

## THE MUNICIPAL CAMPUS

The municipal functions that serve the City of University Heights are housed in one campus at the corner of Silsby and Warrensville Center Roads. The campus acts as the transition between the retail shopping plazas that lie to its north, duplexes to the south, and the single-family homes on both the east and west. As noted in the Municipal Facilities Analysis section of this study, the campus and the facilities located there are currently being used to their maximum potential, and are in desperate need of expansion. However, the existing campus site is constrained for space. To allow adequate and appropriate expansion for any of the facilities it is essential that either more land be acquired surrounding the campus, or that some of the facilities be moved to a different site.

In its current state, the campus does not present itself as strongly as it should to serve as an important civic node for the city. The intersection of Warrensville Center and Silsby Roads is an important crossing for the community. Warrensville Center Road is a north-south road that bisects the city, and serves as an important connector to neighboring areas, while Silsby is an important east-west connector within the neighborhoods of University Heights. For this reason it is favorable to keep the majority of the city's government at this location. If the city could acquire the three houses at the southeast corner of Saybrook and Silsby Roads it would create a much more feasible development site, allow the facilities to expand, and improve the visibility and accessibility of the site.

However, even with a greater amount of land dedicated to the expansion of the Municipal Campus, the site still may not be large enough to allow the necessary growth of the municipal agencies as is necessary. It may still be feasible to move a portion of the city facilities to a new location. As seen in the previous development schemes for the Cedar/Taylor District the service department, being critically low on space and in need of gaining the most land area, could be moved to a different location within the city. The important functions to remain in this central location are the City Hall, Police



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Department, and the Fire Department. The existing City Hall building is a wonderful example of a historic, civic structure and should be preserved as a part of any redevelopment plan. However, the Police Station, Fire Department, and service garage could be replaced with more up to date facilities. An existing police and fire radio/cell phone tower also occupies a portion of the site, and must be retained.



The critical nature of the expansion and renovation of the Municipal Campus can be portrayed by the example of the Police Department. The State of Ohio has a series of certification requirements that all police stations must meet. This year's inspection of the University Heights facility has shown that the square footage of the holding cells does not meet the state's requirements. For buildings constructed prior to 1979 the state requires that the cells have a minimum of 50 square feet of space if used as a sleeping cell, and 30 square feet for daytime usage. The University Heights Police Department currently has five holding cells at 35 square feet each. If the Police Department wants to retain its state certification it has to temporarily reduce the number of cells that it operates to three until a new, fully compliant, facility can be constructed. This is just one example of the spatial constraints of not only the University Heights Police Department's facility, but of the Municipal Campus as a whole.



Any new construction and site reconfiguration must reinvestigate how the campus addresses the surrounding community. The existing campus is very understated, and does not represent an area that welcomes public activity and civic interaction. When redeveloping the Municipal Campus the green space surrounding City Hall provides an opportunity to rectify this situation by creating a public park. This park should be designed in such a way that it addresses the key intersection on which it sits, and provides a better physical and visual link to the community which it serves.

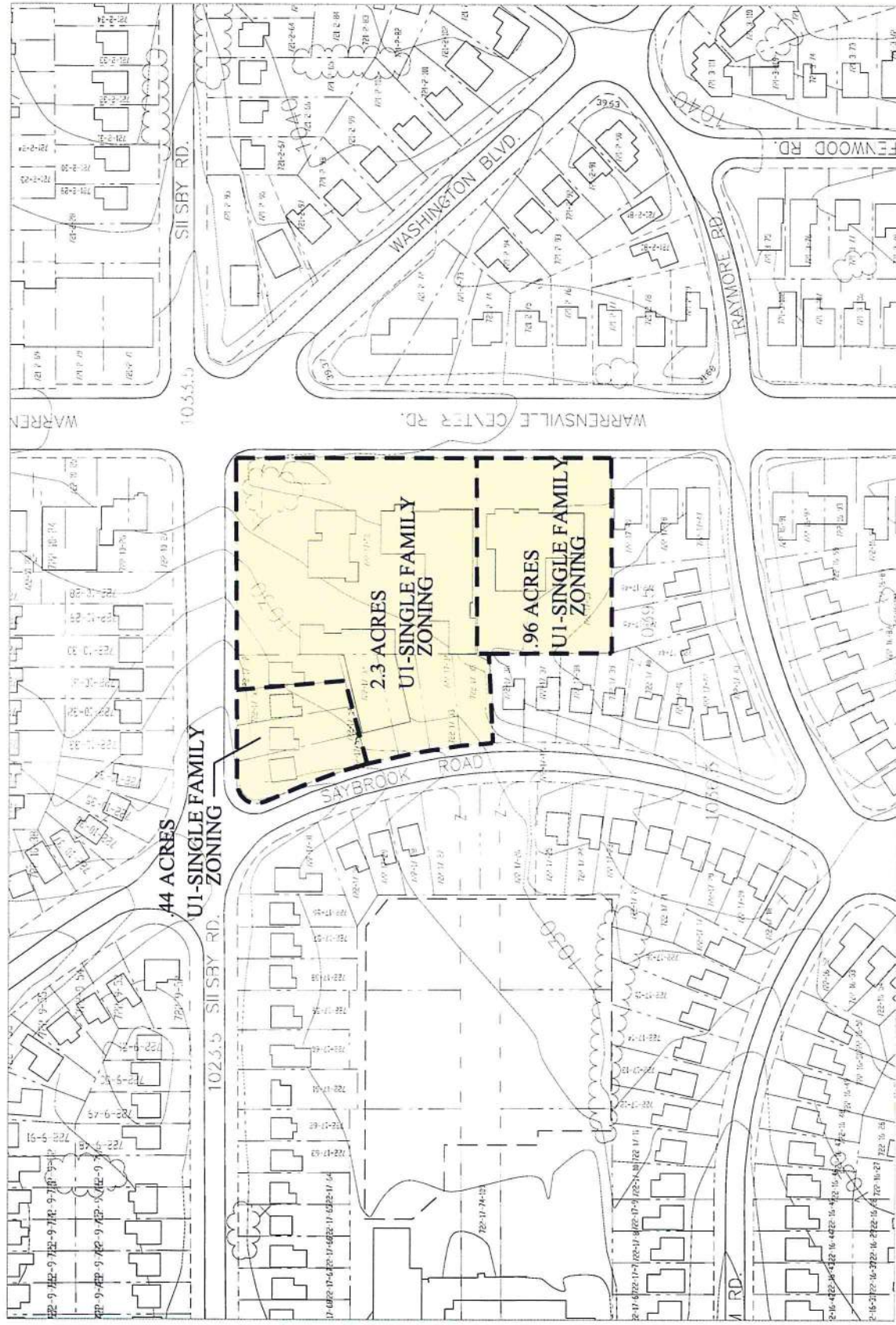
**The following diagrams demonstrate the current zoning characteristics and land area of the site, as well as a series of redevelopment concepts.**



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## OPPORTUNITIES FOR CHANGE MUNICIPAL CAMPUS RENOVATION

- The current municipal campus has the potential to be expanded by 1.4 acres, to become a 3.7 acre site.
- The zoning of the adjacent properties is compliant with the proposed expansion of the facilities.



