CITY OF BROOKLYN, Ohio

2019 MASTER PLAN

COMMUNITY VISION

DRAFT

November 25, 2019
COUNTY PLANNING

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

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# TABLE OF CONTENTS

1 INTRODUCTION ................................................................. 7  
  1.1 THE PLANNING PROCESS .................................................. 8  
  1.2 STAKEHOLDER GROUPS. ................................................... 9  

2 BROOKLYN MASTER PLAN VISION & THEMES. ................................. 11  
  2.1 VISION STRUCTURE ....................................................... 12  
  2.2 DRAFT VISION ............................................................. 13  
  2.3 VISION THEMES & KEY CONCEPTS .................................... 14  

3 FOCUS AREAS & CORRIDORS .................................................. 21  
  3.1 UNDERSTANDING FOCUS AREAS & CORRIDORS ....................... 22  

4 INPUT & FEEDBACK .................................................................. 25  
  4.1 NOISE ANALYSIS ............................................................. 26  
  4.2 FOCUS GROUP FEEDBACK. ................................................ 30  
  4.3 VISIONING WORKBOOK RESULTS ..................................... 38  

DRAFT  November 25, 2019
1 INTRODUCTION

WHAT IS A MASTER PLAN?

A Master Plan is a policy guide created by the City of Brooklyn in collaboration with residents, business leaders, stakeholders, and interested groups. It is a long-term plan for how the community wants to grow and develop in the future, and it is intended to have a ten year horizon.

Generally, a Master Plan inventories what exists today, outlines a community’s vision for the future, and describes concrete action steps to achieve that vision. Developing a plan provides the community an opportunity to provide input on the general direction of the City. It identifies opportunities to grow or strengthen the community, prepares residents and business owners for changes, shapes future development, and gives a competitive advantage when applying for grants and funding.

Residents are encouraged to use the Master Plan to see what projects may impact their neighborhoods. They can volunteer or get involved with community groups to support implementation. Business owners are encouraged to use the Master Plan to find where the City is focusing economic development efforts, and to see what programs or development options may be available. The City is encouraged to use the Master Plan to guide decisions on land use issues, infrastructure investments, regional collaboration efforts, or available grant opportunities.

MASTER PLAN AND ZONING

The Master Plan is particularly related to land development because it provides a guide for how the community would like to see new uses arranged and developed. While the Master Plan describes potential land use changes, it does not alter any existing zoning or regulations. Existing zoning remains the same until the City or a property owner seeks to change zoning through a rezoning or an update to existing City codes.

Proposed developments in the Master Plan are potential opportunities - Preliminary sketches meant to illustrate ideas and to promote further studies. They are simply examples of potential opportunities to be studied and refined if pursued by the City. Future developments would require further engineering, design, and legal approvals to determine a final project.

The graphic below showcases some of the key features that differentiate Master Plans from Zoning Ordinances.
PHASES OF THE MASTER PLAN

The Master Plan for Brooklyn will be developed through five different planning phases. In each phase, a planning report is produced as a deliverable item. Each phase builds off of the previous phase so at the end of the process, the resulting documents can be combined into a cohesive plan. These phases are described in more depth below:

Current Conditions: In this phase, we analyzed demographic trends and overview City infrastructure, services, housing, and land use in Brooklyn

Community Vision: In this phase, a vision and guiding principles are outlined for how the community wants to grow and develop in the coming decade

Actions: In this phase, specific actions are defined that can be taken to achieve the community’s desired future

Implementation: In this phase, priorities, timelines, and responsibilities will be attached to each action to show how each may be accomplished

Master Plan Document: In the final phase, the previous components are combined and completed into a final Master Plan document
1.2 STAKEHOLDER GROUPS

The Master Plan process includes numerous opportunities for public involvement to ensure that the Plan reflects the concerns, ideas, and priorities of residents and business owners.

INVOLVED GROUPS

The planning process relied on three “Stakeholder Groups” to provide continuous feedback on draft documents and planning issues. They reviewed documents, participated in feedback exercises, discussed issues, and helped review and refine the work and process or the Master Plan. County Planning’s role is to help facilitate the process and provide professional planning expertise.

The three Stakeholder Groups are: the Project Team, a Steering Committee, and the Public. These groups are intended to review the Master Plan or provide input at various phases to ensure the goals and recommendations in the plan fit what the community would like to see.

Input was also sought at other times through a Community Survey, Online surveys, and several focus groups were held in the initial Visioning phase. These were either done as separate processes or as supplemental to the Master Planning process.

STAKEHOLDER GROUPS

The Project Team consists of the Mayor, department directors, and other City staff. This group provides in-depth knowledge of the day-to-day operations and issues of the City as well as pertinent information and data for analysis. They provide important feedback on documents and issues and help to keep the planning process moving.

The Steering Committee consists of a cross-section of the community, representing longtime residents, business owners, local organizations, and other groups. They provide further knowledge on the issues and perceptions of the community and help develop the scope of the document and plan actions. They also review documents and ideas and provide important feedback.

