

July 6, 2016



DRAFT

PARMA HEIGHTS MASTER PLAN 2015





Cuyahoga County Planning Commission

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About County Planning

The Cuyahoga County Planning Commission's mission is to inform and provide services in support of the short and long term comprehensive planning, quality of life, environment, and economic development of Cuyahoga County and its cities, villages and townships.

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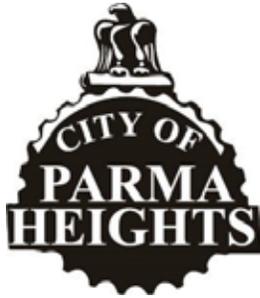
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PARMA HEIGHTS MASTER PLAN



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SECTION 1



INTRODUCTION

Welcome to the Current Conditions document of the 2015 Parma Heights Master Plan. This document is the first step in creating a unified vision for the City's future. It outlines what exists in Parma Heights today to better understand what's possible in the future.

What's Inside?

The introduction section includes an overview of the City and context maps. The remainder of the document is a community profile of Parma Heights highlighting the current status of demographic, economic, environmental, and other important topics to establish the current state of the City.

How Do I Use It?

The Current Conditions document establishes a baseline for the City's master plan by describing what is happening today. It can be used to better understand the community and how future recommendations may affect residents and businesses.

Next Steps

After the Current Conditions, the City will develop a series of goals and statements to create a unified Community Vision. This Vision will identify the priorities and desires the community wishes to accomplish through the creation, adoption, and execution of this Master Plan.

About Parma Heights

The first Parma Heights council meeting was held in January of 1912. The village was voted into existence as a result of a dispute with Parma Township regarding adequate representation in government. Parma Heights remained a small community through the first four decades of existence but experienced a post-War growth that exploded in the late 1950s and 1960s. After adopting a Charter and establishing a Mayor-Council form of government in 1953, Parma Heights was given City status in January 1957. With a pre-War population of 1,330 in 1940, the population of Parma Heights peaked in 1970 at 27,192 residents. In 2013 Parma Heights was home to 20,583 residents.

Centered around the intersection of Pearl Road with Stumph and York Roads, Parma Heights has grown with the development of Pearl Road. From its beginnings as a dirt trail, a plank road in 1876, and the first brick paved road in the U.S. by 1907, the three mile stretch of Pearl Road running through the City has been the backbone of Parma Heights. Pearl Road is just as important today as it was when the first settlers moved into the area. This is evidenced in the recent *Pearl Road:*

Complete and Green Streets Initiative Transportation for Livable Communities Initiative (TLCI) Study performed in 2014-2015 on the Pearl Road corridor by the firm Hatch Mott MacDonald.

The goal of the Pearl Road TLCI was to find ways to integrate the environment with transportation along Pearl Road to adapt this inner-ring suburb to meet the needs and opportunities of the future through innovative, sustainable redevelopment. This Master Plan will integrate the policies developed in the TLCI with additional strategies focused on economic and community development as well as expand the policies and ideas from the TLCI into an overall vision for the City. It will also incorporate funding and implementation priorities for these recommendations.

Parma Heights has been working under a decade old Master Plan that was completed in 2004. The City needs an updated plan to incorporate modern planning concepts and to address development issues that have emerged from the Great Recession, as well as advances in technology and changes in demographics. The completion of the Pearl Road TLCI presented an excellent opportunity to update the Master Plan.

Recent Plans

- 2014-2015 Pearl Road TLCI:

The Pearl Road Complete and Green Streets Initiative studied the entire length of the Pearl Road Corridor in Parma Heights. The Corridor was broken down into three distinct sections as seen in the figure below. Hatch Mott MacDonald focused their

planning efforts on transportation improvements for each of the three segments of the corridor depending on their separate needs concerning road diets, intersection improvements, road crossings, transit, green stormwater infrastructure, and reduced impervious surface. Commercial impacts of these improvements were also studied. The results of this study are an integral part of this Master Plan.

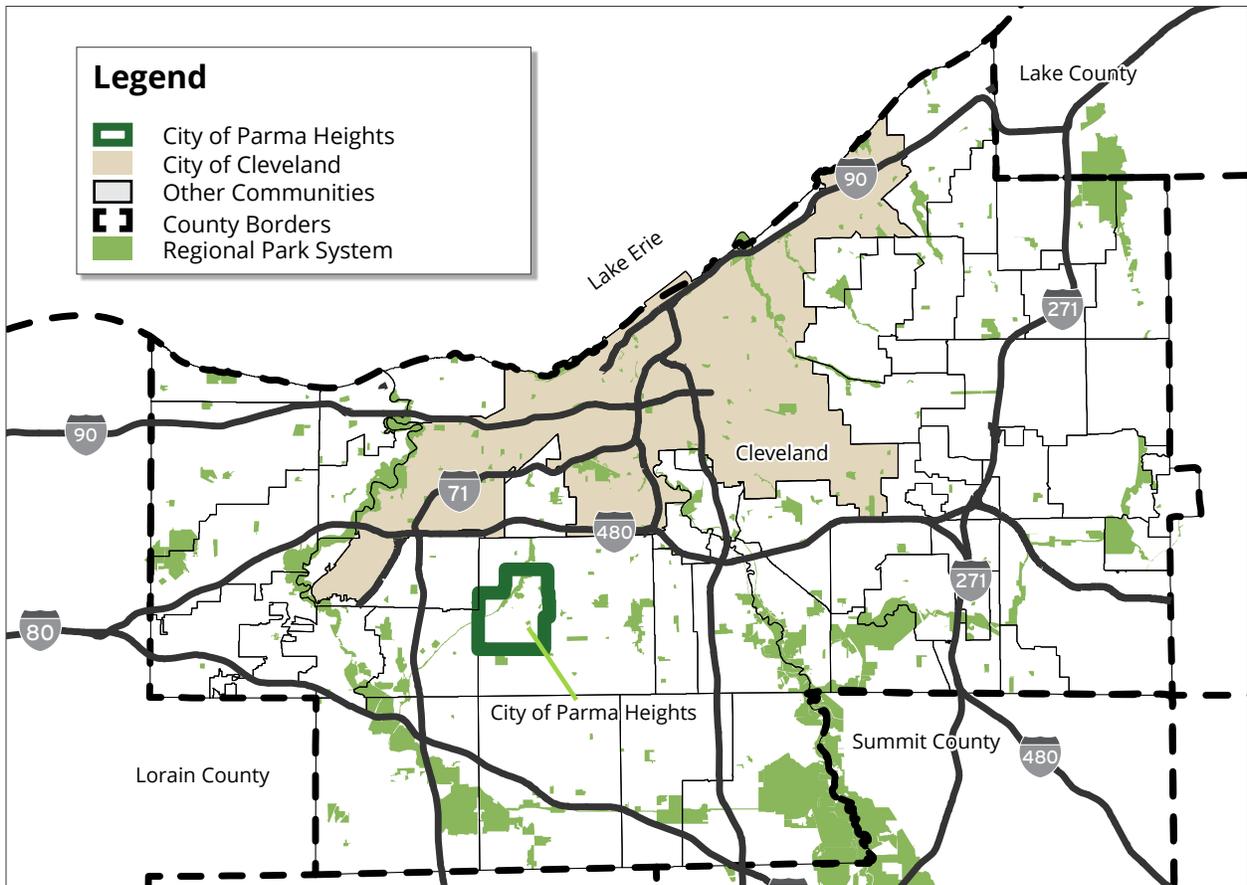


Source: Hatch Mott MacDonald

- 2004 Master Plan:

Previous long term Master Plan for Parma Heights. Extensively used, although a data heavy document that can be intimidating to citizens and casual users. Also, at over ten years old, it is in need of a substantial update.

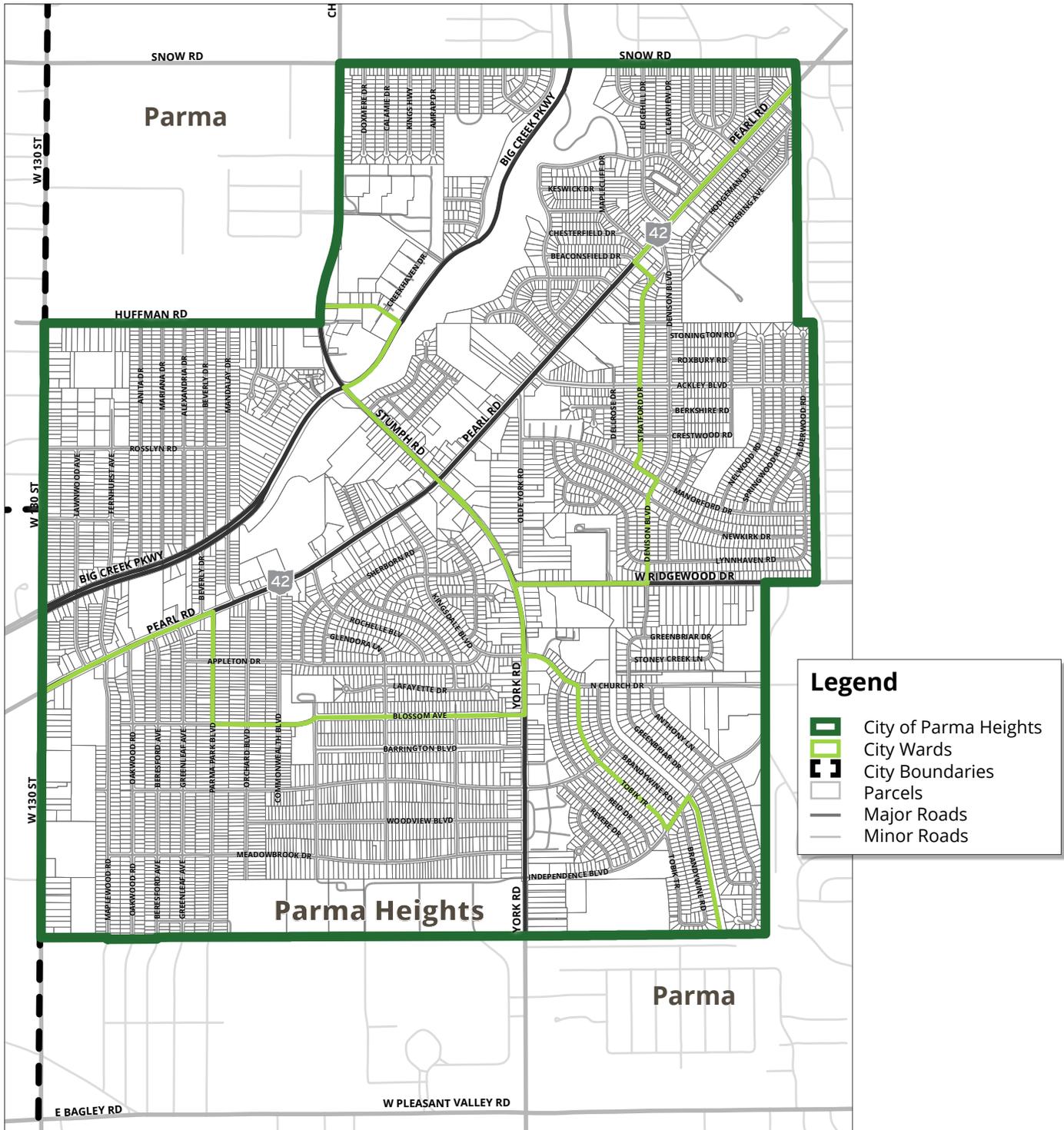
Map 1 Regional Context



The City of Parma Heights (outlined in dark green on Map 1) is located in the west-central part of Cuyahoga County just south of the City of Cleveland. It is surrounded on three sides by the City

of Parma but also borders Brookpark and Middleburg Heights to the west. It has relatively easy access to I-71 to the southwest and I-480 to the north.

Map 2 Planning Area





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SECTION 2



CURRENT CONDITIONS

Many factors affect a community's future, including population and housing trends, existing development patterns, proximity to highways, and natural features. The Current Condition section provides an overall assessment of the existing conditions and trends in Parma Heights.

What's In This Section?

The section includes the following topics:

■ Population	8
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■ Community Facilities	24
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The data for this section comes from numerous sources, including the U.S. Census' American Community Survey, Cuyahoga County, the Pearl Road TLCI, and the City of Parma Heights.

How Do I Use It?

The Current Conditions data will be used to inform goals, policies, and actions in the Master Plan's next phase.

Population

Land use and municipal service needs are influenced by population size, household composition, and growth trends. Understanding these trends can help communities anticipate future needs and better allocate resources.

Population and Age

Historically, Parma Heights experienced a dramatic population increase from 1950 to 1970, when the City reached its peak population of 27,192. After 1970, Parma Heights' population decreased significantly until 1990, but since that time has remained relatively stable.

Most first suburb communities like Parma Heights experience similar population trends, i.e. 1.) a steep increase in population as vacant land is developed into housing, then as vacant land decreases, the population stabilizes, 2.) Then, if redevelopment does not keep pace, population is lost to housing in developing outer suburbs.

Neighboring communities experienced similar population trends. Parma, Brook Park, and Middleburg Heights had experienced dramatic population growth

from 1950 to 1970. Like Parma Heights, Parma and Brook Park began to significantly lose population after their peak in 1970. Middleburg Heights has been the most stable of the neighboring communities.

Cuyahoga County's recent population trends have been relatively consistent with the City of Parma Heights. The County grew in population until 1970, at which point it began to decrease considerably. From 1970 to 2010, Parma Heights' population dropped by 23.8% while the County's population fell by 25.6%.

Table 1
Population Change, 1950-2010

Year	Parma Heights	Cuyahoga County
1950	3,901	1,389,532
1960	18,100	1,647,895
1970	27,192	1,721,300
1980	23,112	1,498,400
1990	21,448	1,412,140
2000	21,659	1,393,978
2010	20,718	1,280,122

Source: *Cleveland.com, County Planning, U.S. Census Bureau*

Recent Population Changes

Since 2009, Parma Heights’ population has grown by 630 residents. This number accounts for an increase between 2009 and 2010, which was followed by a slight decrease in subsequent years. From 2009 to 2010, the City’s population grew by 831 residents or 4.2%. From 2010 to 2013, Parma Heights’ population fell by 201 residents or 1%. As a comparison, from 2009 to 2013 Cuyahoga County’s population decreased by 23,754 residents or 1.8%.

Table 2
Population Change, 2009-2013

Year	Parma Heights	Cuyahoga County
2009	19,953	1,296,287
2010	20,784	1,293,825
2011	20,719	1,285,279
2012	20,645	1,278,024
2013	20,583	1,272,533

Source: American Community Survey, B01003

Age of Residents

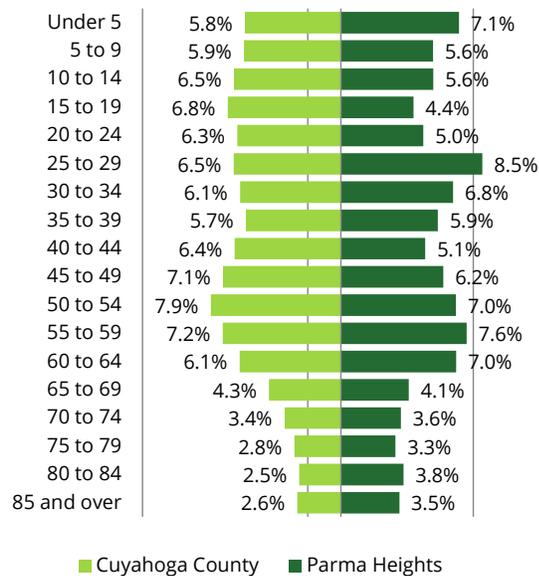
Age is important for understanding the current housing and social programming needs as well as predicting the future needs within a community. The population pyramid in Figure 1 displays the 2013 population of Parma Heights and Cuyahoga County by age group. Both the City and the County have a similar percentage of their populations within each age group with several slight variations.

Although Parma Heights has a slightly higher proportion of children under the age of five (7.1% as opposed to 5.8% in the County), the City has a lower

percentage of school-age children and young adults between the ages of five and 24. In Parma Heights 20.6% of the population is between the ages of 5 and 24, whereas in Cuyahoga County 25.5% of the population is within this age group. The City also has a slightly higher proportion of residents between the ages of 25 and 39, and a slightly lower proportion of residents between the ages of 40 and 54 than the County.

Comparing the age distribution of populations in 2009 and 2013, the percentage of Parma Heights’ population between the ages of 40 and 54 has dropped from 23% in 2009 to 18.3% in 2013. This explains the lower proportion of this age group within the city in 2013. The percentage of the City’s population under the age of 14, however, has increased from 15% in 2009 to 18.3% in 2013, which runs contrary to the overall County trend..

Figure 1
Population Pyramid, 2013



Source: American Community Survey, B01001

Households and Families

Household and family statistics are other key indicators of a community’s population. The U.S. Census Bureau defines a household as any person or group of people living together in a residence regardless of relationship. This is opposed to a family, which is defined as a type of household where two or more people (one of whom is the householder) are related by birth, marriage, or adoption and residing in the same housing unit. A household may consist of a person living alone or of multiple related and/or unrelated individuals living together.

Household Characteristics

Between 2009 and 2013, the number of households in Parma Heights decreased by 30, even as the population of the City increased by 630 residents. This indicates that the number of individuals per household has increased slightly during the five-year span and could be attributed to the increase in the population of children less than five years of age.

Table 3
Household Change, 2009-2013

Year	Parma Heights	Cuyahoga County
2009	9,072	542,058
2010	9,386	538,944
2011	9,137	537,203
2012	9,159	534,899
2013	9,042	534,476

Source: American Community Survey, B11001

Compared to Cuyahoga County, Parma Heights has a less diverse population. The City’s population is 92.8% White, 2.8% Black, 3.1% Asian, and 1.3% other races. In comparison, Cuyahoga County is 64.1% White, 29.7% Black, 2.6% Asian, and 3.6% other races. While Parma Heights has a slightly higher Asian population, all other minority groups compose a smaller proportion of the City than countywide.

Compared to 2009, Parma Heights’ Black, Asian, and other minority populations are growing while the City’s White population remains relatively stable. As a result, since 2009 the proportion of minorities in Parma Heights has increased while the proportion of Whites in the City has fallen slightly.

The Census counts Hispanic ethnicity independently of race. Residents claiming Hispanic ethnicity account for 3.9% of Parma Heights’ population compared to 4.9% countywide. Like other minority groups, the City’s Hispanic population has also grown since 2009.

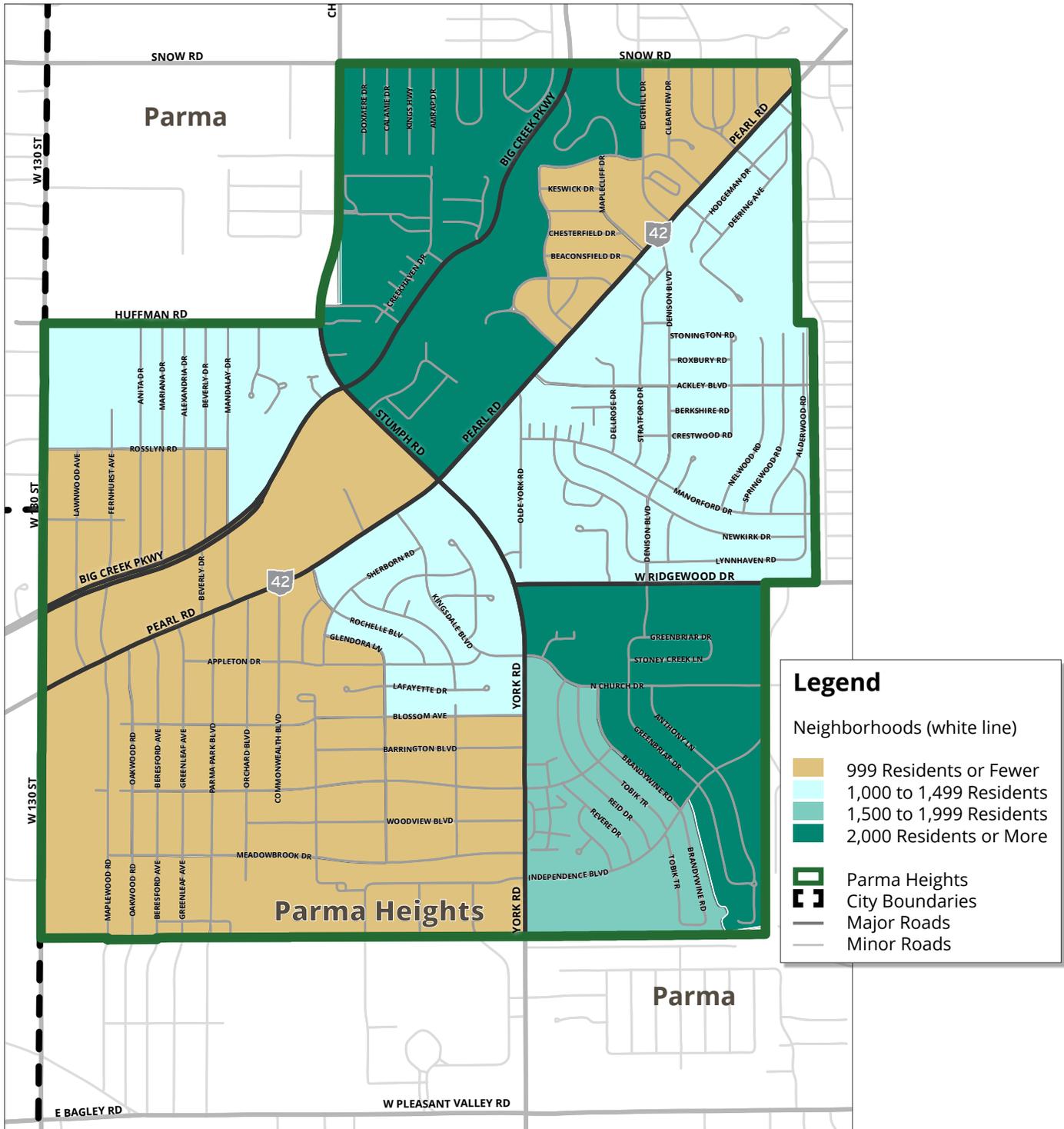
Table 4
Race and Ethnicity, 2013

Race/Ethnicity	Parma Heights	Cuyahoga County
White	18,880	816,138
Black	571	377,415
Asian	631	33,714
Other	261	45,266
Hispanic	793	62,778

Source: American Community Survey, B03002

Race and Ethnicity

Map 3 Population and Neighborhoods



Educational Attainment

Higher educational attainment is an important indicator for communities. More highly educated residents can be correlated with higher incomes and the proximity of important and emerging industries. Having a more educated population can also attract high quality jobs and employers which can strengthen a community's economy and tax base.

Educational Attainment

Compared to Cuyahoga County, Parma Heights has nearly the same percentage of its population with a Bachelor's degree or some college education. In 2013, roughly 47% of the population of both Parma Heights and Cuyahoga

County attained this level of education. The City has a significantly higher percentage of residents holding just a high school diploma (35.7%) than the county (28.6%), but a significantly lower percentage of residents with a Master's degree or higher (5.8%) than the County (12%).

Observing these statistics over time, Parma Heights is gaining more residents with a Bachelor's Degree or some college education. From 2009 to 2013, the city experienced an almost 15% increase in college-educated residents, while all other levels of educational attainment decreased. That rate of change was twice the growth seen on the County level.

Table 5
Educational Attainment

	Parma Heights			Cuyahoga County		
	2013	2009	Change	2013	2009	Change
Less than High School Diploma	10.8%	13.1%	-17.5%	12.5%	14.5%	-13.7%
High School Graduate	35.7%	38.4%	-7.1%	28.6%	30.8%	-7.0%
Bachelor's or Some College	47.6%	41.4%	14.9%	46.9%	43.7%	7.2%
Master's or Higher	5.8%	7.0%	-17.0%	12.0%	11.0%	8.9%

Source: American Community Survey, B15002

Compared with Cuyahoga County, the percentage of Parma Heights residents with less than a high school diploma decreased at a higher rate. The number of residents with just a High School diploma decreased at basically the same rate. However, the number of residents with a Master's degree or higher decreased by 17% in Parma Heights, while it increased in the County by 8.9%.

School Systems

Parma Heights residents are a part of the Parma City School District. Valley Forge High School and Parma Park Elementary are the only public schools in the Parma City district located within the City limits of Parma Heights. The City also features several private religious schools including Holy Name High School, Incarnate Word Academy, and Parma Heights Christian Academy. Parma Heights is also home to one charter school.

Parma City School District offers K-12 education in the City with two elementary schools, one middle school, and one high school. The Ohio Department of Education gave the district a C rating on its 2013-2014 performance index report card, which measures student test scores. The district's current four-year graduation rate is 87.6%, which is above the state average of 82.2%.

The Western Campus of Cuyahoga Community College is located partially within the City limits of Parma Heights along its southern boundary with Parma. It is located just west of Valley Forge High School.

Income

The economy in Parma Heights and the nation as a whole was significantly affected by the Great Recession. Although recent economic data show that the economy has improved, income levels have lagged behind.

Median Household Income

Median household income (MHI) is an important gauge for the health of a community. MHI can measure a community's purchasing power and future income taxes as well as overall quality of life. Parma Heights' MHI in 2013 was \$43,502, nearly equivalent to Cuyahoga County's \$43,804, as shown in Table 6. In both Parma Heights and Cuyahoga County, MHI increased from

2000 to 2009 to 2013. Parma Heights' 2013 MHI was 17.6% higher than it was in 2000, exceeding the rate of growth for the county of 15.1%.

Inflation-Adjusted Income

While these figures suggest median household income has increased from 2000 to 2013, when these figures are adjusted for inflation, MHI is actually declining. From 2000 to 2013, Parma Heights' adjusted MHI has decreased by 15.9%. This figure is only slightly better when compared to the overall county decline of 17.3% during the same time period.

Table 6
Median Household Income

	Parma Heights			Cuyahoga County		
	2013	2009	2000	2013	2009	2000
Median Household Income	\$43,502	\$42,579	\$36,985	\$43,804	\$43,145	\$39,168
Percent Change from 2000	17.6%	15.1%	-	11.8%	10.2%	-
Inflation-Adjusted Median Household Income	\$43,502	\$46,235	\$51,716	\$43,804	\$46,849	\$52,988
Percent Change from 2000	-15.9%	-10.6%	-	-17.3%	-11.6%	-

Source: American Community Survey, B19013; 2000 Census; BLS Inflation Calculator

Housing & Neighborhoods

A healthy housing stock is important for healthy neighborhoods. The size, quality, and type of housing will affect those who seek to live there. The appropriate options in housing types and affordability will depend on each community, but generally the more options available to residents, the healthier and more vibrant the community will be. This section displays the types of units available, cost of housing as well the condition of the housing stock.

Housing Units

From 2009 to 2013 the total number of housing units in Parma Heights decreased by 175 or 1.8%. Throughout this five-year period, however, the number of housing units fluctuated, alternating annually between increasing and decreasing years. In Cuyahoga County as a whole, housing units increased between 2009 and 2010 before declining gradually in each of the consecutive years.

Table 7
Housing Unit Change, 2009-2013

Year	Parma Heights	Cuyahoga County
2009	9,671	621,092
2010	10,040	622,637
2011	9,653	622,207
2012	9,707	621,184
2013	9,496	620,028

Source: American Community Survey, B25001

Tenure

Tenure describes whether a housing unit is owned or rented by the household residing in it. In Parma Heights, 41.8% of units are renter-occupied, which is only slightly higher than Cuyahoga County, which is 39.1% renter-occupied.

Although Parma Heights' proportion of renter-occupied housing is roughly consistent with the overall County, when compared to neighboring communities, the City's percentage is significantly higher. For example, Parma has 24.5% renter-occupied units, while Middleburg

Heights has 28.2% and Brook Park has only 20.7%.

Table 8
Tenure, 2013

	Parma Heights	Cuyahoga County
Renter-Occupied	3,776 41.8%	209,087 39.1%
Owner-Occupied	5,266 58.2%	325,389 60.9%
Total	9,042	534,476

Source: American Community Survey, B25003

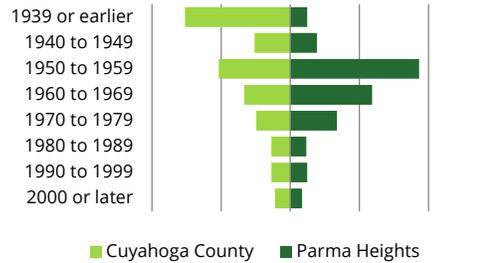
Age and Type of Units

The age and type of housing units also gives insight into the future needs communities will have. Older units, for instance, often have greater costs for renovation, but may have more potential for mixed-use redevelopment.

Age of Housing Units

Figure 2 displays the percentage of housing units built by year in Parma Heights and Cuyahoga County. While most units in the County were built before 1940, Parma Heights did not reach its building boom until the 1950s when 37.3% of homes were built. Following this period, housing construction decreased until the 1980s, when it stabilized at a much slower rate. The current slower pace of housing construction corresponds with the decrease in available land in Parma Heights. Since most of the City's parcels are built-out, the construction of new housing units requires redevelopment.

Figure 2
Year Built



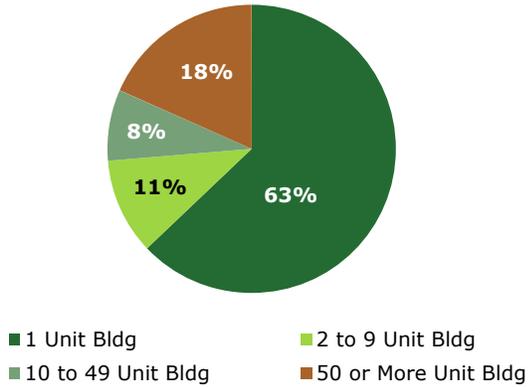
Source: American Community Survey, B25034

Type of Housing Units

In addition to the age of housing, the type of housing units in a community shows the available options for prospective households. Analyzing housing by the number of units in a structure describes the types of buildings in a community. For instance, a 1-unit structure would refer to a single-family home or possibly an attached townhouse, a 2-unit structure would indicate a duplex, and a 50-unit structure would be a large apartment or condo building.

In the City of Parma Heights 62.8% of housing units are in 1-unit buildings, compared to 64.5% of units in Cuyahoga County. Parma Heights has considerably more housing structures with 50 or more units. Eighteen point three percent of residential structures in the City have 50 or more units, compared to 9.2% in the County as a whole. This indicates a greater presence of large apartment buildings in Parma Heights. Conversely, the City has a lower percentage of 2- to 9-unit structures, with 10.8% compared to the County's 17.4%. Figure 3 displays the percentage breakdown of units in structures in Parma Heights.

Figure 3
Number of Units in Structure, 2013



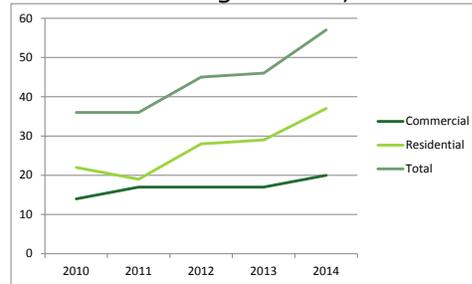
Source: American Community Survey, B25024

Building Permits

Building permits obtained for new construction and renovation can be used as a measure to judge the health and confidence of the local economy and housing market. Commercial activity can signify the growth of companies or the opening of new businesses. Activity in residential construction can show the strength of the housing market.

As an inner suburb that has been mostly built out, Parma Heights overall permit numbers remain small. New construction is not significantly impacting the City. However, building permits for both Residential and Commercial structures have been on the increase since 2010. The value of Commercial permits has fluctuated in recent years but was significantly higher, at over \$4 million in 2014, than any of the previous five years. While the total number of commercial permits remains small, the overall value has grown.

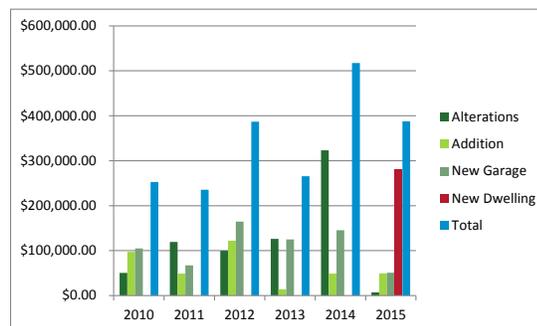
Figure 4
Number of Building Permits,



Source: City of Parma Heights

Residential permits have increased overall in the last five years. The overall value has increased as well. Alterations and additions have been the main force in these increases. Many residents have been renovating or adding to their homes. This could mean residents have seen an increase in income or it could be that the residential market has stabilized, allowing many who have put off repairs, renovations, or additions to finally initiate them. It is likely a combination of these conditions.

Figure 5
Value of Residential Permits, 2015



Source: City of Parma Heights

The general increase in number and value of all types of permits indicates

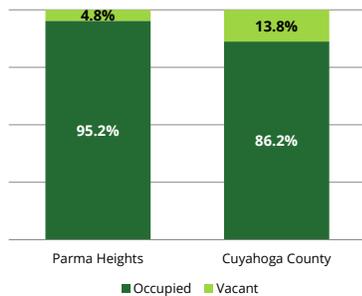
that, within the development constraints in Parma Heights, the local economic and real estate conditions are stabilizing at the very least.

Occupancy

Occupancy rates show the percentage of housing units within a community that are currently occupied. Units listed as vacant are not necessarily abandoned, but may refer to homes that are for sale or second homes.

