

# CITY OF BEDFORD HEIGHTS

## COMPREHENSIVE MASTER PLAN UPDATE OCTOBER 2011



Prepared by:  
The City of Bedford Heights  
and  
D.B. Hartt, Inc., Planning and Development Consultants

# **Bedford Heights**

## **Comprehensive Master Plan Update**

**October 2011**

**Prepared by:**  
**The City of Bedford Heights**  
**and**  
**D.B. Hartt, Inc., Planning and Development Consultants**

For further information, contact:  
City of Bedford Heights  
5661 Perkins Road  
Bedford Heights OH 44146

---

# TABLE OF CONTENTS

---

## **I. INTRODUCTION**

**PURPOSES OF THE PLAN UPDATE**  
**THE PLANNING PROCESS**  
**ACKNOWLEDGEMENTS**

## **II. THE 1998 MASTER PLAN – IN REVIEW**

## **III. SETTING THE STAGE FOR THE FUTURE**

**THE COMMUNITY’S SETTING**  
**DEVELOPMENT TRENDS**  
State & Regional  
Population and Housing  
Land Use Considerations – Retail and Industrial  
Financial – Tax Base, City Revenue and Expenditures  
**SUMMARY OF CONVERSATIONAL INTERVIEWS**  
**SUMMARY OF KEY PLANNING CONSIDERATIONS INFLUENCING FUTURE DIRECTION**

## **IV. PLAN VISION AND GOALS**

## **V. POLICIES AND STRATEGIES**

## **VI. HOW TO MANUAL - ACTION PLAN FOR IMPLEMENTATION**

## **APPENDIX**

A. Summary Tables and Supplemental Maps  
B. Summary of Conversational Interviews  
C. 1998 Plan Matrix  
D. Zoning District Use Table Summary

---

## INTRODUCTION

---

The City gratefully acknowledges that funding for the preparation of this Master Plan Update was provided through a grant from Cuyahoga County's Community Development Block Grant program. Technical assistance was provided by D.B. Hartt, Inc., Planning and Development Consultants (David B. Hartt, President; Manjula Boyina, Senior Planner; Christine Dersi, Planner).

### PURPOSE OF THE PLAN

The City's latest Master Plan was completed in 1998. The fundamental purpose of that Plan – in fact any Master Plan (sometimes referred to as a Comprehensive Plan) – was to formalize the City's long range vision and outline the means (implementation measures) to get there.

The purpose of this Master Plan Update is to re-evaluate the goals, objectives, policies and implementation measures, in the 1998 Plan, and determine: (1) if they remain valid; (2) to adjust the objectives or implementation measures, if appropriate, particularly in light of the current regional and even broader economic trends; and (3) to identify additional objectives or action steps that may be relevant aspirations or meaningful implementation measures for Bedford Heights today!

A Master Plan is a guiding statement describing the City's aspirations – what it hopes to be or achieve – as it looks ahead the next 10 to 20 years, or so. The Plan includes the community's vision, goals, policies, and action steps to achieve the vision. Some will be relatively easy to achieve, other will be more difficult. The action steps should include a series of recommendations that could be initiated to achieve the City's long term aspirations. To be effective, the Plan should identify both long and short term actions; long term which strive to achieve more lofty goals; and short term to demonstrate immediate progress. As this plan is formulated and the City looks ahead, the City will be cognizant of the short term market challenges while being optimistic that in the longer term, market possibilities will be restored to more normal levels.

## THE PROCESS

To complete the updated Plan the planning process has included three fundamental steps:

1. ***Updating essential background data that is relevant to understanding current trends and refining the City's aspirations*** while avoiding spending time compiling information that may not be relevant.
2. Assessing the merits and validity of the 1998 Master Plan and preparing an addendum (to this plan) that reflects ***updated aspirations (policies and strategies)*** to guide future decisions.
3. ***Formulating the How-To Manual*** that:
  - a. Identifies actions that the City should consider to continue its support for development (for example: from a zoning, financial incentives, City services or administrative support and coordination);
  - b. Identifies priority redevelopment options;
  - c. Identifies capital and infrastructure needs and projects; and
  - d. Identifies possibilities for operational efficiency either within the city or through shared services/facilities with neighboring communities.

In addition to understanding the existing conditions and recent demographic, housing, and economic trends in the City and the region, the Consultants conducted “conversational interviews” with approximately eighteen (18) people representing a diverse cross section of business, civic, and residential interests. The purpose of the interviews is to understand the community’s needs and aspirations as conveyed from a variety of perspectives. A summary of the important themes emerging from these interviews is in Section II; a more complete summary of the interviews is in Appendix B.

Additionally, the Consultants held work sessions with City Council (which was open to the public) and the City’s Department Heads and held a second public forum on October 11, 2011.

## ACKNOWLEDGEMENTS

The Master Plan is not merely a technical document that is solely prepared by the Consultants. Its preparation also requires a collaborative effort to balance a technical understanding of the trends and conditions that are occurring in Bedford Heights and the region with the City's understanding of its issues, hopes and aspirations.

To this end the Consultants and the City are grateful to those City officials, residents and business representatives that so graciously contributed to this collaborative effort.

### City Elected Officials

#### *Mayor*

Fletcher D. Burger

#### *City Council*

Harvey L. Brown, *President Pro Tem*

Karen L. Gilliam

Wendolyn J. Grant

Barbara MacKenzie

Michael W. Moore

Philip D. Saunders, *President*

Alton A. Tinker

**Residents and business  
representatives interviewed  
during the Master Plan Update  
Process.**

### City Staff

Paul Konys, Building Commissioner

Don Bierut, City Engineer

Pat Stahl, Clerk of Council

Ruth Gray, Director of Community Life

Bill Starkey, Senior Citizen Coordinator

Martine Divito, Economic/Community Development Director

Allison Chance, Finance Director

Ken Ledford, Fire Chief

Cheryl Dillingham, Housing Coordinator

Ross Cirincione, Law Director

Michael Marotta, Chief of Police

Nick Baucio, Service Director

Dave Pocaro, Water Reclamation Director

**Particular thanks to Director of Economic/Community  
Development Martine DiVito, who has been the primary  
liaison between the City and the Consultants.**

---

## THE 1998 MASTER PLAN – IN REVIEW

---

The “audit” of the 1998 Master Plan – which is the systematic evaluation to understand the extent to which the policies in the Plan remain relevant – is included in the 1998 Master Plan Summary Matrix in Appendix C. In summary, the 1998 Master Plan advocated the advancement of six (6) fundamental principles; five (5) of which remain valid today. These valid principles are related to:

1. The preservation of residential areas and neighborhoods;
2. Economic development and maintenance of the City’s tax base – particularly its non-residential tax base;
3. The development, preservation and enhancement of a strong community image;
4. Fostering the appropriate planning and development of both the City’s remaining vacant land and the redevelopment of land for which a change in land use is appropriate; and
5. The maintenance and expansion of the city’s public facilities and infrastructure.

The sixth (6<sup>th</sup>) principle in the 1998 Master Plan – Reduction of Traffic Congestion – has been substantially addressed through the numerous road improvements (i.e. Northfield Road, Aurora Road, several residential streets, and currently Rockside Road) that have occurred over the last several years.

However, as the City looks to the future through this planning process, based on current economic and public revenue trends, one additional principle should be added to guide future policies and implementation strategies:

***The City has the responsibility to manage expenses because of smaller (if any) increases in revenue given the current regional economic climate and the potential future limitation on future public revenue from both within the City and from State and Federal sources.***

To support these principles, the 1998 Master Plan identified several categories of actions that were important to achieve these objectives. Among them are:

1. Continuing property maintenance through the enforcement of existing regulations;
2. Focusing redevelopment in key selected areas;
3. Promoting “enhanced development of the “town center” – extending from the “triangle area,” east of I-271 to the Municipal Complex on Perkins (the “triangle” being the land bounded by Aurora Road, Rockside Road and I-271);
4. Enhancing the community’s gateways;
5. Improving the overall quality of development – both buildings and site (i.e. landscaping, buffering, pedestrian circulation, site access) – through the expansion of the City’s current design criteria, and an update of the City’s zoning regulations;
6. Marketing and promotion of the community’s assets and services;
7. Assuring the adequate provision and maintenance of public facilities;
8. Maximizing the preservation of sensitive environmental features; and
9. Comprehensively updating the City’s zoning code including the business sign regulations.

Many of these above recommendations continue to be viewed as valid considerations today as expected during conversational interviews (See: Summary of Conversational interviews, page 18) and by others during the formulation of this Plan Update.

Therefore, these 1998 Plan’s principles and general implementation measures remain essentially valid and are so indicated in the 1998 Master Plan Summary Matrix, in Appendix C. In some instances, however, a specific policy recommendation or action step is either unrealistic or should be modified to reflect current conditions and/or the City’s current aspirations. For example, it is unrealistic to expect that future redevelopment along Northfield Road will mirror a “*traditional neighborhood configuration*” which has buildings along the street, side by side, with parking to the rear. The size of parcels, the existing pattern of development, and current retail requirements do not suggest that this hoped for configuration is realistic.

This, and additional and specific recommended adjustments to the policies and action steps included in the 1998 Master Plan are identified in “1998 Plan Audit Matrix” in Appendix C.

---

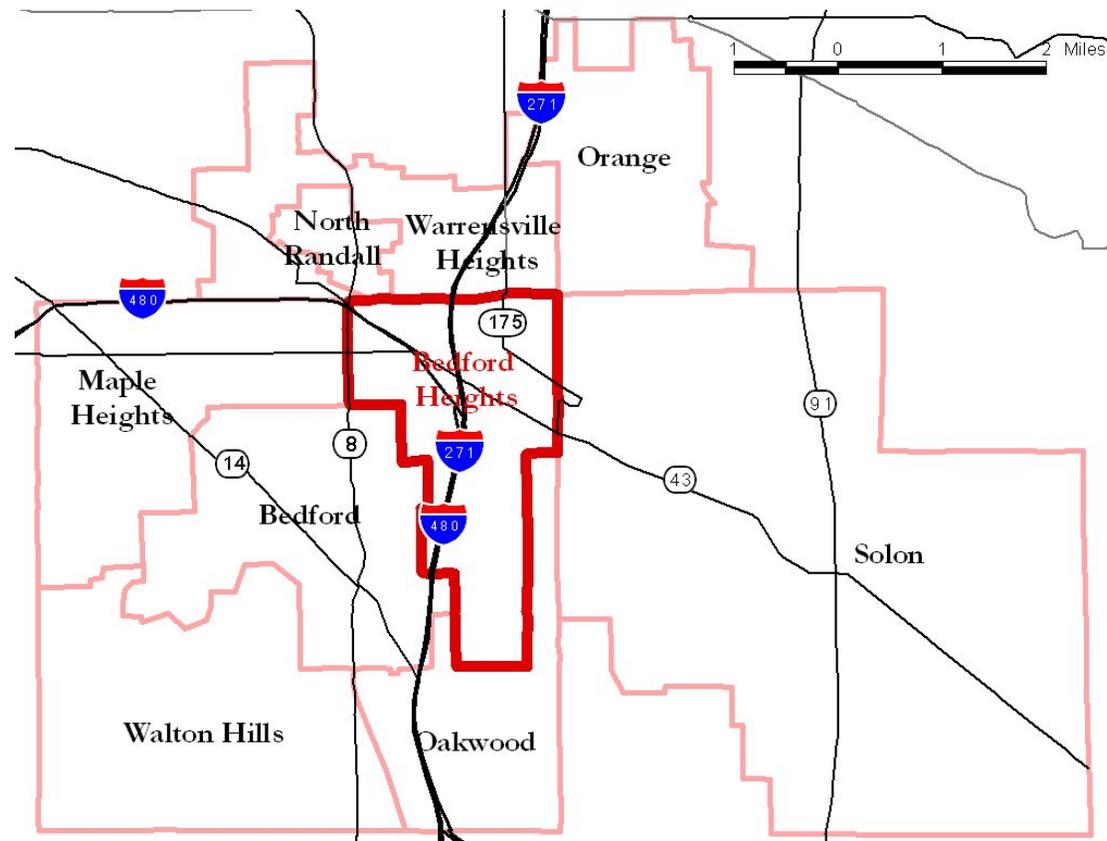
## SETTING THE STAGE FOR THE FUTURE

---

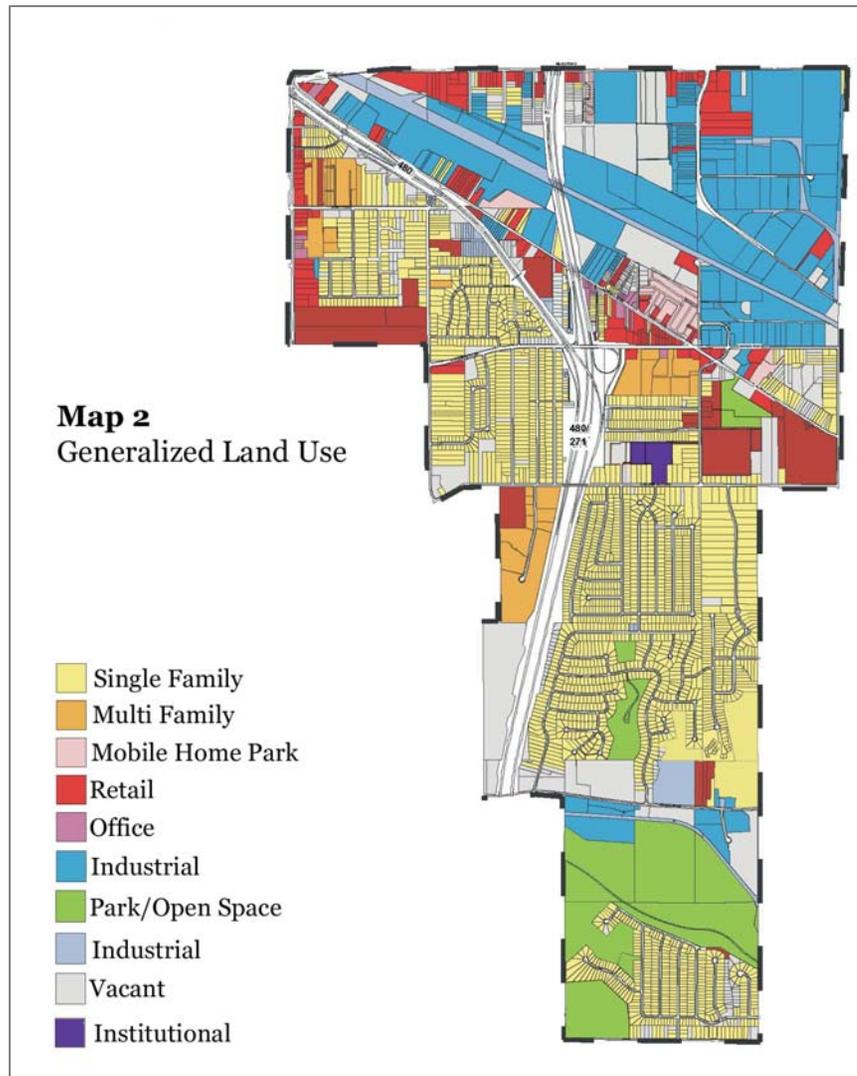
### THE COMMUNITY'S SETTING

Bedford Heights, in the southeast portion of Cuyahoga County, is bisected by I-480 and I-271. (See Map 1) Several interchanges to these highways, and the wider regional highway network, serve Bedford Heights because they are conveniently available in, or immediately adjacent to, the City. Most prominent is the Rockside Road interchange with I-271 which is strategically located in the heart of the City.

