA)  (4) Congestion Mitigation and Air Quality Improvements Program (CMAQ) (NOACA)	(1) State Infrastructure Bank (ODOT)  (2) Ohio Public Transportation Grant Program (ODOT)	(1) Tax Increment Financing  (2) Proceeds from Sale of Public Land	Non-Profits/Community Organizations for Funding for Detailed Architecture/Design
Street Improvements - Reroute of Chalfant - Reroute of Kenyon	City	Transportation Enhancements Program (NOACA)	(1) State Capital Improvements Program (Ohio Public Works Commission)  (2) Local Transportation Improvements Program (Ohio Public Works Commission)	(1) City Infrastructure/ Public Works Budgeting  (2) Tax Increment Financing [2]  (3) Proceeds from Sale of Public Land	
Pedestrian/Bike Improvements, e.g.: - Enhanced crosswalks (pavers, pavement marking) - Enhanced signalization - Bike racks - Benches	City	(1) Transportation Enhancements Program (NOACA)  (2) CMAQ (NOACA)  (3) Surface Transportation Program - Safety Study Grant (NOACA, CEAO)  (4) Community Development Block Grant (County Dept. of Economic Devel.) (CDBG) [3]		(1) Tax Increment Financing  (2) Proceeds from Sale of Public Land	Non-Profits/Community Organizations for Funding for Detailed Architecture/Design

**Lee/Van Aken TOD Plan Implementation  
Potential Funding Sources**

**Funding Tools Matrix**

Plan Component	Primary Responsibility	Potential Funding Sources/Partnership Opportunities [1]			
		Public Opportunities			Private/Non-Profit Opportunities
		Federal (4)	State	Local	
Other Aesthetic Improvements - Landscaping - Public Art	City	CDBG (County Dept. of Economic Devel.) [3]		(1) City Infrastructure/ Public Works Budgeting  (2) Tax Increment Financing  (3) Proceeds from Sale of Public Land	(1) Non-Profits/Community Organizations - Shaker Arts Council - Cleveland Public Art - Neighborhood associations (Fernway, Onaway, Moreland)  (2) Civic Fundraising Campaign (e.g., "buy a brick")
Angled Surface Parking Along Van Aken	City/RTA	(1) Rail & Fixed Guideway Modernization Funds (RTA)  (2) CMAQ (NOACA)  (3) CDBG (County Dept. of Economic Devel.) [3]		(1) City Infrastructure/ Public Works Budgeting  (2) Tax Increment Financing  (3) Proceeds from Sale of Public Land	
Private Development Assistance (as needed)	City			(1) Tax Increment Financing (e.g., demo, site prep)  (2) Proceeds from Sale of Public Land	

Source: *S. B. Friedman & Company*

[1] Ultimate funding sources will depend on availability of funds and eligibility of plan costs under specific programs. Potential sources/partnership opportunities identified are alternatives that can be further researched and pursued by the City and RTA as part of plan implementation.

[2] Only Kenyon Road lies within the existing Shaker Town Center TIF boundary and is eligible for TIF funding. Improvements to Chalfant are not eligible for TIF funding.

[3] Eligible area is west of Lee Road, between Van Aken and Chagrin Boulevards only.

[4] Administering agency in parentheses

- **Surface Transportation Program (STP).** Federal funds received by ODOT are further distributed to NOACA and CEAO, the latter of which administers approximately \$20 million in annual funding through the County Surface Transportation Program. To be eligible for funding, a project must be on a county-maintained road functionally classified as an Urban Collector or above. Safety projects and projects to improve bridges of 20 feet or greater on any public road are also eligible. The County STP program has three components: safety project program, regular construction funding program for projects other than safety, and program for safety study projects.
- **Transportation Enhancements (TE) Program.** Administered by the Northeast Ohio Areawide Coordinating Agency (NOACA), TE funds in the Cleveland metropolitan area can be used to assist projects that enhance or beautify transportation projects and facilities. Eligible project components can be grouped into three primary categories: (1) pedestrian and bicycle amenities, (2) historic preservation and restoration, and (3) environmental and scenic enhancement. Components of the TOD Plan that may be eligible to receive TE funding include re-grading and landscaping of the RTA trainway; re-routing of Chalfant and Kenyon for enhanced bicycle/pedestrian safety; and bicycle/pedestrian amenities such as bicycle racks, upgraded crosswalks/pavers, and new intersection signalization.

NOACA has committed all of its funds through state fiscal year 2009 (ending June 30, 2009). The agency will begin accepting applications for future funding beginning in state fiscal year 2010 (July 1, 2010) or at such time that a pool of at least \$3 million of TE funding is generated due to circumstances such as reallocation of state TE funds or cancellation of previously identified TE projects.

- **Congestion Mitigation and Air Quality Improvement Program (CMAQ).** CMAQ is a federally funded program administered by NOACA that targets projects reducing congestion and/or improving air quality. Eligible project types include transit facility improvements, commuter parking lots, traffic flow improvements, and bicycle/pedestrian projects.

#### **Department of Housing and Urban Development (HUD)**

- **Community Development Block Grant (CDBG).** Cuyahoga County administers CDBG funding for 49 communities in the HUD-designated “Urban County.” The elements of the TOD Plan for which CDBG funds are listed as a potential funding source are most likely to be eligible for funding under the County’s Competitive Municipal Grants program. At least 40% of the County’s CDBG funds will be distributed through this program to projects that meet a HUD National Objective. Beginning in 2008, the County will put in place a two-tier pilot program for allocating its Competitive Municipal Grants funding, with grants anticipated to range in size from approximately \$100,000 to \$325,000.

## STATE

### Ohio Department of Transportation (ODOT)

More information regarding project eligibility, application processes, and contact personnel for programs offered through ODOT can be found in the ODOT Program Resource Guide, located at <http://www.dot.state.oh.us/programresource/>.

- **State Infrastructure Bank (SIB).** The SIB revolving loan program targets highway and transit projects that are eligible under the Code of Federal Regulations Title 23, but may not be considered for traditional grant financing under other state and federal programs. Any public entity may apply for funding, and loan terms range from two to ten years.

Originally capitalized with \$137 million in federal, General Revenue, and motor fuel tax funds, the SIB may issue bonds on behalf of the borrower or provide loans directly to projects. While financing is available for 100% of project costs, the availability of funds at any point in time is dependent upon the level of recent SIB activity and the status of loan repayments.

- **Ohio Public Transportation Grant Program (OPTGP).** The RTA may apply annually for an allocation of the approximately \$13 million in OPTGP funds. Funds may be used at the RTA's discretion for between 10% (planning projects) and 80% (capital projects) of the non-federal share of project costs.

### Ohio Public Works Commission

- **Local Transportation Improvements Program.** This program provides grant funding for local road and bridge projects that will have a useful life of seven years or longer. Funded by a portion of the motor fuel tax, the program distributes approximately \$60 million annually.
- **State Capital Improvements Program.** Eligible project types under this low-interest loan and grant program include improvements to roads and bridges, as well as other public works related to water and waste management. Up to \$120 million in bonds may be issued annually to fund the program's activities. Allocations of this total are made to the 19 District Public Works Integrating Committees on a per-capita basis. Each Committee then evaluates and recommends individual projects.

## LOCAL

### City Infrastructure/Public Works Capital Budgeting

Funding for capital improvements and public facilities can be allocated as part of the City's annual budgeting process and funded out of existing reserves for capital projects.

### Tax Increment Financing (TIF)

Per Ohio law, TIF districts are intended to address existing blight conditions and/or to prevent blight from occurring. Under TIF, the increases in property taxes from redevelopment and/or natural growth in assessed valuation within a defined geographic area are all allocated to the City for up to an 30-year period (with certain reimbursement provisions to school and library districts) to be used for various public and redevelopment project costs. The other taxing districts serving the subject area continue to receive the taxes on the assessed value that existed prior to creation of the district. Properties in the district are assessed in the same manner as all other properties and are taxed at the same rate – in other words, TIF is not an increase in taxes, but rather a re-allocation of how they are used. TIF can only be used in areas exhibiting “blight,” as defined by Ohio law. TIF is particularly well suited to financing of infrastructure and site preparation/environmental remediation costs on publicly owned properties.

### **Proceeds from Sale of Public Land**

The City owns several key sites in the Station Area, as well as the Chalfant Road right-of-way that may be relocated, creating a larger redevelopment site. Depending on the specific parameters of the projects proposed for each of these sites, the City can sell or donate these properties to catalyze revitalization projects. Land sales may be at market value or at a price that is discounted to the extent necessary to make a particular redevelopment project economically feasible. Because these sites are fully owned by the City, a formal two-stage Request for Qualifications/Request for Proposals (RFQ/P) process is recommended.

### **PRIVATE/NON-PROFIT**

#### **Non-Profits/Community Organizations**

Non-profit/community organizations may serve as supplemental sources of funding for implementing the TOD Plan. Due to their access to funding streams that are separate and distinct from those accessible by governmental entities, outreach to these organizations could lead to financial or in-kind contributions to various TOD Plan components. Examples may include:

- Thunderhead Alliance and other bicycle advocacy groups for bicycle racks, enhanced signalization and/or paving at key intersections;
- Shaker Arts Council and/or Cleveland Public Art for public art installations at the RTA station and elsewhere in the Station Area; and
- Neighborhood associations for landscaping supplies and/or volunteer assistance for beautification projects throughout the Station Area.

#### **Community Fundraising**

A fundraising campaign that invites participation by Shaker Heights businesses and residents may also prove a useful source for supplementing government funding. Less costly components of the TOD Plan, such as pedestrian and bicycle improvements, landscaping, and public art are key categories in which direct fundraising from private citizens and businesses can have a

meaningful impact. Public acknowledgement of participation in funding the TOD Plan implementation can also serve to boost community pride through such vehicles as a prominently displayed “donors’ circle” plaque or “buy-a-brick” style campaigns for elements where such a program is feasible.

## *Appendix A: RTA Station Construction Cost Estimate*

Note: These are 2007 estimates. Prior to the finalization of any project budget, these cost estimates should to be escalated to the expected year of construction and adjusted for any changes in conditions.

# ESTIMATOR'S STATEMENT OF PROBABLE CONSTRUCTION COSTS



**SB Friedman**

**Lee/ Van Aken RTA Station**

**Option A - Enclosed Glass Canopy**

Lee Road and Van Aken Boulevard  
Shaker Heights, Ohio

**RTA Station Replacement**

Conceptual Estimate 7/5/2007

DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	BUDGET	SUB-TOTAL
<b>1000 GENERAL CONDITIONS</b>					<b>\$ 711,600.00</b>
1000 General Conditions	1	AL	\$ 711,600.00	\$ 711,600.00	
Building Permits				By Owner	
Temporary Fencing				Incl.	
Shoring/ Bracing for Roadway/ Tracks During Construction				Incl.	
<b>2000 SITE WORK / DEMOLITION</b>					<b>\$ 2,417,000.00</b>
<u>Demolition:</u>					
Demo Bridge, Abutments, Parking	1	AL	\$250,000.00	\$ 250,000.00	
<u>Canopy Demolition:</u>					
Plexiglas Canopy System (13.5' W x 110' L x 2 ea)	220	LF	\$150.00	\$ 33,000.00	
Metal Framework, Incl. 8 Metal Canopy 'Trees'				Incl.	
Wooden Benches/ Seating	8	EA	\$50.00	\$ 400.00	
Demo Top 2.5' Concrete Retaining Wall at Street Level (700' ea. side)	3,500	SF	\$18.00	\$ 63,000.00	
Demo Existing Pedestrian Platform	4,000	SF	\$8.00	\$ 32,000.00	
Demo Concrete Retaining Walls at Existing Stairs	3,300	SF	\$18.00	\$ 59,400.00	
Demo Existing Concrete Stairs & Railing (6' W, 41 Treads, 3 Landings)	1	AL	\$30,000.00	\$ 30,000.00	
Demo Concrete Retaining Walls and Planters at Existing Platform	1,600	SF	\$18.00	\$ 28,800.00	
Demo Wrought Iron Rails	1	AL	\$15,000.00	\$ 15,000.00	
Wrought Iron Handrails at Stairs (~3'-6" H.)	140	LF	\$20.00	Incl.	
Wrought Iron "Cage" at Electrical Service (20' x 11')	1	AL	\$5,000.00	Incl.	
Wrought Iron Guardrails at Lee Road Bridge	1	AL	\$5,000.00	Incl.	
Demo Existing Mechanical/ Electrical/ Plumbing	1	AL	\$150,000.00	\$ 150,000.00	
<u>Site - Buildings:</u>					
Site Grubbing				Incl.	
Mass Excavation (Platforms/ Bridges/ Pylons/ Ramps)	1	AL	\$30,000.00	\$ 30,000.00	
Structural Excvt.: Pylon Footing/ Foundation Walls	1	AL	\$20,000.00	\$ 20,000.00	
Structural Excvt.: Emergency Ramps	1	AL	\$15,000.00	\$ 15,000.00	
Structural Backfill	1	AL	\$50,000.00	\$ 50,000.00	
Haul & Disposal (assumed uncontaminated)	1	1	\$35,000.00	\$ 35,000.00	

