

Update of 2003 Master Plan August 2022



**GULLY BROOK** 



Where the City Meets the Country

# The Willoughby Hills Comprehensive Land Use Plan Committee

Included the following:

#### Citizens Advisory Committee

Tom Elliott

Dan Biondolillo

Mayor Andy Gardner

Councilwoman Tanya Taylor Draper

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#### 2003 Plan by D.B. Hartt, Inc. Planning and Development Consultants

David Hartt, President

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# 2022 Update by Lake County Planning and Community Development

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On August XX, 2022, the CAC formally transmitted this report to the Willoughby Hills Planning and Zoning Commission for their consideration.

On XXXX, 2022, the Willoughby Hills Planning and Zoning Commission recommended approval of this Comprehensive Plan after reviewing and making minor refinements to this report at its meetings on XX and XX

On XXXX, the Willoughby Hills City Council accepted this Comprehensive Land Use Plan, adopted as Ordinance XX

# 2022 Willoughby Hills City Master Plan

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# **Chapter 1: Envisioning Willoughby Hills**



#### 1.1 Vision Statement

This comprehensive plan outlines Willoughby Hills City's common goals and aspirations as we move forward as an economically and environmentally sustainable community. Written with valuable input and guidance from our residents, we strive to enhance the quality of life for all by incorporating best practices to maintain our semi-rural character, unique qualities and identity. This comprehensive plan serves to guide decision-making within the community. It incorporates ways in which the City will protect and effectively utilize our natural resources, become bicycle and pedestrian friendly, diversify housing so that all residents are accommodated, and strategically plan our business, residential and green space for economic stability.

# 1.2 Purpose

A comprehensive plan is a goal-oriented document that provides the framework for land use decisions and other actions affecting the physical, economic, and social aspects of a community. It distinguishes the needs of a community, as well as ways in which a community wishes to develop in the future.

Comprehensive plans serve as a base from which a community can make informed decisions. These plans are characteristically long-range, generalized, and far-reaching. The adoption of a comprehensive plan often becomes the foundation for the creation of more targeted plans, such as transportation corridor studies and housing analyses.

The Willoughby Hills City Comprehensive Plan is intended to guide the community toward a desirable future as a place to live, work, play, and invest. It is developed through an open, participatory process and is driven by the following questions:

- 1. Who are we?
- 2. Where are we now?
- 3. Where are we going?
- 4. Where do we want to be?
- 5. How do we get there?

The Comprehensive Plan identifies a vision and broadly addresses the fundamental elements of which Willoughby Hills City is comprised. The Comprehensive Plan does not propose specific lot-by-lot locations for land uses or facilities, and it does not address detailed regulations. The Comprehensive Plan is not a zoning resolution or a subdivision regulation. However, such regulations are utilized as tools for plan creation and implementation. The Comprehensive Plan is intended to provide the legal and rational framework for regulation, investment, and government action.

### 1.3 Comprehensive Planning Process

The process of creating a comprehensive plan is commonly guided by a 9-step rational model, which includes the following stages:

- 1. Identify issues and options.
- 2. State goals and objectives. Identify priorities.
- 3. Collect and interpret data.
- 4. Prepare plans.
- 5. Draft programs for plan implementation.
- 6. Evaluate potential impacts of plans and program implementation, and modify the plans accordingly.
- 7. Review and adopt plans.
- 8. Review and adopt implementation programs.
- 9. Administer plan-implementing programs, monitor their impacts, and amend plans in response to feedback.

In conjunction with the 9-step model, an essential and valued element of the planning process is public participation. It is crucial that those who live and work in Willoughby Hills City have a role in charting its future. Citizens' comments were encouraged through an online survey, as well as hard-copy surveys. Meetings were held with the Willoughby Hills City Comprehensive Plan Committee members and community leaders throughout 2015. During these sessions, discussions regarding the current state of the City, as well as areas in need of improvement, took place.

The Comprehensive Plan is a flexible planning tool that allows for modification when deemed necessary. While the plan presents goals and policies to be pursued, future events, broad changes in community values, or the availability of financing may cause City leaders and residents to focus on goals unspecified by the plan. It is of good civic stewardship to ensure that all revisions conform to the spirit of the plan and sound planning principles, and consider the best interest of the community as a whole. It is important to review and update plans on a regular basis. Good planning practice recommends major review and revision of a comprehensive plan every five to seven years.

# **Chapter 2: Context for the Plan**

This chapter provides an overview and analysis of historic development, trends and existing conditions, including comparisons of Willoughby Hills to surrounding communities in Lake, Cuyahoga and Geauga Counties, and other key considerations. This analysis is necessary in order to understand the factors that influence and limit the development potential of areas within the City. This analysis also provides the foundation on which goals and objectives are formulated and policies and strategies established. The more noteworthy statistics are highlighted below while the complete set of data in tabular format is included in the Appendix.

#### 2.1 Historical Context

Chagrin Township was formed in 1815 and encompassed the land bordered by Lake Erie, Mentor Township, Kirtland Township, Mayfield Township, and Euclid Township. In 1834, Chagrin Township became Willoughby Township in honor of Dr. Westell Willoughby, Jr.. At that time, Willoughby Township included the modern incorporations of Willoughby, Wickliffe, Willowick, Waite Hill, Lakeline, Timberlake, Eastlake and Willoughby Hills. Willoughby Township was originally part of Cuyahoga County, but when Lake County was formed in 1840, Willoughby Township was added from



Western Reserve Historic Society

Cuyahoga County to the seven townships being taken from Geauga County to form the new county.

Willoughby Hills was the last area of Willoughby Township to incorporate. Facing annexation by surrounding communities such as Willoughby and Wickliffe, residents decided to incorporate as a Village in 1954. With the 1970 census, when its official population reached the required 5,000 persons, the Village of Willoughby Hills became a city.

The residents of Waite Hill, Maple Grove, the Schram School district and Pleasant Valley School District asked the Willoughby-Eastlake School Board to consider consolidating their schools. The Board favored the idea and began looking for a site. In 1927 the school board appropriated seven acres on the corner of Euclid Chardon Road and Chagrin River Road from the Otis family. The James A. Garfield School was dedicated in May of 1928 and closed in 1984.

After it was closed the Willoughby-Eastlake Library Director formed a Citizens Committee charged with the responsibility of preparing a plan for using Garfield as a library station. The library opened in 1985 and closed in 1994. The building was finally demolished in 2008.

The Pleasant Valley Road Bridge was constructed in 1881 by the Wrought Iron Bridge Company of Canton, Ohio. It is a 163-foot long Whipple Truss (double intersection Pratt through truss) designed by Squire Whipple. It is one of the oldest double intersection Pratt trusses remaining in Ohio. There are less than ten remaining in Ohio. The bridge was built to sustain the Euclid-Chardon Road (U.S. Route 6), also

known as the Grand Army of the Republic Highway (G.A.R.). It was used by travelers as well as the farmers in the region who needed to get their produce to the Cleveland markets. In 1952, a new high level bridge was constructed to the south and U.S. Route 6 was re-routed. The bridge continues to be an important element of the county's and state's engineering heritage3.

### 2.2 Regional Context

Willoughby Hills encompasses almost 10.8 square miles and is located in the southwest corner of Lake County. Downtown Cleveland is about a 20-minute drive on Interstate 90, and Cleveland Hopkins International Airport is about a 30-minute drive along Interstate 271/480. Willoughby Hills is adjacent to a number of communities including:

- Chester Township,
- Euclid,
- Gates Mills,
- Highland Heights,
- Kirtland,
- Mayfield Village,
- Richmond Heights,
- Waite Hill,
- Wickliffe,
- and Willoughby.