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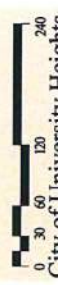






# OPPORTUNITIES FOR CHANGE MUNICIPAL CAMPUS RENOVATION: OPTION 1

- EXPAND EXISTING CITY HALL  
TO INCLUDE NEW FACILITIES &  
POLICE/SAFETY AND FIRE  
DEPARTMENTS
- CREATE NEW PARKING LOT  
ON SITE OF EXISTING  
POLICE DEPARTMENT
- CREATE A CORNER ELEMENT  
TO EMPHASIZE SITE OF  
MUNICIPAL CAMPUS

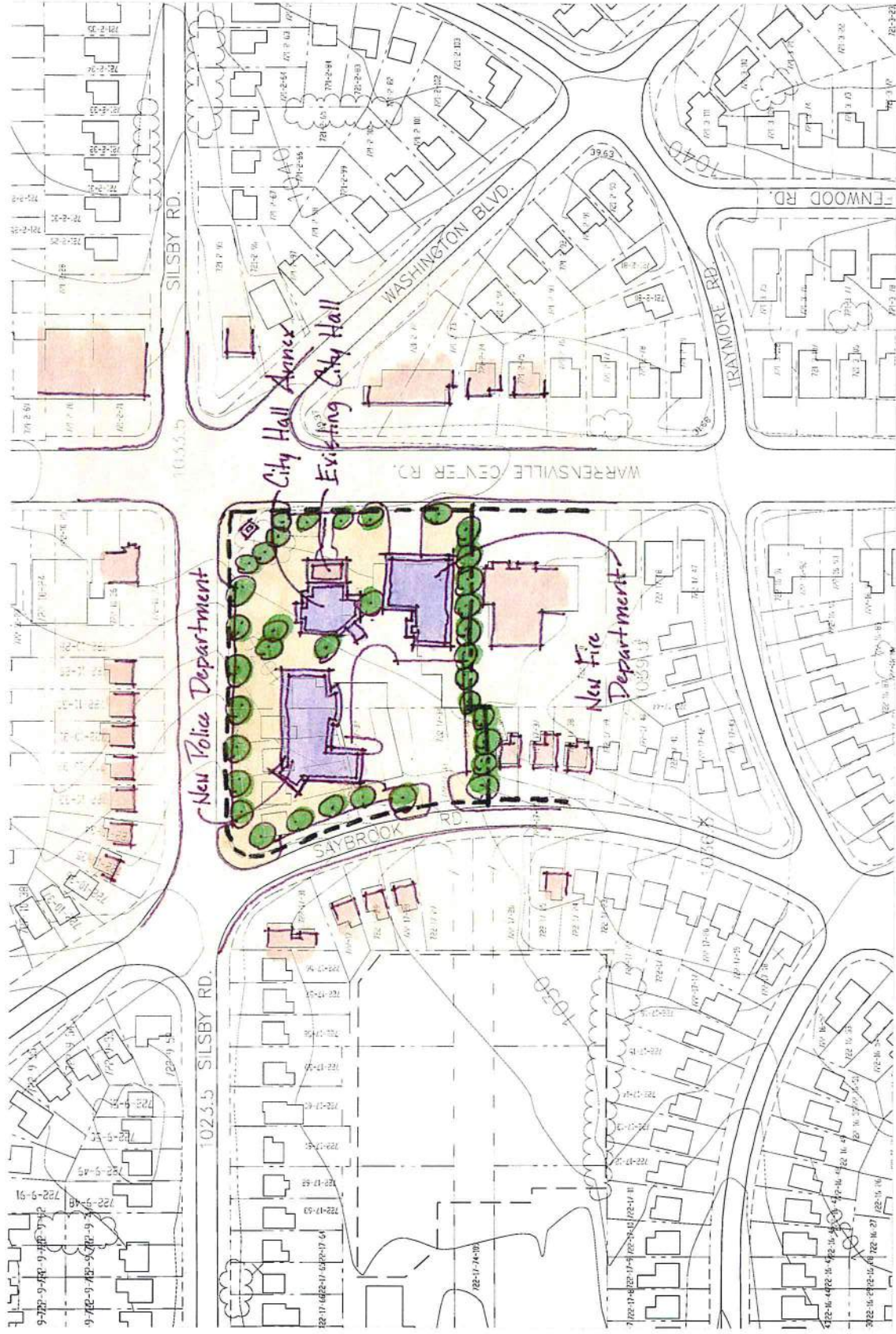


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# OPPORTUNITIES FOR CHANGE MUNICIPAL CAMPUS RENOVATION: OPTION 2

- CONSTRUCT NEW POLICE/  
SAFETY DEPARTMENT AT  
CORNER OF SAYBROOK AND  
SILSBY ROADS
- CONSTRUCT NEW FIRE  
DEPARTMENT ON THE SITE  
OF THE EXISTING POLICE  
DEPARTMENT
- RENOVATE THE EXISTING CITY  
HALL AND ADD A CITY HALL  
ANNEX
- CREATE A CORNER ELEMENT  
TO EMPHASIZE SITE OF  
MUNICIPAL CAMPUS



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# **OPPORTUNITIES FOR CHANGE** **MUNICIPAL CAMPUS RENOVATION: OPTION 3**

- CONSTRUCT NEW POLICE/  
SAFETY DEPARTMENT AT  
CORNER OF SAYBROOK AND  
SILSBY ROADS
- CONSTRUCT NEW FIRE  
DEPARTMENT ON THE SITE  
OF THE EXISTING YESHIVATH  
ABATH BNAI ISRAEL TEMPLE,  
SHOULD THAT SITE BECOME  
AVAILABLE
- RENOVATE THE EXISTING CITY  
HALL AND ADD A CITY HALL  
ANNEX
- NEW CENTRAL GREEN TO  
BE PLACED ON THE SITE OF  
THE EXISTING POLICE DEPT.
- CREATE A CORNER ELEMENT  
TO EMPHASIZE SITE OF  
MUNICIPAL CAMPUS
- NEW LANDSCAPED MEDIANS  
TO BE BUILT ALONG  
WARRENSVILLE CENTER ROAD



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## **LIBRARY / COMMUNITY CENTER**

A public library is an extremely important neighborhood amenity for a city. Libraries serve as gathering places for the community, and attract residents of all ages. The University Heights branch of the Public Library is located along Cedar Road, at the western edge of the Cedar Center Shopping Plaza. The library hosts a number of different functions to benefit the community, including after school programs for kids. While this facility serves many important functions, the ability exists to improve upon its role within the community.

Many other cities around the region are attempting to increase their marketability to prospective residents by offering city run facilities such as recreation centers, community centers, or senior centers. However, cities in the outer suburbs have an advantage over built out first tier suburbs like University Heights. They have considerably larger amounts of open land that can be developed for a broader range of uses that raise the tax base of the city, and offset the costs of these facilities. University Heights does not have this particular advantage, and does not have the population necessary to support the larger facilities that are being built in surrounding communities such as Cleveland Heights and Beachwood.