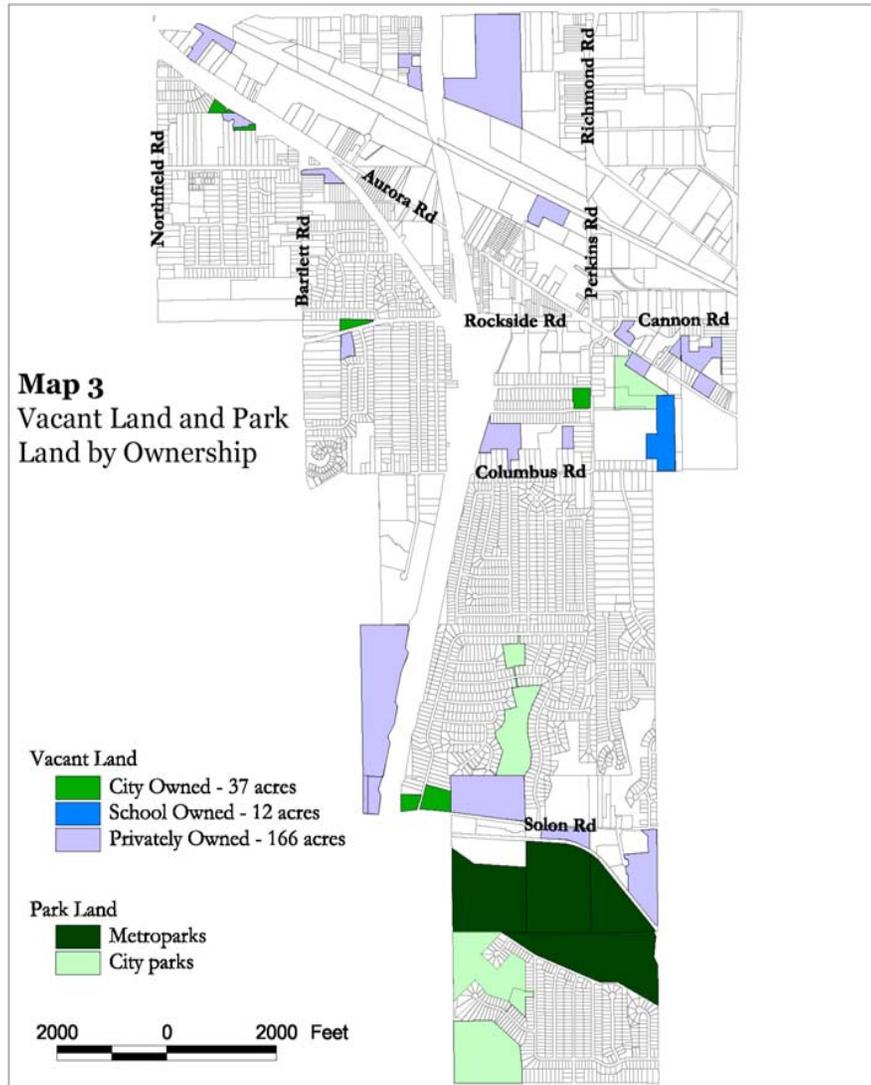
Map 1 – Bedford Heights and Adjacent Communities



Like several neighboring communities to the north and west, Bedford Heights is virtually fully developed. In contrast, greater development potential continues to exist in communities to the south and east. *Map 2, Generalized Land Use*, depicts the general pattern of development in the City. *Appendix A* includes more detailed maps, on aerial photos, depicting the existing zoning and vacant land.



In Bedford Heights, only 166 acres of private land (6%) remains vacant (*See Map 3*); down from 385 vacant acres in 1997, based on the data in the 1998 Master Plan. However, the 1998 Plan also included City owned land in the “vacant land” statistic that presumably is committed to public use and is not otherwise available for any sort of direct economic development benefit.



Of these 166 acres, 46 acres (28%) is retail, 94 acres (57%) is industrial, and 26 acres (15%) is residential. The most suitable area for development is the 42 acres on the south side of Miles Road east of I-271 and the existing Lowe's store. However, these figures overstate the development potential, since a significant portion of this vacant land is difficult to develop because of its shape, topography, existing streams, utility easements, or other similar impediments.

Over the years, Bedford Heights has had the good fortune of attracting large areas of industrial development which has generated significant tax revenue – property tax and income tax – to support a high level of community services for Bedford Heights residents and businesses. This has been achieved while minimizing the tax burden on the City's residents.

Generally, cities anticipate increases in non-residential tax revenue from two sources: primarily from the continued development of vacant land, and to a lesser extent, increases in the value of property and wages paid to employees on the developed land. However, when a community is fully developed, like Bedford Heights, the significant source of increased revenue – the continued development of vacant land – is no longer available. The City must now primarily rely on stabilizing real estate values and employment levels at existing facilities.

A more detailed description of the trends that will influence the formulation of goals and policies are included in the next section of this Plan.

## **DEVELOPMENT TRENDS**

It is important to understand the significant changes in regional and local development trends that have occurred since data was compiled for the 1998 Plan, in order to make appropriate policy and implementation adjustments.

Much of the data compiled for Bedford Heights is compared to data compiled for the surrounding communities of Bedford, Maple Heights, North Randall, Oakwood, Orange, Solon, Walton Hills and Warrensville Heights. See *Map 1* for the surrounding communities' geographic location compared to Bedford Heights.

This data is compiled from the U.S. Census Bureau, and 2010 American Community Survey estimates. Detailed tables are included in *Appendix A*.

State and Regional Trends

In 2010, the 7-county region (Cuyahoga and surrounding counties of Lorain, Medina, Summit, Portage, Geauga and Lake) had a population of approximately 2.8 million people. *Table 1* shows that between 1990 and 2010 the region saw a population increase of less than 1% (21,000 people). This is low compared to Ohio’s overall 6.4% population increase (750,000 people) from its 1990 population of 10.8 million people.

Housing units in the 7-county region between 1990 and 2010 increased by 13% (146,000 units) while Ohio overall saw a 17% increase (756,000). Ten percent (10%) of the housing units in the 7-county region are vacant, similar to that in the State. (*See Table A-2*)

**Table 1 - Population and Housing Figures – State and 7-County**

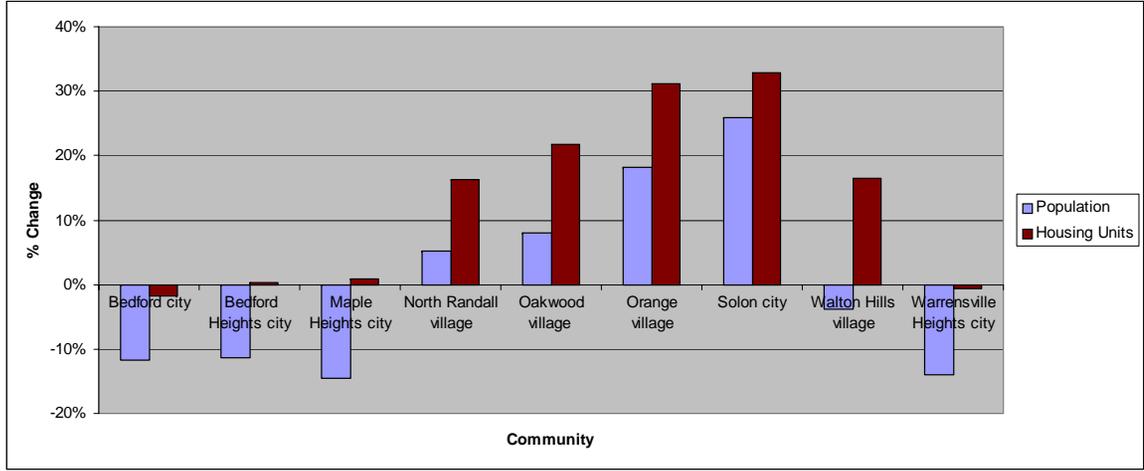
	Ohio	7-County	Ohio	7-County	Ohio	7-County
	1990		2010		Difference 1990-2010	
Population	10,847,100	2,759,000	11,536,500	2,780,000	689,400 (6.4%)	21,000 (0.7%)
Housing	4,372,000	1,122,700	5,127,500	1,268,300	755,500 (17%)	145,600 (13%)
Population/Hh	2.48	2.46	2.25	2.19	0.23	0.27

Population and Housing

Between 1990 and 2010, Bedford Heights saw a population decrease of 11% (12,131 to 10,751). In 2010 the City had 5,750 housing units, which remained the same since 1990. Eleven percent (11%) of the 5,750 housing units are considered vacant. The adjacent “built” communities of Bedford, Maple Heights, and Warrensville Heights, also lost population between 1990 and 2010 and have vacancies ranging between 10% and 19%. (*See Tables A-1 & A-3*)

The adjacent communities of Oakwood, Orange, and Solon (which continue to have available vacant land), saw a population increase ranging between 8% and 26%. Housing units in these communities increased between 22% and 33% and vacancy rates are closer to the national average (between 3% and 7%). *Chart 1* shows the percent change in population and housing units for the surrounding communities.

**Chart 1 – Change in Population and Housing Units (1990-2010)**



The regional increase in housing units compared to the declining population mirrors a national trend – partly because household sizes are decreasing (*See Table 2*), due to a variety of factors including smaller families, single parent families, and unmarried singles, which results in more homes being required for less population. However, the average household size decreased less in Bedford Heights (.2 persons) over the twenty year span than the average of the surrounding communities (.3 persons). This is attributed to the already low “persons per household” in 1990 because of the high percentage of multiple family dwellings.

**Table 2 – Population per Household**

	1990	2010
Bedford Heights	2.1	1.9
Bedford	2.1	1.9
Maple Heights	2.5	2.1
North Randall	2.0	1.8
Oakwood Village	2.5	2.2
Orange Village	2.7	2.4
Solon	2.8	2.7
Walton Hills Village	2.8	2.4
Warrensville Heights	2.3	2.0

As of 2010, approximately 25% of Bedford Heights' population was over the age of 60, which is a slightly greater percentage than that of the 7-county regional population in the same age group. (See Table A-4)

In 2000, 53% of occupied housing units in Bedford Heights were owner occupied, of which 85% constituted single-family detached homes. Of the 47% renter occupied units, 92% were comprised of multiple-family structures. This contributes to the lower number of people per household compared to other communities in the area. (See Table A-5) (Note: Needs to be updated with 2010 data)

Between 2005 and 2009, the estimated average value of an owner-occupied housing unit in Bedford Heights was \$122,600, highest among the surrounding built communities of Bedford, Maple Heights, North Randall, and Warrensville Heights. That is an increase of 76% between 1990 and 2009, which is comparable to that in the surrounding communities (See Table 3). Oakwood Village, had the highest increase (113%), followed by Solon (98%) and Orange Village (83%).

**Table 3 – Median Value of Owner-Occupied and Sold Homes**

	Owner-occupied Homes			Sold Homes		
	1990	2005-2009	% Increase	2000	2010	% Increase
Bedford Heights	\$69,500	\$122,600	76%	\$109,950	\$53,000	-52%
Bedford	\$64,400	\$116,700	81%	\$87,000	\$49,617	-43%
Maple Heights	\$57,900	\$100,600	74%	\$83,000	\$31,950	-62%
North Randall	\$69,200	\$116,400	68%	\$90,000	\$53,500	-41%
Oakwood Village	\$69,300	\$147,300	113%	\$94,500	\$91,950	-3%
Orange Village	\$172,400	\$314,700	83%	\$228,000	\$205,000	-10%
Solon	\$141,500	\$280,000	98%	\$205,000	\$229,800	12%
Walton Hills Village	\$119,200	\$214,900	80%	\$180,450	\$159,000	-12%
Warrensville Heights	\$62,300	\$109,100	75%	\$80,000	\$29,500	-63%

The value of owner-occupied units in Bedford Heights and surrounding communities increased from 1990 to 2005-2009. However, based on actual sales, home prices also increased up until 2006. Since 2005, the value of homes (based on actual sales) has dropped below 2000 levels. This is similar to the trend in most surrounding communities. While these trends cannot be ignored, these figures, to a significant extent, are attributed to the unique economic climate, over the last three years, which has resulted in a substantial number of urgently made below value property transfers. (See Tables A-6 & A-7)

The number of foreclosure filings in Bedford Heights increased from 97 to 136 between 2006 and 2010. In 2006, five of the eight surrounding communities (Bedford, Maple Heights, Oakwood, Solon and Warrensville Heights) had greater than 50 similar filings, all of which, except Bedford, have decreased since 2008. (See Table A-7)

The Bedford School District includes Bedford, Bedford Heights, Oakwood Village and Walton Hills Village. Between 1997 and 2009, student enrollment within the District decreased by 10%. The 1997-1998 school-year had a student enrollment of 4,063 while the 2009-2010 school-year enrolled only 3,712 students. The school age population (5-17 years) in Bedford Heights, however, decreased 16% between 2000 and 2010, from approximately 1900 to 1600 young people. (See Table 4)

**Table 4 – School District Enrollment and School-Age Population in Bedford Heights**

<b>Year</b>	<b>Bedford School District Enrollment</b>	<b>Bedford Heights School Age Population (5-17)</b>
1990	-	1,710
1997-1998	4,063	
2000	-	1,897 (+11%)
2009-2010	3,712 (-10%)	
2010	-	1,601 (-16%)

*Age of housing units.* Eighty five (85%) percent of the dwelling units in Bedford Heights were built in the “Post War” era between 1950 and 1980. Approximately 9% of housing units in Bedford Heights were built before 1950, 7% were built after 1980. The median year a unit was built is 1965. By comparison, 61% of all units built within the surrounding communities were built between 1950 and 1979; 16% after 1980. The median age of the housing units in Bedford Heights is higher than that in Maple Heights, Bedford, North Randall and Oakwood. In comparison, housing units built in the 7-County region between 1950 and 1979 constitute about 48% of the total stock, while 18% of the housing stock was built after 1980. (See Table A-8)

*Median single-family unit sizes.* The median unit size of single-family homes in Bedford Heights in 2009 is approximately 1,400 sq. ft., about 19% greater than the median size of homes in the adjacent built communities of Bedford, Maple Heights and Warrensville Heights. (See Table 5) In contrast, the median

size of units in the adjacent communities to the East and South – Oakwood, Orange and Solon – is approximately 2,260 sq. ft., about 60% greater than that of Bedford Heights.

**Table 5 – 2009 Median Single-Family Floor Areas**

Community	Median Floor Area
<b>Bedford Heights</b>	<b>1,400</b>
<b>Built Communities</b>	<b>1,176</b>
Bedford	1,213
Maple Heights	1,152
Warrensville Heights	1,224
<b>Other Adjacent Communities</b>	<b>2,260</b>
Oakwood Village	1,580
Orange Village	2,424
Solon	2,358

Land Development Considerations – Retail and Industrial

*Commercial Building Permits.* 254 commercial building permits issued between 2005 and 2010 with a total estimated value of \$23 million; that is an average value of \$4.7 million per year. This is similar (See Table 6) to the 36 permits were issued between 1992 and 1997 with a total value of \$23 million, also averaging \$4.6 million per year.

**Table 6 - Number and Value of Commercial Building Permits**

Years	# of Permits	Value of Permits	Avg. Value/Year
1992-1997	36	\$23,063,275	\$4,612,655
2005-2010	254	\$23,522,875	\$4,704,575

*Industrial Development.* Vacant industrial floor area in Bedford Heights has increased at least 67% since 1997 to more than 1 million square feet, or about 14% of the total industrial buildings. This is a higher vacancy rate than the 9.4% in the 7-county area. This regional vacancy is equivalent to approximately 40 million square feet. (See Table A-9)

*Retail Development.* Retail floor area in Bedford Heights increased 40% since 1997 to 1.2 million square feet in 2004. Some of this retail floor area includes the building areas even when the retail is associated with industrial or service operations. Nevertheless, this retail area is more than twice the 419,000 sq. ft. of retail floor area that can be supported by Bedford Heights households. However, there is ‘relatively little’ regular ‘consumer type shopping’ available in Bedford Heights. Much of the retail is specialized (automotive services, etc.) serving a regional market area.