Map 1
Regional Map

Willowick

Willowick

Willowick

Willowick

Willowick

Willoughby Hills

Kirtland

Lake County

Chyahoga County

Chyahoga County

Chester Twp.

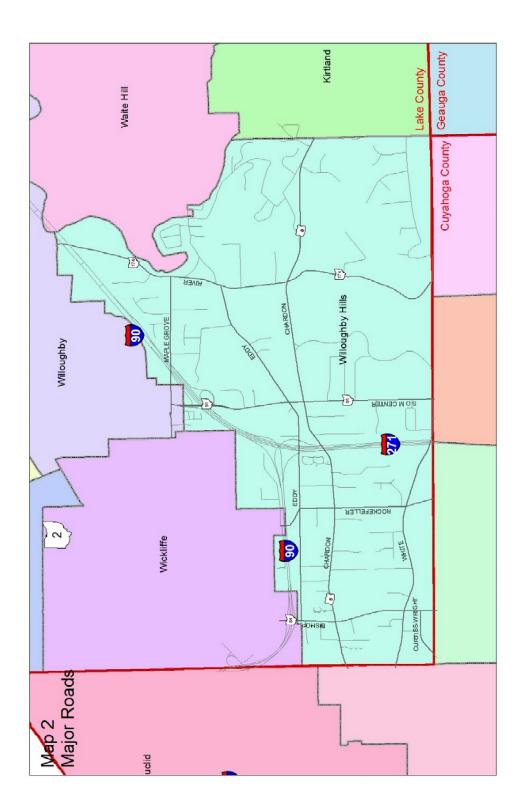
Willoughby Hills is bisected and bordered by

two major highways: Interstate 90 and Interstate 271. Entrance/exit ramps to I-90 are located at S.O.M. Center Road in the northern section of the City and at Bishop Road, adjacent to the north boundary of Willoughby Hills, in the western section of the City. There are no entrance/exit ramps to I-271 within the City. Local access to Willoughby Hills and the other major highway routes through the City include the following U.S. and state routes:

- U.S. Route 6 (Chardon Road) East/West access from Richmond Heights to Kirtland
- State Route 84 (Bishop Road) North/South access from Wickliffe to Highland Heights
- State Route 91 (S.O.M. Center) North/South access from Willoughby to Mayfield Village
- State Route 174 (River Road) North/South access from Willoughby to Gates Mills

#### Other local access roads include:

- Rockfeller Road North/South access from Wickliffe to Highland Heights
- Eddy Road East/West access from Wickliffe to SR 174 and Waite Hill via Eagle Road
- White Road East/West access from Richmond Heights to SR 91
- Maplegrove East/West access from Willoughby to SR 174



### 2.3 Natural Features

Willoughby Hills is comprised of approximately 7,000 acres, which includes about 1,300 acres of parkland. The City is characterized by large residential lots and rolling hills. There are two unique

topographic environments: east of S.O.M. Center Road (State Route 91) the terrain is fairly steep with deep river valleys; and to the west of S.O.M. Center, the landscape has a gentler roll.

Willoughby Hills drains into two separate watersheds: the Chagrin River watershed and the Euclid Creek watershed. The Chagrin River flows through the eastern portion of the City. Faced with increasing water flows due to development upstream, the Chagrin River has been the center of attention of the cities in the watershed. The southwestern portion of the City lies in what is known as the Euclid Creek watershed.

On the east side of the City, the river valley is defined by steep wooded hillsides. Due to these steep inclines, the City drafted and adopted hillside regulations in 1995 that subjects development on land with areas designated as "protected hillsides" to a more detailed review.

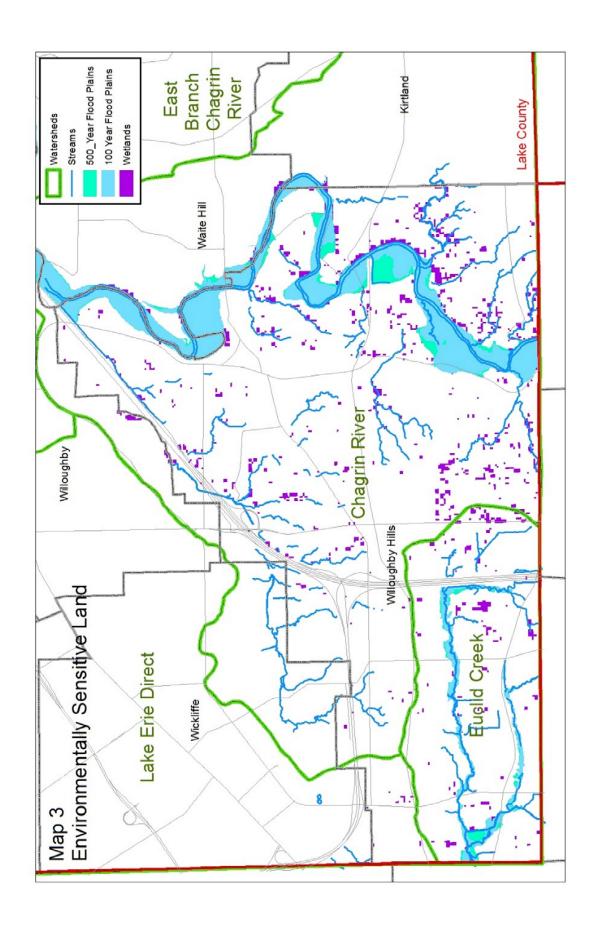
These regulations were updated in 2008 by the Protected Areas Regulations which include the Hillside, Riparian, floodplain and wetlands. The Protected Hillside Areas Map (See Map 4 Protected Areas Map) illustrates land that is comprised of slopes greater than 30%, or considered by the City Engineer (with a team of experts) to have unstable soil conditions, or both. The map also shows the Riparian Corridors.

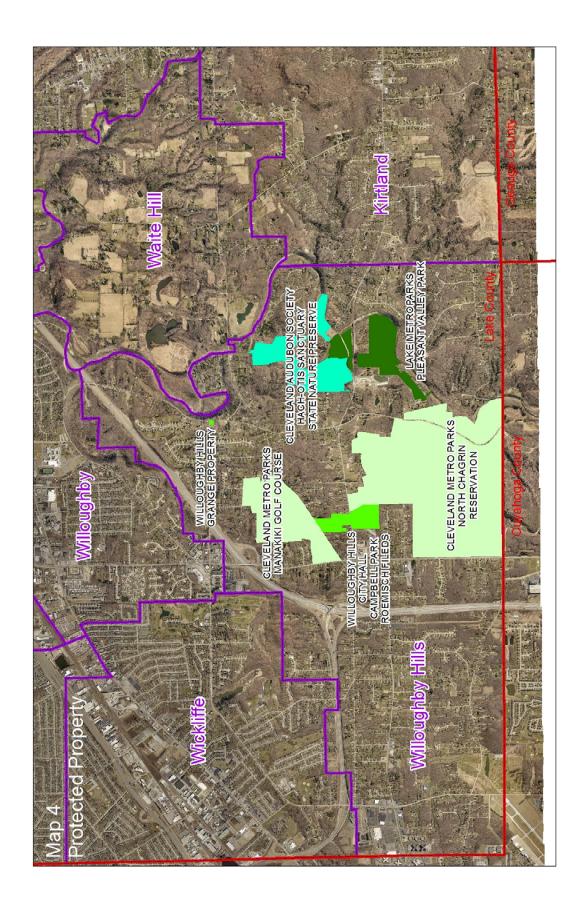
Vacant land that is in the floodplain and/or wetlands equals approximately 321 acres or four percent of the land in the City. Land within the floodplain becomes more prone to flooding as development intensity increases upstream, and less emphasis is placed on on-site detention. Floodplains are important because they serve a vital function by reducing the height and speed of floodwaters. It is important for this reason to retain these floodplains in their natural environment as much as possible to permit natural flooding and pooling when water levels reach high limits.