The Public includes any interested residents or parties that desire to engage the process through attending public meetings, replying to on-line surveys, and contacting the City or County Planning with comments. There will be three public meetings during the planning process and all materials will be made available on-line. The Public is the final source of feedback to ensure actions and ideas align with community preferences.
Through the initial Current Conditions analysis, Community Survey, multiple Steering Committee and Project Team meetings, and the additional Focus Group sessions, many of the issues and ideas central to the future of Brooklyn have been identified. This document synthesizes the many inputs and responses to those inputs into a cohesive vision and structure for the Master Plan. This Vision seeks to capture in broad strokes the key issues and ideas facing Brooklyn.

Not every idea or issue is included or addressed. The Community Vision focuses on the broad themes and key issues facing the community. Specific action recommendations will be further identified in a later phase of the Plan. This document sets the structure and agenda for those future recommendations.

WHAT IT IS

The Community Vision section includes an overarching Vision Statement that is at the heart of Brooklyn’s desired future. It also breaks the Vision into an outline that can structure specific recommendations to reach that Vision. This is done by outlining Themes and supporting Key Concepts. These characterize the main ideas, values, and issues driving the vision for the City’s future. They cover the general desires and needs of residents for future transportation issues, safety services, City services and facilities, recreation, economic development, community engagement and other aspects of the City’s growth. They provide an outline for the more specific actions and policies recommendations to help Brooklyn reach its desired future.

HOW DO I USE IT?

The Community Vision section describes the desired future for the City of Brooklyn. The Vision Statement, Themes, and Key Concepts broadly capture the ideas and hopes that residents, business leaders, and community members would like to see for the future of the City.

The Themes and Key Concepts also create a framework that will inform and structure the specific actions recommended in the Master Plan. This framework organize the Master Plan and ensure recommendations all point back to the Community Vision.
2.1 VISION STRUCTURE

MASTER PLAN FRAMEWORK

The Master Plan is structured so that everything points to, and supports, the overarching Community Vision. The hierarchy (shown below) ensures that actions support other actions and always support the Vision Themes and Key Concepts developed through the Visioning Phase of the planning process. This summarizes and synthesizes the big ideas and important issues identified by the community while also providing a cohesive and easy to understand structure to the document.

In addition to the framework shown below, a Focus Areas map has also been created to summarize the physical locations where many of the Themes and Key Concepts have been identified as either being affected by issues or as being targets for action recommendations.

The overarching vision statement describing community in the future

The broad idea that is one of the foundational issues of the plan and create areas for targeted action to help achieve the Vision Statement

General policy ideas to guide specific action recommendations to help address an issue associated with the Vision Theme

Specific action recommendations to address a specific issue that support the Themes and Key Concepts and will ultimately help achieve the Community Vision

(Future Phase - To Be Completed)
2.2 DRAFT VISION

Our Vision:

*Brooklyn will be* a City that strives to balance regional growth and development within a vibrant, livable community that provides urban access and amenities while maintaining a personal level of service.

Brooklyn is uniquely positioned in the heart of the Cleveland metro area. Its central location, minutes to downtown, minutes to the airport, and highway access are desirable by residents and businesses alike. In addition to this central location, Brooklyn has managed to maintain a small-town feel, with quiet and safe neighborhoods and excellent City services. However, the City faces challenges to meet the changing needs and desires of Northeast Ohio residents. Young families desire bigger houses and strong community ties to schools, young professionals modern living with walkable entertainment, seniors want to be able to live in their homes as long as possible and continue to be connected to the community. People everywhere are desiring more recreational offerings, parks, and connected amenities.

The future of Brooklyn will depend on the City embracing appropriate new development that allows for modern living and amenities while preserving the City’s quiet charm and safe neighborhoods. Increasing access throughout the community and to regional amenities will only enhance one of the city’s greatest strengths. Updating City facilities will provide greater amenities and services to residents and businesses. Brooklyn is in a position to become one of the most desirable City’s to live and do business in Northeast Ohio.
Through much of the initial phases of the Master Plan process, the idea of strengthening the identity of the community was a key issue. Many expressed the worry that the city is always confused with Old Brooklyn, a neighboring community in Cleveland. City boundaries are ill defined and the City lacks a true “center”. It was even pointed out that the City’s logo is out-dated, depicting agriculture and smokestacks. Actions that help define the City’s identity, or further efforts to do so, are important for the City to stand out as a community within the Cleveland area.

**Key Concepts:**
- Undertake a Community Branding process
- Accentuate the City’s proximity to downtown Cleveland, the airport, and other major urban amenities
- Create a new “Civic Town Center” on Memphis Avenue
- Create attractive corridors, streetscapes, and gateways
- Promote neighborhood scale live, work, play development
Access to parks, recreation classes, exercise and gym facilities, and other amenities are important for residents. Updating the City’s rec center, enhancing existing parks, and working with the schools on the future of Hurricane Alley were very important among the various stakeholder groups. With the City possessing the funds to address the rec center, it presents an excellent opportunity to address the recreational needs of residents for the future. The presence of the Metroparks, the opportunity with Hurricane Alley, and the Cuyahoga Greenways study present opportunities to collaborate locally and regionally.

**Key Concepts:**
- Enhance amenities in existing parks
- Expand parks and greenspace in the community
- Expand programs and recreational offerings
- Increase trails and trail connections throughout the City
- Improve access to parks and recreational amenities
- Build a new Recreation Center
- Increase community use of recreational programs and facilities
- Cooperation with local schools on recreational amenities centered on Hurricane Alley
2.3 VISION THEMES & KEY CONCEPTS

STRONG LOCAL ECONOMY

BROOKLYN WILL PURSUE ECONOMIC DEVELOPMENT EFFORTS TO STRENGTHEN LOCAL BUSINESSES AND IMPROVE EXISTING COMMERCIAL PROPERTIES.