Even though it does not necessarily serve the residents of Bedford Heights, the retail floor area per capita of 113 sq. ft. in 2004 is almost 5 times that in the County. Not surprisingly, this is because retail is generally not evenly distributed in all communities, but rather is concentrated in key locations. The retail building vacancy in 2004 increased slightly to 4.8%, which is one-third of the County’s retail vacancy rate. (See Tables A-10 & A-11)

*Zoning.* Throughout the City the designated zoning generally conforms to the existing uses. For the most part, the exceptions are noted in this Plan as areas that should be redeveloped to eliminate “inappropriate” land uses. *Appendix D* includes in detail: (1) the zoning boundaries superimposed on an aerial photograph; and (2) a summary of uses permitted by District. Based on a preliminary review of the Zoning Code (in addition to the zoning comments in the 1998 Plan):

- The local Retail District may not be necessary and, perhaps, could be combined with Road Side Service District. The combined district could be renamed.
- There is inconsistent terminology for “the same use” throughout the Use districts.
- There needs to be a comprehensive review of the site development standards and sign regulations – particularly the need to balance business needs, safety, and community character.

#### Financial – Tax Base, City Revenue and Expenditures

In 1994 and 1995, Bedford Heights’ expenses exceeded its revenue by more than \$5 million. Over the last 14 years (1995-2008, not including the 2009 economic dip), City revenue has increased, on average, only 2% per year while expenditures have increased by 3.7% per year. Additionally, the State’s contribution to the local fund would decrease in 2011 and (potentially) beyond. (See Table A-12)

Between 1994 and 2002, the City received 86%-90% of its revenue from property, income, other taxes, and intergovernmental receivables. Since 2003, the proportion of revenue from taxes and intergovernmental receivables has decreased, by at least 20%, but has been partially off-set by increases in “charges for services”. Reflecting the fact that Bedford Heights is a substantially built community, the proportion of the real estate tax revenue from residential property has increased slightly since 1999. (See Table A-14)

If the overall development patterns and tax rates remains essentially “as is”, the maximum revenue that can be reasonably expected is from:

1. The restoration of real estate values back to 2005 levels; an increase in real estate taxes of \$300,000; and
2. A reduction in the industrial vacancy rate back to 2000 levels (approximately 8%) could reasonably increase income tax revenue by \$650,000 (based on one (1) employee per 600 square feet of an average annual salary of \$50,000 with a 2% tax rate).

These limitations however, could be exceeded if:

- Some areas of the City were redeveloped at higher intensities. However, such opportunities are limited and, perhaps, off-setting costs would be required to facilitate such a redevelopment;
- Building expansion were to occur on sites that are currently developed; and/or
- Re-occupancy of buildings, with more employees than the City has previously experienced with the likelihood of this occurring being uncertain.

Conversely, there is no similar upper limit on what future expenditures might be.

*Tax Valuations.* In 1999, Bedford Heights had an assessed property tax valuation of \$178 million and ranked 8<sup>th</sup> in comparison with 8 other substantially built communities with significant industrial development in Cuyahoga County.

Communities with greater than a 50% increase in total value since 1999 include Solon and Warrensville Heights. Bedford Heights total real estate value increased by 34% (\$178,101,070 in 1999 to \$238,289,960 in 2010). Similar increases occurred in Bedford (34% increase) and Garfield Heights (33% increase).

Communities with greater than 30% increase in the non-residential tax base (the “other” category which includes apartments, commercial, and industrial property) since 1990 include Bedford, Brookpark, Garfield Heights, Solon and Warrensville Heights. By comparison Bedford Heights commercial tax base increased by 21%; 8th among the “developed” communities that are included in *Table A-14*.

However, in the more near term, between 2007 and 2010, the total valuation of all compared communities decreased – 0.4% in Solon; 14% in Bedford; and 5% in Bedford Heights. Warrensville Heights was the only community that slightly gained value since 2007. (*See Table A-14*)

Bedford Heights falls into two different tax jurisdictions, Bedford Heights and Bedford Heights/Orange. Among the jurisdictions compared, Bedford Heights has the third or fifth highest effective non-residential tax rate and third or fourth highest effective residential tax rate. (*See Table A -15*)

## **SUMMARY OF CONVERSATIONAL INTERVIEWS**

Approximately fifteen (15) people representing diverse business, civic, and residential interests were interviewed. The purpose of these informal conversations was to gain insights on the needs and hopes for Bedford Heights. Generally, the interview focused on four (4) themes:

1. Currently, what are Bedford Heights’ most important assets?
2. What are the top few (three or so) planning issues or needs facing the community?
3. Describe your aspirations or hopes for Bedford Heights as you look ahead 15 to 20 years?
4. Can you offer any thoughts on how the vision you imagine (those aspirations) can be achieved?

While a complete listing of the responses for each category is included in Appendix B, herein, is a composite summary of the key insights gathered from these interviews.

With respect to the **community's important assets**, most agreed they were:

- The **high level of services that the City provides**, particularly to seniors and younger children. A few, however, felt that if services to families with older children were increased more such families could be attracted to Bedford Heights.
- The **location of the City near freeways** which provides convenient access throughout the region for businesses and convenience for residents to access supporting facilities such as retail, sports, and entertainment, that are not available within the City.
- The **large portion of the City that is devoted to businesses** which provide important tax revenue to the City that is not the responsibility of the homeowner. However, many were concerned about the “slippage” of non-residential tax revenue over the last few years, and, thus, the need for the City to continuously strive to restore its non-residential economic base.

With respect to the **community's most important issues/needs** the area most cited was the recent **reduction in the City's revenue**. No other single concern was expressed by more than three (3) people that were interviewed.

With respect to the **community's aspirations** the prevailing themes were:

- Maximize the **restoration of tax revenue** from non-residential development within the City.
- Enhance the image of the community by **creating aesthetically pleasing main corridors/entrances**.
- **Consolidation of services and with adjacent communities** and “regionalism” to minimize inefficiency was viewed as extremely important to address the recent reduction of tax revenue which has resulted from the most recent recession.
- Creation of **greater community awareness of ongoing programs** to residents and promotion of the City's assets to non-residents. The wider use of print media and the internet were suggested. (This was suggested in a variety of ways, and is included in many of the items in the Appendix B summary.)

Lastly, most believed that the Community’s aspirations could be achieved by **“an accumulation of small projects”** rather than major fundamental shifts in the City’s development patterns.

Not surprisingly, few had specific thoughts on implementation. However, those that did offer suggestions, clearly not a majority, focused on two suggestions:

1. **Increasing promotion** of the community and community involvement related to the City’s location, school collaboration; and
2. Continuing to provide **incentives** to businesses.

On a few subjects, the group was “more or less evenly split” on whether the subject was more a positive or a concern. Some expressed the desire to improve the condition while others were satisfied or thought the existing condition was a positive. These included:

- Public safety and the concern for crime;
- The adequacy of programs/services for families; and
- The need for more supporting retail in the City that is needed on a “regular basis” versus having to shop outside the City for most common shopping needs.

#### **SUMMARY OF KEY PLANNING CONSIDERATIONS INFLUENCING FUTURE DIRECTION**

Based on the foregoing information, the City’s expressed needs and concerns, and the Consultant’s experience, the following points are key factors in formulating the vision and development aspirations in this Master Plan Update:

- The City is, essentially, fully developed which suggests that no fundamental shift in the City’s land use pattern is expected.
- Any increases in non-residential tax revenue will primarily be derived from appreciation of existing property values, higher wages, and – to the extent possible an increase in the number of employees in existing buildings; large increases will not occur from new development on vacant land or redevelopment.

- The changes in population and housing construction in Bedford Heights are similar to the trends in the nearby built communities. For example 1.) The residential vacancy rate (11%) approximates the vacancy rate for the State and 2.) The population is declining because of fewer people per household and few new homes being built, the increasingly older average age of the population and the reduction in school aged children.
- Multiple family dwellings (in 2000), including manufactured homes, comprise 49% of the City's dwellings. This exceeds the 31% multiple family dwellings in Cuyahoga County and 29% in Ohio, yet multiple family dwellings, typically initiate more tax revenue per acre than single family homes.
- The number of people per household in Bedford Heights is lower (1.9) than for the region (2.2) or the State (2.3) principally because of the high percentage of apartments in Bedford Heights which traditionally have fewer occupants per household than single family homes.
- The regional vacancy rate for industrial buildings remains high and the annual absorption of industrial space remains low.
- It must be recognized that in communities like Bedford Heights, older buildings experience, over time, functional obsolescence and can even “ware out”. For example:
  - Many industrial buildings constructed prior to the late 1970's have an additional challenge because they may not fully meet current industrial needs with respect to such factors as ceiling height, structural column spacing, loading, and the adequacy of internal systems (heating, electrical and etcetera). Bedford Heights needs to be cognizant of this fact as it evaluates the appropriate uses for buildings and strategies to promote re-occupancy.
  - Homes being successfully marketed today are vastly different than homes built, say, 30 or more years ago. To name a few differences newer homes have more closets; more and better bathrooms, larger kitchens and open floor plans as well as contemporary mechanical and electrical systems. Typically newer homes have an attached 2-car

garage which has not always been the case. Homes intended for empty-nesters and seniors have the master bedroom on the first floor.

- Current retailing has different store size and lot size requirements than in the past. More parking is required and the parking is generally expected to be in front of the store. While “traditional neighborhood development” – which is the buildings side-by-side along the street with parking to the rear – is a common community aspiration. Such development is only realistically achievable in a few select locations.

As the City plans for its future it is important for the City to be cognizant of these factors and to assure that impediments to modernizing are reduced and regulations and actions maximize the potential for other facilities to remain competitive in the regional market.

- The City revenue decreased by \$1,500,000 from 2006 to 2009 and a \$2,500,000 decrease from 2008 to 2009 after a peak revenue year in 2008. Since 2009, lower property tax revenue has contributed to this revenue reduction.

Because Bedford Heights is virtually developed, expanded economic development is only achieved – without tax increases – by restoring (in existing buildings) to prior levels of employment, assuring that property values of existing buildings are maintained and enhanced and selected redevelopment that either directly generates additional revenue, or indirectly will appreciate property values because of the “quality of life” benefits.

In addition to assuring that projects are economically desirable, re-investment in a community is often stifled if the quality of the surrounding physical environments is perceived to be detrimental to preserving such investment. While the City has 230 acres of City and Metro Parks land which is 21 acres per 1,000 residents, this land is heavily concentrated in the southern portion of the City and not distributed to be in equal proximity to all residential areas.

The City understands the value of quality education of the children in Bedford Heights and the School District is essential for the future utility of the City. Education is important in attracting families into the City, assuring the workforce meets the needs of our businesses and fostering the highest possible quality of life for the City and the School District.

---

## PLAN VISION AND GOALS

---

**The Vision:** Bedford Heights - as it looks ahead, say, 10 to 15 years - envisions a community that...

*... has a high quality, attractive, environment with a high level of essential (police, fire, EMS) and supportive services (senior services, parks and community recreation, private amenities such as retail and recreational) that continue to assure that the City is an attractive place to live and work for individuals and families of all ages and, furthermore, the City achieves this vision in the most cost effective manner possible.*

To achieve this vision, the following goals substantially embrace the goals in the 1998 Plan, and continue to be appropriate to reflect current aspirations and existing conditions. The current goals are:

- To preserve residential areas and neighborhoods;
- To robustly continue to make considerable effort to maximize economic development and maintenance of the City's tax base – particularly its non-residential tax base;
- To develop a strong community image and achieve the highest quality of new development;
- To appropriately plan and develop both vacant land and, perhaps, more importantly, the redevelopment of land for which (1) a change in land use is appropriate, or (2) the property has significant obsolescence and deterioration;
- To maintain and expand, where appropriate the city's public facilities and infrastructure; and
- To maintain the highest level of community services.

Yet, given the economic climate which the community and region face, achieving these goals should reflect that Bedford Heights will assure that the City manages its revenue and expenses wisely, including the possibility of shared services and regional cooperation with other communities in the area.

---

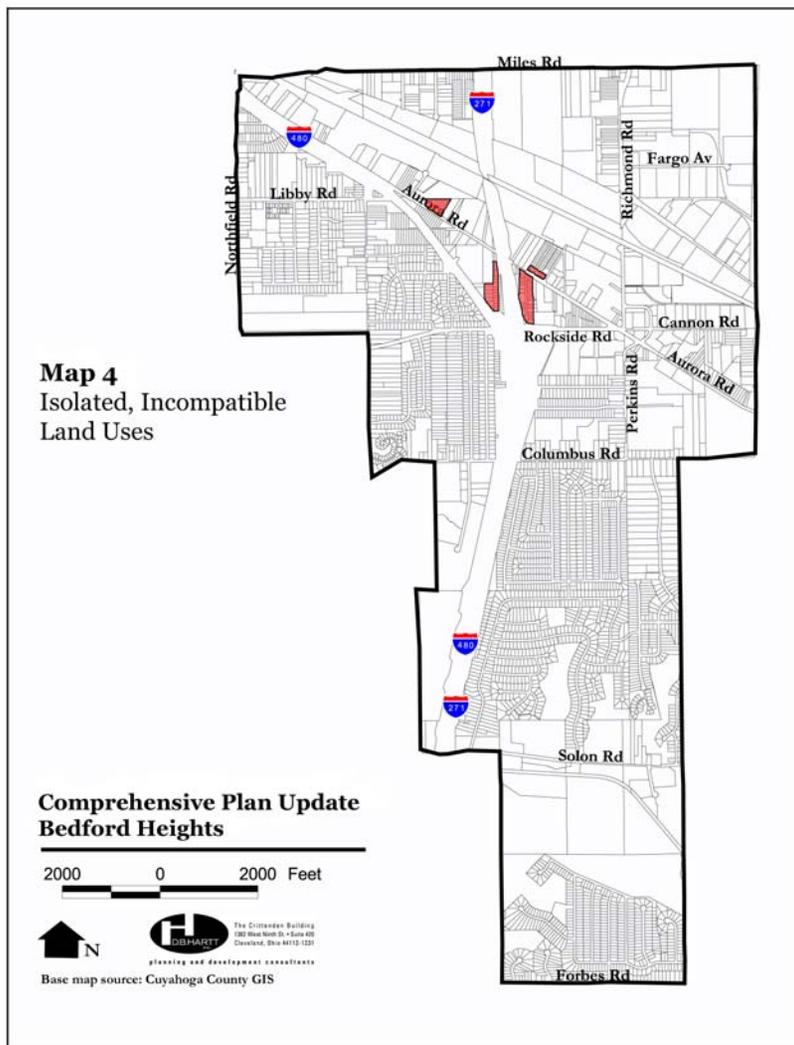
## POLICIES AND STRATEGIES

---

Based on the fact that Bedford Heights is “fully” developed and the other considerations in the “Summary of Key planning Considerations Influencing Future Direction”, the City’s goals and vision will be achieved by the accumulated positive impacts of several – actually even numerous – small actions rather than a single, grand strategy or action. To this end the City’s policies and strategies to ward achieving the City’s vision are to:

- Foster future investment by enhancing the quality of development (the image) along the **City’s main corridors** (which are Northfield Road, Aurora Road, Rockside Road, Miles Road) and **main entry ways** to the community (which include but are not limited to such areas as Northfield Road and I-480, Aurora Road east and west, Cannon Road, Rockside Road, Solon Road and etcetera) so investors are confident the value of an investment is preserved.
- Assure from an administrative and regulatory perspective that Bedford Heights continues to be an easy and comfortable place to do business.
- Eliminate incompatible land uses - primarily slivers of residential in industrial or retail districts – that have increasingly diminished suitability as residential or otherwise marketable environments, and preclude more appropriate, beneficial, and needed, non-residential economic development. *Map 4 (next page)* depicts the location of these areas.
- Take administrative, regulatory and reasonable financial steps to assure that existing buildings – residential, commercial and industrial – remain competitive in the regional market and that there are no impediments to investment. Like industrial development, expanded residential and commercial investment should also be viewed as an economic development benefit to Bedford Heights.
- Foster consolidation of services within the region when there are tangible cost savings without a reduction of services or safety to the residents of Bedford Heights.