**Lee/ Van Aken RTA Station****Option A - Enclosed Glass Canopy**

Lee Road and Van Aken Boulevard

Shaker Heights, Ohio

**RTA Station Replacement**

Conceptual Estimate

7/5/2007

	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	BUDGET	SUB-TOTAL
<b>2000</b>	<b>SITE WORK / DEMOLITION (cont'd.)</b>					
	Demo Existing Parking Lot	1	AL	\$50,000.00	\$ 50,000.00	
	New Parking Lot (104 Spaces)/ Transitway Approach	104	EA	\$10,000.00	\$ 1,040,000.00	
	Site Lighting/ Landscaping/ Sidewalks/ Curbs)	1	AL	\$350,000.00	\$ 350,000.00	
	Site Drainage	1	AL	\$100,000.00	\$ 100,000.00	
	Traffic Signals/ Controls				Excluded	
	Integrated Planter Boxes @ Platform Level	1	AL	\$40,000.00	\$ 40,000.00	
	Utilities:					
	Utility Tie-Ins to Existing: Storm/ Water/ Electric	1	AL	\$25,000.00	\$ 25,000.00	
<b>3000</b>	<b>CONCRETE</b>					<b>\$ 1,797,000.00</b>
	New Bridge Construction	1	AL	\$1,320,000.00	\$ 1,320,000.00	
	New Retaining Walls at Extended Bridge	1	AL	\$250,000.00	\$ 250,000.00	
	Pylons (4)	1	AL	\$44,000.00	\$ 44,000.00	
	Footings & Foundation Walls	1	AL	\$35,000.00	Incl.	
	Slab on Grade / W.W.F. (Est. as 6" )	576	SF	\$15.00	Incl.	
	Granular Fill	11	CY	\$50.00	Incl.	
	Engineered Fill	12	CY	\$50.00	Incl.	
	Boarding Platforms, Cast-In-Place; 2 x 350'	10,500	SF	\$8.00	\$ 84,000.00	
	Cast-In-Place Landings, Exterior Stairwell	200	SF	\$12.00	\$ 2,400.00	
	Cast-In-Place Stair Treads, Exterior Stairwell (36" Wide)	80	EA	\$425.00	\$ 34,000.00	
	Emergency Ramps, West end of Platform, 2 at 6'W x 240' L	2	EA	\$28,800.00	\$ 57,600.00	
	Equipment Pads (exterior locations)	1	AL	\$5,000.00	\$ 5,000.00	
<b>4000</b>	<b>MASONRY</b>					<b>\$ 415,000.00</b>
	CMU & Face Brick at Pylons	3,600	SF	\$35.00	\$ 126,000.00	
	CMU & Face Brick at Kiosks	3,600	SF	\$40.00	\$ 144,000.00	
	Limestone Window Sills/ Detailing	1	AL	\$15,000.00	\$ 15,000.00	
	Miscellaneous Interior Masonry	1	AL	\$30,000.00	\$ 30,000.00	
	Miscellaneous Exterior Masonry	1	AL	\$100,000.00	\$ 100,000.00	
<b>5000</b>	<b>METALS</b>					<b>\$ 536,000.00</b>
	Canopy: Structural Steel for Glass Enclosure (53' x 80' x2)	1	AL	\$212,000.00	\$ 212,000.00	
	Miscellaneous Metals & Lintels/ Copper Cupolas	1	AL	\$53,200.00	\$ 53,200.00	
	<u>Stairs and Ramps:</u>					
	Stainless Steel Railing @ Stair w/ Tempered Glass Panels	160	LF	\$125.00	\$ 20,000.00	
	Stainless Steel Handrails/ Guardrails @ Emergency Ramps	500	LF	\$75.00	\$ 37,500.00	
	Crash-rated Metal Rails w/ Tempered Glass 'Art' Panels at St. Level	1,400	LF	\$150.00	\$ 210,000.00	
	Galvanized Steel Access Ladder @ Elevator Pit - Fixed	2	EA	\$1,500.00	\$ 3,000.00	

**Lee/ Van Aken RTA Station****Option A - Enclosed Glass Canopy**

Lee Road and Van Aken Boulevard

Shaker Heights, Ohio

**RTA Station Replacement**

Conceptual Estimate

7/5/2007

DESCRIPTION		QUANTITY	UNIT	UNIT PRICE	BUDGET	SUB-TOTAL
<b>6000</b>	<b>WOOD &amp; PLASTIC</b>					<b>\$ 25,000.00</b>
	Rough Carpentry	1	AL	\$25,000.00	\$ 25,000.00	
	Finish Carpentry:				NIC	
<b>7000</b>	<b>THERMAL &amp; MOISTURE PROTECTION</b>					<b>\$ 178,000.00</b>
	Canopy: Roof at Glass Enclosure	1	AL	\$153,000.00	\$ 153,000.00	
	Sealants & Caulking - Expansion Joints	1	AL	\$25,000.00	\$ 25,000.00	
	Waterproofing/ Vapor Barrier at Foundation Walls				N/A	
	Fireproofing:				N/A	
<b>8000</b>	<b>DOORS &amp; WINDOWS</b>					<b>\$ 855,000.00</b>
	<b><u>Doors (including frame):</u></b>					
	Exterior Doors:					
	HM Painted w/ HM Frame	16	PR	\$3,000.00	\$ 48,000.00	
	Misc. Access/ Utility Doors	1	AL	\$5,000.00	\$ 5,000.00	
	<b><u>Exterior Glazing:</u></b>					
	Glazing at Pylons (Estimated at 3 sides ea. Pylon)	1,400	SF	\$50.00	\$ 70,000.00	
	Glazing at Stairways and Art Walls @ Bridge	1,340	SF	\$50.00	\$ 67,000.00	
	Glazed Art Walls @ Bridge	850	SF	\$65.00	\$ 55,300.00	
	Glazed Wind Screens @ Bridge	1,300	SF	\$70.00	\$ 91,000.00	
	Canopy: Glass Station Enclosures	7,980	SF	\$65.00	\$ 518,700.00	
<b>9000</b>	<b>FINISHES</b>					<b>\$ 53,000.00</b>
	<b><u>Interior Partitions (Gypsum Bd. Walls):</u></b>					
					NIC	
	<b><u>Ceilings:</u></b>					
	Soffit and Ceilings; Exterior Grade Cement Bd. & Finish System	1	AL	\$16,500.00	\$ 16,500.00	
	<b><u>Flooring:</u></b>					
	Sealed Concrete	1	AL	\$26,000.00	\$ 26,000.00	
	Paint - Walls/ Ceilings / Exposed Structural Steel	1	AL	\$10,000.00	\$ 10,000.00	
<b>10000</b>	<b>SPECIALTIES</b>					<b>\$ 245,000.00</b>
	<b><u>Restroom Accessories:</u></b>					
					N/A	
	Pigeon Deterrence	1	AL	\$25,000.00	\$ 25,000.00	
	Signage/ Maps	1	AL	\$20,000.00	\$ 20,000.00	
	Art Allowance	1	AL	\$200,000.00	\$ 200,000.00	

**Lee/ Van Aken RTA Station****Option A - Enclosed Glass Canopy**

Lee Road and Van Aken Boulevard

Shaker Heights, Ohio

**RTA Station Replacement**

Conceptual Estimate

7/5/2007

DESCRIPTION		QUANTITY	UNIT	UNIT PRICE	BUDGET	SUB-TOTAL
<b>11000</b>	<b>EQUIPMENT</b>					<b>\$ 205,000.00</b>
	State-of-the-art Audio-Visual, Safety and Security Systems	1	AL	\$200,000.00	\$ 200,000.00	
	Visual Display Boards				Incl.	
	Surveillance Cameras/ Security Systems				Incl.	
	Public Pay Phones	1	AL	\$5,000.00	\$ 5,000.00	
<b>12000</b>	<b>FURNISHINGS</b>					<b>\$ 12,000.00</b>
	Benches, Seating	8	EA	\$750.00	\$ 6,000.00	
	Trash Receptacles	4	EA	\$400.00	\$ 1,600.00	
	Bike Racks	4	EA	\$1,000.00	\$ 4,000.00	
<b>13000</b>	<b>SPECIAL CONSTRUCTION</b>				N/A	<b>\$ -</b>
<b>14000</b>	<b>CONVEYING SYSTEMS</b>					<b>\$ 140,000.00</b>
	Passenger Elevator, Hydraulic, ADA-Accessible - 2-stop	2	EA	\$70,000.00	\$ 140,000.00	
<b>15000</b>	<b>MECHANICAL</b>					<b>\$ 50,000.00</b>
	<u>Plumbing:</u>					
	Hose Bibs	1	AL	\$10,000.00	\$ 10,000.00	
	Misc. Drains/ Piping	1	AL	\$40,000.00	\$ 40,000.00	
	<u>Gas:</u>				NIC	
	Fire Protection System:				NIC	
<b>16000</b>	<b>ELECTRICAL</b>					<b>\$ 190,000.00</b>
	Electrical Infrastructure and Base Wiring	1	AL	\$30,000.00	\$ 30,000.00	
	Heating System	1	AL	\$30,000.00	\$ 30,000.00	
	Photovoltaic Grid	1	AL	\$50,000.00	\$ 50,000.00	
	Lighting	1	AL	\$50,000.00	\$ 50,000.00	
	Specialized Lighting/ Beacons	1	AL	\$20,000.00	\$ 20,000.00	
	Fire Alarm Systems	1	AL	\$10,000.00	\$ 10,000.00	
	<b>CONSTRUCTION SUB-TOTAL</b>					<b>\$ 7,830,000.00</b>
	<b>PROFIT</b>	10.00%				<b>\$ 783,000.00</b>
	<b>BOND &amp; INSURANCE</b>	2.00%				<b>\$ 172,000.00</b>
	<b>CONTINGENCY</b>	20.00%				<b>\$ 1,757,000.00</b>
	<b>CONSTRUCTION TOTAL</b>					<b>\$ 10,542,000.00</b>

**EXCLUSIONS AND NOTES:**

- |   |  |   |  |
|---|--|---|--|
| 1 | Environmental Remediation/ All soils assumed uncontaminated. | 5 | Overtime/ 2nd Shift/ Winter Conditions |
| 2 | RTA Rails and Railway Equipment                              | 6 | Utility Tie-Ins, Except As Noted       |
| 3 | Signaling Equipment and Traffic Controls                     | 7 | Escalation                             |
| 4 | Bridge Work, Except As Noted                                 | 8 | Costs are in 2007 Dollars              |

# ESTIMATOR'S STATEMENT OF PROBABLE CONSTRUCTION COSTS



**SB Friedman**

**Lee/ Van Aken RTA Station**

**Option B - Simplified Glass Canopy**

Lee Road and Van Aken Boulevard

Shaker Heights, Ohio

**RTA Station Replacement**

Conceptual Estimate

7/5/2007

	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	BUDGET	SUB-TOTAL
<b>1000</b>	<b>GENERAL CONDITIONS</b>					<b>\$ 653,600.00</b>
1000	General Conditions	1	AL	\$ 653,600.00	\$ 653,600.00	
	Building Permits				By Owner	
	Temporary Fencing				Incl.	
	Shoring/ Bracing for Roadway/ Tracks During Construction				Incl.	
<b>2000</b>	<b>SITE WORK / DEMOLITION</b>					<b>\$ 2,417,000.00</b>
	<u>Demolition:</u>					
	Demo Bridge, Abutments, Parking	1	AL	\$250,000.00	\$ 250,000.00	
	<u>Canopy Demolition:</u>					
	Plexiglas Canopy System (13.5' W x 110' L x 2 ea)	220	LF	\$150.00	\$ 33,000.00	
	Metal Framework, Incl. 8 Metal Canopy 'Trees'				Incl.	
	Wooden Benches/ Seating	8	EA	\$50.00	\$ 400.00	
	Demo Top 2.5' of Concrete Retaining Wall at St. Level (700' ea. side)	3,500	SF	\$18.00	\$ 63,000.00	
	Demo Existing Pedestrian Platform	4,000	SF	\$8.00	\$ 32,000.00	
	Demo Concrete Retaining Walls at Existing Stairs	3,300	SF	\$18.00	\$ 59,400.00	
	Demo Existing Concrete Stairs & Railing (6' W, 41 Treads, 3 Landing)	1	AL	\$30,000.00	\$ 30,000.00	
	Demo Concrete Retaining Walls and Planters at Existing Platform	1,600	SF	\$18.00	\$ 28,800.00	
	Demo Wrought Iron Rails	1	AL	\$15,000.00	\$ 15,000.00	
	Wrought Iron Handrails at Stairs (~3'-6" H.)	140	LF	\$20.00	Incl.	
	Wrought Iron "Cage" at Electrical Service (20' x 11')	1	AL	\$5,000.00	Incl.	
	Wrought Iron Guardrails at Lee Road Bridge	1	AL	\$5,000.00	Incl.	
	Demo Existing Mechanical/ Electrical/ Plumbing	1	AL	\$150,000.00	\$ 150,000.00	
	<u>Site - Buildings:</u>					
	Site Grubbing				Incl.	
	Mass Excavation (Platforms/ Bridges/ Pylons/ Ramps)	1	AL	\$30,000.00	\$ 30,000.00	
	Structural Excvtn.: Pylon Footing/ Foundation Walls	1	AL	\$20,000.00	\$ 20,000.00	
	Structural Excvtn.: Emergency Ramps	1	AL	\$15,000.00	\$ 15,000.00	
	Structural Backfill	1	AL	\$50,000.00	\$ 50,000.00	
	Haul & Disposal (assumed uncontaminated)	1	1	\$35,000.00	\$ 35,000.00	

**Lee/ Van Aken RTA Station****Option B - Simplified Glass Canopy**

Lee Road and Van Aken Boulevard

Shaker Heights, Ohio

**RTA Station Replacement**

Conceptual Estimate

7/5/2007

DESCRIPTION		QUANTITY	UNIT	UNIT PRICE	BUDGET	SUB-TOTAL
<b>2000</b>	<b>SITE WORK / DEMOLITION (cont'd.)</b>					
	Demo Existing Parking Lot	1	AL	\$50,000.00	\$ 50,000.00	
	New Parking Lot (104 Spaces)/ Transitway Approach	104	EA	\$10,000.00	\$ 1,040,000.00	
	Site Lighting/ Landscaping/ Sidewalks/ Curbs)	1	AL	\$350,000.00	\$ 350,000.00	
	Site Drainage	1	AL	\$100,000.00	\$ 100,000.00	
	Traffic Signals/ Controls				Excluded	
	Integrated Planter Boxes @ Platform Level	1	AL	\$40,000.00	\$ 40,000.00	
	Utilities:					
	Utility Tie-Ins to Existing: Storm/ Water/ Electric	1	AL	\$25,000.00	\$ 25,000.00	
<b>3000</b>	<b>CONCRETE</b>					<b>\$ 1,797,000.00</b>
	New Bridge Construction	1	AL	\$1,320,000.00	\$ 1,320,000.00	
	New Retaining Walls at Extended Bridge	1	AL	\$250,000.00	\$ 250,000.00	
	Pylons (4)	1	AL	\$44,000.00	\$ 44,000.00	
	Footings & Foundation Walls	1	AL	\$35,000.00	Incl.	
	Slab on Grade / W.W.F. (Est. as 6" )	576	SF	\$15.00	Incl.	
	Granular Fill	11	CY	\$50.00	Incl.	
	Engineered Fill	12	CY	\$50.00	Incl.	
	Boarding Platforms, Cast-In-Place; 2 x 350'	10,500	SF	\$8.00	\$ 84,000.00	
	Cast-In-Place Landings, Exterior Stairwell	200	SF	\$12.00	\$ 2,400.00	
	Cast-In-Place Stair Treads, Exterior Stairwell (36" Wide)	80	EA	\$425.00	\$ 34,000.00	
	Emergency Ramps, West end of Platform, 2 at 6'W x 240' L	2	EA	\$28,800.00	\$ 57,600.00	
	Equipment Pads (exterior locations)	1	AL	\$5,000.00	\$ 5,000.00	
<b>4000</b>	<b>MASONRY</b>					<b>\$ 415,000.00</b>
	CMU & Face Brick at Pylons	3,600	SF	\$35.00	\$ 126,000.00	
	CMU & Face Brick at Kiosks	3,600	SF	\$40.00	\$ 144,000.00	
	Limestone Window Sills/ Detailing	1	AL	\$15,000.00	\$ 15,000.00	
	Miscellaneous Interior Masonry	1	AL	\$30,000.00	\$ 30,000.00	
	Miscellaneous Exterior Masonry	1	AL	\$100,000.00	\$ 100,000.00	
<b>5000</b>	<b>METALS</b>					<b>\$ 435,000.00</b>
	Canopy: Structural Steel for Suspended Glass	1	AL	\$120,000.00	\$ 120,000.00	
	Miscellaneous Metals & Lintels/ Copper Cupolas	1	AL	\$44,000.00	\$ 44,000.00	
	<u>Stairs and Ramps:</u>					
	Stainless Steel Railing @ Stair w/ Tempered Glass Panels	160	LF	\$125.00	\$ 20,000.00	
	Stainless Steel Handrails/ Guardrails @ Emergency Ramps	500	LF	\$75.00	\$ 37,500.00	
	Crash-rated Metal Rails w/ Tempered Glass 'Art' Panels at Street Le	1,400	LF	\$150.00	\$ 210,000.00	
	Galvanized Steel Access Ladder @ Elevator Pit - Fixed	2	EA	\$1,500.00	\$ 3,000.00	

