

# Mayfield Village 2020 Vision Plan

Prepared by: Mayfield Village 2020 Vision Committee

November 2003



planning and development consultants



# **Mayfield Village 2020 Vision Plan**

**Mayfield Village, Ohio**

**Presented by the Committee: November 2003**

**Adopted: July 2004**

**Prepared by: Mayfield Village 2020 Vision Committee  
D.B Hartt, Inc., Planning and Development Consultants**

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# Mayfield Village 2020 Vision Plan

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## Executive Summary

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As the Cleveland region continues to decentralize and people and jobs move further from the city center and its near-in suburbs to less developed areas, communities in Cuyahoga County will need to continue to reposition themselves to keep residents and jobs in their communities. Recognizing the need to stay current and adopt a development strategy for the community, Mayfield Village leaders appointed the 2020 Vision Committee and retained D.B. Hartt, Inc. to assist in the development of a new master land use plan for the community. The *Mayfield Village 2020 Vision Plan* recommends an overall strategy for guiding future development and collective action for preserving the community's quality of life. This Executive Summary provides a brief overview of the full plan contained in this report.

Based on the input of the Committee and discussions within the community, the benefits or **strengths of the community** can be characterized as:

- Community stability as represented by a strong level of homeownership and good mix of retail and other support services for local residents.
- Quality public school system serving the communities of Gates Mills, Highland Heights, Mayfield Heights, and Mayfield Village.
- Quality local park system and proximity to Metropark's North Chagrin Reservation.
- Public/private partnership with the Mayfield School District, regional government agencies, and local businesses.
- Strong Village financial position and leadership allows strategic acquisition of private property to support Village development goals.

Discussions with the Committee helped **to identify the weaknesses and/or challenges facing the community** and are summarized below:

- ▶ The Village is bisected by I-271, creating challenges to connectivity between the main part of the Village and the southwest quadrant, Worton Park, which is segregated from the rest of the Village by the highway.
- ▶ Auto-oriented downtown center with many buildings that would benefit from redevelopment with cohesive design scheme.
- ▶ Beta Drive industrial area and some commercial areas are experiencing vacancies and there is a need for strategies that will promote economic reinvestment in the community.

Finally, when asked to identify key factors that will help to further enhance the community and/or provide **opportunities to the Village that are unique to the community**, community members acknowledged the following:

- ▶ SOM Center Rd. improvement project represents significant major investment and has been guided by the Village so as to achieve urban design and transportation objectives.
- ▶ Location of Village facilities in proximity to each other and the Village’s retail center lends itself to supporting the development of a Village Center.
- ▶ Long time business owners in the Village could be important partners in the process to redevelop the community.
- ▶ Existing bicycle/pedestrian segments can be expanded on to improve the walkability and the bicycle-friendly quality of the community.

### **Strategies Recommended for Action**

The 2020 Vision Plan Committee recommends the following list of priority “actionable items” (identified as “Near-term” and “Longer-term” activities) to the Village’s elected officials, key public/private leaders, and its residents. Strategies that should be pursued over the course of the next several years are identified below as “Ongoing and Future Investment Opportunities.” The Committee urges current and future elected officials to refer frequently to the entire plan report for policy guidance on land use, economic development, and infrastructure investment decisions in the coming years.

### Near-Term Activities *(within 3 months)*

1. **Village Council must adopt the 2020 Vision Plan** as the consensus report on development policy and strategies to guide future decision-making relating to infrastructure investment and private development.
2. **Dedicate a Community Development staff position** as a means of accomplishing the key actions described in the plan and to assure that the Village works collaboratively with neighboring communities on joint initiatives while also pursuing the full range of outside funding sources that would assist in making the 2020 Vision Plan a reality.
3. **Work with a design/architectural consultant to provide the Village with a detailed development plan for the Village Center** that would incorporate retail/housing development projects with the Village's goal of providing a municipal government campus at the SOM Center/Wilson Mills intersection. Design guidelines should be provided to guide the visual integration of the various future private and public investments that are desired for the Village Center.
4. **Appoint a Committee to find an interim user (for 5 years or so) to lease the former Methodist Church facility**, now owned by the Village, to assure an economic use of the property until the Village is in a position to commit to preserving and adaptively reusing this "focal point" building.

### Longer-Term Activities *(within 12 months)*

5. **Appoint a task force to lead in repositioning and marketing the Village's commercial/industrial areas**—targeting the Beta Drive industrial area as a priority. The task force should also work with Village officials to amend the current zoning for this area as recommended in the plan report.
6. **Adopt a strategic plan for use or disposition of Village-owned property** that would provide a concise inventory of land owned by the Village, identify proposed uses, and adopt policy guidelines for term of ownership and proposed disposition strategies.
7. **Conduct a market demand assessment relating to commercial uses in the Village Center** that would provide private developers with key data relating to the economic feasibility of investment in the Village—this could be used as a marketing tool to secure redevelopment by current owners or to recruit new development partners.

8. **Settle on a plan for addressing the Village’s government facility needs** and adopt a preferred strategy to provide for those needs—the analysis must include a realistic assessment of costs/benefits associated with various scenarios.

### **Ongoing and Future Investment Activities**

9. **Enhance the livability of the community by encouraging new development supportive of a more pedestrian-friendly and connected community** through Village investments, in partnership with private developers, to provide linkages between retail/residential areas and to better connect residents to existing public facilities.
10. **Continue to provide for diverse housing types to accommodate expected demand** for this type of lower-maintenance housing that is increasingly appealing to “empty-nesters” and others looking to remain in the community.
11. **Preserve and improve the commercial base of the community** while working to preserve the residential neighborhoods from commercial encroachment.

Chapter 3 provides the full report of the adopted community values, future goals, and the recommended policies and strategies that comprise the complete *Mayfield Village 2020 Vision Plan*.

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## Chapter 1 • Introduction

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### Purpose of the Master Plan

A dedicated committee of residents and business representatives provided leadership to produce the *Mayfield Village 2020 Vision Plan*. The Plan recommends an overall strategy for guiding future development and for taking collective action to enhance the community’s quality of life. Specifically, the Plan assesses current development trends in the Village, projects future development impacts, and then recommends a



comprehensive set of policies and implementation strategies--including zoning changes--for guiding future actions that will shape development patterns in the Village.

The Plan provides policy direction to guide the future land use, development and infrastructure investment decisions of the Village’s staff, its Planning Commission, and its elected officials. Adopting the 2020 Vision Plan *does not* change any of the Village’s laws or zoning

regulations. To achieve the zoning changes recommended in this Plan, the Village must conduct a distinctly separate process to formally amend its current zoning regulations by consulting with Village residents through the referenda process as required by the Village’s adopted charter. D.B. Hartt, Inc. encourages Village leaders to complete a more thorough review of the Village’s zoning codes as a second step in the process of charting a course to guide future development in the Village.

By its nature, the 2020 Vision Plan is designed to provide guidance over the long term, and many of the projects and strategies recommended in this Plan will take several years to achieve. The Plan should be consulted regularly to provide the rationale necessary to invest public resources, acquire land for redevelopment, make changes to the Village's zoning regulations, and other key decisions needed to achieve the development goals outlined in this report.

## **The Planning Process**

In 2002, the Mayfield Village Mayor appointed the 2020 Vision Committee, and Village Council retained D.B. Hartt, Inc., Planning and Development Consultants, to provide professional planning services to the Committee in the preparation of the Vision Plan. The Committee consisted of representatives of the Village's Planning Commission, its Board of Zoning Appeals, as well as residents and business leaders representing various areas of the community with input provided by members of the Village Council. The Consultant assembled background data for Committee members, interviewed all members of the Committee and key Village staff for input, and facilitated the discussions at a series of Committee meetings. On May 21, 2003 and October 29, 2003, Village officials and the Committee hosted two public forums to solicit resident and business input on the policy directions and recommended strategies of the plan.

Based on the background data reviewed, the information gathered from personal interviews, and the input from the public meetings, a *Mayfield Village 2020 Vision Plan* was prepared by the Consultant working with Committee members. This Plan recommends a consolidated statement of goals and objectives, development policies, and implementation strategies. The recommended final Plan is presented to the Village Planning and Zoning Commission for its approval as a final draft, then forwarded to the Village Council for adoption as the Village's master plan.

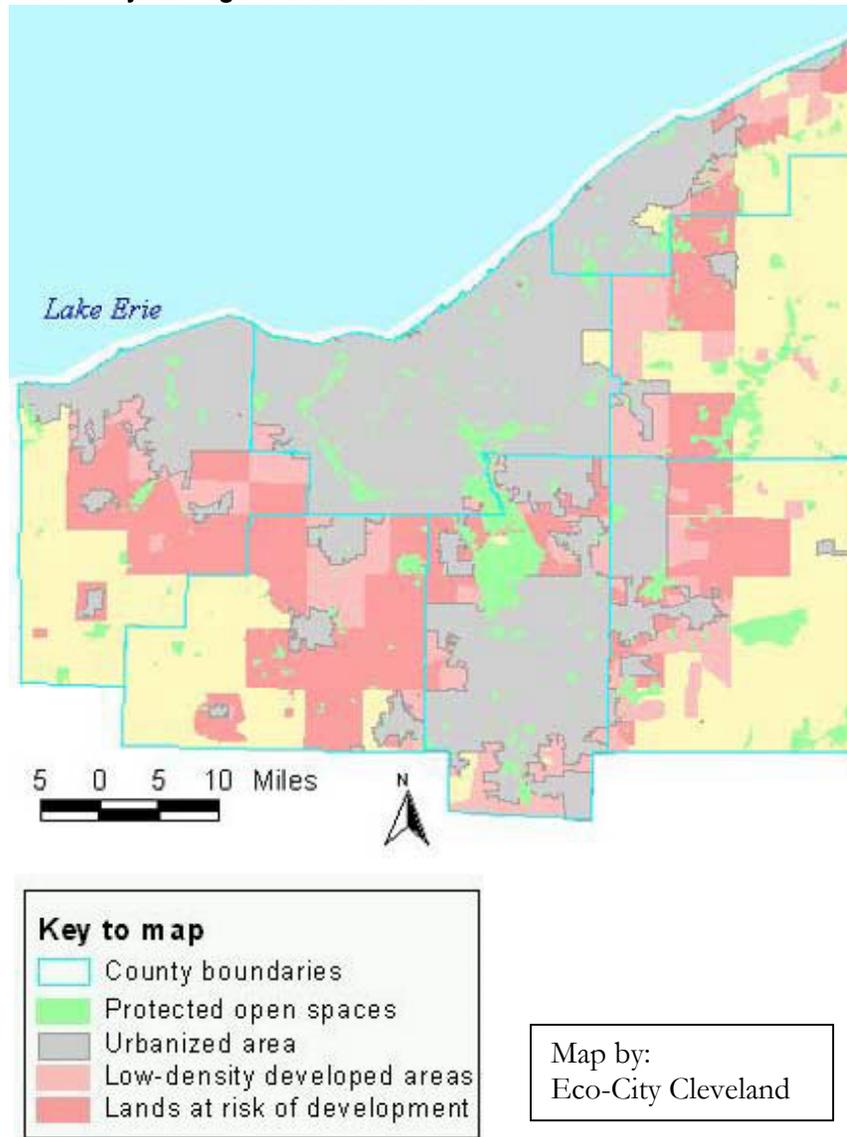
The policies and strategies recommended in this Plan are based on current conditions and assumptions of future activities. However, unexpected developments in surrounding communities, advances

in technology, changes in utility services, infrastructure improvements, and other unforeseen changes can alter the appropriateness of the policies highlighted in this Plan. Therefore, as with any document that establishes guidelines for the future, the policies contained in this report should be periodically reevaluated to assure their relevancy.



## Chapter 2 • Background

**Table 1: Projected Regional Growth Trends**



### Regional Relationship/Trends

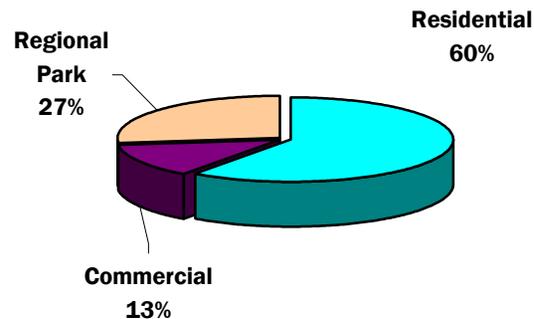
Incorporated in 1921, Mayfield Village, containing 4.2 square miles, is situated in the far eastern suburbs of Cuyahoga County, approximately 20 miles from downtown Cleveland. Adjacent communities include Mayfield Heights to the south, Gates Mills to the east, Willoughby Hills (in Lake County) to the north, and Highland Heights to the west. Interstate 271 bisects Mayfield Village running north/south, and State Route 91 (SOM Center Rd.) also runs north/south through the Village, paralleling Interstate 271. The main east/west route through the Village is Wilson Mills Rd. connecting Mayfield Village with Highland Heights to the west and Geauga County to the east.

The Cleveland metropolitan region continues to decentralize as the region's population and employment have experienced minimal growth, yet more people and jobs are moving away from Cuyahoga County to

neighboring Lake, Geauga, Summit, Medina and Lorain Counties. Between 1980 and 2000, Cuyahoga County lost 7 percent of its population while adjacent counties of Geauga and Lake experienced 22 percent and 7 percent increases, respectively. As population and jobs move further out, the amount of developed land in the region increases at a greater rate. Between 1960 and 1990, population in the Cleveland “urbanized area” (defined as places where there are 1,000 residents per square mile) declined by 5.9 percent, yet the amount of land considered “urbanized” increased by 9.4 percent<sup>1</sup>. Table 1 shows how land is expected to continue to develop in Cleveland’s outer suburbs.

A brief summary of land usage for Mayfield Village is provided in Table 2 and is discussed in detail later in this report. The Village is unique in that the Metropark’s North Chagrin Reservation represents 27 percent of its total land area or 655 acres. Remaining land use in the Village is concentrated largely in residential use, representing 60 percent of total land in the Village, with commercial uses representing only 13 percent. The Village benefits from the presence of the corporate headquarters of Progressive Insurance Company, a “Fortune 500” company, that currently generates about 40 percent of the revenues to the Village’s General Fund.

**Table 2  
Land Use by Type**



<sup>1</sup> “Ohio Smart Growth Agenda,” American Planning Association and Eco-City Cleveland, 1998.

**Table 3**  
**Population of Area Communities**  
**1990 & 2000**

	1990	2000	% Change
<b>Cuyahoga County</b>			
<b>Gates Mills</b>	2,508	2,493	(0.6%)
<b>Highland Heights</b>	6,249	8,082	29.3%
<b>Lyndhurst</b>	15,982	15,279	(4.4%)
<b>Mayfield Heights</b>	19,847	19,386	(2.3%)
<b>Mayfield Village</b>	3,462	3,435	(0.8%)
<b>Lake County</b>			
<b>Kirtland</b>	5,881	6,670	13.4%
<b>Willoughby Hills</b>	8,427	8,595	2.0%
<b>Cuyahoga County</b>	1,412,140	1,393,978	(1.3%)
<b>Lake County</b>	215,499	227,511	5.6%

Source: U.S. Census

Village is one of the lowest of the communities in northeastern Cuyahoga County with only 876 persons per square mile.