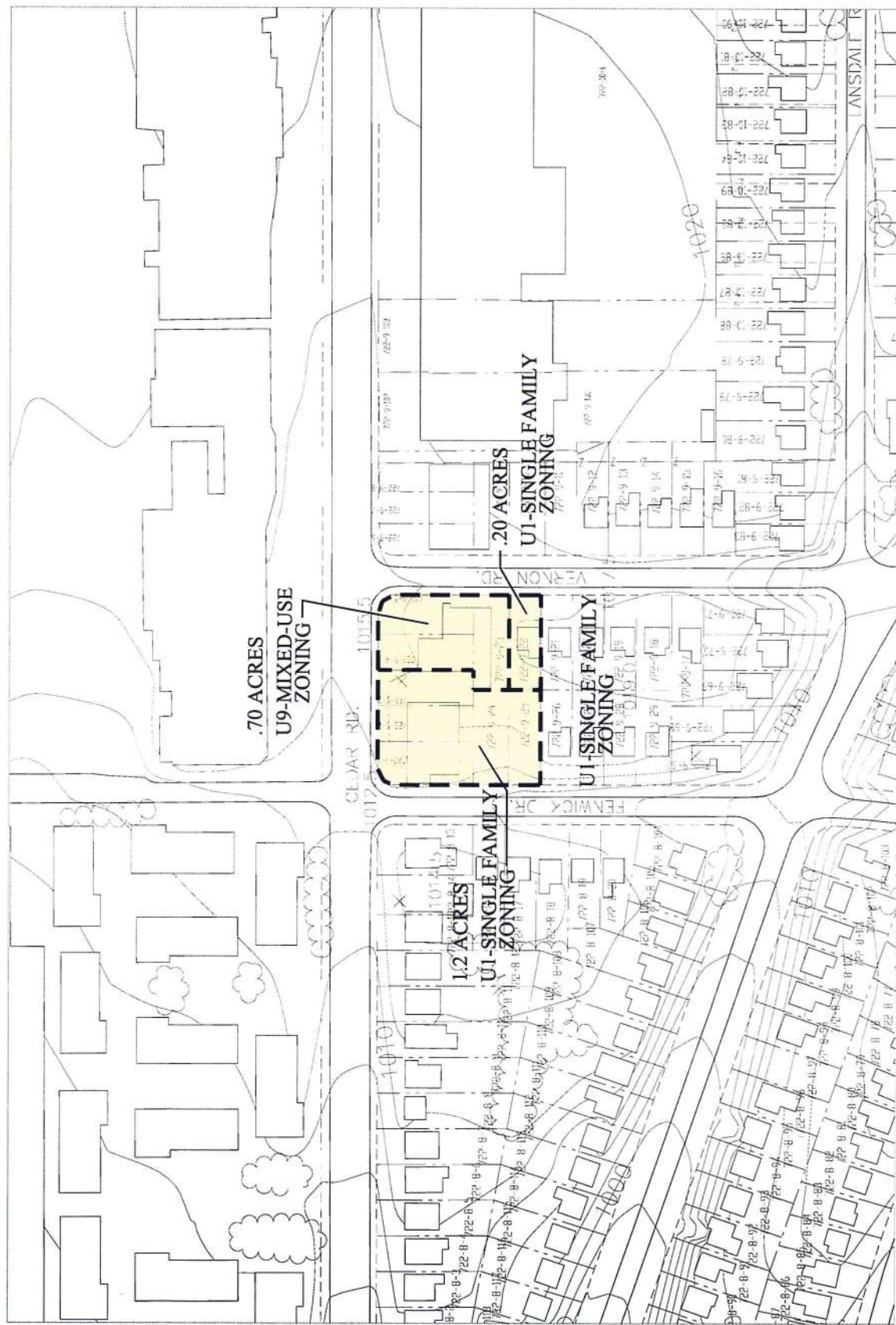
The construction of an adequately sized community center with a direct relationship to the public library would strengthen and expand the site to create a major civic node for University Heights. This type of facility could provide meeting rooms in various sizes to accommodate community meetings, senior activities, or a variety of classes.

**The following diagrams demonstrate the current zoning characteristics and land area of the site, as well as a redevelopment concept.**



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## OPPORTUNITIES FOR CHANGE

### LIBRARY / COMMUNITY CENTER

- The current library occupies 1.2 acres of land, with the potential to increase the civic node to 2.1 acres.
- Current zoning for the site could remain if a community center were to be built on the site.



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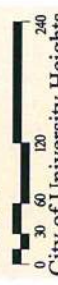






# OPPORTUNITIES FOR CHANGE LIBRARY / COMMUNITY CENTER

- NEW TWO STORY SENIOR/  
COMMUNITY CENTER
- NEW PARKING LOT TO BE  
SHARED WITH LIBRARY
- NEW COMMUNITY GARDEN  
WITH SHARED OUTDOOR PATIO



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## **THE CEDAR / GREEN RETAIL DISTRICT**

The Cedar / Green retail district is one of the most diverse of University Heights' commercial areas. The district has attracted a number of national chain stores such as CVS Drugs, Speedway, and BP; as well as the local chain, Heinen's supermarket. However, there are a great many neighborhood specialty commercial businesses such as Tibor's Kosher Meats, Jack's Deli, and the Green Road Animal Clinic that thrive in this area as well. The area has seen redevelopment throughout many different time periods ranging from some of the original retail buildings from the 1950's to shopping plazas built in the 1960's and 1970's, gas stations built in the 1980's, and most recently the renovation of the Heinen's and CVS. However, this is also the retail district that has the highest number of vacancies within the City of University Heights.

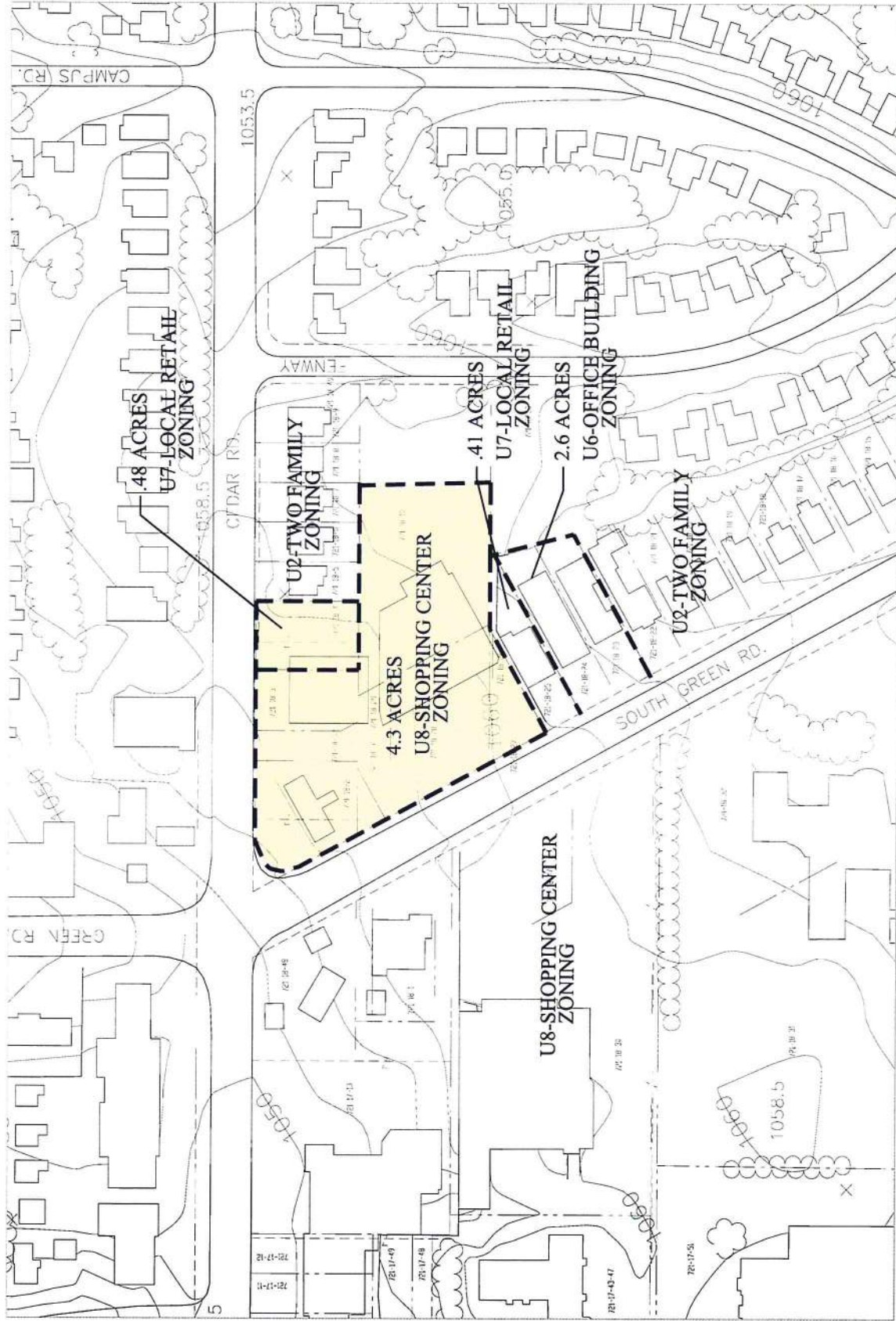
The many different time periods over which the Cedar / Green retail district has evolved have left the area with a very disparate design. Any redevelopment of this area should strive to work with the surrounding buildings to bring a sense of order and place to the district. In the option created, two single story retail shopping plazas have been removed and replaced with two mixed-use buildings that could have retail uses at the street level and offices on the upper floors. The service and parking lot behind and between the two buildings would be reworked to better serve the buildings and their patrons. The scheme also calls for new gateway signage to be constructed on the southeast and southwest corner of the intersection of Green and Cedar Roads, marking a major entry to University Heights from South Euclid and Beachwood.