**Lee/ Van Aken RTA Station****Option B - Simplified Glass Canopy**

Lee Road and Van Aken Boulevard

Shaker Heights, Ohio

**RTA Station Replacement**

Conceptual Estimate

7/5/2007

	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	BUDGET	SUB-TOTAL
<b>6000</b>	<b>WOOD &amp; PLASTIC</b>					<b>\$ 25,000.00</b>
	Rough Carpentry	1	AL	\$25,000.00	\$ 25,000.00	
	Finish Carpentry:				NIC	
<b>7000</b>	<b>THERMAL &amp; MOISTURE PROTECTION</b>					<b>\$ 25,000.00</b>
	Sealants & Caulking - Expansion Joints	1	AL	\$25,000.00	\$ 25,000.00	
	Waterproofing/ Vapor Barrier at Foundation Walls				N/A	
	Fireproofing:				N/A	
<b>8000</b>	<b>DOORS &amp; WINDOWS</b>					<b>\$ 528,000.00</b>
	<b><u>Doors (including frame):</u></b>					
	Exterior Doors:	1	AL	\$53,000.00	\$ 53,000.00	
	<b><u>Exterior Glazing:</u></b>					
	Glazing at Pylons (Estimated at 3 sides ea. Pylon)	1,400	SF	\$50.00	\$ 70,000.00	
	Glazing at Stairways and Art Walls @ Bridge	1,340	SF	\$50.00	\$ 67,000.00	
	Glazed Art Walls @ Bridge	850	SF	\$65.00	\$ 55,300.00	
	Glazed Wind Screens @ Bridge	1,300	SF	\$70.00	\$ 91,000.00	
	Canopy; Glass	4,800	SF	\$40.00	\$ 192,000.00	
<b>9000</b>	<b>FINISHES</b>					<b>\$ 53,000.00</b>
	Interior Partitions (Gypsum Bd. Walls):				NIC	
	<b><u>Ceilings:</u></b>					
	Soffit and Ceilings; Exterior Grade Cement Bd. & Finish System	1	AL	\$16,500.00	\$ 16,500.00	
	<b><u>Flooring:</u></b>					
	Sealed Concrete	1	AL	\$26,000.00	\$ 26,000.00	
	Paint - Walls/ Ceilings / Exposed Structural Steel	1	AL	\$10,000.00	\$ 10,000.00	
<b>10000</b>	<b>SPECIALTIES</b>					<b>\$ 245,000.00</b>
	<b><u>Restroom Accessories:</u></b>				N/A	
	Pigeon Deterrence	1	AL	\$25,000.00	\$ 25,000.00	
	Signage/ Maps	1	AL	\$20,000.00	\$ 20,000.00	
	Art Allowance	1	AL	\$200,000.00	\$ 200,000.00	
<b>11000</b>	<b>EQUIPMENT</b>					<b>\$ 205,000.00</b>
	State-of-the-art Audio-Visual, Safety and Security Systems	1	AL	\$200,000.00	\$ 200,000.00	
	Visual Display Boards				Incl.	
	Surveillance Cameras/ Security Systems				Incl.	
	Public Pay Phones	1	AL	\$5,000.00	\$ 5,000.00	

**Lee/ Van Aken RTA Station****Option B - Simplified Glass Canopy**

Lee Road and Van Aken Boulevard

Shaker Heights, Ohio

**RTA Station Replacement**

Conceptual Estimate

7/5/2007

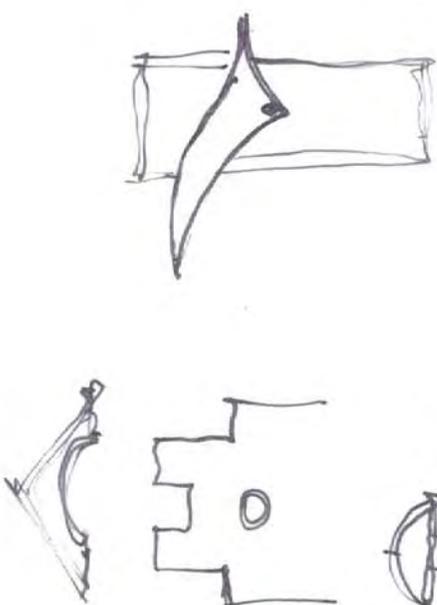
DESCRIPTION		QUANTITY	UNIT	UNIT PRICE	BUDGET	SUB-TOTAL
<b>12000</b>	<b>FURNISHINGS</b>					<b>\$ 12,000.00</b>
	Benches, Seating	8	EA	\$750.00	\$ 6,000.00	
	Trash Receptacles	4	EA	\$400.00	\$ 1,600.00	
	Bike Racks	4	EA	\$1,000.00	\$ 4,000.00	
<b>13000</b>	<b>SPECIAL CONSTRUCTION</b>					<b>\$ -</b>
<b>14000</b>	<b>CONVEYING SYSTEMS</b>					<b>\$ 140,000.00</b>
	Passenger Elevator, Hydraulic, ADA-Accessible - 2-stop	2	EA	\$70,000.00	\$ 140,000.00	
<b>15000</b>	<b>MECHANICAL</b>					<b>\$ 50,000.00</b>
	<u>Plumbing:</u>					
	Hose Bibs	1	AL	\$10,000.00	\$ 10,000.00	
	Misc. Drains/ Piping	1	AL	\$40,000.00	\$ 40,000.00	
	<u>Gas:</u>				NIC	
	Fire Protection System:				NIC	
<b>16000</b>	<b>ELECTRICAL</b>					<b>\$ 190,000.00</b>
	Electrical Infrastructure and Base Wiring	1	AL	\$30,000.00	\$ 30,000.00	
	Heating System	1	AL	\$30,000.00	\$ 30,000.00	
	Photovoltaic Grid	1	AL	\$50,000.00	\$ 50,000.00	
	Lighting	1	AL	\$50,000.00	\$ 50,000.00	
	Specialized Lighting/ Beacons	1	AL	\$20,000.00	\$ 20,000.00	
	Fire Alarm Systems	1	AL	\$10,000.00	\$ 10,000.00	
	<b>CONSTRUCTION SUB-TOTAL</b>					<b>\$ 7,191,000.00</b>
	<b>PROFIT</b>	10.00%				<b>\$ 719,000.00</b>
	<b>BOND &amp; INSURANCE</b>	2.00%				<b>\$ 158,000.00</b>
	<b>CONTINGENCY</b>	20.00%				<b>\$ 1,614,000.00</b>
	<b>CONSTRUCTION TOTAL</b>					<b>\$ 9,682,000.00</b>

**EXCLUSIONS AND NOTES:**

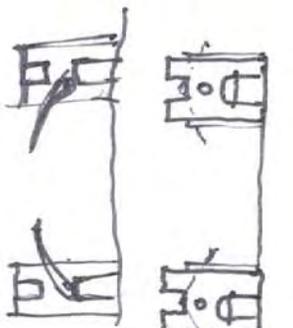
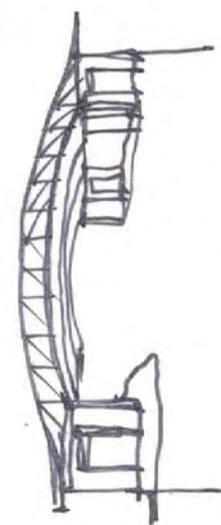
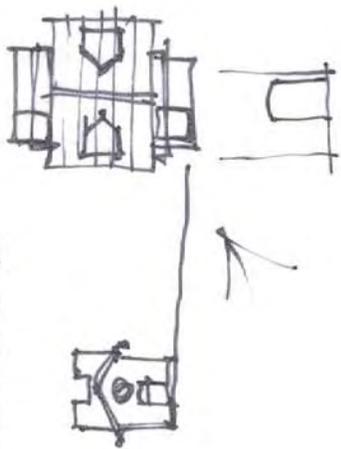
- |   |   |   |  |
|---|---|---|--|
| 1 | Environmental Remediation/ All soils assumed uncontaminated | 5 | Overtime/ 2nd Shift/ Winter Conditions |
| 2 | RTA Rails and Railway Equipment                             | 6 | Utility Tie-Ins, Except As Noted       |
| 3 | Signaling Equipment and Traffic Controls                    | 7 | Escalation                             |
| 4 | Bridge Work, Except As Noted                                | 8 | Costs are in 2007 Dollars              |

## *Appendix B: Preliminary Concept Sketches*

(A)

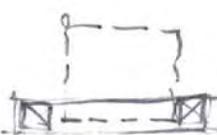
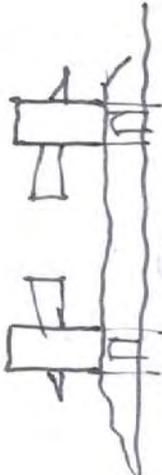
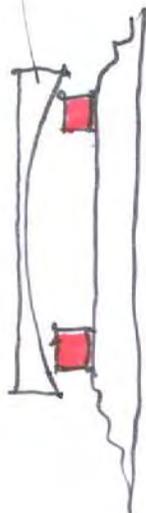


(B)

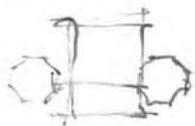


(C)

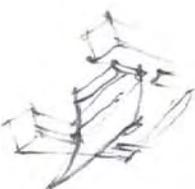
2 meters  
= 6 feet  
= 20 feet



(D)

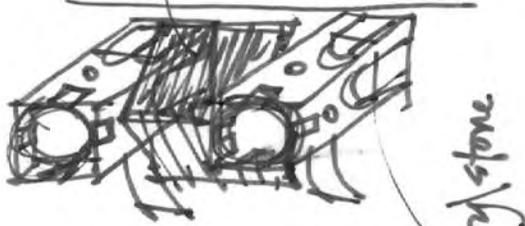
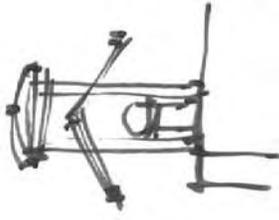


(E)



# MASING OPTIONS

20' \*  
20' \*

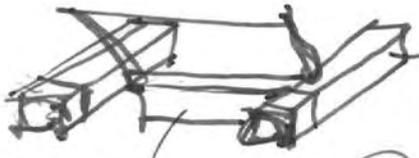
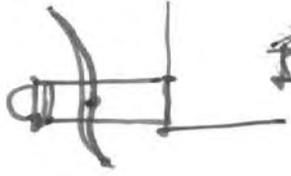


glass or "slate"



masonry/stone

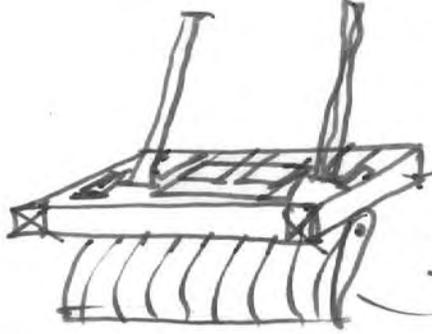
(B)  
TOWERS



glass  
for  
slate

masonry/  
stone

(C)  
pylon



glass  
masonry

(D)  
WALL



all glass

glass or  
"slate"