### Population/Residential

Mayfield Village's population remained stable with 3,435 residents in 2000, down slightly from 3,462 residents in 1990. Regional planners estimate that the community's population will remain stable at this level as the community is nearly completely built out. The median household size in Mayfield Village was 2.47 persons in 2000, compared to 2.39 persons per household for Cuyahoga County. The trend in population for the Village and its neighboring communities is presented in Table 3.

The Village's population aged 44 and under declined to 1,692 in 2000, representing 49 percent of the Village's population as shown in Table 4. The population aged 65 and over increased between 1990 and 2000, to 802 persons or 23 percent of the total population. The residential density of the

**Table 4**  
**Age of Population: 1980, 1990 & 2000**

Age Group	1980	1990	% of Total	2000	% of Total
<b>Under 18</b>	760	655	19	714	21
<b>18-44</b>	1,065	1,085	31	978	28
<b>45-64</b>	1,195	980	28	941	27
<b>65 plus</b>	555	740	21	802	23
<b>Total Population</b>	<b>3,575</b>	<b>3,460</b>	<b>100</b>	<b>3,435</b>	<b>100</b>

Source: U.S. Census

The Village added 55 new housing units between 1990 and 2000, a 3.9 percent increase. Growth in the number of housing units in this area is summarized in Table 5. Housing is largely concentrated in single-family units, representing 81 percent of the total housing, with 18 percent of housing units located in buildings containing 5 or more units per building.

The Village's housing stock is generally older, with 28 percent constructed between 1940 and 1959, and 36 percent constructed between 1960 and 1979; only 13 percent of its housing has been constructed since 1990. The median value of a single-family home in the Village was \$201,200 in 2000, 77% higher than the median value of a housing unit in the County. As summarized in Table 6, the Village's housing has appreciated at an average of 4.5 percent annually over the past ten years, comparing favorably to the County average of 4.7 percent annual appreciation.

**Table 5  
Housing Unit Growth in Area Communities  
1990 & 2000**

	1990	2000	% Change
<b>Cuyahoga County</b>			
<b>Gates Mills</b>	992	974	(0.6%)
<b>Highland Heights</b>	2,176	2,862	29.3%
<b>Lyndhurst</b>	6,729	6,855	(4.4%)
<b>Mayfield Heights</b>	10,300	10,461	(2.3%)
<b>Mayfield Village</b>	1,416	1,471	(0.8%)
<b>Lake County</b>			
<b>Kirtland</b>	2,138	2,558	13.4%
<b>Willoughby Hills</b>	4,235	4,292	2.0%
<b>Cuyahoga County</b>	604,538	616,903	(1.3%)
<b>Lake County</b>	83,194	93,487	5.6%

Source: U.S. Census

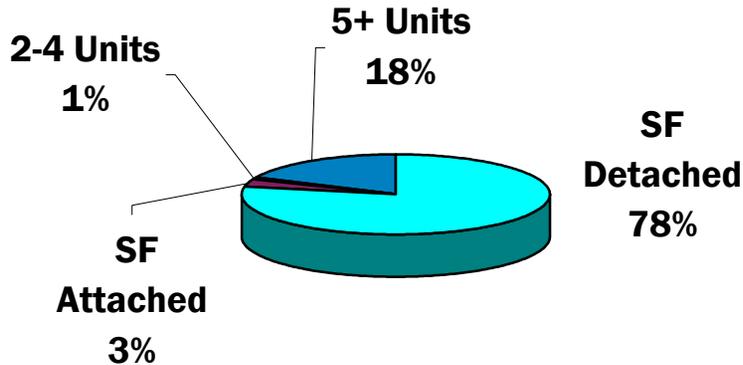
Residential land use represents 60 percent of the Village’s total land area, with all but 23 acres of the total 1,439 residential acres dedicated to single-family housing. Apartment housing is concentrated on 23 acres in the southeast area of the Village adjacent to the Mayfield Heights border.

**Table 6**  
**Housing Appreciation Area Communities**  
**Annual Average 1990-2000**

Community	Annual Avg.
Mayfield Village	4.5%
Highland Heights	7%
Mayfield Heights	6.4%
Lyndhurst	5.4%
Kirtland	8%
Willoughby Hills	7%

Source: U.S. Census

**Table 7**  
**Type of Housing Units**



As demonstrated in Table 7, traditional detached housing units represent virtually all of the single-family housing in the Village. However, the Village Council recently amended its zoning regulations to include a Planned Residential Development District that is to be applied in locations deemed appropriate and through rezoning as supported by the Village referendum process. A development proposal to rezone 6.6 acres on SOM Center Rd. to the “Planned Residential Development District” permitting the construction of 4 dwelling units per acre is expected to move ahead as the rezoning of this area was recently approved by the voters as an amendment to the Village’s Zoning Code.

## Economic/Commercial

Median household income for the Village was \$66,048 in 2000, 68 percent higher than the Cuyahoga County median household income. Buoyed by the presence of the headquarters of Progressive Insurance Co., the Village’s tax base, which totaled \$148 million in assessed valuation in tax year 2001, is comprised of 40 percent commercial tax base and 60 percent residential tax base. A comparison of the Village’s tax base

**Table 8  
Comparison of Assessed Tax Valuations 2001  
Mayfield Village and Adjacent Communities**

COMMUNITY	REAL PROPERTY				TOTAL
	Agricultural/ Residential		Commercial/Industrial Public Utility		
Mayfield Heights	\$247,328,560	54 %	\$211,378,080	46%	\$458,706,640
Mayfield Village	\$88,904,830	60%	\$59,084,640	40%	\$147,989,470
Willoughby Hills (Lake County)	\$166,042,140	75%	\$56,151,820	25%	\$222,193,960
Highland Heights	\$231,513,440	81%	\$53,344,980	19%	\$284,858,420
Lyndhurst	\$305,021,940	82%	\$67,376,030	18%	\$372,397,970
Kirtland (Lake County)	\$169,521,090	94%	\$11,257,230	6%	\$180,778,320
Gates Mills	\$180,960,710	98%	\$2,769,970	2%	\$183,730,680

Source: Cuyahoga County Treasurer and Lake County Auditor

commercial activity to certain areas of the Village in order to preserve its residential character. Office and industrial uses encompass 306 acres or 13 percent of total land area in the Village. Office locations are concentrated generally on the west side of the Village adjacent to I-271, with the Progressive Insurance headquarters in the southern part of the Village, the Beta Drive industrial area adjacent to I-271 and SOM Center Rd., and the Progressive Insurance Company office campus located between I-271 and SOM Center Rd. at the north end of the Village.

with neighboring communities is provided in Table 8. The Village’s effective tax rates on residential and commercial property are presented and compared to neighboring communities in Table 9.

### Office/Industrial Use

Mayfield Village has succeeded in directing

The Beta Drive industrial area is the largest area of the office/industrial districts containing 67 acres, representing 22 percent of the Village’s land zoned for office and industrial use. The Village indicates that 24 percent of the building space in the Beta Drive industrial area is vacant (to be addressed in Chapter 4-- Focus Areas later in this report).

**Retail Use**

Retail uses are largely concentrated around the SOM Center Rd./Wilson Mills intersection, with a total of 22 acres, or less than 1 percent, of total land area in the Village zoned for retail use. In total, the Village contained 257,614 of square feet of retail uses in 2000, representing about 75 square feet of retail space per Village resident.<sup>2</sup> Generally, retail services available in Mayfield Village are geared to providing residents with convenience retail and personal services.

**Table 9**  
**Comparison of Tax Rates 2001**  
**Mayfield Village and Adjacent Communities**  
*Per \$1,000 of Assessed Valuation*

Taxing Jurisdiction	Full Tax Rate	Effective Rate	
		Residential/ Agricultural	Commercial / Industrial
<b>Lyndhurst</b>	118.9	72.05	76.79
<b>Kirtland (Lake County)</b>	95.85	49.50	54.77
<b>Mayfield Heights</b>	86.8	47.59	52.11
<b>Gates Mills</b>	87.7	47.16	51.38
<b>Willoughby Hills (Lake County)</b>	70.17	47.02	49.80
<b>Mayfield Village</b>	84.1	41.85	46.88
<b>Highland Heights</b>	80.8	41.59	46.11

Source: Cuyahoga County Auditor and Lake County Treasurer

According to a recent analysis, 31 percent of total retail space in the Village is represented by stores providing “convenience goods and services” (i.e. grocery, restaurants, hardware stores) while “commercial amusements” (i.e. health clubs, dance facilities and other indoor activities) represent another 31 percent of

<sup>2</sup> Cuyahoga County Planning Commission for NOACA, Northeast Ohio Regional Retail Analysis, August 2000.

retail space. Less than 2 percent of total retail space in the Village is represented by stores providing “general goods and services”—stores that typically draw shoppers from a wider market area.

### Village Facilities and Infrastructure

Virtually all of the Village’s government facilities are concentrated at the intersection of SOM Center and Wilson Mills Roads. The Village Hall, the Community Room, and the Fire Department are the three key facilities situated at the northwest corner of this intersection along with the Center Elementary School building. The \$2.8 million fire station was constructed in 1996.



Both the Village Hall and the Community Room are older facilities that currently serve a number of uses, and Village officials are currently considering options for realigning some of the government functions in different facilities, including possibly adapting the Methodist Church building for general government purposes.

Situated in the northeast quadrant of the Village is the North Chagrin Reservation of the Cleveland Metroparks providing residents with easy access to this quality regional park and its recreational

**Table 10**  
**Retail Square Footage (1999)**

	<b>Total Sq. Ft.</b>	<b>Sq. Ft. Per Resident</b>
<b>Mayfield Heights</b>	1,778,193	92
<b>Beachwood</b>	1,864,599	153
<b>Highland Heights</b>	485,967	60
<b>Lyndhurst</b>	461,580	30
<b>Mayfield Village</b>	269,435	78
<b>Richmond Heights</b>	1,329,393	121

Source: Cuyahoga County Planning Commission

trails. Access to the park will be greatly enhanced as the Village embarks on the construction of a new pedestrian/bike trail that will parallel the newly-expanded SOM Center Rd. and enhance access to the Metroparks system.



The Village’s local recreation facilities consist of Wiley Park in the center of the Village, containing a baseball field, a bocce court, a playground, and a sand volleyball court. These community park facilities were recently built as a result of a phone survey of residents to gauge resident satisfaction with existing residential facilities and interest in additional facilities. In 1999, in partnership with Progressive Insurance, the Village built the Parkview Pool facility, a \$3.1 million state-of-the-art outdoor aquatic center and developed a 25-acre Wetland Preserve/nature area, a playground facility, and new soccer fields at an adjacent area. Two additional lighted baseball fields are currently being developed at an area south of the Pool.

## Financial Trends and Funding Issues

Like many northern Ohio municipalities, the Village is largely dependent on revenues generated from the local income tax to fund its activities, with 70 percent of the Village’s revenues to its General Fund flowing from this source. Real estate property taxes generate 10 percent of the revenues to the General Fund, while 20 percent of the revenues come from “other” sources. Tax revenues generated by Progressive

Insurance Company, both real estate and income tax revenue from employees, provided 40 percent of the Village’s General Fund revenues in 2001. As shown in Table 11, this represented a significant increase from 1990, when Progressive Insurance generated 12 percent of the Village’s General Fund Revenues.

**Table 11**  
**General Fund Revenue Sources 1990 and 2001**

	1990	2001
<b>Income Taxes</b>	70%	75%
<b>Property Taxes</b>	10%	10%
<b>Other</b>	20%	15%
<b>Total</b>	<b>100%</b>	<b>100%</b>
<hr/>		
<b>Progressive Insurance (total income) as % of General Fund Revenues</b>	12 %	40 %

Source: Mayfield Village Finance Department

The Village has systematically undertaken needed capital improvements that have resulted in growth in local borrowing for capital facility purposes—but well within ranges considered appropriate for a community of this size. While the new fire station and certain strategic land purchases are supported by the general revenues of the Village, other development and infrastructure projects are being supported from user fees or special revenues generated from those new projects.

**Table 12**  
**General Fund Expenditures by Type 2001**

Type Expenditure	%
<b>Police, EMS, Fire</b>	47
<b>Parks/Recreation</b>	10
<b>Community Environment</b>	4
<b>Basic Utility Services</b>	3
<b>Service Dept/Transportation</b>	15
<b>General Government</b>	21
<b>Total</b>	<b>100%</b>

The Village continues to be in a positive financial condition and has the ability to avail itself of capital financing and other public funding sources to undertake its redevelopment objectives.

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## Chapter 3 • 2020 Vision Plan Recommendations

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### Overview

Mayfield Village has managed to preserve the mostly residential character of its community and the quality of life valued by its residents while still securing a commercial base to generate needed revenues and jobs for the community. Village residents enjoy the small town character of their community, yet benefit from the high quality of services and facilities provided by sister governments, namely the Mayfield School District, the Cuyahoga County Public Library, and the Cleveland Metroparks. The community is also uniquely characterized by a positive working relationship with Progressive Insurance, Inc., its primary corporate partner, generating considerable investment in the community and providing a model for creative public/private partnerships.

### Challenges/Issues Facing the Community

The Committee identified the key challenges that need to be addressed by the Village if it is to achieve its vision for the future development of the character of the Village and selected work tasks to assist in the development of policies and strategies. These are summarized below.

#### Residential Character

The lack of diversity of the type of housing could be causing long-time Village residents to move out of the Village to other communities that offer smaller, lower-maintenance housing styles. Also, there was an interest in assuring the high quality of residential housing stock by looking at ways to strengthen housing inspection programs and assisting those in need with financial options to upgrade and maintain housing. The following tasks were completed:

- ✓ **Identify the type of housing needed** to complement existing housing and identify locations for that new housing.

### What Residents Value about Living in Mayfield Village:

#### Small-Town Character

- A traditional village center
- Peace & quiet
- Safety
- People more than cars
- Neighborhoods that are connected by pedestrian paths

#### Friendly Personality

- Caring Village officials
- Residents who are involved
- A sense of community

#### Residential Spirit

- Diversity of housing types
- Larger lot residential
- Family orientation
- Quality school system
- Limited retail development

#### Natural Environment & Proximity to Nature

- Walking/biking trails
- Mature trees
- Open space
- Tree-lined streets
- Parks

#### Efficiency

- Professional government
  - Sound fiscal planning
  - Financial security
-

- ✓ **Evaluate zoning regulations that would allow alternative housing** types to be built in the Village.
- ✓ **Recommend what housing types should be developed** on the limited amount of vacant land remaining in the Village that is zoned for residential.
- ✓ **Consider ways to strengthen the Village’s housing inspection programs** to encourage reinvestment in homes and preserve residential quality.
- ✓ **Look at ways to offer financial assistance to homeowners who need help with costs** of upgrading their properties.