In 2013, the City of Parma Heights had a vacancy rate of 4.8%, significantly lower than Cuyahoga County's 13.8% vacancy rate.

Figure 6
Occupancy Rates, 2013



Source: American Community Survey, B25002

Median Sales Price

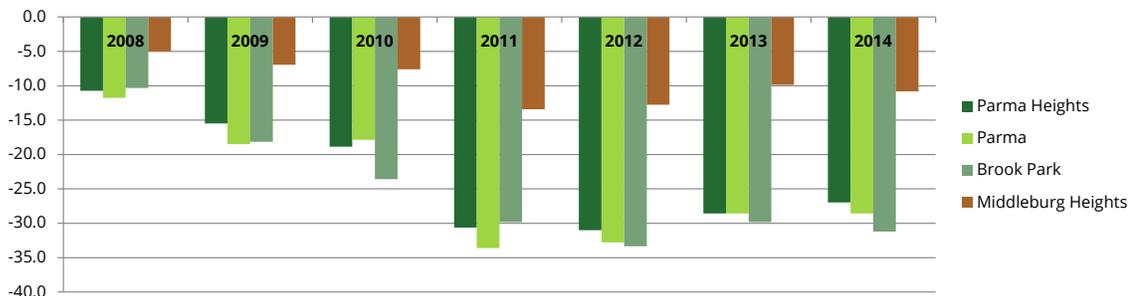
Median sales price of homes is an important indicator of the strength of the housing market and can display trends in housing sales over time within the community.

The median sales price for Parma Heights in 2014 was \$90,000, which is very similar to the figure in neighboring communities. The communities bordering Cleveland had median sales prices that were slightly lower than Parma Heights. For example, Parma had a median sales price of \$85,000 while Brook Park's was \$88,250. Moving farther away from the city, Middleburg Heights had a significantly higher median sales price of \$138,000.

When viewed since 2007, median sales prices in Parma Heights have had a substantial drop as a result of the Great Recession. The City's median sales price reached its lowest point in 2012, at 31% below the 2007 figure. Prices have recovered to some degree since that time, but as of 2014, still remain 26.9% lower than in 2007.

The neighboring communities of Parma and Brook Park were both affected similarly during the economic downturn,

Figure 7 Change in Median Sales Price Compared to 2007



Source: Cleveland.com Home Sales Database

with prices dropping 33% in both communities. Like Parma Heights, both of these cities have recovered slightly in recent years, but remain well below their 2007 price. Middleburg Heights fared considerably better than the other neighboring communities, but as of 2014, median sales prices are still 10.8% below the 2007 benchmark.

Table 9
Median Sales Price, 2014

Community	Median Sales Price
Parma	\$85,000
Brook Park	\$88,250
Parma Heights	\$90,000
Middleburg Heights	\$138,000

Source: Cleveland.com

Median Rent

Median gross rent is another indicator of the strength of the housing market. Combined with other housing cost indicators, it gives insight into housing affordability and the financial burden placed on households in the City.

The median rent in Parma Heights in 2013 was \$736. This figure nearly matches the median gross rent of Cuyahoga County at \$732. In fact, the City's median rent has increased annually, mirroring the changes in the overall County. Parma Heights' median rent is now 6.2% higher than it was in 2009, when median rent was \$693.

Table 10
Change in Median Rent, 2009-2013

Year	Parma Heights	Cuyahoga County
2009	\$693	\$685
2010	\$694	\$698
2011	\$708	\$716
2012	\$733	\$726
2013	\$736	\$732

Source: American Community Survey, B25064

Housing Affordability

According to the U.S. Department of Housing and Urban Development, families or households that spend more than 30 percent of their income on housing are considered "cost burdened."

The median gross rent as a percentage of household income in Parma Heights was 29.5% in 2013. This is just under Cuyahoga County's current percentage of 31.8%. Viewing the recent trends, after increasing between 2009 and 2010, the percentage has been decreasing slightly ever since with 2013 actually being Parma Heights' lowest percentage in the past five years. This indicates that housing is more affordable now than in 2009. This is true in spite of the fact that median rent has also increased during this time. This shows that household income has been narrowly outpacing the increase in rent over the five-year period.

Employment

Employment trends are important to understanding income tax receipts, housing needs, and business interests. The U.S. Census provides employment data for local communities through its Longitudinal Employer-Household Dynamics partnership. While the data is more localized, it is also older. The most recent year of data available for the City of Parma Heights is 2011.

Total Employment

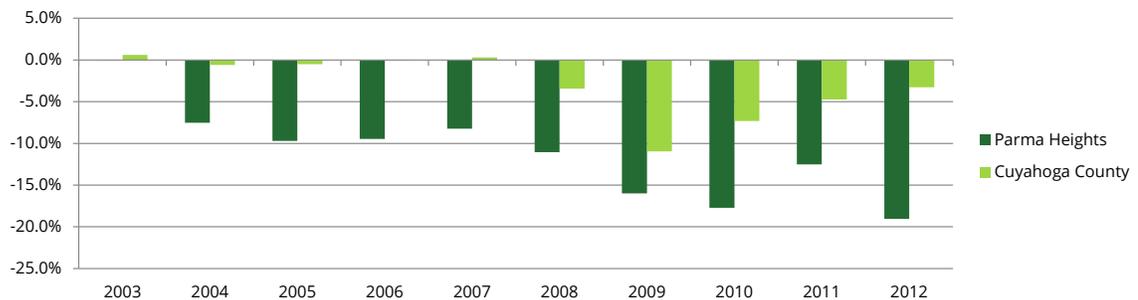
According to the U.S. Census' LEHD data, Parma Heights had 3,965 jobs within the City in 2012. With a population over 20,000, this means that

Parma Heights is significantly exporting workers to surrounding communities. Parma Heights serves as a bedroom community where the majority of residents live in the City but commute out of the City to work.

While total jobs had began to recover since the depths of the Great Recession in 2009, a large loss in 2012 brought the City to its lowest level over the last decade, as shown in Figure 8 and Table 11.

The year-to-year change in employment numbers had mirrored Cuyahoga County through most of the past decade and had even began to out-pace

Figure 8
Total Employment Compared to 2002



Source: Longitudinal Employer-Household Dynamics

Cuyahoga. The major losses in 2012 is significantly out of character with the recent growth trend shown in Figure 9.

Table 11
Employment Change, 2002-2011

Year	Parma Heights	Cuyahoga County
2002	4,898	749,145
2003	4,897	753,787
2004	4,529	744,762
2005	4,423	745,362
2006	4,434	748,690
2007	4,494	751,333
2008	4,357	723,340
2009	4,114	667,100
2010	4,030	694,272
2011	4,285	713,581
2012	3,965	724,575

Source: Longitudinal Employer-Household Dynamics

In comparison with Cuyahoga County, Parma Heights job numbers dropped in the early 2000s but stabilized with the County. It was not until the Great Recession at the turn of the decade that job losses began to increase

significantly for both. However, the rate of losses from Parma Heights remained below that of the County as a whole.

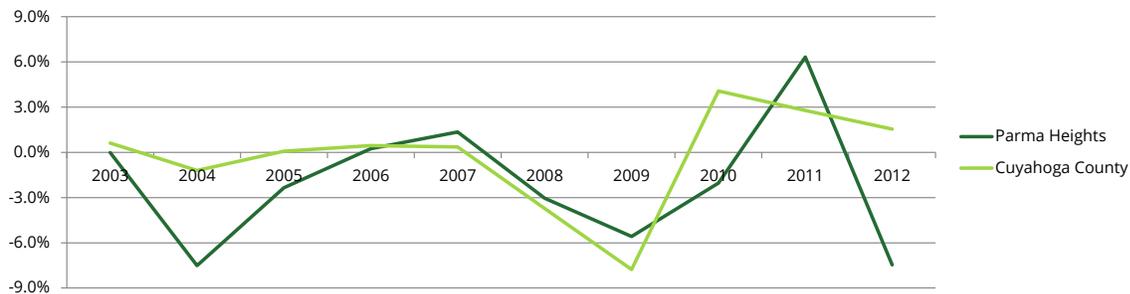
Unemployment in Parma Heights has been stable recently, sitting at or below 8% since 2009. The County, in contrast, has increased its unemployment rate every year since 2009. The unemployment rate for Parma Heights is currently 4.5% lower than the County as a whole.

Table 12
Percent Unemployed, 2009-2013

Year	Parma Heights	Cuyahoga County
2009	7.4%	10.0%
2010	7.4%	10.5%
2011	8.0%	11.1%
2012	7.7%	11.7%
2013	7.6%	12.1%

Source: Longitudinal Employer-Household Dynamics

Figure 9
Total Employment Compared Year to Year



Source: Longitudinal Employer-Household Dynamics

Employment Profile

While Parma Heights is not a major employment center in Cuyahoga County it is important to understand the industries that make up the jobs that Parma Heights does have within its borders. This can highlight strengths and weaknesses that economic development initiatives can target to promote a stable, growing economy.

In terms of income, just over one-quarter of the jobs located in the City, or 1,007 total jobs, paid a monthly wage of \$3,333 (approximately \$40,000 annually). In comparison, 42% of jobs Countywide paid similarly. Parma Heights employment generally paid lower wages than jobs Countywide, most likely a result of the large retail and service industry presence and lack of jobs in manufacturing, technology, or other higher paying industrial sectors.

Over 45% of workers in Parma Heights age 29 or older had at least some college or a degree for a total of 1,818 total jobs. Over 51% had at least some college education or a degree in Cuyahoga County

Industries in Parma Heights

The largest industry segments in Parma Heights, in terms of jobs are:

- *Health Care and Social Assistance:* 23.6% - 936 total jobs
- *Accommodation and Food Service:* 15.3% - 605 total jobs
- *Retail:* 13.5% - 534 total jobs
- *Education Services:* 12.3% - 488 total jobs

- *Other Services (Excluding Public Administration):* 5.3% - 211 total jobs
- *Professional, Scientific, and Technical Services:* 5.2% - 206 total jobs

When compared to Cuyahoga County, Parma Heights has a slightly larger proportion of jobs in the Health Care sector. They also had significantly greater proportion of jobs in the Retail, Educational, and Accommodation sectors than the County as a whole. Unfortunately, none of these sectors is that large in terms of actual job numbers.

Manufacturing was shown as one of the top industries for Parma Heights, in 2011 with 271 jobs. This was a growth of 176 jobs. However, in 2012 that number dropped to only 55. City officials had questioned such a high number since none were aware of any significant manufacturing operations with the City. Based on the dramatic change and local knowledge, it is determined that there must have been an error in worker classification or job reporting. Significantly, the correction of these numbers to a more feasible number accounts for a majority of the 320 jobs lost between 2011 and 2012.

Retail Trade and Accommodation and Food Service industries were two of Parma Heights' largest industries. Accommodation and Food Service rebounded with growth from 2011 while Retail Trade continued to experience job decline. The importance of the Pearl Road commercial corridor can explain these industries significance and also point towards a necessary effort to stabilize these sectors.

An industry that has slowly returning to growth since being hit by the Great Recession is Professional, Scientific, and Technical Services. While it remains small in size, it is an industry of growing importance in the current information and service-based economy. With a highly educated population, quality community amenities and proximity to Cleveland, targeting growth in this or similar industries presents an opportunity to help grow the economy. These typically office-based industries would diversify the local economy from the dominant food and retail sectors while being compatible to the character of the already established community.

Community Facilities

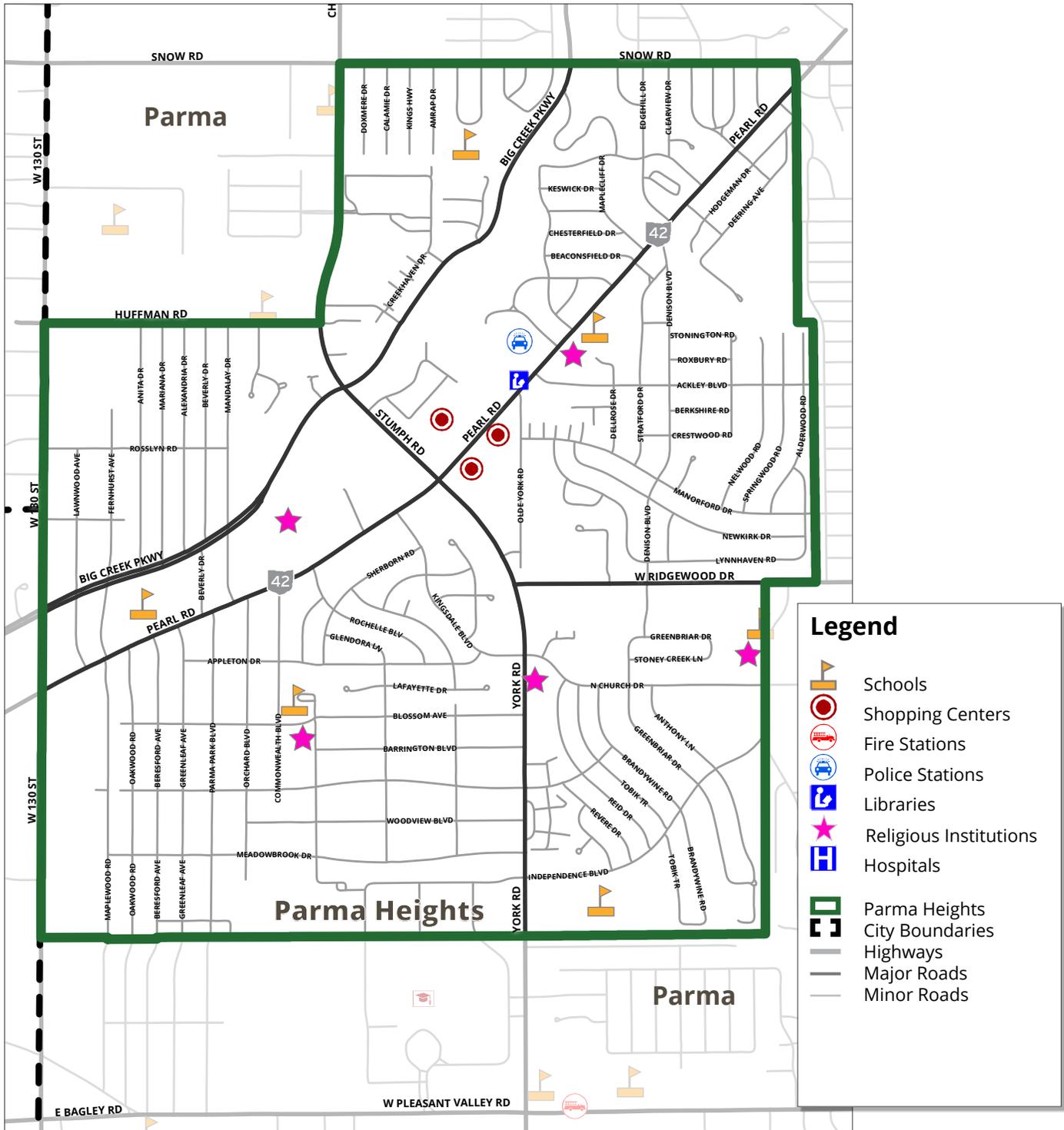
Community Facilities provide a venue for public services and encompass a variety of purposes, including protecting public health and safety, contributing to culture, or providing places of worship.

Existing Community Facilities

The facilities listed below are displayed on the map on page 25.

- **Schools:** There are both public and private schools in Parma Heights. The city is part of the Parma City School District. There are also several religious schools within the city. The West Branch of Cuyahoga County Community College is located partially within the City along its southern boundary.
- **Shopping Centers:** Commercial shopping centers are focused on the Pearl Road corridor. Two major shopping centers are located just outside of Parma Heights. The Shoppes at Parma are located just east of the City and the Southland Shopping Center is just west of the City on Pearl Road.
- **Theaters:** The Cassidy Theater is a community theater enriching the local arts and culture and also provides a community facility for public meetings, presentations and other events.
- **Fire Stations:** The City has one fire station, located near the center of the City with other municipal services at Greenbrier Commons.
- **Police Stations:** The City has one main police station located with other municipal services at Greenbrier Commons.
- **Hospitals:** There are no hospitals located within Parma Heights; however it is served by University Hospitals Parma Medical Center approximately one mile directly east of Parma Heights on West Ridgewood Drive. The Greenbrier Healthcare nursing home is located on Pearl Road.
- **Libraries:** Parma Heights is home to a branch of the Cuyahoga County Public Library, located on Pearl Road adjacent to Greenbrier Commons.
- **City Service Centers:** The City has a service center within Greenbrier Commons. The Service Department is charged with trash collection, snow removal, landscaping, and repair of City-owned facilities.
- **Religious Institutions:** Parma Heights is home to several centers of worship. These are scattered throughout the City with several along Pearl Road.

Map 4 Facilities



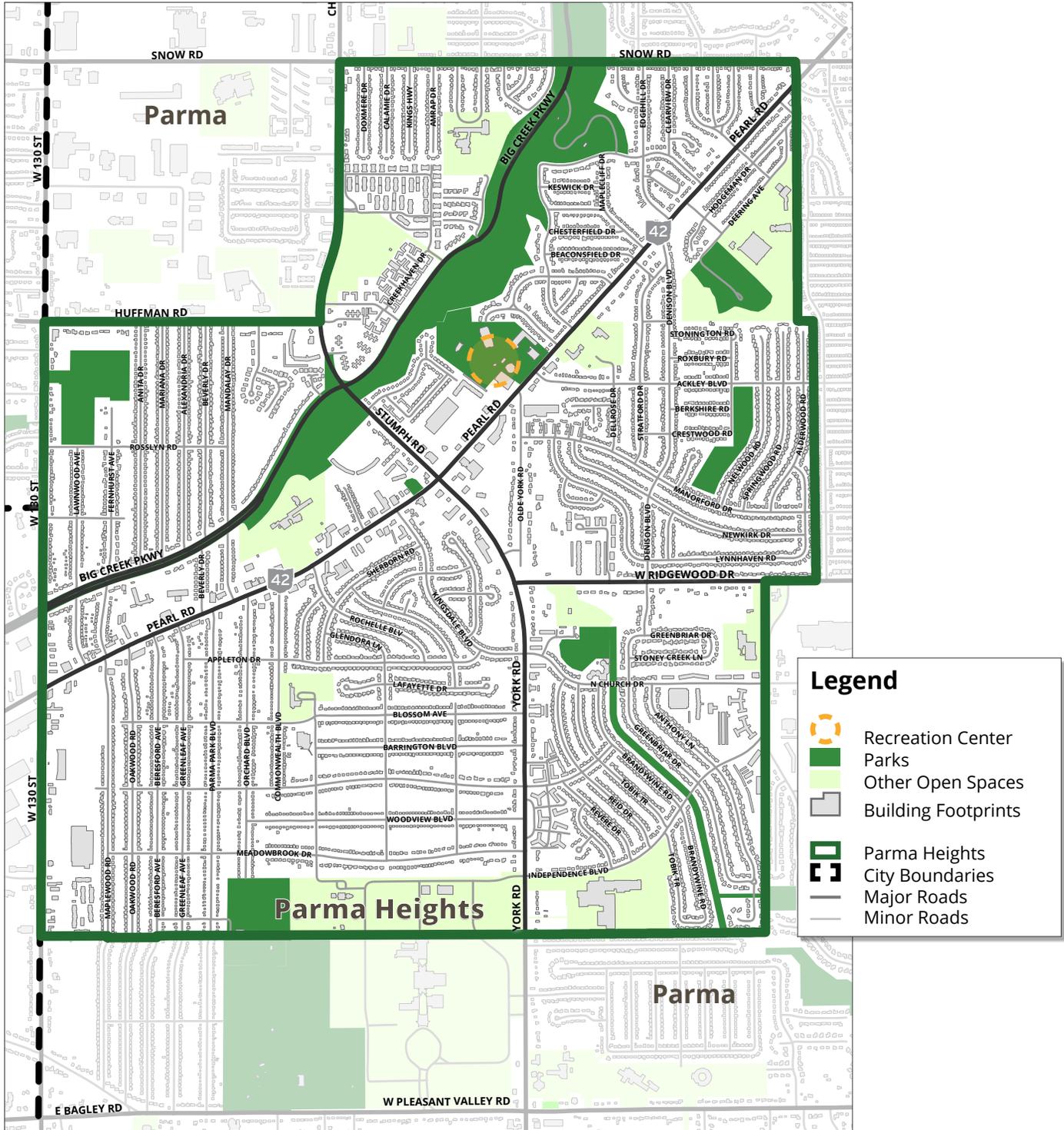
Parks & Recreation

Parks and Recreation amenities are important components of a healthy community. They provide space for active living, community interaction, and physical activity. The “Greening of Parma Heights Initiative” has played a major role in guiding the importance of Parks and Recreation within Parma Heights. Nearly all residents in Parma Heights are within a half-mile walk from a park. The City provides many high quality facilities:

- **Big Creek Reservation, Cleveland Metro Parks:** Urban greenway including 727 total acres of parkland stretching from Brooklyn to Strongsville. It provides active recreation including trails, picnic areas, wildlife areas, and fishing.
- **Kurtz Park:** Basketball courts (2), baseball (1) and softball (3) diamonds, restroom facilities and children’s play area.
- **Stroud Park:** Baseball diamond, children’s play area.
- **Radlick Park:** Softball diamonds (2), basketball half court, walking trail, pavilion, children’s play area.
- **Nathan Hale Park:** Soccer fields (8), baseball diamond, pavilion, children’s play area.
- **Parma Park Elementary:** Softball diamonds (2), children’s play area.
- **The Reservoir:** Softball diamonds (2), T-ball diamonds (4), children’s play area.
- **Valley Forge High School:** Baseball diamonds (2), all weather track.
- **Greenbrier Commons Recreation Area:** Cassidy Theatre, swimming pool, tennis courts, basketball courts, playground, bocce ball, shuffleboard, sand volleyball, trails, gazebo, Parma Heights-Big Creek Connector Trail, restrooms.
- **Parma Heights Senior Center:** Activities and services for residents age 60 years or older. Exercise classes, movies, bingo, crafts, guest speakers, sponsored senior swimming and softball programs.
- **Community Partnerships:** Parma Heights has partnered with the Cities of Brooklyn and Brook Park for discounted rates for amenities not provided in Parma Heights.

There remains little available land to create significant new or expanded parks in Parma Heights. Maintenance, upgrades, and ideas such as pocket parks or other unique techniques are the main opportunities to address parks and recreational facilities.

Map 5 Parks and Open Spaces



Environment

Environmental features not only beautify a community, but also are important to water quality, providing relief from heat, and defining developable land. The Environmental features described in this section complete all of these functions.

Riparian Zones

Riparian zones are identified as areas within a specific distance from a river, stream, or waterbody based on the size of that water feature.

The entire City of Parma Heights is encompassed by the Big Creek Watershed which drains north to Parma and Brooklyn before eventually emptying into the Cuyahoga River in Cleveland. Big Creek is the third largest tributary of the Cuyahoga River with a watershed containing over 130 miles of streams and culverts draining nearly 38 square miles from 8 municipalities — Cleveland, Brooklyn, Linndale, Parma, Parma Heights, Brook Park, Middleburg Heights, and North Royalton. Big Creek is the most heavily urbanized watershed of any major tributary in the Cuyahoga River Watershed; over 90% of the watershed is developed, and nearly 40% of that area is impervious. Impervious surface increases stormwater runoff and flooding, decreases water quality, and can contribute to the Urban Heat Island effect.

Riparian setbacks serve to preserve and protect existing stream corridors from degradation and environmental damage, to restore the quality of degraded and damaged riparian corridors, and to plan and control development around the stream with acceptable levels of quality and ecological character. The City of Parma Heights has established riparian setbacks (Codified Ordinances Section 1105.16) that meet or exceed recommended best practice values:

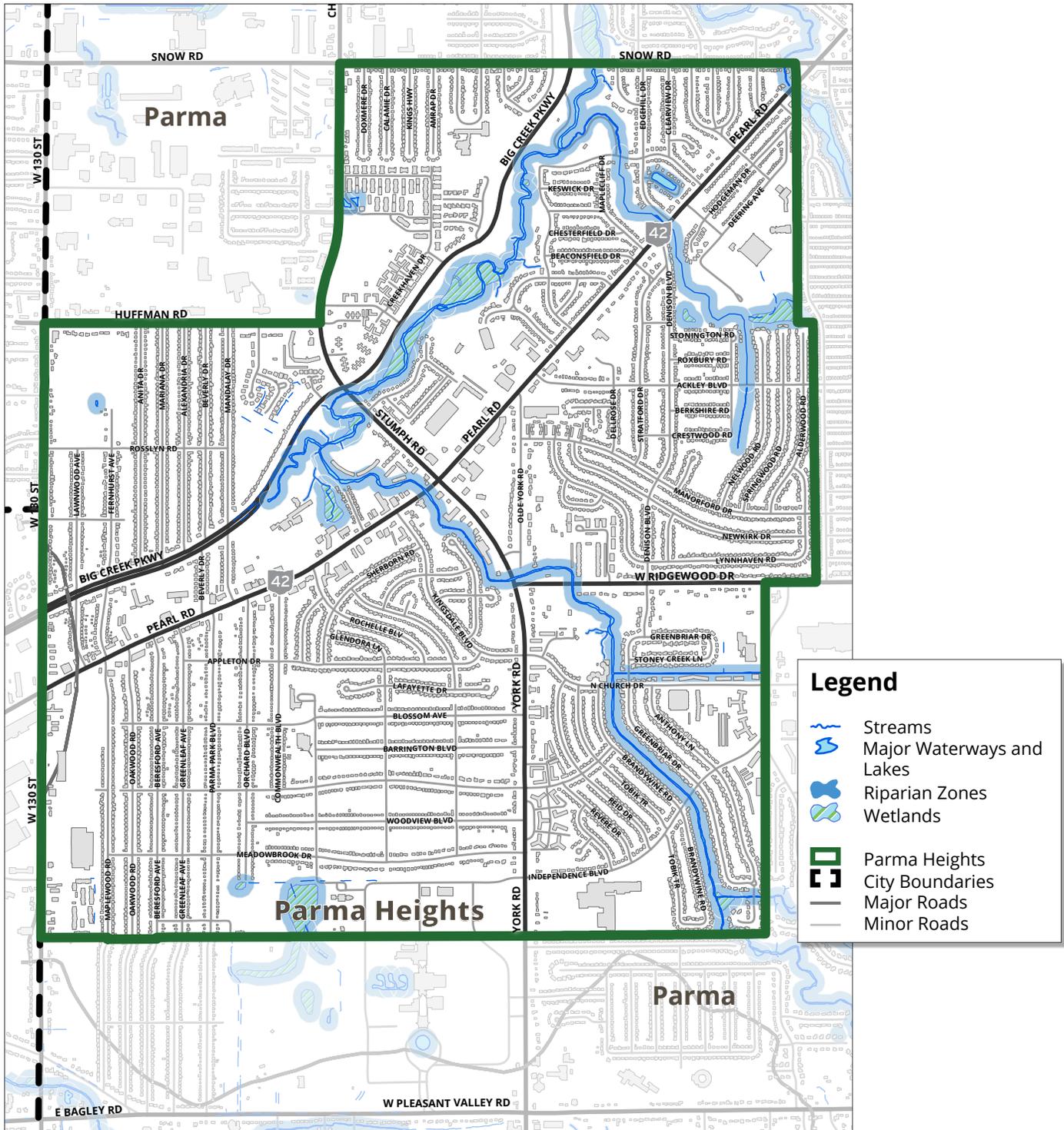
Table 13
Riparian Setbacks, Recommended Distance and Parma Heights Ordinance

Drainage Area (sq mi)	Recommended Distance	Parma Heights Distance
<0.5	25 ft	25 ft
0.5-20	75 ft	75 ft
20-300>	100 ft	120 ft
>300	300 ft	300 ft

Source: Hatch Mott MacDonald

The commercialized portion of the Pearl Road corridor from West 130th Street to Ackley Road is dominated by impervious surface, particularly surface parking lots, contributing to flooding and the degradation of the receiving Big Creek Watershed. In addition to suggestions made in the TLCI study, the City can build upon its codified riparian setbacks to improve the quality of this critical regional watershed. Potential tools to better reduce, manage and treat stormwater runoff include:

Map 6 Waterways and Wetlands



- **Parking Maximums:** Instead of setting minimum parking standards (Parma Heights currently requires 5.5 spaces per 1,000 SF of retail) set a maximum of parking spaces created (using average demand rather than peak demand), minimizing the dimensions of lot spaces, and incorporating green infrastructure such as pervious pavement in parking areas or bioretention swales areas within parking islands.
- **Impervious Surface Limits:** Place a percentage limit on impervious surface coverage (i.e. 10-20% in residential areas and 30% and up in commercial/mixed-use areas).
- **Low Impact Development (LID):** Adopt zoning and other appropriate land-use and management provisions to allow for the use of LID techniques for residential, business and industrial districts, particularly in conjunction with already codified Development Districts and PUDs.¹

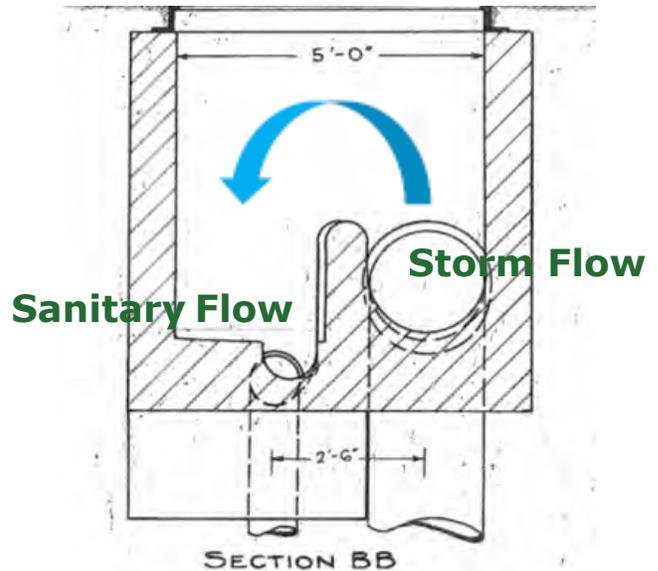
Stormwater Infrastructure

As the main artery through Parma Heights, Pearl Road also is a main artery for utilities including sewer and stormwater. Separate sanitary and storm sewers run longitudinally along both sides of Pearl Road; however, they utilize a common trench system with shared junction chambers where storm flows are able to overtop a weir and mix with sanitary flow during peak storm events. A Northeast Ohio Regional Sewer District (NEORS) Relief Sewer runs along Pearl Road and connects with

¹Hatch Mott Macdonald, *Pearl Road: Complete and Green Streets Initiative*, 2015

the Southwest Interceptor line running parallel to I-480 to the Southerly Water Treatment Plant.

Common Trench Sewer Junction Chamber



Source: Hatch Mott MacDonal

The overflow of stormwater with sanitary flow can create significant environmental and public health hazards when the mixed sewage is discharged into open bodies of water. Maintaining natural ecosystems and implementing green infrastructure to retain and treat stormwater reduces the stormwater runoff that reaches the sewer system and reduces the incidents of combined sewer overflow. Green infrastructure is an integral part of the redevelopment of the Pearl Road Corridor.

Tree Canopy

Tree canopy is the amount of ground that is covered by trees when viewed from above. This includes the cover

provided by the spread of leaves and tree branches out from the main trunk. Tree canopy can be a good tool to measure the amount of existing forest patch in a community. An extensive tree canopy and forest patch can provide many benefits including improved water quality, reduced soil erosion, increased stormwater retention, lower urban temperatures, reduced air pollution and increased property values.

Despite Parma Heights first-ring suburban development, it contains areas of significant tree cover. There is very little tree canopy along the heavily commercialized Pearl Road Corridor. The dense residential development throughout the rest of the city provides small pockets of evenly distributed canopy around residential developments in the form of street trees and pocket parks.

Despite the heavy development of Parma Heights, it has maintained areas of large forest patch. The presence of Big Creek and its tributaries within the City limits provides a significant area where natural forest and extensive tree canopy has been preserved. This is most evident in the portions of Big Creek Reservation and Big Creek Parkway that run through the City. Several smaller areas of dense forest patch cluster in and near local parks.

Totally, Parma Heights has 827.2 acres of existing tree canopy covering 30.8% of the City's land area. This ranks it 38th among the 59 Cuyahoga County communities. However, in surrounding communities it is out ranked by only Middleburg Heights at 35th. It is slightly higher than Parma, but significantly greater than the more industrialized

and densely developed communities of Brook Park and Brooklyn.