Brooklyn has weathered the loss of American Greetings very well. Having moved past this hurdle, residents are now focusing on addressing the commercial developments in the City. Initial issues focus on storefront renovations of older centers. There was also a heavy focus on updating development and zoning standards to promote redevelopment and reuse of existing developments. This could include mixed-uses in appropriate locations. The business community was very focused on workforce recruitment and training. Businesses and residents alike supported developing strategies to reduce the impact of traffic, especially on Ridge Road.

Key Concepts:
- Supporting Local Business
- Better utilization of existing commercial and industrial properties
- Remodel/enhance exteriors of outdated or rundown commercial centers
- Update land use and development standards
- Grow the tax base
- Support workforce recruitment and workforce training programs
- Improve traffic flow and interstate access in the City
- Update City infrastructure
- Create a unique Brooklyn “Identity”
Services are at the core of any City. People live in Brooklyn for the safe, quiet neighborhoods and the quality of services the City provides. To continue to provide great services to the City, almost all were in agreement that an outdated City Hall, Police Station, and Recreational Center need to be replaced or updated. It is a great benefit that the City has funds to address these needs, so it should be a priority. The Cuyahoga County Library is also looking to update or replace their Brooklyn Branch. Replacing civic facilities presents great opportunities to update and improve services, but can be used to spur other public and private improvements in the City.

Key Concepts:
- High quality safety services
- Build new City facilities (Police, City Hall)
- Maintain City services
- Improve neighborhood safety
- Maintain personal levels of service in city government
- Maintain financial stability & transparency
- Outline long-term capital planning projects and objectives
- Incorporate new or “smart” technologies into infrastructure
- Work with the Library on new and updated facilities
The overarching idea that came from the visioning process is that residents love Brooklyn and want it to remain a great place to live, and a place for residents of every age. Housing was a major issue identified in the process. Residents want to modernize existing homes so that they fit the needs for all stages of life. They want spaces for young professionals, families, and seniors. Seniors want to be able to stay in their homes as long as possible. Residents want to protect the neighborhoods while enhance connectivity to the region. Traffic solutions to promote flow and safety are a priority. As is cultivating an engaged, informed, and cooperative community.

Key Concepts:
- Work cooperatively with the local schools
- Support residents' efforts to maintain or modernize existing homes
- Expanded housing options and opportunities
- Develop amenities to attract and maintain young families
- Protect the small town feel of Brooklyn
- Create an engaged and informed community
- Continually implement and update the Master Plan
- Invest in technology to connect residents and support businesses
- Implement safe and efficient transportation infrastructure
- Improve traffic flow around interstates and commercial corridors
HOW WERE THESE CREATED?

These five Themes and their associated Key Concepts form the structure that will be used to build out the Master Plan with specific action recommendations. These Themes and Key Concepts were synthesized by County Planning from hundreds of inputs and feedback from four Steering Committee meetings and three Project Team meetings and the various discussions and feedback exercises from all the meetings. There were also a Community Survey and a Current Conditions Analysis performed by County Planning at the start of the planning process. In addition, the City engaged Thrive At Work to perform several Focus Group sessions with demographic groups under-represented by the Community Survey.

The Community Survey and Current Conditions are available as separate documents. The summaries of feedback from the Steering Committee, Project Team, and Focus Groups is available in Section 4 of this document.

The Community Vision does not address specific actions. However, this does not mean that important issues will not be addressed later in the Master Plan. These Themes and Key Concepts are meant to encapsulate the big ideas and general issues facing the City. Specific ideas such as where to build a police station, where should bikeways go, or what changes should be made to the zoning ordinance, will be made in the Policies & Actions Phase.

There may be some overlap between the Themes, but this is okay. Transportation has a significant impact in a lot of areas from economic development, traffic safety and service, trails and bikeways, and other areas. Housing is a livability issue, effects services, but is also dependent on land development and zoning standards. While efforts are made to minimize redundancy, we also desire to make sure that recommendations are cohesive and work between the different themes. This is why transportation, commonly a separate Theme in many Master Plans, is spread between the different Themes here.
3 FOCUS AREAS & CORRIDORS

WHAT’S INSIDE

In addition to the framework created in the previous section, a Focus Areas map has also been created to summarize the physical locations where many of the Themes and Key Concepts have been identified as either being affected by issues or as being targets for action recommendations.

The creation of the Focus Areas Map was based on the same feedback from the stakeholder groups and other feedback mechanisms used to create the Community Vision. It is a supplement to the Vision and highlights several areas that were specifically identified in the City as needing special attention. This section identifies those areas and will be used to help focus recommendations for the Master Plan.
3.1 UNDERSTANDING FOCUS AREAS & CORRIDORS

The City of Brooklyn Focus Areas and Corridors include both physical site locations and roadway networks that will be of particular attention in the Master Plan. These locations include major mixed-use hubs in the City, specific areas that have the potential to change in the future, and primary transportation corridors within Brooklyn.