### **Office/Industrial/Retail Character**

The industrial/warehouse area on Beta Drive is one of the Village’s industrial/warehouse areas and generates a significant source of commercial property and income taxes to the Village. However, with an estimated vacancy rate of 24 percent, the Village needs to focus on assuring the productive use of this commercial/industrial area to generate tax revenues for the community. Similarly, the Committee had a strong interest in identifying strategies for attracting private investment to other commercial/retail areas of the Village. To that end, the Committee looked at the following:

- ✓ **Consider expanding the zoning uses permitted on Beta Drive** to assess the potential for attracting new tenants to complement the existing industrial uses.
- ✓ **Consider new design ideas for the Beta Drive industrial area**, as many of the buildings are out-of-date; the appearance of the buildings could be limiting the marketability of the properties.
- ✓ **Look at the zoning governing office/commercial areas in other areas of the Village** and consider changes where needed to increase the marketability of existing office/commercial space.
- ✓ **Assess the Village’s development review process** and recommend changes as needed to facilitate private investment while preserving the public’s interest in the zoning process.

- ✓ **Recommend economic development strategies** to assure that the Village’s limited financial resources are being used strategically.
- ✓ **Investigate ways of mitigating the traffic impacts** of commercial and industrial development (both existing and future) to preserve the residential character of the Village.

**Overall Quality and Village Character**

Committee members were interested in recommending ways to upgrade the design quality of the Village’s built environment so as to provide Villagers with attractive and community-supportive settings for interacting with other residents while taking care of errands or activities. Some of the issues that the Committee identified to address included:



- ✓ **Look at ways to provide additional community plazas and recreational opportunities as gathering spots** and to assure that existing greenery and landscaping is maintained.
- ✓ **Consider strategies to enhance the SOM Center/Wilson Mills intersection** to serve as the Village’s “town center” and to provide safe and attractive pedestrian linkages between the retail areas, the public buildings, and the Village’s residential areas.
- ✓ **Recommend ways to further diversify the Village’s economy** so as to reduce over-reliance on a few corporations and broaden the image of the Village.

## Goals of the Plan

The Vision Committee adopted the following guidelines to provide a general framework from which the development policies and implementation strategies were developed.

- ✓ **Think big and stay small.**
- ✓ **Preserve and enrich the Village's residential quality with new housing options and design strategies.**
- ✓ **Create a pedestrian-friendly environment throughout the Village, particularly in the Village Center through new design and landscaping strategies and the adoption of the "Main Street" model for downtown Mayfield.**
  - ▮ Enhance pedestrian pathways and crossings throughout the Village to ensure safety and support a pedestrian-friendly environment.
  - ▮ Provides streetscape enhancements, such as benches and lighting, to enhance safety and encourage the use of public spaces within the Village.
  - ▮ Incorporate significant landscape features along SOM Center Road to calm traffic, protect intersections and serve as an effective "green screen" to the road widening project.
- ✓ **Expand and enhance high-quality, non-residential economic development opportunities in a manner that maintains the Village's small-town character and diversifies its tax base.**
  - ▮ Provide supportive retail services that meet the needs of Village businesses and residents.
  - ▮ Revitalize the existing commercial development to allow for better use of land, improved vehicular and pedestrian circulation patterns, and enhanced community image.
- ✓ **Create a cohesive Village Center that serves as a focal point for residents and meets the administrative needs of the Village:**
  - ▮ Provide a mix of public and private uses, while preserving the residential character of the surrounding areas.
  - ▮ Expand or rebuild the Village government facilities and technological capacity to enhance efficiencies.
  - ▮ Provide public gathering space and increase pedestrian connections.



- ▶ Create a unique, easily identifiable Village character and update the central area.
- ▶ Preserve the open space and natural areas of the Village and expand greenery where possible.
- ✓ **Expand recreational opportunities (active and passive) through public/private partnerships:**
  - ▶ Develop bike pathways and all-purpose trails that link the recreational opportunities of the Village to each other and to all neighborhoods, the Village Center, and community facilities.
  - ▶ Continue to pursue joint use recreation facilities working with the Mayfield School District, adjacent communities, and non-profit organizations.
  - ▶ New residential projects should be encouraged to incorporate recreational facilities.
  - ▶ Expand the permitted uses in the Beta Drive area to include private recreation facilities and actively market available sites.
  - ▶ Modify the design or use of existing recreational facilities to complement new facilities.

## **Development Policies and Strategies**

This section articulates the policy directions supported by the 2020 Vision Plan Committee and identifies specific strategies that should be pursued by Village leaders to achieve the plan’s goals. The Vision Committee encourages creative thinking about future development possibilities for the community, yet understands the value of preserving and integrating buildings and features that reflect the community’s historic or cultural character. While new types of development are the focus of the plan report, there is strong support for retaining and reusing existing facilities where they support the overall goals of making the Village more walkable and attractive.

Many of the strategies that are suggested in this section rely on adding new zoning regulations or modifying existing Village zoning. While zoning is a key tool for achieving many of the land use policies, it is not, by itself, sufficient to accomplish all of the goals of the Vision Plan. New financial tools, public/private partnerships, and a commitment by elected/appointed officials and the citizens to adopt and implement the plan are key to achieving the vision and strategies summarized here. See Chapter 5: Implementation Strategies for a further discussion of ideas for “making the plan happen.”

## **RESIDENTIAL DEVELOPMENT**

Most of the Village was developed during the 1950’s and 60’s as the outward movement of urban residents to more rural areas in the Cleveland region created a demand for new housing in many outlying communities. But unlike other nearby communities that continued to grow in population during the 1980s and 1990s, the Village’s population has remained stable at around 3,500 residents for the past few decades as remaining available land was either developed for public or commercial uses. With considerable public parkland and with most of its vacant land already in development, the Village will not likely experience

population growth unless land that is currently in commercial use is rezoned to residential use. The challenge to a built-out community like Mayfield Village is how to keep residents in the community by providing housing options to accommodate changes in housing demand over time.

The Committee supports an overall residential strategy that would keep the community’s population at less than 5,000 persons, the threshold for maintaining the “Village” designation. Within that general guideline, a key residential development strategy is to provide alternative housing options for residents as they seek opportunities to downsize and reduce housing maintenance responsibilities. Village leaders should continue to pursue the development of attached townhouse and detached cluster housing for the Village. Targeted properties for this type of development would include any vacant land left for residential development and certain residential parcels that could be consolidated for redevelopment as townhouse/cluster housing—particularly those located on major roads or areas adjacent to the Village Center. Map 1 outlines the recommended policies relating to the Village’s residential uses.

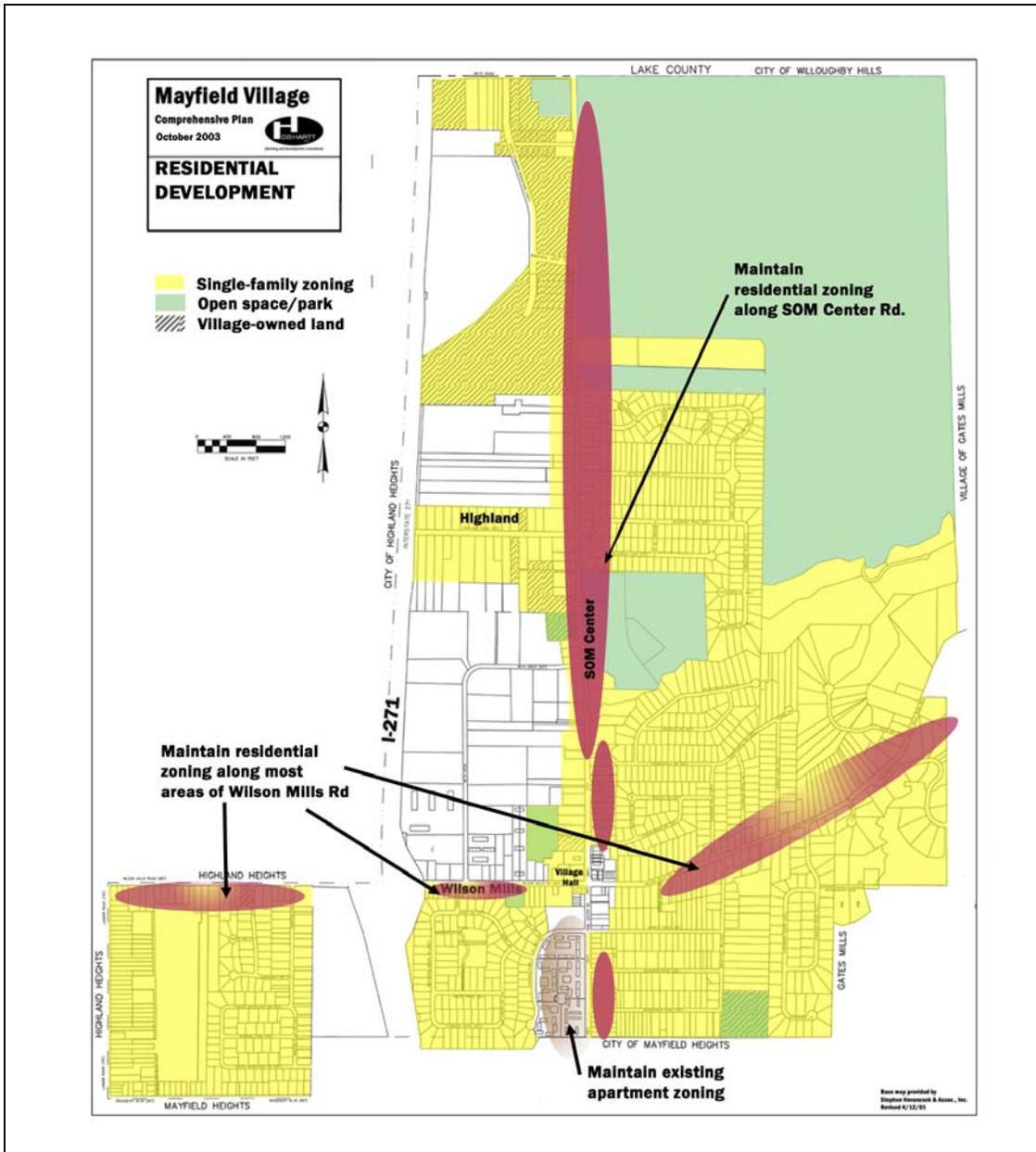


- A. **Produce and distribute public educational materials to inform residents** about the need to provide for different types of housing as a way of retaining long-term Village residents and describing the alternative housing options and their potential impacts.
- B. **Create townhouse and cluster housing options** within the Village through the Planned Residential Development (PRD) regulations that have been adopted by Council and by expanding the Local Business District zoning provisions to permit townhouse and cluster housing where appropriate; consider creating a Mixed-Use District for the Village center.
- C. **Use criteria to identify locations for future cluster, attached housing and townhouse developments** that would give priority to: locations along the Village’s main roads, areas that

support commercial/retail facilities, and those that serve to buffer adjacent single-family residential areas from commercial uses.

- D. **Maintain the apartment-style housing and U-3 District Apartment House zoning at its current location and level.**
- E. **Preserve a residential or open character along the west side of SOM Center Road** from Thornapple and the northern Village boundary, **along the east side of SOM Center Road** between Sandalwood and the northern Village boundary, and on the east side of SOM Center Rd. south of the commercial areas to the Village’s southern border.
- F. **Preserve a residential or open character along Wilson Mills Road generally in the areas listed below:**
  - 1. Between Lander Road and Progressive Drive (south side).
  - 2. Between I-271 and the Mayfield Union Cemetery (south side).
  - 3. East of the Village Center (both north and south sides).
- G. **Maintain the residential zoning for all other areas in the Village that are currently zoned for residential** (i.e., those residential areas that are not referenced in Policies E and F above).
- H. **Strengthen residential inspection programs and provide incentives** to assure consistent upkeep of all residential and commercial properties in the Village by:
  - 1. Adding part-time staff to fulfill the Building Department’s authorization to conduct periodic exterior inspections of both residential and commercial properties for purposes of assuring property maintenance.
  - 2. Providing linkage to County and other public loan or grant programs that help low-to-moderate income homeowners fund needed improvements.

**Map #1: Residential Policies**



## ECONOMIC DEVELOPMENT

While the presence of Progressive Insurance provides tremendous financial benefits to the Village, concern about over-reliance on this one taxpayer prompted the Committee to call for a more aggressive economic development strategy that would build on current economic assets. With an estimated 1.5 million square feet of industrial/warehouse space in the Beta industrial area and an estimated 258,000 of retail square footage located throughout the community, the Village has an economic base that must be preserved and enhanced.

Business owners have a choice of where to locate their businesses, and, similarly, residents will shop and seek services in other communities if they are not available locally. The Committee members expressed support for upgrading the Village's economic centers to be more competitive in the regional market place and to be more responsive to residents' needs for retail goods and services. The following recommendations support those goals and are summarized in Map 2.



- A. **Establish a Community Development staff position and adopt a marketing strategy to attract the type and quality of private investment/development desired by the Village** so as to make the Village's economic centers more viable.
- B. **Work with neighboring communities to assure the thoughtful integration of development projects at the Village's borders** to support the development goals of both communities.
- C. **Facilitate the repositioning and/or redevelopment of the Beta Drive industrial area** by adopting a more aggressive marketing strategy and by reworking existing zoning to position this area so as to be more competitive in the commercial market. Specific zoning recommendations to consider include:

1. Combining the Production-Distribution and Office-Laboratory districts into one new zoning district.
2. Broadening the range of permitted uses in the new district to allow uses such as day care, medical offices, hotels, restaurants, and indoor recreation facilities that would support or complement the predominant industrial/office use of the area.
3. Increasing the maximum allowable lot coverage and heights for permitted buildings and reducing the required minimum parking requirements (by encouraging shared parking and other creative parking approaches where appropriate).
4. Working with the Village’s businesses to research traffic patterns and to adopt strategies for improving vehicular access and traffic circulation in and around the industrial area and adjacent areas.

**D. Work with existing Village Center property owners/tenants to amend zoning and adopt development and design guidelines** that would help the Village to achieve the type and quality of development desired for its Center. Recommended changes to the zoning code to consider include:

1. Redesignation of the existing Local Business District (LBD) in the Village Center as a “Mixed-Use District” or expanding the permitted uses in the LBD to attract more varied tenants.
2. Expansion of the permitted uses in the new “Mixed-Use District” that would allow new townhouse/cluster housing adjacent to the retail area (to serve as a buffer to larger, lot single-family residential areas) and permit a broader, more contemporary mix of retail/office uses that would meet the needs of local residents.
3. Reduction of the building setback requirements in the new “Mixed-Use District” and an increase in the permitted building heights to encourage office and retail investments that would have the look and feel of a traditional Village “Main Street.”