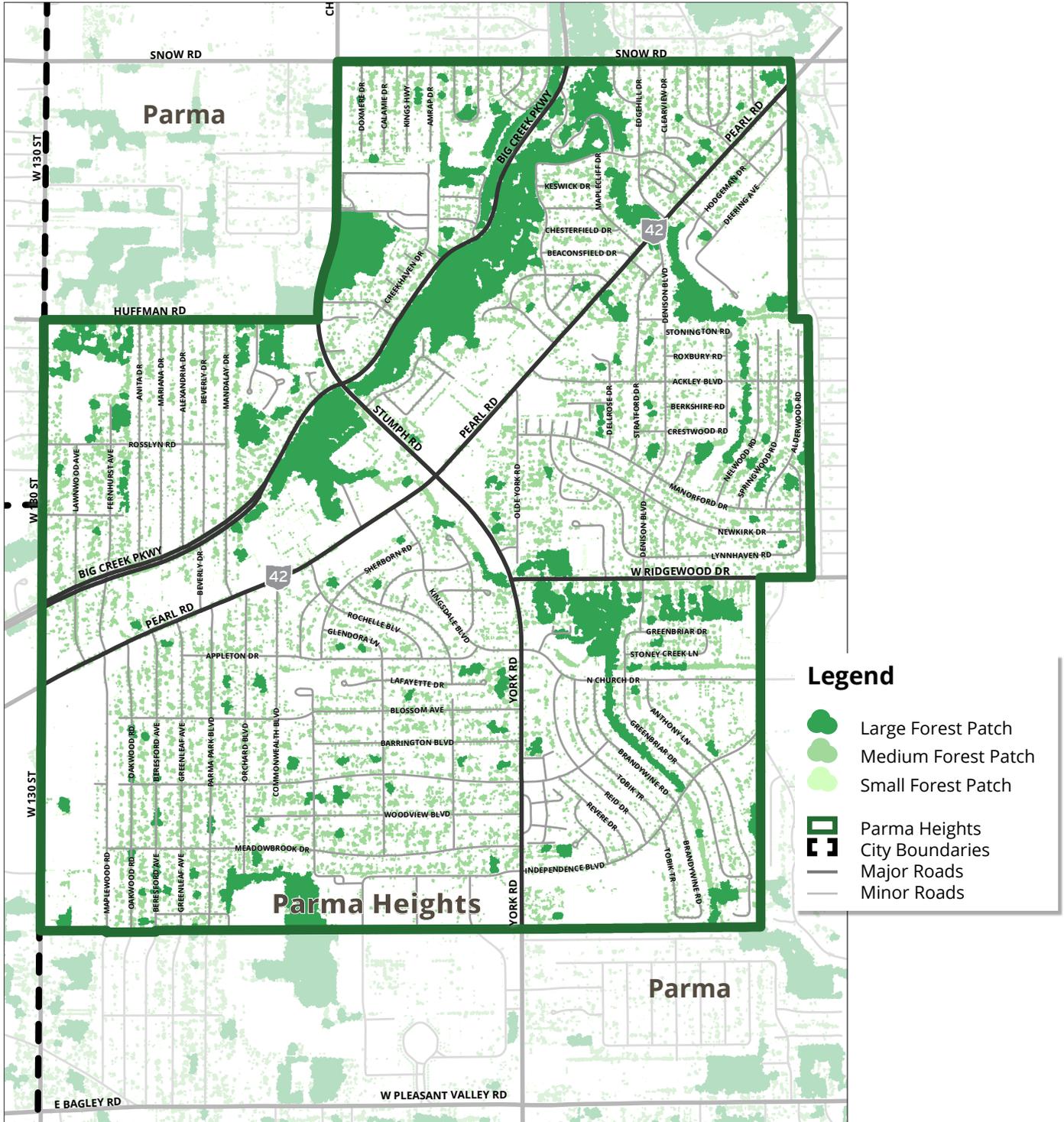
The City has been a Tree City USA for 25 consecutive years. It has been proactive with a long-standing Tree Management and Planting Guide in addition to participating in an Ash Borer removal and replanting grant in 2013.

Steep Slopes

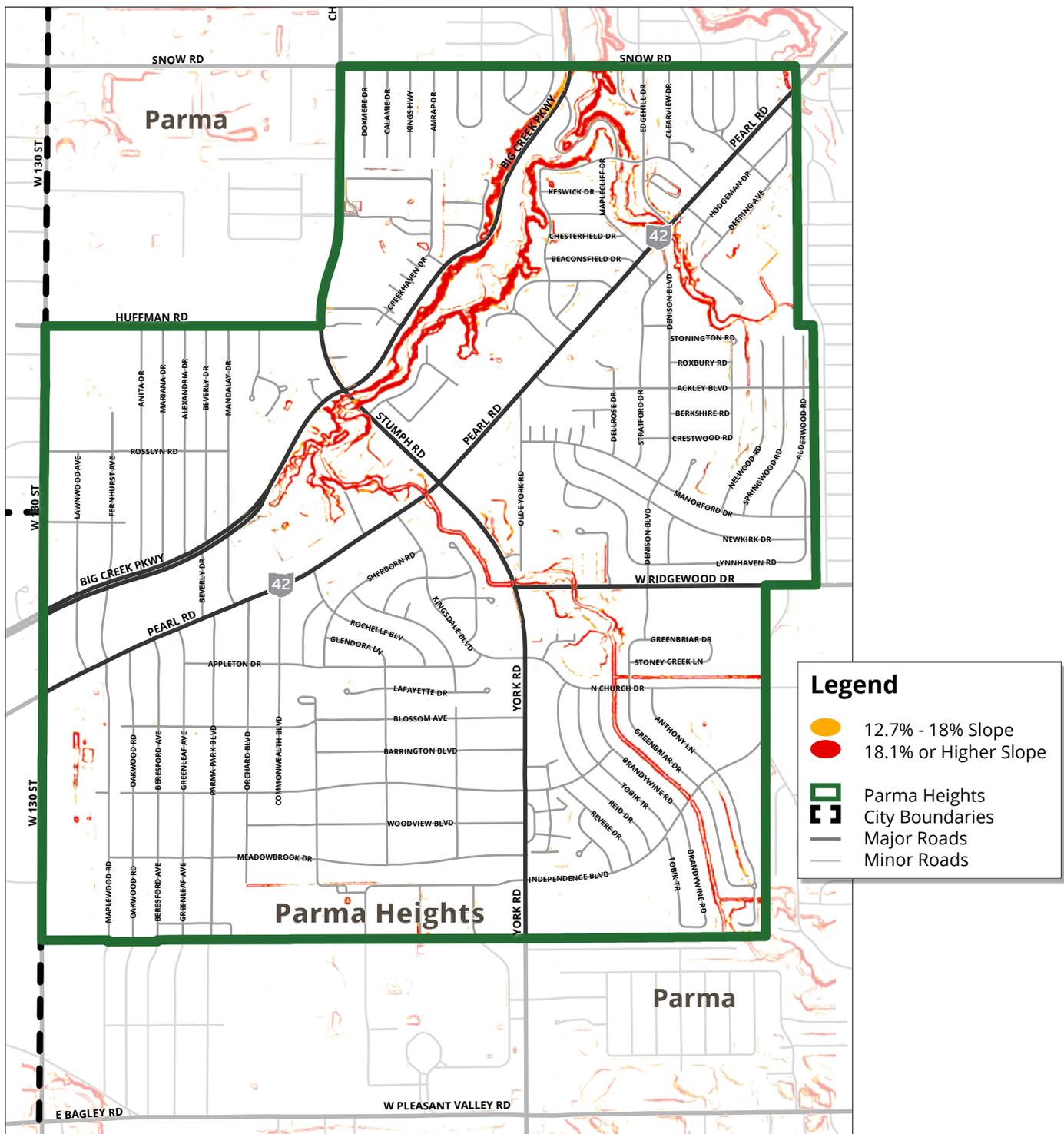
Steep slopes are defined as land with a slope of 12% or greater. They are an environmental constraint that limits a community's developable land because they require additional engineering work such as filling, erosion control, and slope reinforcement. However, steep slopes can also be incorporated into construction as scenic overlooks or other beautifying features.

Parma Heights is largely developed, which reduces the risks of damaging steep slopes with new development. Much of the areas of steep slope in the City are associated with the Big Creek and its tributaries. Much of the area around the main branch of Big Creek has been preserved as part of the Big Creek Reservation. Outside of the Reservation, many existing developments abut the steep slopes near the Big Creek and tributaries to the northeast and along Big Creek as it crosses Pearl Road to the southeast. Focus in these areas should be on stabilizing areas near development to reduce future erosion from stormwater runoff.

Map 7 Tree Canopy



Map 8 Steep Slopes



Wetlands

Wetlands are areas of land that are inundated with water throughout the year, and they provide natural habitat to diverse species of plants and animals. Wetlands purify water and are vital to flood control because they can easily absorb large quantities of water that would otherwise require costly stormwater infrastructure.

Wetland areas in Parma Heights are mostly contained to the Big Creek Reservation area surrounding the Big Creek. There are two other significant wetland areas. One is on park land near Cuyahoga Community College in the south and a second near park land known as The Reservoir, in the northeast corner of the city.

Green Policies

Parma Heights has several policies and practices in place that help to protect and preserve the important natural features discussed above.

Setback Ordinances

The City of Parma Heights has established riparian, wetland, and floodplain setbacks, which meet or exceed recommended best practice values. Setback ordinances serve to preserve and protect existing stream corridors and wetlands from degradation and damage, help restoration efforts, allow the riparian areas, floodplains, and wetlands to operate as they should, and also protect property and natural beauty in the community.

Conservation Development

While Parma Heights has some conservation standards in their development regulations, they are not as extensive as they could be. Conservation development is important to protect the Big Creek watershed and protect the remaining natural areas in the City. It can also provide flexibility to developers for new projects and redevelopment efforts. Parma Heights should look to adopt zoning and other appropriate land-use and management provisions to allow for the use of LID techniques for residential, business and industrial districts, particularly in conjunction with already codified Development Districts and PUDs.

Figure 10 Community Riparian Setbacks

COMMUNITY	Riparian Setback	Setbacks Meet Recommended Standards	Lists Prohibited/ Permitted Uses	Variance Procedures	Provisions to Keep Mitigation w/in Same Watershed
Brooklyn	No	No	No	No	No
Brook Park	No	No	No	No	No
Cleveland	No	No	No	No	No
Linndale	N/A	N/A	N/A	N/A	N/A
North Royalton	Yes	Yes	Yes	Yes	Considering
Parma	Yes	Yes (75', 25')	Yes	Yes	Yes, though immediate watershed not mentioned
Parma Heights	Yes	Yes (300', 120', 75', 25')	Yes	Yes	No

Source: Big Creek Connects

Figure 11 Community Wetland Setbacks

COMMUNITY	Wetland Setback	Meets Recommended Standard	Prohibited / Permitted Uses Are Listed in Setback Code	Includes Variance Procedures	Provisions to Keep Mitigation w/in Same Watershed
Brooklyn	No	No	No	No	No
Brook Park	No	No	No	No	No
Cleveland	No	No	No	No	No
Linndale	N/A	N/A	N/A	N/A	N/A
North Royalton	Yes	Yes (120', 75')	Yes	Yes	Considering
Parma	Yes	Yes (120', 75')	Yes	Yes	Yes, but immediate watershed not mentioned
Parma Heights	Yes	Yes (120', 75')	Yes	Yes	No

Source: Big Creek Connects

Figure 12 Conservation Standards in Big Creek Communities

CONSERVATION DEVELOPMENT (SINGLE FAMILY) IN BIG CREEK COMMUNITIES					
COMMUNITY	Flexible Development Options	Permitted-By-Right	40% Open Space Required	Density Bonuses	Open Space Used for Resource Protection
Brooklyn	Yes	No	750 ft ² /du	Yes	No
Brook Park	No	No	No	No	No
Cleveland	Yes	No	No	No	No
Linndale	N/A	N/A	N/A	N/A	N/A
North Royalton	Yes	Yes	Yes - 50%	No	No
Parma	Yes	No	No - 25%	No	No
Parma Heights	Yes	No	No - 25%	Yes	Can include natural areas

Source: Big Creek Connects

Transportation Network

An adequate transportation system is essential for moving people and goods throughout a community and region. These networks are made up of roads, bridges, public transit routes, railroads, and bikeways. Complete transportation networks are important to developing efficient and accessible land uses.

Commuting Patterns

According to data from the U.S. Census, a large majority of Parma Heights residents (88.6%) drive alone to work. Among other forms of commuting, 5.6% of residents carpool, 2.2% take public transit, and 1.1% walk. Only 8.6% of residents worked in Parma Heights. The mean travel time to work for residents is 25.2 minutes. Sixty-one point one percent of residents have a commute of less than 30 minutes.

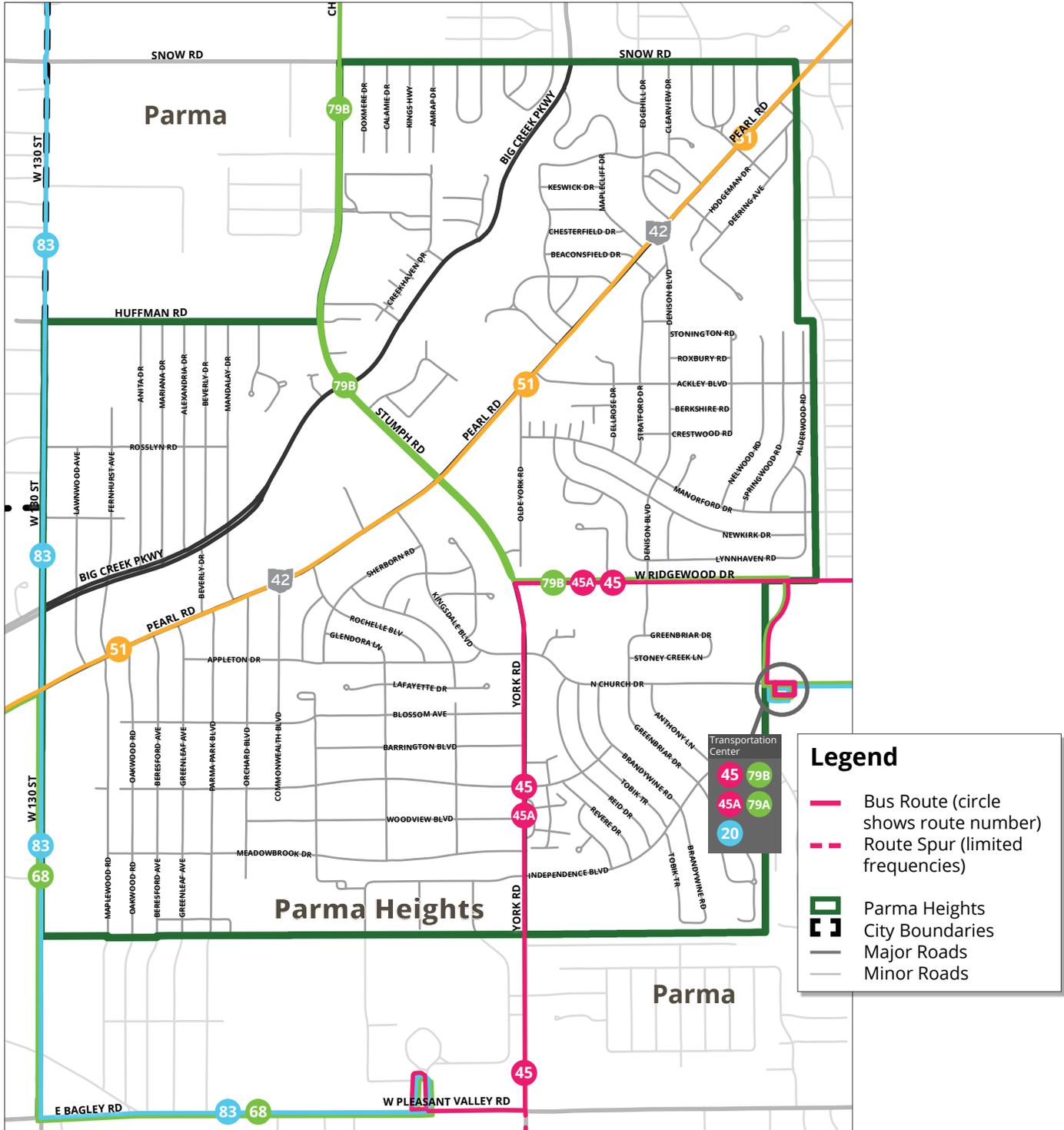
Roads and Highways

Roads and highways form the most basic type of transportation network and connect a community to other areas. Parma Heights is served by these major roads:

- **Highways:** There are no Interstate highways within Parma Heights, however, it is only a short distance (2.5 miles) to I-71 to the west and I-480 to the north (1.5 miles).
- **Major Roads:** Pearl Road (State Route 42) is the major corridor in Parma Heights. Running southwest to northeast the length of the City, it provides both north-south and east-west access. Big Creek Parkway runs parallel to Pearl Road providing an alternative to Pearl. York and Stumph roads intersect at Pearl Road and run north-south as well.
- **Other Arterials:** Snow Road runs east-west along the northern border of the City while W 130th runs north-south along the western border. North Ridgewood Drive connects to Parma to the east.

As the main corridor and heart of the City, Pearl Road is a major focus of any development efforts in the City. It is the focus of the *Pearl Road Complete and Green Streets Initiative* performed by Hatch Mott MacDonald in 2015. The results of that Study will factor prominently in the recommendations of this plan.

Map 9 Roads and Transit



Transit

Five Greater Cleveland Regional Transit Authority (GCRTA) bus routes provide regular transit services to the City of Parma Heights:

- **Route 45-45A (Ridge):** This bus leaves Downtown Cleveland on Detroit Avenue. The 45 turns south on West 65th Street, and continues across Ridge Road through Cleveland, Brooklyn and Parma. It stops at the Parma Transit Center and turns on York Road. The route ends at Cuyahoga Community College Western Campus in Parma. The 45A bus travels on West 25th Street, Clark Avenue and West 65th Street. It continues south of Cuyahoga Community College Western Campus then Ridge Road to the North Royalton Service Yard.
- **Route 51 (W. 25 - Pearl):** From Downtown Cleveland, buses travel south on West 25th Street, which becomes Pearl Road. Buses continue through Cleveland, Parma, Parma Heights, Middleburg Heights and Strongsville. The route ends at Drake Road and Howe Road in Strongsville.
- **Route 68 (Bagley):** Buses start at the Cuyahoga Community College Western Campus in Parma on Pleasant Valley Road. The route continues on Pleasant Valley Road, West 130th Street, Pearl Road and Bagley Road. It ends at Bagley Road and Hepburn Road in Middleburg Heights.
- **Route 79A-B (Fulton):** Buses travel from the Parma Transit Center in Parma to York Road, which becomes Stumph Road. They continue to Chevrolet Boulevard,

and turn on Memphis Road to Fulton Road, West 25th Street and Downtown Cleveland.

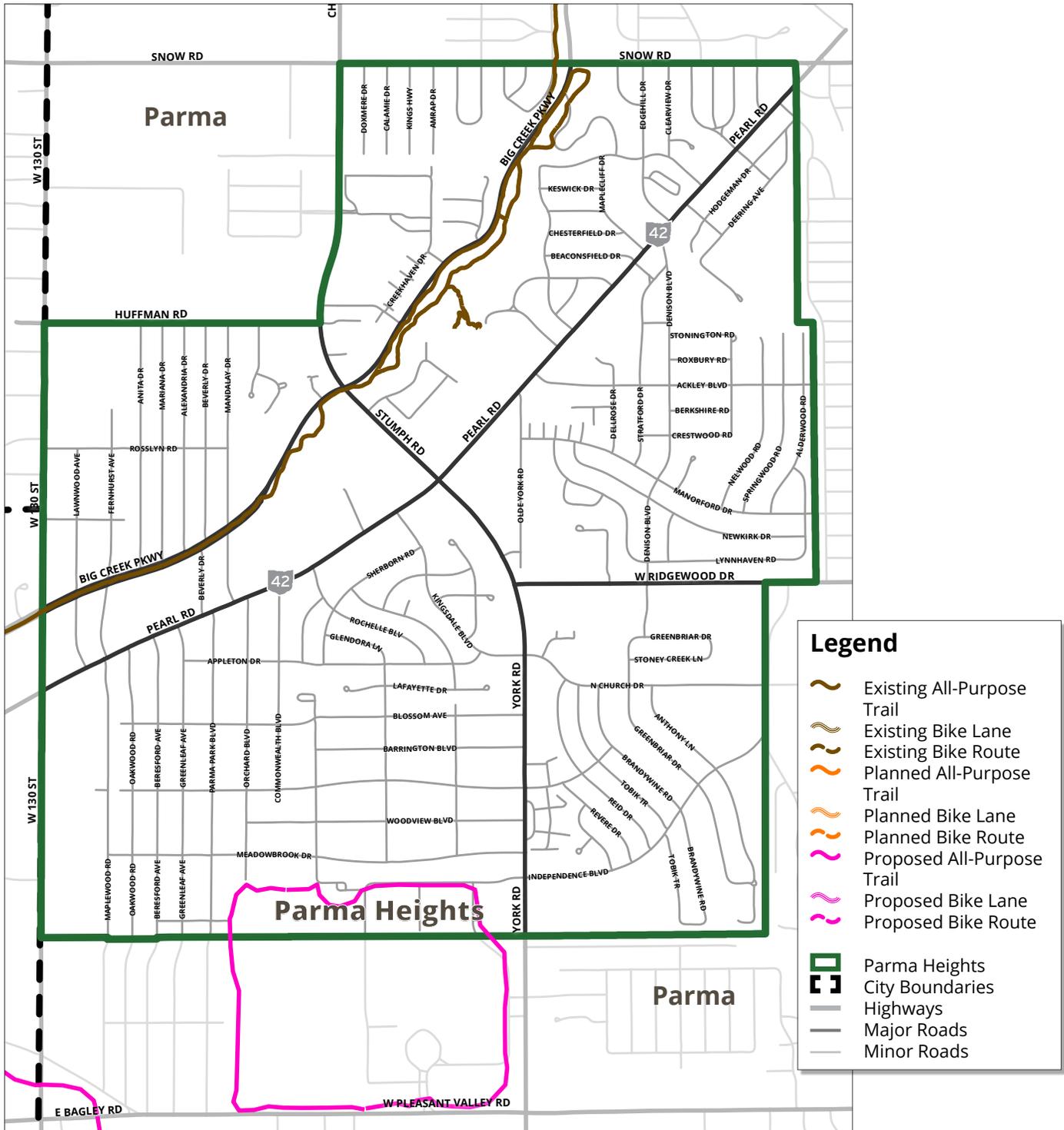
- **Route 83 (West 130):** From the Cuyahoga Community College Western Campus in Parma, buses travel west on Pleasant Valley Road. They continue north on West 130th Street through Middleburg Heights, Parma Heights, Parma, Brook Park and Cleveland. They travel on Bellaire Road to reach West 140th Street, and on Lorain Avenue to reach Warren Road. The route continues through Cleveland and Lakewood, and ends at Lakewood Park.

RTA Strategic Plan

RTA has identified a Priority Transit Corridor along W 25th St. and State Road. Route 51 (W 25th – Pearl) is identified as part of this Priority Transit Corridor from Downtown Cleveland. This bus route provides regular hourly transit service 7 days a week from 4:30 AM to 11:30 PM on weekdays, from 5:00 AM to 10:30PM on Saturday, and from 6:00 AM to 8:30 PM on Sunday. Transit service is increased to 20-30 minute intervals during rush hour peak times.

Transit investment and improvements along Pearl Road could encourage further investment from RTA and the extension of a Priority Transit Corridor down Pearl as well as State Road. This would increase the mobility of existing riders, improve service, enhancing local amenities, and encourage redevelopment. It would also signal a local commitment to work cooperatively with RTA and neighboring communities to demonstrate that these corridors are areas where the region is committed to providing high-quality

Map 10 Trails and Bikeways



transit service and new development. The revitalization of these areas is an important part of building a more sustainable, transit-oriented future for the region.

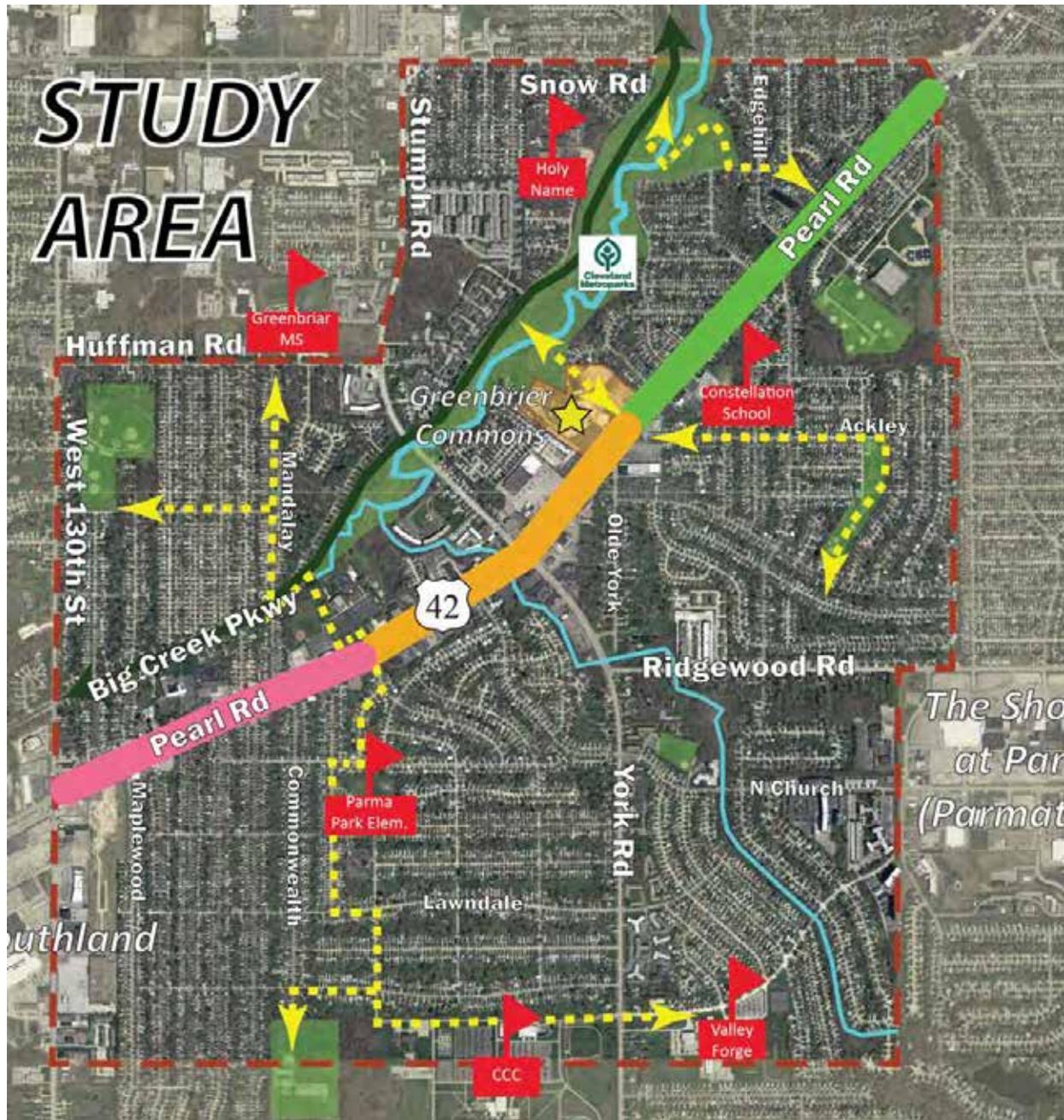
Bikeways

Bikeways have become increasingly important as people seek to travel in ways that are safe, environmentally friendly, and healthy. Bikeways can take many forms including markings to share roads, bike lanes, or off-road paths.

Currently, the only existing bike paths in the City are located along the Big Creek Parkway and through the Big Creek Reservation. However, this does represent a major connection to regional bikeways and to the Cleveland Metro Parks.

The City's Pearl Road Complete and Green Streets Initiative undertaken by Hatch Mott MacDonald has focused on adding bike lanes along the northern section of Pearl Road to connect to Big Creek at Greenbrier Commons. It has also worked to identify potential connections and routes through the City to connect major civic assets based on traffic patterns and potential future development at the City's southern boundary.

Map 11 Possible Bikeway Routes



Source: Hatch Mott MacDonald

Land Use & Zoning

Land use and zoning describe two different but related topics. Land use describes how land is currently being used while zoning describes what uses are allowed to be constructed on a property.

Land Use in Parma Heights

Land use is commonly depicted using broad categories such as residential, commercial, or industrial areas. The Existing Land Use map on page 43 displays the current land uses in Parma Heights.

The land use pattern in Parma Heights is that of a typical suburban area. It contains a significant commercial corridor following a major thoroughfare through the heart of the city. Outside of that corridor, the majority land use is single family residential.

Typical of suburbs as well, industrial, institutional, and multi-family uses cluster together and are located in isolation from other uses and areas. The City as a whole has only a few industrial uses located anywhere. Multi-family residential is clustered around three

locations. One area is in the northwest area of the City just off of Stumph Road. The other is in the southeast along the eastern edge of York Road as it heads toward Cuyahoga Community College. The final area is also in the southeast section along the border with Parma adjacent to the Shoppes at Parma Town, a significant commercial area.

The other major land use within Parma Heights is Open Space. Parma Heights has several parks located throughout the City. They are often isolated as this is typical of city park systems to provide park access throughout a densely developed residential area. However, the Big Creek Reservation running parallel to Pearl Road in the northern part of the City provides a significant, connected amount of open space and recreational opportunities for Parma Heights and surrounding communities.

Vacant Land

Little vacant developable land remains within the City of Parma Heights. The City has been almost completely developed, with only one major area remaining undeveloped. Known as the

“Cornerstone” property, it is located south of Pearl Road at the far southeast corner of the City where it intersects with W 130th street. A Planned Unit Development was abandoned and remains the only significant opportunity for new development. Economic development and new housing will need to be focused on the redevelopment of existing land.

Zoning in Parma Heights

Zoning is the main tool by which local governments control how land is used and the characteristics of development are determined throughout the community. The structure and types of zoning available in a community can greatly affect a city’s ability to promote or hinder the types of growth or developments they wish to see in their community. Flexible and responsive zoning is a key element in a city’s ability to be able to adapt to an ever changing economic, demographic, and social climate.

Parma Heights’ current zoning code is characteristic of a typical suburban structure. Commercial uses are centered on Pearl Road creating a commercial corridor through the center of the City. As you move away from the commercial corridor, the zoning turns into single-family residential. Multi-family uses are clustered near major intersections by themselves or near higher density commercial zoning just off of Pearl Road. Single family residential zoning dominates the City.

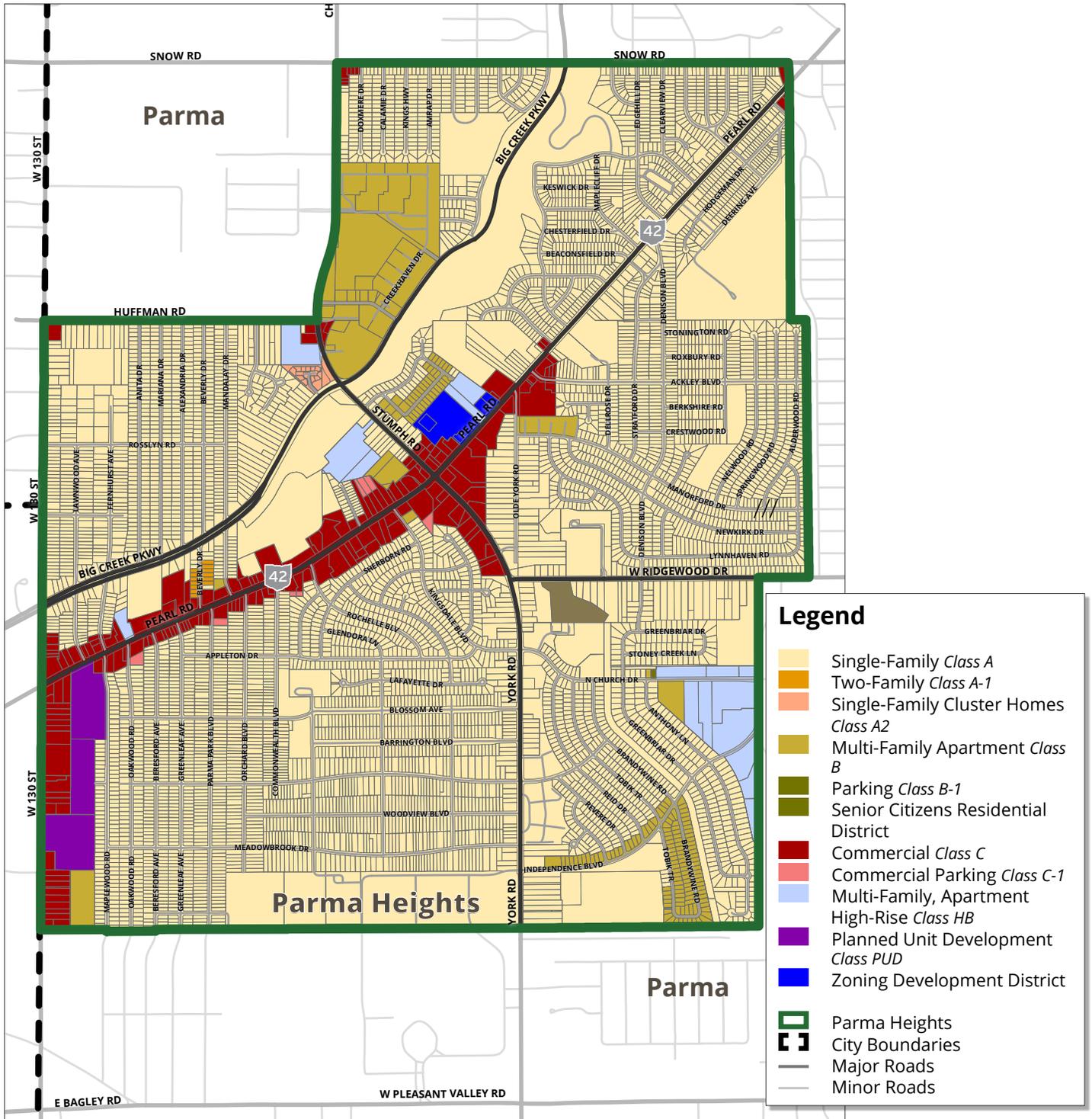
Parma Heights’ zoning code is simple and that has served the City well during the initial boom of development. However, the changing nature of the

economy, the preferences of residents, and the needs of the community have rendered it overly simplistic and unable to adapt to new zoning needs and concepts. Mixed commercial uses are not allowed as well as new commercial uses not conceived of years ago are not accounted for under current guidelines. This could hinder opportunities for development, or redevelopment of the commercial sector. Residential uses are also affected. The lack of mixed use can restrict the available types of housing within the community. The creation of senior housing districts has been developed to address the housing needs of an aging population.