**The following diagrams demonstrate the current zoning characteristics and land area of the site, as well as a redevelopment concept.**



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## OPPORTUNITIES FOR CHANGE

### CEDAR / GREEN RETAIL DISTRICT

- There are 1.78 acres of land included in this site, with a total of 7.79 acres dedicated to retail in the south east quadrant of the district.
- The current zoning will not prohibit the proposed changes to the district.



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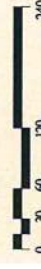
**OPPORTUNITIES  
FOR CHANGE**

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**CEDER / GREEN  
RETAIL DISTRICT**

**NEW CITY SIGNAGE / ENTRY  
FEATURES IN PARKING LOTS  
OF EXISTING GAS STATIONS**

**NEW THREE STORY MIXED  
USE BUILDINGS WITH  
HEAD-IN PARKING IN FRONT  
AND PARKING LOTS IN REAR**

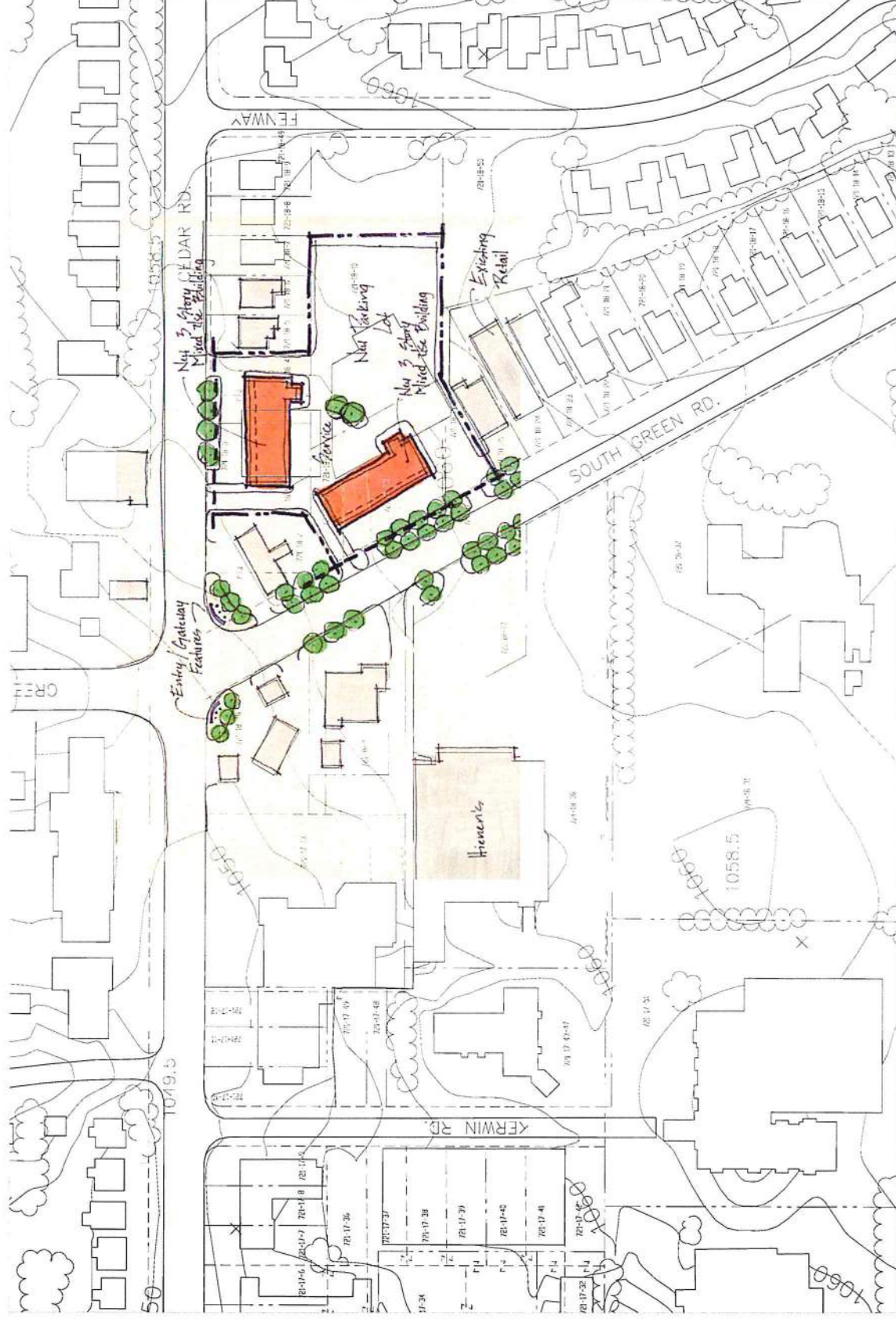


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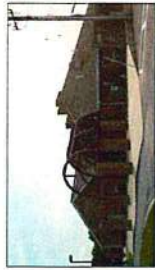


## PURVIS PARK

The construction of Purvis Park was very important for the development of the city. In conjunction with the Wiley Middle School facilities, the complex offers the widest variety of recreational amenities within University Heights. The school's football field, baseball diamond, and track are all accessible to the public as a part of the park. The two entities also share a series of seven tennis courts, with the most recent addition being the outdoor pool complex and playground constructed by the city.

To ensure Purvis Park's role as an asset for the City of University Heights it is vital that the complex continue to be improved and expanded. Of the different facilities that the park provides, the tennis courts are in the worst condition. In many places the clay base is cracked and falling apart, and the drainage system is not working properly, resulting in flooded, unusable courts after a heavy rain. Unlike the ball fields, track, various pool facilities, and playground, the tennis courts have an attraction to the largest segment of the population. Residents of all ages, from school children to retirees, take advantage of the tennis courts both as members of the City's various organized leagues and on their own. As a result, the courts are used quite extensively throughout the spring, summer, and fall. For this reason it is imperative that the courts be repaired and replaced as required to ensure that they continue to act as a strong community asset and allow Purvis Park to remain a place where residents from all walks of life can gather.

With this variety of active open space available for the residents of University Heights, Purvis Park is only missing two key elements. First, the only real passive open space in this complex is the pool deck and a small picnic area: the park could benefit from a greater diversity of adjacent passive recreation space. Although an extremely important neighborhood asset, the facility is also lacking a more visible presence in the community that it serves. These two shortcomings can be integrated together to form a stronger visual and physical connection for the city to Cedar Road, the primary approach to the facility. The resulting park space can be programmed and designed to incorporate such things as the summer concert series that the city organizes.





## POCKET PARKS

As noted in the 'Understanding University Heights' section of the report, the City is underserved in terms of parks and public space. In a city as built-out as University Heights, one way to increase green space is through the creation of pocket parks. These are smaller in size and can be developed in existing open lots. The compact nature of the city creates the need for 'breathing room' and a visual break within the neighborhoods. Residents are more likely to feel comfortable living on a smaller lot if they have additional green space nearby. An approach of targeting areas for new pocket parks throughout the city's neighborhoods will do much to enhance its quality of life. Pocket parks are located within different neighborhoods for the purpose of convenience. The idea behind this is that every neighborhood has its own "place" in which the residents can gather.

The success of a park is both dependant on its placement within a neighborhood and its design. A pocket park must be conceived in a location that is easy to access and has a certain degree of visibility. If a park is located within a safe walking distance from one's home, parents can feel comfortable in letting their children go to the park to play. Adults will also be more likely to walk to the park on a nice day. Buildings should face the park space to the greatest extent possible to keep eyes on its activities, resulting in the creation of a safer environment. The layout of a pocket park is also of the utmost importance. If there is no place for one to stop and enjoy their surroundings, and observe others doing the same, the park will not attract the people that will make it a success. Groupings of benches, low walls, and other elements where one can sit and feel comfortable are all design opportunities that will help to accomplish this.