The majority of land along the Chagrin River is noted on the FEMA4 maps as being in the floodplain. Selected lands throughout the Euclid Creek Corridor's tributaries are prone to flooding as well, but these lands are small in comparison to the flood lands of the Chagrin River. The primary wetlands that exist are shallow marshy lands, shrub/scrub wetlands, and wet meadows. These wetlands, though few and far between as shown on Map 3 are nevertheless important to the overall hydrology and flood control of the area.

Riparian corridors (See Map 3), also known as stream corridor greenways, provide a variety of environmental benefits that impact water quality, habitat, and human health and well-being. Riparian corridors are linear stretches of land along waterways. Conservation of the Chagrin River and Euclid Creek riparian corridors is therefore important for a number of reasons.

Healthy riparian corridors, which include wetlands, native vegetation, and tree cover, help to improve and protect the quality of water in rivers and streams. Vegetated riparian areas filter pollutants, such as nutrients, metals and other toxic substances, from surface runoff before it enters the waterways. Vegetation along streams also prevents erosion of stream banks, controlling sediment levels in streams. Riparian corridors provide important habitat for many plants and animals. Canopy cover helps to shade streams, which enables aquatic life to prosper, while other animals make their homes in the vegetation along stream banks. Finally, a healthy riparian corridor also provides natural beauty and recreational opportunities such as hiking, canoeing, photography, and bird watching; settings that are difficult to recreate. Several entry points into Willoughby Hills are noteworthy for their scenic value.





### 2.4 Rural Landscapes and Views of the River Valley

Chardon Road and River Road provide scenic vistas of the rural landscape when entering the river valley. Traveling along Chardon Road, on the east side of the City, provides views of the Chagrin River valley including a historic bridge traversing the River just north of Chardon Road. River Road offers many scenic vistas of the Chagrin River; the most prominent being in northern Willoughby Hills as the road winds along the edge of the riverbank high above the River, especially where the road curves and the traveler's line of sight over the foliage reveals breathtaking views of the river valley. The other vista view is available to the southbound traveler just south of Chardon Road overlooking the valley with the Cleveland Metroparks to the right and privately owned land to the left.

# 2.5 Wooded Steep Slopes

Wooded steep slopes can also be observed along these two major roads. While emerging from the river valley westbound on Chardon Road, a traveler experiences views of the natural wooded slopes of Willoughby Hills. The other location to experience the wooded slopes (along a major road) is on River Road south of Chardon Road while in and emerging from the river valley. Many of the observable wooded steep slopes exist in the Cleveland Metroparks' "North Chagrin Reservation" which encompasses nearly 900 acres in the south central portion of Willoughby Hills and is open to the public.

These views of the natural landscape provide memorable experiences to residents who travel along these various routes and therefore contribute to the character and image of Willoughby Hills.

# 2.6 Stormwater Management to Ensure Water Quality

Stormwater management is the process of controlling and processing runoff so it does not harm the environment or human health. The fundamental goals of stormwater management are to mimic the way runoff left the site before development and to prevent water pollution.

Stormwater runoff has two major adverse impacts. One is related to quantity and the uncontrolled stormwater runoff entering sewers, lakes, rivers, and streams that may cause flooding. Second, stormwater runoff often carries pollutants that may severely impact water quality.

Traditionally, most communities have managed for stormwater quantity rather than water quality.

Stormwater management begins with an understanding that every piece of land is part of a watershed. A watershed is all the land from which all drainage flows to a common outlet. Comprehensive land use planning and sound site design are essential tools for effective stormwater management. Site-specific runoff control measures should be based on their location within the watershed. Effective stormwater management will strive to maintain the natural patterns of runoff within the watershed. The Willoughby Hills Zoning Code adopted in 2006 made headway on meeting the water quality goals.

These principles might be summarized as "The Four Cs" of Stormwater Management: Control, Collection, Conveyance, and Cleansing.

Control: Source control measures focus on pollution prevention.

Collection: Capture and storage of runoff for more timely release is a vital component of most stormwater management systems.

Conveyance: Conveyance systems are used to drain and direct the flow of runoff generated on a site.

Cleansing: Cleansing is commonly accomplished through techniques that promote filtration and settling of pollutants and their natural processing by vegetation and soil.

Neighborhoods and communities are part of a larger interactive eco-system. Therefore, it is important to recognize the impact on the community and surrounding communities when landowners and communities review plans for development.

# 2.7 Historic Development

The majority of the growth in Willoughby Hills occurred in the 1960's and 1970's. In the 1970's, the population in Willoughby Hills increased by more than 60% while the average growth rate in the region was around 20% (see Table 1).

This large increase was due primarily to construction of a few high-rise apartment buildings. In 1970, only 25% of housing units in the City were multi-family units, which was similar to the percentage of multi-family units in Lake County. By the end of the 70's, over 1,300 apartment units were constructed, compared to less than 200 single family homes.

Table 1						
	Population	Population				
	Willoughby Hills	Lake County	Willoughby Hills	Lake County		
2020	10,019	232,603	5,134	105,315		
2010	9,485	230,041	4,929	101,202		
2000	8,595	227,511	4,299	93,487		
1990	8,427	215,499	4,235	83,194		
1980	8,612	212,801	3,989	73,807		
1970	5,247	197,175	1,484	53,801		
1960	4,241	148,581	1,268			

By 1980, multi-family housing accounted for over 52% of all units in the City. These apartments were located in a few high-rise apartment complexes on land area that comprised less than 1% of the overall land area of the City, and all within a mile of a major highway interchange. The majority of the new single-family homes constructed during this time were constructed in the western portion of the City where flat land was readily available.

By 1990, the percentage of multi-family units had increased to 54% of the City's units, but by 2000, the percentage had dropped to 44%.

# 2.8 Population and Housing Characteristics

Since 1980, the number of dwelling units has slowly increased in the City: by 6.2% between 1980 and 1990, and by 1.3% between 1990 and 2000. (See Table 2) However, Willoughby Hills' growth rate for

dwelling units during these two decades was considerably less than other communities within suburban Lake County and some eastern Cuyahoga County communities.

By 2000, there were 4,299 dwelling units within the City, reflecting an average increase of less than six units per year. There was an increase of 630 units between 2000 and 2010, 14.7% increase. This was biggest increase since between the 1970s and the 1980s. The number of dwelling units add to the city return to its normal rate of around 200 units per decade between 2010 and 2020 with an increase of 205 units.

Since 1960, Willoughby Hills has almost double its population and increased its number of housing units by 3.5 times, but there were times of small population increases and other times, decreases. Total population decreased by 185 persons (2.1%) between 1980 and 1990, however increased by 168 (2.0%) between 1990 and 2000 (see Table 3). The last two censuses, there has been large population increases in Willoughby Hills. The city grew by 630 people between 2000 and 2010, 14.65% increase and 205 people between 2010 and 2020, a 4.15% increase.

Table 2						
Housing Units 1970 to 2020						
	1970	1980	1990	2000	2010	2020
Willoughby Hills	1,484	3,989	4,235	4,299	4,929	5,134
Wickliffe	3,851	4,187	5,623	5,787	5,780	5,967
Waite Hill	152	190	183	197	217	234
Kirtland	1,524	1,988	2,138	2,558	2,716	2,781
Willoughby	5,872	7,310	8,969	10,708	11,387	12,275
Willowick	5,574	6,168	6,207	6,292	6,476	6,671
Lake County	55,801	73,807	83,194	93,487	101,202	105,315

Table 3						
Population 1970 to 2020						
	1970	1980	1990	2000	2010	2020
Willoughby Hills	5,247	8,612	8,427	8,595	9,485	10,019
Wickliffe	21,354	16,790	14,558	13,484	12,750	12,652
Waite Hill	514	529	454	446	471	543
Kirtland	5,530	5,969	5,881	6,670	6,866	6,937
Willoughby	18,634	19,329	20,510	22,621	22,268	23,595
Willowick	21,237	17,834	15,269	14,361	14,171	14,204
Lake County	197,175	212,801	215,499	227,511	230,041	232,603

The increase in the number of dwelling units without the same increase in population growth is a result of a national trend toward smaller family size as well as an increased number of single person households, and an ever-increasing elderly population. Table 4 indicates the trend to smaller household sizes over the last 40 years.