Zoning, Land Use, and Development in Surrounding Communities

The zoning and land uses of neighboring communities also has an effect on Parma Heights. While the City has no control over the zoning and land use of its neighbors, it can make sure that it is in a position to adequately prepare for the effects it may have. Zoning decisions can be made to either catch potential growth or inhibit negative effects that can be caused by nearby developments. Flexible residential or mixed use zoning near the Shoppes at Parma, located just east of Parma Heights, could allow the city to capture growth from that redevelopment. Pearl Road is heavily commercialized both north and south of Parma Heights. More traditional commercial zoning and development may not be supported in the area. Flexible mixed-use zoning can help provide options for new and varied uses along the Pearl Road corridor.

Map 13 Existing Zoning



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SECTION 2



COMMUNITY VISION

Introduction

The *Community Vision* describes the desired future state of Parma Heights to be achieved by this Master Plan. It looks five to ten years into the future to complete the statement “*In the future, Parma Heights will...?*” Visions are lofty and broad, but founded in the community’s perceived strengths, weaknesses, and reputation.

The *Community Vision* statements were developed through an inclusive public involvement process that drew upon identified objectives and statements from previously completed plans and documents, as well as new visions based upon current planning trends and best practices. Statements were refined and updated through meeting with the Project Team, Steering Committee, and in two open public meetings.

What’s In This Section?

The section includes Vision Statements for the following six comprehensive topic areas:

- Commercial & Economic Development
- Transportation
- Community, Neighborhoods & Housing
- Government & Community Services
- Parks, Recreation & the Environment
- Land Use

How Do I Use It?

The Community Vision forms the basis for developing specific goals and actions that the community should undertake to achieve its Vision. These action steps will be outlined in the next phases of the planning process, *Policies* and *Implementation*.

Vision For Commercial & Economic Development

“In the future, Parma Heights will...”



...Be a desirable place to work, shop, and do business, featuring a robust and diverse array of businesses and industries that are fully engaged in our community.

Issues Identified:

- **Infill development**
- **Create a sense of “Place”**
- **Mix of commercial uses**
- **Promote the City’s amenities such as proximity to the airport, highways, and Downtown Cleveland**

Vision For Transportation

“In the future, Parma Heights will...”



...Be a community that ensures a safe, efficient system for all forms of transportation and for riders of all abilities in an aesthetically pleasing environment.

Issues Identified:

- **Streetscape/Intersection Improvements**
- **Pearl Road TLCI improvements**
- **Pedestrian and Bicycle Infrastructure**
- **Reducing parking lot surface area**

Vision For Community, Neighborhoods & Housing

“In the future, Parma Heights will...”



...Be a place with a strong sense of community that is known for cohesive, desirable neighborhoods and high-quality homes.

Issues Identified:

- **Creating a place for residents of all ages**
- **Connecting neighborhoods to parks and amenities**
- **Infill housing**
- **Integrating new housing types**
- **Property maintenance and upkeep**

Vision For Government & Community Services

“In the future, Parma Heights will...”



...Be a community with an efficient, responsive, and proactive government that ensures the delivery of high quality community services.

Issues Identified:

- **Cost efficient services**
- **Sense of place/City image**
- **Increased tax base**
- **Open and approachable government**
- **Infrastructure maintenance**
- **Resident and business friendly**

Vision For Parks, Recreation, & the Environment

“In the future, Parma Heights will...”



...Celebrate, protect and enhance our community’s significant natural features, parks, and recreational areas by maintaining the high quality of park spaces, encouraging greater levels of participation and visitation, and adopting ecologically responsible practices.

Issues Identified:

- **Pocket Parks**
- **Green infrastructure**
- **Increase connections to Big Creek Parkway**
- **Reduced stormwater runoff**
- **Protect environmentally significant resources**

Vision For Land Use

“In the future, Parma Heights will...”



...Efficiently and strategically develop and redevelop land (based on current trends) in a fashion that enhances economic resilience, promotes aesthetic beauty, and creates more opportunities for social interaction, physical activity, and multimodal transportation in Parma Heights.

Issues Identified:

- **Mixed of retail, office, and light industrial uses**
- **Commercial redevelopment**
- **Reduced impervious surface**
- **Update Zoning Ordinance**

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SECTION 3



GOALS & ACTIONS

To bring the community's vision to fruition, it will take the combined effort of completing many smaller goals and actions. The Goals and Actions section lists each of the steps recommended to complete the Community Vision.

What's In This Section?

The section includes a review of the visions outlined for each topic area before delving into individual goals and action steps that can be undertaken to accomplish each of these visions.

The goals and actions were developed with data from the Current Conditions document, input from the City of Parma Heights Master Plan Project Team and Steering Committee, and the first public meeting. Together these policies are

meant to advance the collective vision of the community.

Throughout the Goals and Actions section, orange boxes indicate additional information about critical topics or example communities.

How Do I Use It?

The Goals and Actions section informs the types of actions the City and its partners should undertake in the coming years. It will be expanded in the next phase with specific partners, priorities, and time frames to accomplish each.



Commercial & Economic Development

Central location, easy highway access, and a diverse tax base have made and continue to make Parma Heights an ideal location for commercial and business endeavors. There is opportunity, however, to further build upon these assets to develop a more robust commercial and economic environment. Commercial and economic development activities encompass efforts to expand employment opportunities; diversify the tax base; and attract new and support existing local businesses that are integrated within the community and contribute to the community's overall economic health and well-being. A healthy economy contributes to overall quality of life, supports high quality government services, and helps foster vibrant atmosphere that attracts residents, businesses, and visitors.

Vision for Commercial & Economic Development

"In the future, Parma Heights will..."

Be a desirable place to work, shop, and do business, featuring a robust and diverse array of businesses and industries that are fully engaged in our community.

The Goals and Actions on the following pages address these visions.

Source: www.parmaheightsoh.gov



Source: parmaheightsoh.gov

GOAL 1: PROMOTE PARMA HEIGHTS AS A DESIRABLE PLACE TO CONDUCT BUSINESS.

Businesses seek out many qualities when considering location of operations: how hospitable a city is to new businesses in its regulations and municipal programs; grant and financing incentives available; and whether or not land and buildings are suitable for their business. Even with the most attractive amenities, however, businesses must be aware of the community and its assets. Communities most often advertise unique attributes through marketing and branding campaigns.

Policy 1: Create a marketing campaign, using a branding process to highlight the City's specific strengths and unique amenities as they relate to commerce and business.

Community branding—a process by which community stakeholders collaborate with design and marketing professionals to help define or redefine community image or reputation—is a useful and important tool in creating a community that is attractive to investors.

Action: Incorporate the amenities in Greenbrier Commons and the Town Center into the branding and marketing campaign.

Action: Build upon Parma Heights' character as a small town in a big-city location.

Action: Promote locational advantages of and business opportunities in Parma Heights, such as its central location in the County and its proximity to the Metroparks, Airport, health care facilities and educational institutions.

Policy 2: Continue to strengthen the relationship between City administration and business owners in Parma Heights.

Parma Heights' City administration has worked hard to form good working relationships with business owners, while the City has also enjoyed the benefits of a responsive group of business owners that are engaged in the community's well-being. This means that not only do the community and existing businesses benefit, but it creates an environment that is attractive to new businesses as well.

Action: Continue to encourage support of locally-owned and operated businesses to residents and daytime populations.

Action: Promote and build upon incentives for business owners that have been established in recent years, including the creation of the citywide Community Reinvestment Area and a Community Improvement Corporation.

Action: Work with existing small business owners to understand space and building limitations they face and investigate what renovations options could help their businesses.

- Work with landlords of vacant buildings to offset costs in order to incentivize renovations.
- Encourage the use of the various economic development and financing tools discussed in Goal III of this section and in the Pearl Road TLCI.

Policy 3: Encourage the formation of Commercial Advisory Committees for all major commercial corridors or areas, as recommended in the Pearl Road TLCI and previous Master Plan.

Business districts in Parma Heights were developed primarily in the 1950’s, 60’s, and 70’s. Since then, land and building space need of businesses have changed. For the most part, businesses are attracted to land that provides enough space for a visually attractive setting for employees, and buildings that feature flex space.

Action: Inventory outdated or underused buildings in which renovations could accommodate desired flexible space and greater energy efficiency.

Action: Create a light-industrial district that is compatible with target commercial districts, possibly working with neighboring communities to establish a light-industrial park.



Source: parmaheightsoh.gov

GOAL 2: ESTABLISH THE CITY’S COMMERCIAL AREAS AND CORRIDORS AS DESTINATIONS.

While economic factors and local government incentives always play an important role in influencing companies’ site selection processes, businesses are beginning to pay increasingly close attention to qualitative factors, such as recreation, shopping, and cultural amenities in a community when expanding or relocating.¹ Indeed, businesses and consumers alike are attracted to vibrant places that satisfy not only logistical needs, but social, cultural, and recreational ones as well.

¹ www.areadevelopment.com/business-climate/Q2-2014/intergrated-community-economic-development-approach-27287125.shtml

Policy 1: Create “lively nodes of development” that feature development that is conducive to pedestrian travel and maximizes the human experience (TLCI.)

- Reconfigure Greenbrier Commons to improve access
- Accommodate mixed use development in the town center that features a more livable environment with greater cultural and recreational opportunities.
- Improve linkages to Big Creek Parkway and Yorktown Green Park.

Action: Improve the core “town center” on Pearl Road, using the recommendations in the Pearl Road TLCI.

Community Branding and Signage

Example Identity System

Developing and implementing unique signage, gateways and street infrastructure can help Parma Heights create a distinct identity. This will help to create an overall “sense of Place that will allow residents, workers, and visitors to identify as Parma Heights.

This example of a sign and wayfinding system from Bel Aire, Kansas shows signs of different scale and type that all fit into a consistent signage system and help create a sense of place.



Source: Ruggles & Bohm, rbkansas.com

Action: Co-locate similar or complimentary businesses to create special “districts” along commercial corridors that feature cohesive design elements.

Action: Promote and expand the restaurant and the entertainment district in Parma Heights in order to establish the City as a destination.

- Ensure design guidelines and appropriate ordinances are established to further foster a sense of community, such as allowing outdoor seating for restaurants.

Action: Establish gateways at important entrances to the City to let patron, visitors, workers and commuters know they are in Parma Heights.

- Use elements created from branding process recommended in Goal 1.
- Include wayfinding materials on gateway signs

Policy 2: Encourage the formation of Commercial Advisory Committees for all major commercial corridors or areas, as recommended in the Pearl Road TLCI and previous Master Plan.

These *Commercial Advisory Committees* can recruit new business, advocate for reinvestment and redevelopment in commercial areas; address public perceptions; and help market corridors as destinations.

Action: Create a storefront revitalization district, which would provide standards for revitalization and improvement efforts to ensure they enhance the street level experience (Pearl Road TLCI).

Action: Adopt design guidelines for signage, window décor, awnings, etc., to create a consistent image throughout the corridors.

Policy 3: Develop a coordinated streetscape plan for the commercial corridors featuring the adoption of Complete and Green Streets policies, using the Pearl Road TLCI as a guideline.

An attractive and consistent streetscape, with cohesive design and landscape elements, helps to distinguish commercial areas from other areas both within the city and from other commercial areas in the region. An attractive and unique streetscape also imparts the feeling that one has ‘arrived’ at his or her destination and induces them to prolong their trip. If implemented thoughtfully, streetscape design benefits safety, aesthetics, and the environment as well. Elements of streetscape enhancements will be further discussed in the Transportation Section.

Action: Incorporate recommendations in the Transportation Section to create a more vibrant and inviting streetscape that entices patrons from within the community and surrounding communities.

Action: Using the marketing and branding materials resulting from Goal 1, install consistent signage and advertising, such as banners, flags, and awnings.

Action: Continue to integrate City-owned property and other public facilities into street revitalization efforts, as has been done with Pearl Road revitalization, situating them in a manner that helps shape the desired form of the corridor and enhance private developments.

Action: Update planning and zoning regulations and employ design guidelines or form-based codes that would dictate setbacks, building height, building massing, parking lot and building façade elements.

Action: Ensure traffic volumes and parking can be accommodated without sacrificing safety and aesthetic quality of Pearl Road.

Policy 4: Investigate how the absence of highway entrances and exits in Parma Heights can be used to the City's advantage.

Although many communities use the presence of highway entrance and exit ramps as a selling point to new businesses, the absence of this highway infrastructure can be beneficial as well. While Parma Heights has exceptional highway access via neighboring communities, it avoids the deleterious effects of traffic congestion, and accidents due to drivers increasing or decreasing speeds. Furthermore,

highway infrastructure is ponderous and unattractive, interrupting the natural flow of a corridor and thereby creating an inhospitable environment for cyclists, pedestrians, and overall street life.

Action: Establish Pearl Road as a more attractive alternative to the highways by creating aesthetic beauty and a sense of place.

Action: Investigate the best land use strategies to capture commuters as potential patrons for local merchants, and help contribute a more vibrant atmosphere.

- Feature stores that appeal to morning and evening commuters or unofficial meeting spaces during the day and social gatherings after work.
- Ensure the branding and signage recommended above entices travelers to recognize Parma Heights as a destination as well as a segment in their commute.

Source: County Planning



GOAL 3: ENCOURAGE MERCHANTS AND COMMERCIAL PROPERTY OWNERS TO IMPROVE THE APPEARANCE OF THEIR PROPERTY.

Another important component in creating a robust commercial and economic district is the physical appearance of private properties and the buildings themselves.

Policy 1: Build upon the current group of proactive and forward-thinking business owners in Parma Heights in order to encourage more businesses to participate in the community.

The private sector plays an important role in the overall image and prosperity of a community. Their investments in commercial or office property—upkeep of buildings, landscaping, façade enhancements—can have a major impact on the aesthetic quality and walkability of street corridors.

Action: Meet with business owners to formulate design guidelines that will help dictate consistent paint/awning colors, façade improvements, signage, landscaping that will create a consistent and pleasant aesthetic along major corridors.

Action: Petition businesses to actively participate in community events, such as Big Creek Clean-ups, donating time and workers to help paint low-income homes, planting gardens on city-owned land, etc.

Policy 2: Encourage merchants in the City to form a local Chamber of Commerce that partners with the community to enhance design, storefronts, and parking.

Chambers of Commerce provide a critical liaison between city administration and the business community, communicating needs, interests and opportunities between the two. They can also provide essential feedback on new and existing city programs and regulations that may impact business while also garnishing support and enthusiasm from the business community.

Policy 3: Encourage reinvestment in Parma Heights through the use of public-private partnerships and the use of various economic development financing tools to encourage reinvestment (TLCI).

Action: Continue to pursue funding and grants programs to be made available to property owners, including Cuyahoga County's Storefront Renovation Program.

Action: Continue to promote the City-wide Community Reinvestment Area.

Action: Utilize Tax Increment Financing to help finance public investments, such as sidewalks, rights-of-way, and façade improvements along major corridors.

Action: Investigate the creation of a Special Improvement District.

Policy 4: Prioritize the remediation of vacant lots that present environmental challenges, such as abandoned gas stations and dry cleaners, as they present particular reinvestment challenges.

Action: Seek funding and guidance from the Brownfield Redevelopment Program through the Cuyahoga County Department of Development.

Action: Encourage the EPA to provide greater support in dealing with probable contamination.



Source: County Planning

GOAL 4: IDENTIFY COMMERCIAL AND ECONOMIC OPPORTUNITIES TO MAINTAIN AND EXPAND THE CITY'S TAX BASE BY CAPITALIZING ON ACCESS AND TRAFFIC VOLUME ALONG PEARL ROAD.

Policy 1: Capitalize on traffic volume on the Pearl Road corridor to determine a marketing niche that complements existing neighborhood retail establishments while addressing the shopping needs of residents.

Studying traffic patterns, such as volume based on time of day and where commuters are coming from or going to, provides valuable consumer information that can be used to turn these commuters into patrons by tailoring goods and services to meet their needs.

Action: Understand what business gaps exist to capture morning and evening commuters: see Goal 2 above.

Action: Work with current businesses along Pearl Road to conduct consumer surveys asking about what goods and services are needed or wanted.

Policy 2: Promote existing programs and incentives and develop new strategies for retaining businesses and attracting new ones.

Current programs include the Citywide CRA and various economic programs and loans offered through the Cuyahoga County Department of Development. See also Goal 3.

Policy 3: Investigate the creation of a light industrial district along certain portions of Parma Heights' main corridors (specifically the southern portion of Pearl Road and W. 130th) that would complement nearby commercial uses.

Light industry often employs a number of skilled workers—much more so than retail or other commercial endeavors. It is therefore attractive to communities as it generally generates a good deal of income to the municipality from income tax, and attracts workers into the community to either reside or spend money within the community. Unlike heavy industry or manufacturing, light industry does not have the nuisances in terms of noise, odor, or other pollution. The area along W. 130th Street, with its large setbacks and parcel sizes, lends itself to a light industrial district were a campus-like light industrial park could be created.



Source: County Planning

GOAL 5: LEVERAGE NEARBY AREAS OF COMMERCE, LEARNING, AND SOCIAL GATHERING TO BOTH CAPTURE POTENTIAL PATRONS AND CONSIDER GOODS AND SERVICES THAT WOULD COMPLEMENT, NOT COMPETE WITH THESE AREAS.

These areas include the Shoppes at Parma, Cuyahoga Community College, schools, and centers of employment. Acting as regional draws, bringing people into the community, these institutions represent potential patrons for Parma Heights businesses as well.

Policy 1: Continue to maintain good relationships with nearby cities, adopting the practice of mutually promoting each other's business centers.

Policy 2: Continue to work with community institutions including Tri-C, the Parma City Schools, Catholic Schools, and religious institutions to attract attendees, patronize local businesses, and contribute to a vibrant community.

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Transportation

A transportation network is critical to quality of life, economic development, and resident health and safety, making it a fundamental government responsibility. Communities across Greater Cleveland and the nation are pushing to create more complete transportation networks designed for active transportation and public transit

alongside traditional auto- oriented infrastructure through the implementation of Complete and Green Streets programs and regulations. Complete and Green Streets provide safe and healthy transportation options for those wishing to bike, walk, or take the bus to work or to pursue outdoor recreation. Parma Heights has recently completed and adopted the Pearl Road: Complete and Green Streets Initiative Report with assistance through the Northeast Ohio Areawide Coordinating Agency’s Transportation for Livable Communities Initiative (Pearl Road TLCI). This study examined the Pearl Road corridor through Parma Heights and made recommendations to enhance the multimodal transportation network along this major thoroughfare. The recommendations and actions from that study are incorporated here and throughout this Policy document.

Vision for Transportation

“In the future, Parma Heights will...”

Be a community that ensures a safe, efficient system for all forms of transportation and for riders of all abilities in an aesthetically pleasing environment.

The Goals and Actions on the following pages address these visions.

Source: riderta.com

Source: Hatch Mott
MacDonald



GOAL 1: ENHANCE THE INFRASTRUCTURE AND AESTHETICS ON ALL MAJOR CORRIDORS TO CREATE A SAFER, MORE ENJOYABLE TRAVELING EXPERIENCE FOR ALL MODES OF TRANSPORTATION.

Policy 1: Develop a vibrant and safe streetscape for all users through modifications in infrastructure, alignment, and amenities.

Making streets safe and enjoyable is an essential component to quality of life. Ensuring the presence of attractive and effective street lighting, places to gather, and aesthetic features, and ensuring that sidewalks are in good repair are all forms of streetscape enhancement that create a sense of place within a community. Street enhancements not only increase the beauty of a community, but safety as well.

Safe streets are necessary for a high quality of life within a community and can help create vibrant streetscapes. Various streetscape enhancements are appropriate for all major corridors in Parma Heights, including not only Pearl Road, but Snow, Stumph, York, and West Ridgewood Roads, and W. 130.

Action: Reduce parking lot area (see Commercial and Economic Development section) and create parallel parking on main corridors (TLCI).

- Examine current parking lot regulations, including design requirements for size, number of spaces, lighting, signage, buffering, setbacks, and landscaping to understand where adjustments should be made.
- Investigate the potential for street parking and the use of shared parking lots for neighboring businesses to reduce the amount of land devoted to parking lots.

Action: Realign Old York and Pearl Road intersection to improve traffic and safety (TLCI).

Action: Study W. Ridgewood as a candidate for a “road diet”.

- The U.S. Department of Transportation Federal Highway Administration defines a road diet as a lane reduction of a multi-lane road to slow traffic and accommodate infrastructure for alternative means of transportation, such as bicycle lanes, sidewalks, or on-street parking. If examination of West Ridgewood’s traffic volume and flow proves that it operates under capacity, it could be a candidate for a bike lane or a landscaped median.

Action: Ensure street lighting is adequate along all commercial streets in Parma Heights.

Action: Install street furniture to create a more pleasant and inviting experience.



Pearl Road: Complete and Green Streets Initiative



In January 2014, Parma Heights was awarded funding from the Northeast Ohio Areawide Coordinating Agency (NOACA) Transportation for Livable Communities Initiative (TLCI) grant program to study and plan for the Pearl Road Corridor through Parma Heights. The City hired the firms of Hatch Mott MacDonald and subcontractor Reville to conduct a Complete and Green Streets Study of the corridor.

"Pearl Road is our Main Street. We all use it every day, it bisects our community and, to a large extent, defines Parma Heights for our visitors.

It is a historic road that existed as a business thoroughfare before Parma Heights became a village. Because of the tremendous growth that occurred here during the 1950s and 60s, it evolved quickly based on the demands of the time.

This study will provide all of us, residents and business owners alike, with an opportunity to re-evaluate Pearl Road and provide guidance on how to make it reflect today's lifestyle and work for our community."

-Mayor Michael P. Byrne

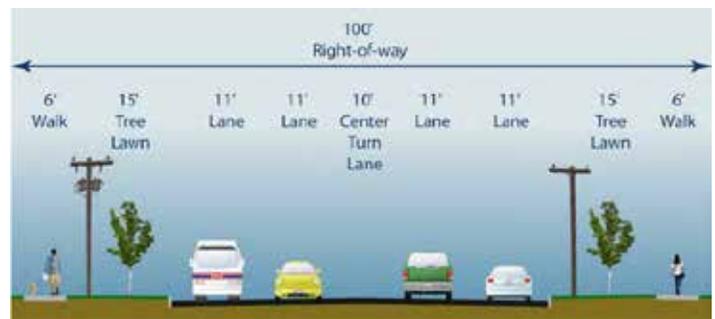


Mission Statement: *Create a comprehensive, community-backed guide promoting the integration of the environment with transportation, promoting redevelopment supported by varied transportation options, improving mobility and accessibility of all residents and serving as an example of what can be achieved when an urban, inner-core community adapts, incorporates new ideas, and reinvents itself.*

Study Goals

- Environmental Justice
- Multimodal Accommodations
- Spur Reinvestment
- Gain Agency Support
- Increase Connectivity to Big Creek Parkway
- Stormwater Management
- Community Engagement

Existing Roadway



Recommendations Summary



Commercial Corridor Maintain Existing 5-Lanes

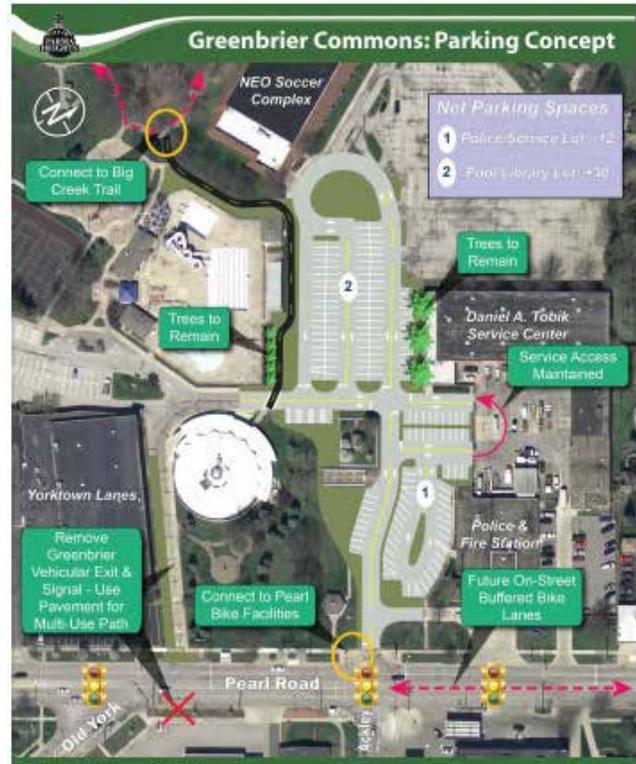
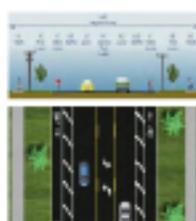
*Add on-street parking in south tree lawn: Beresford to Parma Park



Town Center Maintain Existing 5-Lanes



Residential Boulevard 3-Lanes with Buffered Bike Lanes



Focus Area Recommendations:

- 1 Collaborate with developers to install welcoming Gateway signage at vacant parcels
- 2 Create Storefront Revitalization District by adding on-street parking
- 3 Construct Connector Trail at St John Bosco Church
- 4 Realign Old York Intersection to improve traffic/safety and create redevelopment parcel
- 5 Reconfigure Greenbrier Commons site access in conjunction with stormwater management
- 6 Install Buffered Bike Lanes along Residential Boulevard
- 7 Facilitate safe pedestrian crossing through installation of median refuge and HAWK signal

Policy 2: Enhance the performance and aesthetic quality of existing infrastructure and the roadway through the incorporation of green practices.

Green infrastructure involves a network of natural ecosystems that provide similar services of urban infrastructure but increase sustainability and improve the environment in the process. Incorporating green practices into infrastructure and roadways not only provides ecosystem benefits such as stormwater reduction and infiltration, air purification, and ambient temperature moderation, but it also improves the effectiveness of traditional “grey” infrastructure while enhancing the aesthetic beauty of our built environs. Big Creek Connects and NEORS D provide resources and expertise that can assist with many of the following action items.

Action: Address drainage issues with appropriate usage of green infrastructure, including bioswales or raingardens, pervious pavement, etc.

Action: Incorporate trees and other native and salt resistant plantings into the streetscape and in medians.

Action: Incentivize property owners to install native planting and trees that are drought and salt resistant.

Action: Amend regulations to allow/require low impact design for parking areas and buildings.

- Low impact design incorporates reduced impervious surfaces,

stormwater management infrastructure, natural vegetation, and green building techniques to mitigate the harmful effects of land development. These low impact development techniques allow the land to function more like it does in its natural state than traditional development—which is beneficial for stormwater management, heating and cooling costs, and is generally much more attractive.

Policy 3: Seek additional funding to supplement state sources for roadway and infrastructure improvements and for the implementation of plans.

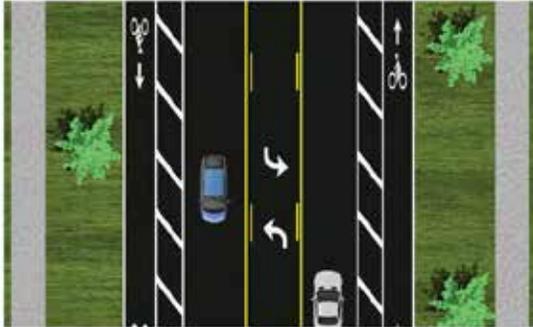
The Pearl Road Complete and Green Streets TLCI Plan was funded in part by the Ohio Department of Transportation. Additional agency and institutional support exists that can assist with the planning and implementation recommendations contained within both the TLCI and this Master Plan.

Action: Work with ODOT to secure federal funding for the Pearl Road reconstruction

Action: Continue to apply for funds through the State Capital Improvement Program (SCIP), the Local Transportation Improvement Program (LTIP), and the Revolving Loan Program (RLP), administered by Cuyahoga County and NOACA.

Action: Investigate the new legislation passed by NOACA that allows communities in non-attainment a reduced match for road improvements.

Source: Hatch Mott
MacDonald



GOAL 2: EXPAND THE BIKEWAY SYSTEM AND INCREASE THE NUMBERS OF CYCLISTS IN PARMA HEIGHTS, USING RECOMMENDATIONS PUT FORTH IN THE PEARL ROAD COMPLETE AND GREEN STREETS TLCI REPORT AS A GUIDE AND USING THE CITY'S CONNECTOR STREETS AS THE BACKBONE OF THE SYSTEM.

The Pearl Road TLCI indicated that the Parma Heights community is in favor of promoting and encouraging more cyclists. Promoting and providing infrastructure for cyclists is an issue many cities across America are grappling with. Communities have a vested interest in promoting cyclists and providing them safe travel. In an age where chronic disease, caused in part by inactivity and unhealthy behaviors, is prevalent, cycling as a mode of transportation and as a healthy and active pursuit can contribute to a healthier community.

Furthermore, it provides quality of life benefits, allowing those without cars, such as youth and low income residents, better access to amenities and resources. There are economic benefits as well. Bike infrastructure is relatively inexpensive to install and maintain compared with vehicle

infrastructure. Some studies have also shown that access to bike parking can bring in more revenue than access to car parking with those dollars more often spent within the community.¹

Policy 1: Apply to be formally recognized as a Bicycle-Friendly Community, a national recognition from the League of American Cyclists.

The League of American Bicyclists' mission is to create safer roads, stronger communities, and a bicycle-friendly America. The Bicycle Friendly America program acts as a toolkit for states and communities to make cycling a viable transportation option. Other communities in the region, including Cleveland, Cleveland Heights, and Lakewood are recognized as Bicycle Friendly Communities. A 'Bicycle Friendly' designation will reinforce and provide more resources to implement recommendations in the Pearl Road TLCI.

Policy 2: Follow recommendations in the TLCI Report regarding infrastructure and cyclist protection for Pearl Road:

Action: Maintain the existing 5-lane section within the Commercial Corridor while providing on-street parallel parking within the existing tree lawn between Beresford and Parma Park Boulevard.

¹ Blue, Elly. Bikeonomics. 2013.

Action: Improve the right-of-way and land behind existing curbs around Greenbrier Commons and Town Center using streetscape enhancements and green infrastructure investments.

Action: Reconfigure the residential portion of Pearl Road (from the northeast border at Snow Road to Ackley Road and Greenbrier Commons), reducing lanes from five to three lanes with buffered bike lanes in each direction.

Policy 3: Extend recommendations and methodologies used in the Pearl Road TLCI to other major corridors, including York, Stumph, Snow, and West 130th Street.

The Mission Statement of the Pearl Road TLCI is 'promote the integration of the environment with transportation, promote redevelopment supported by various transportation options, improve mobility and accessibility of all residents and serve as an example of what can be achieved'. This mission pertains to Parma Heights other corridors as well, including York, Stumph, and Snow Roads, as well as West 130th Street. Although specific recommendations will vary depending on road and traffic characteristics, the intent of multi-modal safety and aesthetics remain universal.

Policy 4: Establish bike routes and all-purpose trails that connect neighborhoods to important community resources, including the library, schools, parks, Greenbrier Commons, etc.

Ensuring safe and easy access to community amenities and resources is key to enhancing quality of life. Establishing designated bike routes and multi-modal trails that connect residential neighborhoods to commercial districts, community institutions and other public service buildings ensures proper access for people of all ages and modes of transportation.

Policy 5: Install proper infrastructure to provide a safe and convenient experience for cyclists.

Dedicated bike lanes are essential to increasing cyclists in a community, but ensuring the safety and ease of utilizing those bicycle lanes is very important to overall success and usership of bicycle infrastructure investments.

Action: Install bike lanes, widen sidewalks along major corridors, or install off-road multi-use pathways where appropriate.

Action: Install bike racks near all major destinations, including shopping centers, community institutions and organizations.

Action: Create bike meet-up spots, so people can ride together.

Action: Install bike maintenance stations, with a water fountain, air pump, and other tools.

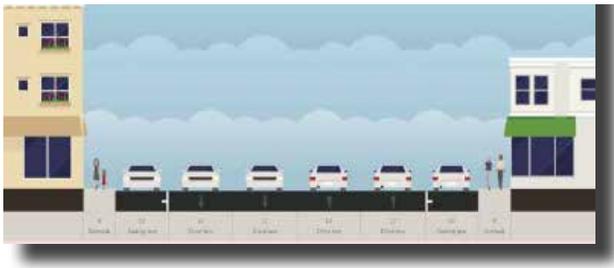


Cuyahoga County Complete Streets Toolkit

Complete streets are roadways designed and operated to safely and comfortably accommodate multiple users of all ages and abilities. They can include improved sidewalks, dedicated bike lanes, transit facilities, and landscaping as part of a comprehensive program.