glass

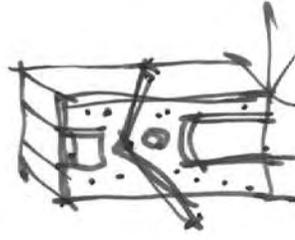
(A)  
SLAB



corners

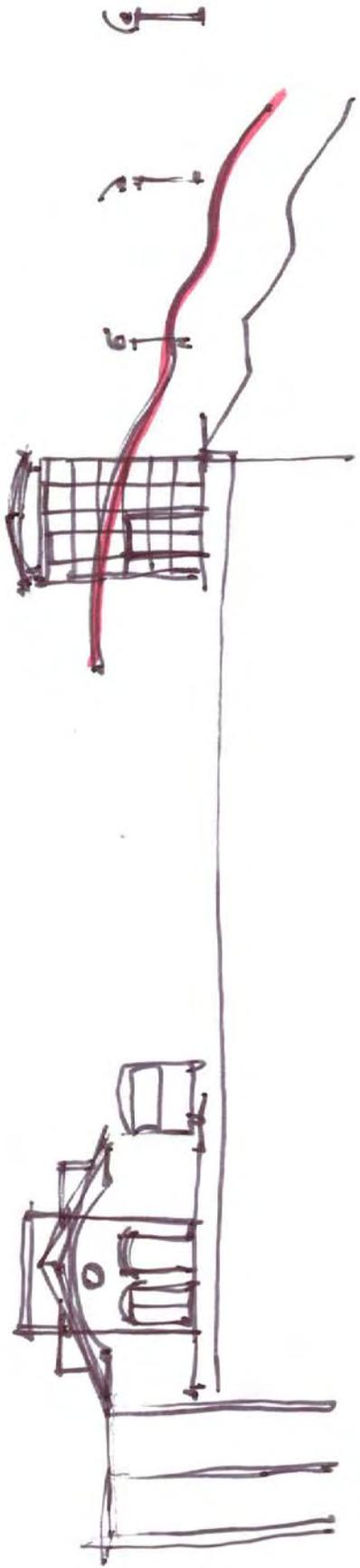
slate

masonry

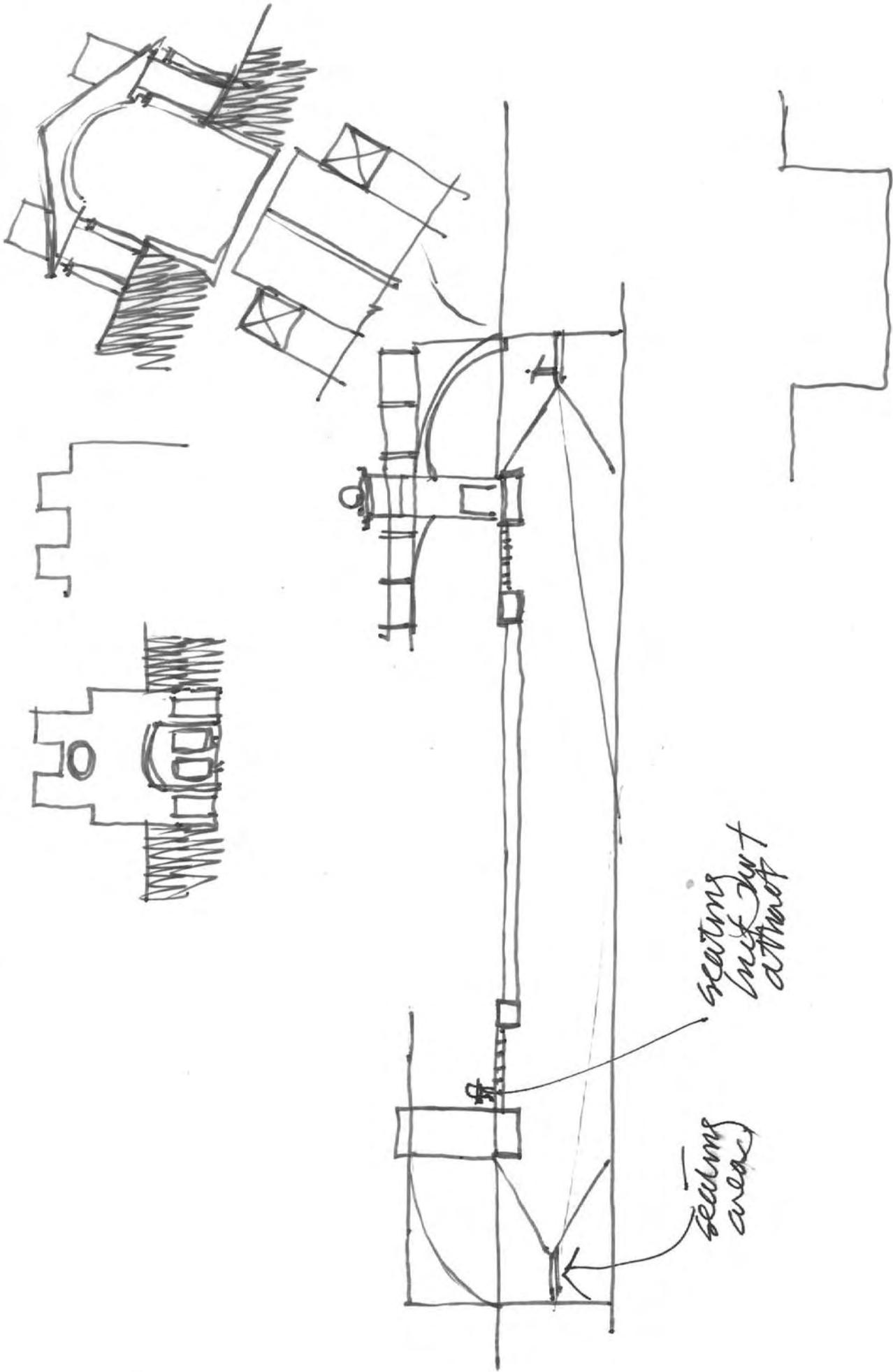


perforations

TSK052007

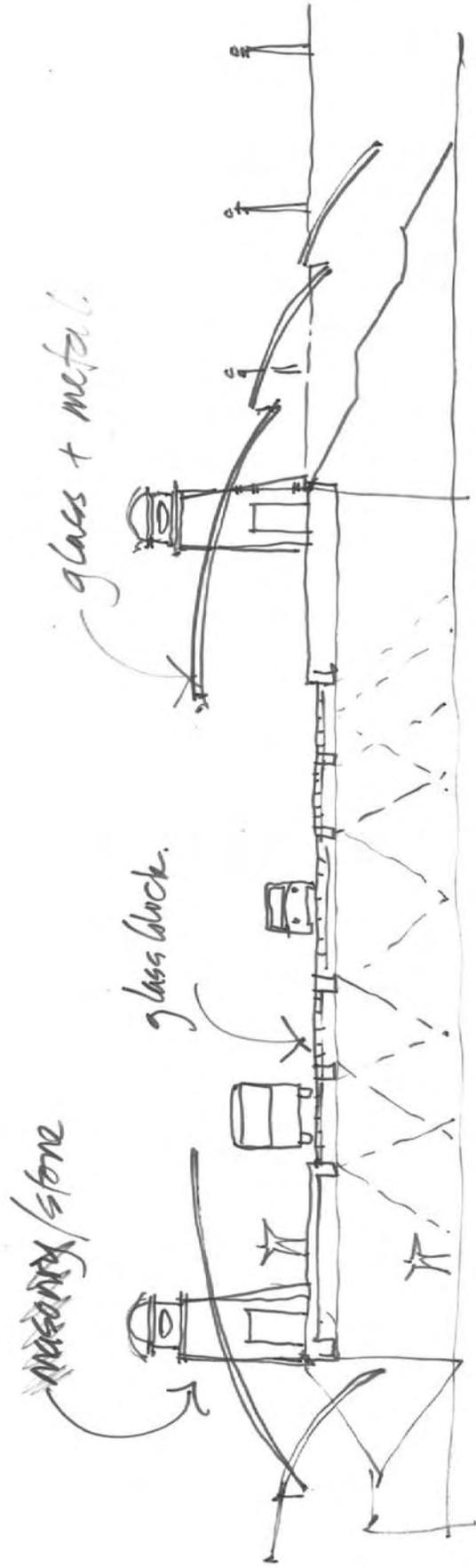


A SCAD



seating  
but not  
attract

seating  
area



© Pylons

## *Appendix C: Retail Market Analysis Tables*

Appendix C1

Lee/Van Aken TOD Study Area

Presence and Absence of Key Store Types

Typical Community and Regional Shopping Center Tenants	Located in the Lee/Van Aken Study Area*		Located in Warrensville/Van Aken/Chagrin Area*		Combined Retail Clusters*	
	Yes	No	Yes	No	Yes	No
<b>AUTO-ORIENTED USES/SERVICES</b>						
Service station	X			X	X	
<b>BARS &amp; RESTAURANTS</b>						
Bar		X		X		X
Bar & Grill	X		X		X	
Coffee/Tea	X		X		X	
Deli/Sandwich Shop	X			X	X	
Doughnut/muffin Shop		X		X		X
Fast Food/Take Out	X		X		X	
Ice Cream Parlor/Yogurt Shop	X			X	X	
Restaurant (with liquor)	X		X		X	
Restaurant (without liquor)	X		X		X	
<b>ENTERTAINMENT/RECREATION</b>						
Arcade, amusement		X		X		X
<b>FOOD &amp; LIQUOR STORES</b>						
Bakery		X		X		X
Candy and Nuts		X		X		X
Convenience store	X			X	X	
Cookie Shop		X		X		X
Fruit and Vegetable Market		X		X		X
Health Food		X		X		X
Liquor	X		X		X	
Wine Shop	X		X		X	
Meat, Poultry, and Fish		X		X		X
Specialty Food		X		X		X
Supermarket	X		Coming Soon		X	
<b>HOTEL/MOTEL</b>						
Hotel/Motel		X		X		X
<b>PERSONAL/HOUSEHOLD SERVICES</b>						
Barber/Beauty	X			X	X	
Cleaners/Tailors	X		X		X	
Eyeglasses/optician		X	X		X	
Frame Shop	X		X		X	
Fitness Center		X	X		X	
Interior decorator		X		X		X
Medical and dental		X	X		X	
Photographer		X		X		X
Shoe repair	X			X	X	
Tattoos/Piercings		X		X		X
Travel agent		X		X		X
Veterinarian/Pet Services		X		X		X
<b>PROFESSIONAL/FINANCIAL SERVICES</b>						
Banks	X		X		X	
Accounting	X			X	X	
Automatic teller machine	X		X		X	
Financial, Insurance, & Real Estate Offices	X			X	X	
Photocopy/fast print	X			X	X	
<b>RETAIL STORES</b>						
<b>Antiques</b>						
General Antiques	X			X	X	
<b>Apparel/Shoes/Accessories</b>						
Accessories	X		X		X	
Athletic Shoes		X		X		X
Bridal shop		X		X		X
Children's wear	X			X	X	
Children's boutiques	X			X	X	
Family Shoes	X			X	X	
Formal wear/rental		X		X		X
General Clothing (unisex)	X			X	X	
Hats		X		X		X
Hosiery		X		X		X
Lingerie/Intimate Apparel		X		X		X
Maternity		X		X		X
Men's wear	X		X		X	
Resale/Consignment		X		X		X
Designer Consignment		X		X		X
Children's Designer Consignment		X		X		X
Specialty Clothing (Furs, Leathers, etc.)		X		X		X
Specialty Shoes (i.e. women's, men's only)		X		X		X
Shoes Boutique		X		X		X
Children's Shoes Boutique		X		X		X
Sporting/Outdoor Outfitters		X		X		X
Uniforms and Specialty Apparel		X		X		X
Women's Clothing	X		X		X	

**Presence and Absence of Key Store Types**

Typical Community and Regional Shopping Center Tenants	Located in the Lee/Van Aken Study Area*		Located in Warrensville/Van Aken/Chagrin Area*		Combined Retail Clusters*	
	Yes	No	Yes	No	Yes	No
<b>Art Gallery/Prints</b>						
Art gallery		X	X		X	
<b>Audio-Visual/Electronics/Computers</b>						
Cellular Phones/Pagers	Coming Soon			X	X	
CD/Record Shop		X	X		X	
Computer/software		X		X		X
Electronics		X		X		X
<b>Beauty Supplies/Cosmetics/Wigs</b>						
General Beauty Supply	X			X	X	
Cosmetics		X		X		X
Perfumes/Tolietries		X		X		X
<b>Bookstore</b>						
Books		X		X		X
<b>Camera/Photo Processing</b>						
Cameras		X	X		X	
Film processing		X	X		X	
<b>Cards/Gifts/Stationery</b>						
Cards and gifts		X		X		X
Ethnic Items & Gifts		X		X		X
Stationery		X		X		X
<b>Drugstore Pharmacy</b>						
Drugs	X		X		X	
<b>Florist</b>						
Flowers/Plant store		X		X		X
<b>Furniture/Appliances</b>						
Appliances		X		X		X
Floor coverings		X		X		X
Furniture		X		X		X
Kids Furniture		X		X		X
<b>Hardware/Garden Supplies</b>						
Hardware/Garden Supplies	X		X		X	
Home improvement		X		X		X
Paint and wallpaper	X			X	X	
<b>Hobbies/Toys</b>						
Fabric shops		X		X		X
Hobby/Arts and Craft		X		X		X
Pottery Bar		X		X		X
Toys and Game Stores		X		X		X
Trophies/Awards		X		X		X
<b>Housewares/Home Décor</b>						
Bath shop/Linens		X		X		X
Candle shop		X		X		X
Decorative home furnishings		X		X		X
Home Design/Interiors		X		X		X
Housewares		X		X		X
Imports		X		X		X
Mattresses		X		X		X
<b>Jewelry</b>						
Costume jewelry		X		X		X
Jewelry		X	X		X	
<b>Luggage</b>						
Luggage and leather		X		X		X
<b>Office Supplies</b>						
Office supplies		X		X		X
<b>Party Store/Costumes</b>						
Party Store/Costumes		X		X		X
<b>Pets/Pet Food/Pet Accessories</b>						
Pet food/supplies		X	X		X	
Specialty Pet Accessories		X	X		X	
<b>Sporting Goods/Equipment</b>						
Bike shop		X	X		X	
Outfitters		X		X		X
Sporting goods-general		X		X		X
<b>Variety/Dollar Store</b>						
Variety Store		X		X		X
<b>Video Rental</b>						
Video tape rentals	X				X	
Musical instruments		X				X
<b>Vitamins/Nutritional Supplements</b>						
Vitamins/Nutritional Supplements	X			X	X	

Source: S. B. Friedman & Company, Dollars and Cents of Shopping Centers, 2002

\*Businesses may be listed into multiple categories.

Appendix C2  
Lee Road RTA Station One-Mile Radius  
Household Segments, Ranked in Descending Order of Magnitude

	Segment Name	# in Segment	% of Total HHs in Radius	Full Segment Profile
1	Money and Brains	1,808	19.18%	The residents of Money & Brains seem to have it all: high incomes, advanced degrees and sophisticated tastes to match their credentials. Many of these citydwellers—predominantly white with a high concentration of Asian Americans—are married couples with few children who live in fashionable homes on small, manicured lots.
2	City Roots	1,762	18.69%	Found in urban neighborhoods, City Roots is a segment of lower-income retirees, typically living in older homes and duplexes they've owned for years. In these ethnically diverse neighborhoods—more than a third are African-American and Hispanic—residents are often widows and widowers living on fixed incomes and maintaining low-key lifestyles.
3	American Dreams	1,103	11.70%	American Dreams is a living example of how ethnically diverse the nation has become: more than half the residents are Hispanic, Asian or African-American. In these multilingual neighborhoods—one in ten speaks a language other than English—middle-aged immigrants and their children live in middle-class comfort.
4	Close-In Couples	1,046	11.09%	Close-In Couples is a group of predominantly older, African-American couples living in older homes in the urban neighborhoods of mid-sized metros. High school educated and empty nesting, these 55-year-old-plus residents typically live in older city neighborhoods, enjoying secure and comfortable retirements.
5	The Cosmopolitans	1,033	10.96%	These immigrants and descendants of multi-cultural backgrounds in multi-racial, multi-lingual neighborhoods typify the American Dream. Married couples, with and without children, as well as single parents are affluent from working hard at multiple trades and public service jobs. They have big families, which is unusual for social group U1.
6	Bohemian Mix	677	7.18%	A collection of young, mobile urbanites, Bohemian Mix represents the nation's most liberal lifestyles. Its residents are a progressive mix of young singles and couples, students and professionals, Hispanics, Asians, African-Americans and whites. In their funky rowhouses and apartments, Bohemian Mixers are the early adopters who are quick to check out the latest movie, nightclub, laptop and microbrew.
7	Multi-Culti Mosaic	595	6.31%	An immigrant gateway community, Multi-Culti Mosaic is the urban home for a mixed populace of younger Hispanic, Asian and African-American singles and families. With nearly a quarter of the residents foreign born, this segment is a mecca for first-generation Americans who are striving to improve their lower-middle-class status.
8	Young Digerati	519	5.50%	Young Digerati are the nation's tech-savvy singles and couples living in fashionable neighborhoods on the urban fringe. Affluent, highly educated and ethnically mixed, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars—from juice to coffee to microbrew.
9	Low-Rise Living	327	3.47%	The most economically challenged urban segment, Low-Rise Living is known as a transient world for young, ethnically diverse singles and single parents. Home values are low—about half the national average—and even then less than a quarter of residents can afford to own real estate. Typically, the commercial base of Mom-and-Pop stores is struggling and in need of a renaissance.
10	Urban Elders	295	3.13%	For Urban Elders—a segment located in the downtown neighborhoods of such metros as New York, Chicago, Las Vegas and Miami—life is often an economic struggle. These communities have high concentrations of Hispanics and African-Americans, and tend to be downscale, with singles living in older apartment rentals.
11	Urban Achievers	206	2.18%	Concentrated in the nation's port cities, Urban Achievers is often the first stop for up-and-coming immigrants from Asia, South America and Europe. These young singles and couples are typically college-educated and ethnically diverse: about a third are foreign-born, and even more speak a language other than English.
12	Big City Blues	56	0.59%	With a population that's 50 percent Latino, Big City Blues has the highest concentration of Hispanic Americans in the nation. But it's also the multi-ethnic address for downscale Asian and African-American households occupying older inner-city apartments. Concentrated in a handful of major metros, these young singles and single-parent families face enormous challenges: low incomes, uncertain jobs and modest educations. More than 40 percent haven't finished high school.
	TOTAL	9,427	100%	