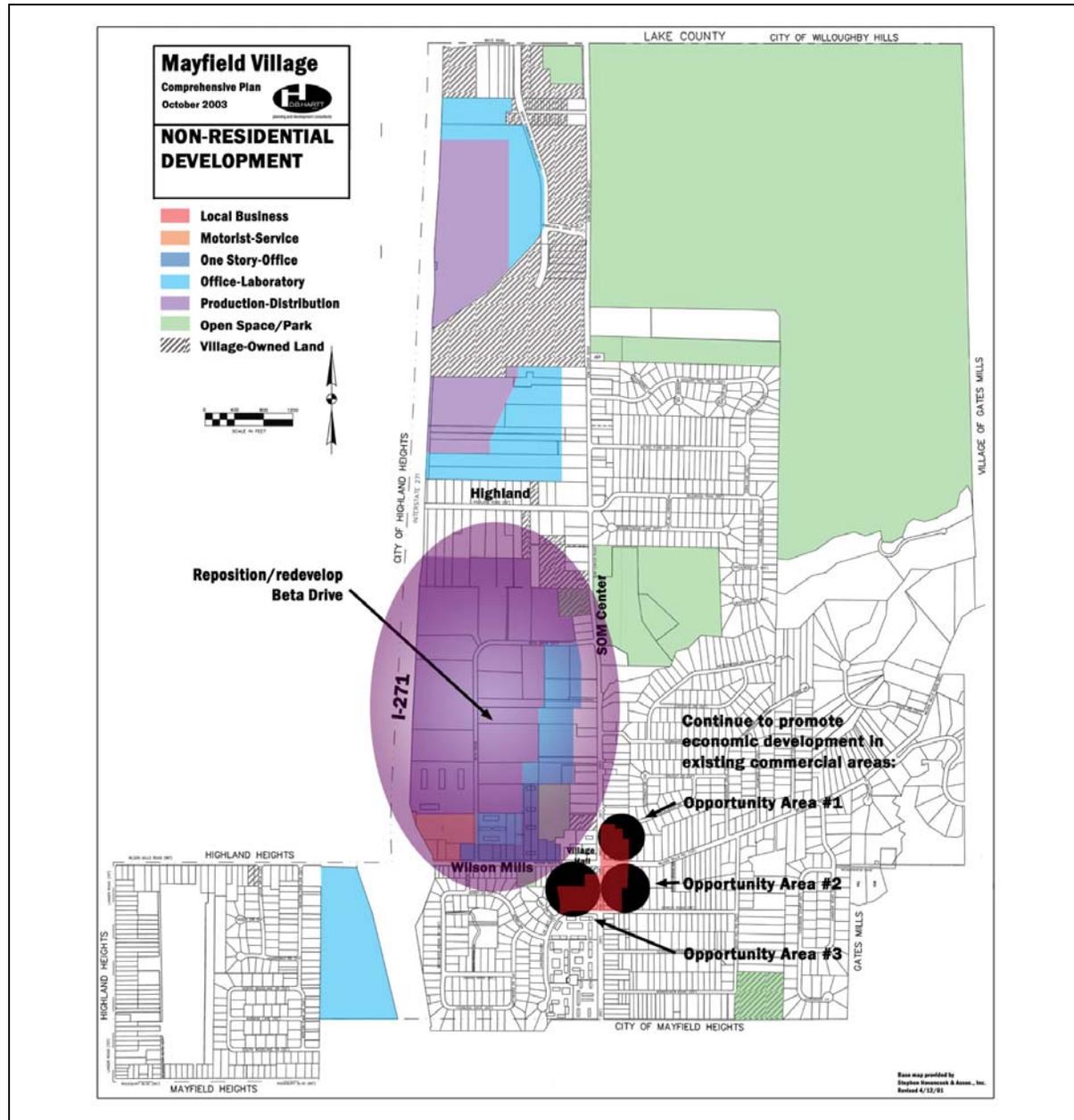


4. Increasing maximum allowable lot coverages and heights for permitted buildings and encouraging shared parking and other creative parking approaches where appropriate.
- E. **Consider expanding the Village Center concept with cluster residential or government uses on: (see Map #3, page 34 for illustration of these policies)**
1. The west side of SOM Center Road from the Fire Station north to Thornapple Road; and
  2. Wilson Mills Road from SOM Center Road to the Mayfield Union Cemetery.

In determining whether or not alternative uses are appropriate in these locations, the Village should consider the following criteria:

- ✓ Does the property continue to be suitable for single-family residential?
  - ✓ Will the alternative development support the Village's objectives for the Village Center concept and additional economic development?
  - ✓ Does the design of the alternative development adequately protect existing single-family residential areas in the vicinity?
- F. **Streamline the process for securing development approvals that would facilitate development efforts in the Village.** Specific strategies to consider include:
1. Establishing a single set of development review procedures in the Village's zoning regulations that would govern all major development projects.
  2. Clarifying existing regulations relating to the variance request/approval process that would help home and business owners to pursue relief from the zoning and building regulations where appropriate.
  3. Providing educational materials and conducting outreach to assure that residents and businesses are aware of the zoning and building regulations and the procedures for securing relief and/or approvals.
  4. Working with home and business owners to preserve the architecture and functionality of the older buildings in the Village by providing access to federal, state, and local program and funding information that is available for supporting historic and older properties.

**Map #2: Economic Development Policies**



## VILLAGE CHARACTER

Like many communities in the Cleveland metropolitan area, the character of most of the Village's development of the past forty years has been auto-oriented and anti-pedestrian. Buildings are spread out and set back from the main streets. Retail and governmental uses are surrounded by acres of pavement designed to accommodate the cars that have been our primary means of getting around. Residents must get in their cars and drive across the street to take care of errands because intersections are designed for cars, not people, and do not provide for safe pedestrian crossing.



Yet, in many communities, residents are looking to reverse this trend of suburbanization and to “bring back” the feeling of community and the look of the more traditional Village or “Main Street” that existed before the dominance of the automobile. The 2020 Vision Committee recommends a substantial makeover for the Mayfield Village center that would: create a more traditional mixed-use town center; encourage walking as a means of getting around the core area; and provide places for residents and visitors to gather.

The specific recommendations for enhancing the Village's character include:

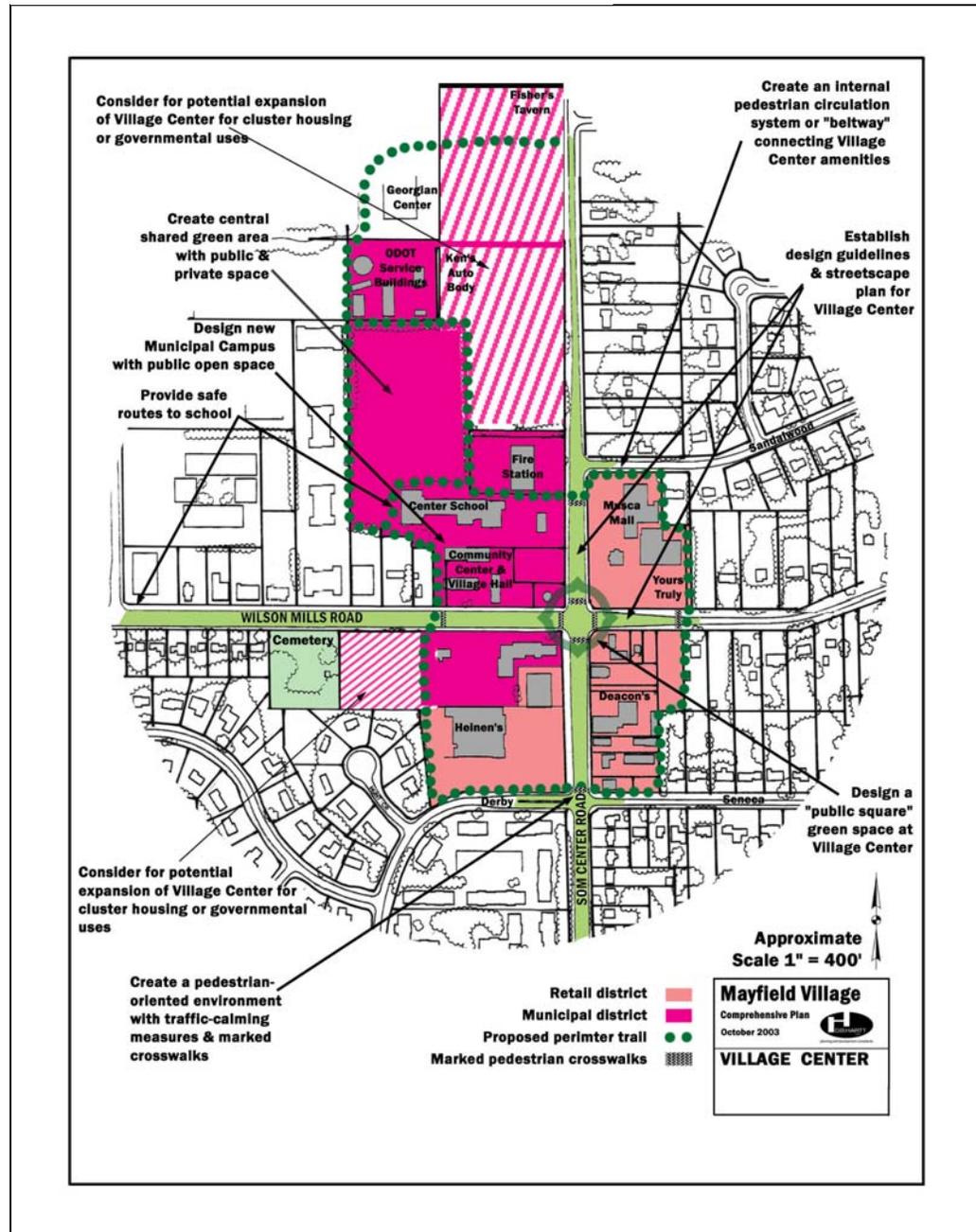
- A. **Consider developing an identifiable Village Center with retail, office and residential uses at the SOM Center and Wilson Mills crossroads.** This Village Center would serve as the “heart” of the community and provide character or personality for the community. In essence, the goal is to provide a “sense of place” that residents and visitors alike would easily identify as the community's center (see Map 3 for policies relating to the Village Center).

1. Adopt architectural design guidelines to ensure a consistent image and identity for public and private investments in the Village center.
2. Bring buildings closer to the street by reducing building setbacks in the Local Business District and encouraging parking to be located to the side or rear of buildings.
3. Bury utility lines, concentrating first on the Village Center, to improve the appearance of the Village and accentuate the quality of other streetscape improvements.
4. Develop and implement a coordinated streetscape program for the Village Center.
5. Work with the U.S. Postal Service to provide a postal service facility in the Village Center.

**B. Create a unique, easily identifiable character for the Village.**

1. Develop and implement a coordinated streetscape program throughout the Village.
2. Implement traffic calming measures to increase pedestrian safety and comfort.

**Map #3: Village Center**



3. Build upon a Village logo to create a consistent image, identity, and design throughout the Village.

**C. Create a system of pedestrian paths and connected open space throughout the community, linking the locations in which people live, work, and visit.**



1. Designate a new Park/Open Space District to preserve existing park and open space areas.
2. Implement recommendations of the Cuyahoga County Planning Commission *Greenspace Plan* for Mayfield Village where feasible:
  - a. further extending the SOM Center Rd. trail to the Mayfield Heights border where it would connect with a future Ridgebury Ave. trail; and
  - b. considering a future trail route for I-271 corridor that could link Ridgebury Ave. in Mayfield Heights with White Rd. on the Village's northern border (see [www.planning.co.cuyahoga.oh.us](http://www.planning.co.cuyahoga.oh.us)).

3. Provide for sidewalks or quality pedestrian paths to connect every neighborhood to the Village Center; consider a major connector for the Worton Park area to the Village Center.

**D. Maintain and improve the quality and character of the older areas of the Village, both in non-residential and residential areas.**

1. Increase landscaping requirements where necessary to ensure adequate buffering between residential and commercial areas and to “soften” areas where there are large expanses of hard surface.
2. Develop and distribute a “Citizen’s Guide to Zoning and Building” brochure to promote residents understanding about current or new requirements for design, parking, landscaping, and other building requirements.

See Map #4 for a summary of the policies relating to enhancing the Village character.



## VILLAGE AMENITIES

The SOM Center Road improvement project provides momentum for thinking about ways to expand the pedestrian orientation of the Village while improving connectivity and providing enhanced recreational opportunities for residents. By working to attract private investment to the community and linking that future private development to a priority list of desired public improvements, the Village can assure that redevelopment will only proceed if it includes the public amenities that are desired by the community. However, more active use of the Village's industrial and retail areas could generate additional traffic congestion if not properly addressed.



- A. **Preserve remaining natural areas in the Village and improve linkages with regional and adjacent community open space and recreational areas by:**
  1. Producing a Park/Open Space plan that articulates the Village's commitment to specific pedestrian/bike trail locations, future parks/nature areas, and other recreation amenities as supported by the community and outlines strategies for achieving those objectives.
  2. Working with a land trust organization to accept the donation of land and/or development rights from private property owners.
- B. **Expand recreational opportunities available to residents of the Village** by periodically surveying residents to determine recreation facility/program needs and creating partnerships with adjacent communities, businesses, and the Mayfield School District to offer joint recreational programs and facilities. The current project to revamp the Center Elementary School playground as a shared park for joint community and school use provides a model for future partnering opportunities.

**C. Work to contain the growing volume of traffic that could occur on local Village streets by:**

1. Pursuing the redevelopment of the Village Center as a more pedestrian-oriented retail/residential center connected to the neighborhoods by walking trails.
2. Collaborating with the Greater Cleveland RTA, adjacent communities, and private employers to expand public transit services in the area by, for example, implementing a small-vehicle circulator service to connect retail and employment centers in the area.
3. Working with adjacent communities and regional planning agencies to consider joint strategies that manage travel demand and reduce congestion during rush hours (e.g. promoting flex-time and related strategies) and to provide needed shuttle services for seniors and others that are without private autos.
4. Partnering with the Ohio Department of Transportation, regional planning agencies, the Mayfield School District, and Worton Park residents to implement pedestrian improvements and safety strategies that would enhance the connection between Worton Park, the Village Center, and the Village's schools ("safe routes to schools" methods and techniques can be found at [www.saferoutestoschools.org](http://www.saferoutestoschools.org)).
5. Working with the Ohio Department of Transportation and adjacent communities to further analyze the feasibility of an additional I-271 interchange at White Rd.



**D. Communicate the benefits of living in Mayfield Village and the amenities available to Village residents through electronic and print media:**

1. Utilize the Village's cable television access, the Village newsletter, homeowner association publications, new resident packages, open houses and other marketing materials to inform residents of Village services, programs, and events.
2. Maintain the Village website to be informative and interactive, functioning as the 24-hour "electronic village center," and polling residents for input on amenities and service issues as needed.

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## Chapter 4 • Focus Areas

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Most of the Village’s land, if not in open space or recreational use, is developed, with the exception of some smaller sites, some of which are currently being considered for public or private projects. Since there is so little remaining undeveloped land in the Village, future economic development strategies must focus on the reuse or increased utilization of existing commercial and industrial areas. The Focus Areas referenced in this Chapter have been identified as “under performing” or areas that are in need of redesign or redevelopment to enhance the quality of life and character of the Village.

The Committee supports the redevelopment of the Village’s commercial areas, but cautions that traffic and other possible negative impacts of redevelopment must be thoughtfully addressed and mitigated as the redevelopment proposals evolve. To assist the Village with assessing the costs and benefits of various redevelopment options, a table is provided in Appendix B as a tool to help estimate both the economic and traffic impacts of various types of development.

In recent years, Village leaders have worked strategically to purchase available land to facilitate achieving the Village’s redevelopment goals. The Village government currently owns more than 140 acres of land. This proactive approach has provided the Village with several successes including accommodating the expansion of the Progressive Insurance office campus at the north end of the Village, providing a high quality greenway as part of the SOM Center Road widening project, and securing the southwest corner of the Village center area for development consistent with this Plan. The Village should continue strategic acquisitions of the minor parcels needed to complete the Village’s redevelopment goals as represented in the Plan.