County Planning has developed a Complete Streets Toolkit to help municipalities learn about complete streets and adopt policies appropriate for their communities. It includes a 'how to' tool for engineers, planners, and public officials to plan, engineer, and implement complete streets. **For more information, visit www.CountyPlanning.us.**

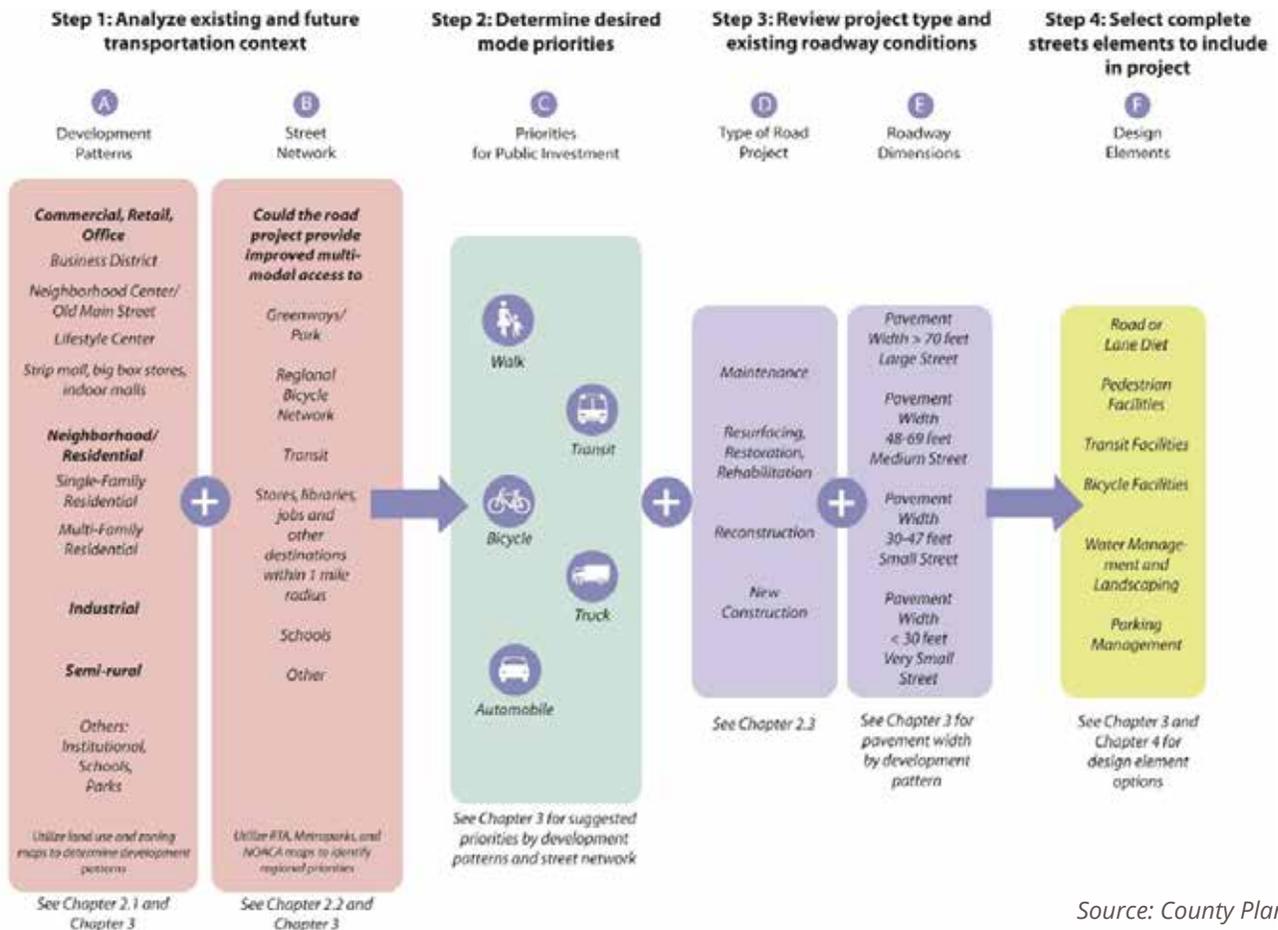
Car Oriented



Complete Street



Identifying Complete Streets Gaps and Opportunities



Policy 6: Institute community-wide events and programs to encourage ridership.

Ridership grows when communities invest in programs, events, and informational sessions to encourage use of, and educate citizens about, the bike system. People may see bike lanes located around their community, but need assistance in knowledge about the community’s bike systems and trails.

Action: Coordinate monthly bike to school days when weather permits.

Action: Encourage store owners to create a reward program for patrons who ride to stores.

Action: Institute community rides in conjunction with other community events.

Policy 7: Ensure that proposed improvements to the pedestrian and cyclist environs do not impede the flow of traffic on Pearl Road.

As bike lanes are added to initial traffic lanes, it is important to remember that drivers have the right to move unencumbered through the corridor as well, with the flow of traffic remaining at a high service level for motorists, pedestrians, and cyclists alike.

Action: Ensure that cyclists do not use areas in between traffic lanes.

- Creating a city ordinance outlawing this and allowing police officers to ticket cyclists who do this
- Include signage on the roadway reminding cyclists to be responsible and stay to the side of the road in conjunction with signage geared towards motorists to share the road.
- Encourage bicycle safety be taught to school age children when police officers visit classrooms to discuss other safety issues.

Bike Infrastructure

The City of Columbus, Ohio has installed bike parking shelters, corrals, and lockers throughout the city at major destinations including parks and the City’s downtown, to attract and promote cycling to work and for recreation. These installations protect bicyclists from inclement weather and also provide a variety of maintenance tools and safe storage. This makes rides safer and more enjoyable for bicyclists and also promotes awareness about the bicycle-oriented city.

Columbus.gov/BikeParking/



Source: ColumbusUnderground.com

providing a refuge for those pedestrians that may take a long time to cross.

- A HAWK signal is a **H**igh-intensity **A**ctivated crosswalk beacon that controls traffic and allows pedestrian to cross the street with safety. Installing these enhances pedestrian safety and vehicular awareness of pedestrians and bicyclists crossing the street.

Action: Incorporate decorative crosswalks when possible.

Action: Include wayfinding materials at important crosswalks. Wayfinding materials at crosswalks help guide travelers to their intended destination, alert drivers and pedestrians to the intersection, and help create a sense of place.

Action: Remind drivers to yield to pedestrians via scrolling marquees and commonly-viewed signs and publications.



GOAL 4: ENHANCE PUBLIC TRANSIT CONNECTIONS AND SERVICE TO ALLOW RIDERS TO ACCESS EMPLOYMENT AND AMENITIES EASILY AND SAFELY.

Policy 1: Work with RTA to enhance public transit stops with design features compatible with the street’s character, real-time transit data, and other amenities.

Streetscape enhancements promote uniformity in design. Enhancing public transit with design elements that match the streetscape’s design elements and character enhance the overall beauty of the corridor and become part of the fabric of the streetscape. Transit stops that are comfortable and pleasant encourage transit use while real-time transit data are also important to encouraging ridership.

Policy 2: Provide wayfinding amenities, including signage, descriptions, and maps.

In order for people to effectively use public transit, they need to feel comfortable with the system. Implementing signage and maps in public areas is a great way to assist people in using public transit. Wayfinding is essential to a well-connected and planned community. “Seamless Cleveland”, done by the firm Applied, created a wayfinding Master Plan to better connect Cleveland to its amenities. By installing a network of maps, signage, and mobile systems, it encourages visitors and citizens to engage in all that Cleveland has to offer. If wayfinding is applied to public transit specifically, people will be more apt to utilize it and will better understand it.

Source: NOACA

Policy 3: Add additional crosswalks and improve existing crosswalks near transit stops.

For public transit to work well, it is important to safely connect people to transit access. Making sure pedestrian and bicycle infrastructure is available and well maintained in high traffic transit stops will make it easier to access these stops.

Policy 4: Work with the Greater Cleveland Regional Transit Authority to ensure that connecting buses run frequently to the Parma Transit Center, where riders can take the #20 bus to downtown Cleveland.

Currently the Parma Transit Center has three routes serving the transit center including #20 to downtown. Adding additional connector routes to this transit center would help the southwest region of suburbs increase connectivity to downtown Cleveland for jobs, services, and amenities. Working closely with RTA will help increase public investment in Parma Heights public transit

Policy 5: Tie public transit stops into connector trails along Big Creek Parkway and within Greenbrier Commons as recommended in the Pearl Road TLCI.

NOACA's 2013 Regional Bicycle Plan identifies Big Creek Parkway as an existing component of the Regional Priority Bikeway Network through Parma Heights (Pearl Road TLCI). Also, the TLCI calls for increased connectivity to and within Greenbrier Commons

which will then improve access and connectivity to the Big Creek Connector Trail that links to the Big Creek Reservation.

As multi-modal trails and connectors are being constructed for Greenbrier Commons and Big Creek Parkway, increasing their connectivity by public transit will also help increase utilization to these areas. In addition to getting to these places by foot and bike, public transit will become more accessible in these areas.



Community, Neighborhoods & Housing



As a suburban community, Parma Heights' housing and neighborhoods are an essential component in the health and quality of life of the City. Maintaining a quality, desirable housing stock is necessary for the stability and maintenance of quality neighborhoods. Strategies to maintain high standards of maintenance, construction of appropriate new housing types, supportive homeownership policies, and strong community institutions will allow residents of all ages and stages of life to choose to live in and enjoy Parma Heights.

Vision for Housing

"In the Future, Parma Heights will..."

Be a place with a strong sense of community that is known for cohesive, desirable neighborhoods, and high-quality homes.

The Goals and Actions on the following pages address these visions.

Picture Source: County Planning

Source: parmaheightsoh.gov



GOAL 1: DEVELOP A WELL-DEFINED SENSE OF PLACE FOR ALL OF PARMA HEIGHTS THAT HELPS RETAIN AND ATTRACT NEW HOME BUYERS.

Sense of place is heavily dependent on a sense of cohesiveness, featuring consistent aesthetics throughout the City's main corridors and commercial and residential districts. Sense of place or a sense of distinction can also encourage greater community interaction and pride, often translating into a more resilient and attractive community.

Communities that have a well-defined sense of place will often have more success at retaining and attracting residents and businesses, and experience greater economic success by creating a compelling place for people to shop and conduct business.

As discussed in the Community and Economic Development Section, community branding—a process by which community stakeholders collaborate with design and marketing professionals to help define or redefine community image or reputation—is a useful and important tool in creating

a strong community. Branding efforts not only help to instill community pride and identity, but also help market the community to potential investors—residents, businesses and institutions. Many communities have successfully helped foster a sense of place through branding, wayfinding, and signage efforts to create a unified set of aesthetics, to differentiate the community from other areas, and create unique opportunities for the community to come together.

The following policies and actions will help establish a unique and consistent sense of place in Parma Heights.

Policy 1: Enhance community gateways with distinct features and signage, consistent with the community-wide marketing and branding campaign recommended in Commercial and Economic Development.

Building a cohesive design connecting the gateways to wayfinding signage, decorative banners and other elements throughout the City will help extend the unique identity and sense of place throughout the entire City.

Distinctive gateways can be powerful tools in the creation of a community's identity and a sense of place and should convey a sense of welcome, prosperity, and interest, as well as practical information. Important entry points to Parma Heights include Pearl, York, and West Ridgewood Roads as well as W. 130th.

Action: Include important wayfinding information near gateway features.

Action: Implement gateway recommendations in the Pearl Road TLCI, including signage and redevelopment at the southwestern gateway.

Policy 2: Help strengthen community identity and interaction.

How strong this community identity and interaction is can have implications for the overall health and prosperity of its inhabitants—leading to greater employment opportunities, greater patronage of local businesses, and a more stable housing market. Strong communities also are better able to communicate their needs and visions with City administration, i.e., infrastructure that needs to be serviced, dangerous intersections, etc. Citizens then feel they have a voice in the fate of their community and there is a greater sense of volunteerism and civic duty, all of which are essential to support our local economies, community well-being, and capacity to handle problems as they arise. The following actions are recommended to help foster community identity and interaction:

Action: Continue to organize community-wide events, utilizing Greenbrier Commons and sponsoring neighborhood gatherings.

Action: Use the latest technologies for greater communication between City Hall and residents and businesses.

Action: Continue to nurture partnerships between city officials, residents, and business owners.

Policy 3: Develop strong and identifiable neighborhoods.

Every political subdivision is made up of distinct neighborhoods: enclaves that typify a certain section of town that often feature similar land use and construction patterns that can dictate how residents, visitors, and businesses interact. Parma Heights has distinct neighborhoods which feature different aesthetics, housing types, and street layouts. Diversity in neighborhoods is to be celebrated: having a range of housing types, prices, and layout accommodates different needs at different stages of life. Ensuring that these diverse neighborhoods are enhanced is a good way for Parma Heights to capture and retain lifelong residents. Just as with overall community strength neighborhoods need to be strong and identifiable as well—not only to encourage pride and cohesiveness, but to ensure their distinct needs, desires and ideas are heard at city hall as well.

Action: Install unique gateways for each distinct neighborhood, perhaps using the original plat names.

Action: Encourage the organization of neighborhood groups and events such as block groups, street parties, new resident welcome parties, etc.

Action: Maintain and augment the parks system and encourage the community to use it as a resource in neighborhood events.

Action: Reinstitute “welcome baskets” for new residents. Include coupons and promotions for local businesses and information on City services, especially parks and recreation facilities and opportunities

Policy 4: Promote the City’s amenities, including safety, quality schools, health care facilities, and recreation facilities, as part of an overall public relations campaign to attract and retain residents.

Safety services, schools, health care facilities and recreational and cultural amenities consistently top the list as the most important factors when people are determining where to live.¹



Source: County Planning

GOAL 2: MAINTAIN HIGH-QUALITY, DESIRABLE, YET AFFORDABLE HOMES THAT ATTRACT LONG-TERM HOMEOWNERS WHO ARE INVESTED IN THE COMMUNITY.

Residential areas, perhaps more than any other element in a community’s built environment, define the health and character of a community. A quick

examination of a neighborhood’s housing stock reveals not only the age and style of the housing, but also the overall level of investment and property maintenance. Residential areas also convey the presence of community pride, social interaction, and sense of safety and security felt by residents. It is therefore of great importance that residential areas remain structurally well maintained and visually welcoming.

Policy 1: Review other communities’ property maintenance regulations to update and strengthen property maintenance codes and related legislation.

Parma Heights is surrounded by communities that have taken various approaches to property maintenance. Reviewing various regulations and approaches from other communities will reveal a ‘best fit’ for Parma Heights.

Policy 2: Strongly encourage home and property maintenance to all residents.

As a primarily residential suburb, having a well built, well maintained housing stock is essential to keeping invested and engaged residents in Parma Heights and maintaining the strength of the overall community. Oftentimes, however, the rigors and expenses of home maintenance or improvement can be overwhelming for new homeowners, seniors or those of low or moderate income. The following actions can help encourage home and property maintenance:

¹ realtytimes.com and moneycrashers.com

The **Home Repair Resource Center (HRRC)**, a nonprofit organization based in Cleveland Heights, offers a variety of programs that encourage responsible home ownership. In addition to classes for home buyers that prepare them to purchase a home and budget for needed repairs, HRRC provide tools, instruction, and other resources that will enable homeowners to repair and maintain their own homes economically. They also offer hands-on workshops that teach do-it-yourself home maintenance.

Action: Maintain rigorous property inspection program, geared especially to addressing major repairs.

Action: Advertise “Improvement Project of the Month”, in which a property owner undertaking renovations is recognized or rewarded.

Action: Create a “Most Improved Home of the Year” contest for home and landscape improvements with incentives to participate.

Action: Establish a database of people who need help with home maintenance, and connect them with individuals who are able to help provide them.

Lakewood’s Housing Forward Program:

- Surveyed 12,654 one- and two-bedroom homes
- 1,741 homes in poor condition
- Connected homeowners to resources and technical assistance
- Used code enforcement mechanisms proactively
- Improved approximately 1,400 homes in 18 months

<http://www.onelakewood.com/community-vision/housing/>

Policy 3: Continue to advertise the City’s partnership with the Heritage Home Program, which offers tax abatement on improvements to residential dwellings.

The Heritage Home Program is a regional program operated by the Heritage Home Educational Society, a subsidiary of The Cleveland Restoration Society. The Heritage Home Program offers technical advice, workshops, and other resources about maintenance and renovations to older homes throughout the region.

Policy 4: Ensure essential infrastructure is well maintained, as road and sidewalk condition is a very important factor to property buyers.

Well maintained sidewalks and street landscaping provide a safe and

inviting environment for a community or neighborhood. Making sure that sidewalks are in good repair and that street trees are maintained and planted where possible helps build strong and desirable neighborhoods, further contributing to neighborhood desirability and sense of place.

Source:
Cleveland.com



GOAL 3: ENCOURAGE STRATEGIES THAT PROMOTE HOMEOWNERSHIP WHEN APPROPRIATE.

Encouraging homeownership to individuals and families that are financially capable has several benefits to the community. Firstly, Homeowners have a greater stake in overall community well-being, making them more apt to participate in civic life—engaging and volunteering at community events, voting, and providing valuable feedback to elected officials and city administration. Homeowners also are more likely to invest in their property that they are living in—raising property values of nearby homes—as well as the city as a whole—supporting school levies, infrastructure investments, etc. However, communities need to be cautious of encouraging individuals and families to buy when they cannot afford it. Communities need to beware of predatory lending practices that can result in foreclosures that negatively impact the community.

Policy 1: Encourage potential home buyers to participate in a first-time home buyer program.

Many local, state, and federal agencies, as well as credible lending institutions offer first time home buyer classes. These classes cover all the basics of home buying, including what's affordable based on income and expenses; rights (fair housing, borrower's rights, predatory lending); shopping for a loan; local incentives; making an offer; getting a home inspection; and homeowners insurance.

Down Payment Assistance

Since June of 2009, Neighborhood Housing Services of Greater Cleveland has administered the Cuyahoga County Down Payment Assistance Program, providing more than \$1.29 million in assistance and leveraging more than \$9.4 million in investment in Cuyahoga County.

See more at:

www.nhscleveland.org/buy-a-home/down-payment-assistance-program/

Policy 2: Increase efforts to maintain and improve housing stock and attract young families through increased property valuation.

According to the Better Homes real estate blog, young homeowners comprise roughly 40% of the housing market today. These younger buyers, however, came of age during the recession, so they are money-conscious, yet are very interested in having recreational and cultural

amenities at their fingertips. "This combination of austerity and interest in vibrant cities makes millennial homebuyers the perfect clients for small cities...where homes are less expensive but the community has vibrant art and culture."²

Action: Assist those trying to sell their home to make it more marketable by offering municipal classes with real estate agents, home staging experts, and renovation experts.

Action: Work with local real estate agents to showcase Parma Heights' various amenities, such as recreational and cultural venues, local restaurant, and public transportation in a social media format and when meeting with clients.

Action: Continue to partner with local banks to offer first-time homeowner classes, and offer financial or other incentives to first time homeowners.

Action: Ensure that efforts to maintain and expand Parma Heights' recreational and cultural amenities are sustained and advertised to prospective homeowners, especially through the community branding process described above.

Policy 3: Advertise future mixed-use housing options and ensure they provide opportunities for all incomes.

Parma Heights has discussed the implementation of a mixed-use district along the Pearl Road corridor. Mixed-use

² <http://bhgrealestateblog.com/attract-millennial-homebuyers-citys-unique-features/>

developments incorporate residential uses with office and commercial uses, often in one building. Mixed-use developments are attractive for a number of reasons. Firstly, the mix of uses ensures greater activity and vibrancy on the street level: while residents are away at work during the day, employees and shoppers populate the space. While businesses are closed during the evening hours, residents are home to enliven the space. Secondly, the close proximity of residents to goods and service provides offers built-in community gathering spaces for residents and a consumer base for businesses. Furthermore, mixed-uses are oftentimes more flexible and creative in form, appealing to people of many ages, abilities and incomes.



Source: Google Maps Street View

GOAL 4: PROMOTE AND EXPAND THE DIVERSITY OF NEIGHBORHOODS AND HOUSING TYPES TO RETAIN EXISTING RESIDENTS AND ATTRACT NEW RESIDENTS OF ALL AGES.

Apartments, condos, and townhomes provide housing choices beyond single-family detached housing that cater to young adults and professionals, small families, and aging empty-nesters and

retirees. Increasing these types of housing choices can attract and allow young residents to live in the city and will allow aging residents to downsize and stay in Parma Heights if they no longer need or want a single-family house.

Policy 1: Use the diversity of Parma Heights' neighborhoods as a building block for a homeowner retention and attraction program.

The housing stock—size, parcel area, and characteristics—of Parma Heights homes vary by neighborhood. Larger, older homes and larger lots exist in the northern and eastern portions of town, while smaller homes and lots featuring homes built mid-century occupy the central and southern portions of Parma Heights. These homes feature different characterizes and amenities that appeal to homebuyers in different situations.

Action: Identify which neighborhoods would be best served by greater density and smaller homes appropriate for starter homes or empty-nesters.

Action: Identify which neighborhoods would be best served by less density, larger homes and lots, in which case lot consolidation and targeted demolitions would make sense.

Policy 2: Ensure that Parma Heights' population has the means to age in place.

As is the case across most of Ohio, Parma Heights has a growing body of seniors in need of appropriate housing

options. Aging in place is an important concept that has taken root in communities across the United States, with greater emphasis on providing housing options that support residents of all ages rather than isolating seniors. This includes multiple housing types as well as design and construction that foster ease of living as residents transfer to different stages of life and needs.

Action: Develop home retrofitting guidelines based upon universal design.

Action: Ensure that new construction incorporates elements of universal design.

Action: Ensure that senior needs are met with appropriate programming, access, and interaction, including the means to engage in health care, religious worship, shopping, and recreation.

Action: Ensure the new senior development on W. Ridgewood is connected with the surrounding neighborhoods, using infrastructure (such as off-road trails) as well as outreach (such as housing neighborhood pot-lucks) as a means to do this

Action: Investigate the need for an additional senior housing development.

Source:
parmacityschools.org



GOAL 5: MAINTAIN THE STRONG RELATIONSHIP WITH THE PARMA CITY SCHOOL DISTRICT TO ENSURE THE CONTINUED HIGH QUALITY OF THE SCHOOL SYSTEM.

Schools are an essential component of a healthy community. They educate residents, serve as community gathering places, and are essential in attracting families and jobs to the City. While the City is not directly in control of any school operations, supporting the local school districts in their efforts to provide safe, efficient, quality education is important to the community, and a responsive and efficient city government is likewise vital to the success of a school system.

Policy 1: Explore the connection between City services and amenities and the quality of the City’s education system.

Many families base their decision to settle in a community based on available amenities and a quality school system, so a strong school system reinforces the strength of the community, and vice versa. Furthermore, studies have shown that there is a connection to physical activity and outdoor play and school performance. It is therefore in the

municipality’s best interest to enhance opportunities for recreation and outdoor exploration throughout the City.

Promote Student Physical Activity

The City of Davenport, Iowa partners extensively with Davenport Community Schools, Iowa State Extension and many other community organizations to promote health and wellness opportunities to all of the city’s families. Recently, Davenport expanded the Mobile Playground Program, supported by AmeriCorps and local funds, to include ten joint school-park play spots, where mobile playgrounds are stocked with supplies to help kids be physically active.

See more at:

www.healthycommunitieshealthyfuture.org

Action: Investigate how the correlation between park space and outdoor activities and better school grades could enhance the educational experience for kids and teachers.

Action: Encourage the schools to use all community facilities to engender more creative and community-oriented education.

Policy 2: Continue to aid the school system in obtaining funds to make improvements to access, buildings, classrooms, and play areas.

Action: Aid in the application of a Safe Routes to School Grant

Action: Investigate national grant programs, corporate sponsors, or foundational support to create more or better play areas, such as KaBOOM!, the Kresge Foundation, the Cleveland Foundation, Kellogg, and others.



Government & Community Services



The effective management of Governmental Services and Infrastructure is the most important role of local government. Quality services and infrastructure attract residents and businesses, and the ongoing maintenance of these services should be a primary focus of the City.

Vision for Quality Government

“In the future, Parma Heights will...”

Be a community with an efficient, responsive, and proactive government that ensures the delivery of high quality community services.

The Goals and Actions on the following pages address these visions.

Source: parmaheightsoh.gov

Source: parmaheightsoh.gov

GOAL 1: CONTINUE TO PROVIDE HIGH QUALITY CITY SERVICES INCLUDING POLICE, FIRE, EMS, AS WELL AS RECREATIONAL AND CULTURAL SERVICES TO ALL RESIDENTS.

City services are vital to the quality of life and safety in a community. Without the necessary services of police, fire, and EMS, a community does not meet its basic needs for residents and business owners. Indeed, ensuring that residents feel adequately safe and secure in their homes and businesses is of utmost importance, while recreational and cultural services provide citizens with other basic needs and elevate the overall quality of life.

Policy 1: Continue to strengthen and promote private-public partnerships (infrastructure and services), especially in pursuit of grants to expand senior service, infrastructure repairs, park creation and improvement, and improvements to the streetscape.

Public-private partnerships combine the resources of government with those of private businesses, and can take the shape of contracting-out services, business management for

public utilities, and the creation of hybrid organizations for risk and burden sharing that benefit both businesses and the public good.¹ In particular, public infrastructure, amenities, and programing that benefit more vulnerable populations—such as senior citizens and youth—are vital to the overall health of the community. Senior services make it easier for the elderly to access amenities and new developments in communities. Repairs to infrastructure and park creation and improvement greatly improve the environment of a community. However, these endeavors can be expensive and overwhelming if undertaken only by government. Likewise, an opportunity to benefit the entire community may be overlooked if these endeavors are only undertaken by the private sector. In many instances, a public-private partnership provides the most expedient solution and most efficient use of resources.

Policy 2: Continue to pursue regional efforts to share services such as infrastructure maintenance, jailing, auxiliary police, recreation, and dispatch.

Regionalizing services provides an opportunity to increase efficiencies and cost savings among participating municipalities. Consolidated and coordinated maintenance efforts, jailing facilities, police forces, recreation centers, and dispatch, can save large amounts of money that can be put back into the community for other purposes.

¹ Ferlie, Ewan et al. *The Oxford Handbook of Public Management*. The Oxford University Press. 2005. Pg 347.

Policy 3: Promote excellent City services to current and prospective residents and businesses.

Parma Heights provides many City services to its residents, many of which have high levels of satisfaction. Along with quality schools and access to recreational and cultural amenities, city services provided contribute greatly in determining where residents and businesses locate and continue to invest in a community.

Policy 4: Think creatively about expanding the revenue stream to secure needed expansion in services in the future, including new zoning districts to create more economic and social vitality (see Commercial and Economic Development).

Action: Institute a light industrial district along W. 130 th and a mixed use overlay district on Pearl to both grow the tax base with new employers and workers and create an attractive and vibrant atmosphere that attracts consumers and works alike.

Action: Form a mission statement with which to guide the overall municipal government and each department, and pursue revenue streams based on this mission.²

Action: Encourage people in city hall to approach their duties with a creative and entrepreneurial spirit.³

² Kostaras, James, AIA, AICP. What I Learned: An Insider's Guide to Improving Local Government. Architecture Boston, Summer 2011.

³ Ibid.



Source: Cleveland.com

GOAL 2: ENSURE THAT EXISTING INFRASTRUCTURE IS IN GOOD CONDITION, WITH ALL NEEDED REPAIRS AND UPGRADES BEING COMPLETED IN A TIMELY MANNER IN ORDER TO RETAIN AND ATTRACT RESIDENTS AND BUSINESSES.

It is important that infrastructure is reviewed and maintained accordingly when a community wants to attract businesses and residents. Well maintained infrastructure provides safety and ease of getting around to all users i.e., cars, bikes, and pedestrians. Efforts related to economic development—development, redevelopment, and new investment also hinge upon a sound infrastructure system that not only allows people to get around easily, but also imparts a sense of overall prosperity and a responsive municipal government.

Policy 1: Create a hotline for residents and businesses to report problems relating to infrastructure, such as flooding, potholes, areas of traffic congestion, or unclear street patterns.

Creating a hot-line provides a quick and efficient way for business owners and residents to convey to public officials and municipal staff when infrastructure needs attention. This helps the business owners and residents to have an impact on improving conditions of the city and to increase the safety and use of the community's infrastructure.

Policy 2: Maintain a Capital Improvement Plan detailing all needed infrastructure projects, including location, description of improvement, and projected budget, so applications will be ready as various funding sources become available.



Source: Cleveland.com

GOAL 3: ENSURE THAT INFRASTRUCTURE, INCLUDING STREETS, WATERLINES, STORMWATER AND THE SANITARY SEWER SYSTEM WILL MEET THE NEEDS OF EXISTING AND FUTURE DEVELOPMENT.

Policy 1: Incorporate Complete Streets elements as recommended in the Pearl Road TLCI.

Infrastructure that follows the principles of Complete and Green Streets attracts diversity, increases safety, and improves the aesthetic and environmental value of the community.

Policy 2: Work with the Cuyahoga County Department of Public Works and the Northeast Ohio Regional Sewer District to forecast future needs and understand how to meet them.

The County Department of Public Works focuses on providing safe, efficient, and economical infrastructure to residents and businesses in Cuyahoga County.⁴ The Northeast Ohio Regional Sewer District strives to provide effective wastewater and stormwater management that protects the health and environment of the region while enhancing the quality of life.⁵ By partnering with these organizations, insight is provided on the various issues involving infrastructure, ensuring that Parma Heights' infrastructure is held to a high standard.

Policy 3: Promote private-public partnerships in the delivery of infrastructure and services (see Goal 1).

By involving both private and public entities in the delivery of infrastructure and services, the community can benefit from what both can offer.

⁴ publicworks.cuyahogacounty.us

⁵ www.neorsd.org

Source: parmaheightsoh.gov



GOAL 4: CONTINUE TO ESTABLISH STRONG LINES OF COMMUNICATION USING TECHNOLOGICAL ADVANCES TO MAINTAIN GOOD RELATIONSHIPS BETWEEN ELECTED OFFICIALS, DEPARTMENT HEADS AND THE GENERAL PUBLIC, INCLUDING BUSINESS OWNERS AND RESIDENTS.

Open and continuous communication is essential in maintaining good relationships between officials, businesses, and the public. Good communication lines also increase efficiency in terms of allocating resources and taking action in the community. Municipalities can take several steps to improve communication lines.

Policy 1: Continue to invest in communication and investigate new and effective ways to convey information to all segments of the population—including businesses, seniors, youth, and newcomers.

It is important to find a technology that can be utilized by people of all ages. Finding ways to improve communications through technology is important, but finding one that translates across generations is the most effective in increasing communication. The City of Columbus Department of Technology has employed multiple strategies in engaging citizens and business owners through technology. For example, the “MyColumbus” mobile application allows mobile access to numerous city services, a community events calendar, park and trail guides, and tips for healthy eating and exercise.⁶

Action: Ensure communication not only highlights activities and events, but also new processes, efforts, and establishments occurring in the City, schools, and within the private sector.

Action: Ensure that the City utilizes new modes of communication, such as text alerts to subscribers, Facebook, and Twitter.

- Advertise these new modes of communication with the scrolling marquee, on water and utility bills, etc.
- Make sure that all segments of the population (especially seniors) know how to use these various media.
- Consider creating a position at City Hall that would oversee all Social Media efforts. This could be an opportunity for some area college students or students at Tri-C.

⁶ www.columbus.gov/Templates/Detail.aspx?id=64602



GOAL 5: ENSURE THAT ALL REGULATIONS PERTAINING TO LAND USE AND ITS INTERACTION WITH THE PUBLIC REALM ARE UP-TO-DATE, EFFICIENT, AND EFFECTIVE (SEE LAND USE AND COMMERCIAL AND ECONOMIC DEVELOPMENT).



Parks, Recreation & the Environment

With the Big Creek Reservation and Big Creek Parkway cutting through Parma Heights, a wealth of natural areas and outdoor recreation opportunities exist. The City also has several community parks and recreational facilities serving residents local neighborhoods. Maintaining these parks and recreational facilities as well as connecting the parks through active trails and bike paths is a major priority. Reducing the amount of pavement along Pearl Road and implementing green infrastructure and development practices is also essential to protect and restore natural environments and functions while permitting continued growth and development.

Vision for Parks, Recreation, and the Environment

“In the future, Parma Heights will...”

Celebrate, protect and enhance our community’s significant natural features, parks, and recreational areas by maintaining the high quality of park spaces, encouraging greater levels of participation and visitation, and adopting ecologically responsible practices.

The Goals and Actions on the following pages address these visions.

Source: County Planning

DRAFT July 6, 2016

Source: parmaheightsoh.gov

GOAL 1: ENSURE THE QUALITY OF RECREATION AND PARK AMENITIES REMAINS HIGH WHILE EXPANDING RECREATION OPPORTUNITIES THROUGH APPROPRIATE ENHANCEMENTS AND ACQUISITIONS.

The National Parks and Recreation Association maintains that parks and recreation facilities are essential to the economic, environmental (physical), and social health of communities. "Just as water, sewer, and public safety are considered essential public services, parks are vitally important to establishing and maintaining the quality of life in a community, ensuring the health of families and youth, and contributing to the economic and environmental well-being of a community and a region".¹ As such, it is of utmost importance that Parma Heights maintains its high level of recreational services and park amenities, and expands those amenities and services where prudent.

¹ www.nrpa.org/uploadedFiles/nrpa.org/Advocacy/Resources/Parks-Recreation-Essential-Public-Services-January-2010.pdf

Policy 1: Continue to provide superior maintenance of parks and recreation facilities.

Action: Continue to partner with the Ohio Department of Natural Resources and the Metroparks to enhance greenspace and parks.

Action: Ensure all graffiti is removed in a timely manner and equipment and infrastructure are properly maintained.

Policy 2: Investigate potential enhancements to current parks and City-owned open space, including safety features.

Action: Improve the deed-restricted city-owned land located at Lotusdale and Pearl Roads. Improvements could include more lighting, a gazebo, or a small playground.