The idea of programming the space is also an excellent way of guaranteeing that a pocket park is used to its utmost potential. A community-based process for the design of each pocket park will ensure that it reflects the values and preferred uses of each particular neighborhood. Given the diverse nature of the community there are a number of possibilities for the programming of its pocket parks. For example, one park could cater to the needs of dog owners. It could have a decorative fence around the edge, and a fountain in the center designed as a drinking fountain for pets. Another park could cater to the needs of families, and feature a playground designed for young children. The elements that animate each space, and give it the personality that makes it unique within its own neighborhood, provide excellent opportunities to incorporate public art throughout the city. The possibilities are great, and are limited only by the imagination of the community.

**The following map demonstrates existing and proposed greenspace.**

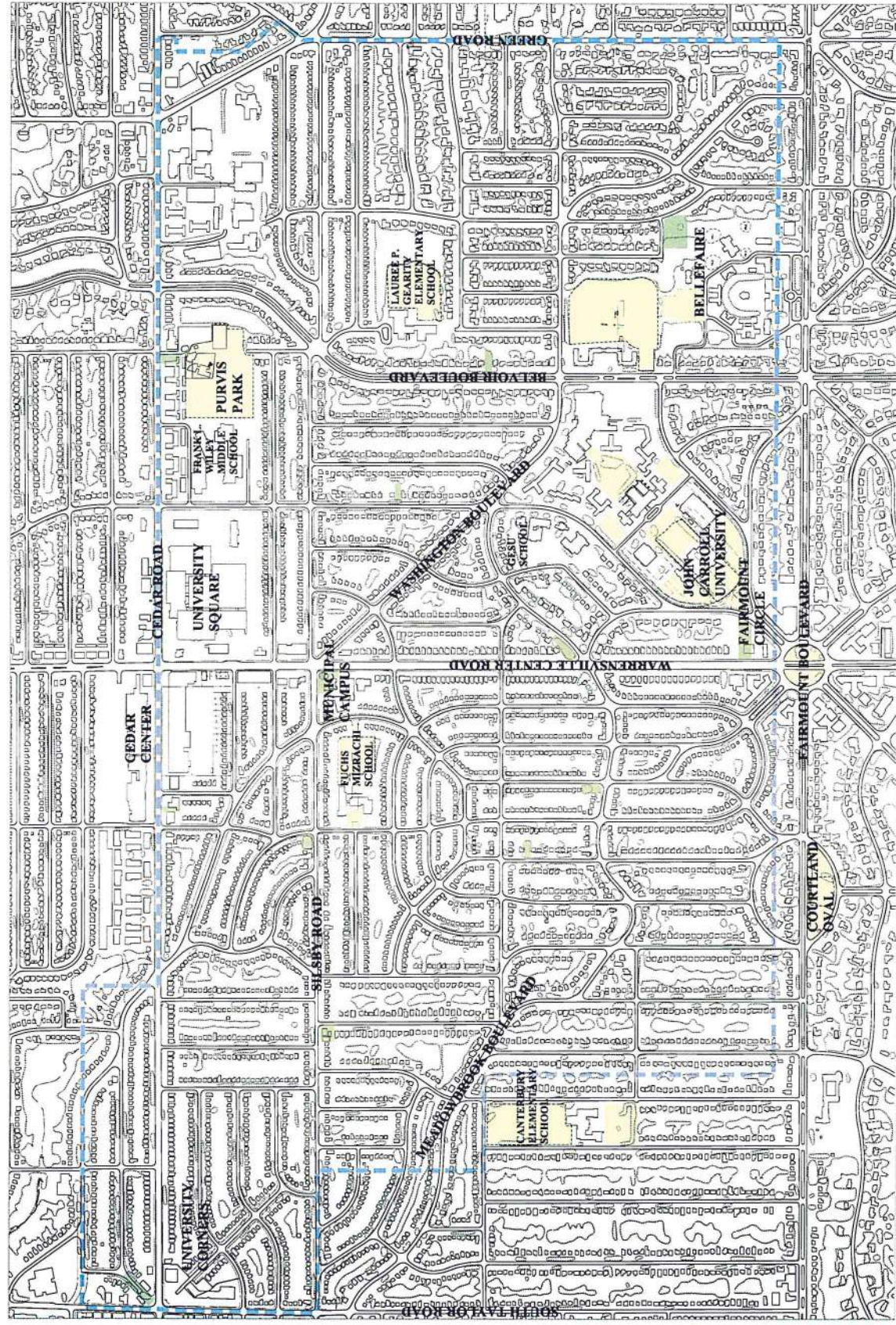


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# OPPORTUNITIES FOR CHANGE POCKET PARKS

DRAWING KEY  
 [ ] EXISTING PARKS / OPEN SPACE  
 [ ] PROPOSED POCKET PARKS



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## ARCHITECTURAL PRECEDENTS

The physical realization of the previous development sites is just as important to their success in improving quality of life standards as the land use patterns defined in the maps. If the architectural style of each development site does not meet certain design standards, the project will risk failure in creating the exciting, vibrant atmosphere required to draw users and to become a center of activity for the city. The architectural realization of the sites must pay careful attention to the quality of the street level experience that it is defining, as well as the affect that its vertical scale has on the surrounding neighborhood. As a method of demonstrating the intended developments proposed in this Master Plan, the following examples have been included to demonstrate the potential of each type of development, and how it can represent the values that the city wishes to express to its residents and visitors.

ARCHITECTURAL  
PRECEDENTS

CREATING  
EXCITING, VIBRANT  
NEIGHBORHOODS



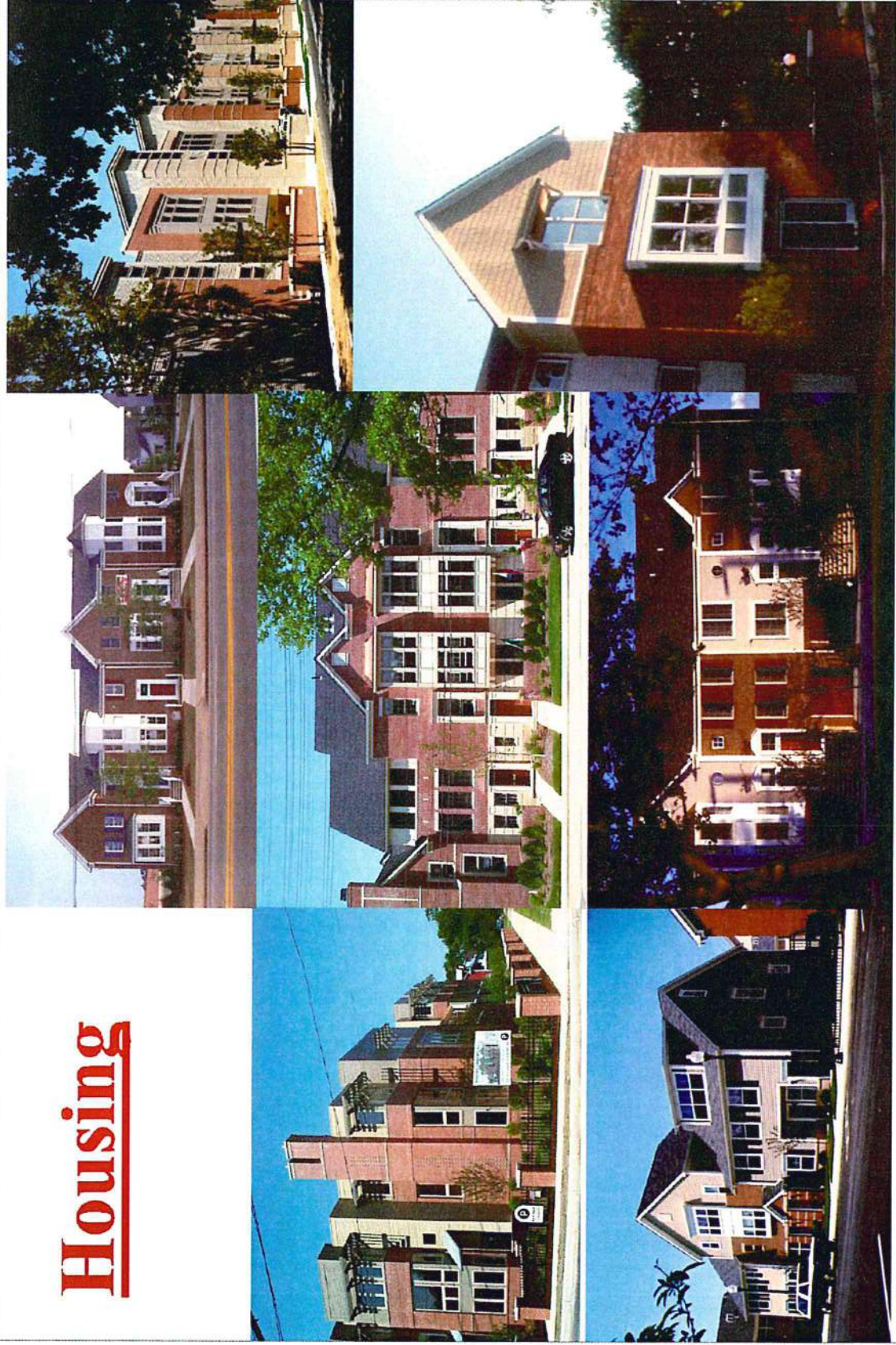
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# Housing