CHOOSING THE FOCUS AREAS & CORRIDORS

The initial Focus Areas and Corridors were chosen based on numerous factors. Chief among these factors; however, were input from the City and Steering Committee, areas with an existing mix of uses, areas that have had impacts on surrounding neighborhoods, and areas that have the potential to change. The information gathered in previous meetings, from the Resident Survey, and from the Current Conditions analysis were used to determine which locations within the City of Brooklyn should be considered as a special focus of this Master Plan.

USING THE FOCUS AREAS & CORRIDORS

The Focus Areas and Corridors are locations within Brooklyn that will be given special attention during the Master Planning process. This may include more detailed analysis in these areas, requests for additional public input, further interviews with area stakeholders, and more detailed development plans or renderings. Though each Focus Area and Corridor is unique, recommendations will be made to create cohesive and complimentary areas.

CITY OF BROOKLYN FOCUS AREAS & CORRIDORS

Based on the information provided in previous meetings and our reviews of existing data, County Planning selected four Focus Areas and Two Focus Corridors that will be given additional study in the Plan. These are displayed on the map on the following page.
4 INPUT & FEEDBACK

WHAT’S INSIDE

Many issues and ideas go into develop a community’s vision for its future. The initial stages of the Master Plan process are designed to allow different stakeholder groups the opportunity to identify the issues and ideas that stand out or are most important to them.

This allows for common grounds to be identified and particular issues to be more clearly articulated. These ideas can then be synthesized into a comprehensive Vision Statement, broad Vision Themes, and pertinent policy Principles. These elements will provide a structure for making action recommendations for the Master Plan.

This section highlights and summarizes the various inputs received from different stakeholder groups in identifying issues and ideas to guide and build the Master Plan and the vision for the future of Brooklyn.
4.1 NOISE ANALYSIS

NOISE stands for Needs, Opportunities, Improvements, Strengths, and Exceptions and is a type of exercise used to better understand a community’s assets and issues. Overall, a NOISE analysis is a planning technique of looking at what is working and determining areas to improve.

When undertaking a NOISE analysis, a community is analyzed in these five (5) areas as a basis for action. A description of the five (5) components of a NOISE analysis is provided in the boxes below.

For the City of Brooklyn Master Plan, the Steering Committee completed an exercise to determine Needs, Opportunities, Improvements, Strengths, and Exceptions for the City. First, Steering Committee members placed dots on a map of the City to show particular locations that were a Need, Opportunity, Improvement, Strength, or Exception for the community. Second, members wrote comments describing these elements as they related to their experience, knowledge, and expertise on the Woodmere community.

The map on the following page shows the locations of the dots that Steering Committee members placed at the meeting on October 30, 2018, while the following pages describe comments received at the meeting.
4.1 NOISE ANALYSIS

Below is a summary of the community issues identified by the Steering Committee as **NEEDS** during the NOISE exercise:

- Communication within the city. Between the City and businesses
- Bringing in new businesses, Increase tax base, Redevelopment - American Greetings, Gold Circle
- Utilization of available office & retail space at American Greetings, Ridge Park, Northcliffe Ave
- For the city and school system to continue to work together
- Community + Safety services to be top notch
- Neighborhood Watches
- Create efficient traffic flow, Address rush hour grid-lock: Ridge and Tiedman Rds at I480
- Larger selection of types of homes available for home ownership
- New constructions housing, upscale housing stock that is modern
- Attract young families
- New Police station, City Hall, rec center (possibly combine with senior center)
- Develop Hurricane Alley: City/School Rec area with park access and trails
- Support a strong school system
- Update rec facilities beyond just the rec center
- Have amenities that attract young families
- Develop a more diverse housing stock
- Highlighting the city’s attributes: proximity to downtown, world class health resources, the arts, major highways, affordable housing.
- Update parking code, stream setbacks, increase tree lawns

Below is a summary of the community issues identified by the Steering Committee as **OPPORTUNITIES** during the NOISE exercise:

- Specific Locations - American Greetings, Gold Circle, Memphis Drive in land, Clinton Road, Develop Memphis Ave area west of Tiedeman, Property on Ridge Road
- What could be brought into vacant businesses.
- Accentuate the proximity to Downtown Cleveland, convenience of Brooklyn to other areas
- Accentuate the small town feeling a place that has urban, center-city amenities.
- Better allocation/implementation of greenspace/parks
- Connection with Metroparks as inner-ring suburb, connect Big Creek to Brookside Reservation
- Brooklyn School property by Hurricane Alley
- Allow library to expand at current location on Ridge Road
- City Hall area developed into city center, small retail, medical services, etc
- Pilot program to convert ranch houses into colonials (Example on Idlewood)
- Integrate new UH Medical Center with Recreation Center
- Area around the memorial park or Hurricane alley would be good for townhouses/ condos
- With the opening of the Assisted Living Facility on Northcliffe Ave additional medical personnel may be needed at the medical building
- Use of parks + recreational facilities + community center for old + young = school
- Unifying “Look”, define the city limits (welcome gateways)
- Combine sports fields & playgrounds

Below is a summary of the community issues identified by the Steering Committee as **IMPROVEMENTS** during the NOISE exercise:

- Police Department
- Businesses that have moved out or vacant: Perkins, Shopping, Center ridge park (Old Tops/Famous Footwear)
- We have Giant Eagle/Aldi/Dollar General/Marcs
- Allow the police to do law enforcement - they are not a ‘social’ group
- Improve the traffic flow: Tiedeman Rd, Ridge Rd, & Ridge Park Square
- City hall building needs updated/new
- Facilities like rec and library are dated and no longer gems
- Update/improve exteriors of existing businesses in need
- Improve water drainage at Tiedeman & Brookpark
- Road to address flooding issues
- Street paving/street repair
- Public Transportation
- Rec Center - Update it or replace it
- Physical Amenities: Recreation Center, parks, common areas, new CCPL Library
- Park & Cemetery Maintenance: Clear dead trees from Memorial park, Improve St. Theodosius Cemetery
- Improve seas of parking on Biddulph, Ridge Park
- Community Events: parade, picnic, Fall Fest, Santa, walk/bike to school, etc
- Trail connections: parks, rec Center, St. Theodosius cemetery
Below is a summary of the community issues identified by the Steering Committee as **STRENGTHS** during the NOISE exercise:

- Excellent Services: police + Fire, snow removal, street repairs, trash
- Senior center and activities
- Schools (report card + student opportunities are better than neighboring districts)
- First responders are strong (Police and Fire)
- Senior Driveway plowing
- Police, Fire and City Services
- Location to downtown
- Access to freeways
- Connections between city, schools, businesses
- Law enforcement
- City Hall communications, City Hall response to citizens concern
- Brooklyn is close to everything: close to Hospitals, 10 minutes to airport, 15 minutes to Downtown
- Various denominations of churches
- City Services - Consistent - Garbage Services
- Personal touch - Special pick ups
- Parks

Below is a summary of the community issues identified by the Steering Committee as **EXCEPTIONS** during the NOISE exercise:

- Traffic lines on Ridge and Tiedeman Road at I480?
- Speed enforcement on I480
- Enforcement of speed and Stop Signs on city streets
- Increase efforts to bring in new businesses into empty business buildings (Part time vs Full time Business Development Person)
- Bring in a qualified manager for Rec Center
- Updating buildings of older businesses
- Involve corporations & businesses
- Safety in the Ridge Park area
- Development standards for better land use
- Expand greenspace
- Embrace & Celebrate Brooklyn's diversity
- Establish non-profit Community Development Corp.
- Expanded senior transportation services
- Strengthening of School System, Collaboration between city and schools
4.2 FOCUS GROUP FEEDBACK

THRIEVE AT WORK FOCUS GROUPS

Initial discussions and exercises identified many issues and concerns regarding the future of the City. However, it became evident that the viewpoint of certain demographic groups in the City had not been identified. In an effort to capture the issues and ideas of these underrepresented groups, the City of Brooklyn engaged consultants Thrive At Work to perform several targeted focus groups to gather additional feedback.

The City identified five groups it felt were underrepresented to hold focus groups. The focus groups were:
- City Council - July 1
- PTA/Booster Parents - July 10
- Businesses - July 11
- Students - July 15
- Young Professionals - July 17

Thrive At Work facilitated these focus groups, guiding participants to write out and discuss their issues, ideas, and concerns for various aspects of the City and its future development. Topics ranged form quality of life in the City, local and regional perception of the City, development and housing, recreation and parks, and needs and concerns of local businesses.

The themes and ideas that came from these focus groups are important in that they will show areas where these groups agree with the results from other exercises, and also where they diverge. This provides a much more robust foundation for the development of a Community Vision for the Master Plan.

The following data is the summary of the general perceptions and common themes that came from these five focus groups. This data is taken directly from the report produced by Thrive At Work. A copy of their report is included in the Appendix.

PERCEPTIONS OF BROOKLYN

<table>
<thead>
<tr>
<th>What are Brooklyn’s positives?</th>
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<tbody>
<tr>
<td>Residents view the city’s positive attributes as friendliness, location, affordability, and convenience</td>
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<table>
<thead>
<tr>
<th>Themes:</th>
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<tbody>
<tr>
<td>Feeling of safety and quality of safety services</td>
</tr>
<tr>
<td>Small town, quiet community feel</td>
</tr>
<tr>
<td>Proximity to downtown and transformed neighborhoods</td>
</tr>
<tr>
<td>Highway access and easy commutes</td>
</tr>
<tr>
<td>City amenities and activity options</td>
</tr>
</tbody>
</table>
How is the city perceived externally?
Residents believe the city is seen as a quality place to live with an indistinct and often confusing local brand

Themes:
- Safe, quiet, working class community
- Community of older residents
- Confused with Cleveland, Old Brooklyn, and NY
- Nothing distinct or unique about the city brand
- Affordable, small housing

What would you like to see Brooklyn improve, change, expand?
Residents would like to see building upgrades, entertainment and activity options, traffic improvements and expanded housing options

Themes:
- City buildings and rec center updates
- Use of green spaces
- Night life options
- Updated zoning
- City website and city-wide wifi
- Attracting new businesses
- More resident friendly snow ban rules
- Biddulph Plaza cleanup and update
- Accessible and updated park restrooms
- Traffic flow improvements and road improvements
- Young adult activities, support resources, and study areas

What would be success for future generations of residents?
Residents would like to see a community that supports their health, social life, connectivity, and engagement