Another observation of Table 4, Household size is 2.05. This number is from the 2018 American Community Survey and not the Census 2020.

In 2019, the American Community Survey estimated that there were 757 children that were elementary school age (5-14 years) and 402 high school age students (15-17 years) living in Willoughby Hills. Census 2020 has a total 1,634 people who are under 18 living in Willoughby Hills.

Table 4					
Househo	Household Size				
1960 3.4					
1970	3.3				
1980	2.23				
1990	2.10				
2000	2.16				
2010	2.2				
2018	2.05				
	•				

### 2.9 Existing Development Patterns

A community is made up of various elements that define its physical form such as streets, edges, nodes, neighborhoods, and landmarks. The combination, concentration, or diversification of uses contributes to the visual form of the community. The major streets within a community generally set the tone for the feel and character of that community. The major streets in Willoughby Hills are built to maximize automobile circulation, which then minimizes the importance, or even presence, of the pedestrian. City streets do not have sidewalks and the City does not have pedestrian paths within the business districts.

S.O.M. Center Road (State Route 91) is a major north-south regional state route connecting Willoughby Hills to I-90 and S.R. 2 to the north and to Wilson Mills Road in Mayfield Village and U.S. 322 in Mayfield Heights to the south. S.O.M. Center is used as an alternate route when the I-90/I-271 spur is congested. S.O.M. Center Road generally has residential frontage within the boundaries of the City, with the exception of the intersection at Chardon Road where an office/retail/governmental center exists. The city has fought and upheld the residential character of S.O.M. Center Road to keep it from becoming a major regional commercial center.

Chardon Road (US Route 6) is a major east-west state route that connects the City with Kirtland and Chardon to the east and Richmond Heights in the west. It offers access to I-90 via Bishop Road to the west. Chardon Road is used as a commuter route when I-90 becomes congested. Similar to S.O.M. Center, Chardon Road is primarily comprised of residential frontage with the exception of the commercial and governmental center at S.O.M. Center, a regional retail center at the intersection with Bishop Road and a few scattered retail businesses located at various intersections. University Hospitals operates the Richmond Medical Center, which is located on the western border of the city.

Bishop Road is a major route for commuters traveling to Richmond Heights or Highland Heights from I-90. Bishop Road is also highly traveled due to the industrial development in and around the Cuyahoga County Airport. Such companies as the United Parcel Service have major facilities in the communities south of Willoughby Hills and use Bishop Road as a major throughway to connect to the regional highway system. Bishop Road, with the exception of the northern portion near the regional retail center, has a highly residential feel. The portion of Bishop Road near I-90 has been expanded to two lanes of traffic in each direction plus turn lanes to accommodate the increased traffic generated by the commercial development.

Edges of a community are linear elements that often prohibit or separate one area from another in either a physical or visual way. Ideally, these edges exist at the perimeter of the City; however, when these edges exist within the community, they act as barriers and divisions between parts of the community. Edges include railroads, interstate highways, power transmission right-of-ways, and natural topographic features. The Chagrin River, I-90, I-271 and the hillsides all serve as major edges within Willoughby Hills.

A node is an area with a concentration of particular uses or a group of similar uses. Often a node can be referred to as a core. There are two primary nodes within the City, one acting as the commercial/retail center of the City and the other characterized by governmental and professional office use. These nodes, respectively, are the Bishop Road/Chardon Road commercial core (including the Shoppes at Willoughby Hills) and the S.O.M. Center/Chardon Road concentration of office/retail buildings, which are close to City Hall and churches.

A neighborhood is an area, larger than a node that has common identifying characteristics such as lot size, building style, age, types of street layout, or unique natural features. Willoughby Hills has a variety of distinct neighborhoods that are defined by their common lot arrangements.

Neighborhoods within Willoughby Hills are easily recognizable on a map because, largely, the streets between neighborhoods do not interconnect. This lack of connectivity is something that Willoughby Hills residents value. The residents recognize that residential streets have less traffic as a result of cul-de-sac endings.

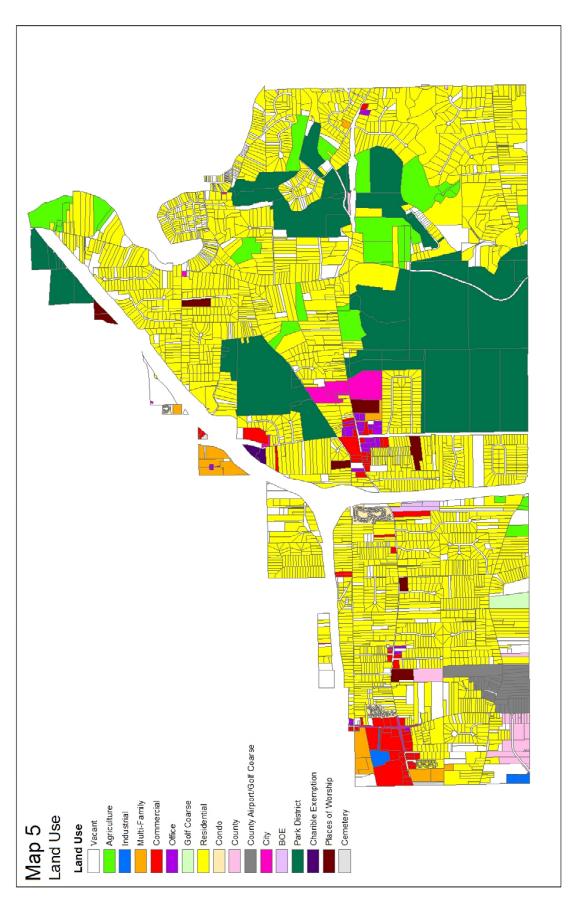
A landmark is an icon in the City to which people refer and relate; a place that is widely used when describing geographic location within a community. For example, a resident may refer to a street off Chardon Road on the west side near Richmond Heights as being located across the street from the "Shoppes of Willoughby Hills." By describing a road as being across from, or near this landmark, it is widely known to Willoughby Hills' residents where the road is generally located. Other major landmarks would include the North Chagrin Reservation, the Chagrin River, City Hall and the surrounding City parks, the Cuyahoga County Airport, and the I-90/S.O.M. Center interchange area, just to name a few. Additional landmarks could include places of worship, schools, and businesses with visibility to main roads.

At the present time, approximately 85 % of the land in the City is developed compared to 70% in 2011. The remaining undeveloped land is scattered sites in subdivisions, large tracts that are difficult develop because of location or physical conditions and agricultural lands. There are some large tracts that are owned by charitable exemptions like the VFW or large parking lots that may be developed in the future.

Table 5 on page 22 indicates that the zoning classification that includes the greatest amount of land is the R-1 Single- Family Residential 1-acre zoning, which is also the largest zoning classification as a percentage of vacant land. The City is then further broken down into land devoted to higher density residential, retail, office, industrial, highway, and government open space/park land.