A key next step for assuring the productive use of these Village-owned parcels is to agree to a strategic plan for the location of new or renovated public facilities and a targeting of existing Village-owned land/buildings for those facilities. Similarly, the Village should move ahead to adopt guidelines or a concept plan for the revitalization of the Village retail center that would identify existing and future parcels needed to accomplish the Village’s goals for a mixed-use center.

### **Focus Area #1: SOM Center Road Corridor**

The project to widen SR 91, SOM Center Road, has been imaginatively designed to provide the Village with a greenway corridor linking its Village Center on the south with the North Chagrin Reservation Metropark on the north. By strategically acquiring land adjacent to the road project to complement Village-owned land and with the thoughtful engineering of streetscape features, crossings, and quality design features, Village leaders have developed a “showcase project” for metropolitan Cleveland. When construction is completed, the SOM Center Road Corridor will provide additional capacity to accommodate the growing number of vehicles moving north/south through Mayfield Village while providing Village residents with a greenway corridor for biking/walking and other recreational uses to be enjoyed by future generations.



*View of pedestrian bridge along Greenway trail*

**Mayfield Village**

ARCHITECT  
ENGINEER  
PLANNER

The primary goal of the road project is to provide two additional lanes on SOM Center, one in each direction, and to construct a tree-lined, landscaped median in a portion of the widened roadway. The

centerpiece of the SOM Center Road Corridor is the construction of two underpasses that will allow pedestrians convenient access to park and trails and will assure that the connection between the east and west sides of the Village is not destroyed by the expansion of the existing road corridor. To the south, a pedestrian underpass will provide for the flow of Beechers Brook in a new setting as part of a new 4-acre park and permit east/west crossing of SOM Center Rd. At this location, a small plaza will function at the



intersection of east and west side trails and offer a scenic gorge overlook. To the north, opposite the Parkview Pool, another underpass will provide linkage between the recreational facilities on the west and the Metropark's North Chagrin Reservation to the east.

## **Focus Area #2: Beta Drive Office/Industrial Area**

The office/industrial area on Beta Drive, containing nearly 1.5 million square feet of industrial/warehouse space, serves as a key source of commercial tax base for the Village. The Beta Drive industrial area contains 67 acres and represents 3 percent of the Village's total land area. With an estimated vacancy rate of 24 percent, the Village needs a focused strategy for attracting new users and property owners to assure that this economic asset remains productive.

Buildings in the Beta Drive corridor range in size from 45-195,000 square feet, with typical buildings in the range of 70-100,000 square feet. Recent market rents in the Beta Drive office/industrial area are in

the range of \$7-10 per square foot. Zoning recommendations for the Beta Drive properties are illustrated in Map 5. Most of the properties situated on Beta Drive are currently zoned “Production-Distribution”, while properties at northwest corner of Beta/Wilson Mills Roads are zoned “Motorist Services.” Property on the eastern edge and northeast corner is currently zoned “Office-Laboratory.”

The Village is currently considering a proposal to develop a hotel/office/restaurant use on a vacant parcel in the Beta Drive Focus Area--an area currently zoned for production/distribution. Many of the businesses operating at the Beta Drive location are considered office, light industrial or warehouse users. Industrial/office use is the preferred use in this area as it generates higher-paying jobs than retail and service businesses, maximizes property and income tax revenues for the community, and provides modest external impacts in terms of traffic volumes. Yet, the Village may have to relax some of its limitations in this area in order to attract private investment.

**Map #6: Beta Drive Strategies**



In addition to more aggressively marketing the Beta Drive location to potential businesses, the 2020 Vision Plan recommends that the Village consider reworking zoning code provisions for Beta Drive businesses to permit property redevelopment to standards that would be more competitive in the market place.

The current building size and layouts of several properties are too small or are not efficient by today's standards. By adjusting the permitted uses and development standards in the zoning code, companies could be enticed to locate to the Village and redevelop property to suit their needs. Specifically, the Plan suggests amending the zoning regulations as summarized in Table 13.

**Table 13**  
**Beta Drive Industrial Area**  
**Zoning Changes for Consideration**

Zoning Provision	Current Provisions	Changes to Consider
<b>Districts</b>	3 Districts: 1. Motorist service 2. Office-Laboratory 3. Production-Distribution	2 Districts: 1. Motorist Services 2. Create a New District (that combines office/lab and prod/dist)
<b>Range of Uses</b>	Currently a fairly broad set of office, industrial, research, medical uses are permitted in the three districts	Broaden the permitted uses in the new R-O District to update to current industrial/office types and to also include supporting service and retail uses that are currently desired by office/industrial users
<b>Maximum Lot Coverages</b>	20-30 percent permitted	Increase permitted lot coverage up to 60 percent (see note below)
<b>Building Heights</b>	35 feet	Increase permitted heights up to 50 feet (see note below)
<b>Parking</b>	Current requirements provide an excessive amount of parking per use	Reduce the required amount of parking and encourage shared parking where practical

Note: These are suggested standards at this time. Zoning provisions should reflect current market conditions and should be evaluated at the time that Village leaders consider zoning code changes to assure their relevancy.

### **Focus Area #3: Village Center**

Expressing concern with the outdated design and inefficient layout of the Village’s downtown, the Vision Committee supports the redesign and development of the Village’s SOM Center/ Wilson Mills intersection area so as to create a “Village Center” reflecting the character of the community and enhancing pedestrian access to shops, government buildings, and restaurants. The Committee acknowledges that redevelopment of the center could take 10-20 years, yet encourages Village leaders to pursue this vision. By working with private property owners, through Village acquisition of strategic parcels, and by developing new Village facilities in the Village center campus, the Village can reconfigure its central area to serve as its

commercial and governmental center. In the near term, the Village should work to provide safe pedestrian access to the Village Center area for all of the community's residential neighborhoods.

In the near term, there is also strong support for moving ahead to provide for the future needs of municipal government by consolidating operations in the former Methodist Church building or in new facilities on the northwest corner of the Village Center. In addition to the municipal complex for the center, the 2020 Vision Committee identified three key areas of private redevelopment opportunity for the remaining three corners of the SOM Center Rd. and Wilson Mills Rd. intersection.

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**List of retail uses  
desired for the Village  
Center:**

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- Shoe repair
  - Quality coffee shop
  - Ice cream store
  - Book store
  - Small dinner restaurant
  - Craft shops
  - Satellite post office
  - Dance and art studios
  - Jewelry store
- 

**Opportunity Area #1: NE corner of SOM Center & Wilson Mills Roads (Musca Mall/Yours Truly Plaza)**

Currently occupied by a strip of retailers that includes restaurants, a pharmacy, a bank, and other locally oriented services, this central area of the Village serves as its crossroads where residents run errands and visit with neighbors. The Committee supports the redevelopment of this key Village retail center to accomplish a traditional Village downtown that could even reuse the existing space to provide attached/cluster housing options adjacent to the retail area.

Specifically, the Plan recommends that the Village work to:

- Bring buildings closer to the street, relocate parking to the rear and sides of the lots, and create a defined street edge with benches/landscaping and increasing visibility/exposure for stores.
- Establish a strong corner presence to allow eastbound traffic on Wilson Mills Rd. and northbound traffic on SOM Center Rd. to experience a sense of arrival into the Village Center.
- Reduce the dominance of automobiles and create an environment that is conducive to pedestrian/bicycle travel and circulation.

**Opportunity Area #2: SE corner of SOM Center & Wilson Mills Roads (Shell Gas, Deacon's Chrysler Plymouth, Pizazz Pizza area)**

Most of the buildings at this corner are older and are likely to need replacement in the near term. Over the longer term, there is the possibility of the relocation of the Chrysler/Plymouth dealership that could present the Village with a gap in its key retail area and an opportunity to attract new investment that would be built in the “Main Street” style. Working with existing property owners and providing financial incentives is a key strategy for achieving the type and character of retail development desired for the Village Center.

Redevelopment at this corner should incorporate the same standards discussed for the northeast corner: bringing buildings closer to the street; locating parking behind buildings; increasing the

bike/pedestrian linkages to the retail area; and creating a high quality design for new buildings at this location. As long as the existing businesses continue to operate at this location, the Village should focus on ways to integrate the uses in this area and to provide landscaping and other visual enhancements to create a more cohesive and attractive look for this quadrant through coordinated development and shared parking arrangements.

**Opportunity Area #3: SW corner of SOM Center & Wilson Mills Roads (Methodist Church and Heinen’s area)**

The Heinen’s corner offers a different challenge in terms of the redesign of the existing retail facilities and the integration of the Village-owned church structure. The site of the former Methodist Church is a strategic parcel and the new use of the facility must be carefully integrated to create synergy between adjoining users and to minimize traffic impacts on weekdays. The temporary use of the facility is encouraged based on the need to generate revenues for the Village and to discourage deterioration of the



building. After completion of a strategic plan for needed government facilities, the Village should reuse this special building to serve a public use, freeing up space on the northwest corner for other community uses.

The Heinen's grocery store has not undergone any significant exterior rehabilitation, beyond maintenance, since it was constructed. Like several Heinen's around the Cleveland area, the store serves as not only a grocery store, but also an important meeting place for members of the community. Heinen's should be encouraged to consider expansion of the existing Mayfield Village store to at least add café space similar to that provide at its Rocky River location. This key addition would serve the community's interest for additional casual restaurant and coffee shop locations and provide more shoppers for Heinen's overall. Further, the Village should work with Heinen's to upgrade the site with additional landscaping and pedestrian-oriented amenities as it proceeds with reuse plans for the church facility.

- Use the existing church structure (or its replacement facility) as the focal point for this quadrant.
- Work with Heinen's to enhance its landscaping and design and to consider opportunities for expanding the size of the market, bringing a portion up to the street, providing a café, flower market or other service that would complement the existing Village center retail offerings.
- Consider shared parking and vehicular circulation opportunities to improve ingress/egress for individual businesses at this location.
- Determine appropriate land use for deep residential parcels along Wilson Mills Road directly adjacent to the church property that would complement reuse of the church parcel and additional investment at adjacent sites.

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## **Chapter 5 • Plan Implementation Strategies**

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### **Village Council Adoption of Master Plan**

Formal adoption of the recommended *Mayfield Village 2020 Vision Plan* by the Village Council, after review by the Village’s Planning and Zoning Commission, is a necessary first step to assure the implementation of the recommended policies and strategies. The Mayor and Council leadership should work to assure that the Plan is adopted as soon as possible. Serving as the guide to the Village’s land use and development decisions, the Plan should be consulted when development plans are proposed for the community, when considering amendments to the zoning code, and to determine priority capital improvement investments. The Village Council should consider establishing a Master Plan Committee as a “touchstone” for tracking the Village’s progress on implementing the Plan’s recommendations. Committee representatives could include a Council member, Planning/Zoning member, staff member and 2020 Vision Committee member.

The Plan should be reviewed periodically based on new information or changing conditions affecting development and land use in the community. The Plan should be updated every 5-10 years depending on the nature of economic conditions in the community and other unanticipated events that would warrant a reworking of the policy directions and strategies contained in the Plan.

### **Promote the Master Plan as a Decision Making Tool**

Land use and development decisions are made by private property owners and the public agencies that oversee publicly owned infrastructure and facilities. To that end, we recommend producing sufficient copies of the full Plan report to distribute at key locations around the Village—such as Village Hall, the library, senior centers, and schools--for review by residents as needed. Further, sufficient copies of the full report should be maintained to share with private developers looking to develop property in the Village or public agencies planning infrastructure or facility investments that will affect the character of the Village.

The Plan represents a collective vision for the future of the community and should be shared in a summary form with all residents and businesses of the community. We recommend preparing and distributing a summary brochure, e.g. a “Citizen’s Guide to the 2020 Vision Plan,” for distribution to all residents of the community and posting the full Plan report on the Village’s internet site. At the time of the Plan’s adoption, we recommend that Village officials work with the media to get the story out that the Village has adopted a new Plan to guide future development and infrastructure decision-making.

### **Zoning Code Text and Map Review**

The Vision Plan recommends a number of changes to the Village’s zoning regulations. The Charter governing Mayfield Village states “any change to the zoning text or map” requires the approval of a majority of the Village’s voters through a referendum. The Village should pursue key zoning changes recommended in this plan to achieve recommendations relating to the Focus Areas as a top priority.

Although the Village has made modest changes to its zoning regulations over time, leaders should consider undertaking a thorough review of the municipal zoning code for the purpose of updating and better positioning the Village to achieve its development and quality of life objectives. From a policy perspective, a more thorough zoning update process is encouraged over the piece-meal approach as it assures that the rewrite of the zoning regulations is consistent, mutually-supportive and user-friendly. In addition, the Village’s voter approval requirements support the consideration of a comprehensive review and the possible “packaging” of recommended reforms for voter consideration in a single referendum.

### **Development Funding Sources and Strategies**

In addition to reviewing and updating its zoning regulations and development review procedures, the Village must pursue new private and public revenues to achieve its preferred development future. The

Village has had success in working with its business community to achieve mutual development goals and should continue this positive working relationship. In addition, a comprehensive list of potential public and private funding sources is provided in Appendix C. Finally, the Village should continue to acquire key properties as needed to implement specific plans for the Village Center, Beta Drive repositioning and the open space connectors.

There is strong support for adding a Community Development staff position to work with the Village's elected officials in implementing the recommendations of the Vision Plan. Key responsibilities of this position could include:

- ▶ **Reviewing new developments proposed** for the Village and working with private developers and Village officials to assure consistency with the Master Plan goals;
- ▶ **Proactively promoting the redevelopment goals of the Master Plan** by working with property owners located in the Plan's Focus Areas and recruiting private developers where needed to achieve the development patterns recommended for those focus areas;
- ▶ **Representing the Village's development agenda to public agencies** that are planning major infrastructure investments in the Village; and
- ▶ **Securing new sources of outside of funding (public and private)** as well as assisting the Village in the consideration of creative strategies for raising local funds through public/private partnerships, debt financing mechanisms, and other alternative approaches.

### **Recruit New Community Leaders**

The members of Mayfield Village 2020 Vision Committee are proud to have served the Village on this planning effort and remain available to assist the Village in guiding future development decisions for the community. A key strategy for implementing the recommendations of this Plan is to continue to work with the citizen leaders involved in this process and to recruit new volunteers in the pursuit of the policies and strategies promoted in this *2020 Mayfield Village Vision Plan*.