Appendix C3  
Lee Road RTA Station Three-Mile Radius  
Household Segments, Ranked in Descending Order of Magnitude

	Segment Name	# in Segment	% of Total HHs in Radius	Full Segment Profile
1	City Roots	11,594	17.57%	Found in urban neighborhoods, City Roots is a segment of lower-income retirees, typically living in older homes and duplexes they've owned for years. In these ethnically diverse neighborhoods—more than a third are African-American and Hispanic—residents are often widows and widowers living on fixed incomes and maintaining low-key lifestyles.
2	Multi-Culti Mosaic	7,292	11.05%	An immigrant gateway community, Multi-Culti Mosaic is the urban home for a mixed populace of younger Hispanic, Asian and African-American singles and families. With nearly a quarter of the residents foreign born, this segment is a mecca for first-generation Americans who are striving to improve their lower-middle-class status.
3	Close-In Couples	7,022	10.64%	Close-In Couples is a group of predominantly older, African-American couples living in older homes in the urban neighborhoods of mid-sized metros. High school educated and empty nesting, these 55-year-old-plus residents typically live in older city neighborhoods, enjoying secure and comfortable retirements.
4	Money and Brains	6,909	10.47%	The residents of Money & Brains seem to have it all: high incomes, advanced degrees and sophisticated tastes to match their credentials. Many of these citydwellers—predominantly white with a high concentration of Asian Americans—are married couples with few children who live in fashionable homes on small, manicured lots.
5	American Dreams	6,440	9.76%	American Dreams is a living example of how ethnically diverse the nation has become: more than half the residents are Hispanic, Asian or African-American. In these multilingual neighborhoods—one in ten speaks a language other than English—middle-aged immigrants and their children live in middle-class comfort.
6	The Cosmopolitans	5,959	9.03%	These immigrants and descendants of multi-cultural backgrounds in multi-racial, multi-lingual neighborhoods typify the American Dream. Married couples, with and without children, as well as single parents are affluent from working hard at multiple trades and public service jobs. They have big families, which is unusual for social group U1.
7	Low-Rise Living	3,588	5.44%	The most economically challenged urban segment, Low-Rise Living is known as a transient world for young, ethnically diverse singles and single parents. Home values are low—about half the national average—and even then less than a quarter of residents can afford to own real estate. Typically, the commercial base of Mom-and-Pop stores is struggling and in need of a renaissance.
8	Bohemian Mix	3,020	4.58%	A collection of young, mobile urbanites, Bohemian Mix represents the nation's most liberal lifestyles. Its residents are a progressive mix of young singles and couples, students and professionals, Hispanics, Asians, African-Americans and whites. In their funky rowhouses and apartments, Bohemian Mixers are the early adopters who are quick to check out the latest movie, nightclub, laptop and microbrew.
9	Urban Elders	2,828	4.29%	For Urban Elders—a segment located in the downtown neighborhoods of such metros as New York, Chicago, Las Vegas and Miami—life is often an economic struggle. These communities have high concentrations of Hispanics and African-Americans, and tend to be downscale, with singles living in older apartment rentals.
10	Urban Achievers	2,492	3.78%	Concentrated in the nation's port cities, Urban Achievers is often the first stop for up-and-coming immigrants from Asia, South America and Europe. These young singles and couples are typically college-educated and ethnically diverse: about a third are foreign-born, and even more speak a language other than English.
11	Young Digerati	2,433	3.69%	Young Digerati are the nation's tech-savvy singles and couples living in fashionable neighborhoods on the urban fringe. Affluent, highly educated and ethnically mixed, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars—from juice to coffee to microbrew.
12	Big City Blues	1,193	1.81%	With a population that's 50 percent Latino, Big City Blues has the highest concentration of Hispanic Americans in the nation. But it's also the multi-ethnic address for downscale Asian and African-American households occupying older inner-city apartments. Concentrated in a handful of major metros, these young singles and single-parent families face enormous challenges: low incomes, uncertain jobs and modest educations. More than 40 percent haven't finished high school.
13	Old Glories	804	1.22%	Old Glories are the nation's downscale suburban retirees, Americans aging in place in older apartment complexes. These racially mixed households often contain widows and widowers living on fixed incomes, and they tend to lead home-centered lifestyles. They're among the nation's most ardent television fans, watching game shows, soaps, talk shows and newsmagazines at high rates.
14	Domestic Duos	772	1.17%	Domestic Duos represents a middle-class mix of mainly over-55 singles and married couples living in older suburban homes. With their high-school educations and fixed incomes, segment residents maintain an easy-going lifestyle. Residents like to socialize by going bowling, seeing a play, meeting at the local fraternal order or going out to eat.
15	Upper Crust	622	0.94%	The nation's most exclusive address, Upper Crust is the wealthiest lifestyle in America—a haven for empty-nesting couples over 55 years old. No segment has a higher concentration of residents earning over \$200,000 a year or possessing a postgraduate degree. And none has a more opulent standard of living.
16	Blue Blood Estates	448	0.68%	Blue Blood Estates is a family portrait of suburban wealth, a place of million-dollar homes and manicured lawns, high-end cars and exclusive private clubs. The nation's second-wealthiest lifestyle, it is characterized by married couples with children, college degrees, a significant percentage of Asian Americans and six-figure incomes earned by business executives, managers and professionals.
17	New Beginnings	445	0.67%	Filled with young, single adults, New Beginnings is a magnet for adults in transition. Many of its residents are twentysomething singles and couples just starting out on their career paths—or starting over after recent divorces or company transfers. Ethnically diverse—with nearly half its residents Hispanic, Asian or African-American—New Beginnings households tend to have the modest living standards typical of transient apartment dwellers.

Appendix C3  
Lee Road RTA Station Three-Mile Radius  
Household Segments, Ranked in Descending Order of Magnitude

	Segment Name	# in Segment	% of Total HHs in Radius	Full Segment Profile
18	American Classics	318	0.48%	They may be older, lower-middle class and retired, but the residents of American Classics are still living the American Dream of home ownership. Few segments rank higher in their percentage of home owners, and that fact alone reflects a more comfortable lifestyle for these predominantly white singles and couples with deep ties to their neighborhoods.
19	Gray Power	307	0.47%	The steady rise of older, healthier Americans over the past decade has produced one important by-product: middle-class, home-owning suburbanites who are aging in place rather than moving to retirement communities. Gray Power reflects this trend, a segment of older, midscale singles and couples who live in quiet comfort.
20	New Empty Nests	282	0.43%	With their grown-up children recently out of the house, New Empty Nests is composed of upscale older Americans who pursue active—and activist—lifestyles. Nearly three-quarters of residents are over 65 years old, but they show no interest in a rest-home retirement. This is the top-ranked segment for all-inclusive travel packages; the favorite destination is Italy.
21	Movers and Shakers	225	0.34%	Movers & Shakers is home to America's up-and-coming business class: a wealthy suburban world of dual-income couples who are highly educated, typically between the ages of 35 and 54, often with children. Given its high percentage of executives and white-collar professionals, there's a decided business bent to this segment: Movers & Shakers rank number-one for owning a small business and having a home office.
22	Winner's Circle	175	0.27%	Among the wealthy suburban lifestyles, Winner's Circle is the youngest, a collection of mostly 25- to 34-year-old couples with large families in new-money subdivisions. Surrounding their homes are the signs of upscale living: recreational parks, golf courses and upscale malls. With a median income of nearly \$90,000, Winner's Circle residents are big spenders who like to travel, ski, go out to eat, shop at clothing boutiques and take in a show.
23	Young Influentials	174	0.26%	Once known as the home of the nation's yuppies, Young Influentials reflects the fading glow of acquisitive yuppie-dom. Today, the segment is a common address for young, middle-class singles and couples who are more preoccupied with balancing work and leisure pursuits. Having recently left college dorms, they now live in apartment complexes surrounded by ball fields, health clubs and casual-dining restaurants.
24	Beltway Boomers	144	0.22%	The members of the postwar Baby Boom are all grown up. Today, these Americans are in their forties and fifties, and one segment of this huge cohort—college-educated, upper-middle-class and home-owning—is found in Beltway Boomers. Like many of their peers who married late, these Boomers are still raising children in comfortable suburban subdivisions, and they're pursuing kid-centered lifestyles.
25	Blue-Chip Blues	114	0.17%	Blue-Chip Blues is known as a comfortable lifestyle for young, sprawling families with well-paying blue-collar jobs. Ethnically diverse—with a significant presence of Hispanics and African-Americans—the segment's aging neighborhoods feature compact, modestly priced homes surrounded by commercial centers that cater to child-filled households.
26	Suburban Pioneers	91	0.14%	Suburban Pioneers represents one of the nation's eclectic lifestyles, a mix of young singles, recently divorced and single parents who have moved into older, inner-ring suburbs. They live in aging homes and garden-style apartment buildings, where the jobs are blue-collar and the money is tight. But what unites these residents—a diverse mix of whites, Hispanics and African-Americans—is a working-class sensibility and an appreciation for their off-the-beaten-track neighborhoods.
27	Pools and Patios	81	0.12%	Formed during the postwar Baby Boom, Pools & Patios has evolved from a segment of young suburban families to one for mature, empty-nesting couples. In these stable neighborhoods graced with backyard pools and patios—the highest proportion of homes were built in the 1960s—residents work as white-collar managers and professionals, and are now at the top of their careers.
28	Suburban Sprawl	74	0.11%	Suburban Sprawl is an unusual American lifestyle: a collection of midscale, middle-aged singles and couples living in the heart of suburbia. Typically members of the Baby Boom generation, they hold decent jobs, own older homes and condos, and pursue conservative versions of the American Dream. Among their favorite activities are jogging on treadmills, playing trivia games and renting videos.
29	Kids and Cul-de-Sacs	57	0.09%	Upscale, suburban, married couples with children—that's the skinny on Kids & Cul-de-Sacs, an enviable lifestyle of large families in recently built subdivisions. With a high rate of Hispanic and Asian Americans, this segment is a refuge for college-educated, white-collar professionals with administrative jobs and upper-middle-class incomes. Their nexus of education, affluence and children translates into large outlays for child-centered products and services.
30	Home Sweet Home	45	0.07%	Widely scattered across the nation's suburbs, the residents of Home Sweet Home tend to be upper-middle-class married couples living in mid-sized homes with few children. The adults in the segment, mostly between the ages of 25 and 54, have gone to college and hold professional and white-collar jobs. With their upscale incomes and small families, these folks have fashioned comfortable lifestyles, filling their homes with toys, TV sets and pets.
31	Executive Suites	23	0.03%	Executive Suites consists of upper-middle-class singles and couples typically living just beyond the nation's beltways. Filled with significant numbers of Asian Americans and college graduates—both groups are represented at more than twice the national average—this segment is a haven for white-collar professionals drawn to comfortable homes and apartments within a manageable commute to downtown jobs, restaurants and entertainment.
	TOTAL	65,971	100%	

## *Appendix D: Residential Market Analysis Tables*

**Appendix D1**

**Shaker Heights Residential Building Permits, 2000-2005**

	2000		2001		2002		2003		2004		2005		Total, 2000-2005	
	Permits	Units	Permits	Units	Permits	Units	Permits	Units	Permits	Units	Permits	Units	Permits	Units
<b>Single-Family Detached</b>	2	2	4	4	2	2	5	5	2	2	4	4	19	19
<b>Single-Family Attached</b> <sup>[1]</sup>	0	0	15	15	10	10	19	19	5	5	11	11	60	60
<b>Two-Family</b>	0	0	0	0	0	0	1	2	0	0	0	0	1	2
<b>3+-Family</b> <sup>[2]</sup>	0	0	0	0	0	0	0	0	0	0	1	51	1	51
<b>Annual Totals</b>	<b>2</b>	<b>2</b>	<b>19</b>	<b>19</b>	<b>12</b>	<b>12</b>	<b>25</b>	<b>26</b>	<b>7</b>	<b>7</b>	<b>16</b>	<b>66</b>	<b>81</b>	<b>132</b>

Source: City of Shaker Heights, *S. B. Friedman & Company*

[1] Includes Sussex Courts and South Park Row

[2] Avalon Station Lofts

## *Appendix E: Community Input Detail*

## ***Appendix E1: Stakeholder Interviews December 13-14, 2006***

### ***Heartland Developers***

- Retail component – not yet marketing; verbal commitment to Arabica for 1<sup>st</sup> floor of smaller building
- Residential construction – probably not use same method again (issues with sprinkling, certificate of occupancy)
- Buyers/potential buyers
  - Mix of buyer demographics for 15 units already sold (“single agains”)
  - Largely out-of-state relocations; locals view project location as “South Shaker”
  - Biggest obstacle/complaint = local taxes
- Expect to open model unit mid-February 2007 and stabilize sales at 3 units/month
- Transportation
  - Would ideally have Lee/Van Aken station at street level
  - Will have shared car (City Wheels) in development parking garage
  - View of rapid by residents = “doesn’t go many places;” do not think about multi-mode trips
- Development opportunities
  - Performing arts theater (Shaker home to many arts organizations) (Gordon)
  - Galleries
  - Library Green – outdoor skating rink, other covered/defined outdoor space (Gordon)
  - Removal of Library green takes away an open space amenity (Jim)

### ***Study Area Institutions/Interests***

***(Campbell Court, Crescendo Realty, Friends of Shaker Town Center, Library, Thunderhead Alliance)***

- Issues with Lee/Van Aken station and surrounding area
  - No public realm/isolation is problem
  - Sidewalk too close to street on Lee at City hall – remove hedge, move sidewalk away from street
  - Problems with litter, landscaping, graffiti, odor, lack of heat on platform
  - City-wide bike plan not adequate
- Improvements to Lee/Van Aken Station to increase ridership
  - Station maintenance-paint, trash removal
  - Security
  - Reward ridership, e.g., coupons for local merchants/promotional flyers
  - Archway with lighting
  - Improve pedestrian access/safety – make it less intimidating
  - Add amenities, e.g. small shop at station, newsstand
  - Make station at street level
  - Library and local businesses should participate in RTA’s Commuter Advantage program

- Offer courtesy shuttles for seniors
- Improvements to broader station area
  - Way finding signs-for RTA, for STC area
  - Replace dead trees/landscaping
  - Make it beautiful! – Library lawn as garden
  - Public art
  - Improve City hall landscape edges/front lawn
  - Crosswalks improve pedestrian perceived safety zone; increase stamped pavement/pavers
  - Bicycle parking-short/long-term City Wheels
  - Community building – free up space for more community use
  - Enhance/use of outdoor performance area – movies, concerts, free events
  - Make cemetery more open
  - Better connection b/w library & STC
  - Education, infrastructure, enforcement – peds, bikes
  - Solicit private citizen involvement/donations for improvements
- Other
  - Crescendo seeking “necessity retail” (patronize on weekly basis) for south side of Chagrin, due to price point for rents (ample interest to date)
  - Angle parking well-used/well-liked
  - Most users of station aren’t Shaker residents, but people commuting *through* the community via rapid/bus