- Maximize the potential for high quality redevelopment in the “Triangle” – the area bounded by Rockside Road, Aurora Road and I-271. This policy should be pursued whether this area is anticipated as an expanded industrial development or viewed as part of a “true” Town Center with a mix of supporting retail, offices and residential uses. To achieve this, the City should consider:



- Focusing attention on repositioning the image and quality of the land area immediately adjacent to the Rockside Road/I-271 interchange.
  - Developing more formal and identifiable pedestrian connections among the various facilities – from the municipal facilities in Perkins to the apartments on the south side of Rockside Road and up to Aurora Road and I-271.
  - Fostering land assembly and the cohesive redevelopment of the homes on Omega Ave. so that new development (retail, office or higher density residential, can be integrated into the broader redevelopment. Including Omega Ave. area enhances the redevelopment potential because of its high visibility and exposure to I-271.
  - Consider a direct vehicular road connection between Rockside and Aurora Roads in the mid-block between I-271 and the Aurora/Rockside intersection to the east. An “indirect,” perhaps unintentional connection, currently exists that could be made more direct and “intentional.”
  - Incorporating common landscaping and sign elements to convey, to the maximum extent possible, that this is a “unified center” and an attractive “welcoming entrance” to the City.
  - Investigating the potential of promoting retail businesses that both meet the shopping needs of the community and take more regional advantage of the I-271/Rockside Road location. This can be accomplished by undertaking a generalized market assessment and/or discussing with developers the possibility and, if so, under what conditions they might be interested.
- Focus City resources on fostering priority development or redevelopment in the following locations (*See Map 5, next page*):
- The southern portion of the Mid-American Waste Systems site;
  - Aurora road immediately west of I-271;
  - Aurora Road, north side, west of Perkins; and
  - North and south Sides of Solon Road.

**Map 5**  
 Priority Areas for New  
 Development and Redevelopment

 **Priority Areas for New Development**

- A. Miles Rd. east of Lowes
- B. City land across from City Hall
- C. Mid American Waste Systems site
- D. North side of Solon Rd.
- E. South side of Solon Rd.

 **Priority Areas for Redevelopment**

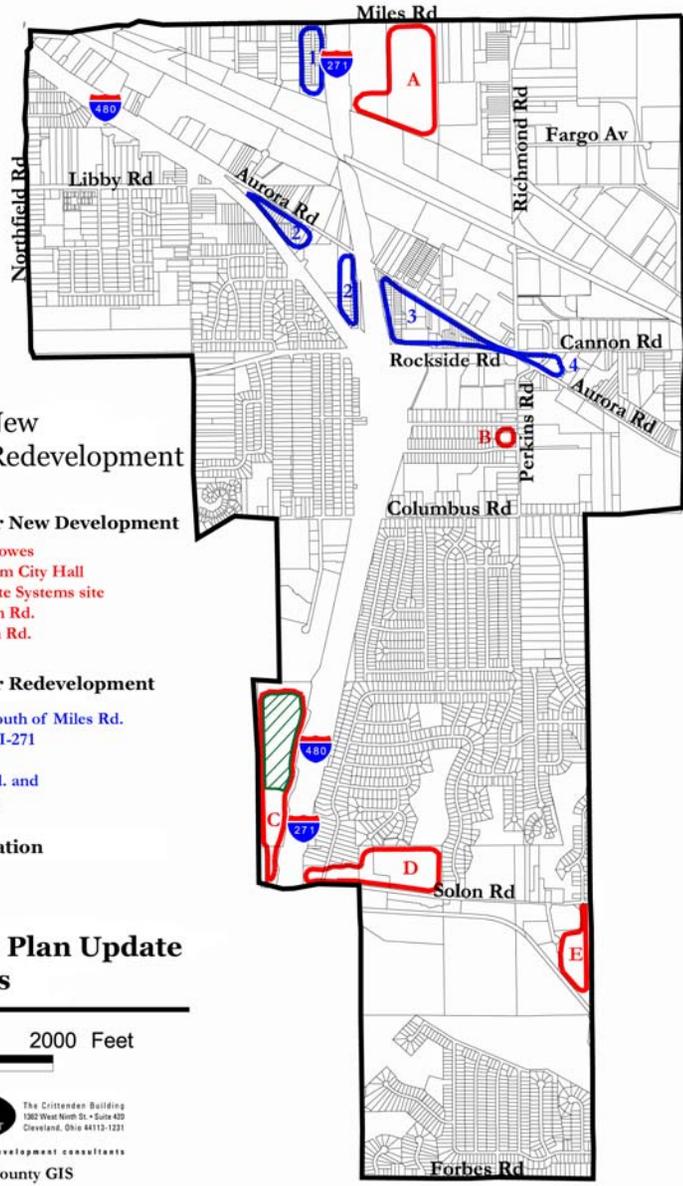
- 1. West of I-271 and south of Miles Rd.
- 2. Aurora Rd. west of I-271
- 3. Town center area
- 4. North of Aurora Rd. and west of Perkins Rd.

 **Area for Preservation**

**Comprehensive Plan Update  
 Bedford Heights**



Base map source: Cuyahoga County GIS



- Continue collaborative efforts with the Bedford School District and area businesses to assure the highest quality education for our residents, future adults and to meet the needs of our important business community.
- Improve the image of the northern part of the Mid-American Waste Systems property (on Solon Road), which is not likely to be privately developed, and convert it to long term open space and natural area preservation.
- Continue, and expand where possible, assistance programs that support business expansion and retention.
- Comprehensively evaluate the City's zoning standards to assure the maximum ability to achieve the Plan's use and quality objectives while continuing to be respectful of the private property rights and the City's economic development objectives.
- Establish criteria for determining when businesses – new or existing – should receive public financial assistance.

---

## HOW TO MANUAL – ACTION PLAN FOR IMPLEMENTATION

---

This Action Plan, or “How To Manual” outlines the measures that the City should undertake to begin implementing the vision and policies in this Master Plan Update. In the following chart (*Chart 2, next page*) the recommended actions are categorized by the type of action required – regulatory, financial, or administrative. Also included are suggested time frames to complete the activity. These time frames are based on the:

- Urgency and benefit of implementation;
- Length of time effective completion is expected to take based on such factors as effort, complexity, and funding; and
- Level of financial resources that may, or may not, be available.

In some instances an “action item” while initiated in the “administrative” category may also have financial implications. A “C” in all of the time frame “boxes” means that implementation is a continuing or on-going responsibility.

**CHART 2 – ACTION PLAN “HOW TO MANUAL”**

Note: The City needs to determine the “priority of each action” particularly if the “Estimated Completion” columns have not yet been filled in and the entity that has the lead responsibility for proceeding.

Initiative and/or Task	Lead Entity	Possible Funding		Estimated Completion		
		Existing	New	≤ 6 mo	6 mo - 2 yrs	> 2 yrs
<b>REGULATORY</b>						
<p>1. Undertake a <b>comprehensive update of the City’s Zoning Code</b>. Consider in the new Code most of the provisions that affect the “quality of development” as recommended in the 1998 Master Plan, such as those listed below, and included in more detail in <i>Appendix C</i>:</p> <ul style="list-style-type: none"> <li>• Require the buffering and landscaping of the front yards of all commercial properties;</li> <li>• Draft and enforce architectural design and appearance guidelines;</li> <li>• Require that pedestrian walkways between front sidewalks and building entrances are designed to ensure pedestrian safety;</li> <li>• Require that all new driveways and off-street parking areas along Solon Road must consist of a hard surface pavement;</li> <li>• Encourage the planting of new trees, shrubs and flowers within the front yards of businesses along Miles Road;</li> <li>• Encourage the installation of attractive landscaping;</li> <li>• Establish new sign regulations;</li> <li>• Establish amortization of the most obtrusive sign types;</li> <li>• Create a new mixed-use zoning district; and</li> <li>• Update and strengthen design review standards.</li> </ul> <p>This can be achieved in a manner that has a strong, yet enforceable, set of development regulations that balance the needs of the City with business interests.</p>	Building Department				X	
<p>2. <b>Evaluate and update</b>, as necessary, <b>other regulations in the City’s Codified Ordinances</b> to assure that a “full set of tools” are available to sustain the highest level of residential and commercial property maintenance.</p>	Building Department				X	

Initiative and/or Task	Lead Entity	Possible Funding		Estimated Completion		
		Existing	New	≤ 6 mo	6 mo - 2 yrs	> 2 yrs
<b>FINANCIAL</b>						
1. Undertake a comprehensive review to determine the <i>capital improvement needs for vehicle and equipment</i> in the police, fire, service, and public works departments. This should include the time frame in which these improvements are needed.	Finance Director			X		
2. Undertake a comprehensive review to identify, and financially plan for <i>building capital improvement projects</i> .	Finance Director			X		
3. Purchase land, if needed, to <b>assure</b> that long term capital building needs can be accommodated, even if the capital improvement is not expected in the “next few years”.	Council				X	
4. Continue to consider and evaluate ways to consolidate services, facilities, and equipment with nearby communities.	All Departments			C	C	C
5. Seek grants to assure all departments are using the most updated technology.	All Departments			C	C	C
6. Develop (or expand) down payment assistance programs to potential homebuyers.	Housing Department					

Initiative and/or Task	Lead Entity	Possible Funding		Estimated Completion		
		Existing	New	≤ 6 mo	6 mo - 2 yrs	> 2 yrs
<b>ADMINISTRATIVE</b>						
1. Continue to monitor the trending needs of industrial and retail businesses to assure, to the extent possible, that they remain competitive in the market and the City responds to opportunities.	Economic & Community Development			C	C	C
2. Evaluate whether adequate staff resources are available to satisfy the inspection and enforcement levels that the City expects.	Building Department			X		
3. Determine the specific approaches and steps that will be undertaken to advance implementation of the “triangle” redevelopment objectives. This evaluation will answer such questions as: <ul style="list-style-type: none"> <li>Identify the specific uses, or use options, if not yet clear;</li> <li>Determine if the regulations should “enable” the uses permitted or should the regulations/approach require compliance with the City’s objectives;</li> <li>Determine if the City should begin acquiring additional property to foster land assembly necessary to achieve redevelopment;</li> <li>Determine if any acquired property is limited to vacant land and buildings or, if properties become available, should the City purchase and manage occupied buildings.</li> </ul>	Economic & Community Development			X		
4. Develop expanded design criteria (as recommended in the 1998 Master Plan) that would illustrate and supplement the regulatory requirements.	Building Department				X	
5. Evaluate whether the City has adequate, or needs more, capacity to assure maximum prevention of crime.	Police Chief			X		
6. Develop a program offered to residents and businesses that fosters promotion of and the continuation of the community’s diversity.	Economic & Community Development			C	C	C
7. Undertake an update of the City’s energy audit.	Service Department			X		
8. Establish the criteria for determining when local financial assistance should be available to businesses. This evaluation should consider such factors as: jobs, income per jobs, square feet of building per job, condition of building, length of	Community Development			X		

Initiative and/or Task	Lead Entity	Possible Funding		Estimated Completion		
		Existing	New	≤ 6 mo	6 mo - 2 yrs	> 2 yrs
business commitment, etc.						
9. Continue collaborative efforts with the School Board and the business community to assure the highest quality education possible.	All Departments			C	C	C

---

## **APPENDIX**

---

- A. Summary Tables and Supplemental Maps
- B. Summary of Conversational Interviews
- C. 1998 Plan Matrix
- D. Zoning District Use Table Summary

**APPENDIX A**

**Table A-1 - Housing Units – Bedford Heights Compared to State, Region and Surrounding Communities: 1990-2010**

Geography	1990	2000	Change – 1990-2000		2010	Change – 2000-2010		Change – 1990-2010	
			#	%		#	%	#	%
<b>Ohio</b>	<b>4,371,945</b>	<b>4,783,051</b>	<b>411,106</b>	<b>9%</b>	<b>5,127,508</b>	<b>344,457</b>	<b>7%</b>	<b>755,563</b>	<b>17%</b>
<b>7-County Region Total</b>	<b>1,122,697</b>	<b>1,202,332</b>	<b>79,635</b>	<b>7%</b>	<b>1,268,337</b>	<b>66,005</b>	<b>5%</b>	<b>145,640</b>	<b>13%</b>
Cuyahoga	604,538	616,903	12,365	2%	621,763	4,860	1%	17,225	3%
Geauga	27,922	32,805	4,883	17%	36,574	3,769	11%	8,652	31%
Lake	83,194	93,487	10,293	12%	101,202	7,715	8%	18,008	22%
Lorain	99,937	111,368	11,431	11%	127,036	15,668	14%	27,099	27%
Medina	43,330	56,793	13,463	31%	69,181	12,388	22%	25,851	60%
Portage	52,299	60,096	7,797	15%	67,472	7,376	12%	15,173	29%
Summit	211,477	230,880	19,403	9%	245,109	14,229	6%	33,632	16%
<b>Bedford Heights and Surrounding Communities</b>									
Bedford	7,074	7,062	-12	0%	6,951	-111	-2%	-123	-2%
Bedford Heights	5,736	5,577	-159	-3%	5,750	173	3%	14	0%
Maple Heights	10,791	10,935	144	1%	10,894	-41	0%	103	1%
North Randall	491	490	-1	0%	571	81	17%	80	16%
Oakwood	1,354	1,480	126	9%	1,648	168	11%	294	22%
Orange	1,047	1,236	189	18%	1,374	138	11%	327	31%
Solon	6,601	7,801	1,200	18%	8,765	964	12%	2,164	33%
Walton Hills	832	919	87	10%	969	50	5%	137	16%
Warrensville Heights	6,785	6,741	-44	-1%	6,743	2	0%	-42	-1%

Table A-2 - Population of Ohio, Region, Bedford Heights and Surrounding Communities: 1990-2010

Geography	1990	Change – 1980-1990		2000	Change – 1990-2000		2010	Change – 2000-2010		Change – 1990-2010	
		#	%		#	%		#	%	#	%
<b>Ohio</b>	<b>10,847,115</b>	<b>49,512</b>	<b>0%</b>	<b>11,353,140</b>	<b>506,025</b>	<b>5%</b>	<b>11,536,504</b>	<b>183,364</b>	<b>2%</b>	<b>689,389</b>	<b>6%</b>
<b>Total</b>	<b>2,759,823</b>	<b>-74,239</b>	<b>-3%</b>	<b>2,843,103</b>	<b>83,280</b>	<b>3%</b>	<b>2,780,440</b>	<b>-62,663</b>	<b>-2%</b>	<b>20,617</b>	<b>1%</b>
Cuyahoga	1,412,140	-86,260	-6%	1,393,978	-18,162	-1%	1,280,122	-113,856	-8%	-132,018	-9%
Geauga	81,129	6,655	9%	90,895	9,766	12%	93,389	2,494	3%	12,260	15%
Lake	215,499	2,698	1%	227,511	12,012	6%	230,041	2,530	1%	14,542	7%
Lorain	271,126	-3,783	-1%	284,664	13,538	5%	301,356	16,692	6%	30,230	11%
Medina	122,354	9,204	8%	151,095	28,741	23%	172,332	21,237	14%	49,978	41%
Portage	142,585	6,729	5%	152,061	9,476	7%	161,419	9,358	6%	18,834	13%
Summit	514,990	-9,482	-2%	542,899	27,909	5%	541,781	-1,118	0%	26,791	5%
<b>Bedford Heights and Surrounding Communities</b>											
<b>Bedford Heights</b>	<b>12,131</b>	<b>-1,083</b>	<b>-8%</b>	<b>11,375</b>	<b>-756</b>	<b>-6%</b>	<b>10,751</b>	<b>-624</b>	<b>-5%</b>	<b>-1,380</b>	<b>-11%</b>
Bedford	14,822	-234	-2%	14,214	-608	-4%	13,074	-1,140	-8%	-1,748	-12%
Maple Heights	27,089	-2,646	-9%	26,156	-933	-3%	23,138	-3,018	-12%	-3,951	-15%
North Randall	977	-77	-7%	906	-71	-7%	1,027	121	13%	50	5%
Oakwood	3,392	-394	-10%	3,667	275	8%	3,667	0	0%	275	8%
Orange	2,810	434	18%	3,236	426	15%	3,323	87	3%	513	18%
Solon	18,548	4,207	29%	21,802	3,254	18%	23,348	1,546	7%	4,800	26%
Walton Hills	2,371	172	8%	2,400	29	1%	2,281	-119	-5%	-90	-4%
Warrensville Heights	15,745	-820	-5%	15,109	-636	-4%	13,542	-1,567	-10%	-2,203	-14%