Themes:
- Local restaurants, bars, breweries
- “Downtown” Brooklyn retail area
- City wide, free internet
- New rec and community centers
- More recreation and sports programs
- Updated green spaces
- Protected bike lanes and trails
- High school building updates
- Cultural and regional events and festivals
### DEVELOPMENT & GREENSPACE

#### What should happen with housing?
Residents would like to have the ability to expand and retrofit their homes to stay and grow in the community, offer more and more secure housing options

**Themes:**
- More home ownership
- More diverse housing and rental options
- Education and financial assistance for updating and upgrading housing
- Better housing code and rental enforcement and regulation

#### What should happen with zoning?
Residents would like to see more zoning related to mixed use, business development, and park enhancements

**Themes:**
- More multi-purpose properties and mixed use development
- Update traffic flows

#### What's working when it comes to recreation and green spaces?
Residents value recreation and green space facilities, programs, and activities

**Themes:**
- Rec center
- Ice rink
- Memorial park improvements
- Green spaces, parks, pool, playgrounds

#### What would you like to see with recreation and green spaces?
Residents would like to see more activity, events, and facility options

**Themes:**
- Indoor walking
- More working out spaces
- School-city Hurricane Alley collaboration
- More rec center programs and rec center update
- Turf fields
- Community gardens
- Walking, bike paths with more access to Metroparks
- Adults sports and leagues options
QUALITY OF LIFE

**How would you describe the quality of life in Brooklyn?**
Residents value quality city services, location, quality of life, and the feel of the community

**Themes:**
- A safe, walkable, quiet, friendly, welcoming community
- Responsive city and school services
- Convenient and comfortable
- Great location
- Positive quality of life

**What could increase the quality of life in Brooklyn?**
Residents would like to see more housing, employment, night life, and community engagement options as well as a better branded and connected city

**Themes:**
- More diverse housing stock for all generations
- Access to healthy food
- Night life and entertainment
- Quality jobs and prosperous employers
- Technology and tech based services
- City transparency
- Strong city identity
- Community engagement and activities

TRAFFIC & STREETSCAPES

**What traffic areas need the most attention from the City?**
Residents would like to see improvements into traffic flows, traffic lights, and signage

**Themes:**
- Ridge & 480
- Memphis & Tiedeman

**Where do you perceive we need streetscape improvements?**
Residents would like to see improvements in public aesthetics and signage

**Themes:**
- Billboards and signage
- Old Gold Circle parking lot
- City property cleanups and upgrades
# 4.2 Focus Group Feedback

## Business Issues

### How does your business feel engaged with the community?

The business community feels positively connected to the city and desire to create a more connected and collaborative business community.

**Themes:**
- Not feeling connected to the community
- Would like to be more connected as a business community
- Feel connected to police and fire chiefs
- Responsive Mayor office
- Feeling connected through the Chamber of Commerce

### Where would you like to see the business community in 20 years?

The business community would like to be more diverse and prosperous in a city that actively supports these desires.

**Themes:**
- More diverse, technology, and manufacturing businesses
- A business friendly city
- More city entertainment and night life

### Can you grow in Brooklyn and if so what is your company's biggest challenges and opportunities growing in Brooklyn?

Business growth will depend on a quality labor force, attractive city, and the ability to attract all generations of workers.

**Themes:**
- We can grow here
- Retired population needs more offerings
- The challenge is in hiring (CDL)
- Need more space to grow our business

### Is there anything the city could do to build your business and the business community?

The business community would like to see supportive programs and services for employees who are parents, ways to attract new talent, and growth incentives.

**Themes:**
- Need a high quality job fair
- Need Pre-schools and Daycares, including childcare for biz employees (subsidized?)
- Create demand for housing in Brooklyn to encourage seniors to utilize assisted living services
FOCUS GROUP TAKEAWAYS

These results are important for identifying where there is strong, community-wide agreement on issues. It is also allows the identification of issues that were not previously identified, but are still important to these sectors of the community. This allows for a more complete picture of the ideas, issues, and desires in the community. It will also allow for the creation of a better Community Vision, and for stronger, more substantial action and policy recommendations.

AFFIRMATION OF INITIAL FEEDBACK

There are several areas where these results reinforce the ideas and issues identified by other groups and exercises. This shows there are many areas where there is a broad identification of specific issues or support for future endeavor. Ideas and issues where Focus Groups support previously identified issues are:

Traffic: Addressing traffic issues, especially associated with the I-480 interchange with Ridge Road, has been one of the most identified and pressing issues identified during the planning process. This cuts across demographic groups and is important to residents and businesses alike.

Parks & Greenspace: Like the initial feedback, the focus groups also identified the importance of parks and recreational assets to the community. They also stressed the desire for enhanced amenities. This includes additional features at existing parks, as well as more recreational programs and options throughout the community's facilities. Enhancing, updating, or expanding existing facilities was important.

Hurricane Alley: Focus groups also supported strengthening the working relationship between the City and the local schools. This was most strongly associated with the development of the Hurricane Alley area with community amenities and recreational facilities.

Mixed-Use Development: Focus groups supported the idea of updated zoning to permit mixed-use and more modern development types. Though there is some dissent, this concept was identified as something to be considered by many individuals and groups throughout the initial planning process.

Streetscape Improvements: Respondents were also similarly in favor of improving the appearance of major roads and commercial corridors throughout the City to enhance the general aesthetics of the City and to help create a stronger sense of place.