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### ARCHITECTURAL PRECEDENTS MEDIUM DENSITY HOUSING

- Townhomes begin to provide alternatives to the single-family house in Northeast Ohio.

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# Housing



## ARCHITECTURAL PRECEDENTS HIGHER DENSITY HOUSING

- Apartments, lofts, and elderly housing create unique character and additional residential options.

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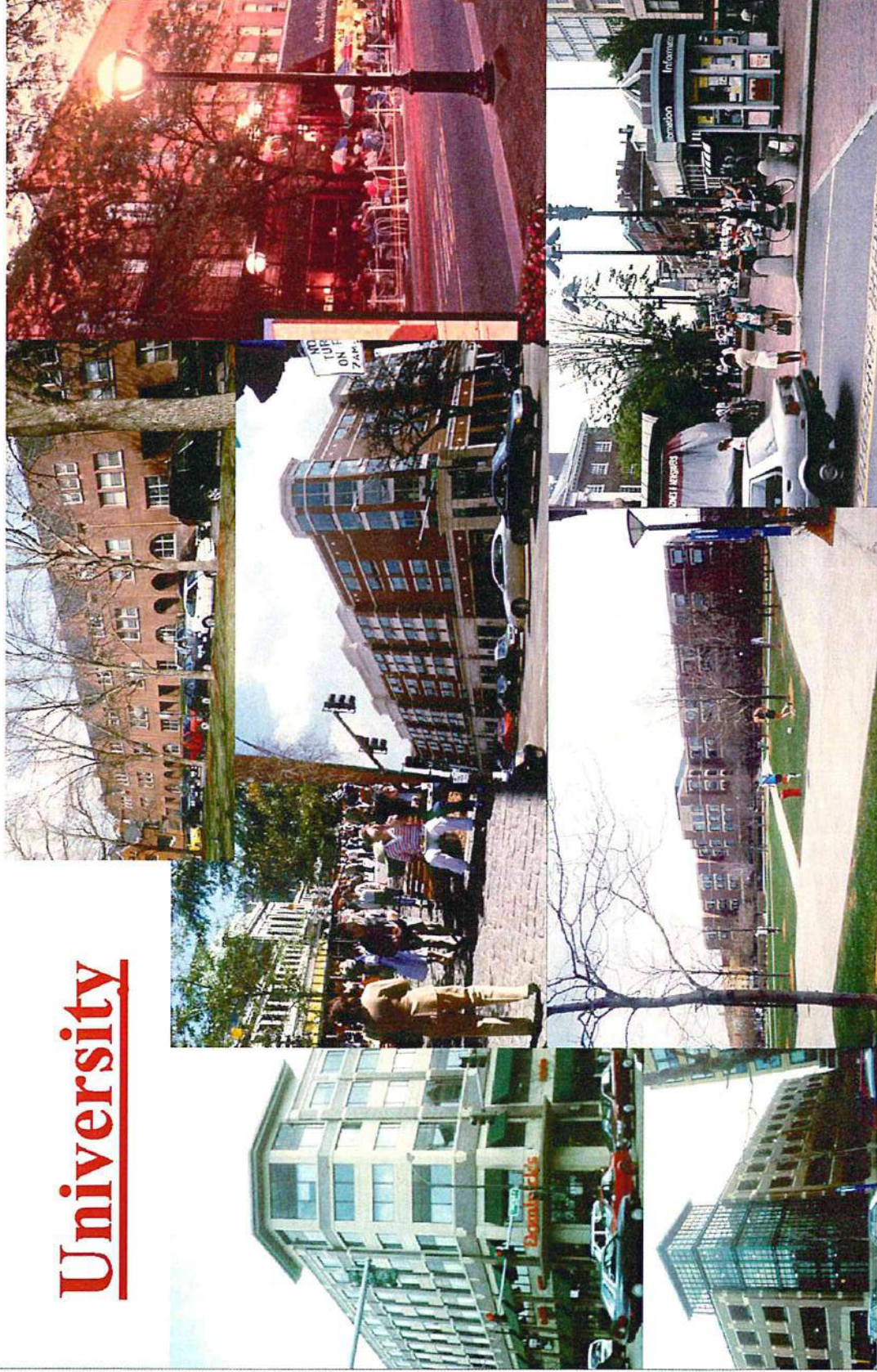
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# University



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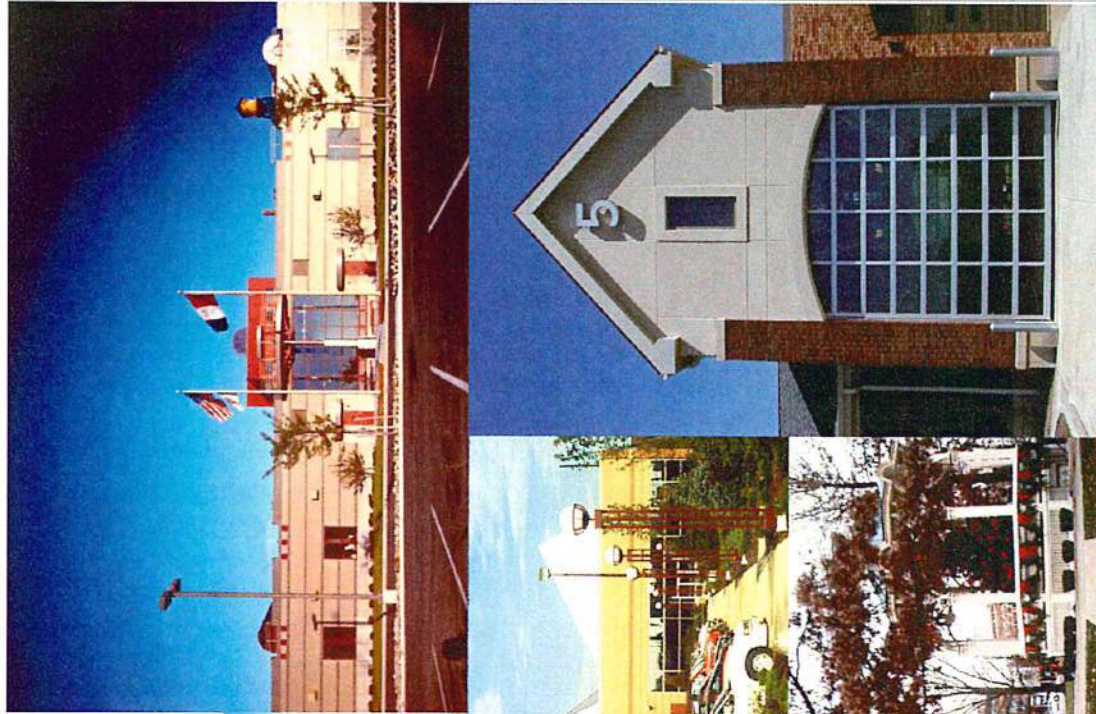
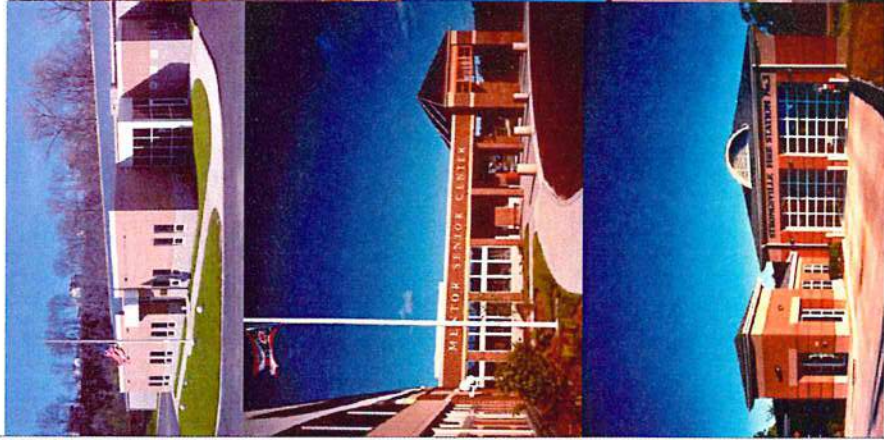
ARCHITECTURAL  
PRECEDENTS  
UNIVERSITY /  
COLLEGE TOWNS