Table A-3 - Vacancy of Housing Units – Ohio, Region, Bedford Heights and Surrounding Communities: 1990-2010

Geography	1990			2000			2010		
	Total	Vacant	% of Total	Total	Vacant	% of Total	Total	Vacant	% of Total
<b>Ohio</b>	<b>4,371,945</b>	<b>284,399</b>	<b>7%</b>	<b>4,783,051</b>	<b>337,278</b>	<b>7%</b>	<b>5,127,508</b>	<b>524,073</b>	<b>10%</b>
<b>7-County Region Total</b>	<b>1,122,697</b>	<b>65,044</b>	<b>6%</b>	<b>1,202,332</b>	<b>74,930</b>	<b>6%</b>	<b>1,268,337</b>	<b>128,441</b>	<b>10%</b>
Cuyahoga	604,538	41,295	7%	616,903	45,446	7%	621,763	76,707	12%
Geauga	27,922	1,016	4%	32,805	1,175	4%	36,574	2,310	6%
Lake	83,194	2,773	3%	93,487	3,787	4%	101,202	7,046	7%
Lorain	99,937	3,873	4%	111,368	5,532	5%	127,036	10,762	8%
Medina	43,330	1,538	4%	56,793	2,251	4%	69,181	4,038	6%
Portage	52,299	3,070	6%	60,096	3,647	6%	67,472	5,250	8%
Summit	211,477	11,479	5%	230,880	13,092	6%	245,109	22,328	9%
<b>Bedford Heights and Surrounding Communities</b>									
<b>Bedford Heights</b>	<b>5,736</b>	<b>382</b>	<b>7%</b>	<b>5,577</b>	<b>458</b>	<b>8%</b>	<b>5,750</b>	<b>639</b>	<b>11%</b>
Bedford	7,074	523	7%	7,062	403	6%	6,951	686	10%
Maple Heights	10,791	240	2%	10,935	446	4%	10,894	1,379	13%
North Randall	491	17	3%	490	25	5%	571	109	19%
Oakwood	1,354	66	5%	1,480	64	4%	1,648	104	6%
Orange	1,047	50	5%	1,236	66	5%	1,374	97	7%
Solon	6,601	260	4%	7,801	247	3%	8,765	413	5%
Walton Hills	832	7	1%	919	16	2%	969	32	3%
Warrensville Heights	6,785	382	6%	6,741	416	6%	6,743	700	10%

**Table A-4 – 2010 60+ Population - Bedford Heights compared to Region**

	Total Population	60+	% of Total Population
<b>Bedford Heights</b>	<b>10,751</b>	<b>2,592</b>	<b>24%</b>
<b>7-County Region Total</b>	<b>2,780,440</b>	<b>580,993</b>	<b>21%</b>
Cuyahoga	1,280,122	272,470	21%
Geauga	93,389	20,683	22%
Lake	230,041	51,488	22%
Lorain	301,356	61,554	20%
Medina	172,332	33,191	19%
Portage	161,419	29,847	18%
Summit	541,781	111,760	21%

**Table A-5 - Housing Composition of Occupied Units – Bedford Heights: 2000**

	Owner	% of <i>OO</i>	Renter	% of <i>RO</i>	Total
1 (Detached or Attached)	2,427	89%	127	5%	2,554
2-4	0	0%	64	3%	64
5 +	0	0%	2,136	89%	2136
Manufactured Homes	299	11%	66	3%	365
<b>Total</b>	<b>2,726</b>	<b>100%</b>	<b>2,393</b>	<b>100%</b>	<b>5,119</b>
<i>% of Total Occupied Units</i>	<i>53%</i>		<i>47%</i>		<i>100%</i>

**Table A-6 – Single Family Home Sales – Bedford Heights, Cleveland and Cuyahoga County**

	2000		2006		2010		% Change - 2000-2010	
	#	Med Value	#	Med Value	#	Med Value	#	Med Value
<b>Cuyahoga County</b>	<b>17,642</b>	<b>\$105,000</b>	<b>20,510</b>	<b>\$114,000</b>	<b>13,621</b>	<b>\$80,000</b>	<b>-23%</b>	<b>-24%</b>
<b>Cleveland</b>	<b>5,133</b>	<b>\$62,000</b>	<b>6,453</b>	<b>\$62,046</b>	<b>3,795</b>	<b>\$24,000</b>	<b>-26%</b>	<b>-61%</b>
<b>Bedford Heights</b>	<b>96</b>	<b>\$109,950</b>	<b>131</b>	<b>\$119,300</b>	<b>79</b>	<b>\$53,000</b>	<b>-18%</b>	<b>-52%</b>
Bedford	227	\$87,000	239	\$103,968	154	\$49,617	-32%	-43%
Maple Heights	549	\$83,000	700	\$95,000	474	\$31,950	-14%	-62%
North Randall	1	\$90,000	6	\$110,000	6	\$53,500	500%	-41%
Oakwood	36	\$94,500	47	\$115,000	42	\$91,950	17%	-3%
Orange	42	\$228,000	48	\$297,000	35	\$205,000	-17%	-10%
Solon	305	\$205,000	302	\$305,000	249	\$229,800	-18%	12%
Walton Hills	20	\$180,450	21	\$190,000	19	\$159,000	-5%	-12%
Warrensville Heights	101	\$80,000	204	\$79,500	122	\$29,500	21%	-63%

Data Source - NEOCANDO System, Center on Urban Poverty and Community Development, MSASS, Case Western Reserve University (<http://neocando.case.edu>)

Table A-7 - Foreclosure Filings – Bedford Heights, Cleveland and Cuyahoga County

	2006	2008	2010	2011 (till June 30)	% Change - 2006-2008	% Change - 2008-2010	% Change - 2006-2010
<b>Cuyahoga</b>	13,861	14,809	13,779	6,475	7%	-7%	-1%
<b>Cleveland</b>	7,504	7,131	5,925	2,964	-5%	-17%	-21%
<b>Bedford Heights</b>	97	110	136	44	13%	24%	40%
Bedford	142	170	178	85	20%	5%	25%
Maple Heights	508	668	585	220	31%	-12%	15%
North Randall	8	9	8	2	13%	-11%	0%
Oakwood	52	80	73	24	54%	-9%	40%
Orange	16	34	18	10	113%	-47%	13%
Solon	120	130	114	53	8%	-12%	-5%
Walton Hills	3	11	17	6	267%	55%	467%
Warrensville Heights	194	195	161	107	1%	-17%	-17%

Data Source - NEOCANDO System, Center on Urban Poverty and Community Development, MSASS, Case Western Reserve University (<http://neocando.case.edu>)

Table A -8 - Age of Housing Units

	Total Units	Median Year Built	Pre 1950	% of Total Housing Units	1950-1979	% of Total Housing Units	1980 and later	% of Total Housing Units
<b>Ohio</b>	<b>4,783,051</b>	<b>1962</b>	<b>1,502,331</b>	<b>31%</b>	<b>2,190,220</b>	<b>46%</b>	<b>1,090,500</b>	<b>23%</b>
<b>7-County Region</b>	<b>1,202,332</b>		<b>413,172</b>	<b>34%</b>	<b>577,919</b>	<b>48%</b>	<b>211,241</b>	<b>18%</b>
Cuyahoga County	616,903	1954	260,885	42%	287,210	47%	68,808	11%
Geauga County	32,805	1971	6,661	20%	15,659	48%	10,485	32%
Lake County	93,487	1966	17,281	18%	53,358	57%	22,848	24%
Lorain County	111,368	1963	29,466	26%	59,102	53%	22,800	20%
Medina County	56,793	1975	9,904	17%	25,736	45%	21,153	37%
Portage County	60,096	1970	13,390	22%	28,704	48%	18,002	30%
Summit County	230,880	1959	75,585	33%	108,150	47%	47,145	20%
<b>Bedford Heights and Surrounding Communities</b>								
Bedford Heights	5,577	1965	476	9%	4,736	85%	365	7%
Bedford	7,062	1957	2,237	32%	3,827	54%	998	14%
Maple Heights	10,935	1955	3,419	31%	7,241	66%	275	3%
North Randall	498	1961	55	11%	401	81%	42	8%
Oakwood Village	1,438	1964	383	27%	743	52%	312	22%
Orange Village	1,236	1968	235	19%	580	47%	421	34%
Solon	7,801	1977	541	7%	3,776	48%	3,484	45%
Walton Hills	911	1965	95	10%	582	64%	234	26%
Warrensville Heights	6,748	1961	1115	17%	5,366	80%	267	4%

**Table A-9 – Industrial Building Areas and Vacancies – Bedford Heights and 7-County Region**

	Total Floor Area		Vacancy			
	Bedford Heights	7-County Region	Bedford Heights		7-County Region	
			Floor Area	%	Floor Area	%
<b>1997</b>	6,895,805		598,000	8%		
<b>2008</b>	-	401,090,031 (3)	-	-	30,767,557 (3)	7.7% (3)
<b>2009</b>	-	412,262,638 (3)	-	-	33,216,968 (3)	8.1% (3) (4)
<b>2010/2011</b>	7,003,805 (1)	426,953,094 (4)	1,000,000+ (2)	14%	40,133,590 (4)	9.40%

Data Sources:

- (1) Based on development estimate since 1997 as provided by City – approximately 108,000 square feet
- (2) Based on numbers from industrial space availability data from January 2011
- (3) Cleveland Industrial Market Report – Chartwell Group
- (4) Cleveland Industrial Market Report – Cushman and Wakefield

**Table A-10 – Retail Areas – Bedford Heights, Chagrin Southeast and Cuyahoga County**

<b>Floor Area</b>	<b>1970 (1)</b>	<b>1997 (1)</b>	<b>2000 (2)</b>	<b>2004 (3)</b>	<b>2007 (4)</b>
Bedford Heights	216,000	891,301	--	1,236,601	--
Chagrin Southeast	--	--	2,075,095	--	3,291,478
Cuyahoga	--	--	24,855,432	--	31,182,939
<b>Vacancies</b>					
Bedford Heights	3,000	37,419	--	59,654	--
%	1.2	4.2	--	4.8	--
Cuyahoga	--	--	4,305,779	--	5,426,235
%	--	--	17.3	--	17.4

Data Sources:

(1) 1998 Master Plan

(2) Northeast Ohio Regional Retail Analysis, 2000

(3) City data

(4) Northeast Ohio Retail Development Impacts: Policy Implications for a Sustainable Community Future, 2007

**Table A-11 – Supportable Retail Floor Area Analysis – Bedford Heights**

Existing households (a)	5,126
Average household income (a)	\$43,500
40% of household income used towards retail expenditure (b)	\$17,400
Potential retail sales	\$89,192,400
Equivalent retail floor area supported (c)	418,800 square feet

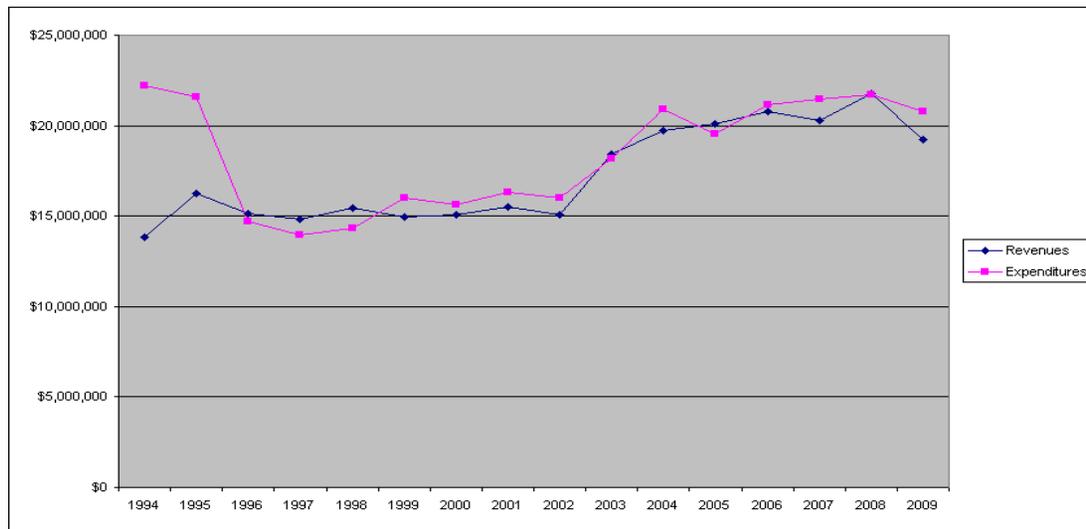
(a) 2005-2009 census estimate

(b) Based on Bureau of Labor Statistics data

(c) Used ULI value of \$213 of sales per square foot of convenience shopping

Table A-12 – Revenue vs. Expenditures – Bedford Heights

	Revenues	Expenditures	Difference
1994	\$13,844,920	\$22,189,556	-\$8,344,636
1995	\$16,231,828	\$21,581,198	-\$5,349,370
1996	\$15,118,960	\$14,722,077	\$396,883
1997	\$14,839,424	\$13,970,343	\$869,081
1998	\$15,475,628	\$14,324,191	\$1,151,437
1999	\$14,922,955	\$16,005,704	-\$1,082,749
2000	\$15,088,215	\$15,612,665	-\$524,450
2001	\$15,537,092	\$16,297,402	-\$760,310
2002	\$15,083,489	\$16,020,671	-\$937,182
2003	\$18,409,522	\$18,180,036	\$229,486
2004	\$19,744,540	\$20,935,985	-\$1,191,445
2005	\$20,069,293	\$19,557,211	\$512,082
2006	\$20,758,856	\$21,171,577	-\$412,721
2007	\$20,315,280	\$21,484,890	-\$1,169,610
2008	\$21,765,466	\$21,742,597	\$22,869
2009	\$19,223,140	\$20,791,640	-\$1,568,500



**Table A-13 – Revenue Sources – Bedford Heights**

	Total	Property Taxes	Income Taxes	Other Taxes	Inter-governmental	Charges for Services (a)	All others (b)	Revenue from Property, Income, Other Taxes and Inter-governmental as % of Total	Revenue from Property, Income, Other Taxes, Inter-governmental and Charges for Services as % of Total
		(1)	(2)	(3)	(4)	(5)	(6)	Sum of (1),(2),(3),(4)	Sum of (1),(2),(3),(4),(5)
1994	\$13,844,920	\$2,451,650	\$7,850,190	\$56,265	\$1,890,559	\$92,517	\$1,503,739	88%	89%
1995	\$16,231,828	\$3,203,906	\$8,526,925	\$62,136	\$2,769,691	\$143,499	\$1,525,671	90%	91%
1996	\$15,118,960	\$3,729,932	\$7,967,528	\$77,509	\$1,252,098	\$161,016	\$1,930,877	86%	87%
1997	\$14,839,424	\$3,590,440	\$8,296,301	\$41,224	\$1,171,102	\$189,600	\$1,550,757	88%	90%
1998	\$15,475,628	\$3,160,109	\$8,524,195	\$38,327	\$1,544,997	\$181,265	\$2,026,735	86%	87%
1999	\$14,922,955	\$3,249,110	\$8,566,389	\$59,763	\$1,340,898	\$186,145	\$1,520,650	89%	90%
2000	\$15,088,215	\$2,970,567	\$8,877,355	\$63,840	\$1,331,276	\$180,479	\$1,664,698	88%	89%
2001	\$15,537,092	\$3,576,428	\$8,721,195	\$57,644	\$1,562,972	\$200,683	\$1,418,170	90%	91%
2002	\$15,083,489	\$3,542,764	\$8,221,839	\$47,770	\$1,617,799	\$213,758	\$1,439,559	89%	90%
2003	\$18,409,522	\$3,959,669	\$8,382,406	\$36,628	\$2,312,189	\$2,412,516	\$1,306,114	80%	93%
2004	\$19,744,540	\$4,077,069	\$8,387,988	\$20,333	\$2,751,367	\$3,079,438	\$1,428,345	77%	93%
2005	\$20,069,293	\$4,048,378	\$9,083,275	\$26,710	\$1,458,915	\$3,758,055	\$1,693,960	73%	92%
2006	\$20,758,856	\$4,046,045	\$8,885,353	\$18,894	\$1,817,886	\$4,133,715	\$1,856,963	71%	91%
2007	\$20,315,280	\$3,694,714	\$8,788,315	\$5,235	\$1,841,126	\$4,163,791	\$1,822,099	71%	91%
2008	\$21,765,466	\$3,722,521	\$9,682,822	\$11,998	\$2,121,939	\$4,495,695	\$1,730,491	71%	92%
2009	\$19,223,140	\$3,284,553	\$8,053,573	\$0	\$2,961,127	\$3,716,211	\$1,207,676	74%	94%