### ***City and RTA Staff Representatives***

- Issues with Lee/Van Aken station and surrounding area
  - Stair accessibility, esp. for seniors/strollers, day care transit field trips
  - Station not used because no parking – can’t make other trips prior to trip on rapid
  - No invitation to “rediscover RTA”
  - Bus stop on east side of Lee gets crowded, hard to pass by on sidewalk
  - Difficult crossing to get to northbound bus stop
- Improvements to Lee/Van Aken station to increase ridership
  - Improve resident perception/education
  - Signage – where to get off, train route maps
  - Make station safe, warm, comfortable – lighting, seating, visibility, etc.
  - Use technology to allow waiting at street level
  - Have someone else “live” at station – e.g., RTA police mini-station, concierge stand, customer assistant, conference room
  - Elevators over escalators (RTA preference); open station stairs lead to deterioration due to de-icing
- Improvements to broader station area
  - Improve connections with civic buildings
  - Better interface with bus
  - Desired nearby uses: post office, daycare, restaurants, ATM banking
  - Shared parking for RTA and other uses
  - Outreach to apartment building owners/managers

- Other
  - Transit is greater priority for female-headed households
  - Should design stations to be flexible relative to train car type (for long term)
  - Drivers are great; not much negative reaction to train cars themselves
  - Apartment buildings don't see RTA as asset to emphasize in marketing

### ***Emergency Services (City Fire Department, RTA Police)***

- Issues with Lee/Van Aken station and surrounding area
  - Getting emergency personnel/equipment to track level difficult with stairs – no access road(s)
  - Only occasional calls to RTA police, re: homeless – otherwise, usually Shaker police jurisdiction
- Improvements to Lee/Van Aken station to increase ridership
  - Install security call boxes, cameras, provide waiting area at street level
  - Safety through environmental design – increase transparency of station, no blind spots/corners, etc.
  - Use anti-graffiti coatings
  - Technology – paging capabilities, train notification
- Other
  - Making station more comfortable will likely increase need for police presence – more appealing to juveniles, homeless
  - Transit parking poses problem of auto theft/vandalism
  - Tenants and attendants hard to keep at stations
  - Need at least two-sided access to buildings in station area for emergency response

### ***Kingsbury Building (Paul and Ari Maron)***

- Building stats
  - 8 retail spaces
  - Fully leased residential apartments
- Issues with Lee/Van Aken station and surrounding area
  - Perceived lack of safety
  - Shaker Town Centre still seeking an identity, disjointed, not service businesses people will use regularly
  - Fire station located in prime retail space – problems when Chagrin gridlocked?
  - Avalon Lofts building too close to Campbell Court building
  - No identifying landmarks at station, except Kokopelli's – need sense of place, currently a “no man's land”
- Improvements to broader station area
  - Need a transit connection to University Circle
  - Second entrance/exit for fire station on Kenyon
  - More restaurants
  - Need to make west side of Lee attractive

- More active uses
- Need to provide urban environment that is alternative to Cleveland itself
- What if Shaker Towne Centre is 100% pedestrian (no vehicle access)?
- RTA usage
  - Little/none by building residents
- Other
  - Tough to define the retail market here – mix of socioeconomic characteristics – what are the underserved segments of the market in Shaker?
  - Often push-back from residents on parking associated with density
  - Difficult to sell single-family homes if interested in moving into a condo – 5-7 year glut of housing supply currently
  - A single renter market exists

***Appendix E2: Public Workshop #1  
March 8, 2007***

Lee/Van Aken Transit-Oriented Development (TOD) Plan  
Thursday, March 8, 2007  
7:00pm  
City Hall Council Chambers

## **SMALL GROUP FEEDBACK**

- 1) Considering the three concept plans just presented:
  - a) Which suggested ideas do you think most enhance the TOD Study Area?
  - b) What is missing?
  
- 2) Considering the list of "gaps" in the existing mix of businesses in the TOD Study Area (see back of this sheet):
  - a) Which do you think would be most attractive to add for both residents and potential RTA riders?
  - b) How do we attract these types of uses to the Shaker Town Center area?
  
- 3) What are your 3 top priorities for new features/amenities to improve the attractiveness and user-friendliness of the Lee/Van Aken RTA station itself?

### **Retail “Gaps” in the Shaker Town Center and Lee/Van Aken TOD Areas**

- ❖ Sit-down restaurants
- ❖ Bakery
- ❖ Family apparel
- ❖ Sporting goods
- ❖ Home furnishings/bed & bath
- ❖ Cards/gifts/stationery
- ❖ Arts/crafts (family-oriented/DIY activities)
- ❖ Small professional office uses (where appropriate)

### **Potential RTA Station Features/Amenities**

- ❖ Entrances—1 or 2—where located?
- ❖ Waiting area
- ❖ Bus/train connections
- ❖ Parking
- ❖ Lighting
- ❖ Signage/Maps/Schedules
- ❖ Fence vs. wall along Van Aken

***Easel Pad Transcripts*****TABLE 1**

1. Reduced parking in plaza  
 Reduced visibility of soccer field  
 Concession closer to soccer field  
 Outlot equal parking  
 We like the covered RTA station  
 Signage  
  
 Missing:
  - Parking deck
  - Move police station in “C” west of soccer
  - Southeast corner of Lee & Chagrin – condo  
 Likes:
  - Like housing on Lee
  - Like roof over RTA
  
2. Most Attractive Business  
 Sit down pub  
 Bakery  
 10,000 Village store  
 Cards & stationery – newsstand with diner  
 Floral/gift shop – [not readable]  
 Small sporting goods  
 Dog spa  
 Coffee shop with wifi  
  
 How to Attract:
  - More density – housing & business
  - All new homes
  
3. Above grade presence for RTA  
 Roof & retail at station  
 Replace wall with fencing  
 Increase activity (people)  
 Parking

**TABLE 2**

1. “Destination” identity in train station  
 Center of activity b/w library & Heinen’s  
 “Tear down this wall!”  
 Is there a pedestrian route from Fernway neighborhood to Shaker Town Center possible?

Family component  
 Expanded playground  
 SHHS Students  
 Needs a good, sit down family restaurant

2. Gaps to fill – bowling alley  
 What type of sporting good?  
 Better retail/more interesting shops – gym, pub
3. Signage  
 Presence/obvious train station  
 Safety – SHPD foot patrols
  - Teen activities
  - Less petty crime

### TABLE 3

What's missing:

- Bike access (kids need to be on sidewalk)
- Pedestrian bridges E.& W. of Lee
- Kingsbury Bldg = focal point
- Entrance to rapid both sides of Lee
- Redevelop apartments on NE Quad. (along Van Aken east of Lee)
- More senior housing (affordable)

1. Likes:
  - Greater access to Heinen's Quad. (cut through)
  - Moving "civic" functions to S.W. Quad
  - Path through cemetery
  - All residential N. of Van Aken
  - Concession stands at community bldg.
  - Covered bridge
  - Density around station
  - Preserve as much green space as possible
  - City Hall "as is" – scheme B
- 2a. Commercial "Wants"
  - Bowling alley or rink (outside)
  - All on list (bakery, garden store, sit-down restaurant, kitchen/housewares, pub)
  - Kids gym
  - "Shaker" historic connection
- 2b. Safe – change perceptions
  - Attract families
  - Tax incentives

3. RTA Station
  - Enclosure
  - Access
  - Wireless – on train
  - Signage
  - Schedules
  - “Shaker” history identity or some “community” theme

**TABLE 4**

- 1a. Reroute Chalfant to Lee
  - Relocate police station
  - Keep green space on south side of City Hall
  - Open up sight lines & foot traffic to cemetery
  - Pedestrian-only road in front of Heinen’s
  - Mixed-use bldg. at S.E. corner of Lee & Chagrin
  - Landscape & wall upgrade to RTA approaches
2. Low-mid priced sit-down family restaurant
  - Neighborhood bar
  - Drive-thru coffee shop
3. Station Ideas:
  - WI-FI Access
  - Enclosed, climate-friendly waiting area: at grade – primary, below grade – secondary
  - Train approach timer/alert syst. (like BRT line)
  - Designated bus pull-off lanes on Lee Rd.

**TABLE 5**

- 1a. Widen the bridge
  - Basic station improvements
  - Some of the parking “works”
  - Residential development on Lee
  - Option 3 more commercial out lots
- 2a. Sit down restaurants
  - Sports good store
  - Coffee shop
  - Book store
  - Pool hall/wine bar
  - Arts/craft stores
  - Upscale restaurants
- 2b. Density/commercial energy
  - Incentives – tax abatements

Residential density  
 Market study  
 Market & brand TOD as a district

3. Street level
  - Awnings
  - Lighting – wall – waiting area: security
  - Signage
  - Train arrival info signage
  - Increased pedestrian traffic

### ***Consultant Notes (PowerPoint)***

#### **TABLE 1**

1. Like Concept C the best

Concerns:

- Don't want reduced parking at STC
- Police station being visual barrier to soccer field
- Concession stand should be closer to soccer field

Like/love:

- Roof over bridge
- Housing on Lee Road

Missing:

- Parking

2. Pub/sit-down restaurant

10,000 Villages store  
 Card/stationery/floral  
 Newsstand  
 Small sporting goods/running store  
 Coffee shop with wi-fi  
 Dog spa

Best way to attract: prove to potential tenants that through Avalon Station and additional townhomes, will greatly increase density and number of persons with greater disposable income

3. Above grade presence for RTA station

Retail at station  
 Get rid of wall, open up tracks  
 More people there  
 Parking has to be better

**TABLE 2**

1. Appealing:
  - Having destination identity – roof or open air visual of some sort
  - Center of activity
  - “Tear down the wall”

Missing:

  - Explore possibility of pedestrian bridge connecting Chalfant
  - Some sort of family component for younger people?
  - Teen component
2. Sit-down restaurant
  - Bowling alley
  - Better/more interesting retail
  - Pub
  - Gym
  - Sporting goods? Two sporting goods stores have failed within last 8-10 years
3. Signage
  - Identifying mark for train station/presence
  - Safety – if pedestrian-friendly, police department could patrol more

**TABLE 3**

1. Rerouting of Chalfant to Lee rather than Van Aken
  - Only commercial north of train station is mixed-use building – could this just be residential?

Like:

  - Relocation of police station south of Van Aken, refilling space with residential
  - Keeping green space south of City Hall
  - Want to keep City Hall where it is
  - Opening up sight lines and general pedestrian traffic flow in southeast corner (at cemetery and Campbell Court), potentially linking to Chalfant connector
  - Mixed-use building at Lee and Chagrin
  - Landscaped walls

Missing:

  - Pedestrian mid-block crossings
2. Low- to mid-priced sit-down family restaurants
  - Neighborhood bars
  - Drive-thru coffee shop that is open after 9 p.m.
3. Wi-fi
  - Retail commercial

Notification of when next train is coming  
Waiting area should be at grade rather than below grade  
Designated bus pull-off lanes to eliminate stopped traffic

**TABLE 4**

## 1. Like:

- Moving civic core to south side of Van Aken
- Using Van Aken as dividing line between residential and civic
- Keeping green space around City Hall area
- More cut-throughs (ex: through cemetery)
- Anything to allow easier access
- Concession stand on lawn of library green
- Covered bridge, covered structure, giving station identity
- Improving density in the whole area

## Dislike:

- Adding parking spaces south of City Hall

## Missing:

- Kingsbury Building – very unique and attractive building, some sort of involvement
- Pedestrian access including cross-bridges between Lee and Avalon
- Bike access, bike lane, improved bike storage in the area
- Entrances to the rapid on both sides of Lee Road

## 2. Businesses:

- Bowling alley
- Bakery
- Kids gym
- Garden store
- Kitchen/housewares
- Sit-down restaurant

## How to attract businesses:

- Use tax incentives
- Safety – change perceptions

## 3. Access, access, access – not an easy place to get to

Wi-fi – in station and on train

Signage and schedules

Maintain historical identity of Shaker

**TABLE 5**

## 1. Like:

- Widen bridge
- Basic station improvements
- Parking along Van Aken would work (on one side)
- Having residential north on Lee
- Like more commercial outlots at Shaker Town Center

## 2. Businesses:

- Sit-down restaurants
- Sports good store
- Coffee shop
- Bookstore
- Pool hall/wine bar
- Arts/craft stores
- Upscale restaurants

## How to attract:

- Move all businesses that are there closer together
- Tax abatements and other incentives
- Residential density
- Market study that would show potential
- Market the area (make it a “place” rather than just an “area”)

## 3. Like the awnings

Didn't all like the idea of building a big canopy

Lighting, secure walls

Waiting area at the top

Having activity on all four corners of station will do far more than having just a nicer station

Train arrival info signage

Increase pedestrian traffic

## ***Appendix E3: Public Workshop #2 May 30, 2007***

Lee/Van Aken Transit-Oriented Development (TOD) Plan  
Wednesday, May 30, 2007  
7:00pm  
City Hall Council Chambers

### **SMALL GROUP FEEDBACK**

- 1) In developing the preliminary Lee/Van Aken RTA station concept plan, the following items were addressed as key to creating an accessible, user-friendly station:
  - Elevator access to both east- and west-bound platforms
  - At-grade passenger waiting area with shelter
  - Retaining wall with greater transparency
  - Improved pedestrian environment (wider sidewalks, benches, bike racks, etc.)
  - Additional signage and display of train schedules
  - More parking adjacent to the station
  - Enhanced landscaping at street level and below grade
  - Access ramp extending from west end of both platforms (for ADA &/or emergency)
  - a) Do you think that this is the right combination of features to make the RTA station more user-friendly and attractive to riders?
  - b) Are there any other features that should be addressed in the RTA station concept plan?
  - c) Of the list of possible features, which do you think are the 3 most important?
- 2) Considering the range of possible design alternatives presented for elements of the RTA station, such as:
  - Station house designs
  - Information kiosks
  - Stairway canopies
  - Fence/wall treatments
  - Bike racks, benches, trash receptacles, etc.

Which designs do you think most reflect the character that you would like to see at the Lee/Van Aken RTA Station?
- 3) Considering the TOD Study Area concept plans (Phases 1 and 2):
  - a) Do you think that the concepts reflect the vision and specific ideas expressed by residents at the March 8 workshop?
  - b) Are there any key elements missing?

***Easel Pad Transcripts*****TABLE 1**

- (1b) What is missing from RTA Station Concepts?
- Improved pedestrian crossing
  - Barriers to protect improvements – themed/tasteful
- (1c) Three most important elements of RTA Station?
- Transparency of fence
  - Improve pedestrian environment & safety – lighting
  - Open design w/platform waiting area
- (2) What character do you like for RTA Station?
- Open design
  - Traditional shapes w/contemporary elements hybrid (like Oak Park)
  - Landmark/visible/anchor
  - Provide shelter
  - Tower/kiosk as landmark vs. covering over road
  - Don't detract from City Hall/reflect City Hall design
- (3b) What is missing from the overall TOD Plan?
- Buffering around relocated City Hall parking lot
  - Performance space at library green
  - Additional parking for Heinen's & Kingsbury Building
  - Reorient E&A parking lot

**TABLE 2**

- (1b) What is missing from RTA Station Concepts?
- Variable message signs
  - Audio cuing for train arrivals
  - Security cameras
  - Ticket kiosk
  - Need to focus on improving the feeling of security at/around the station
  - "Kiss n'Ride" drop off points
  - Need to design station to facilitate potential transition from a minimal change to something more iconic

(1c) Three most important elements of RTA Station?