Sense of Place: Much of the initial feedback received on the future desires for the City focused on creating a stronger, more distinct sense of place for the City. Focus groups supported these ideas including better streetscapes (mentioned above) but also an overall strategy to create a stronger City identity and regional brand that stands out for residents and businesses.

FOCUS GROUP EMPHASIS

The results of the focus groups also identified ideas and issues that were not previously stressed. These issues are important in that they represent the issues pertinent to a significant cross section of the community that was previously unheard.

Technology: Focus groups were heavily in favor of implementing and utilizing technology to serve residents and businesses. Businesses supported investment in technology to help grow the local economy. Young professionals and families, and students wanted to see technology used to connect the City and the residents to each other, and to increase the quality of life for residents.

Business Needs: The focus groups of business owners identified several areas important to local businesses. The most important need is work force development. Businesses have issues finding or training qualified workers. Local services catering to workers needs (e.g. childcare), and traffic were also identified as a important issues.

Restaurants & Entertainment: Younger residents and local businesses both wanted to see the development of neighborhood scale shopping/dining/entertainment. They feel this is important to strengthen quality of life, attract and retain residents and workers, and creating a sense of place.

Housing: Focus groups more heavily emphasized the need for expanded housing options in the City. They also supported regulations and assistance to help expand or modernize existing housing. They were also more likely to emphasize increasing home ownership throughout the City. This was also seen as a quality of life issue by some in the focus groups.
4.2 FOCUS GROUP FEEDBACK

QUANTITATIVE RESPONSE TO ISSUES

Focus groups were also asked to respond quantitatively on the support for several development questions. They were asked to respond on a scale of 1 to 5 (low to high) their agreement with a question or statement. The results of those statement that received an overall support of 3.0 or more are shown in the table on page 23.

These results reflect the ideas and issues identified in the qualitative results discussed earlier. Traffic is a major issue. Larger, more diverse, more modern housing is desired by the focus groups. The enhancement of local parks and recreational offerings are important.

Interestingly, some support for bikes and trails are more specifically identified in these responses than in the qualitative data. They may not be at the forefront of residents desires, but it does seem that residents would support and utilize them if they were implemented.

Also, from these responses there is significant support from the focus groups for more modern, mixed use development that incorporates neighborhood scale shopping, dining, and entertainment. Focus groups also view an identifiable Town Center as important to the future of the City.

The response to these questions helps to identify issues and desires for the focus groups. Along with specific action ideas included in the complete Thrive at Work results summary, these will be valuable in later phases of the Master Plan when specific action and policy recommendations will be made.
**QUANTITATIVE SUPPORT FOR POTENTIAL ACTION STATEMENTS**

**5.0:** Are you in favor of places where people can live, work and play in the same location? This walkable space is otherwise known as a Planned Unit Development type of zoning. Locally, you can see examples of this in Westlake's Crocker Park, West bank of the flats; Gordon Square, Ohio City, or Pinecrest to name just a few?

Would you like to see more supportive resources for growing your careers?

Would an interchange at Memphis and I-71 going north be of value to your business?

Would this access reduce your use of the Tiedeman and I-480 interchange?

**4.75:** Are diverse housing options a priority? This would include townhouses, condominiums, 4+ bedrooms or apartments)?

Are you in favor of private-public partnerships? Partnering with a hospital to do a rehabilitation facility as part of the swimming area or partnering with a YMCA to run a new facility with the city owning the building?

Do you bike now and where? If there were more bikable trails near you, would you, your family, or friends bike more?

**4.5:** How valuable are the recreational activities here to your quality of life?

Do you believe having Town Center as a destination spot and gathering point is important for the long-term future of a City?

Would you like to see more healthy eating places?

**4.0:** Considering the city is built up, do you believe renovation and more open floor plans would attract people? This would include adding a second floor, eliminating dining rooms for an eat-in kitchen, adding a second bathroom, or adding newer modern kitchens and bathrooms?

Would you like to see more bike paths?

**3.5:** The City believes that we need a new Police Headquarters. Would your business support this improvement?

**3.25:** How important is biking in regards to your quality of life?

**3.0:** Would you support the sale or the re-use of the Ice Rink to an athletic complex with basketball and a track? Currently, the Ice Rink is function as more of a regional asset used by not many residents. If sold, the use of these funds be directed to other recreational uses in higher demand?

Would you like to see more parks in the city?
4.3 VISIONING WORKBOOK RESULTS

Establishing goals, looking towards the future, applying forward thinking, and viewing the community through different perspectives is essential to fully understanding where the City of Brooklyn sees themselves in the future.

PROJECT TEAM

In addition to performing a NOISE analysis with the Steering Committee, the Project Team comprised of City officials and staff also completed an exercise to better understand City department goals for the future. At their January 4, 2019 meeting, the Project Team completed a worksheet to gather their general ideas and aspirations as City employees and where they would like to see their departments in the future.