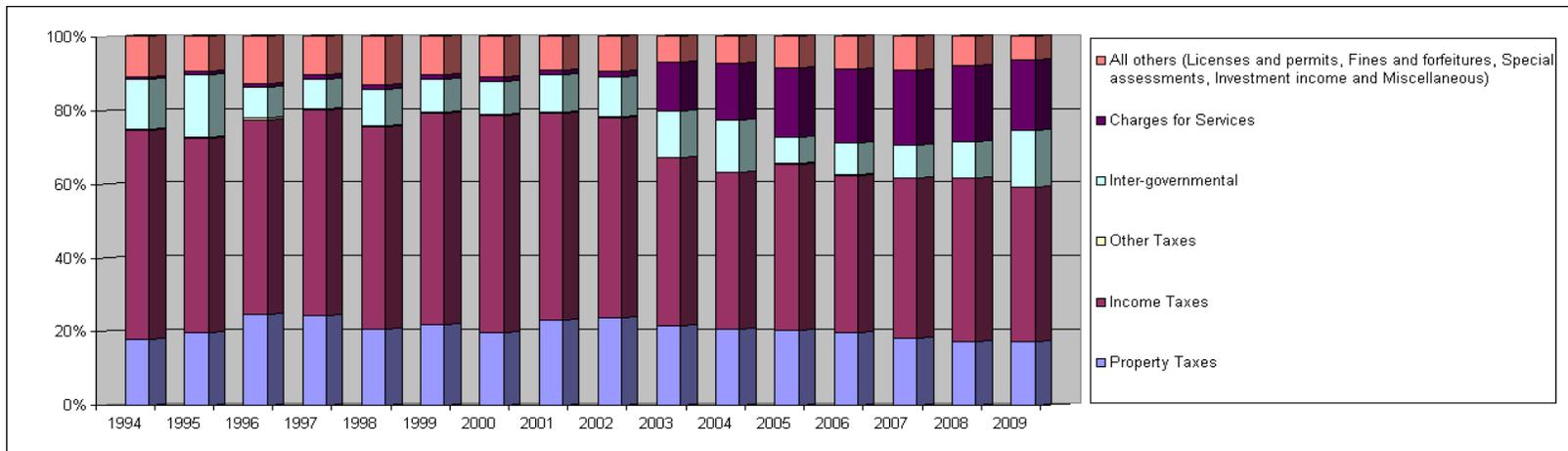


Table A-14 – Tax Valuations – 1999-2010 – Bedford Heights and Comparable Communities

Community	1999		2003		2007		2010		1999-2010		2007-2010	
	\$	% of Total	2003	% of Total	2007	% of Total	2010	% of Total	Difference in \$	% Change	Difference in \$	% Change
<b>Bedford Heights</b>												
<i>Residential</i>	\$71,315,590	40%	\$103,037,040	44%	\$117,279,110	47%	\$109,428,630	46%	\$38,113,040	53%	-\$7,850,480	-7%
<i>Other</i>	\$106,785,480	60%	\$133,502,110	56%	\$132,444,010	53%	\$128,861,330	54%	\$22,075,850	21%	-\$3,582,680	-3%
<b>Total</b>	<b>\$178,101,070</b>		<b>\$236,539,150</b>		<b>\$249,723,120</b>		<b>\$238,289,960</b>		\$60,188,890	34%	-\$11,433,160	-5%
<b>Bedford</b>												
<i>Residential</i>	\$120,510,280	62%	\$152,563,070	63%	\$172,278,790	57%	\$151,467,810	58%	\$30,957,530	26%	-\$20,810,980	-12%
<i>Other</i>	\$74,005,870	38%	\$90,449,920	37%	\$132,444,010	43%	\$109,940,100	42%	\$35,934,230	49%	-\$22,503,910	-17%
<b>Total</b>	<b>\$194,516,150</b>		<b>\$243,012,990</b>		<b>\$304,722,800</b>		<b>\$261,407,910</b>		\$66,891,760	34%	-\$43,314,890	-14%
<b>Brookpark</b>												
<i>Residential</i>	\$238,021,220	66%	\$288,926,640	68%	\$314,329,200	66%	\$291,898,930	63%	\$53,877,710	23%	-\$22,430,270	-7%
<i>Other</i>	\$122,940,570	34%	\$133,450,630	32%	\$163,333,470	34%	\$171,886,210	37%	\$48,945,640	40%	\$8,552,740	5%
<b>Total</b>	<b>\$360,961,790</b>		<b>\$422,377,270</b>		<b>\$477,662,670</b>		<b>\$463,785,140</b>		\$102,823,350	28%	-\$13,877,530	-3%
<b>Garfield Heights</b>												
<i>Residential</i>	\$277,725,570	81%	\$346,255,200	80%	\$389,922,500	81%	\$349,540,580	77%	\$71,815,010	26%	-\$40,381,920	-10%
<i>Other</i>	\$66,905,300	19%	\$88,941,960	20%	\$93,312,110	19%	\$107,245,480	23%	\$40,340,180	60%	\$13,933,370	15%
<b>Total</b>	<b>\$344,630,870</b>		<b>\$435,197,160</b>		<b>\$483,234,610</b>		<b>\$456,786,060</b>		\$112,155,190	33%	-\$26,448,550	-5%
<b>Maple Heights</b>												
<i>Residential</i>	\$233,809,300	75%	\$288,962,750	78%	\$326,303,960	79%	\$295,347,880	76%	\$61,538,580	26%	-\$30,956,080	-9%
<i>Other</i>	\$79,531,970	25%	\$83,669,240	22%	\$84,579,660	21%	\$95,763,090	24%	\$16,231,120	20%	\$11,183,430	13%
<b>Total</b>	<b>\$313,341,270</b>		<b>\$372,631,990</b>		<b>\$410,883,620</b>		<b>\$391,110,970</b>		\$77,769,700	25%	-\$19,772,650	-5%
<b>Parma</b>												
<i>Residential</i>	\$1,036,709,580	80%	\$1,246,975,870	80%	\$1,380,587,400	81%	\$1,232,591,450	79%	\$195,881,870	19%	-\$147,995,950	-11%
<i>Other</i>	\$256,903,900	20%	\$309,520,780	20%	\$329,956,640	19%	\$320,071,090	21%	\$63,167,190	25%	-\$9,885,550	-3%
<b>Total</b>	<b>\$1,293,613,480</b>		<b>\$1,556,496,650</b>		<b>\$1,710,544,040</b>		<b>\$1,552,662,540</b>		\$259,049,060	20%	-\$157,881,500	-9%
<b>Parma Heights</b>												
<i>Residential</i>	\$220,995,640	75%	\$263,460,270	76%	\$294,630,710	78%	\$262,901,500	77%	\$41,905,860	19%	-\$31,729,210	-11%
<i>Other</i>	\$73,303,530	25%	\$82,496,890	24%	\$84,073,920	22%	\$80,750,170	23%	\$7,446,640	10%	-\$3,323,750	-4%
<b>Total</b>	<b>\$294,299,170</b>		<b>\$345,957,160</b>		<b>\$378,704,630</b>		<b>\$343,651,670</b>		\$49,352,500	17%	-\$35,052,960	-9%
<b>Solon</b>												
<i>Residential</i>	\$503,714,390	67%	\$660,770,510	70%	\$818,302,740	72%	\$798,875,290	71%	\$295,160,900	59%	-\$19,427,450	-2%
<i>Other</i>	\$247,712,430	33%	\$287,707,560	30%	\$310,519,100	28%	\$325,815,610	29%	\$78,103,180	32%	\$15,296,510	5%
<b>Total</b>	<b>\$751,426,820</b>		<b>\$948,478,070</b>		<b>\$1,128,821,840</b>		<b>\$1,124,690,900</b>		\$373,264,080	50%	-\$4,130,940	0%

Community	1999		2003		2007		2010		1999-2010		2007-2010	
	\$	% of Total	2003	% of Total	2007	% of Total	2010	% of Total	Difference in \$	% Change	Difference in \$	% Change
<b>Warrensville Heights</b>												
<i>Residential</i>	\$80,296,940	49%	\$103,342,370	49%	\$121,171,620	46%	\$118,140,720	45%	\$37,843,780	47%	-\$3,030,900	-3%
<i>Other</i>	\$84,378,960	51%	\$107,226,550	51%	\$143,819,860	54%	\$146,856,870	55%	\$62,477,910	74%	\$3,037,010	2%
<b>Total</b>	<b>\$164,675,900</b>		<b>\$210,568,920</b>		<b>\$264,991,480</b>		<b>\$264,997,590</b>		<b>\$100,321,690</b>	61%	<b>\$6,110</b>	0%

Data Source:  
Cuyahoga County Treasurers Office

**Table A – 15 – Comparison of Tax Rates – Tax Year 2010**  
Bedford Heights and Adjacent Communities

Taxing Jurisdiction	Full Tax Rate	Effective Rate	
		Residential/ Agricultural	Other
Bedford	115.1	81.08	90.14
<b>Bedford Heights</b>	<b>115.3</b>	<b>81.28</b>	<b>90.34</b>
<b>Bedford Heights/Orange</b>	<b>128.9</b>	<b>84.40</b>	<b>89.23</b>
Brook Park	102.95	66.11	71.81
Brook Park/Cleveland	94.75	60.60	73.09
Garfield Heights	103.9	90.93	89.01
Garfield Heights/Cleveland	114.7	80.60	93.14
Maple Heights	110.6	85.95	89.15
Parma	94.1	69.76	71.91
Parma Heights	97	73.13	75.17
Solon	107	72.62	81.45
Solon/Orange	110.9	66.26	71.16
Warrensville Heights	120.1	77.41	93.96
Warrensville Heights/Orange	116.7	68.12	73.95

Data Source: Cuyahoga County Treasurer's Office

## **APPENDIX B**

### **Interview Summary Bedford Heights June 21, 2011**

Below is the information gained from the interviews with stakeholders summarized by theme. The items mentioned are ranked by the number of stakeholders that mentioned an item.

#### **ASSETS**

- City services – 14
  - smaller vehicles for distribution,
  - police response,
  - new community policing,
  - paramedic,
  - ambulance,
  - emergency,
  - senior services (because of this seniors want to stay home)
  - loan program for yard maintenance
  - trash pickup, fire and police
- Freeways and location of city -10
- Community center, parks, swimming pool, ball fields, services for kids – 9
- Lot of businesses, large companies – 6
- Good place to raise family (safe) – 3
- People (diversity) – 2
- Maintenance of city – 2
- Schools, stores and chamber of commerce -2
- Supporting commercial “facilities” nearby – generally okay
- Streetscape improvement on Aurora by Hidden Cove mobile home park
- Diversified housing – all affordable
- Metropark
- Control of city with ordinances – bldg. code

## ISSUES

- Reduction of finances; loss of businesses, sometimes to adjacent communities; loss of jobs - 9
- Housing maintenance, foreclosures - 3
- Crime - 3
- Lack of redevelopment; abandoned buildings; hodge podge of uses in commercial district – 3
- Quality of people moving into town; neighborhood not what it was - 2
- Image (on Rockside) - 2
- Aging housing stock/older buildings - 2
- Lack of parental involvement in student education; transiency of students - 2
- Lack of programs for kids and young people to be involved in the community; loss of Home Days 3-4 years ago (mid-summer festival, used to draw people from region, now replaced with family day) - 2
- Inefficient and duplication of service system in the city and surrounding communities (Bedford buys water from Cleveland, whereas BH has own water); competition with adjacent communities - 2
- Building Department “asks for some silly things”; lack of coordination between building department and other agencies to make it easy for businesses location - 2
- Lack of attractive building and street character along main corridors
- Need more senior housing
- Inadequate service delivery to mobile home parks
- Inadequate access to grocery in Bedford Heights
- Loss of local paper does not provide information about city and programs, need to subscribe to local channel
- Presence of trailer parks makes it less desirable for businesses to want to locate in the city
- Insufficient parks
- Flooding
- No sidewalks
- Northfield Center Road
- Infrastructure

## **ASPIRATIONS/VISION**

- Enhance image/create gateways (make them beautiful); marketing along Aurora Road; clean hodgepodge of uses in commercial areas - 6
- Restore revenue from manufacturing – printing, steel, chemical companies; new age model; thriving businesses; more jobs – 6
- Regional consolidation; share services (anything to avoid duplication) and promote regionalism to increase efficiency – 4
- Place where homes and infrastructure are well maintained -3
- Safety (teach expectations, take care of kids, control streets) - 3
- Parents involved in student education; schools are foundation – 3
- Public and private support services in City; new restaurant and shopping facility for seniors on Libby Road - 3
- Stable resources; remain financially solvent; think longer-term re: taxes – 3
- Involvement with banks to deal with foreclosures (Bedford has been doing this)
- Promote apartments as senior housing (and promote occupation of vacant homes by households in apartments) to reduce transiency
- Be a town of 50,000, bring immigrants into city, market community to new families working in Chagrin Highlands/Ahuja Medical Center
- To be the “uppity” way it used to be
- To be family friendly
- Development of Holy Trinity site with new homes
- Thrive by using small, not big ideas
- Reuse of Aurora Intermediate School
- Cooperative police
- Eliminate isolated residential areas
- Expand RTA on existing routes
- Civic facilities at Aurora/Rockside intersection
- Coordination of management on main streets
- Large scale regional development
- Merge with North Randall
- Trailer park gone

- Programs for kids and young people to get involved in community
- Recycling program
- Open Trinity church and organize programming with Mother Teresa
- Apartments wouldn't exist

**VISION IMPLEMENTATION IDEAS**

- Promote location and features by advertising in Cleveland Magazine, newspaper, newsletter – 4
- Promote community involvement -4
  - Organize events such as Bedford Heights Day, carnival etc.
  - Pay supervisors for preparing programs
  - Involve citizens in volunteer and neighborhood watch programs
- Improve the perception of schools; collaboration between schools and community center for programming; enroll students in paid summer jobs in city - 4
- Provide tax incentives for businesses wanting to relocate; aggressive tax abatement - 3
- Promote small ideas
- Develop stringent housing maintenance regulations
- Organize job fairs, prepare employment boards as central place to access potential job postings
- Meet with police to improve communication and cooperation with community
- More coordination between economic development, executive branch and building department to make it easy for businesses to locate in the city