The Existing Land Use Map (Map 5 on page 15) indicates vacant land within Willoughby Hills. Because of the manner in which Willoughby Hills has historically approached the rezoning of land, the R-Residential zone has been (more or less) a holding pattern for rezoning. It is because of this that there is little land available in any other zone than R-Residential. Many communities devote the majority of their land to residential uses because these are the least impactive uses. Willoughby Hills is 72% residentially zoned which means there are 5035 acres zoned for this use. Of these 5035 acres of residential land, 2998 acres (60%) are developed.

The second largest category of land in the City is land devoted to public or semi-public open space/recreation, (20.5%), of this, the Cleveland Metroparks owns 990 acres including the North



Chagrin Reservation and Manakiki Golf Course. Lake Metroparks purchased the Gully Brook acreage in 2002 and this has been developed into a park. Lake Metroparks purchased the Warner-Kingwood Nursery in 2007 and created Pleasant Valley Park with access to the Chagrin River. Five percent of city acreage is devoted to interstate highway right-of-way for Interstate 90 and Interstate 271. Only a small percentage of the City (3%) is devoted to commercial uses.

The B- Commercial Districts in 2003 had 199 acres total. According to Lake GIS figures and the

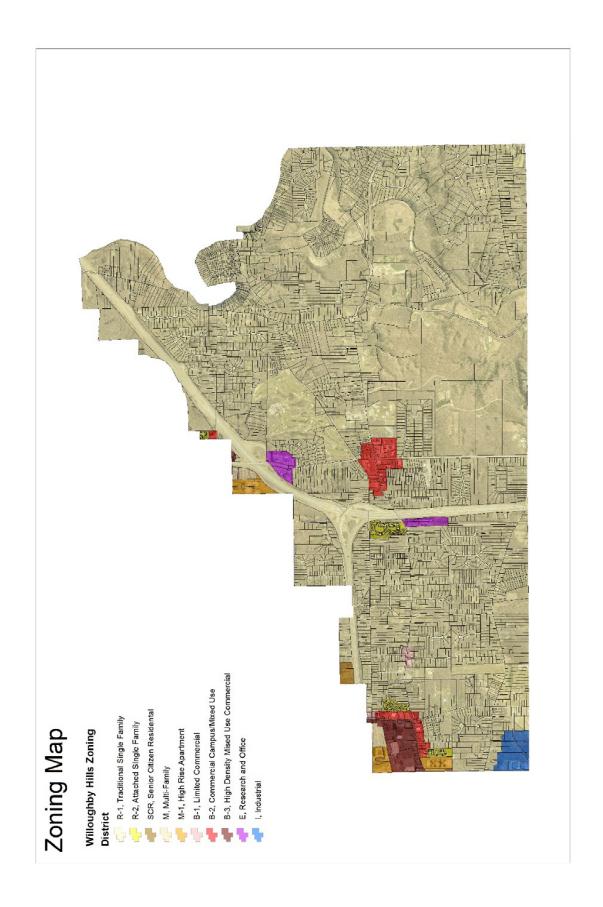
County Auditor's office and the new 2006 Zoning map, the combined B-1, B-2 and B-3 (separate from E Research and Office) are now a total of 175 acres in 2009. E-Research and Office increased from 14 acres in 2003 to 37 acres by 2009. Combining the B- Commercial Districts and the Research and Office brings the total Commercial acreage to 212 acres, down from 213 acres in 2003.

The I-1 Industrial District, added in 2006, has 45 acres. Total park land in the city has increased.

# 2.10 Existing Zoning

There are ten zoning districts within the City. The number of zoning districts were increased from five to ten with the new Zoning Code adopted in 2006. The new zoning district boundaries are shown on Map 5, page 25. A summary of each district follows on page 26. Five districts are primarily residential zoning districts: the R-1 Traditional Single Family, the R-2 Attached Single Family/Townhouse, the SCR Senior Citizen Residential, the M Multi-family District, and the M-1 High Rise Apartment District. There are five commercial districts: the B-1 Limited Commercial, the B-2 Commercial Campus/Mixed Use, the B-3 High Density Mixed Use/Commercial, the E-Research and the I-1 Industrial. The B- Commercial and E Research districts provide for retail, service, and office uses. The I-1 Industrial district provides for light industrial usage.

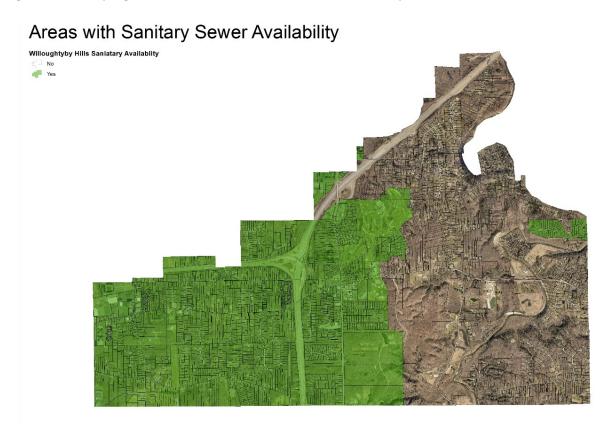
	Table 5 Zoning District Area						
District	Туре	Acreage	Percentage				
R-1	Traditional Single Family	6,579.683	94.15%				
R-2	Attached Single Family	44.466	0.64%				
SCR	Senior Citizen Residential	12.269	0.18%				
М	Multi-family	21.865	0.31%				
M-1	Rise Apartment	58.793	0.84%				
B-1	Limited Commercial	11.275	0.16%				
B-2	Commercial Campus/Mixed Use	97.399	1.39%				
B-3	High Density Mixed Use Commercial	72.263	1.04%				
E	Research and Office	40.889	0.59%				
1	Industrial'	49.079	0.70%				



#### 2.11 Utilities

Willoughby Hills is serviced in its entirety with electricity, telephone, and water. Natural gas is available in most of the city. Cell phone, cable and satellite services are also available. The central sewer service area is not as broad.

The City of Willoughby Hills has limited sanitary sewers. The City of Willoughby Hills was also charged with the need to install sanitary sewers in the area of S.O.M. Center Road south of Chardon Road, and Eddy Road west of Rockefeller Road and west to the county line since the existing septic systems were failing and could not be replaced or upgraded in compliance with the Lake County Health Department's regulations. The program was started in 2005 and should was completed in 2011.



# **Chapter 3 Key Issues**

# 3.1 Residential Development

- Residential codes in Willoughby Hills may not be flexible enough to keep up with current and future housing trends and the needs of residents and future residents of Willoughby Hills.
- 2. The housing in Willoughby Hills is becoming older. Safety becomes an issue with older housing stock.

# 3.2 Economic Development

- 1. Should additional land be zoned industrial?
- 2. Should additional land be zoned commercial and office?
- 3. Are the areas that are zoned industrial or commercial productive lands?
- 4. Are there any barriers that limit investment in Willoughby Hills?
- 5. Community: What is missing and can be added to make Willoughby Hills a stronger Community?
- 6. What can be done to give Willoughby Hills a City Center?

# 3.3 Transportation

1. Alternate forms of transportation, such as pedestrian and cycling, are not taken into consideration in the transportation network.

# 3.4 Open Space and Natural Resources

- 1. How are the natural resources being protected?
- 2. What is being done to protect the rural character of Willoughby Hills?
- 3. The Chagrin River is the dominate natural feature in Willoughby Hills, but there a second major watershed in Willoughby Hills, Euclid Creek, and smaller streams that flow into the Chagrin River, Euclid Creek or directly to Lake Erie. What is being done to protect those resources?

# 3.5 Current and Innovative Regulations

- 1. Current regulations may have a detrimental effect on development.
- 2. Current regulations do not address issues such as alternative energy technology.
- 3. Current regulations do not create unified, architecturally cohesive community.
- 4. Regulations outside of city regulations are having a detrimental effect on residents.