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## Appendices

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### A. Data Tables

#### Population and Housing Trends

- ▶ **Table 1:** Total Persons 1980, 1990 & 2000
- ▶ **Table 2:** Total Dwelling Units 1980, 1990 & 2000
- ▶ **Table 3:** Characteristics of Housing 2000
- ▶ **Table 4:** Housing Unit Construction Rates 1997 - 2002
- ▶ **Table 5:** Housing & Occupancy Characteristics 1990 & 2000
- ▶ **Table 6:** Median Single-Family Home Value 1990 & 2000
- ▶ **Table 7:** Age of Population 1980, 1990 & 2000
- ▶ **Table 8:** Age Characteristics 1990 & 2000

#### Tax and Income Comparisons

- ▶ **Table 9:** Comparison of Assessed Tax Valuations: Tax Year 2001
- ▶ **Table 10:** Comparison of Tax Rates: Tax Year 2001
- ▶ **Table 11:** Distribution of Taxes: Tax Year 2001
- ▶ **Table 12:** Median Household Income: 1990 & 2000

**TABLE 1**  
**TOTAL PERSONS: 1980, 1990 & 2000<sup>3</sup>**  
**Mayfield Village and Adjacent Jurisdictions**

	1980	1990	Change 1980 - 1990		2000	Change 1990 - 2000	
			#	%		#	%
<b>Cuyahoga County</b>							
<b>Gates Mills</b>	2,236	2,508	272	12.2%	2,493	(15)	(0.6%)
<b>Highland Heights</b>	5,739	6,249	510	8.9%	8,082	1,833	29.3%
<b>Lyndhurst</b>	18,092	15,982	(2,110)	(11.7%)	15,279	(703)	(4.4%)
<b>Mayfield Heights</b>	21,550	19,847	(1,703)	(7.9%)	19,386	(461)	(2.3%)
<b>Mayfield Village</b>	3,577	3,462	(115)	(3.2%)	3,435	(27)	(0.8%)
<b>Lake County</b>							
<b>Kirtland</b>	5,969	5,881	(88)	(1.5%)	6,670	789	13.4%
<b>Willoughby Hills</b>	8,612	8,427	(185)	(2.1%)	8,595	168	2.0%
<b>Cuyahoga County</b>	1,498,400	1,412,140	(86,260)	(5.8%)	1,393,978	(18,162)	(1.3%)
<b>Lake County</b>	212,801	215,499	2,698	1.3%	227,511	12,012	5.6%

<sup>3</sup> Source: U.S. Census Bureau

**TABLE 2**  
**TOTAL DWELLING UNITS: 1980, 1990 & 2000<sup>4</sup>**  
**Mayfield Village and Adjacent Jurisdictions**

	1980	1990	Change 1980 - 1990		2000	Change 1990 - 2000	
			#	%		#	%
<b>Cuyahoga County</b>							
<b>Gates Mills</b>	789	992	203	25.7%	974	(18)	(1.8%)
<b>Highland Heights</b>	1,794	2,176	382	21.3%	2,862	686	31.5%
<b>Lyndhurst</b>	6,647	6,729	82	1.2%	6,855	126	1.9%
<b>Mayfield Heights</b>	9,909	10,300	391	3.9%	10,461	161	1.6%
<b>Mayfield Village</b>	1,337	1,416	79	5.9%	1,471	55	3.9%
<b>Lake County</b>							
<b>Kirtland</b>	1,988	2,138	150	7.5%	2,558	420	19.6%
<b>Willoughby Hills</b>	3,989	4,235	246	5.8%	4,292	57	1.3%
<b>COUNTY SUMMARY</b>							
<b>Cuyahoga County</b>	596,637	604,538	7,901	1.3%	616,903	12,365	2.0%
<b>Lake County</b>	75,166	83,194	8,028	10.7%	93,487	10,293	12.4%

<sup>4</sup> Source: U.S. Census Bureau

**TABLE 3**  
**CHARACTERISTICS OF HOUSING: 2000<sup>5</sup>**  
**Mayfield Village and Adjacent Jurisdictions**

	1-unit detached		1-unit attached <sup>6</sup>		2-4 units per building		5 or more units per building		mobile home, boat, RV, etc.	
	#	%	#	%	#	%	#	%	#	%
<b>Cuyahoga County</b>										
<b>Gates Mills</b>	945	100%	0	0%	0	0%	0	0%	0	0%
<b>Highland Heights</b>	2,789	97%	49	2%	8	<1%	16	<1%	0	0%
<b>Lyndhurst</b>	5,630	82%	139	2%	51	1%	1,035	15%	0	0%
<b>Mayfield Heights</b>	4,993	48%	380	4%	185	1%	4,903	47%	0	0%
<b>Mayfield Village</b>	1,176	78%	41	3%	13	<1%	270	18%	0	0%
<b>Lake County</b>										
<b>Kirtland</b>	2,216	87%	35	1%	54	2%	122	5%	131	5%
<b>Willoughby Hills</b>	2,235	52%	111	3%	63	1%	1,890	44%	0	0%
<hr/>										
<b>Cuyahoga County</b>	354,973	57%	37,591	6%	85,038	14%	136,032	22%	3,269	1%
<b>Lake County</b>	68,094	73%	5,849	6%	3,767	4%	13,439	14%	2,329	3%

<sup>5</sup> Source: U.S. Census. There is a slight discrepancy between two different Census forms for the total housing units figure in 3 communities (Gates Mills-29; Mayfield Village-29; Willoughby Hills-7) but the % of unit type should remain approximately the same.

<sup>6</sup> A unit where the walls separating the unit from another unit extend from the ground to the roof.

**TABLE 4**  
**HOUSING UNIT CONSTRUCTION RATES: 1997-2002** <sup>7</sup>  
**Mayfield Village and Adjacent Jurisdictions**

	1997	1998	1999	2000	2001	2002 <sup>8</sup>	Total 1997- 2001	Annual Average #
<b>Cuyahoga County</b>								
<b>Gates Mills</b>	8	7	10	3	1	3	29	6
<b>Highland Heights</b>	38	43	63	62	51	27	257	51
<b>Lyndhurst</b>	18	4	3	0	2	0	27	5
<b>Mayfield Heights</b>	3	5	58	3	8	12	77	15
<b>Mayfield Village</b>	5	4	3	1	2	0	15	3
<b>Lake County</b>								
<b>Kirtland</b>	47	47	30	42	23	<sup>9</sup>	189	38
<b>Willoughby Hills</b>	11	10	12	7	13	2	53	11

<sup>7</sup> Figures based on the number of single-family residential building permits issued in each community. Source: U.S. Census Bureau

<sup>8</sup> Reported through July 2002.

<sup>9</sup> Information not available.

**TABLE 5**  
**HOUSING AND OCCUPANCY CHARACTERISTICS: 1990 & 2000<sup>10</sup>**  
**Mayfield Village**

	Units		Percent of Total		Average Persons per Unit	
	1990	2000	1990	2000	1990	2000
<b>Owner-occupied</b>	1,099	1,138	80%	82%	2.7	2.6
<b>Rental</b>	279	254	20%	18%	1.7	2.1
<b>Total Occupied Units<sup>11</sup></b>	1,378	1,392	100%	100%	2.5	2.5
<b>Vacant Units</b>	38	79	2.7% of total units	5.4% of total units	--	--
<b>TOTAL<sup>12</sup></b>	1,416	1,471	100%	100%	2.4	2.3

<sup>10</sup> Source: 1990 and 2000 U.S. Census

<sup>11</sup> Persons per occupied unit is the same as persons per household; does not include persons living in group quarters.

<sup>12</sup> Persons per unit is based on both occupied and vacant units. This figure therefore contains a vacancy factor that is necessary when estimating future population based on projected housing units.

**TABLE 6**  
**MEDIAN SINGLE-FAMILY HOME VALUE: 1990 & 2000<sup>13</sup>**  
**Mayfield Village and Adjacent Jurisdictions**  
*(Sorted highest to lowest by % change)*

	<b>1990</b>	<b>2000</b>	<b>% Change</b>
<b>Kirtland (Lake County)</b>	\$113,200	\$204,100	80%
<b>Highland Heights (Cuyahoga County)</b>	\$128,200	\$217,500	70%
<b>Willoughby Hills (Lake County)</b>	\$125,000	\$212,100	70%
<b>Mayfield Heights (Cuyahoga County)</b>	\$77,000	\$125,900	64%
<b>Lyndhurst (Cuyahoga County)</b>	\$87,600	\$134,600	54%
<b>Mayfield Village (Cuyahoga County)</b>	\$139,200	\$201,200	45%
<b>Gates Mills (Cuyahoga County)</b>	\$309,800	\$427,000	38%
<b> </b>			
<b>Cuyahoga County</b>	\$71,200	\$113,800	60%
<b>Lake County</b>	\$73,900	\$127,900	73%

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<sup>13</sup> Source: US Census.

**TABLE 7**  
**AGE OF POPULATION: 1980, 1990 & 2000<sup>14</sup>**  
**Mayfield Village**

Age Group	1980	1990	2000	Change 1980 - 2000	
				#	%
<b>Under 18</b>	760	655	714	(46)	(6%)
<b>18-44</b>	1,065	1,085	978	(87)	(8%)
<b>45-64</b>	1,195	980	941	(254)	(21%)
<b>65 plus</b>	555	740	802	247	45%
<b>Total Population</b>	<b>3,575</b>	<b>3,460</b>	<b>3,435</b>	<b>(140)</b>	<b>(4%)</b>

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<sup>14</sup> Source: U.S. Census Bureau

**TABLE 8**  
**AGE CHARACTERISTICS: 1990 & 2000<sup>15</sup>**  
**Mayfield Village**

	Percentage of Households with Children Under the Age of 18			
	1980	1990	2000	
Mayfield Village	16	24%	27%	
Cuyahoga County	o	32%	32%	
Northeast Ohio Region <sup>17</sup>	37%	35%	31%	
	Percentage of Households with Individuals 65+			
	1980	1990	2000	
Mayfield Village	o	38%	39%	
Cuyahoga County	o	29%	27%	
Northeast Ohio Region	37%	38%	37%	
	Persons per Household			
	1980	1990	2000	1990-2000 % Change
Mayfield Village	o	2.51	2.47	(2%)
Cuyahoga County	o	2.46	2.39	(3%)
Northeast Ohio Region	2.90	2.69	2.57	(4%)

<sup>15</sup> Source: U.S. Census Bureau

<sup>16</sup> Information not readily available.

<sup>17</sup> Includes Ashtabula, Cuyahoga, Geauga, Lake, Lorain, Medina, Portage, Stark and Summit Counties.

**Table 9**  
**COMPARISON OF ASSESSED TAX VALUATIONS: TAX YEAR 2001<sup>18</sup>**  
**Mayfield Village and Adjacent Jurisdictions**

COMMUNITY	REAL PROPERTY				TOTAL
	Agricultural/ Residential		Commercial/Industrial Public Utility		
Mayfield Heights	\$247,328,560	54%	\$211,378,080	46%	\$458,706,640
Mayfield Village	\$88,904,830	60%	\$59,084,640	40%	\$147,989,470
Willoughby Hills (Lake County)	\$166,042,140	75%	\$56,151,820	25%	\$222,193,960
Highland Heights	\$231,513,440	81%	\$53,344,980	19%	\$284,858,420
Lyndhurst	\$305,021,940	82%	\$67,376,030	18%	\$372,397,970
Kirtland (Lake County)	\$169,521,090	94%	\$11,257,230	6%	\$180,778,320
Gates Mills	\$180,960,710	98%	\$2,769,970	2%	\$183,730,680

Source: Cuyahoga County Treasurer and Lake County Auditor

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<sup>18</sup> Source: Cuyahoga County Treasurer and Lake County Auditor.

**TABLE 10**  
**COMPARISON OF TAX RATES: TAX YEAR 2001<sup>19</sup>**  
**Mayfield Village and Adjacent Communities**  
*Per \$1,000 of Assessed Valuation*

Taxing Jurisdiction	Full Tax Rate	Effective Rate	
		Residential/ Agricultural	Commercial / Industrial
Lyndhurst	118.9	72.05	76.79
Kirtland (Lake County)	95.85	49.50	54.77
Mayfield Heights	86.8	47.59	52.11
Gates Mills	87.7	47.16	51.38
Willoughby Hills (Lake County)	70.17	47.02	49.80
<b>Mayfield Village</b>	<b>84.1</b>	<b>41.85</b>	<b>46.88</b>
Highland Heights	80.8	41.59	46.11

**TABLE 11**  
**DISTRIBUTION OF TAXES: TAX YEAR 2001<sup>20</sup>**  
**Mayfield Village**

	Schools	County	Village	Library/ Metropark
<b>Residential</b>	56.56%	27.19%	10.19%	6.06%
<b>Commercial/Industrial</b>	58.83%	25.60%	10.17%	5.40%

<sup>19</sup> Source: Cuyahoga County Auditor and Lake County Treasurer

<sup>20</sup> Source: Cuyahoga County Treasurer.

**TABLE 12**  
**MEDIAN HOUSEHOLD INCOME: 1990 & 2000<sup>21</sup>**  
**Mayfield Village and Adjacent Jurisdictions**  
*(Sorted highest to lowest % Change)*

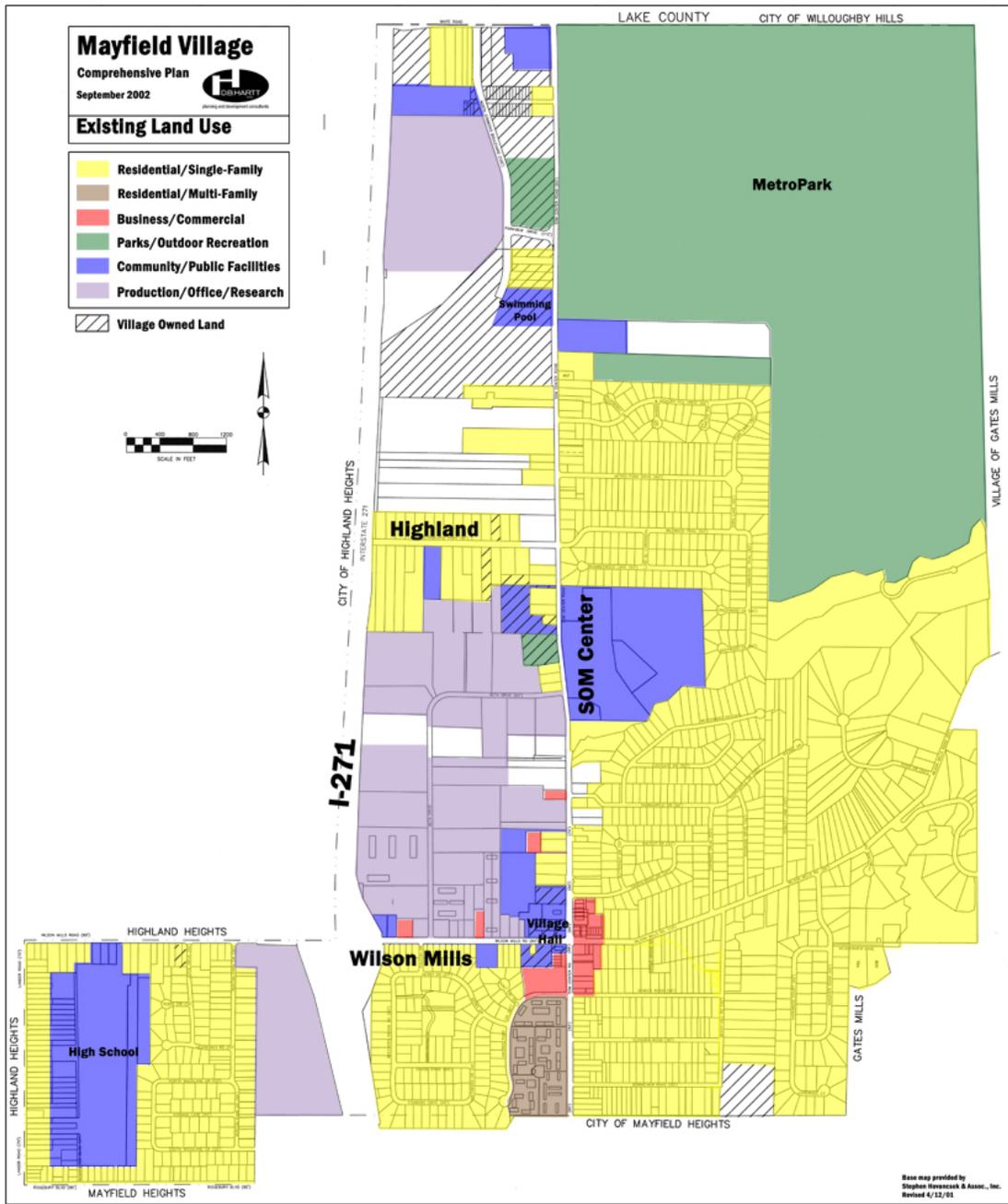
	1990	2000	% Change
Kirtland (Lake County)	\$40,259	\$65,422	63%
Highland Heights (Cuyahoga County)	\$44,777	\$69,750	56%
Gates Mills (Cuyahoga County)	\$94,219	\$133,605	42%
Mayfield Village (Cuyahoga County)	\$46,610	\$66,048	42%
Willoughby Hills (Lake County)	\$34,609	\$47,493	37%
Mayfield Heights (Cuyahoga County)	\$28,688	\$37,236	30%
Lyndhurst (Cuyahoga County)	\$40,491	\$52,272	29%
<hr/>			
Cuyahoga County	\$28,595	\$39,168	37%
Lake County	\$35,605	\$48,763	37%