**APPENDIX C**

**1998 Master Plan – Goals, Recommendations and Action Steps Summary Matrix  
Bedford Heights**

I. Goals (Pg 1.2 to 1.4)	Continues to be valid	Has been substantially implemented	Revised Goal/Comments
<b>1. Preservation of Residential Areas and Neighborhoods</b>			
A. Continue to preserve and maintain the quality of the City’s existing housing stock.	Yes		
B. Continue to enforce the City’s point of sale inspection program and other laws that promote the maintenance of the City’s housing stock.	Yes		
C. Promote racial diversity in all of the City’s residential neighborhoods.	Yes		
D. Promote larger lot sizes in Bedford Heights, which will generate lower residential densities than what is commonly found in abutting communities.			Currently there isn’t much vacant land for large lot development. However, a recommendation in the 1998 Plan under New Development, promotes cluster housing on rear portion of large properties. To the extent that residential development is possible the City should generally consider such residential an economic development advantage.
E. Encourage the construction of new housing that reflects modern styling and contemporary residential living.	Yes		To a significant extent the possibilities for new residential construction are confined to redevelopment locations which would require higher density development. Consider expanding this goal to also include the fostering of home “renovations” as well.
F. Continue to encourage the construction of new housing that is affordable for all residents, including senior citizens.	Yes		Consider the addition of “renovations” as well to the goal.
<b>2. Economic Development and Maintaining the Tax Base</b>			
A. Attract new industry to the City’s existing industrial areas	Yes		
B. Retain the City’s existing industrial and commercial businesses.	Yes		
C. Identify opportunities for potential redevelopment of marginal uses as well as vacant industrial and commercial land in order to enhance the City’s tax base.	Yes		The updated Plan has identified (will identify) the priority sites <i>and Section ___ includes the criteria in determining underutilized sites.</i>
D. Maximize the stability of employment and income generation by promoting the diversification of employment opportunities.	Yes	Yes	The flexibility in the uses permitted and the range of zoning districts substantially achieves this objective. The impediment could be the perception of the entrances to

I. Goals (Pg 1.2 to 1.4)	Continues to be valid	Has been substantially implemented	Revised Goal/Comments
E. Promote the City’s locational advantages for future industrial and office development by emphasizing the City’s accessibility to Interstates 271 and 480 and U.S. Route 422.	Yes		the City. The City’s location advantages have been viewed as extremely important and should be highlighted even more than they are.
<b>3. Reducing Traffic Congestion</b>			
A. Promote the orderly flow of traffic and the reduction of existing traffic congestion.		Yes	Over the last decade or so, this objective has been substantially implemented.
B. Encourage the use of public transportation, including commuter rail travel, in order to reduce the need for reliance on the automobile.	Yes		
C. Promote the construction of grade separations for major streets that intersect with railroad tracks and/or interstate highways.	Yes		
D. Facilitate pedestrian traffic especially along major commercial corridors and where institutional uses are located.	Yes		Particularly related to the focus areas of: ➤ The Town Center which includes the “Triangle” and civic center areas. ➤ Richmond Road
<b>4. Development and Preservation of a Strong Community Image</b>			
A. Define and develop a new community vision for the City of Bedford Heights.	Yes		This is being addressed as part of this Plan Update
B. Develop a town center plan for the central area of Bedford Heights.	Yes		This has potential because of location; the City should consider incorporating housing (to the extent there is a market) to complement the business and office component.
C. Improve visibility and access to City Hall	Yes		Part of Town Center concept.
D. Encourage joint decision making and information sharing between the local school board and City officials on joint issues.	Yes		
E. Encourage community support for the funding of civic institutions such as the schools, parks and recreation facilities.	Yes		This should also be supported within the context of regional consolidation/efficiency.
F. Support the passage of police and fire levies as well as the development and maintenance of block watch groups to combat crime within the City.	Yes	Yes	Levy was passed in 2010.
G. Encourage attractiveness in existing and future development.	Yes		The City should review its zoning standards and procedures and development design criteria.
H. Encourage widespread citizen participation in local government and civic affairs.	Yes		

I. Goals (Pg 1.2 to 1.4)	Continues to be valid	Has been substantially implemented	Revised Goal/Comments
<b>5. Planning of Vacant Land and Land That May Experience a Change in Land Use</b>			
A. Develop a future land use map, which presents a pattern of land use for the future, which encompasses the goals and objectives of the City.			Such a map is not necessary since the pattern of development will not substantially change. <i>Map 5</i> does identify strategic focus areas for development and/or redevelopment.
B. Devise development plans and strategies for land that is currently vacant as well as for large developed areas of the City with a potential for land use changes in the near future.	Yes		Same as the note immediately above.
C. Encourage the retention of existing parks and open space and protect existing environmentally sensitive lands such as floodplains, wetlands, steep slopes and areas that contain substantial stands of trees and/or unique vegetation.	Yes		
D. Update the City's zoning code as well as other municipal development regulations to better reflect the goals and objectives of this Master Plan as well as to clarify any ambiguities and inconsistencies that may currently exist.	Yes		This update continues to be a high priority.
<b>6. Maintaining and Expanding the City's Public Facilities and Infrastructure</b>			
A. Continue to maintain existing public facilities and infrastructure, including: a. Water and sewer facilities b. Wastewater Treatment Plant c. Public buildings d. Public streets and sidewalks	Yes		Consider implementing this objective, in part, through cost effective regional sharing and/or consolidation where possible.
B. Inventory all of the above facilities with regard to adequacy and condition and determine if there is a need for expansion or major renovation.	Yes		In so doing the City's energy audit should be updated to assure energy efficiency.

II. Recommendations (Pg 7.2 to 7.15)	Focus Area(s)	Continues to be valid	Has been substantially implemented	Revision/Comments
<b>1. New Development</b>				
i. Promote the <b>redevelopment of the Miles Road corridor</b> with high quality development; especially the central portion of the Corridor by encouraging mixed office, industrial and retail uses that will allow this important and strategic corridor to reach its greatest potential in terms of new employment and additional tax revenues that will be generated back to the City.	A	Yes	Yes	This continues to be the largest area of vacant land in the City “suitable for development.”
ii. <b>Eliminate incompatible land uses along Miles Road</b> – such as residential dwellings and mobile home units adjacent to existing or proposed industrial development.	A	Yes	Yes	Residential dwellings still exist west of I-271 and in selected locations elsewhere in the City. <i>(See Map 4)</i>
iii. Encourage the <b>redevelopment of the central portion of Aurora Road corridor</b> west of I-271 to enhance the City’s tax base by promoting light industrial development on the north side of Aurora Road which is currently zoned for local retail and trailer parks.	C	Yes		This is partially accomplished and is continuing. Discuss with the School Board its long term intentions for the Upper Intermediate School site.
iv. Encourage the <b>redevelopment of the south side of Aurora Road corridor</b> west of I-271 and adjacent to Aurora Upper Intermediate School by promoting small scale commercial retail development.	C	Yes		
v. Promote the <b>redevelopment of area on the north side of Aurora Road and west of Perkins Road</b> that is occupied by mobile home park and adjacent commercial buildings by encouraging the establishment of a mixed use center that would include a community shopping center complete with a super market and drug store, apparel shops and offices that would better meet the community’s market needs, provide new employment and generate additional tax revenues.	D	Yes		This is part of the “town center” area.
vi. Encourage private property owners to <b>beautify the remaining two focal points located between Cannon and Aurora Roads</b> with the installation of attractive shrubs, trees and flower boxes.	D	Yes		
vii. Investigate the possibility of <b>constructing a pedestrian walkway</b> that would follow the old right-of-way alignment of Perkins Road that would directly <b>connect Aurora Plaza with the institutional uses and residences on Perkins Road.</b>	D	Yes		Should be considered as part of the broader “town center” planning.
viii. <b>Develop the City-owned land that lies directly across the street from City Hall on Perkins Road</b> as a public commons area complete with a gazebo, park benches, walkways and flower gardens that could be used as a site for future public gatherings,	D	?		This may not be currently plausible given the financial climate.

II. Recommendations (Pg 7.2 to 7.15)	Focus Area(s)	Continues to be valid	Has been substantially implemented	Revision/Comments
band concerts and weddings. The preservation of at least one of the houses on this site for future use as an historical center should also be considered.				
ix. Encourage the <b>development of the southernmost portion of the Mid-American Waste System site</b> (west of I-271 and north of Solon Road) for office and industrial development provided that all of the above environmental standards and practices are met.	F	?		This has location, shape and topographic constraints. Is zoned for industrial.
x. <b>Preserve the northern half of the Mid-American Waste System site</b> as well as the Bear Creek flood plain as natural areas used primarily for wildlife habitat, hiking and environmental education.	F	Yes		Suitable objective given the site's location and shape.
xi. Promote <b>light industrial and office type development along the North side of the Solon Road corridor</b> that will be more compatible with neighboring residential single-family development to the north.	G	Yes		Zoned for light industrial uses. However, both office and industrial may be difficult to market in this location – for the foreseeable future.
xii. Promote <b>heavier industrial development on the south side of Solon Road</b> that can utilize rail spurs to the nearby Wheeling and Lake Erie Railroad.	G	?	Yes	Light industrial should be considered as an option to the current heavy industrial zoning. Heavy industrial may be incompatible with the adjacent uses; difficult to market given the location and road topography.
xiii. Consider <b>utilizing the 24.5-acre vacant area abutting northeast portion of Oakwood and Metroparks for low impact recreational uses</b> such as hiking trails and outdoor environmental education that will not require sizeable municipal or Metropark expenditures to maintain.	H		Yes	
xiv. <b>Upgrade facilities within the Metro Estates Park</b> by replacing the park's base materials for the play areas reserved for young children as well the installing a drinking fountain for the park. Minor repairs to the basketball hoops, spring animals, volleyball court, and softball field were also noted as being needed.	H			
xv. Promote and <b>encourage the vacant area in the rear portions of properties bound by Cannon, Aurora and Richmond Roads for up-scale, cluster housing</b> that will allow innovative lot layouts.	I			Very small portion of this land is suitable for development. Not readily suitable for residential because of surrounding uses and fairly severe topography
xvi. <b>Avoid developing sensitive areas within the vacant area</b>	I	Yes		See comment immediately above.

II. Recommendations (Pg 7.2 to 7.15)	Focus Area(s)	Continues to be valid	Has been substantially implemented	Revision/Comments
(bound by Cannon, Aurora and Richmond Roads) that contain steep slopes, but do allow clustering of dwelling units in order to preserve trees, scenic areas etc.				
xvii. Improve the <b>appearance of the gateways into the City from east along Cannon and Aurora Roads</b> with attractively landscaped ground signs welcoming travelers and residents into Bedford Heights.	<b>I</b>	Yes		
<b>2. Site Plan Layout</b>				
i. Encourage and/or <b>require off-street parking lots on Miles, Aurora, Solon Roads and in vacant portion bound by Cannon, Aurora and Richmond Roads to be located in the rear</b> or back of new developments, instead of in the front of buildings.	<b>A,D,G,I</b>	No		While, in <u>some</u> locations, this is a valid long term aspiration, it is not reasonable to expect changes in the short term.
ii. <b>Enforce the City’s present minimum front building set-back standards</b> of 75 feet for the Industrial District for all new buildings plus additions to existing buildings on Miles and Solon Roads.	<b>A,G</b>	No		Should consider reducing this setback if it posing any impediment to industrial expansion. Reduction in setback should not diminish community character considerations.
iii. <b>Require shared access points for new developments</b> so as to reduce the number of driveway curb cuts onto Miles, Northfield, Solon and in the central portion of Aurora Roads.	<b>A,B,D,G</b>	Yes		Valid objective but extremely difficult to achieve, particularly on small parcels.
iv. <b>Expand the municipal design review ordinance</b> that would improve guidelines on the overall appearance of new buildings and signs along Northfield Road.	<b>B</b>	Yes		Continues as a valid consideration and consistent with the City’s current aspirations.
v. Promote and/or <b>require the buffering and landscaping of the front yards</b> of all commercial properties that front Northfield Road.	<b>B</b>	Yes		Valid but difficult. Even if businesses change it takes time and effort (without effecting the marketability of the property) to eliminate these non-conforming conditions – unless there is substantial public financial contribution.
vi. <b>Encourage business owners to redesign their off-street parking</b> in compliance with increased buffering and landscaping standards in the front by moving more off-street parking to the rear or sides of buildings on Northfield Road.	<b>B</b>	No		Except for the Town Center where there is more redevelopment opportunity, this is too difficult to achieve to be a valid continuing objective.
vii. <b>Require clearly defined curb cuts along Northfield Road.</b>	<b>B</b>	Yes		Important and valid; however, is most likely only achieved when

II. Recommendations (Pg 7.2 to 7.15)	Focus Area(s)	Continues to be valid	Has been substantially implemented	Revision/Comments
				redevelopment occurs.
viii. <b>Reposition the sidewalks at least eight to ten feet away from the road pavement and street curbs</b> along Aurora Road west of I-271 and in vacant rear portion of area bound by Cannon, Aurora and Richmond Roads.	C,I	Yes		This could be incorporated in regulations any design schemes for focused areas.
ix. <b>Draft and enforce architectural design and appearance guidelines</b> including requirements for improving the appearance of commercial and industrial buildings that face interstate highways.	C,D	Yes		
x. <b>Require that pedestrian walkways between front sidewalks and building entrances are designed to ensure pedestrian safety</b> by minimizing points of conflict with motor vehicles on Cannon, and portions of Rockside and Aurora Roads east of I-271.	D	Yes		Need to have this requirement in zoning code.
xi. <b>Avoid developing on steep slopes and within flood plain areas.</b>	G	Yes	Yes	In Chapter 1313 of Building Code.
xii. More clearly <b>define curbs, especially along Solon Road</b> and prohibit parking within the road right-of-way next to the curb.	G	Yes		Important and valid; difficult to achieve.
xiii. <b>Require sidewalks to be built along at least the north side of Solon and Aurora Roads</b> which have portions of residential development.	G,I	Yes		Has been implemented on the north side of Aurora Road. Otherwise, a difficult issue to eliminate the non-conforming condition without incentives or unless a public improvement is occurring.
xiv. <b>.Require that all new driveways and off-street parking areas along Solon Road must consist of a hard surface pavement</b> such as asphalt, concrete etc.	G	Yes		Reasonable zoning issue.
xv. <b>Require non-residential property owners along Solon Road to pave unpaved parking areas</b> and repair crumbling parking lots.	G	Yes		If not now, should be a zoning requirement. Nevertheless, takes considerable time because the non-conforming condition is only eliminated when site/building investment is otherwise taking place.
<b>3. Landscaping</b>				Chapter in Part 13 – Building Code
i. <b>Increase the depth of landscaped buffers from the Miles Road right-of-way to all parking areas.</b> (Current city regulations only require 10-foot landscaped buffer for commercial uses and only 25-foot buffer for industrial uses).	A	Yes		The current standards seem adequate given the nature of the existing conditions. Changes that move toward compliance with the existing

II. Recommendations (Pg 7.2 to 7.15)	Focus Area(s)	Continues to be valid	Has been substantially implemented	Revision/Comments
				standard would change the character of the street significantly .
ii. <b>Encourage the planting of new trees, shrubs and flowers within the front yards of businesses along Miles Road</b> to improve the aesthetics. In addition to softening the grittiness of Miles Road, trees help to reduce street glare, heat, air pollution and noise from passing automobile and truck traffic.	A	Yes		Could be expanded in zoning regulations.
iii. <b>Retain natural vegetation wherever possible along Northfield Road.</b>	B	No		This may conflict with development rights and the City’s general economic development objectives.
iv. <b>Encourage the installation of attractive landscaping</b> along the front of buildings and within the interiors of large off-street parking areas of businesses along Northfield, Aurora and Solon Roads.	B,C,D,G,I	Yes		Could be added as zoning requirement.
v. <b>Install planter boxes for landscaping along Aurora Road west of I-271</b> , such as the type found on Northfield Road.	C	Yes		
vi. <b>Require either landscaped buffer strips or attractive brick pavers</b> between the sidewalks and the street curbs in area east of I-271 adjacent to Aurora and Rockside Roads.	D	Yes		
<b>4. Sign Regulations</b>				
i. <b>Promote the coordination of all outdoor signs within a single development with better site plan review regulations and procedures</b> for development along Miles, Northfield, Aurora and Cannon Roads.	A,B	Yes		Included in site plan and sign regulations
ii. Establish new sign regulations that will encourage or <b>require businesses to reduce the overall number of outdoor signs per business establishment along Aurora Road.</b>	C,D	?		Needs to be evaluated as part of the Zoning Code update.
iii. <b>Encourage attractively landscaped ground signs</b> for commercial and industrial uses along Miles, Aurora, Northfield and Solon Roads.	A,B,C,D,G	?		Depending on the site frontage conditions, these signs may not always be safe, useful, or attractive. Needs to be evaluated as part of the Zoning Code update.
iv. <b>Limit the maximum coverage of window signs</b> on businesses on Miles, Aurora and Northfield Roads.	A,B,C,D		Yes	Regulated “temporary window signs” not to exceed 25% of glass area. Regulations were added in 2005.
v. <b>Prohibit the erection and establish amortization of the most obtrusive sign types</b> such as pole and roof signs, billboards,	A,B,C,D		Yes	Prohibited billboards, pennants and whirlgigs in 1179.10. 1179.08 have