# 3.6 Increasing Recreation Opportunities

- 1. Are the parks keeping up to date with the current recreation trends?
- 2. Do the recreational facilities meeting the needs of the residents of Willoughby Hills?
- 3. Are the recreational facilities being kept up and are in a safe condition?

# **Chapter 4 Goals and Objectives**

# 4.1 Residential Development

To maintain the existing low-density residential character of Willoughby Hills in a manner that reinforces the motto "Where the City Meets Country, while ensuring that:

- 1. A variety of housing options are available to meet local demand.
- 2. Reasonable development opportunities are available on sites that cannot feasibly be developed with standard single-family housing.
- 3. All residential neighborhoods have the level and type of amenities desired by the residents.
- 4. All residents live in safe, desirable housing.

# **4.2 Economic Development**

To achieve a more balanced economy that would provide better services for residents and businesses of Willoughby Hills more. Willoughby Hills should promote economic development in selected locations and ensure that:

- 1. Economic development is properly located, designed and operated so as not to jeopardize the character of the city.
- 2. Remove barriers and allow low productive land uses to redevelop into more productive uses at a cost effective level.
- 3. Non-residential development and redevelopment enhances the City's image and identity.

# 4.3 Transportation

To develop an efficient that allows for the safe movement of people and vehicles and ensure that:

1. Pedestrian, cyclists and vehicles can safely utilize the transportation network.

# 4.4 Open Space and Natural Resources

Protect the environmental character of Willoughby Hills and ensure that:

- 1. The natural environment and the unique natural features are conserved and protect that contribute to the image and character of Willoughby Hills.
- 2. Development does not affect the open space or the natural features of the community.
- 3. Private open space continues to thrive in Willoughby Hills.

# 4.5 Current and Innovative Regulations

Create, revise, eliminate regulations so that Willoughby Hills can grow and become a stronger community.

- 1. Review and revise city regulations that may be a detriment to development.
- 2. Review and revise the city regulations so that they can address new land uses.

- 3. Review and revise the city regulations so that they can address new technologies such as alternate energies or new forms of combinations.
- 4. Look at ways to education the public on regulations that effect the residents but are outside of the city code

### 4.6 Increasing Recreation Opportunities

To provide high quality recreational amenities desired by the residents.

1. Make sure all of the facilities are up to date and are in a safe condition.

# 4.7 Community

To create a greater sense of community and ensure that:

- 1. Special community places are established within the City to serve as focal points and gathering places that foster interaction among residents.
- 2. Pedestrian, cycling and vehicular linkages are established to facilitate community use of local amenities such as the Chagrin River Corridor, City Parks, Lake Metroparks System and the Cleveland Metroparks System. These linkages could include roads, bike paths or sidewalks to name a few options.

# **Chapter 5 Development Policies**

The purpose of this Chapter is to set forth the specific policies that advance the goals and objectives summarized in Chapter 4. These policies address specific use recommendations, development requirements and administrative issues that are important to the ongoing planning agenda of the City.

Willoughby Hills has a unique dichotomy of uses ranging from intense uses like high-rise apartment buildings to low-density residential uses and undisturbed natural areas, hence the motto "Where the City meets the Country." Some areas are still farmed and face pressures for development; other areas are showing signs of becoming outdated and are in need of renovation or redevelopment. While this plan stresses the desire to preserve the low-density residential character and conserve open space, these goals must be balanced with economic development initiatives that will increase fiscal stability by increasing the non-residential tax base and reducing the tax burden on single family homeowners.

The policies are divided into seven sections:

- Residential Development
- Economic Development
- Community Image, Identity, and Community Facilities
- Transportation
- Open Space and Natural Resources
- Current and innovative regulations
- Promote, enhance, and strengthen park space and Recreation.

These policies, illustrated on Map 6 on page 29, represent the land use directions to be pursued for various areas of the City.

However, there are likely to be other areas of the City, which are not specifically identified in this Plan, yet which will be significantly impacted in the future – by new development, future road widenings, and/or increased traffic. Therefore, it is important to continually assess areas along major streets and adjoining nonresidential areas so the City is able to respond when existing development patterns are threatened.

# **5.1 Residential Development Policies**

Single-family residential uses are, by far, the predominant use of land in Willoughby Hills. The majority of the remaining vacant land, when eventually developed, will be developed for houses. Therefore, it is important to set forth policies that help to achieve the goal of preserving the existing low-density residential character in a manner that permits reasonable use of land while also protecting natural resources and the unique natural features found in the City, and to meet the needs of current and new residents at various life-stages. The specific residential development policies are set forth below:

- 1. To the extent possible, encourage single-family development at a density of one unit per acre.
  - a. Maintain the R Residential District and its current lot regulations including the one-acre minimum lot size and the 100-foot minimum lot width and the minimum 75-foot front yard setback requirement.

- Where appropriate to protect natural resources conservation development, smaller lots in exchange for open space where sanitary sewer is available and environmentally sensitive land is located.
  - a. Allow for the flexible arrangement of dwellings with a requirement to preserve a portion of the development site as aggregated open space. This would be an option to the standard single-family subdivision, and is referred to in this Plan as conservation development.
- 3. Encourage alternative housing options including senior citizen housing, cluster housing and townhouses in selected locations of the City. As the population ages, more and more older adults are seeking housing that features low maintenance (interior and exterior), quality construction, additional amenities such as recreation, dining facilities, barrier-free access, and in some cases, personal and health care services. Another segment of the population that may benefit from increased housing options are young adults who have grown up in the City and wish to remain, but do not desire or cannot afford a traditional single-family home.
  - a. Alternative housing options are appropriate in locations that meet the following circumstances:
    - i. When located as a transitional use between non-residential zoning/development (either existing or planned) and lower-density single family areas, in specific, definable locations to help confine and restrict future expansion of commercial areas.
    - ii. In locations that are adjacent to major highways, such as I-271 or I-90.
    - iii. In locations where it may not be reasonable to expect that low density residential can be developed.
  - b. Mechanisms to enable alternative housing include:
    - Identify new areas to establish R-2 Townhouse Residential to allow the construction of a variety of units, including senior citizen developments for independent and/or congregate living.
- 4. Regulate community facilities as conditional uses to ensure they are designed, constructed, and operated in ways that make them compatible with the surrounding residential environment. Currently, community facilities such as churches, schools, museums, and libraries are permitted by right in the single-family residential district. However, these community facilities are less predictable in their size and nature of operations meaning the impacts of such facilities can vary significantly from one type of institution to another.
  - In districts such as the single-family residential district where only a narrow range of uses are permitted, the compatibility of community facilities depends on the manner in which they are designed, arranged, sited and operated. Therefore, community facilities are best regulated as conditional uses in order to enable the City to thoroughly review each proposed facility, evaluate its impacts, and impose reasonable conditions to manage traffic congestion and noise, and preserve and enhance the surrounding residential neighborhood.
    - a. Establish the Planning & Zoning Commission as the body to review and approve proposed conditional uses.
    - b. Establish three levels of review criteria to guide the decisions of the Planning & Zoning Commission.

- i. General subjective review criteria regarding a use's "fit" in the area where proposed. For example, one criterion could be that "the proposed use must be designed to be compatible with the surrounding neighborhood and conform to the purposes of the District".
- ii. Specific numerical regulations (in tables) that differ from the basic district regulations such as lot width, building setbacks and parking setbacks.
- iii. Unique standards for specific uses such as placement and screening of parking lots, loading areas, dumpsters, etc.
- 5. Regulate community facilities as conditional uses in residential districts. Places of worship, schools, community centers, fraternal organizations, museums, etc. are good neighbors to residential uses, but they are usually more intense than residential uses.
  - a. Establish design standards to limit the size for the uses.
  - b. Develop conditional standards for parking and signs that will allow the use to be harmony with the residential uses.