Action: Work with the City of Cleveland Water Department to enhance the recreational amenities and ecological value of Reservoir Park (see also Land Use).

Action: Investigate ways to attract more users to existing park spaces. For example, develop high quality ball fields to attract travel teams & tournaments in appropriate parks.

Action: Install benches and pathways into and out of parks to encourage greater presence of people throughout the parks.



County Greenprint



County Planning

FIND IT ON-LINE! → <http://planning.co.cuyahoga.oh.us/greenprint/>

Produced by County Planning in coordination with regional partners, the Greenprint is a vision document, resource, and organizing framework for our County's green spaces.

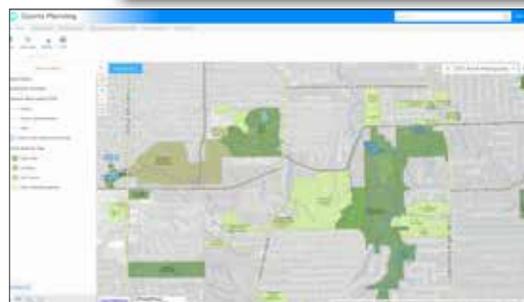
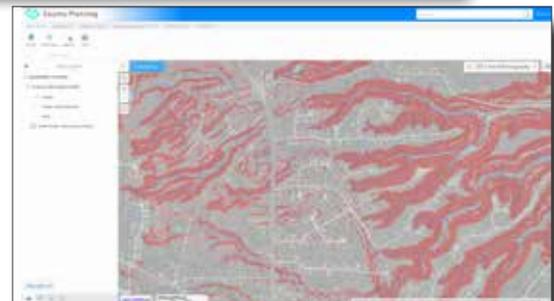
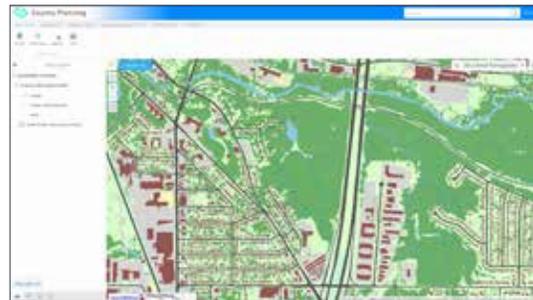
The 2015 Greenprint builds off previous park and environmental planning efforts. The intent of the updated Greenprint is to highlight existing greenspace and continue regional conversations on environmental management, open space protection, and habitat reclamation. The Greenprint functions as an online tool on the County Planning website. The tool contains the interactive **Viewer**, the explanatory **Technical Guide**, and the **Greenprint Guide Book**.

The **Greenprint** functions to highlight the inventory of natural and man-made features within Cuyahoga County. The **Viewer** and **Technical Guide** provide an interactive Geographic Information System (GIS)-based tool for use by urban planners, watershed coordinators, economic development directors, land protection specialists, and other planning and design professionals to promote more effective land use decisions and best practices that:

- Protect people and property from flooding and stormwater events,
- Protect biological diversity,
- Develop a regional trail and greenway system; and
- Provide places where residents can recreate for health and fitness.

The **Viewer** contains digital Feature Layers which can be turned on and off as needed to illustrate existing environmental conditions and to inform land use decisions. The accompanying **Technical Guide** defines the various Feature Layers. The layers display current parcel-specific data as well as aerial photography to illustrate how land uses have changed over time. Additional layers include data such as parcel address, transportation infrastructure, activity nodes, municipal boundaries and land status.

Greenprint Web Viewer



Greenprint Guide Book



Quick Steps for Communities



1 Explore Your Community

The Greenprint is meant to assist local communities and organizations in understanding their natural assets within a regional context.

We encourage public officials to dig deeper into local conditions, prioritize areas, and identify areas not included here. Our online tool allows localities to look closer and prioritize more finely.



2 Learn about Strategies

The Guide Book includes strategies and recommendations for actions to undertake within environmentally important areas. Strategies range from passing local resolutions to acquiring funding for construction.

Communities and organizations should review this document for the strategies available to them.



3 Contact County Planning

Once you have learned about strategies, contact County Planning for more in-depth discussions about any local problems, opportunities, and potential solutions. We are always here to help with one-on-one interviews, educational sessions, or presentations.



4 Become an Implementation Partner

To protect our environment, create a regional trail network, and preserve natural habitats, we must work together.

Look at your community's environmental goals and opportunities, prioritize local areas, and seek funding sources. When you protect an area, pass an ordinance, or construct a trail, tell us! We will update the Greenprint.

Action: Provide proper sight lines into and out of parks and recreational facilities, proper lighting, and other safety features. Special consideration of safety and visibility should be given to Kurtz Park, which is visually cut-off from the street and surrounding residences.

Action: Ensure proper policing of all parks.

- Work with the Police Department and community groups to define what proper policing would be. Encourage policing to be engaged, so that kids and people in the neighborhood get to know the officers and vice versa. Advocate that patrols of active living areas take place on bike or on foot because that allows for more interaction between officers and those engaged in the sport or activity.

Policy 3: Inventory potential park space and monitor for opportunities for strategic acquisitions.

Prioritize purchasing in areas based on access and amount of parkland, ecological sensitivity, and places that currently lack access. Possible opportunities include:

Action: Large lots south of Kurtz Park that would open access to the park and create a connection to Big Creek Parkway.

Action: Large vacant lot situated in between Apache Drive and E. Huffman Road, which would serve higher density residential and also provide connection to Big Creek Parkway.

Action: Creation of central pocket park at the intersection of Olde York Road and W. Ridgewood.

Policy 4: Build on past successes to leverage funds for the thoughtful redevelopment of land into park space—i.e., Colombo Park and Radlick Park.

Action: Apply for funding through the Ohio Department of Public Works Clean Ohio Program.

- Work with the Metroparks and the West Creek Preservation Committee to coordinate efforts and secure funding.



Source: County Planning

GOAL 2: ENSURE THAT CURRENT AND FUTURE PARKS AND RECREATIONAL RESOURCES ARE ACCESSIBLE TO RESIDENTS OF ALL AGES AND ABILITIES.

Parks, recreation facilities, and other areas associated with active living should provide opportunities for

physical activity. However, the success of a park and its impact on a population is determined by its level of access.

Access depends more on just the physical presence of facilities, however: access also includes suitability of facilities and programming for all ages, abilities, and cultural affiliations; as well if it accessible by transit, walking, or cycling.

Policy 1: Ensure people of all ages and abilities have access to parks and recreational facilities, and appropriate programs.

Action: Work with the Parma City School District, Private Schools, and other community institutions to create Shared Use Agreements (SUAs), to expand opportunities and access to pre-existing recreational facilities.

Action: Realign Greenbrier Commons to be safer and more accessible to the community (see Commercial and Economic Development).

Action: Understand where gaps in service are and the barriers to participation that exist across all sectors of the population: i.e., where particular needs have gone unmet. Gaps in service may have to do with programming, while barriers may have to do with transportation, costs, or safety.

Action: Promote the establishment of a “lending library” of equipment to ensure everyone can participate in activities or sports of their interest.

Action: Address issues of physical access, comfort level, and suitability.

- Ensure family-friendly programming in parks and active living and recreation facilities so that adults and their children have more opportunities for active living and recreation. Understanding the epidemic of childhood obesity, and that family programming reached the broadest span of individuals (from grandparents to grandchildren), Burlington, Vermont and Royal Oaks, MI made family programming a priority in their recreation plans.

- Incorporate elements of universal design when designing and building infrastructure, buildings, and programs to ensure all ages and abilities can partake in an active lifestyle. Universal design involves designing products and spaces so that they can be used by the widest range of people possible. Universal design recognizes that there is a wide spectrum of human abilities: “everyone, even the most able-bodied person, passes through childhood, periods of temporary illness, injury and old age.” By designing for this kind of human diversity, spaces become easier for all people to use.

- Ensure improvements to parks and facilities are ADA compliant.

Policy 2: Enhance connections between neighborhoods and City parks, regional parks and open spaces, especially the Big Creek Reservation and Greenbrier Commons via off-road trails.

Ensuring off-road connections are available not only increases the health and safety of park goers, but creates new patrons and visitors by allowing groups of people that did not feel safe or have access to the park to access it.

Action: Connect parks via sidewalks or connector trails to surrounding neighborhoods to ensure the safe passage of park goers.

Action: Provide connections from Stroud Park through the new senior housing development and up Olde York Road, connecting to Greenbrier Commons and to the Big Creek Parkway.

Action: Extend the trail recommended north of the Tri-C campus to continue along Independence Boulevard to connect with the Shoppes at Parma. Tri-C is currently reviewing stormwater retrofits recommended in the Big Creek Connects Concept Plan. There is an opportunity to dovetail the trail concept into this review effort.

Action: Understand where multi-purpose trails could be established or enhanced to increase off-road connectivity.

Action: Enhance existing connections between Radlick Park and surrounding neighborhoods.

Action: Implement connector trails as recommended in the Pearl Road TLCI.

Policy 3: Improve wayfinding throughout the City.

Wayfinding is of particular importance to those on foot or bike. Wayfinding becomes not just about navigational signage, but safety and comfort to secure interest and encourage them to explore. Public art is often

used within wayfinding systems to reinforce comfort, provide orientation and reinforce the city brand. As social media and other technologies emerge, they can be incorporated into wayfinding efforts through interactive environments.²



GOAL 3: CONTINUE TO SUPPORT EFFORTS TO IMPROVE THE BIG CREEK WATERSHED.

Big Creek’s watershed contains over 130 miles of streams and culverts, draining nearly 38 square miles. Over 90% of the watershed’s area has been developed and nearly 40% of the land surface is impervious, which has heavily impacted water quality and aquatic habitats in the Big Creek watershed.³ However, Big Creek remains a tremendous asset in Parma Heights. Encompassed by the Metroparks Big Creek Reservation, Big Creek provides recreation and natural beauty to residents and visitors. Furthermore, Big Creek connects to the

Source: County Planning

² www.planning.org/planning/2015/apr/beyondthesign.htm

³ www.friendsofbigcreek.org/aboutBC.htm

Policy 1: Continue to participate in the Big Creek Watershed Partnership.

The Big Creek Partnership, run through Big Creek Connects, is a consortium of stakeholders in the Big Creek Watershed. It helps determine goals for the watershed, advocates for sound land use practices, and coordinate events to get residents and visitors acquainted with Big Creek.

Policy 2: Encourage business owners and residents to participate in creek clean-ups and other meetings and events.

Big Creek Connects and the Metroparks have many community and stewardship-oriented events that help the community take care of this natural asset. These events include “RiverSweeps”, or creek clean ups, annual river days that celebrate the natural and cultural history of Big Creek and its interaction with people, as well as community celebrations. Encouraging businesses to take part in these events fosters a sense of stewardship and ownership in Big Creek and the ecological health of Parma Heights.

Policy 3: Ensure business, industries, and homeowners are aware of appropriate disposal methods for hazardous materials.

The Cuyahoga Solid Waste District and the Northeast Ohio Regional Sewer District have detailed lists and resources about the best disposal methods for household hazardous waste, yard waste and product used in commercial settings.

Policy 4: Make Parma Heights known as a city that supports environmental efforts.

Include natural amenities and efforts in environmental stewardship and sound ecological practices that Parma Heights has undertaken in marketing and branding efforts recommended in the Commercial and Economic Development Section. Increasingly, young buyers and renters are attracted to those communities that not only have natural amenities, but are playing their part in environmental mitigation and restoration efforts.



Source: Cleveland.com

GOAL 4: REDUCE STORM WATER RUNOFF RESULTING FROM IMPERVIOUS SURFACES.

Stormwater runoff results primarily from developed, or impervious, surfaces that prevent rainwater from seeping into the ground. During storm events in highly urbanized areas, such as Parma Heights, water bodies can be overwhelmed with the amount of stormwater draining into them,

damaging habitats and inundating systems with harmful pollutants and sediment carried from the land. Excessive stormwater is also damaging to private property and municipal infrastructure as well.

Policy 1: Encourage low-impact design retrofits to current buildings and parking areas and new construction to incorporate green building practices.

Low Impact Development describes a land planning and engineering design approach to manage stormwater runoff. It emphasizes conservation and use of existing natural features to protect water quality and other ecological features.

Action: Encourage property owners to retrofit parking areas to feature low-impact design and stormwater mitigation, including recessed islands, permeable pavement, bioswales and rain gardens.

Action: Adopt regulations and encourage new development, especially light industrial development recommended along W. 130th, to incorporate low impact and green design. Measures include:

- **Minimize/reuse wastes.** Reducing or reusing wastes generated in the construction and operation of the site can be accomplished by (a) using construction materials and products that have high reused and recycled content, (b) designing rooms on 4-foot multiples to conform to standard-sized wallboard and plywood sheets, which reduces waste, (c) reusing and recycling construction and demolition materials, and (d) providing contained space within building envelopes and within the industrial park to facilitate day-to-day recycling.
- **Reduce or eliminate stormwater runoff.** The volume of stormwater generated can be reduced substantially or eliminated through compact design and the adoption of technologies such as green roofs, permeable pavement and bioretention systems.
- **Use renewable energy.** Solar energy (active and passive), wind and geothermal should be explored as potential energy sources for the site. At a minimum, all buildings should be energy efficient, include solar rooftop collectors, green roofs, and be designed to take advantage of passive solar energy.
- **Use energy and water efficiently,** incorporating a variety of techniques for reducing water use, including (a) dual plumbing to use recycled water for flushing toilets and for irrigation, (b) ultra low-flush toilets, low-flow shower heads, and other water conserving fixtures and appliances, (c) recirculation systems tied to a roof top solar hot water heater for centralized pre-heated hot water distribution, (d) a water budget approach that schedules irrigation only at night and does not irrigate when needs have been met by natural rainfall and (e) an efficient rainwater capture and use system, which also greatly reduces run-off to local streams. Similarly, several techniques exist to reduce energy use, including (a) high efficiency lighting systems with advanced controls, (b) a thermally efficient building shell, (c) energy efficient, and appropriately sized, HVAC systems, (d) high efficiency

equipment and appliances throughout all buildings.

Policy 2: Implement Pearl Road TLCI recommendations and those described in the Transportation and Land Use sections to enhance green stormwater infrastructure and reduce impervious surfaces, including regulatory measures and property owner incentives.

Policy 3: Encourage property owners—both commercial and residential—to implement stormwater reduction and mitigation techniques on their properties.

Stormwater reduction and retention measures could include recessed parking islands, the inclusion of rain gardens in landscaping, as well as rain barrels in the back of properties to help divert stormwater from storm sewers and encourage infiltration into the ground. The Cuyahoga Soil and Water Conservation District and the Northeast Ohio Regional Sewer District have many resources and knowledgeable experts to aid with these programs. Furthermore, property owners are incentivized to implement these measures as a way to reduce the new stormwater fee from the Sewer District.

Action: Continue working with NEORS to implement proactive stormwater management retrofits and encourage property owners to take advantage of their programs, incentives, and expertise to reduce their stormwater bill.

Action: Encourage private property owners to reduce stormwater on an individual basis with downspout disconnects, the use of rain barrels, the installation of rain gardens, or the reduction in their overall amount of lawn.

Action: Encourage business and industry to retrofit parking lots to include stormwater basins, rain gardens, and depressed islands.



Source: County Planning

GOAL 5: PROTECT ENVIRONMENTALLY SENSITIVE AREAS SUCH AS STEEP SLOPES, WETLANDS, WATERCOURSES, AND FLOODPLAINS.

Protecting sensitive natural areas in communities not only helps to maintain the natural beauty of a place, but makes sense from a fiscal and safety perspective as well. Sensitive natural areas such as wetlands, steep slopes, and riparian areas, are easily disturbed by construction and other human

activity. Oftentimes, these fragile ecosystems are often of very high ecological value and play an important part in not only the overall health of the environment, but provide important 'ecosystem services' to cities, such as stormwater capture and infiltration. If these sensitive natural areas are too greatly disturbed, then those ecosystem services they once provided to cities and their inhabitants will diminish as well.

Policy 1: Ensure the enforcement or establishment of regulations to protect important or sensitive habitats.

Municipalities have had success in helping to protect natural areas through legislative processes including the establishment of ordinances. Parma Heights has already adopted wetland and riparian zone setback ordinances, but municipal administration must remain vigilant to ensure that those ordinances are enforced. There is also opportunity to implement other means of protection through ordinances as well.

Action: Enforce wetland and riparian setback regulations

Action: Establish a tree preservation ordinance and additional buffer area requirements for important tracts of forests and natural areas.

Policy 2: Work with property owners adjacent to sensitive habitat to adopt environmentally friendly and beneficial practices.

The combined impact of practices on residential and other private property can have a large cumulative effect on the natural environment. In many cases, the combined impact has the potential to either be benign—even beneficial—to the natural environment, or it can lead to its decline. The following recommendations include actions to be encouraged on private property.

Action: Encourage property owners to use organic lawn care product or discontinue use of harmful lawn chemicals.

Action: Plant buffer areas using native plantings between lawn, driveway, or other uses and activities and the natural habitat.

Action: Encourage best practices in terms of individual stormwater management (described above).

Action: Ensure property owners are aware of proper disposal procedures of household hazardous chemicals.

Action: Ensure property owners are aware of proper disposal methods of yard waste—especially those living adjacent to Big Creek Valley. Yard waste chokes out vegetation in the Valley and is detrimental to water quality.

Policy 3: Work with area land conservation entities to acquire and protect the most ecologically, socially and culturally important pieces of land.

Big Creek Connects and the Cleveland Metroparks are two land conservation organizations that currently work and have an important presence in Parma Heights. Both organizations have worked to identify and protect areas that are ecologically and socially important in the region. Continuing to collaborate with these and other land conservation organizations in the region, such as West Creek Conservancy, to acquire and enhance these areas will be crucial to the resilience of important natural features such as Big Creek, and to the overall quality of life enjoyed by residents of Parma Heights.



Land Use

Land use—or the type and intensity of buildings and activities that take place on land—is a critical component of the livability and functionality of municipalities. The way land is used has implications for transportation networks, economic resilience, the health and prosperity of the residential population and the overall

attractiveness and sustainability of the community. The following goals and action ideas are meant to ensure that land in Parma Heights is used in such a way that promotes the wellbeing of all those who live, work, and visit Parma Heights—both now and in the future.

Vision for Land Use

“In the future, Parma Heights will...”

Efficiently and strategically develop and redevelop land (based on current trends) in a fashion that enhances the economic resilience, promotes aesthetic beauty, and creates more opportunities for social interaction, physical activity, and multimodal transportation in Parma Heights.

The Goals and Actions on the following pages address these visions.

Source: parmaheightsoh.gov

Source: County
Planning

GOAL 1: PROMOTE THE REUSE AND REDEVELOPMENT OF OUTDATED OR OBSOLETE BUILDINGS AND AREAS TO ENCOURAGE INVESTMENT.

Parma Heights has many older commercial buildings that feature smaller, relatively unusable spaces by today's business standards. Many businesses, particularly those involved in light manufacture, are interested in flexible spaces with higher ceilings. Furthermore, businesses are increasingly interested in sustainability, which is difficult in older, energy-inefficient buildings. However, according to Streetsblog USA, large industrial parks are not in great demand either. Instead, walkability and "activated environments" are very attractive to new businesses.¹ In order to both capitalize on this trend and attract new and retain existing businesses, Parma Heights must promote the reuse and redevelopment of many of these older, obsolete spaces.

¹ <http://usa.streetsblog.org/2015/12/10/real-estate-giant-suburban-office-parks-increasingly-obsolete/>

Policy 1: Build on the recent stabilization of property values and successes in obtaining grant funding to secure high quality loans and investment for the use of property owners to invest in their property (see also Commercial and Economic Development).

Like many communities in the region, Parma Heights is rebounding from the 2008 housing market crash. This stabilization of property values has led to increased lending as banks feel that communities with residential areas are once again good investments. Commercial enterprises and other businesses can capitalize on the trend of lender security and investment in inner-ring suburbs to update interior and exterior spaces in commercial areas.

Policy 2: Examine potential development and redevelopment opportunities for vacant or underutilized land as well as land aggregation opportunities to market to potential investors.

Action: Work with the City of Cleveland to understand development opportunities on land around the reservoir, which is under the jurisdiction of Cleveland Water, while maintaining and augmenting its scenic beauty.

- Investigate low-impact development opportunities and create regulations to encourage these types of developments.
- Encourage the water department to replace trees on Reservoir Drive.

- Ensure the Reservoir is accessible and connected to the rest of the community via connector trails.

Action: Investigate if certain underutilized or problem parks would better serve the City as a different use, making sure that quality of life concerns are accounted for in terms of adequate access to parks and recreational facilities.

Policy 3: Inventory outdated or underused commercial and office buildings in which renovations could accommodate needs for additional or more flexible space and greater energy efficiency (see also Commercial and Economic Development).

Action: Create a light-industrial district along the W. 130th corridor that is also compatible with commercial districts along the Pearl Road corridor.

Action: Rezone or apply a design overlay district at the corner of Stumph Road and Huffman Road to ensure an attractive and appropriately scaled commercial development.

Policy 4: Inventory residential areas and buildings that are no longer marketable in order to understand if parcels could be combined or reoriented to attract new buyers.



Carolyn Torma © 2007
American Planning Association

GOAL 2: ENCOURAGE HIGH QUALITY DEVELOPMENT THROUGH THE ESTABLISHMENT OF PROPER REGULATION AND ADMINISTRATIVE PROCESSES.

According to Northeastern University's Dukakis Center for Urban and Regional Policy, municipal processes play a crucial role in attracting and retaining high quality investors and developers. Specifically, the center recommends empowering someone in the municipal administration to oversee the development process and respond proactively to the needs of businesses or investors, as well as streamlining and clarifying approval processes as much as possible.²

Policy 1: Perform a comprehensive update to the current Parma Heights Zoning Code.

Certain sections of the zoning code were written over 30 years ago and lacks specificity, leaving Parma Heights

² http://www.northeastern.edu/dukakiscenter/wp-content/uploads/2013/10/EDSAT_Presentation_Oct2013.pdf

with little power to determine how and where it grows or changes. Aside from those recommendations contained in Policies 2 and 3 below, revisions to the Zoning Code should address the following:

Action: Zoning districts should be given a more standard names and abbreviations, with a description of the district immediately following its title.

Action: Discard the individual parking districts contained within the residential and commercial district (B-1 and C-1). Instead, create a chapter devoted to parking that sets forth design standards, maximum allowable paved surfaces, landscaping regulations, etc. Specific regulations per district can described in a table in the parking chapter.

Action: Investigate the creation of a light industrial/manufacturing district along W. 130th Street to create a campus-like atmosphere with high-paying jobs (see Commercial and Economic Development). Ensure design guidelines are established to create an attractive, campus-like setting.

Action: Apply for funds through the Cuyahoga County Department of Development to perform a comprehensive overhaul of the zoning code. This overhaul can be performed as one large undertaking, or can be done incrementally, chapter by chapter over a series of years to ensure consistency and accommodate budgeting concerns.

Policy 2: Enhance the Planning Commission's authority and clarify the Building Departments role to City staff, residents, businesses owners and developers.

Various departments and commissions must contribute to the process of changing the land use in Parma Heights: from attracting and retaining developers and investors, to acquiring appropriate zoning, variances, and eventually obtaining building permits.

Action: Delineate the specific procedures and authority of the Planning Commission to clarify and streamline the requirements. Currently, the Public Service director accepts all building permit applications for new businesses. If a new use is proposed for the site, it is referred to the Planning Commission. City administration should investigate if there is a more efficient process that can be instituted.

Action: Create a process guide available on-line and at City Hall that graphically indicates how various requests are processed, reviewed, and approved. Processes covered should include building permits, rezoning, variances, and conditional or limited uses.

Action: Establish Architectural Review as a function of the Planning Commission. Require commercial developments or certain changes or enhancements to architectural elements, landscaping, and other aesthetic elements to be reviewed and approved by the Planning Commission.

Policy 3: Create and adopt detailed and specific commercial districts and regulations in the zoning code which include a comprehensive tables of permitted, such that all uses not listed as either permitted or conditional would be prohibited.

Action: Create a C-1 commercial district to be applied to the Pearl Road corridor, mixed use areas, and other areas of commercial use that caters primarily to residential users and for social interactions.

- Uses permitted could include grocery stores, coffee shops, restaurants, pharmacies, hardware stores, etc. All other uses would be considered prohibited unless a variance was granted.
- Be sure to address physical characteristics in the regulation that address and made uniform building setbacks, height, massing, etc.
- Ensure a strong set of design guidelines are incorporated into the regulation that detail landscaping characteristics, amount of impervious surface allowed, building materials and style, sign regulations, maximum window coverage, etc. Use the recommendations in the Pearl Road TLCI as a guideline.
- Ensure that design guidelines are compatible with those developed for the mixed-use overlay district recommended in the Pearl Road TLCI (see also the Commercial and Economic Development and Government Services sections).
- Investigate the use of buffers in this district to limit uses that may negatively impact walkability and the health of the constituency—such as fast food drive thus. Buffers state that no two similar

Vacant & Blighted Property

Euclid, Ohio

The City of Euclid, Ohio implemented a Vacant Property Registration to combat the problem of neglected housing. Property owners are required to register their vacant property with the Housing Department, which then performs two annual exterior inspections. Required repairs will be given to the owner with a date for compliance. Owners are accountable for property upkeep and marketing it towards occupancy.

www.cityofeuclid.com/community/housing/VacantPropertyRegistration

Cleveland Heights, Ohio

Cleveland Heights, Ohio has instituted a Vacant Building Registration for any vacant building, residential or commercial. Buildings must be registered within 60 days of becoming vacant and then annually thereafter. A \$100 fee is assessed, however if the building is rented, that fee can be applied towards a certificate of occupancy.

www.clevelandheights.com

Shaker Heights, Ohio

Shaker Heights has a strong nuisance abatement ordinance requiring vacant or abandoned property to be maintained as to prevent it from becoming a nuisance. The City can undertake abatement to maintain the structures to necessary standards and seek reimbursement for its costs. The city also requires point-of-sale inspections and foreclosure registration to help manage vacant, abandoned, or distressed properties.

www.shakeronline.com

Zoning Use Tables

Zoning use tables systematically break down the different uses that are permitted in certain zoning districts. They are helpful for zoning administrators, businesses, property owners, and other real estate and development professionals in determining what uses are allowed on a property. They can also link back to sections of the zoning ordinance dealing with the specific use, important definitions, design standards, or site development requirements.

Article 6. Employment Districts | Sec. 6.5. Allowed Uses
6.5.2. Use Table

Use Category Specific Use	EMPLOYMENT				Definition/ Standards
	OR-	OP-	IX-	IL-	
Industrial Uses					
All light industrial, except as listed below:	--	--	P	P	9.6.1.A.
Contractors storage	--	--	L	L	9.6.1.B.
Detention center, jail, prison (private)	---	--	--	C	9.6.1.C.
Distillery	--	C	C	C	9.6.1.D.
Microbrewery	--	--	P	P	9.6.1.E.
All light manufacturing	C	P	P	P	9.6.2.A.
All research and development	P	P	P	P	9.6.3.A.
All self-service storage	--	--	P	P	9.6.4.A.
All vehicle service and repair, as listed below:					9.6.5.A.
Car wash	--	--	L	L	9.6.5.B.
Vehicle repair, minor	--	--	L	L	9.6.5.C.
Vehicle repair, major	--	--	L	L	9.6.5.D.
Vehicle repair, commercial vehicle	--	--	--	P	9.6.5.E.
All warehouse and distribution	--	--	P	P	9.6.6.A.

Key: P = Permitted Use L = Limited Use C = Conditional Use -- = Use Not Permitted

Roswell, Georgia Unified Development Code

Uses can be broken down in to those that are “Permitted”, or allowed by right without restriction; “Limited” which are allowed but must meet certain criteria for site development or operation; and “Conditional”, which is only permitted if the use and site development are approved for a “Conditional Use Permit” by City Council or another designated body. If a zoning district is not given any of these designations for a use, or the use is not listed in the table at all, then the use is not permitted. The table is typically accompanied by a statement delineating this requirement.

Examples:

Roswell, Georgia Unified Development Code, www.roswellgov.com/UDC

Cincinnati, Ohio Draft Land Development Code,
www.cincinnati-oh.gov/buildings/zoning-administration

the owners of privately-owned problem properties...is a critical element in any such undertaking.”³ The following are strategies put forth by the Center for Community Progress to deal with problem property owners.

Action: Continue to perform strategic code enforcement: A code enforcement department is only as good as the regulatory tools it uses, and the process in place. A successful code enforcement system offers incentives for responsible ownership along with disincentives or penalties for irresponsible behavior or property abandonment.

Action: Continue to work with rental landlords and investors. If a city wants to help foster a sound rental stock, it can develop a mix of strategies designed to encourage good landlords and discourage bad ones. That involves several steps:

- Rental registration and licensing in order to find and track property owners
- Establishing and maintaining property standards
- Finding and targeting “bad apples”
- Covering and recovering costs
- Good landlord incentives

Action: Deal with vacant property owners. This involves:

- Vacant property registration ordinances: cities can create ordinances that impose penalties for continuing to maintain a vacant property, or incentives

³ www.communityprogress.net/problem-property-owners-pages-201.php

for rehabilitating and reusing the property.

- Motivating owners to reuse properties—vacant property receivership, in which cities take temporary control of vacant properties in order to rehabilitate them and put them back into use. Sometimes the city or a non-profit gains title to the property, but other times the property is restored to the owner.



Source: Cleveland City Planning Commission

GOAL 3: INVESTIGATE AREAS WHERE A MIX OF LAND USES ALONG PEARL ROAD AND WEST 130TH STREET WOULD FOSTER GREATER VIBRANCY AND SENSE OF PLACE.

Mixed-use development integrates residential and commercial land uses, and can take place in a single building or in a specific district in a community. Mixed use development helps create dynamic places and provides municipalities and counties with more diverse revenue streams from sales, income, and property taxes, and tends to hold value better than traditional single-use retail products.⁴

⁴ <http://vibrantneo.org/tag/mixed-use/>

Policy 1: Create a mixed-use overlay district to accommodate residential, commercial, and office uses and apply it where appropriate—especially along the central and western portions of the Pearl Road Corridor.

Action: Inventory areas of underutilized or vacant commercial uses on Pearl Road that would better serve the community as mixed-use residential and market to area developers, and investors.

Action: Ensure such residential is fitting with a denser, more urban feel, such as townhomes or row houses and market to two-person households, typically young professionals and seniors.

Action: Ensure commercial and office development is of appropriate scale and type, and is pedestrian oriented.

Action: Investigate how a mixed-use district can also foster a greater mix of income levels.



Source: Hatch Mott
Macdonald

GOAL 4: ENSURE REGULATIONS GOVERNING LAND USE, ESPECIALLY THOSE RELATING TO PARMA HEIGHTS' MAIN CORRIDORS, FOSTER EFFICIENT USE OF LAND AND AN AESTHETICALLY PLEASANT ENVIRONMENT THAT IS SAFE AND INVITING TO ALL MODES OF TRANSPORTATION.

Municipal regulations—how the land is zoned and various ordinances and design standards in place—can have a huge impact on the physical form and aesthetics of the built environment. Consistent building and parking lot setbacks; complementary building materials, paints, and landscaping; and sufficient space for public interaction and alternative means of transportation can all be dictated by regulations.

Policy 1: Encourage the use of Transit Oriented Development to encourage multimodal transportation.

Transit Oriented Development (TOD) is the orientation of the built environment to create compact, walkable, mixed-use communities centered around access to public

transportation to encourage better use of public transit and a more lively and cohesive environment. In doing so, TOD attempts to accommodate all modes of transportation equally to create healthier, more vibrant spaces.

Transit Oriented Development also provides solutions to the problems of climate change and energy security by creating dense, walkable communities that greatly reduce the need for driving and energy consumption.⁵

Action: Place residential and other places of interest, such as grocery stores, near current transit stops or vice versa.

Action: Encourage property owners to install bike racks in front of their properties.

Policy 2: Incorporate all other Pearl Road TLCI recommendations wherever possible.

Policy 3: Create the new overlay district to include cohesive design standards, reduced parking areas, landscaping and signage requirements, and green infrastructure (see Goal 3).

Overlay zoning is a regulatory tool that creates a special zoning district, placed over an existing zoning district. The overlay district identifies special provisions in addition to those in the underlying district. Regulations dictated in the overlay district are designed to protect a specific resource or guide development or appearance.

⁵ <http://www.tod.org/>

Policy 4: Create a Parks and Natural Areas district in the zoning code, rezone parks and other designated natural areas to this district, and represent those changes on the zoning map.

From the beginning of the urban parks movement in the United States over 100 years ago, proponents of parks recognized them as facilities not only for health and social development, but to provide a “natural” setting in the community to achieve larger social goals. Other benefits of parks include stress reduction, environmental benefits, economic development enhancements, and even alternative transportation options, among others.

Linking these parks and open spaces to the broader community, however, is crucial: not only do parks and open spaces become more accessible when connected by boulevards, trails, and other parks, they become safer, more usable, and more equitable as well.⁶

⁶ Lewis, Megan et al. From Recreation to Re-creation: New Directions in Parks and Open Space System Planning. American Planning Association. PAS Report No 551. 2008.

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Future Land Use & Policy Maps

The Future Land Use and Policy maps represent the range of recommendations made in this plan for the future of Parma Heights. It is a mixture of general Land Use recommendations and specific area improvements. Placing these recommendations on a map provides a comprehensive view of where recommendations are made and allows the reader to see the physical relationship of future goals.