- At-grade passenger waiting area
- Retaining wall redesign
- Improved ped. environment (include E&W access)
- Additional signage (include way finding)

(2) What character do you like for RTA Station?

- Traditional (brick/mortar) w/ contemporary elements (glass)
- Enthusiastic for “linear art park” (w/o being Coventry)
- Something that shows SH history but moving forward
- Retail presence is key (to safety & station overall appeal)
- Strong debate over complete coverage of Lee [w/canopies/roof]

(3b) What is missing from overall TOD Plan?

- Pedestrian overpass from Chalfant over Van Aken
- How does this impact residents at Kenyon?

### TABLE 3

(1b) What is missing from RTA Station Concepts?

- Left turn back-ups
- Need for angle parking? – needs assess, look at Avalon usage; possible worsen left turn issue as well
- Features that would address loitering issue – higher security
- Connection between corners as they exist – safer/easier pedestrian flow – to/from Kokopelli

(1c) 4 most important elements of RTA Station?

- Convenience
  - Bus on/off
  - Drop off
  - Pedestrians
- Light – daylight
- Friendly, safe, secure
- Whimsy – not just art
- Retail – not a top priority at station
- Simple, attractive space
  - Benches
  - Bike racks
  - Art
  - Signage/schedules/train alerts

- Wireless
- (2) What character do you like for the RTA Station?
- Low-maintenance features
  - Combine traditional but still be signature/contemporary
  - Non-full span
  - \$ toward amenities/art vs. large structures
- (3b) What is missing from overall TOD Plan?
- Question need of mixed use bldg. N.E. corner
    - Kingsbury building examples
  - Well-buffered structured parking @ library/soccer field

**TABLE 4**

- (1b) What is missing from RTA Station concepts?
- Enclosed, safe, secure waiting area w/coffee shop or retail presence
  - Traffic capacity/flow maintained w/changes (shared left turn lane on Lee is a problem!, traffic backs up on Lee now (bus pull-off/indent)
  - Monitors/TVs/seating & other amenities/wireless
  - Lighting/sidewalk skylights for track level (glass block in sidewalk/street to provide light below)
  - Wider sidewalks for access
- (1c) Three most important elements of RTA Station?
- Covered/enclosed waiting
  - Access
  - Design-past & new
- (2) What character do you like for RTA Stations? (i.e., contemporary vs. traditional)
- Contemporary
- (3b) What is missing from overall TOD Plan?
- [no answer]

## *Appendix F: Economic Prototype Modeling Results*

Preliminary economic feasibility tests were performed of the types of developments proposed for the Lee/Van Aken Station Area. The development prototypes evaluated and discussed in Volume 1 were townhouses, condominiums, and mixed-use retail/condominium structures. The economic feasibility model tests a typical project of the type discussed in the plan. It is intended to determine whether or not the concept is likely to be feasible. However, the results are not definitive due to real world variations of specific sites, land assembly issues, etc.

The model works from common assumptions as described below.

**Common Assumptions:** The Common Assumptions worksheet summarizes the assumed construction costs, unit types and sizes, costs of such additional elements as structured parking, tax policy, etc. These assumptions were assembled based on interviews with City staff regarding taxation, industry sources, R. S. Means Square Foot Costs, and the 2007 National Building Cost Manual published by Craftsman Publishing.

**Prototypical Projects or Phases:** Three types of private sector developments are contemplated in the study area as follows:

**Townhouses.** Townhouses can be built in blocks of 4 to 6 units to pace market demand. In this case we have assumed 6 unit blocks of approximately 2,500 square foot units (including garages).

**Condominiums.** Condominium construction requires the entire building to be constructed before units can be sold and occupied. Accordingly, the absorption period is a key element of the consideration of whether or not to build such units. Our market study found typical absorption of 1.2 units per month and therefore we scaled this element to a relatively small project that could be absorbed in one year. Longer periods result in much greater carrying costs and reduce the viability of such projects. Accordingly, we modeled a 12 unit property with units at 1,200 gross square feet. Indoor parking was provided for each unit at a ratio of 1.67 spaces per unit.

**Mixed Use.** A mixed use building consisting of retail and condominiums is proposed at Lee and Chagrin. We scaled this building to the retail frontage providing for 7,200 square feet of retail space supported by surface parking in the rear. Two floors of condominiums are above with parking provided in the structure. For modeling purposes we call this a “skirt building” because it is conceived that either the residential parking or the retail will be within an enlarged base floor that forms a “skirt” around the residential floors. There are cost premiums associated with this type of structure.

Projects would be economically feasible if there is sufficient residual land value to either support acquisition of private property or motivate a public body to sell its land. Our analysis suggests that at the present time there would be positive residual land values for townhouses and condominiums, but that the land value is eroded by the added construction costs associated with the mixed-use property. This is shown on the Prototypical Projects or Phases chart. There are, of course, also public benefits to be received and an estimate of these is provided in the lower panel of the same chart.

The analysis is sensitive to selling prices and project scale. A small increase or premium in prices generates increased land value. The land value shown for the condominiums is partly the result of keeping the scale small and the absorption period short.

As noted in the market analysis, there is a considerable overhang of units available and needing to be absorbed before new projects should be undertaken. At that time conditions will, of course, be different and the analysis incorporated here can be revised to help evaluate the potentials at that time.

**City of Shaker Heights**  
**Economic Prototype Analysis - Common Assumptions**

**Townhomes**

Average Townhome GSF [1]	2,500
Townhome Garage GSF	400
Average Townhome NSF	2,100
Gross Price/NSF Townhome	\$ 200
Commissions & Closing Costs as % Sales Price	5.0%
Price/NSF Townhome	\$ 205
Avg. Townhome Price Per Unit	\$ 430,500
Hard Cost/SF for TH (SF Excl. Garage) [1], [2], [3]	\$ 124

**Condos**

Average Condo GSF (incl. Common Area)	1,200
Condo Efficiency Ratio	85%
Average Condo NSF (Saleable)	1,020
Gross Price/NSF Condo, Mixed-Use Building	\$ 225
Commissions & Closing Costs as % Sales Price	5.0%
Net Price/NSF Condo, Mixed-Use Building	\$ 214
Net Price/NSF Condo, Condo-Only Building	\$ 214
Avg. Net Condo Price Per Unit, Mixed-Use Building	\$ 218,025
Avg. Net Condo Price Per Unit, Condo-Only Building	\$ 218,025
Hard Cost/NSF for Condo (Over First-Floor Parking) [2], [4]	\$ 132
Hard Cost/GSF for Condo (Over First-Floor Parking) [2], [4]	\$ 112
Hard Cost/NSF for Condo (Over First-Floor Retail) [2], [4]	\$ 115
Hard Cost/GSF for Condo (Over First-Floor Retail) [2], [4]	\$ 98

**Retail**

Hard Cost/GSF for 1st-Floor Retail (urban, masonry, mult. tenants) [1], [2], [3]	\$ 111
Per GSF TI Costs for Retail - Prime [1], [4]	
Per GSF TI Costs for Retail - Secondary [1], [5]	
Net Rent/GSF for Retail - Prime [1]	\$ 17
Net Rent/GSF for Retail - Secondary [1]	\$ 12
Commercial Cap Rate	9%
Non-Recoverable Op Exp % Commercial [6], [7]	13% of Gross Potential Income

**Parking - Stand-Alone (excl. 1st Floor in Mixed Use Buildings)**

Hard Cost/Space for Underground Parking	\$ 22,500
Hard Cost/Space for Surface Parking (Non-Structure)	\$ 3,500
Hard Cost/Space for At/Above-Grade Parking (Structure)	\$ 16,000

**Development Costs**

Site Improvements [6]	4.5% of TDC, excl. land, developer profit/fee
Soft Costs, incl. Private Construction Financing [6]	16% of TDC, excl. land, developer profit/fee
Developer Overhead (i.e., Developer Fee) [8]	2.0% of revenue
Developer Profit [8]	13.0% of revenue
Demolition of Existing Buildings [6]	\$ 5 Per Building GSF
Additional Cost for "Skirt Buildings" [9]	6% of total building cost

**Average Floor Area Ratios (FARs)**

Townhome	0.9
Condo-Only	1.0
Mixed-Use	1.1
Existing Properties (to be demolished)	0.3

**Property Taxes-General**

Sales Ratio-(Assessed Value as % Market Value)	35.00%
Residential Property Tax Rate as % of Market Value - 2005	3.05%
Homeowner's Tax Reduction	2.5%
Senior's Homestead Reduction	
Proportion of Units Using Senior Homestead Reduction	0.0%
10% Residential Property Tax Reduction	10.0%
City Share of Residential Property Taxes-2005	9.95%
Commercial Property Tax Rate as % of Market Value - 2005	4.42%
City Share of Commercial Property Taxes-2005	7.85%

**City Income Tax**

RITA-City Income Tax Rate	1.75%
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[1] Gross square feet assumed equal to salable square feet  
[2] Includes architecture & engineering  
[3] 2007 R.S. Means Square Foot Costs  
[4] Blend of 2007 R.S. Means Square Foot Costs and 2007 National Building Cost Manual  
[5] Broker interviews  
[6] SBFCo analysis of suburban downtown projects  
[7] Includes taxes & occupancy cost on vacant space, vacancy loss, management fee, and insurance.  
[8] SBFCo analysis of local projects, City RDA  
[9] Estimate per Vistara Construction Services

**Lee/Van Aken TOD Plan - Economic Prototype Analysis**  
**Prototypical Projects or Phases**

	Townhomes	Condos	Mixed-Use
<b>DEVELOPMENT PROGRAM AND VALUE</b>			
<b>Residential</b>			
Townhome Units	6	-	-
Condo Units - in Mixed-Use Buildings	-	-	12
Condo Units - in Condo-Only Buildings	-	12	-
Total Residential Units	6	12	12
Townhome SF	15,000	-	-
Condo GSF - in Mixed-Use Buildings	-	-	14,400
Condo GSF - in Condo-Only Buildings	-	14,400	-
<b>Land</b>			
Vacant Land Area - Prime (Acres)	-	-	-
Vacant Land Area - Secondary (Acres)	-	-	-
Improved Land Area (Acres)	-	-	-
Vacant Land Area - Prime (Square Feet)	-	-	-
Vacant Land Area - Secondary (Square Feet)	-	-	-
Improved Land Area (Square Feet)	-	-	-
Improved Land - Value-Generating Building GSF	-	-	-
<b>Retail</b>			
SF of Retail Space - Prime	-	-	7,200
SF of Space - Secondary Retail/Service/Professional	-	-	-
Annual Potential Gross Income - Prime	\$ -	\$ -	\$ 122,400
Annual Potential Gross Income - Secondary Retail/Service/Professional	\$ -	\$ -	\$ -
Annual Potential Gross Income - Total	\$ -	\$ -	\$ 122,400
Annual Net Income (Minus 13% combined vacancy loss/unrecovered op. exp.)	\$ -	\$ -	\$ 106,488
Retail Value (NOI @ 9% cap rate)	\$ -	\$ -	\$ 1,183,200
<b>Off-Street Parking</b>			
Number of Attached Garage Spaces (Townhomes)	12	-	-
Number of Interior Spaces (First Floor, for Condo Units)	-	20	20
Number of Floors- Structured Parking	-	-	-
Number of Spaces in Structured Parking	-	-	-
Number of Floors- Underground Parking	-	-	-
Number of Spaces in Underground Parking	-	-	-
Number of Spaces in Surface Lot (Retail: 3/1000 SF)	-	-	22
<b>DEVELOPMENT COSTS (excl. land)</b>			
Townhome/Rowhome Construction	\$ 1,862,700	\$ -	\$ -
Condo Construction	\$ -	\$ 1,618,807	\$ 1,618,807
Retail Construction (incl. TI)	\$ -	\$ -	\$ 798,053
Off-Street Parking Construction	\$ -	\$ -	\$ 77,000
Additional Cost for "Skirt Buildings"	\$ -	\$ -	\$ 145,012
Demolition (Improved Land at Current Buildings of .3 FAR)	\$ 25,000	\$ 21,600	\$ 29,455
Site Prep/Improvements	\$ 106,851	\$ 92,853	\$ 151,037
<b>Subtotal Hard Costs</b>	<b>\$ 1,994,551</b>	<b>\$ 1,733,260</b>	<b>\$ 2,819,363</b>
<b>Soft Costs (calc. as % of TDC, excl. land, dev. overhead, &amp; profit)</b>	<b>\$ 379,914</b>	<b>\$ 330,145</b>	<b>\$ 537,022</b>
<b>Total Development Cost (excl. land, developer overhead, &amp; profit)</b>	<b>\$ 2,374,465</b>	<b>\$ 2,063,405</b>	<b>\$ 3,356,384</b>
<b>REVENUES</b>			
Townhome Revenue	\$ 3,075,000	\$ -	\$ -
Condo Revenue	\$ -	\$ 2,616,300	\$ 2,616,300
Retail Value	\$ -	\$ -	\$ 1,183,200
<b>Total Sales Revenue</b>	<b>\$ 3,075,000</b>	<b>\$ 2,616,300</b>	<b>\$ 3,799,500</b>
<b>PROFIT AND RESIDUAL LAND VALUE</b>			
Revenue Available for Land Purchase, Demo, Overhead, Profit	\$ 700,535	\$ 552,895	\$ 443,116
Developer Overhead (i.e., Developer Fee)	\$ 61,500	\$ 52,326	\$ 75,990
Developer Profit	\$ 399,750	\$ 340,119	\$ 493,935
<b>Residual Land Value (incl. Demolition)</b>	<b>\$ 239,285</b>	<b>\$ 160,450</b>	<b>\$ (126,809)</b>
Residual Land Value as % of Total Sales Revenue	7.8%	6.1%	-3.3%
Residual Land Value PSF of Building	\$ 15.95	\$ 11.14	\$ (5.87)
Average Floor Area Ratio (FAR)	0.90	1.00	1.10
Implied Site Area (SF)	16,667	14,400	19,636
Residual land Value PSF of Land	\$ 14.36	\$ 11.14	\$ (6.46)
<b>PROPERTY TAXES</b>			
<b>Residential</b>			
Total Sellout Value	\$ 3,075,000	\$ 2,616,300	\$ 2,616,300
Property Taxes @ 3.05% of Sellout Value	\$ 93,788	\$ 79,797	\$ 79,797
2.5% Homeowner's Reductions	\$ (2,345)	\$ (2,345)	\$ (2,345)
10% Reductions	\$ (9,379)	\$ (9,379)	\$ (9,379)
Senior Homestead Exemptions	\$ -	\$ -	\$ -
Total Property Taxes	\$ 82,064	\$ 68,074	\$ 68,074
City Share of Property Taxes @ 9.95% of Total Property Taxes	\$ 8,165	\$ 6,773	\$ 6,773
<b>Commercial - Retail &amp; Office</b>			
Total Sellout Value	\$ -	\$ -	\$ 1,183,200
Property Taxes @ 4.42% of Sellout Value	\$ -	\$ -	\$ 52,297
City Share of Property Taxes @ 7.85% of Total Property Taxes	\$ -	\$ -	\$ 4,105
<b>Total Annual Property Taxes</b>	<b>\$ 82,064</b>	<b>\$ 68,074</b>	<b>\$ 120,371</b>
<b>Annual City Share of Property Taxes</b>	<b>\$ 8,165</b>	<b>\$ 6,773</b>	<b>\$ 10,879</b>
<b>CITY INCOME TAXES</b>			
Estimated Annual Income of Residential Buyers	\$ 882,000	\$ 960,000	\$ 960,000
Annual City Income Tax @ 1.75%	\$ 15,435	\$ 16,800	\$ 16,800
<b>Total Annual Property &amp; Income Tax Revenue</b>	<b>\$ 23,600</b>	<b>\$ 23,573</b>	<b>\$ 27,679</b>
<b>PV of 20 Years of City Property &amp; Income Tax Revenue @ 5.0%</b>	<b>\$294,113</b>	<b>\$293,776</b>	<b>\$344,938</b>