### **5.2 Economic Development Policies**

Economic development, which involves attracting new high quality, non-residential development to Willoughby Hills and supporting/enabling the expansion and/or redevelopment of existing businesses in the City, is necessary to increase the tax base and minimize the future tax burden on residential property owners. It is important that this new development occur in appropriate locations where it will have the least impact on adjacent residential uses.

- 1. Encourage light industrial or "quiet industrial" development.
  - a. Curtis Wright Parkway
  - b. On under preforming lots near the intersection of Chardon Road and Bishop Road

Since Curtis Wright Parkway serves an industrial park with existing industrial development on parcels outside Willoughby Hills, it is more suitable for industrial development than for single-family development.

The parcels along Curtis Wright Parkway should be rezoned to a new light industrial district in order to prohibit further residential development and to reserve land for additional economic development. Encourage offices and light industrial uses whose operations are conducted entirely indoors.

Some of the old warehouse retail have redeveloped as assembly uses (Produce Packing). This use is a quiet industrial use that co-exists with the surrounding retail and provides customers for the surrounding businesses. Willoughby Hills may want to encourage similar businesses.

- 2. Revise the City Charter to remove the requirement all district changes are to be voted on. This would eliminate "referendum zoning" or "ballot box zoning".
- 3. Pursue the concept of a "City Center" in the Chardon/S.O.M. Center location. Traditionally, the "city center" is the heart of a community, where cultural, social and business activities are typically concentrated. Also, it is often the most identifiable physical expression of that

community's identity. Therefore, establishment of such a place is critical to conveying the City's image to the rest of the world and creating a sense of community for current residents.

There already exists a substantial amount of commercial and office development at or very near the intersection, which is sufficient to provide the nucleus for the city center. The City Hall, police station, fire station, Willoughby Hills branch of the Willoughby Eastlake Library, the recreation center at Roemisch Field, and St. Noel's Church are congregated at the eastern end of the city center area with vacant or underutilized parcels located between City Hall and the Chardon/S.O.M. Center intersection.

- a. In order to make this area a true City Center, the community needs to:
- b. Make the city center more pedestrian safe.
  - i. Apply for TLCI Grant for Chardon and S.O.M. Center Roads. Possibility partner with Lake Metroparks and Cleveland Metroparks on the grant.
  - ii. Develop a zoning district that would have a mix of civic, retail, and offices.
  - iii. Develop design guidelines for new construction and rehabilitation that would unite the district with architectural style.
- c. The "City Center" policies are summarized below:
  - Establish the "City Center" boundaries to include land east along Chardon Road to City Hall in order to link the existing government and park facilities with the commercial center.
  - ii. Utilize the existing commercial and office development and public uses as "anchors" to begin to organize and design the city center.
  - iii. Whenever the opportunity presents itself, continue to concentrate similar civic, public/semi-public uses in the city center area.
  - iv. Encourage development and redevelopment of the area, with slightly higher density than what is currently permitted, while maintaining a more campus oriented development characterized by an abundance of green space.
  - v. Encourage development by permitting additional height for buildings located further from single-family homes.
  - vi. Increase rear development standards building and parking setbacks and screening requirements to provide greater protection to abutting single family development.
  - vii. Primarily rely on private development to provide the necessary supporting uses. Ensure that private development is consistent with the specific design and development standards formulated for this area. Any new development should be visually and functionally linked to the existing facilities.
- 4. Review the parking regulations to see if they are up current standards. A revision of parking standards may free up land for additional development.

Zoning regulations usually use a parking minimum approach to provide for parking needs for various uses. These codes are designed to provide for parking on the busiest shopping day. This leads to over parking or having too much parking. This creates a sea of parking that 25% may be

used on daily basis and a high level of impervious surfaces. The trend in city planning is go to a parking maximum, which reduces the amount of parking needed, freeing up land to be developed into productive uses.

- 5. Promote a more traditional Mixed-Use Commercial Center in the Bishop/Chardon Road commercial area. This could be centered around the "Shoppes at Willoughby Hills". Or Mixed use with adding light industrial or assembly.
- 6. Some of the old warehouse retail have redeveloped as assembly uses (Produce Packing). This use is a quiet industrial use that co-exists with the surrounding retail and provides customers for the surrounding businesses. Willoughby Hills may want to encourage similar businesses.
  - a. Elements of a more traditional Mixed-Use Commercial Center include:
    - i. Multi-story buildings that are devoted to retail uses on the ground floor and offices and/or residential uses on the upper stories.
    - ii. Integrated design elements including signs, landscaping, building design and circulation that establish an attractive pleasant environment.
- 7. Promote the South Side of I-90/S.O.M. Center interchange area as an office environment to take advantage of the prime location at the interchange. Offices for Cleveland Clinic are already located at the southwest quadrant of the interchange. This area is a prime gateway into the City for those who travel I-90. High quality offices that are similar in character to the existing office development will enhance both the tax base and the City's image.
- 8. Promote the Southeast Quadrant of the I-90/S.O.M. Center interchange area as a commercial environment to take advantage of the prime location at the interchange. Classic Auto Group has their Lexus and Mini Cooper Dealerships to the south of I-90. This area is a prime location for additional economic development.
- 9. Maintain but do not expand the small, scattered commercial sites along Chardon Road. Chardon Road is predominately residential except for these few sites. These commercial structures predate the zoning and the commercial zoning designation was given to avoid creating nonconforming situations. However, the current B Commercial District allows a much larger range of uses than is appropriate for this residential corridor. These commercial sites should be more stringently regulated to protect the surrounding uses.
  - a. Create a new B-2 limited commercial district that allows a more limited range of nonresidential uses.
  - b. Establish development standards that are tailored to accommodate the existing commercial development along Chardon Road
  - c. Rezone the existing sites to this district to avoid non-conforming use status and to encourage the existing structures to be properly maintained.
  - d. But, do not expand the B-2 zoning boundaries beyond the current Chardon Road sites.

# 5.3 Transportation:

- 1. Make the city center more pedestrian safe.
  - a. Apply for TLCI Grant for Chardon and S.O.M. Center Roads. Possibility partner with Lake Metroparks and Cleveland Metroparks on the grant.
- Look at installing marginal roads, driveways, ingress/egress easements or eliminating curb cuts to allow for safer, easier access to businesses along Bishop Road and allow for safe movement vehicles on Bishop Road.

### 5.4 Open Space and Natural Resources

- 1. Establish specific development restrictions that protect environmental resources. There are many undeveloped areas within the Chagrin River Valley and the Euclid Creek Water Shed are adjacent floodway and stream banks where development constructed according to the current zoning could jeopardize the quality of the natural environment.
- 2. Promote the maintenance and upkeep of natural areas (i.e. through flood prevention measures, etc.) in the Chagrin River Valley and Euclid Creek Watershed, so that the environment is preserved for future generations. Proper management and maintenance of these natural areas is key to the preservation of the community's natural heritage and historic landscapes as well as enabling opportunities for recreational use of the River.
  - a. Work with Chagrin River Partners and Euclid Creek Watershed Council and Friends of Euclid Creek.
  - b. Work with non-profits and land conservancies make sure that their missions of protecting land is fulfilled.

### **5.5 Current and Innovative Regulations**

- 1. Establish specific development restrictions that protect environmental resources.
- 2. Develop Architectural Design Standards.
- 3. Revise the requirement that all zoning district amendments should be approved by the voters.
- 4. Develop regulations that will make buildings safer through required maintenance and inspection, including but limited to making sure that masonry buildings are in safe condition.