The Policy and Future Land Use maps differ from the Current Land Use map. The Current Land Use map displays the types of uses currently constructed on the land, while the Future Land Use and Policy maps display desired land uses. These land uses may differ. The Policy map builds on the Future Land Use map by incorporating specific improvements and policies such as gateways, trails, and low impact development zones.

Importantly, a Future Land Use designation or Policy Overlay that differs from current land use does not change any landowner's existing rights or outlaw any existing uses. The Future Land Use and Policy maps are meant as a conceptual vision and should be used to guide development and zoning decisions over the next decade.

As an example, an existing commercial property that is displayed as mixed-use overlay or Low Impact Development on the Policy map means that if the overlays are enacted as legislation, the land could be redeveloped as mixed use or would require Low Impact

Development standards. The current use would be permitted as long as it remains in use.

How are they used?

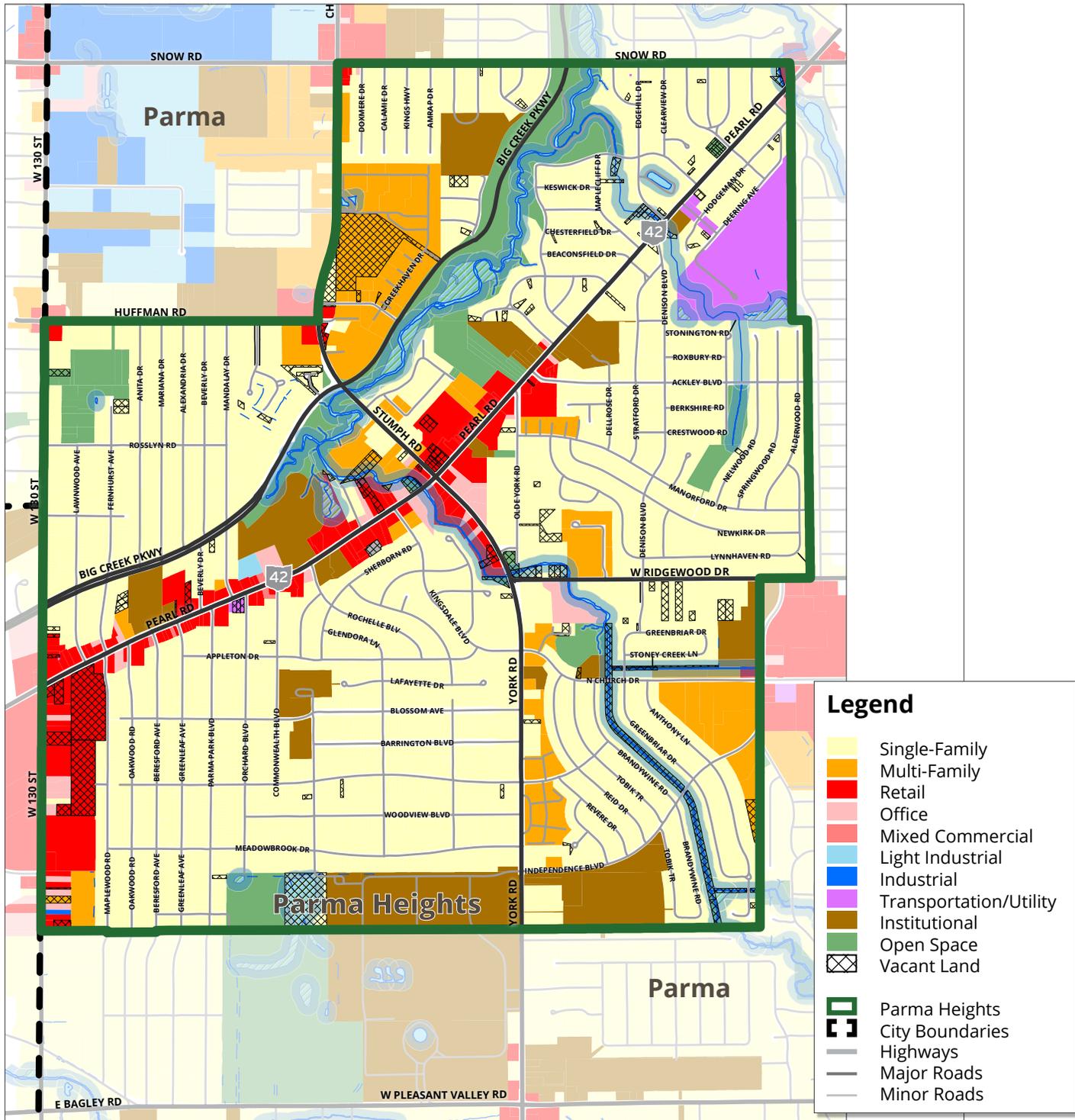
The Future Land Use and Policy maps are used as a responsive tool for the City. Should a property owner desire to change their current land use, the City will consult the Policy map to see if the proposed re-zoning would fit with the community's future land use goals as outlined in the map. The City can also initiate a property rezoning to match zoning to desired future land uses.

What is an overlay?

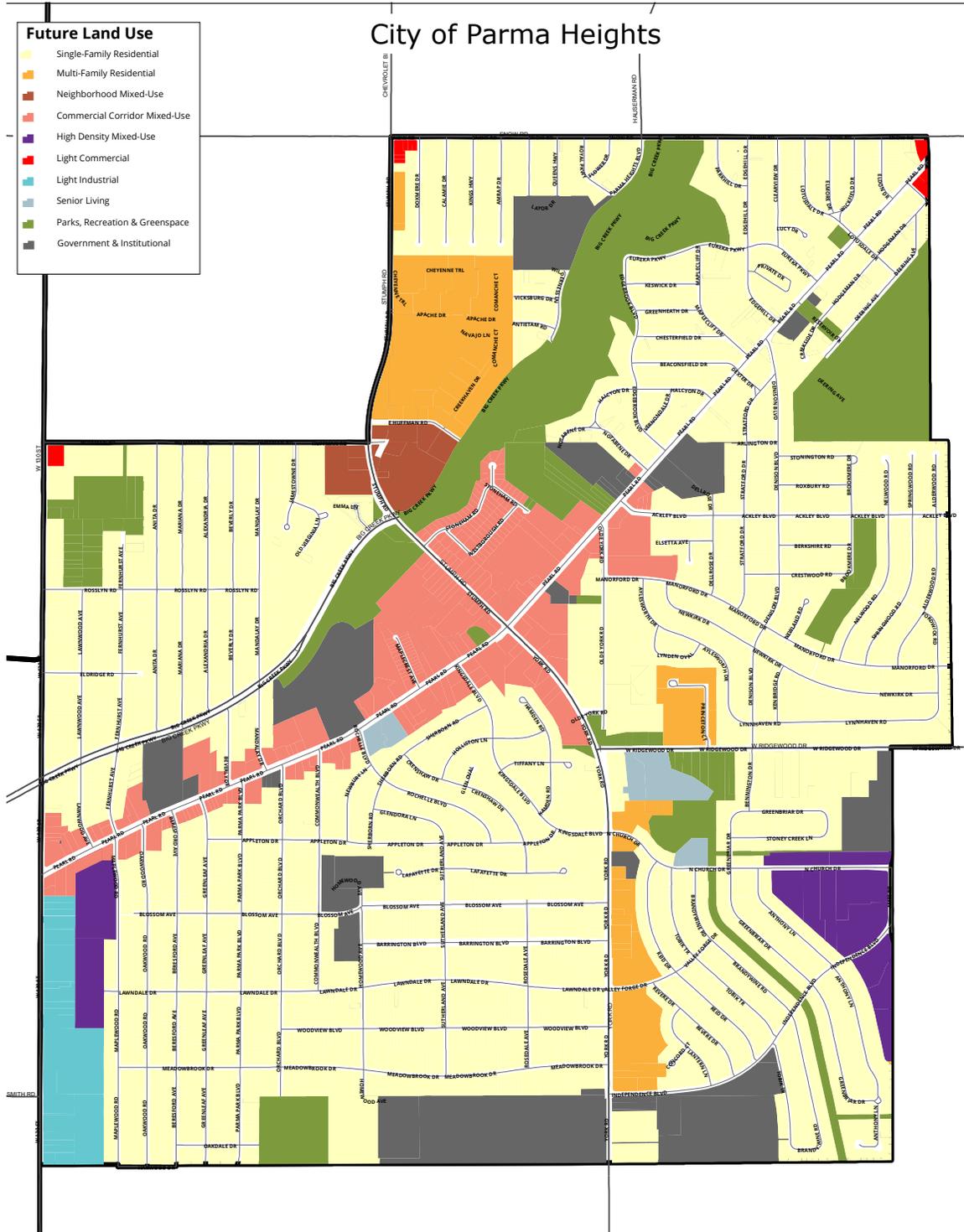
Some of the future land uses and policies can be incorporated as overlay districts. The mixed-use overlay district describes areas that the City is targeting for development with a mix of residential, commercial, and office uses all in one development. Mixed-use developments are connected, walkable, and create a "sense of place" to attract residents, business, and visitors. The Office/Light Industrial district is similar except it is targeted to low impact manufacturing and office uses without residential components.

Overlay districts change the permitted uses and design standards for developments or redevelopment in the district while the underlying zoning district remains intact.

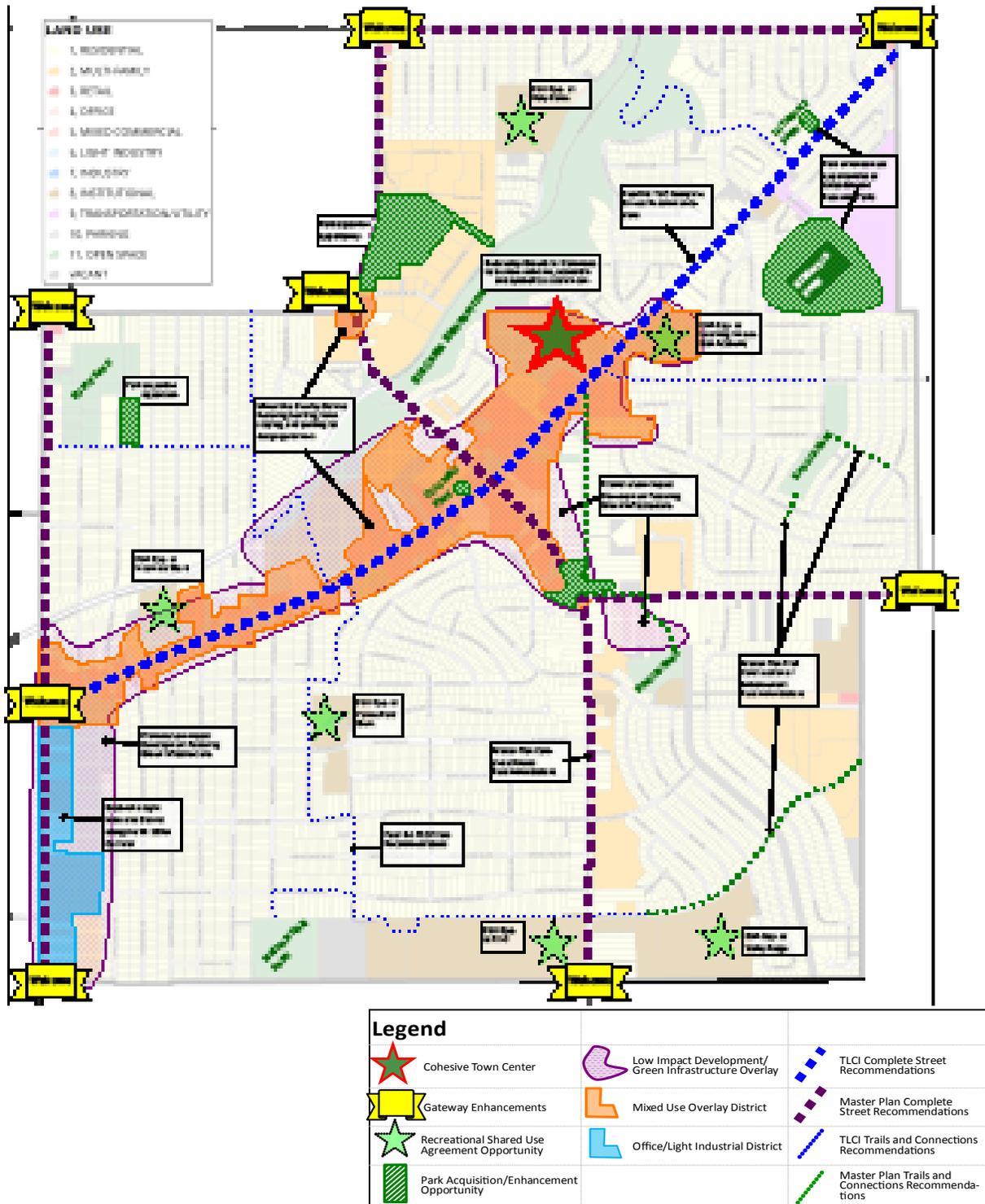
Map 1 Current Land Use



Map 2 Future Land Use



Map 3 Parma Heights Policy Map



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SECTION 4



IMPLEMENTATION

Moving from vision to implementation requires commitments of time and resources. The Implementation section ties individual actions to responsible parties, time frames, and potential funding sources to ensure everyone is aware of how actions will be accomplished.

What's In This Section?

This section includes tables that correspond to each topic, goal, and action item from the Policy section. Each action includes a time frame identifying how long it could potentially take to accomplish the action once initiated, parties that are responsible for its implementation, potential level of funding needed, and possible funding opportunities.

The implementation tables are meant to serve as a guide; however, priorities, funding streams, and responsible parties can change over time. New resources should be evaluated against the action items as they arise.

How Do I Use It?

The Implementation section informs not only City staff and administration of who is responsible for undertaking actions, but it also discusses partnerships with private property owners, other municipalities, and other levels of government to demonstrate that accomplishing the plan will take efforts from many groups.

Actions and Collaborations

It is intended that this Master Plan will be used by the City of Parma Heights—as well as property owners and developers—when deciding where, when, and how to make investments. A viable Implementation Program—one that sets forth specific action items—is a valuable tool to ensure that the recommendations are acted upon.

Types of Actions

The Action Steps can be categorized in three ways:

- **Proactive Actions** include recommendations for revising, expanding, promoting, or developing new programs or services conducted by the City. These are actions that would not otherwise occur without new action undertaken by the City.
- In addition to Proactive Actions, the plan recommends certain **Responsive Actions**. These actions are to be undertaken when certain conditions are met. For instance, reviewing the Future Land Use map is triggered when a development proposal is submitted to the City.
- Finally, the Master Plan recommends certain **Ongoing Actions**. These actions are meant to underscore positive steps the City is already undertaking and which are important to continue.

Collaboration

It is important to recognize that there are factors that impact the City that are beyond its control. In such cases, it is important to forge and maintain supportive partnerships with those who do have control. In addition, because cities across the County and State are facing declining resources, it is becoming more important than ever to engage firms, institutions, and citizens to collaborate in the work of government.

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

Implementation Tables

The Implementation Tables on the following pages link directly to the Policy Recommendations. The tables outline the Projected Timeline, Responsible Parties & Partners, Estimated Cost, and Potential Funding Sources for each policy or action.

While Responsible Parties, Estimated Timelines, and Potential Funding Sources are outlined, changing circumstances, priorities, and funding streams may require these to change. It is important to recognize the table is a guide and should be updated when circumstances warrant.

The City should evaluate the status of the plan regularly to ensure that actions are being completed and to adjust tables as necessary.

Cost Estimates

Because of the ever-changing nature of projects, costs are variable; however, we have provided ranges to give a general understanding of the scope of undertaking a project.

For the purposes of this plan, the Implementation Tables contain three levels of cost estimates: High, Medium, and Low:

Estimated Cost Range	
High Cost	Over \$500,000
Medium Cost	\$100,000 to \$500,000
Low Cost	Up to \$100,000

Importantly, estimated costs are only supplied for the action as described. They do not take into account additional steps. For instance, the cost of the action "*Examine unsafe stretches of road or intersections, where additional or improved crosswalks or longer cross times are appropriate.*" is only for the planning and study of the intersections. The cost does not take into account the cost of any actions—such as painting new crosswalks or new signals—that would follow from the such a study.

Action Priorities

The priority of actions are identified by stars in the implementation tables. Actions with three stars are the highest priority while actions with fewer stars are lower priority. Action priority also takes into account the ten year life of the plan. An action may be important, but may be a lower priority because it is not as time sensitive as other actions or will be more important in the later life of the plan.

Responsible Parties & Partners Legend

City of Parma Heights

- PH** General City
- B** Building
- ED** Community & Economic Development
- S** Service
- F** Finance
- R** Recreation
- PD** Police
- FD** Fire
- L** Law
- CE** City Engineer

Private and Non-Profit Entities

-  Community Improvement Corporation
-  Bicycle Advocacy Groups
-  Non-Profits
-  Private Property Owners
-  Qualified Design Professionals
-  Big Creek Connects
-  West Creek Conservancy

Other Governmental Agencies

-  Northeast Ohio Areawide Coordinating Agency (NOACA)
-  Schools
-  Cuyahoga County Department of Public Works

-  County Planning
-  Ohio Department of Transportation (ODOT)
-  Greater Cleveland RTA
-  Metroparks
-  Northeast Ohio Regional Sewer District

Nearby Communities

-  General Surrounding Communities

Commercial and Economic Development

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
GOAL I. Promote Parma Heights as a desirable place to conduct business.				
POLICY 1: Create a marketing campaign, using a branding process to highlight the City's specific strengths and unique amenities as they relate to commerce and business.	Ongoing ★★★★	ED 	Low	-
Incorporate the amenities in Greenbrier Commons and the Town Center into the branding and marketing campaign.	Ongoing ★★★★	ED 	Low	-
Build upon Parma Heights' character as a small town in a big-city location.	Ongoing ★★★★	ED	Low	-
Promote locational advantages of and business opportunities in Parma Heights, such as its central location in the County and its proximity to the Metroparks, Airport, health care facilities, and educational institutions.	Ongoing ★★★★	ED	Low	-
POLICY 2: Continue to strengthen the relationship between City administration and business owners in Parma Heights.	Ongoing ★★★★	M, ED 	Low	-
Continue to encourage patronage of locally-owned and operated businesses to residents and daytime populations.	Ongoing ★★★★	ED	Low	-
Promote and build upon incentives available to business owners that have been established in recent years, including the creation of the Citywide Community Reinvestment Area and a Community Improvement Corporation.	Ongoing ★★★★	ED	Low	-
Work with existing small business owners to understand space and building limitations they face and investigate renovation options that could help their businesses.	Ongoing ★★★★	ED, B	Low	-
- Working with landlords of vacant buildings to offset costs in order to incentivize renovations; and	Ongoing ★★★★	ED, B	Low	-
- Encourage the use of the various economic development and financing tools discussed in Goal III of this section and in the Pearl Road TLCI.	Ongoing ★★★★	ED	Low	-

Goals and Actions	Projected Timeline & Priority		Responsible Parties & Partners	Est. Cost	Potential Funding Sources
POLICY 3: Examine potential development, redevelopment, and land aggregation opportunities for vacant or underutilized land and market to potential investors.	Ongoing ★ ★ ★		ED, S, B, F	Low	-
Inventory outdated or underused buildings in which renovations could accommodate desired flexible space and greater energy efficiency.	Ongoing ★ ★ ★		ED, B, S	Low	-
Create a light-industrial district that is compatible with target commercial districts, possibly working with neighboring communities to establish a light-industrial park.	5+ yrs	★ ★ ★	ED, B, S, L 	Low	-
GOAL II. Establish the City's commercial areas and corridors as destinations.					
POLICY 1: Create "lively nodes of development" that feature development that is conducive to pedestrian travel and maximizes the human experience (TLCI.)	5+ yrs	★ ★ ★	ED, S	High	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP) Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation
Improve the core "town center" on Pearl Road, using the recommendations in the Pearl Road TLCI.	3-5	★ ★ ★	ED, S, 	High	-
- Reconfigure Greenbrier Commons to improve access	3-5	★ ★ ★	S, PD, FD	High	-
- Accommodate mixed use development in the town center that features a more livable environment with greater cultural and recreational opportunities.	1-2 yrs	★	ED, B, S, L	Low	-
- Improve linkages to Big Creek Parkway and St. John Bosco.	3-5 yrs	★ ★ ★	ED, S, R  	Low	-

Goals and Actions	Projected Timeline & Priority		Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Co-locate similar or complimentary businesses to create special “districts” along commercial corridors that feature cohesive design elements.	Ongoing ★★★		ED, S, B, L	Low	-
Promote and expand the restaurant and the entertainment district in Parma Heights in order to establish the city as a destination. Ensure design guidelines and appropriate ordinances are established to further foster a sense of community, such as allowing outdoor seating for restaurants.	1-2 yrs	★★	ED, S, B, L	Low	-
Establish gateways at important entrances to the City to let patrons, visitors, workers and commuters know they are in Parma Heights.	3-5 yrs	★★★	S, ED	Low	-
POLICY 2: Encourage the formation of Commercial Advisory Committees for all major commercial corridors or areas, as recommended in the Pearl Road TLCI and previous Master Plan.	1-2 yrs	★★	ED  	Low	-
Create a storefront revitalization district, which would provide standards for revitalization and improvement efforts to ensure they enhance the street level experience (Pearl Road TLCI).	1-2 yrs	★★★	ED, S	Low	-
Adopt design guidelines for signage, window décor, awnings, etc., to create a consistent image throughout the corridors.	1-2 yrs	★★★	ED, S, B, L	Low	-
POLICY 3: Develop a coordinated streetscape plan for the commercial corridors featuring the adoption of Complete and Green Streets policies, using the Pearl Road TLCI as a guideline.	1-2 yrs	★★★	S, ED, CE  	Low	-
Incorporate recommendations in the Transportation Section to create a more vibrant and inviting streetscape that entices patrons from within the community and surrounding communities.	1-2 yrs	★★★	S, ED, CE	Low	-
Using the marketing and branding materials resulting from Goal I, install consistent signage and advertising, such as banners, flags, and awnings.	3-5 yrs	★★★	ED, S	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Continue to integrate City-owned property and other public facilities into street revitalization efforts, as has been done with Pearl Road revitalization, situating them in a manner that helps shape the desired form of the corridor and enhance private developments.	Ongoing ★★★	PH, ED	Low	-
Update planning and zoning regulations and employ design guidelines or form-based codes that would dictate setbacks, building height, building massing, parking lot and building façade elements.	1-2 yrs ★★★	ED, S, B, L	Low	-
Ensure traffic volumes and parking can be accommodated without sacrificing safety and aesthetic quality of Pearl Road.	Ongoing ★★★	CE, S, PD	Low	-
POLICY 4: Investigate how the absence of highway entrances and exits in Parma Heights can be used to the City's advantage.	1-2 yrs ★	ED, S	Low	-
Establish Pearl Road as a more attractive alternative to the highways by creating aesthetic beauty and a sense of place.	1-2 yrs ★★★	ED, S, B	Low	-
Investigate the best land use strategies to capture commuters as potential patrons for local merchants, and help contribute a more vibrant atmosphere.	1-2 yrs ★★★	ED, 	Low	-
- Feature stores that appeal to morning and evening commuters or unofficial meeting spaces during the day and social gatherings after work.	3-5 yrs ★★★	ED  	Low	-
- Ensure the branding and signage recommended above entices travelers to recognize Parma Heights as a destination as well as a segment in their commute.	1-2 yrs ★★★	ED	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
GOAL III. Encourage merchants and commercial property owners to improve the appearance of their property.				
POLICY 1: Build upon the current group of proactive and forward-thinking business owners in Parma Heights in order to encourage more businesses to participate in the community.	1-2 yrs ★★★	ED  	Low	-
Meet with business owners to formulate design guidelines that will help dictate consistent paint/awning colors, façade improvements, signage, landscaping that will create a consistent and pleasant aesthetic along major corridors.	1-2 yrs ★★★	ED, L, B  		
Petition businesses to actively participate in community events, such as Big Creek Clean-ups, donating time and workers to help paint low-income homes, planting gardens on city-owned land, etc.	Ongoing ★★	ED  		
POLICY 2: Encourage local merchants to form a local Chamber of Commerce that partners with the community to enhance design, storefronts, and parking.	1-2 yrs ★★★	ED  	Low	-
POLICY 3: Encourage reinvestment in Parma Heights through the use of public-private partnerships and the use of various economic development financing tools to encourage reinvestment (TLCI).	Ongoing ★★★★	ED  	Low	-
Continue to pursue funding and grants programs to be made available to property owners, including Cuyahoga County's Storefront Renovation Program.	Ongoing ★★★★	ED 	Low	Cuyahoga County's Storefront Renovation Program.
Continue to promote City-wide Community Reinvestment Area.	Ongoing ★★★★	ED	Low	Community Reinvestment Area
Utilize Tax Increment Financing to help finance public investments, such as sidewalks, rights-of-way, and façade improvements along major corridors.	3-5 yrs ★★★	ED, S, B, L	Low	Tax Increment Financing
Investigate the creation of a Special Improvement District.	1-2 yrs ★★★	ED, S, B, L	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
<p>POLICY 4: Prioritize the remediation of vacant lots that present environmental challenges, such as abandoned gas stations and dry cleaners, as they present particular reinvestment challenges.*</p>	<p>Ongoing ★★</p>	<p>ED, S </p>	<p>Low</p>	<p>Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation NEORS Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants</p>
<p>Seek funding and guidance from the Brownfield Redevelopment Program through the Cuyahoga County Department of Development.</p>	<p>Ongoing ★★★</p>	<p>ED, S </p>	<p>Low</p>	<p>-</p>
<p>Encourage the EPA to provide greater support in dealing with probable contamination.</p>	<p>Ongoing ★★★</p>	<p>ED, S </p>	<p>Low</p>	<p>-</p>
<p>GOAL IV. Identify commercial and economic opportunities to maintain and expand the City's tax base.</p>				
<p>POLICY 1: Capitalize on traffic volume on the Pearl Road Corridor to determine a marketing niche that complements existing neighborhood retail establishments while addressing the shopping needs of residents.</p>	<p>Ongoing ★★</p>	<p>ED </p>	<p>Low</p>	<p>-</p>
<p>Understand what business gaps exist to capture morning and evening commuters: see Goal 2 above.</p>	<p>Ongoing ★★</p>	<p>ED</p>	<p>Low</p>	<p>-</p>

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Work with current businesses along Pearl Road to conduct consumer surveys asking about goods and services are needed or wanted.	1 year ★★	ED 	Low	-
POLICY 2: Promote existing programs and incentives and develop new strategies for retaining businesses and attracting new ones.	Ongoing ★★★	ED 	Low	-
POLICY 3: Investigate the creation of a light industrial district along certain portions of Parma Heights' main corridors (specifically the southern portion of Pearl Road and W. 130th) that would complement nearby commercial uses.	1-2 yrs ★★	ED, S, B, L 	Low	-
GOAL V. Leverage nearby areas of commerce, learning, and social gathering to both capture potential patrons and consider goods and services that would complement, not compete with these areas.				
POLICY 1: Continue to maintain good relationships with nearby cities, adopting the practice of mutually promoting each other's business centers.	Ongoing ★★★	ED 	Low	-
POLICY 2: Continue to work with community institutions including Tri-C, the Parma City Schools, Catholic Schools, and religious institutions to entice attendees to also patronize local businesses and contribute to a vibrant community.	Ongoing ★★★	ED  	Low	-

Responsible Parties & Partners Legend

City of Parma Heights		Private and Non-Profit Entities		Cuyahoga County Department of Public Works	
PH	General City		Community Improvement Corporation		
B	Building		Bicycle Advocacy Groups		County Planning
ED	Community & Economic Development		Non-Profits		Ohio Department of Transportation (ODOT)
S	Service		Private Property Owners		Greater Cleveland RTA
F	Finance		Qualified Design Professionals		Metroparks
R	Recreation		Big Creek Connects		Northeast Ohio Regional Sewer District
PD	Police		West Creek Conservancy		
FD	Fire	Other Governmental Agencies		Nearby Communities	
L	Law		Northeast Ohio Areawide Coordinating Agency (NOACA)		General Surrounding Communities
CE	City Engineer		Schools		

Transportation

Goals and Actions	Projected Timeline & Priority		Responsible Parties & Partners	Est. Cost	Potential Funding Sources
GOAL I. Enhance the infrastructure and aesthetics on all major corridors to create a safer, more enjoyable traveling experience for all modes of transportation.					
POLICY 1: Develop a vibrant and safe streetscape for all users through modifications in infrastructure, alignment, and amenities.	1-2 yrs	★★★	S, ED,   	High	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP)
Reduce parking lot area (see Commercial and Economic Development Section) and create parallel parking on main corridors (TLCI).	1-2 yrs	★★★	S, ED,  	High	Same as Above
- Examine current parking lot regulations, including design requirements for size, number of spaces, lighting, signage, buffering, setbacks, and landscaping to understand where adjustments should be made.	1-2 yrs	★★★	CE, S, ED, L	Low	-
- Investigate the potential for street parking and the use of shared parking lots for neighboring businesses to reduce the amount of land devoted to parking lots.	1-2 yrs	★★★	CE, S	Low	-
Realign Old York and Pearl Road intersection to improve traffic and safety (TLCI).	1-2 yrs	★	S, CE  	High	Same as Above
Examine W. Ridgewood as a candidate for a "road diet".	1-2 yrs	★	S, CE  	High	Same as Above
Ensure street lighting is adequate along all streets in Parma Heights.	1-2 yrs	★	S	Low	-
Install street furniture to create a more pleasant and inviting experience.	1-2 yrs	★	S, ED,	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
POLICY 2: Enhance the performance and aesthetic quality of existing infrastructure and the roadway through the incorporation of green practices.	1-2 yrs ★★★	CE, S 	Med	NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) Community Grant NEORS Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants
Address drainage issues with appropriate usage of green infrastructure, including bioswales or raingardens, pervious pavement, etc.	1-2 yrs ★★★	CE, S 	Med	-
Incorporate trees and other native and salt-resistant plantings into the streetscape and in medians.	1-2 yrs ★★★	CE, S 	Med	-
Amend regulations to allow/require low impact design for parking areas and buildings.	1-2 yrs ★★★	PH 	Low	-
POLICY 3: Seek additional funding to supplement state sources for roadway and infrastructure improvements and for the implementation of plans:	1-2 yrs ★★★	S, ED, CE 	Low	-
Work with ODOT to secure federal funding for the Pearl Road reconstruction	1-2 yrs ★★★	S, ED, CE 	High	-
Continue to apply for funds through the State Capital Improvement Program (SCIP), the Local Transportation Improvement Program (LTIP), and the Revolving Loan Program (RLP), administered by Cuyahoga County and NOACA.	1-2 yrs ★★★	PH, CE 	High	-
Investigate the new legislation passed by NOACA that allows communities in non-attainment a reduced match for road improvements.	1-2 yrs ★★★	S, CE, ED 	High	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
GOAL II. Expand the bikeway system and increase the numbers of cyclists in Parma Heights, using recommendations put forth in the Pearl Road Complete and Green Streets TLCI Report as a guide and using the City's connector streets as the backbone of the system.				
POLICY 1: Apply to be formally recognized as a Bicycle-Friendly Community, a national recognition by the League of American cyclists.	1-2 yrs ★★★	CE, S, ED,  	Low	-
POLICY 2: Follow recommendations in the TLCI Report regarding infrastructure and cyclist protection for Pearl Road:	1-2 yrs ★★★	CE, S    	Med	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP)
Maintain the existing 5-lane section within the Commercial Corridor while providing on-street parallel parking within the existing tree lawn between Beresford and Parma Park Boulevard.	1-2 yrs ★	CE, S  	Med	-
Improving the right-of-way and land behind existing curbs around Greenbrier Commons and Town Center using streetscape enhancements and green infrastructure investments.	1-2 yrs ★★	CE, S  	High	-
Reconfigure the residential portion of Pearl Road (from to northeast border at Snow Road to Ackley Road and Greenbrier Commons), reducing lanes from five to three lanes with buffered bike lanes in each direction.	1-2 yrs ★★★	CE, S  	High	-
POLICY 3: Extend recommendations and methodologies used in the Pearl Road TLCI to other major corridors, including York, Stumph, Snow, and West 130th Street.	1-2 yrs ★	PH 	High	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP)

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
POLICY 4: Establish bike routes and all-purpose trails that connect neighborhoods to important community resources, including the library, schools, parks, Greenbrier Commons, etc.	1-2 yrs ★★	S, CE    	Med	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP)
POLICY 5: Install proper infrastructure to provide a safe and convenient experience for cyclists.	1-2 yrs ★★	S, CE 	Med	Same as Above
Install bike lanes, widen sidewalks along major corridors, or install off-road multi-use pathways where appropriate.	1-2 yrs ★	S, R, CE   	Med	Same as Above
Install bike racks near all major destinations, including shopping centers, community institutions and organizations.	1-2 yrs ★	S, ED, R   	Low	Same as Above
Create bike meet-up spots, so people can ride together.	1-2 yrs ★	S, R   	Low	Same as Above
Install bike maintenance stations, with a water fountain, air pump, and other tools.	1-2 yrs ★	S, R   	Low	Same as Above
POLICY 6: Institute community-wide events and programs to encourage ridership.	1-2 yrs ★★ ★	S, R  	Low	Business and Organizational Sponsorship
Institute monthly bike to school days when weather permits.	1-2 yrs ★★	PH, S, R   	Low	-
Encourage store owners to create a reward program for patrons who ride to stores.	1-2 yrs ★	ED 	Low	-
Institute community rides in conjunction with other community events.	1-2 yrs ★★ ★	PH   	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
POLICY 7: Ensure that proposed improvements to the pedestrian and cyclist environs do not impede the flow of traffic on Pearl Road.	1-2 yrs ★★★	CE, S, PD DOT	Low	-
Ensure that cyclists do not use areas in between traffic lanes.	1-2 yrs ★★★	S, PD DOT	Low	-
Prior to changes to the roadway, use orange traffic cones to simulate new layouts so motorists can become familiar with changed traffic patterns.	1-2 yrs ★★★	S, PD, CE	Low	-
Brainstorm about creative uses of bike lanes during the winter months when cyclists are relatively scarce.	1-2 yrs ★★★	PH DOT	Low	-
GOAL III. Implement infrastructure improvements that allow residents and employees to access nearby amenities on foot.				
POLICY 1: Ensure all sidewalks are safe and accessible.	3-5 yrs ★★★	S	Med	-
All sidewalks are to be of adequate width and in good repair.	3-5 yrs ★	S	Med	-
Maintain good visibility lines for pedestrians, cyclists, and motorists near crossings and intersections.	Ongoing ★★★	S, PD	Low	-
POLICY 2: Add additional crosswalks and improve existing crosswalks with highly visible markings.	1-2 yrs ★	CE, S, PD	Med	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP)
Examine unsafe stretches of road or intersections, where additional or improved crosswalks or longer cross times are appropriate.	1-2 yrs ★★★	CE, S, PD DOT	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Install a crosswalk with a median refuge at the intersection of Pearl Road and Denison Boulevard in order to facilitate safe pedestrian access, employing the use of a HAWK signal, as recommended in the Pearl Road TLCI.	1-2 yrs ★★★	CE, S  	Med	-
Incorporate decorative crosswalks when possible.	1-2 yrs ★	S, CE, ED	Low	-
Include wayfinding materials at important crosswalks.	1-2 yrs ★	S, ED	Low	-
Remind drivers to yield to pedestrians via scrolling marquees and commonly-viewed signs and publications.	1-2 yrs ★★★	S, PD	Low	-

GOAL IV. Enhance public transit connections and service to allow riders to access employment and amenities easily and safely.