## *Appendix G: Physical Conditions Analysis*

**Appendix G: Physical Conditions Analysis  
Lee/Van Aken Transit-Oriented Development Plan**

ELEMENTS	ISSUES	OPPORTUNITIES	Use	Condition	Massing	Access	Circulation
<b>Definitions</b>	concerns, problems	solutions, alternatives	current primary function	Poor = Fair = Good = Excellent =	character	from station from roads	auto ped bike green space, connectivity, wayfinding
<b>Buildings</b>							
City Hall	Historic location but not central location + not updated for contemporary use	Relocate functions\adaptively reuse	Municipal functions	Good	Historic 2 story	Good	Fair
Police Station	Middle of residential area	Relocate functions\redevelop site	Public safety	Good	Modern 2 story	Good?	Fair
Lee\Van Aken Station	Low ridership\perceived safety concerns\no parking and insufficient space for bus transfers	Close\relocate\reconstruct	Transit	Poor	Below grade	Good	Fair
Library	More space + updating needed	Anchor new town green, expand to south and around green	Civic	Good	Historic 3 story	Good	Fair
Historic corner building	Very attractive but needs restoration\residents do not patronize café	Assist restoration\make into Fine Arts Building	Mixed use	Fair	Historic 3 story	Good	Excellent
Community Theater	More space + updating needed	Rebuild as PAC\anchor town green	Civic	Fair	Historic 2 story	Good	Good
Apartment buildings west of Library	Attractive rentals\very imposing\no street interaction	Build landscaped terraces\patios	Housing	Good	Older 3 story	Good	Good
NW Corner Assisted Living	Worthy function\wrong location	Build more\around to fill corner	Housing	Excellent	New 3 story	Good	Excellent
NE Corner Bank	Underutilization of prime site	Rebuild with housing + professional offices above, specialty retail/restaurants below	Commercial	Excellent	Newer 1 story	Excellent	Excellent
SE Corner	Split corner with two streets accessing Chagrin\limits lot sizes and retail viability	Close and reroute into area behind shops to activate	Retail	Excellent	Older 1 story	Excellent	Excellent
SW Corner	Underutilized for retail attractions	Rebuild as mixed use with commercial \ offices above + retail at street	Commercial	Excellent	Older 1 story	Excellent	Excellent
Shaker Town Center	Suburban strip mall stuck in urban village\recently renovated with low quality facades\low average chain tenants except Heinen's grocery; service side of shops face new lofts and future housing developments\ not unattractive but not appropriate for luxury living adjacent to it	Build outlots; create town square\configure street to allow townhouses to back up to service alley	Retail	Good	Renovated 1 story	Good	Good
South side of Chagrin	Original street of shops (probably of quality of Shaker Square)\suburban-style strip mall on south side made shops not viable\currently being renovated and tenanted under new management	Provide business-friendly, startup assists, major marketing and promotion\will be more attractive to north side residents than Shaker Towne Center	Retail	Fair	Being renovated 1 story	Good	Fair
North side of Chagrin west of Lee	Commercial uses which do not create or support street life	Consider redeveloping these properties with the RTA turnaround for housing					
Fire Station	New station in wrong place from retailing perspective (big boots, hat, hose, mini-trucks)	Activate street frontage with interpretive objects regarding the history of firefighting	Public safety	Excellent	New 2 story	Good	Good
Avalon Station	Rider-friendly at grade station with parking	Restore\rebuild shelter enclosure	Transit	Fair	At grade one story	Good	Excellent
Avalon Station Lofts	New housing concept for Shaker Heights\attractive building but massive parking garage	Wrap townhouses around garage in future phases of loft and townhouse expansion	Housing	Excellent	New 4 story	Good	Good
Residential north side of Van Aken	1950-60s looking apartment buildings\inefficient parking arrangements	Redevelop with newer housing choices\share parking\ reduce curb cuts for continuous street frontage	Housing	Good	Older 2 story	Good	Good
Residential south side of Van Aken	Older apartment buildings adjacent to Avalon Station		Housing				
Senior Housing	Older apartment building with parking blocking a potential street or pedway	Provide parking in adjacent developments\Update building	Housing	Good	Older 6 story?	Good	Good
<b>Open Space</b>							
City Hall Parking Lot	Somewhat underutilized, inappropriate land use in back yard of houses on adjoining street	Redevelop with landscaped parking deck wrapped with townhomes on Lee	Parking	Good	Screened	Good	Good
Police Station Parking Lot	Somewhat underutilized, inappropriate land use in back yard of houses on adjoining street	Redevelop with landscaped parking deck wrapped with townhomes on Lee	Parking	Good	Screened Good		Good

ELEMENTS	ISSUES	OPPORTUNITIES	Use	Condition	Massing	Access	Circulation
<b>Definitions</b>	concerns, problems	solutions, alternatives	current primary function	Poor = Fair = Good = Excellent =	character	from station from roads	auto ped bike green space, connectivity, wayfinding
South of City Hall	Underutilized but nice sloping lawn up to City Hall front door which is no longer used\green space recaptured from realignment of XXX and Van Aken intersection	Re-landscape as outdoor amphitheater with pergola as stage	Green	Sloping	Lawn	Good	Good
South of Police Station	Existing parking lot is wedged into sloping, wooded site	Realign XXX and Van Aken intersection\ Redevelop with multifamily housing, if police station relocates	Green	Sloping	Wooded	Good	Good
Trainway	Attractive when at grade to east + west; trench at Lee\Van Aken is not well cared for\ the barrier wall contributes to the sense of this area as a 'gap' and unsafe	Remove walls\reconfigure section to allow commuter parking on Van Aken	Green	Good	Trench + at grade	Good	Good
Library Green	Attractive but reportedly underutilized space\Open edges to north and east make space undefined	Re-landscape for public events\construct pergola or edge buildings to define the space within; provide views from street into space; save the mature tree stand if trees not at end of life	Green	Fair	Lawn + Mature stand of trees	Excellent	Excellent
Cemetery	Hidden, historic site	Re-landscape to encourage visitors\ provide interpretive displays honoring those buried here	Green	Good	Landscaped	Excellent	Excellent
Library Parking	Parking seems somewhat haphazard in configuration\Located at the back\side door of the library	Reconfigure for civic center development	Parking	Fair	Disorganized	Excellent	Excellent
Soccer Fields	Generous fields tucked behind apartment buildings on Van Aken; fronts on Chagrin without buffer	Re-landscape fields for multiple civic and recreational uses, such as ice skating in winter and outdoor dancing in summer, in addition to soccer; connect pedways to library +performing arts center; consider construction of a field house	Recreation	Fair	Lawn	Good	Good
Park on south side of Chagrin	Neighborhood park on busy street	[Ask residents what they think]	Green	Fair	Landscaped	Good	Good
RTA Turnaround	Underutilized site, if turnaround no longer used	Incorporate this site into rede velopment site to east	Vacant	Poor	Gravel	Good	Good
Ped connections to Lee Street	Existing path is used by residents, but vacant but landscaped lot it leads to is a gathering place for teenagers			Poor	Landscaped	Fair	Fair
Ped connections thru Shaker Towne Center	New connection provides access from Avalon Station lofts and future housing to Shaker Towne Center	Provide an additional access thru and to the shopping center to east, aligning with City-owned property on XXXX		New	Streetscaped	Good	Good
New street	New connection provides access from Avalon Station lofts and future housing to Shaker Towne Center	Streetscaping is civic in character; somewhat 'inconclusive' - needs terminus to north to be a civic place		New	Streetscaped	Good	Good
Shaker Town Center Parking	Recently re-landscaped; but usually empty (except on weekends or shopping seasons)\the gap created by the parking does not serve the Town Center and south side Chagrin shops well	Develop outlots on Chagrin to close the gap; rede velop outlots as mixed use and parking\capture a green town square	Parking	New	Streetscaped	Good	Good
Outlots north	Currently vacant north lots are expected to be developed in near future with stand-alone retail \food and beverage\however, site is "hidden" behind the Towne Center proper	Identify outlot uses which will survive and be targeted	Vacant	Vacant	Lawn	Good	Good
Outlots south	See Shaker Towne Center parking above		Parking	Good	Streetscaped	Good	Good
Outlot east	Currently this lot is used for parking, but is remote from the main parking of the Towne Center, and underutilized	Develop this site with parking and wrapper townhouses	Parking	Good	Paved	Good	Good

<b>ELEMENTS</b>	<b>ISSUES</b>	<b>OPPORTUNITIES</b>	<b>Use</b>	<b>Condition</b>	<b>Massing</b>	<b>Access</b>	<b>Circulation</b>
<b>Definitions</b>	concerns, problems	solutions, alternatives	current primary function	Poor = Fair = Good = Excellent =	character	from station from roads	auto ped bike green space, connectivity, wayfinding
<b>Corridors and Streetscapes</b>							
Lee North of Station	Currently a transition from civic to residential	Could be all\most residential, if civic uses relocated	Civic + residential	New	Residential	Good	Good
Lee South of Station	Currently a transition from civic to commercial	Strengthen sense of each realm by property line development	Civic+ mixed uses	New	Undefined	Good	Fair
Van Aken	Currently a residential boulevard designed for leisurely drives, but used as an "expressway" during rush hours-thereby bypassing the Chagrin commercial corridor\fast traffic speeds-rude drivers	Introduce a bicycling ONLY lane for weekends use, initially, then, phase in more weekdays\reduce speed limits to discourage use as an "expressway"	Housing	Fair	Residential	Good	Good
Chagrin	Currently a retail \ commercial corridor but setback suburban model strip mall has destroyed urban village character	Build outlots + vacant lots to sidewalk to create walking environment\preserve access + views to retailers in mall\create a place which can be marketed	Retail + Commercial	New	Commercial	Good	Good
New Street	New north-south access from Van Aken to Chagrin thru Shaker Town Center excellent link to make area feel more like a downtown and less like a strip mall	Introduce another north south link east between existing residential on Avalon and proposed Phase II of Avalon lofts	Housing	New	Civic?	Good	Good
			Housing				
<b>Other Places for Comparison?</b>							
Shaker Square (circle)			Retail + Transit	Fair	Historic 1 story	Excellent	Excellent
Warrenville Station			Retail + Transit	Fair	Modern 1 story	Excellent	Excellent

## *Appendix H: Station Area Marketing and Enhancement*

## ***Appendix H: Station Area Marketing and Image Enhancement***

(Note: This is an extended discussion of the implementation steps associated with Station Area Marketing and Image Enhancement found in Chapter 5 of *Volume 1: Plan and Implementation Strategies*)

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 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:

- **Marketing to Businesses.** One of the primary goals of a new marketing program should be to market the Station Area to desired commercial tenants. The main program objective should be to retain quality merchants and attract key businesses that are currently absent from the Station Area. The following activities are suggested:
  - Developing Target Marketing Package(s). These should include enhanced marketing materials highlighting specific opportunity sites/buildings and the locational advantages of the Lee/Van Aken Station Area. Specifically, marketing materials could include information about current businesses including “testimonials” from successful businesses/long-term tenants, lists of existing tenants, traffic counts for Chagrin Boulevard and Lee Road, and descriptions of the upcoming RTA station improvements and other infrastructure projects.
  - Gaining Visibility in Leasing/Brokerage Community. This would require that a member

of the City staff and/or a new Station Area marketing/merchants organization attend industry events such as those held by the International Council of Shopping Centers (ICSC) to actively promote the Station Area and distribute marketing materials to prospective tenants. Additionally, outreach to real estate brokers who specialize in representing retail tenants should be conducted. This should be considered a “late-stage” activity to take place after the Lee/Van Aken RTA Station improvements and other basic infrastructure upgrades are underway.

- **Special Events and Promotions.** Crucial to generating interest and building awareness of the activities and amenities found in the Station Area is the establishment and promotion of festivals and special events. First, the City should hold as many festivals and events as possible in the Station Area, which may include activities such as:
  - Holiday parades and festivals;
  - Founder’s day festival;
  - Weekday hosting of the North Union Farmer’s Market;
  - Merchants’ street sale or sidewalk sale;
  - Outdoor movie screenings; and/or
  - Musical and theatrical performances.

A broad range of venues in which to host these types of events currently exist in the Station Area, but are underutilized, including:

- City Hall lawn;
- Library green;
- Soccer field; and
- Chagrin Boulevard commercial corridor/Shaker Town Center parking lot.

The recommended improvements to these areas represent further opportunity to enhance the event spaces with amenities that facilitate large-scale events. These types of activities would assist in positioning the Station Area as “common ground” – a true town center – for residents of the Shaker Heights and its neighboring communities.

- **General Marketing/Branding Activities.** The City should consider additional activities to increase awareness and branding of the Station Area, such as expanding the City’s website to profile the Station Area, ongoing/upcoming area improvements/programs, and Station Area businesses. This could include the creation of a merchants’ page/corner that would advertise local retailers and services, as well as adding links to existing businesses’ websites. It should also include the information suggested within the target marketing materials. Additional domain names might be secured and used as well to facilitate access and emphasize the central location of the Station Area, for example: “ShakerStation.com” or “CentralShaker.com.”
- **Public Art.** The enhanced library green, restructuring of the City Hall parking, expanded station facilities, and other projects present opportunities for public art throughout the study area. This type of addition can bring desirable attention to the area.

- **Marketing of Residential Opportunities.** The City as a whole and the station area might benefit from expanded marketing of the community as a place to buy and live. In particular, there is a commonality of interest among Shaker and the other communities in what we defined as the residential market area to attempt to increase regional visibility and market share which would increase the market presence of each individual community as well.