II. Recommendations (Pg 7.2 to 7.15)	Focus Area(s)	Continues to be valid	Has been substantially implemented	Revision/Comments
banners, flags and pennants for businesses on Miles, Northfield and Aurora Roads				regulations that were added for pole signs in 1998.
vi. <b>Ban the use of vehicle signs</b> where motor vehicles and trailers are parked on business premises on Northfield Road or on a lot for the primary purpose of advertising a business product, service, event, etc.	<b>B</b>	Yes		
vii. <b>Encourage coordinated signage in terms of sign colors, size and sign type</b> within each shopping plaza and commercial strip center in area east of I-271 bound by Aurora, Rockside and Cannon Roads.	<b>D</b>	?		Needs to be evaluated as part of the Zoning Code update.
<b>5. Zoning</b>				
i. <b>Adopt more stringent adult entertainment regulations along Miles Road corridor.</b>	<b>A</b>		Yes	New Regulations have been adopted.
ii. <b>Examine ways to encourage more mixed uses of commercially zoned parcels along Northfield Road</b> (office, commercial retail, commercial service, multi-family and elderly housing uses).	<b>B</b>	No		The parcels do not have sufficient size or depth to support a greater mix on Northfield Road; the bigger issue is the small sites and shallow depth of the parcels.
<b>6. Other</b>				
i. <b>Establish a maintenance program for the new sidewalks on Miles Road.</b>	<b>A</b>	Yes		
ii. <b>Conduct a merchants survey of all the businesses along Northfield Road corridor</b> to better determine the needs and problems of the merchants as well as the most effective ways that the City can assist the revitalization of commercial development in this area	<b>B</b>	No		This Plan Update provides adequate understanding to address the issues along Northfield Road.
iii. <b>Seek federal and state funding to widen Northfield Road (State Route 8) from its current 4 lanes of traffic to 5 lanes</b> in order to improve traffic flow and to relieve traffic congestion caused by left-hand turn backups. The proposed extra lane would create a shared center lane for motor vehicular traffic trying to make left hand turns for both northbound and southbound traffic along Northfield Road	<b>B</b>	Yes	Partially implemented	One side of the road has been improved and widened. Finishing the project may require more right-of-way which further reduces the usable portions of the business property.
iv. Since the physical location of the Aurora Upper Intermediate School is not compatible with existing industrial and commercial land uses for this area, the Bedford City School District should <b>consider either relocating Aurora Upper Intermediate School to a more suitable area, or because of declining</b>	<b>C</b>			The school has been closed. The School board intends to retain ownership, lease the building, and have it available for reuse as a school if required by increased enrollment.

II. Recommendations (Pg 7.2 to 7.15)	Focus Area(s)	Continues to be valid	Has been substantially implemented	Revision/Comments
<p>enrollment figures, the School District should consider combining the middle school programs into one facility at the existing Heskett Middle School on Perkins Road. The current site of the Aurora Upper Intermediate School could then be used for either commercial or industrial uses, which would be more compatible with the industrial and commercial nature of the corridor and generate additional tax income to both the School District and the City from these new uses.</p>				
<p>v. Document current travel time delays, traffic accidents and cost increases due to present design problems and heavy truck traffic at the existing underpass site in Solon connecting Cannon and Richmond Roads.</p>	E	No		Traffic concerns, generally, are no longer an important issue.
<p>vi. Survey local businesses and industries that utilize Richmond Road to determine their opinions on which alternative connector would be preferred and whether any of these businesses would be willing to offer financial assistance to fund such a connector.</p>	E	?		Further evaluation is necessary to determine if this connector is still important.
<p>vii. Encourage the construction of at least one of the proposed new connectors for Richmond Road outlined in this Master Plan (E1 or E2).</p>	E	Yes		Continues to be worth pursuing.
<p>viii. Support the concept of commuter rail along the existing CONRAIL route with the construction of a commuter rail station and off-street parking facilities within Bedford Heights near the location of the chosen Richmond Road connector.</p>	E	Yes		Continues to be valid but, perhaps, not a high priority to spend time and energy, given the alternative objectives/projects that could be pursued.
<p>ix. Pursue feasibility of an RTA bus route along Solon Road to improve accessibility to this area for jobs and nearby residents.</p>	G	Yes		(Same comment as immediately above)
<p>x. Develop an overall future use plan for the City-owned vacant land that will provide a linkage with the Metroparks' bike and hike trails along Hawthorne Parkway by working with the Cleveland Metroparks, school officials, and local neighborhood groups</p>	H	Yes		The connection between the two parks should be a priority.
<p>xi. Consider selling or negotiating the transfer of this City-owned land to Metroparks provided that assurances are granted that the City-owned vacant land will be developed in harmony with the above local planning efforts.</p>	H	Yes		
<p><b>7. Environmental</b></p>				
<p>i. Require that before any development occurs upon the Mid-</p>	F	Yes		

II. Recommendations (Pg 7.2 to 7.15)	Focus Area(s)	Continues to be valid	Has been substantially implemented	Revision/Comments
<p><b>American Waste System site that test borings and a full environmental impact assessment is supplied</b> by the prospective developer.</p>				
<p>ii. <b>Areas which will be developed that are to be located within the boundaries of any past waste dumping or construction and demolition disposal area in the Mid-American Waste System site will be required to meet the following environmental requirements:</b></p> <ul style="list-style-type: none"> <li>- The entire area that has been used as a dumpsite must be regarded with clean fill dirt.</li> <li>- Where buildings and above ground structures are proposed to be constructed concrete support pillars must be placed through the depth of the site's fill down to the site's bedrock to ensure the stability of the buildings and structures.</li> <li>- A vegetative cover must be established over the site's clean fill in order to ensure the future stability of the fill and to reduce the threat of soil and water erosion that could expose the area below the fill</li> </ul>	<b>F</b>	Yes		
<p>iii. <b>Protect Bear Creek and its adjoining flood plain from further environmental degradation</b> by insuring that new industrial development does not contribute to additional water pollution, storm water runoff and stream bank erosion or the rerouting of the stream from its current course.</p>	<b>F</b>	Yes		

III. Action Measure (Pg 8.2 to 8.12)	Continues to be valid	Has been substantially implemented	Revision/Comments
<b>1. Zoning Text Amendments</b>			
A. More stringent regulations on adult entertainment businesses. Both the City's zoning code as well as other major sections of the codified ordinances should be updated to include locational as well as public health and licensing standards that regulate how these businesses should be permitted to operate.		Yes	These regulations were updated in 2004.
B. The creation of a new mixed-use zoning district that would allow greater flexibility in the future development and redevelopment of the City's major commercial and industrial corridors such as Miles Road.	Yes		Not completed. To be considered as part of the Zoning Code Update; could also apply to the "town center" area.
C. The updating and strengthening of design review standards should be initiated. At a minimum the following areas need to be upgraded:	Yes		All related to the quality of development objectives referred to throughout the 1998 Master Plan.
i. Overall site design, pedestrian ways, bus riders and bicyclists.			
ii. The layout of nonresidential off-street parking facilities			
iii. Enhanced landscaping requirements for commercial, office and industrial uses - - landscaped buffers that shield residential properties from abutting nonresidential development - Effective landscaped buffering that faces public streets or backs up against interstate highways.			
iv. Updated sign regulations especially - window, pole and temporary signs. - the size, color and placement of commercial signs - All signs part of City's site plan review process			
<b>4. Zoning Map Changes</b>			
A. Mixed-use District along Miles Rd.	Yes		This district has not yet been created; to be considered as part of the Zoning Code update.
B. Elimination of mobile home parks from Trailer Park Zoning District consistent with recommendations	?		Part of zoning update. However, prior to implementing this recommendation, the City needs to fully evaluate the implications of creating these non-conforming uses.
<b>5. Continuation of Housing Maintenance Code and Point of Sale Inspections for Residential Units</b>	Yes		
<b>6. Encourage low and moderate-income homeowners who need financial assistance to comply with property maintenance requirements to apply for low interest loans through the Cuyahoga County's Community Development Departments' Housing Rehabilitation Loan program.</b>	Yes		
<b>7. Continuation and Promotion of Tax Incentive Programs to Improve</b>			

III. Action Measure (Pg 8.2 to 8.12)	Continues to be valid	Has been substantially implemented	Revision/Comments
<b>Properties</b>			
A. Promote and encourage homeowners and businesses to renovate and improve properties by not taxing real property.	Yes		
B. Encourage widespread participation in the program by distributing information through direct mailings to homeowners and businesses, public service announcements on cable TV channels, and/or local newspaper announcements.	Yes		
C. Other tax incentive programs to consider taking advantage of are Enterprise Zones and Foreign Trade Zones.	Yes		
<b>8. Beautification and Streetscaping program</b>			
A. Continue to beautify major arterials such as Miles, Northfield, Rockside, Solon and Aurora corridors. Specific steps are:	Yes		
i. Gateway signage – At each of the entrances to the City along each major arterial new “Welcome to Bedford Heights” ground signs shall be installed. <ul style="list-style-type: none"> <li>- Attractively landscape each gateway with flowers, shrubs or other ground plantings</li> <li>- Maintained free of any litter, graffiti or weeds</li> <li>- Dead plants should be replaced with new at least once a year</li> <li>- To assist with maintenance of these sites, institute a program that would encourage citizen volunteers or non-profit groups such as chamber of commerce, schools, local service or garden clubs to “adopt a City gateway” for a period of 2-3 years at a time.</li> </ul>	Yes		
ii. Mini-Parks – Enhance primary community and commercial intersections by <ul style="list-style-type: none"> <li>- Installing pedestrian centered mini-parks by Cannon, Perkins and Aurora Roads.</li> <li>- Reduce labor costs for construction by engaging City workers and volunteers.</li> <li>- On-going maintenance by volunteer civic or school groups</li> </ul>	Yes		
<b>9. Private Storefront Renovation and Beautification Projects</b>			
A. Encourage business owners to contact County Department of Development for information on applying for eligible loans and grants to improve their commercial storefronts (signage and building facades) and to beautify their properties with additional landscaping.	Yes		
B. Several major commercial/industrial corridors including Aurora, Miles and Northfield Roads are Improvement Target Areas, which are eligible for loans and/or grants.	Yes		

III. Action Measure (Pg 8.2 to 8.12)	Continues to be valid	Has been substantially implemented	Revision/Comments
C. Provide the use of Clean-Land, Ohio's booklets on creating effective landscaping of parking and non-parking areas to visually enhance properties.			
<b>10. Intergovernmental Coordination and Involvement</b>			
A. Continue to actively and forcefully pursue objectives of Plan with county, regional, state and federal agencies.	Yes		
B. Encourage involvement of officials including board members and elected and appointed officials in attending and participating in public programs, seminars and workshops that will further aid in general understanding of urban issues and ultimate implementation of goals and objectives of the Plan	Yes		
<b>11. Assignment of City Coordinator to Direct the Implementation of the Master Plan</b>			
A. Designate an individual at City Hall who will: <ul style="list-style-type: none"> <li>- Coordinate several of the implementation activities; serve as a liaison between developers, businesses, funding agencies, City Council and City's administrative offices, boards and commissioners including the Mayors office, PC and BZA.</li> <li>- Knowledgeable about various funding sources</li> <li>- Coordinate implementation of Master Plan, including zoning text and map changes, park and recreation development, streetscape improvements, storefront renovations and future economic development</li> <li>- Primary contact responsible for overseeing the distribution and adoption of Master Plan</li> <li>- Review professional consultant services that relate to implementation of Plan</li> </ul>	Yes		This should be a continuing responsibility.
B. Consider the retention of a planning consultant to assist in: <ul style="list-style-type: none"> <li>- preparation of new planning and zoning standards and procedures that will ensure that new development proposals undergo a comprehensive site plan review process designed to address the issues and concerns found within the Plan</li> <li>- Development of new district regulations</li> <li>- Detailed recommendations and renderings for park and recreation improvements, streetscape amenities and storefront renovation guidelines</li> </ul>	Yes		
<b>12. Periodic Review of the Master Plan</b>			
A. Complete review should be performed every 5 to 10 years to determine if changes in Plan are warranted. Review should consider input of citizens	Yes		This update is "generally" consistent with this target and is only off by 3 years.
B. Consider changes in between 5-10 years if elements in plan become unworkable due to anticipated changes in community.	Yes		

**APPENDIX D**

**Use Summary – Bedford Heights Non-Residential Districts**

Use Category		Zoning District						
		O	B-1	B-2	B-3	I	L-I	SC-1
		Office	Local Retail	Community Business	Road Side Service	Industry	Light Industry	Shopping Center
<b>Office and Professional Services</b>								
1.	Offices (general and professional)	P	P	P	P	P		P
2.	Banking, financial institution	P	P	P	P			P
3.	Bank Drive-thru		P					
4.	Research and Development	P						
5.	Laboratory	P			P			
6.	Clinics		P	P	P			
7.	Animal hospital, veterinary clinics		C	C	C			
<b>Retail and Services</b>								
1.	Retail		P	P	P			P
2.	Wholesale club							P
3.	Personal Services (beauty parlors, repair shops)	C	P	P	P			P
4.	Restaurants, eating and drinking places	C	P	P	P			P
5.	Restaurant Drive-thru				P			P
6.	Laundries				P			
7.	Funeral homes, mortuaries			C	P			
8.	Building and related trades (carpentry, electrical, plumbing, painting, heating, paper, wholesale bakeries, etc.)				P		P	
9.	Printing and related trades				P			
10.	Home improvement supplies						C	
11.	Wholesale business (incl. commercial greenhouses but prohibiting storage and warehousing)				P			
<b>Lodging</b>								
1.	Motels and hotels			P	P			
<b>Entertainment/Recreation</b>								
1.	Indoor commercial recreation (bowling alleys, billiard, pool, theaters, assembly halls)		C	C	C	P		P
2.	Community schools and art studios		C	C	C			
3.	Drive-in theaters				P			
4.	Outdoor commercial recreation (baseball fields, pools, skating rinks, golf ranges, stables and riding academics, amusement parks)				P			

Use Category		Zoning District						
		O	B-1	B-2	B-3	I	L-I	SC-1
		Office	Local Retail	Community Business	Road Side Service	Industry	Light Industry	Shopping Center
<b>Governmental/Community Facilities</b>								
1.	Public and cultural buildings		C	C	C			
2.	Cemeteries		C	C	C			
3.	Schools							P
<b>Industrial</b>								
1.	Manufacturing (Permits <u>larger</u> products)					P		
2.	Manufacturing (Confined to <u>smaller</u> products)						P	
3.	Storage of coal and gases					P		
4.	Heliports					P	P	
5.	Helistops			C	C	P	P	
6.	Laboratories					P	P	
7.	Asphalt manufacturing or refining					C		
8.	Oilcloth or linoleum manufacturing					C		
9.	Quarry or stone mill					C		
10.	Wool pulling or scouring					C		
11.	Building material supply and storage yards					C		
12.	Warehouses		C	C	C	P	P	
13.	Wholesale establishments						P	
<b>Automobile</b>								
1.	Automobile filling stations			P	P	P		
2.	Auto service stations				P	P	P	
3.	Car wash				P			
4.	Auto services (repair garages)					P		
5.	Used car sales					C		
<b>Accessory</b>								
1.	Accessory uses		A	A	A	A	A	
2.	Outdoor advertising		A	A	A	A	A	
3.	Automobile parking, central air conditioning and power plants, incidental storage of documents, training facilities for employees and living quarters for custodians	A						
4.	Retail sales from industrial and warehouse establishments					A		