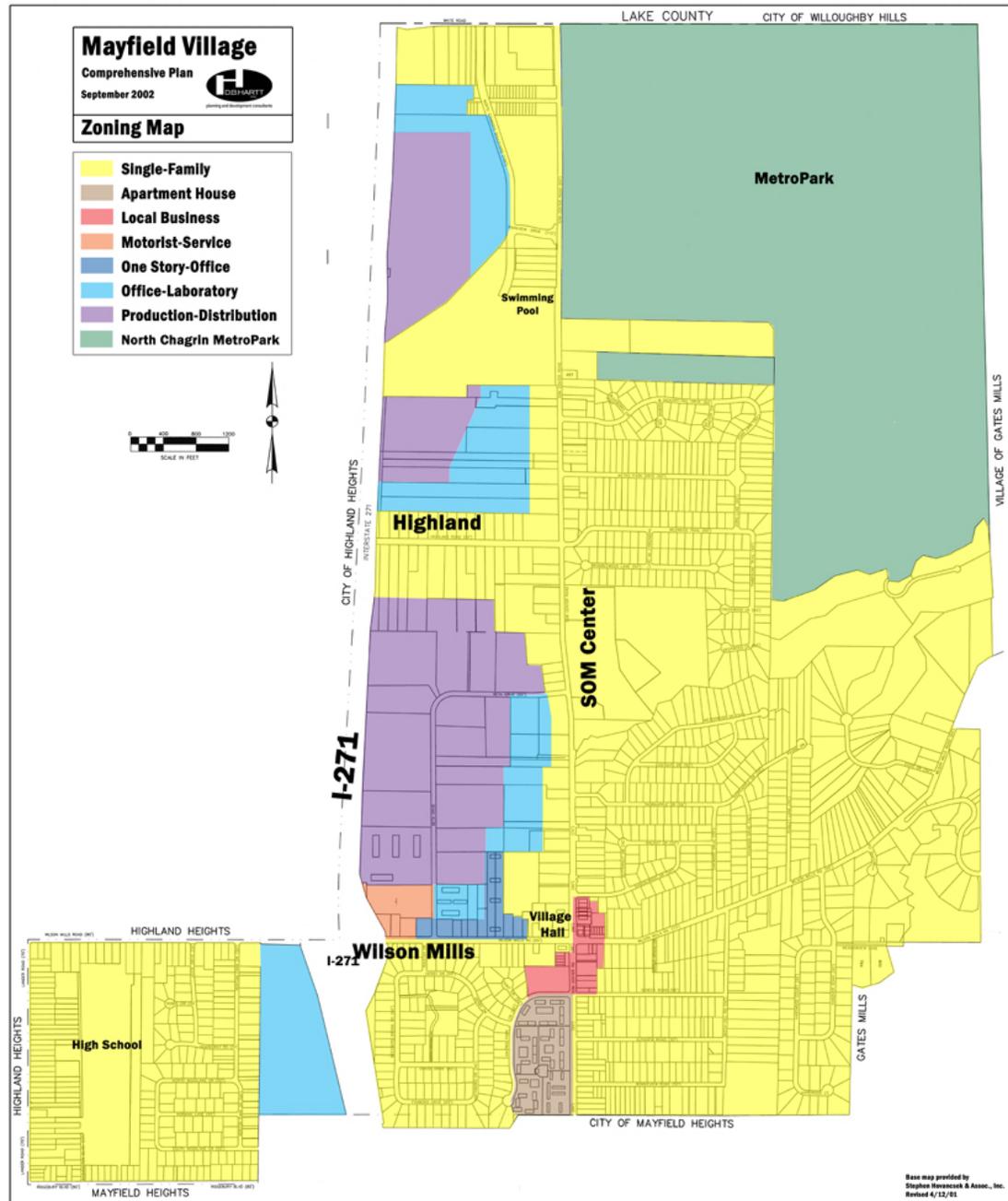
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<sup>21</sup> Source: US Census.

**B. Additional Maps and Tables**

- Mayfield Village Existing Land Use Map
- Mayfield Village Existing Zoning Map
- Economic and Related Impacts of Various Types of Development





### Estimated Economic Impacts of General Land Use Categories

The table below quantifies the impacts of various types of land uses and can be used to guide decision making relating to planning and development. The table was adapted by D.B. Hartt, Inc. based on an analysis provided by the Cuyahoga County Planning Commission in its Northeast Ohio Regional Retail Analysis, August 2000.

Land Use Type	Floor Area per acre (square feet)	Real Estate Value (per acre)	Jobs Created (per acre) <sup>22</sup>	Average Salary (per job) <sup>23</sup>	Property Tax Generated (per acre) <sup>24</sup>	Property Tax to Village (per acre) <sup>25</sup>	Income Tax to Village (per acre) <sup>26</sup>	Total Revenue to the Village (per acre)	Average Daily Vehicle Trips (per acre)	Revenue to the Village Per Daily Vehicle Trip (per acre)
Professional/ Technical Services	15,000	\$1,500,000	45	\$50,573	\$24,612	\$2,507	\$45,516	\$48,023	165	\$291
General Office	15,000	\$1,500,000	45	\$47,485	\$24,612	\$2,507	\$42,737	\$45,244	165	\$274
Manufacturing	9,000	\$540,000	20	\$44,923	\$8,860	\$903	\$17,969	\$18,872	36	\$524
Light Industrial	9,000	\$540,000	18	\$44,923 <sup>27</sup>	\$8,860	\$903	\$16,172	\$17,075	63	\$271
Personal/ Business Services	12,000	\$960,000	24	\$20,578	\$15,752	\$1,605	\$9,877	\$11,482	--	--
Warehouse	9,000	\$540,000	14	\$35,744	\$8,860	\$903	\$10,008	\$10,911	45	\$242
Commercial/ Retail	12,000	\$960,000	24	\$19,144	\$15,752	\$1,605	\$9,189	\$10,794	240 – 720	\$45-14
Heavy Industrial	9,000	\$540,000	8	\$44,923	\$8,860	\$903	\$7,188	\$8,091	14	\$578
Hotel <sup>28</sup>	20,000	\$1,750,000	14	\$11,182	\$28,714	\$2,926	\$3,131	\$6,057	405	\$15
Planned Residential	7,200	\$900,000 <sup>29</sup>	0	\$0	\$13,183	\$1,343	\$0	\$1,343	23 <sup>30</sup>	\$58

<sup>22</sup> Source: Development Impact Assessment Handbook (1994), Robert W. Burchell, et al

<sup>23</sup> Source: US Economic Census Cuyahoga County Business Profile (2000) www.osuedc.org

<sup>24</sup> (Real estate value x 0.35)/1,000 x effective tax rate. 2001 effective tax rates for Mayfield Village = 41.85 (residential) and 46.88 (Commercial/industrial). See Table 11 of background information packet dated November 2, 2002.

<sup>25</sup> 10.19 percent of total property tax. See Table 12 of background information packet dated November 2, 2002.

<sup>26</sup> Mayfield Village income tax rate = 2 percent.

<sup>27</sup> NA from US Census, but assumed comparable to heavy industrial and manufacturing.

<sup>28</sup> Assumes 45 rooms (444 square feet each) per acre.

<sup>29</sup> Assumes development density of 4 dwelling units/acre @ 1,800 square feet per unit.

<sup>30</sup> Calculated using 5.86 trips per dwelling unit.

<b>Single-Family Residential</b>	5,000	\$750,000 <sup>31</sup>	0	\$0	\$10,986	\$1,119	\$0	\$1,119	19 <sup>32</sup>	\$59
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**C. Resources**

- ▶ Economic Development Funding Sources
- ▶ Open Space/Recreation Funding Sources

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<sup>31</sup> Assumes development density of 2 dwelling units/acre @ 2,500 square feet per unit.

<sup>32</sup> Calculated using 9.57 trips per dwelling unit.

**Sources of Economic Development Funding**  
**Prepared by: Cuyahoga County Planning Commission**

**I. LOCAL DEVELOPMENT INITIATIVES**

***Tax Increment Financing (TIF)***

- ✓ TIF exempts a portion of the future increase in assessed valuation of real property from real property taxation.
- ✓ A payment in lieu of taxes is made by property owners back to the public body in the amount of the taxes that otherwise would have to be paid on such real property improvements, creating a “cash flow.” The cash flow may be used to finance public infrastructure improvements connected to a public purpose.
- ✓ Up to 75% exemption for up to 10 years. With school board approval, can extend to 100% exemption for 30 years.

***Community Reinvestment Area (CRA)***

- ✓ Local tax incentive program for businesses that expand or locate in designated areas.
- ✓ Up to 100% exemption of the improved real estate property tax valuation for up to 15 years.
- ✓ In some instances, local school board approval may be required.

***Enterprise Zone Tax Incentive Program (EZ)***

- ✓ Local tax incentive program for businesses that expand or locate in designated areas.
- ✓ Up to 75% exemption on real property improvements or tangible personal property tax valuation for up to 10 years. Local school board approval may be required to exceed these limits.

***Payroll Tax Sharing Program***

- ✓ The City of Parma recently implemented an economic development grant program for the purpose of attracting businesses to locate within the City and to encourage expansion of businesses currently located in the City.

- ✓ The City may share up to 50% of the new payroll tax remitted to the City for a period up to 10 years with the new or expanding businesses. Grants are awarded from the net change in payroll tax proceeds of the business with reference to either Real Property or Tangible Personal Property.

## II. COUNTY FUNDED PROGRAMS

### *Competitive Municipal Grant Program Cuyahoga County Department of Development*

- ✓ Up to \$150,000 per year.
- ✓ Used for major public enhancements such as right-of-way improvements, streetscape enhancements, senior citizen centers and ADA improvements.
- ✓ Up to \$25,000 per community available for community master planning (when funds are available).

### *Cuyahoga County Storefront Renovation Program Cuyahoga County Department of Development*

- ✓ Grants for architectural services (up to \$2,000 or 8% of material costs).
- ✓ Loans for exterior and interior building improvements, including building code improvements and signage (up to \$75,000 per parcel at negotiated interest rates for twelve years, with monthly payments beginning six months after closing).
- ✓ Up to 20% of total project cost can be applied to parking lots and sidewalks.
- ✓ Those property owners that are able to provide 10% equity based on total material and labor cost, current on all taxes at loan closing, and able to complete the improvements within one year.

**Note:** There are some portions of the community that have been identified by the Cuyahoga County Urban County Historic Preservation Survey, Phase I/Initial Identification as having a significant number of structures built before 1939. Any party interested in using Cuyahoga County Storefront Renovation Program funds for a structure identified by this survey would have to comply with the Secretary of the Interior's Standards for Rehabilitation.

***Cuyahoga County Economic Development Loan Program***  
***Cuyahoga County Department of Development***

- ✓ Assists viable business expansion projects that need County loan funds to secure private financing. Assists projects that have a substantial benefit to the community and positively impact the County.
- ✓ Loans range from \$35,000 to \$350,000 (not to exceed 40% of the total project cost) up to 15 year term. A minimum of 10% owner equity is required.
- ✓ Business must create one full time job for every \$35,000 loaned. 51% of all jobs created or retained must be available to persons of low or moderate income.
- ✓ Loans can be used to finance capital equipment, land, buildings, construction and building renovation.

***Strategic Initiatives Fund***  
***Cuyahoga County Department of Development***

- ✓ Same as above, except market rate loans up to \$1 million for up to 20 year term.

***Brownfield Redevelopment Fund***  
***Cuyahoga County Department of Development***

- ✓ Provides financing and subsidies to acquire land, perform Phase I and Phase II environmental testing, remediation, site clearance and demolition to obtain full use of underutilized commercial/industrial properties within Cuyahoga County that require environmental remediation such as the removal of underground gasoline tanks, asbestos or other environmental hazards.
- ✓ Sites eligible for the Voluntary Action Program (VAP) of Ohio qualify for the program.
- ✓ Municipal corporations, non-profit development corporations and private developers/businesses may apply for loans up to \$1 million per project for up to 15 years. Subsidies, up to \$500,000, may be granted to municipal corporation applicants that take ownership of the property.

### III. CLEVELAND – CUYAHOGA COUNTY PORT AUTHORITY

#### *Common Bond Fund*

- ✓ Long-term, fixed interest rate financing of \$1 million to \$6 million to credit worthy businesses for owner occupied industrial and commercial projects.
- ✓ Up to 90% of eligible costs, requires a minimum of 10% owner equity. ***Term of financing depends on life of the assets being financed, and can be*** up to 20 years.

#### *Off-Balance Sheet Financing*

- ✓ Provides companies with fixed assets while keeping those assets off their balance sheets.
- ✓ The Port Authority will finance, build and own the assets required, and lease them to the company.
- ✓ Long-term, fixed interest rate financing of \$3 million to \$100 million for expansion or relocation.

### IV. STATE FUNDED PROGRAMS

#### *State Capital Improvements Program (Issue 2)*

##### *Ohio Public Works Commission*

- ✓ Eligible projects: bridges and culverts, roads, solid waste disposal facilities, stormwater and sanitary collection/storage and treatment facilities, water supply systems, and wastewater treatment systems.
- ✓ Costs eligible for fund: acquisition of property and facilities, engineering and design, construction, equipment and related financing costs.
- ✓ Types of funding available: up to 90% of project's total cost if it is a repair or replacement project and up to 50% of a project's total cost if it is a new or expansion project.