# 5.6 Promote, Enhance and Strengthen Park Space and Recreation.

- 1. Create and encourage the use of green space and pedestrian/bikeway networks throughout the community.
  - a. Apply for TLCI Grant to improve pedestrian safety and connect Gully Brook Lake Metropark, Pleasant Valley Lake Metropark, North Chagrin Cleveland Metropark, Manakiki Cleveland Metroparks Golf Course, Campbell Park, Roemisch Fields, and the Mayfield Bicycle Trails.
  - b. Create a solid network of bike, pedestrian, bridle or other type of paths/trails between the City's neighborhoods and the various recreational venues within the city.
  - Encourage linkages with neighboring cities and their bike/hike systems and implement strategies/systems that complement adjoining systems to ensure maximum compatibility and to create a truly regional approach to recreational trails.
- 2. New residential developments that are built adjacent to an existing or proposed bike path should provide connections to the path to enable residents to take advantage of the network system envisioned.
- 3. The City has municipal multi-purpose fields that act as a community gathering spot for residents, especially families with children, who actively participate in baseball, softball and/or soccer leagues, to name a few. It is important that these facilities are maintained and strengthened, and that the City develops a plan for long-term improvement.

- 4. Provide recreational activities for residents including older adults and ones with special needs.
- 5. Look for new opportunities to establish new parks in areas of the city not served well by parks.

### 5.7 Community Image, Identity and Community Facilities

- 1. Create an improved community image for residents and non-residents when they think of Willoughby Hills, such as the "Where the City meets the Country".
  - a. Adopt architectural design standards to create a unified design for new construction and rehabilitations.
  - b. Improve/maintain the quality and character of streetscapes and buildings located at City entrances, gateways and key intersections, and along important corridors, by enhancing the visual characteristics of areas that serve as the City's "front door".
  - c. Adopt landscaping and streetscape standards for commercial areas. These standards could address screening of parked automobiles, sign regulations, requirements for street trees, and the required/preferred types of landscaping and plants, which together serve to create a cohesive area.
  - d. Adopt a commercial maintenance code to ensure that, once constructed, buildings and their sites are properly maintained. A commercial maintenance code would address issues that are not regulated by the zoning or building code, including grass cutting, weeds, painting, staining and overall aesthetics of the property.
  - e. Work toward improving existing older neighborhoods and enhancing the quality of new neighborhoods.
    - Upgrade existing roads to current engineering standards including installing curbs and gutters, where needed, and re-surfacing/rebuilding roads to meet minimum width requirements.
    - ii. Plan and implement upgrades to existing neighborhoods so that they occur concurrently. For example, when the installation of sanitary sewers are planned and additional improvements such as sidewalks, re-paving or installation of a curb and gutter system are also desired, then all the improvements should be done at the same time to help minimize the negative impacts of such construction.
    - iii. Install public utilities in areas where private septic systems are failing and where the presence and capacity of the current utility lines enables the extension.
- 2. Upgrade the gazebo with better seating and make it more handicap friendly. Upgrades may allow for the facility to have greater uses.
  - a. The City can apply for grants from CDBG or ODNR to obtain funding for the improvements.
- 3. Look for new opportunities to establish new parks in areas of the city not served well by parks.
  - a. Work with Lake Metroparks to identify land that environmentally sensitive that should be protected to add to the park system.
  - b. Review parcels that owned by the Lake County Land Reutilization Corporation to see if the land owned by them would be good candidates for park land.
  - c. Work with the Willoughby Eastlake School District to see if partnerships can be worked out to utilize land owned by them.

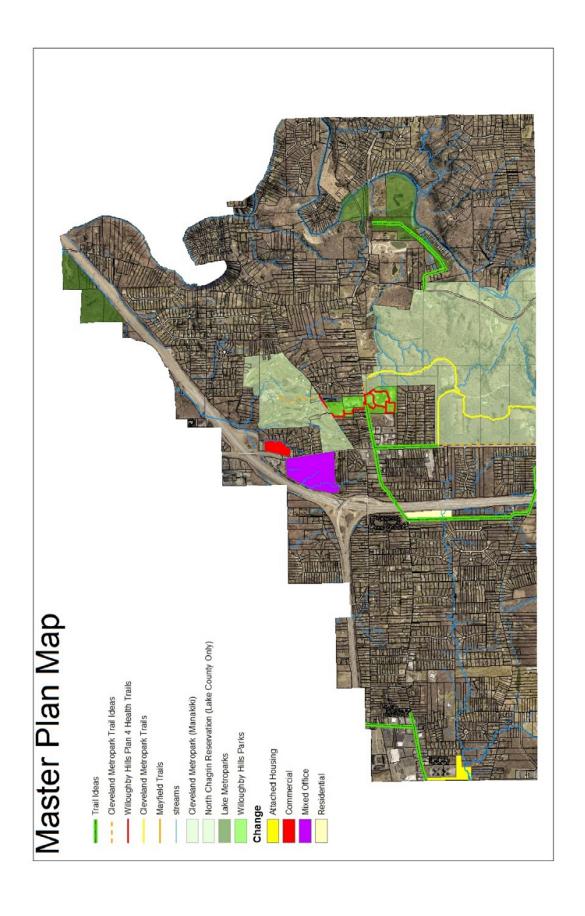
# **Chapter 6 Implementation Strategies**

# **6.1 Zoning Text Amendments:**

- 1. Develop review procedures and conditions for the community facilities (churches, schools, museums, etc.)
- 2. Develop a mixed use district for retail, office, building trades and light industrial/assembly uses.
- 3. Develop the B-4 text for random sites
- 4. Review the zoning around SR 91 and US 6 to make sure that is capable of developing the area that is desire. Develop a zoning district that would have a mix of civic, retail, and offices.
- 5. Review the parking regulations to see if they are helping or hindering development. If necessary, revise the parking regulations to better serve the business. This may open up additional land for development.
- 6. Develop design guidelines for new construction and rehabilitation that would unite the district with architectural style

# **6.2 Zoning District Amendments:**

- 1. Rezone land that meets the criteria for alternative housing options to R-2.
- 2. Rezone additional land by Curtis Wright Parkway to I-1.
- 3. Rezone land around Chardon Road and Bishop Road to the new mixed use.
- 4. Rezone the random site B-2.
- 5. Look at the feasibility of rezoning land adjacent to I-90, west of SR 91 to the projection of Glen Kyle to E, Research and Development.
- 6. Look at the feasibility of rezoning land adjacent to SR 91, east of the proposed "E" to an R-2 District.
- 7. Look at the Classic site to make sure it is properly zoned.



# **6.3 Administrative/Procedural Changes**

1. Look to revise the City Charter to remove the requirement that zoning changes be voted on by the electors.

### **6.4 Non-Zoning Implementation Steps**

- Apply for a TLCI from NOACA. Partner with Lake Metroparks, Cleveland Metroparks and seek a TLCI to help make the area around SR 91 and US 6 safer for all modes of transportation and create a city center at SOM Center Road and Chardon Road.
- 2. Apply for Community Development Block Grant funds to provide needed infrastructure to help Bishop Road and Chardon Road develop.
- 3. Apply for CDBG and other grants to improve the quality and character of streetscapes and signs located at the City Entrances, gateways and key intersections.
- 4. Apply for Nature Works and other grants to improve the Gazebo and other recreation facilities in Roemisch Field and Campbell Park.
- 5. Work with Cleveland Metroparks to help with their goals of their Master Plan for North Chagrin Reservation and Manakiki Golf Course.
- 6. Develop a property maintenance code for commercial, industrial and multi-family buildings.
- 7. Develop rules and/or regulations for times when it is appropriate to deliver material, pick up garbage, etc.
- 8. Become more involved with the Friends of Euclid Creek Watershed.
- 9. Create a marketing or branding for the Proposed Downtown at SOM Center and Chardon Road. This may also include wayfinding.
- 10. Explore new Recreation trends from other places in the country or world.