- College towns can  
become vibrant centers  
of neighborhoods.

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# Municipal Services



ARCHITECTURAL  
PRECEDENTS  
CIVIC / MUNICIPAL  
CENTERS

- Well designed civic  
facilities express the  
values of the  
community.

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# Commercial Development



ARCHITECTURAL  
PRECEDENTS  
COMMERCIAL /  
MIXED-USE DISTRICTS

- Commercial space must value the pedestrian and can define the character of the street.

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# Parks and Recreation



ARCHITECTURAL  
PRECEDENTS  
COMMUNITY  
GATHERING SPACES

- Quality parks and open space come in a variety of styles and serve a variety of functions.

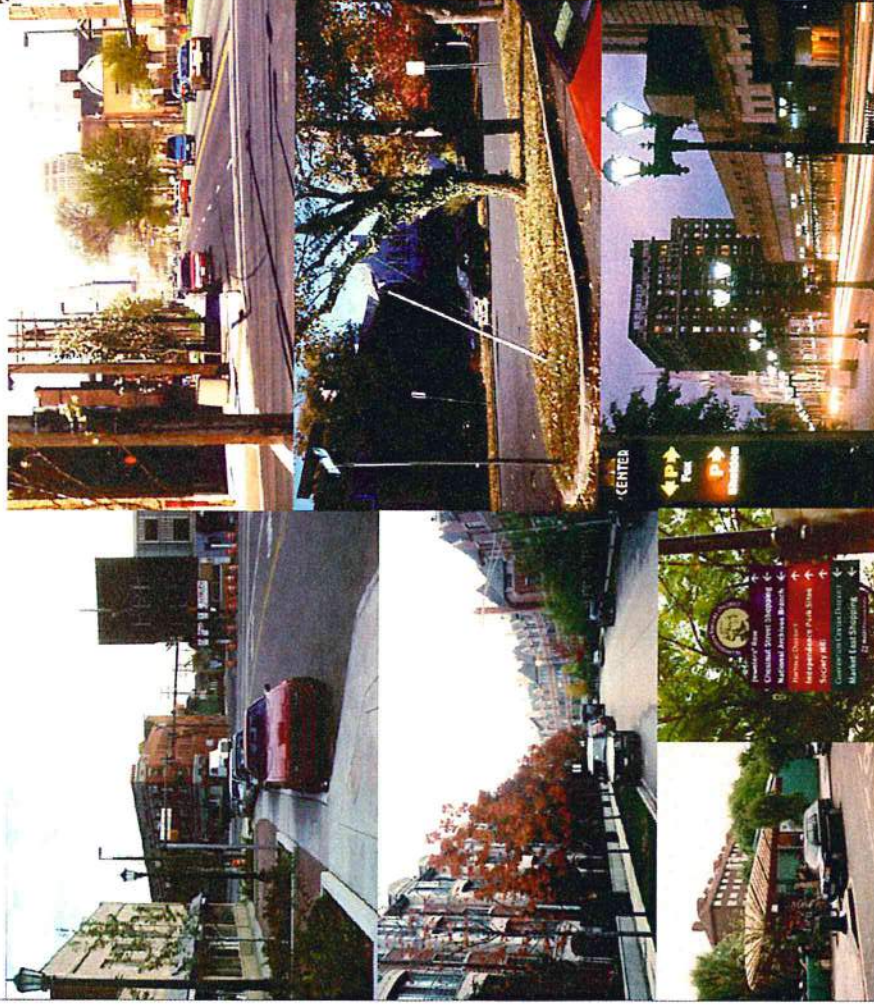
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# Streets and Gateways



## ARCHITECTURAL PRECEDENTS STREETS AND GATEWAYS

- Identification, arrival,  
and civic presence can  
be expressed through a  
variety of details.

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## **THE COMMUNITY MEETING - DECEMBER 10, 2002**

As an important part of this planning process, a community meeting was held to review the progress of the Master Plan document. The goal of the meeting was to receive feedback from the community about the process, and to gather opinions about the direction that future developments in the city should take. Residents were notified of the meeting, and approximately sixty people attended. The majority of the attendees were either long-term residents of the city or have young families.

The first and second sections of this document, "*Understanding University Heights*" and "*Envisioning University Heights*", were presented to the audience. This was followed by a group discussion structured around a few key topics in the development of the plan. These included; what makes University Heights a great place to live, what are its greatest challenges, the University, housing, and municipal facilities. The following are the comments that resulted from the discussion.

### **What makes University Heights a great place to live?**

#### ***Quality of Services***

The level and quality of the services provided by the city are quite strong given the small size of the city.

#### ***Quality of Houses***

The affordability of the city, in relation to the quality of houses, is a strong point for the community.

#### ***Proximity***

The proximity to the conveniences both within the neighborhood and in surrounding communities such as Downtown Cleveland and University Circle are an important aspect of University Heights.

#### ***Effective***

#### ***Government***

Residents appreciated the effectiveness by which the city is governed.

#### ***Strong Neighborhood Feeling***

The homes in the city create a very strong neighborhood feeling with their architectural character.

The city has maintained a strong commitment to planting and maintaining healthy trees throughout the neighborhoods.

Residents appreciated the intellectual power that the university has added to the community.

#### ***Safe***

The city feels extremely safe.

The homes have well sized front and back yards.



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### ***Families & Friends***

#### ***Diversity***

#### ***Purvis Park***

#### ***Strong Religious Institutions***

#### ***John Carroll University***

There are many families and friendly neighbors in the city.

The residents of the city have a vast diversity in their background.

The Mayor and her administration have done a lot to help the city.

Purvis Park, with its recent additions and renovations, is a popular amenity for the residents.

The streets are kept clean.

University Heights has a large concentration of strong religious institutions that attract a lot of families to the area.

The John Carroll football games are popular events within the community.

The neighborhoods are very quiet and peaceful places to live.

The city government has been proactive in enforcing the city's codes, resulting in cohesive and well-kept neighborhoods.

### **What are the greatest challenges facing the City of University Heights?**

Residents feel that sharing the school system with Cleveland Heights is a challenge.