POLICY 1: Work with RTA to enhance public transit stops with design features compatible with the street's character, real-time transit data, and other amenities.	1-2 yrs ★★★	S, ED, CE   	Med	-
POLICY 2: Provide wayfinding amenities, including signage, descriptions, and maps.	1-2 yrs ★	S, ED	Low	-
POLICY 3: Add additional crosswalks and improve existing crosswalks near transit stops.	1-2 yrs ★★★	S, CE  	Med	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP)

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
POLICY 4: Tie public transit stops into connector trails along Big Creek Parkways and within Greenbrier Commons as recommended in the Pearl Road TLCI.	1-2 yrs ★	S, R, CE    	Med	-

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 -  Private Property Owners
 -  Qualified Design Professionals
 -  Big Creek Connects
 -  West Creek Conservancy

- Other Governmental Agencies**
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 -  Schools

-  Cuyahoga County Department of Public Works
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-  Northeast Ohio Regional Sewer District

- Nearby Communities**
-  General Surrounding Communities

Community, Neighborhoods & Housing

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
GOAL I. Develop a well-defined sense of place for all of Parma Heights that helps retain and attract new home buyers.				
POLICY 1: Enhance community gateways with distinct features and signage, consistent with the community-wide marketing and branding campaign recommended in Commercial and Economic Development.	1 year ★★★	ED, S	Low	-
Include important wayfinding information near gateway features.	1-2 yrs ★★★	ED, S	Low	-
Implement gateway recommendations in the Pearl Road TLCI, including signage and redevelopment at the southwestern gateway and welcome sign and wayfinding at the northeastern gateway.	1 year ★★★	ED, S	Med	-
POLICY 2: Help strengthen community identity and interaction.	1-2 yrs ★★★	ED, R	Low	National Endowment for the Arts "Our Town" Grant The Cleveland Foundation The Kresge Foundation
Continue to organize community-wide events, utilizing Greenbrier Commons and sponsoring neighborhood gatherings.	Ongoing ★★★★	ED, R	Low	-
Use the latest technologies for greater communication between City Hall and residents and businesses.	Ongoing ★★★★	ED, R	Low	-
Continue to nurture partnerships between city officials, residents, and business owners.	Ongoing ★★★★	ED, R	Low	-
POLICY 3: Develop strong and identifiable neighborhoods	3-5 yrs ★★★	ED, B 	Low	-
Install unique gateways for each distinct neighborhood, perhaps using the original plat names.	3-5 yrs ★★★	ED, S	Med	-
Encourage the organization of neighborhood groups and events such as block groups, street parties, new resident welcome parties, etc.	1-2 yrs ★★★	ED, R 	Low	-
Maintain and augment parks system and encourage the community to use it as a resource in neighborhood events.	3-5 yrs ★★★	ED, R 	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Reinstitute the “welcome basket” for new residents, with coupons and promotions from local businesses, and information on city services and programs, especially information regarding parks and recreation facilities and opportunities.	1 yrs ★★★	PH 	Low	Individual, Non-Profit or Corporate Sponsors
POLICY 4: Promote the City’s amenities, including safety, quality schools, health care facilities, and recreation areas and facilities, as part of an overall public relations campaign to attract and retain residents.	1-2 yrs ★★★	ED, PD, FD 	Low	-
GOAL II. Maintain high-quality, desirable, yet affordable homes and neighborhoods that attract long-term homeowners who are invested in the community.				
POLICY 1: Review other communities’ property maintenance regulations to update and strengthen property maintenance codes and related legislation.	1-2 yrs ★★★	B, L	Low	-
POLICY 2: Strongly encourage home and property maintenance to all residents.	1-2 yrs ★★★	B 	Med	-
Maintain rigorous property inspection program, geared especially to addressing major repairs.	Ongoing ★★★★	B	Low	-
Advertise “Improvement Project of the Month”, in which a property owner undertaking renovations is recognized or rewarded.	1-2 yrs ★★★	B, M 	Low	Individual, Non-Profit or Corporate Sponsors
Create a “Most Improved Home of the Year” contest for home and landscape improvements with incentives to participate.	1-2 yrs ★★★	B, M 	Low	Individual, Non-Profit or Corporate Sponsors
Establish a database of people who need help with home maintenance, and connect them with individuals who are able to help provide them.	3-5 yrs ★★★	B, ED	Low	-
POLICY 3: Continue to advertise the City’s partnership with the Heritage Home Program, which offers tax abatement on improvements to residential dwellings.	1-2 yrs ★★★	B, ED	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
POLICY 4: Ensure essential infrastructure is well-maintained, as road and sidewalk condition is a very important factor to property buyers.	3-5 yrs ★★★ ★	S	High	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP)
GOAL III. Encourage strategies that promote homeownership when appropriate.				
POLICY 1: Encourage potential home buyers to participate in a first-time home buyer program.	1-2 yrs ★★★ ★	B, ED	Low	-
POLICY 2: Increase efforts to maintain and improve housing stock and attract young families through increased property valuation.	3-5 yrs ★★★ ★	B	Med	-
Coordinate or support the offering of homeowner classes with real estate agents, home staging experts, and renovation experts.	1-2 yrs ★★★ ★	B, ED	Low	-
Work with local real estate agents to showcase Parma heights' various amenities, such as recreational and cultural venues, local restaurant, and public transportation in a social media format and when meeting with clients.	1-2 yrs ★★★ ★	ED	Low	-
Continue to partner with local banks to offer first-time homeowner classes, and offer financial or other incentives to first time homeowners.	1-2 yrs ★★★ ★	B, ED	Low	-
Ensure that efforts to maintain and expand Parma Heights' recreational and cultural amenities are sustained and advertised to prospective homeowners, especially through the community branding process described above.	1-2 yrs ★★★ ★	PH, ED, R	Low	-
POLICY 3: Advertise future mixed-use housing options and ensure they provide opportunities for all incomes.	1-2 yrs ★★★	ED	Low	-
GOAL IV. Promote and expand the diversity of neighborhoods and housing types to retain existing residents and attract new residents of all ages.				
POLICY 1: Use the diversity of Parma Heights' neighborhoods as a building block for a homeowner retention and attraction program.	1-2 yrs ★★★	PH, B, ED	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Identify which neighborhoods would be best served by greater density and smaller homes appropriate for starter homes or empty-nesters.	1-2 yrs ★★	B, ED, CE	Low	-
Identify which neighborhoods would be best served by less density, larger homes and lots, in which case lot consolidation and targeted demolitions would make sense.	1-2 yrs ★★	B, ED, CE	Low	-
POLICY 2: Ensure that Parma Heights' population has the means to age in place.	3-5 yrs ★★ ★	B, S, ED	Med	-
Develop home retrofitting guidelines based upon universal design.	1-2 yrs ★★ ★	B 	Low	-
Ensure that new construction incorporates elements of universal design.	1-2 yrs ★★ ★	B	Low	-
Ensure that senior needs are met with appropriate programming, access, and interaction, including the means to engage in health care, religious worship, shopping, and recreation.	1-2 yrs ★★ ★	B, R, ED, SC 	Low	Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation
Ensure the new senior housing development on W. Ridgewood is connected with the surrounding neighborhoods, using infrastructure (such as off-road trails) as well as outreach (such as hosting neighborhood pot-lucks) as a means to do this.	1-2 yrs ★★ ★	S, CE, R	Low	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP)
Investigate the need for an additional senior housing development.	1-2 yrs ★	ED, SC	Med	-
GOAL V. Maintain the strong relationship with the Parma City School District to ensure the continued high quality of the school system.				
POLICY 1: Explore the connection between City services and amenities and the quality of the City's education system.	3-5 yrs ★★ ★	PH, ED, R, S 	Low	Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Investigate how the correlation between park space and outdoor activities and better school grades could enhance the educational experience for kids and teachers.	1-2 yrs ★★★	R 	Low	Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation
Encourage the schools to use all community facilities to engender more creative and community-oriented education.	1-2 yrs ★★★	PH, ED, R, S 	Low	-
POLICY 2: Continue to aid the school system in obtaining funds to make improvements to access, buildings, classrooms, and play areas.	3-5 yrs ★★★	ED 	Low	-
Aid in the application of a Safe Routes to School Grant	1-2 yrs ★★★	ED 	Low	ODOT Safe Routes to School Program
Investigate national grant programs, corporate sponsors, or foundation support to create more or better play areas, such as KaBOOM!, the Kresge Foundation, the Cleveland Foundation, Kellogg, and many others.	1-2 yrs ★★★	ED, R 	Low	-

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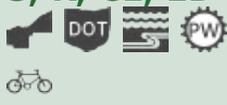
- Other Governmental Agencies**
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 -  Schools

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- Nearby Communities**
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Government and Community Services

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
GOAL I. Continue to provide high quality city services including Police, Fire, EMS, as well as recreational and cultural services to all residents.				
POLICY 1: Continue to strengthen and promote private-public partnerships (infrastructure and services), especially in pursuit of grants to expand senior service, infrastructure repairs, park creation and improvement, and improvements to the streetscape.	1-2 yrs ★★★	S, R, ED DOT, [Water/Wastewater], [PW], [Tree]	Low	-
POLICY 2: Continue to pursue regional efforts to share services such as infrastructure maintenance, jailing, auxiliary police, recreation, and dispatch.	1-2 yrs ★★★	S, PD, FD, R [House], [Police], [Fire]	Low	ODSA Local Government Innovation Fund Rockefeller Foundation Grants
POLICY 3: Promote excellent City services to current and prospective residents and businesses.	Ongoing ★★★★	PH, S, R, ED	Low	-
POLICY 4: Think creatively about expanding the revenue stream to secure needed expansion in services in the future, including new zoning districts to create more economic and social vitality (see Commercial and Economic Development).	Ongoing ★★★★	PH, S, ED, F, L	Low	-
Institute a light industrial district along W. 130 th and a mixed use overlay district on Pearl Rd	2-3 yrs ★★★	ED, B, L	Low	-
Form a mission statement with which to guide the overall municipal government and each department, and pursue revenue streams based on this mission.	1-2 yrs ★★★	PH	Low	-
Encourage people in city hall to approach their duties and a creative and entrepreneurial spirit.	Ongoing ★★★	PH	Low	-
GOAL II. Ensure that existing infrastructure is in good condition, with all needed repairs and upgrades being completed in a timely manner in order to retain and attract residents and businesses.				
POLICY 1: Create a hotline for residents and businesses to report problems relating to infrastructure, such as flooding, potholes, areas of traffic congestion, or unclear street patterns.	1-2 yrs ★★★	S, PD	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
POLICY 2: Maintain a Capital Improvement Plan detailing all needed infrastructure projects, including location, description of improvement, and projected budget, so applications will be ready as funding sources become available.	Ongoing ★★★	PH, CE, B	Low	-
GOAL III. Ensure that infrastructure, including streets, waterlines, stormwater and the sanitary sewer system will meet the needs of existing and future development.				
POLICY 1: Incorporate Complete Streets elements as recommended in the Pearl Road TLCI.	3-5 yrs ★★★	S, R, CE, ED 	Med	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP)
POLICY 2: Work with the County Department of Public Works and the Northeast Ohio Regional Sewer District to forecast future needs and understand how to meet them.	1-2 yrs ★★★	S, CE 	Low	-
POLICY 3: Promote private-public partnerships in the delivery of infrastructure and services.	1-2 yrs ★★★	S, CE, ED 	Low	ODSA Local Government Innovation Fund Rockefeller Foundation Grants
GOAL IV. Continue to establish strong lines of communication using technological advances to maintain good relationships between elected officials, department heads and the general public, including business owners and residents.				
POLICY 1: Continue to invest in communication and investigate new and effective ways to convey information to all segments of the population.	1-2 yrs ★★★	PH	Low	-
Ensure communication not only highlights activities and events, but also new processes, efforts, and establishments occurring in the City, schools, and within the private sector.	1-2 yrs ★★★	PH 	Low	
Ensure that the City utilizes new modes of communication, such as text alerts to subscribers, Facebook, and twitter.	1-2 yrs ★★★	PH	Low	-
GOAL V. Ensure that all regulations pertaining to land use and its interaction with the public realm are up-to-date, efficient, and effective (see Land Use and Commercial and Economic Development).				

Parks, Recreation and the Environment

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
GOAL I. ENSURE THE QUALITY OF RECREATION AND PARK AMENITIES REMAINS HIGH WHILE EXPANDING RECREATION OPPORTUNITIES THROUGH APPROPRIATE ENHANCEMENTS AND ACQUISITIONS.				
POLICY 1: Continue to provide superior maintenance of parks and recreation facilities.	Ongoing ★★★	R, S	Low	-
Continue to partner with the Ohio Department of Natural Resources and the Metroparks to enhance greenspace and parks.	Ongoing ★★★	PH, R, S 	Med	-
Ensure all graffiti is removed in a timely manner and equipment and infrastructure is properly maintained.	Ongoing ★★★	R, S	Low	-
POLICY 2: Investigate potential enhancements to current parks and City-owned open space, including safety features.	3-5 yrs ★★	R, S, PD	Med	Keep America Beautiful Grants KaBOOM! ODNR NatureWorks Program ODNR Land and Water Conservation Fund
Improve the deed-restricted City-owned land located at Lotusdale and Pearl Roads. Improvements could include more lighting, a gazebo, or a small playground.	2-3 yrs ★★ ★	R, S, ED	Low	Keep America Beautiful Grants KaBOOM! ODNR NatureWorks Program ODNR Land and Water Conservation Fund
Work with the City of Cleveland Water Department to enhance the recreational amenities and ecological value of Reservoir Park (see also Land Use).	3-5 yrs ★★	R, CE, S 	Med	NEORS Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants ODNR NatureWorks Program ODNR Land and Water Conservation Fund ODNR Recreational Trails Program
Investigate ways to attract more users to existing park spaces. For example, develop high quality ball fields to attract travel teams & tournaments in appropriate parks.	Ongoing ★★★	R, ED, S   	Low	-
Install benches, pathways into and out of parks to encourage greater presence of people throughout the park.	1-2 yrs ★★	R, S, ED	Low	Keep America Beautiful Grants KaBOOM!

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Provide proper sight lines into and out of parks and recreational facilities, proper lighting, and other safety features. Special consideration of safety and visibility should be given to Kurtz Park, which is visually cut-off from the street and surrounding residences.	3-5 yrs ★★★	R, S, PD	Low	-
Ensure proper policing of all parks.	Ongoing ★★★★	R, PD	Low	-
POLICY 3: Inventory potential park space and monitor for opportunities for strategic acquisitions.	5+ yrs ★	PH, R, CE, ED 🌿 📋	High	ODNR NatureWorks Program ODNR Land and Water Conservation Fund
Large lots south of Kurtz Parks that would open access to the park and create a connection to Big Creek Parkway.	5+ yrs ★★★	S, R, CE 🌿 📋	Med	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) The People for Bikes Community Grant
Large vacant lot situated in between Apache Drive and E. Huffman Road, which would serve higher density residential and also provide connection to Big Creek Parkway.	1-2 yrs ★★★	S, R, CE 🌿 📋	Med	Same as Above
Creation of central pocket park at the intersection of Old Yorke Road and W. Ridewood.	5+ yrs ★	S, R, CE	High	Same as Above
POLICY 4: Build on past successes to leverage funds for the thoughtful redevelopment of land into park space—i.e., Colombo Park and Radlick Park.	3-5 yrs ★	R, PH, L, F 📋 🌿	Med	ODNR Land and Water Conservation Fund ODNR NatureWorks Program Robert Wood Johnson Foundation Grants The Cleveland Foundation The George Gund Foundation The Kresge Foundation Grants
Apply for funding through the Ohio Department of Public Works Clean Ohio Program.	1-2 yrs ★★★	R, PH 📋	Low	Ohio Department of Public Works Clean Ohio Program.
Work with the Metroparks, Big Creek Connects, and the West Creek Preservation Committee to coordinate efforts and secure funding	1-2 yrs ★★★	R, PH 📋 🚶 🌿	Low	-

Goals and Actions	Projected Timeline & Priority		Responsible Parties & Partners	Est. Cost	Potential Funding Sources
GOAL II. ENSURE THAT CURRENT AND FUTURE PARKS AND RECREATIONAL RESOURCES ARE ACCESSIBLE TO RESIDENTS OF ALL AGES AND ABILITIES.					
POLICY 1: Ensure people of all ages and abilities have access to parks and recreational facilities, and appropriate programs.	Ongoing	★★★	PH, R 	Low	-
Work with the Parma City School District, Private Schools, and other community institutions to create Shared Use Agreements (SUAs), to expand opportunities and access to pre-existing recreational facilities.	Ongoing	★★★	PH, R 	Low	-
Realign Greenbrier Commons to be safer and more accessible to the community (see Commercial and Economic Development).	5+ yrs	★★	PH, S, R, PD, FD, CE	High	NEORS Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants
Understand where gaps in service are and the barriers to participation that exist across all sectors of the population: i.e., where particular needs have gone unmet. Gaps in service may have to do with programming, while barriers may have to do with transportation, costs, or safety.	Ongoing	★★★	R, S, ED, PD	Low	-
Promote the establishment of a “lending library” of equipment to ensure everyone can participate in activities or sports of their interest.	1-2 yrs	★	R, PH  	Low	Public-Private Partnership Private Sponsorship
Address issues of physical access, comfort level, and suitability.	1-2 yrs	★★	R, S	Low	-
POLICY 2: Enhance connections between neighborhoods and city parks, regional parks and open spaces, especially the Big Creek Reservation and Greenbrier Commons via off-road trails.	5+ yrs	★★	S, R, CE, ED	Med	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) The People for Bikes Community Grant

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Connect parks via sidewalks or connector trails to surrounding neighborhoods to ensure the safe passage of park goers	3-5 yrs ★★★	S, R, CE, ED    	Low	Transportation Alternatives Program NOACA TCLI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODNR Recreational Trails Program ODNR NatureWorks Program ODNR Clean Ohio Trails Fund The People for Bikes Community Grant
Provide connections from Stroud Park through the new senior housing development and up Olde York Road, connecting to Greenbrier Commons and to the Big Creek Parkway.	3-5 yrs ★★★	S, R, CE 	Low	-
Extend the trail recommended north of the Tri-C campus to continue along Independence Boulevard to connect with the Shoppes at Parma.	5+ yrs ★	S, R, CE 	Low	-
Understand where multi-purpose trails could be established or enhanced to increase off-road connectivity	Ongoing ★★★	S, CE 	Low	-

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 -  Schools

-  Cuyahoga County Department of Public Works
-  County Planning
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-  Greater Cleveland RTA
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Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Enhance existing connections between Radlick Park and surrounding neighborhoods.	1-2 yrs ★★	S, R, CE		-
Implement connector trails as recommended in the Pearl Road TLCI.	3-5 yrs ★★★	S, CE  	Med	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP) The People for Bikes Community Grant
GOAL III. Continue to support efforts to improve the Big Creek Watershed.				
POLICY 1: Continue to participate in the Big Creek Watershed Partnership.	Ongoing ★★★	S, CE, 	Low	-
POLICY 2: Encourage business owners and residents to participate in creek clean-ups and other meetings and events.	Ongoing ★★★	S,   	Low	-
POLICY 3: Encourage property owners—both commercial and residential—to implement stormwater reduction and mitigation techniques on their properties.	Ongoing ★★★	S, B  	Low	-
POLICY 4: Ensure business, industries, and homeowners are aware of appropriate disposal methods for hazardous materials.	Ongoing ★★★	S 	Low	-
POLICY 5: Make Parma Heights known as a city that supports environmental efforts.	Ongoing ★★★	PH, S, R 	Low	-
GOAL IV. Reduce storm water runoff resulting from impervious surfaces.				
POLICY 1: Encourage low-impact design retrofits to current buildings and parking areas and new construction to incorporate green building practices.	1-2 yrs ★★★	S, B, CE	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Encourage property owners to retrofit parking areas to feature low-impact design and stormwater mitigation, including recessed islands, Permeable pavement, Bioswales and raingardens.	1-2 yrs ★★★	S  	Low	-
Adopt regulations and encourage new development, especially light industrial development recommended along W. 130th, to incorporate low impact and green design.	1-2 yrs ★★★	S, CE  	Low	-
POLICY 2: Implement Pearl Road TLCI recommendations and those described in the Transportation and Land Use sections to enhance green stormwater infrastructure and reduce impervious surfaces, including regulatory measures and property owner incentives.	1-2 yrs ★★★	S, B, CE	Med	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP)
POLICY 3: Encourage property owners—both commercial and residential—to implement stormwater reduction and mitigation techniques on their properties.	1-2 yrs ★★★	S  	Low	-
Continue working with NEORS to implement proactive stormwater management retrofits and encourage property owners to take advantage of their programs, incentives, and expertise to reduce their stormwater bill.	1-2 yrs ★★★	S  	Low	-
Encourage private property owners to reduce storm water on an individual basis with downspouts disconnects and the use of rain barrels, the installation of raingardens, or the reduction in their overall amount lawn.	1-2 yrs ★★★	S  	Low	-
Encourage business and industry to retrofit parking lots to include stormwater basins, raingardens, and depressed islands.	1-2 yrs ★★★	S  	Low	-
GOAL VI. Protect environmentally sensitive areas such as steep slopes, wetlands, watercourses, and floodplains.				
POLICY 1: Ensure the enforcement or establishment of regulations to protect important or sensitive habitats.	Ongoing ★★★	PH, S, CE	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Enforce wetland and riparian set back regulations	Ongoing ★★★	PH, S, B	Low	-
Establish a tree preservation ordinance and additional buffer area requirements for important tracts of forests and natural areas.	Ongoing ★★★	PH, CE, L	Low	-
POLICY 2: Work with property owners adjacent to sensitive habitat to adopt environmentally friendly and beneficial practices.	Ongoing ★★★	PH, ED   	Low	-
Encourage property owners to discontinue use of lawn chemicals.	Ongoing ★★★	PH, ED, S 	Low	-
Plant buffer areas using native plantings between lawn, driveway, or other uses and activities and the natural habitat.	1-2 yrs ★★★	PH, S, ED 	Low	-
Encourage best practices in terms of individual stormwater management (described above).	Ongoing ★★★	PH, S, ED  	Low	-
Ensure property owners are aware of proper disposal procedures of household hazardous chemicals.	Ongoing ★★★	PH, S, ED  	Low	-
Ensure property owners are aware of proper disposal methods to yard waste—especially those living adjacent to Big Creek Valley. Yard waste chokes out of vegetation in the Valley and is detrimental to water quality.	Ongoing ★★★	PH, S, ED   	Low	-
POLICY 3: Work with area land conservation entities to acquire and protect the most ecologically, socially and culturally important pieces of land.	Ongoing ★★★	PH, R  	Med	-

Land Use

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
GOAL I. Promote the reuse and redevelopment of outdated or obsolete buildings and areas to encourage investment.				
POLICY 1: Build on the recent stabilization of property values and successes in obtaining grant funding to secure high quality loans and investment for the use of property owners to invest in their property (see also Commercial and Economic Development).	1-2 yrs ★★★	ED, B	Med	Cuyahoga County Storefront Renovation Program
POLICY 2: Examine potential development and redevelopment opportunities for vacant or underutilized land as well as land aggregation opportunities to market to potential investors.	1-2 yrs ★★★	ED, B	Med	-
Work with the City of Cleveland to understand development opportunities on land around the reservoir, which is under the jurisdiction of Cleveland Water while maintaining and augmenting its scenic beauty.	1-2 yrs ★★★	ED, R, CE	Med	-
- Investigate low-impact development opportunities and create regulations to encourage these types of developments.	3-5 yrs ★★★	B, S, CE, L	Low	-
- Encourage the water department to replace trees on Reservoir Drive.	1-2 yrs ★★★	PH, R	Low	-
- Ensure the Reservoir is accessible and connected to the rest of the community via connector trails.	3-5 yrs ★★★	R, S	Med	-
Investigate if certain underutilized or problem parks would better serve the City as a different use, making sure that quality of life concerns are accounted for in terms of adequate access to parks and recreational facilities.	5+ yrs ★	PH, R, ED, S, CE, L	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
POLICY 3: Inventory outdated or underused commercial and office buildings in which renovations could accommodate needs for additional or more flexible space and greater energy efficiency (see also Commercial and Economic Development).	1-2 yrs ★★★	ED, B	Low	-
Create a light-industrial district along the W. 130th corridor that is also compatible with commercial districts along the Pearl Road corridor.	1-2 yrs ★★★	PH, ED, B, L	Low	-
Work with landlords of vacant buildings to offset costs in order to incentivize renovations.	3-5 yrs ★	ED, B	Low	Cuyahoga County Storefront Renovation Program
Rezone or apply a design overlay district at the corner of Stumph Road and Huffman Road to ensure an attractive and appropriately scaled commercial development.	1-2 yrs ★★★	PH, ED, B, L, CE	Low	-
POLICY 4: Inventory residential areas and buildings that are no longer marketable in order to understand if parcels could be combined or reoriented to attract new buyers.	3-5 yrs ★	ED, B, CE	Low	-
GOAL II. Encourage high quality development through the establishment of proper regulations and administrative processes.				
POLICY 1: Perform a comprehensive update to the current Parma Heights Zoning Code.	1-2 yrs ★★★	PH, L, B, ED, CE    	Med	-
Zoning districts should be given a more standard names and abbreviations, with a description of the district immediately following its title.	1 yr ★★★	PH, L, B, ED, CE	Low	-
Discard individual parking zoned districts and create a chapter on parking standards that sets design and landscaping regulations.	1-2 yrs ★★★	PH, L, B, ED, CE	Low	-
Investigate the creation of a light industrial district along W. 130th Street to create a campus-like district with high-paying jobs.	1-2 yrs ★★★	PH, L, B, ED, CE	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Apply for funds through the Cuyahoga County Department of Development to perform a comprehensive overhaul of the zoning code.	3-5 yrs ★★★ ★	PH, L, B, ED, CE	Low	Cuyahoga County Department of Development
POLICY 2: Enhance the Planning Commission's authority and clarify the Building Department's role to city staff, residents, businesses owners and developers.	1-2 yrs ★★★ ★	PH, L, B, ED	Low	-
Delineate the specific procedures and authority of the Planning Commission. City administration may want to investigate if there may be a more efficient or straight-forward process that can be instituted.	1-2 yrs ★★★ ★	PH, L, B, ED	Low	-
Create a process guide available online and at City Hall that graphically indicates how various requests are processed, reviewed, and approved. Including building permits, rezoning requests, variances, and conditional uses.	1 yr ★★★	PH, L, B, ED, CE	Low	-
Establish Architectural Review as a function of the Planning Commission. Require commercial developments or certain changes or enhancements to architectural elements, landscaping, and other aesthetic elements to be reviewed and approved by the Planning Commission.	1-2 yrs ★★★ ★	PH, L, B, ED, CE	Low	-
POLICY 3: Create and adopt detailed and specific commercial districts and regulations in the zoning code which include a comprehensive tables of permitted, such that all uses not listed as either permitted or conditional would be prohibited.	1-2 yrs ★★★ ★	PH, L, B, ED, CE    	Low	-
Create a C-1 commercial district to be applied to the Pearl Road corridor, mixed use areas, and other areas of commercial use that caters primarily to residential users and for social interactions.	1-2 yrs ★★★ ★	PH, L, B, ED	Low	-
Create a C-2 commercial district for other land uses. Limit the C-2 district the the southern end of W. 130th Street.	1-2 yrs ★★★ ★	PH, L, B, ED	Low	-
Incorporate a detailed table of uses for all districts, and include a catch-all clause that states that all uses not specifically named as permitted or conditional are prohibited unless taken before the Board of Zoning Appeals and the Planning Commission and granted a variance.	1-2 yrs ★★★ ★	PH, L, B, ED, CE	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
Investigate the use of form-based codes for mixed-use districts that focus on size and massing of the building rather than use.	1-2 yrs ★★	PH, L, B, ED, CE	Low	-
POLICY 4: Explore legislative means to hold landlords accountable, especially out-of-town and absentee landlords.	1-2 yrs ★★ ★	PH, L, ED, B	Low	-
Continue to perform strategic code enforcement	Ongoing ★★★★	B	Low	Rental Property Registration Fees Vacant Property Registration Fees
Continue to work with rental landlords and investors.	Ongoing ★★★★	B, ED	Low	Rental Property Registration Fees Vacant Property Registration Fees
Deal with vacant property owners.	Ongoing ★★★★	B, ED	Low	Vacant Property Registration Fees
GOAL III. Investigate areas where a mix of land uses along Pearl Road and West 130th Street would foster greater vibrancy and sense of place.				
POLICY 1: Create a mixed-use overlay district to accommodate residential, commercial, and office uses and apply it where appropriate—especially along the central and western portions of Pearl Road Corridor.	3-5 yrs ★★	PH, L, B, CE, ED	Low	-
Inventory areas of underutilized or vacant commercial uses on Pearl Road that would better serve the community as mixed-use residential and market to area developers, and investors.	1-2 yrs ★★ ★	ED, B, CE	Low	-
Ensure such residential is fitting with a denser, more urban feel, such as townhomes or row houses and market to two-person households, typically young professionals and seniors.	5+ yrs ★	ED, B, CE	Low	-
Ensure commercial and office development is of appropriate scale and type, and is pedestrian oriented.	3-5 yrs ★★	ED, B, CE	Low	-
Investigate how a mixed-use district can also foster a greater mix of income levels.	3-5 yrs ★★	ED, B, CE	Low	-

Goals and Actions	Projected Timeline & Priority	Responsible Parties & Partners	Est. Cost	Potential Funding Sources
GOAL IV. Ensure regulations governing land use, especially those relating to Parma Heights' main corridors, foster efficient use of land and an aesthetically pleasant environment that is safe and inviting to all modes of transportation.				
POLICY 1: Encourage the use of transit oriented development to encourage multimodal transportation.	5+ yrs ★★★	ED, S, B, CE 	Low	-
Place residential and other places of interest, such as grocery stores, near current transit stops or vice versa.	Ongoing ★★★★	ED, L, B	Low	-
Encourage property owners to install bike racks in front of their properties.	Ongoing ★★★	ED    	Low	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP)
POLICY 2: Incorporate all other Pearl Road TLCI recommendations whenever possible.	1-2 yrs ★★★ ★	S, CE    	Med	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP)
POLICY 3: Create the new overlay district to include cohesive design standards, reduced parking areas, landscaping and signage requirements, and green infrastructure	1-2 yrs ★★★ ★	PH, L, B, CE, ED     	Low	-
POLICY 1: Create a Parks and Natural Areas district in the zoning code, rezone parks and other designated natural areas to this district, and represent those changes on the zoning map.	1-2 yrs ★	PH, R, L, ED    	Low	-

Responsible Parties & Partners Legend

City of Parma Heights

- PH** General City
- B** Building
- ED** Community & Economic Development
- S** Service
- F** Finance
- R** Recreation
- PD** Police
- FD** Fire
- L** Law
- CE** City Engineer

Private and Non-Profit Entities

-  Community Improvement Corporation
-  Bicycle Advocacy Groups
-  Non-Profits
-  Private Property Owners
-  Qualified Design Professionals
-  Big Creek Connects
-  West Creek Conservancy

Other Governmental Agencies

-  Northeast Ohio Areawide Coordinating Agency (NOACA)
-  Schools

-  Cuyahoga County Department of Public Works
-  County Planning
-  Ohio Department of Transportation (ODOT)
-  Greater Cleveland RTA
-  Metroparks
-  Northeast Ohio Regional Sewer District

Nearby Communities

-  General Surrounding Communities



County Planning

FOR OUR COMMUNITY
FOR OUR REGION
FOR OUR FUTURE