A. ***Grants:*** 80% of program's allocation is awarded in grants, with a minimum 10% in matching funds required.

**B. *Loans and local debt support.*** 20% of program’s allocation must be awarded in the form of interest free loans or in the form of local debt support. Applicants can request up to 100% funding in the form of a loan. Two types of local debt support funding are available:

1. *Loan assistance:* Loan assistance funds are awarded in the form of a grant to pay the interest costs associated with a loan from either a public or private lender or a bond/note issuance.
2. *Credit enhancement:* Credit enhancement funds are awarded in the form of a grant that can be used to cover the up-front purchase of a private bond insurance policy.

***State Capital Improvements Revolving Loan Fund***

***Ohio Public Works Commission***

- ✓ Eligible projects: bridges and culverts, roads, solid waste disposal facilities, stormwater and sanitary collection/storage treatment facilities, water supply systems, and wastewater treatment facilities.
- ✓ Costs eligible for funding: acquisition of property and facilities, engineering and design, construction, equipment, and related financing costs.
- ✓ All awards are in the form of loans covering up to 100% of the total project cost.

***Local Transportation Improvement Program (LTIP)***

***Ohio Public Works Commission***

- ✓ Eligible projects: roads, bridges and culverts.
- ✓ Costs eligible for funding: acquisition of property and facilities, engineering and design, construction, and equipment.
- ✓ All awards are in the form of grants covering up to 100% of total project cost.

***Water and Sewer Rotary Commission***

- ✓ Eligible projects: water and sewer lines.
- ✓ Interest-free loans.

***Ohio Water Development Authority***

- ✓ Eligible projects: drinking water, wastewater, construction projects, planning.

- ✓ Loans at market interest rates with a 10-25 year payback; borrower maximum \$75 million.

***Ohio Water Pollution Control Loan Fund  
Ohio Environmental Protection Agency***

- ✓ Eligible projects: publicly owned wastewater treatment facilities/non-point source water pollution control projects.
- ✓ Loans are below market rate.

***319 Program  
Ohio EPA***

- ✓ Funding supports Ohio's Nonpoint Source Management Program to protect and/or restore water resources affected by nonpoint sources of pollution.
- ✓ Projects funded (lasting up to three years) include education, technical assistance, financial incentives, and other voluntary action.
- ✓ Applicants can apply for up to \$300,000 for projects and \$100,000 to develop a Watershed Action Plan; requires 40% match.

***Nature Works***

- ✓ Funding is available for nonpoint source pollution prevention projects protecting riparian areas along streams through the purchase of perpetual conservation easements.

## **V. FEDERALLY-FUNDED PROGRAMS**

***TEA-21 (Transportation Equity Act for the 21st Century)  
U.S. Department of Transportation***

- ✓ Funding for highways, highway safety and transit through fiscal year 2003.
- ✓ Safety improvements include road and rail highway grade crossing safety.
- ✓ Environmental improvements include transportation enhancements improving community quality, transit benefits, pilot program for sustainable communities, National Scenic Byways Program, bicycle and pedestrian paths (Ohio recreational Trails

Program) and recreational trails.

- ✓ Funding for access to jobs (i.e., Welfare to Work), disadvantaged business enterprise program, workforce training.
- ✓ Expanded highway programs include interstate, bridges and congestion and air quality improvements.

***Miscellaneous***

- ✓ Economic Development Administration Loans and Grants.
- ✓ Land and Water Conservation Fund for park and outdoor recreational development.

**VI. NON-GOVERNMENTALLY FUNDED PROGRAMS**

***Business Improvement District (BID)***

- ✓ Business owners and merchants within the BID are permitted under state laws to use the city’s tax collection system to tax themselves; these funds, collected by the municipality are returned in full to the BID and are used for the physical and service improvements previously mentioned.

***Charitable Foundation Grants***

- ✓ Charitable foundation grants help “sponsor” certain community development projects such as landscaping, streetscaping and technical assistance in the maintenance of community facilities (examples of the largest local foundations include the Cleveland Foundation and the George Gund Foundation).

**Sources of Funding for Greenspace Initiatives**  
**Prepared by: Cuyahoga County Planning Commission**

**Existing Funding Sources For Open Space Preservation<sup>33</sup>**

The matrix below includes a list of existing sources of greenspace funding available from federal, state, and local government agencies, and from non-profit organizations. The column headings indicate the primary use for the program's funds and are intended as a quick source for identifying programs that may be applicable for specific greenspace related activities. Many programs have web sites that provide more detailed descriptions of the program, along with information on where to apply for funds.

[Ohio Greenways](#) also publishes a hardcopy summary of various state and federal sources of funding for greenway projects. The U.S. EPA maintains a [Catalog of Funding Sources for Watershed Protection](#). In addition, there are a number of organizations such as the [Rails-to-Trails Conservancy](#), [The Trust for Public Land](#), and [The Nature Conservancy](#) that work with communities to assist in finding funding for projects.

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<sup>33</sup> Reproduced from Cuyahoga County Planning Commission's website on the County Green Space Plan:  
<http://planning.co.cuyahoga.oh.us/green/funding.html>

**Open Space/Recreation Funding Sources**  
**Prepared by: Cuyahoga County Planning Commission**

Program	Planning	Aquisition / Easement	Watershed/ Habitat Protection	Pollution Reduction / Cleanup	Capital Improvements	Trails	Maintenance	Administration	Research	Educ. / Community Participation	Technical Assistance	Economic Development
<b>FEDERAL GOVERNMENT</b>												
<b>Environmental Protection Agency</b>												
<a href="#">Environmental Education Grants</a> 66.951										X		
<a href="#">Environmental Justice Grants</a> 66.604									X	X	X	
<a href="#">Environmental Protection Consolidated Research</a> 66.500									X			
<a href="#">Wetlands Protection: Develop. Grants</a> 66.461	X		X									
<a href="#">Environmental Research Grants</a>									X			
<a href="#">Great Lakes Program</a> 66.469			X	X					X	X	X	
<a href="#">Superfund Technical Assistance Grant</a> 66.806							X				X	
<b>Department of the Interior</b>												
<a href="#">North American Wetlands Conservation Fund</a> 15.623		X	X	X								
<a href="#">Rivers, Trails and Conservation Assistance</a> 15.921											X	
<a href="#">National Coastal Wetland Conservation Grant</a>		X	X				X	X				
Land & Water Consv. Funds (apply through ODNR)		X			X	X						
<b>Dept. of Transportation - FHWA</b>												
<a href="#">Transportation &amp; Community &amp; System Preservation</a>	X	X			X	X			X			X
<b>Department of Agriculture</b>												
<a href="#">Conservation Reserve Program</a> 10.069			X									
<a href="#">Watershed Protection and Flood Prevention</a> 10.904	X		X	X	X						X	
<a href="#">Watershed Surveys and Planning</a> 10.906	X								X			
<a href="#">Wetlands Reserve Program</a> 10.072			X									
<a href="#">Challenge Cost-Share Grant Program</a>	X								X	X		
<b>Department of Commerce - NOAA</b>												
<a href="#">Habitat Conservation</a> 11.463			X					X	X	X		
<b>Dept. of Housing and Urban Development</b>												
<a href="#">Community Outreach Partnership Center</a> 14.511	X								X	X		
<b>Corp. for National and Community Service</b>												
<a href="#">AmeriCorps</a>							X	X		X		
<a href="#">Retired &amp; Senior Volunteer Program</a>							X			X		
<b>STATE GOVERNMENT</b>												
<b>Ohio Department of Natural Resources</b>												
<a href="#">Greenworks</a>										X		

Program	Planning	Aquisition / Easement	Watershed/ Habitat Protection	Pollution Reduction / Cleanup	Capital Improvements	Trails	Labor/Consult.	Maintenance	Administration	Research	Educ. / Community Participation	Technical Assistance	Economic Development
<a href="#">Ohio Bicentennial Legacy Tree Planting Program</a>					X								
<a href="#">Clean Ohio Trails Fund</a>	X	X			X	X							
<a href="#">Coastal Management Assistance Grants</a>	X		X	X	X								
<a href="#">Land &amp; Water Conservation Funds</a>		X			X	X							
<a href="#">Natureworks</a>		X	X	X	X	X		X					
<a href="#">Recreational Trails Program</a>	X	X			X	X		X			X		
<a href="#">Watershed Coordinators</a>	X								X			X	
<a href="#">Boating Infrastructure Grant Program</a>					X								
<a href="#">Boating Safety Education</a>											X		
<a href="#">Clean Vessel Act</a>					X								
<a href="#">Cooperative Public Boating Facility Projects</a>					X								
<a href="#">Grassland Restoration: Pastures-to-Prairies</a>			X										
<a href="#">Wetland Restoration</a>			X	X	X								
<a href="#">Ohio Wildlife Diversity Projects</a>	X	X	X	X					X	X	X		
<b>Ohio Department of Transportation</b>													
<a href="#">Bicycle/Pedstrian Program</a> (STP Funds)		X			X	X							
<a href="#">Transportation Enhancements</a> (STP Funds)					X	X					X		
<a href="#">National Scenic Byways Program</a>	X		X		X	X					X		
<a href="#">Public Lands Highways Discretionary Program</a>	X	X			X	X							
<b>Ohio Department of Development</b>													
<a href="#">Brownfields/Clean Ohio Fund</a>				X	X								
<a href="#">Urban and Rural Initiative Program</a>		X		X									X
<b>Ohio EPA</b>													
<a href="#">Section 319 - Nonpoint Source Pollution</a>	X		X							X	X	X	
<a href="#">Water Pollution Control Loan Fund</a>		X	X	X	X							X	
Water Resource Restoration Sponsor Program	X	X	X	X									
<a href="#">Voluntary Action Program</a> (Brownfields Cleanup)				X									X
<a href="#">Pollution Prevention Loan Program</a>				X	X								
<a href="#">Ohio Environmental Education Fund</a>											X	X	
<a href="#">List of Other Grant, Loan and Tax Incentive Progs.</a>													
<b>Ohio Lake Erie Commission</b>													
<a href="#">Lake Erie Protection Fund</a>	X		X	X						X	X		
<b>LOCAL AREA GOVERNMENTS</b>													
<b>NOACA</b>													
<a href="#">Transportation Enhancements</a> (STP Funds)					X	X					X		

Program	Planning	Aquisition / Easement	Watershed / Habitat Protection	Pollution Reduction / Cleanup	Capital Improvements	Trails	Maintenance	Administration	Research	Educ. / Community Participation	Technical Assistance	Economic Development
<b>Metroparks</b>												
Agency budget	X	X	X		X	X		X	X	X	X	
<b>PRIVATE &amp; NON-PROFIT</b>												
<b>Gund Foundation</b>												
<a href="#">Environment Grants</a>	X	X	X						X	X		X
<b>Bikes Belong</b>												
<a href="#">Grant Proposal</a> (TEA-21 funds)					X	X						
<b>Captain Planet Foundation</b>												
<a href="#">Environmental projects for youth and children</a>										X		
<b>Chevron</b>												
<a href="#">Conservation Awards</a>		X	X	X						X		
<b>Conservation Fund</b>												
<a href="#">Kodak American Greenways Award</a>	X	X			X	X	X		X	X		
<a href="#">Great Lakes Revolving Loan Fund</a>		X										
<b>Environmental Support Center</b>												
<a href="#">Environmental Loan Fund</a>								X			X	
<b>eSchool News Online</b>												
<a href="#">Links to various environmental education grants</a>										X		
<b>Ford Foundation</b>												
<a href="#">Community and Resource Development</a>		X	X		X							
<b>The Foundation Center</b>												
<a href="#">Search engine for locating grants</a>												
<b>Great Lakes Commission</b>												
<a href="#">Soil Erosion &amp; Sediment Control</a>	X		X	X	X			X	X	X	X	
<b>Great Lakes Protection Fund</b>												
<a href="#">Environmental Endowment</a>			X	X								
<b>Ittleson Foundation</b>												
<a href="#">The Environment</a>									X	X		
<b>Land Trust Alliance</b>												
<a href="#">Midwest Program</a>	X						X	X		X		
<b>National Endowment for the Arts</b>												
<a href="#">New Public Works</a>	X											
<b>National Gardening Association</b>												
<a href="#">Youth Garden Grants Program</a>										X		
<b>National Fish and Wildlife Foundation</b>												

Program	Acquisition / Easement Planning	Watershed / Habitat Protection	Pollution Reduction / Cleanup	Capital Improvements	Trails	Labor/Consult. Maintenance	Administration	Research	Educ. / Community Participation	Technical Assistance	Economic Development
<a href="#">Bring Back the Natives Grant</a>		X	X								
<a href="#">Five Star Restoration Challenge Grants</a>		X	X						X		
<a href="#">FMC Corporation Bird and Habitat Conserv Fund</a>	X	X						X	X		
<a href="#">Migratory Bird Conservancy</a>	X	X	X					X	X		
<a href="#">Wild Birds Unlimited Pathways to Nature Cons Fund</a>				X					X		
<a href="#">Pulling Together Initiative</a> (Weed Management)						X	X		X		
<a href="#">Wildlife Links</a> (Golf Courses)								X		X	
<b>National Tree Trust</b>											
<a href="#">Partnership Enhancement Program</a>				X		X	X		X		
<b>The Nature Conservancy</b>											
<a href="#">Education &amp; technical assistance</a>	X								X	X	
<b>North American Association for Environmental Educ.</b>											
<a href="#">Links to various environmental education grants</a>									X		
<b>Rails to Trails Conservancy</b>											
<a href="#">Education &amp; technical assistance</a>									X	X	
<b>Richard King Mellon Foundation</b>											
<a href="#">American Land Conservation Program</a>	X	X									
<b>River Network</b>											
<a href="#">Watershed Assistance Grant</a>	X	X			X			X	X		
<b>Trust for Public Land</b>											
<a href="#">Education &amp; technical assistance</a>								X	X	X	
<b>The Pew Charitable Trusts</b>											
<a href="#">Grant program</a>								X	X		
<b>DuPont Corporate Contributions Program</b>											
<a href="#">Grant program</a>	X	X						X	X		
<b>Charles Stewart Mott Foundation</b>											
<a href="#">Grant program</a>		X	X					X	X	X	
<b>Surdna Foundation</b>											
<a href="#">Grant program</a>		X						X	X		X
<b>Great Lakes Aquatic Habitat Network and Fund</b>											
<a href="#">Grant program</a>	X	X	X			X	X	X			

## **Other Potential Sources of Support**

- ▶ National Park Service
- ▶ State Parks
- ▶ Development Impact Fees
- ▶ Developer Dedications
- ▶ Dedicated Taxes (i.e. sales, property transfer)
- ▶ Special Improvement Districts
- ▶ Trail Sponsorships
- ▶ Fundraisers
- ▶ Pay to Use - revenue generating venues
- ▶ Sale of Easement for Utilities (i.e. cable, optic)
- ▶ Tourism Agencies
- ▶ Local Conservancy Groups - Land Trusts
- ▶ Public Arts Programs
- ▶ Organizational Support - Volunteers
- ▶ Scientific Research Programs/Schools
- ▶ Local Businesses
- ▶ Churches
- ▶ Recreation Clubs
- ▶ Pro Bono Professional Services (legal, financial)