The lack of a more diverse housing selection is difficult for some groups of residents, particularly empty nesters.

Cedar Center is no longer the heart of the neighborhood, as it was when it was first developed.

There is a need for more senior activities and services offered within the city.

Home businesses would benefit from the ability to have DSL internet access.

It is believed that Warrensville Center Road detracts from the image of the city, and needs a median much like in Shaker Heights and South Euclid.

The residents would like to see a more coordinated use of the Gearity School to connect more with the community, and to further develop its green space to be an asset to the neighborhood.

The citizens could benefit from a community center that would serve residents of all ages, and could possibly be shared with a surrounding community.

#### ***Schools***

#### ***Lack Of Housing Options***

#### ***Senior Activities***

#### ***Need A Community Center***



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### ***Aging Housing Stock***

The housing stock on the west side of the city is aging, and in need of more upkeep than that on the east.

### ***High Property Taxes***

Being a small city, there are challenges in working with other communities to share resources.

### ***Low Number Of Students In Public Schools***

Property taxes in University Heights are believed to be high, mainly because of the school taxes.

Many of the residents send their children to private schools, resulting in a disproportionate number of University Heights vs. Cleveland Heights students in the University Heights schools.

### ***Plan Growth of John Carroll***

John Carroll University is landlocked, but needs to grow to remain successful.

The paving on Meadowbrook, west of Warrensville, is in need of repair.

### ***No Neighborhood Parks***

The city would benefit from a plan for John Carroll's growth in order to work together to accomplish common goals.

There is a lack of smaller, neighborhood parks for kids to play in.

### ***Little Office Space***

The residents wonder if it would be a benefit to the city if University Heights separate from the Cleveland Heights school district.

### ***Residents On The '5-Year' Plan***

The entrances/gateways to the city, particularly at Cedar/Green and Cedar/South Taylor, are in need of renovation.

There is a need for stronger architectural guidelines to govern what types of homes can be built within existing neighborhoods to better fit the character of the streets.

A broader mix of commercial uses is needed, particularly office space throughout the city.

The school system needs to do more in terms of its public relations to increase its image with the residents.

A challenge to the city is that younger professionals and families view the city as a stepping-stone as opposed to a permanent residence-young families come into the city with a "5-year plan."

John Carroll University and the city need to work together to create shared parking areas, possibly accomplished through limiting the number of parking permits issued to students.

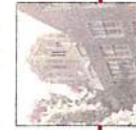
### ***Provides Green Space***

### ***What benefits to you feel the University has for the community?***

The University lowers the density of the area by breaking up the city fabric and providing the opportunity for green spaces.

### ***Alumni Residents***

A great deal of the alumni of John Carroll University now live in, and contribute to, the city.



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### ***Captured Market For Commercial***

### ***Tax Generator***

### ***Young, Exciting Feeling***

### ***Good Track & Tennis Courts***

With the concentration of students and faculty members, there is a captured market for the local businesses and restaurants. Currently, the University is the largest tax generator in the city.

The older residents of the city enjoy seeing the college students. They expressed the opinion that it keeps them feeling young.

The University buildings are beautiful and lend a great deal of architectural integrity to the community.

It is believed that the presence of John Carroll attracts intellectual residents to the city.

The campus has created some of the nicest green space within University Heights.

John Carroll has an excellent track and tennis courts.

### **What would make the University a better place within University Heights?**

John Carroll should open its doors to the rest of the community in terms of its recreational facilities, library, and green spaces.

More of the theatre, music, and arts performances should be advertised within the community to draw more residents to attend.

The University and the city should create a better working relationship to help accomplish each other's needs.

The University should present a more direct desire to see the community around it thrive by allowing the campus to address the neighborhood and creating public art.

John Carroll presents a possibility to enliven Fairmount Circle with development.

The students should be more respectful of the neighborhood and the residents.

Residents would like to see the University sell some of the houses that it bought throughout the neighborhood back to private homeowners.

There should be more openness/interaction between the University, the city and its residents.

John Carroll should work to maintain the things in University Heights that attracted it to the area and what it likes about being there.

### ***Become More Open To The City***

### ***Develop Working Relationship With The City***

### ***Enliven Fairmount Circle***

### ***Sell Houses Back To Residents***

### ***Respect The Community***



## How do you feel about the housing alternatives offered within the city?

### *New Types Are Needed*

The residents feel that new, diverse types of housing are needed throughout the city.

### *Affordable Senior Housing*

They feel that there is a built-in market to support new types of housing when considering both the number of aging families and the students/professors that are a part of John Carroll.

### *Integrate Into Cedar Center*

Affordable housing for older adults is a greatly underserved market within the city.

### *Reflect Existing Architectural Character*

Housing with first floor master bedrooms would be a nice addition to the city's housing stock.

Residents feel that the redevelopment of Cedar Center is a crucial opportunity for creating a new mix of empty nester housing types.

Housing types that would attract corporate transfers from bigger cities could benefit University Heights.

New housing should reflect the strong architectural character that the neighborhoods currently have.

### *Larger Houses & Yards*

New housing should be created in such a way that it will add value to the existing properties.

A mixture of larger houses and yards could be good for the city.

New housing development should not change, but support, the charm of the existing communities.

New housing should give residents the ability to live on a single floor, or provide elevators if multiple floors are needed.



## How do you feel about the current municipal facilities within the city?

### *Overcrowded*

The existing municipal campus is overcrowded.

### *Future Inefficiency*

Residents are worried that the overcrowding will eventually result in their taxes paying for the inefficiency of the facilities as opposed to the services that they provide.

### *Ability To Beautify Warrensville*

It is generally believed that the city has outgrown its existing facilities.

### *Incoherent Campus*

Residents were wondering if the municipal campus could expand along Warrensville Center Road to both relieve its overcrowding and to beautify that segment of the road.

### *Should Have*

### *Spaces For*

### *Community Use*

The city government should recognize and promote the importance of smaller businesses with the community.

If the municipal campus were to expand, it would be nice to see the acquisition of extra parcels to create a new neighborhood park.

The buildings that make up the current campus do not fit together in a coherent fashion.

The campus would feel more accessible to the public if a renovation were to include a community center or other such amenities.

The new campus should have more flexible spaces that can serve both the civic and community needs.



Throughout the discussion in the second half of the community meeting another series of questions were asked. However, instead of direct answers, a poll was taken to determine how many people agreed with the topic of discussion. The questions included the following;

- How many people think University Heights is a good place to live?
- Who thinks there is a need for new/diverse types of housing within the city?
- Who thinks John Carroll and its success adds value to the community?
- How many people think the municipal campus is capable of serving the city's current needs?

### *Excitement*

### *Approval*

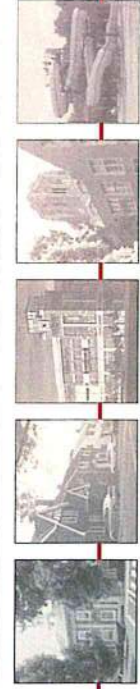
### *Cooperation*

### *Mixed-Use*

### *Municipal Campus As A Visual Landmark*

All of these questions were answered with an overwhelmingly positive response. For each of the questions there were approximately 70-85% of the audience that raised their hand agreeing with the different statements about their city.

As a result of the meeting there are a series of conclusions that can be drawn from the discussion with the citizens that attended. There was an overwhelmingly positive reaction to the sections of the master plan that were presented, and a high level of excitement about the different plan options for the individual sites. The residents of University Heights have a high regard for John Carroll and understand its need to remain a successful institution. However, they are primarily concerned that the university is not working with the city to accomplish their goals. There is a willingness to attempt more mixed-use developments at Cedar Center and Fairmount Circle to experiment with new housing types. The other major conclusion that can be drawn from the community meeting is the understanding that the municipal campus is in need of a great deal of updating, and it is viewed as an important visual representation of the city.



## *University Heights Master Plan*

### *A Guide To The Future*