The following pages describe the general goals for each department and Key Principles Project Team members felt should be focused on to help shape the Community Vision and inform future phases of the Master Plan.
**WHAT ARE YOUR DEPARTMENTAL GOALS FOR 2019?**

<table>
<thead>
<tr>
<th>Department</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor's Office</td>
<td>Create a long-term plan for the community relative to building improvements and other infrastructure, streets, sidewalks, sewers, tree plantings, etc.; Use the Master Plan process to build this plan along with updating the zoning map and codes as well as purchasing a GIS program</td>
</tr>
<tr>
<td>Law Department</td>
<td>Assist in all respects with the Master Planning process and how it will or can interact with our Charter and Code; Begin implementation of drafting changes to the Charter and Code at the conclusion of the Master Planning process</td>
</tr>
<tr>
<td>Finance Department</td>
<td>Implement policies and best practices; Long term financial planning; Long term capital planning; Electronic payroll implementation</td>
</tr>
<tr>
<td>Building Department</td>
<td>Update the Building Department webpage to simplify processes for applications; Rewrite Zoning Code and Zoning Map; Initiate home repair program grant (if granted by County) to help fund projects for home owners with exterior violations</td>
</tr>
<tr>
<td>Fire Department</td>
<td>Smooth transition into new dispatch center in the spring; Purchase of new ambulance; Purchase of second set of gear for firefighters; Improve health and safety of all the firefighters</td>
</tr>
<tr>
<td>Police Department</td>
<td>Transition to new dispatch services (spring 2019)/improve services to the community; Continue to increase community relations events; Hire at least 2 new officers for patrol</td>
</tr>
<tr>
<td>Recreation Department</td>
<td>Better programming; More community involvement</td>
</tr>
<tr>
<td>Senior Center Department</td>
<td>Attract younger (age 55-75) seniors by introducing some new classes, activities, and trips that would appeal to them; To begin planning for changes to come in our Master Plan concerning seniors</td>
</tr>
<tr>
<td>Service Department</td>
<td>Continue to provide great services for the residents; Work on beautifying the City and improving on litter collection</td>
</tr>
</tbody>
</table>

**WHAT ARE YOUR DEPARTMENTAL GOALS FOR THE 10-YEAR LIFE SPAN OF THE 2019 MASTER PLAN?**

<table>
<thead>
<tr>
<th>Department</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor's Office</td>
<td>Work towards long-term planning not only for infrastructure, but also service needs and wants. Work on housing options; Currently hindered by the housing stock and this is an issues that must be addressed to attract new residents</td>
</tr>
<tr>
<td>Law Department</td>
<td>Participate closely in and oversee a redraft of the Zoning Code and related ordinances (riparian setbacks, land conservancy, architectural review of plans by Citizen Board)</td>
</tr>
<tr>
<td>Finance Department</td>
<td>Financial sustainability; Financial transparency; Implement policies and best practices; Improve internal controls</td>
</tr>
<tr>
<td>Building Department</td>
<td>To have development projects apply for approval without the need for conditional, or similar use permits and zoning variances</td>
</tr>
<tr>
<td>Fire Department</td>
<td>Increase fire department manning to 24 from 21; Continue the great relationship with Local 1145 and the administration; Station is going to be 12 years old/Patch up parking lot/Preventive maintenance to apparatus floor; Upgrade radio system</td>
</tr>
<tr>
<td>Police Department</td>
<td>Increase diversity within the Police Department; Improve services to victims and maintain high quality investigative services; Get the Department CALEA accredited</td>
</tr>
<tr>
<td>Recreation Department</td>
<td>New facility (combined senior/community center); Partnerships with hospitality/library; Upgrade parks/sports complex</td>
</tr>
<tr>
<td>Senior Center Department</td>
<td>To begin to merge forces within the City Services Senior Center with the Recreation Center to offer well balanced programs of activities and fitness that would serve our seniors in the 10-year life span</td>
</tr>
<tr>
<td>Service Department</td>
<td>Would like to work with administration for a new Police Station, City Hall, and Recreation Center; Would like to increase the Service Department's efficiency which would allow us to provide even more services</td>
</tr>
</tbody>
</table>
### WHAT OTHER GOALS DO YOU HAVE FOR THE 10-YEAR LIFE SPAN OF THE 2019 MASTER PLAN?

<table>
<thead>
<tr>
<th>Department</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor’s Office</td>
<td>It is a document we can easily read and change each year; Would like to keep the strategic committee intact to review the plan periodically to hold the current administration and future administrations accountable to execute as well as keeping residents in the community engaged to help execute results.</td>
</tr>
<tr>
<td>Law Department</td>
<td>Ensure that the product of our work now enables future administrations and councils to implement a Code that is dynamic and fluid enough to be adapted to the time and need at hand.</td>
</tr>
<tr>
<td>Finance Department</td>
<td>Implement a strategic plan; Grow the tax base; Implement a performance management system; Cost reduction and efficiency measures.</td>
</tr>
<tr>
<td>Building Department</td>
<td>Reduce number of vacant properties; Turn over foreclosed homes more quickly.</td>
</tr>
<tr>
<td>Fire Department</td>
<td>New fire engine (spare engine is 20 y/o). New ambulance (spare is 10 y/o); New and efficient HVAC equipment; Improve fire inspection bureau; Continue high quality of fire and ems services to all of the stakeholders of the City of Brooklyn.</td>
</tr>
<tr>
<td>Police Department</td>
<td>Partner with others (cities or County) on a regional jail for the westside; Partner with Tri-C for regular cost saving testing for Police Department; Increase number of police officers (2) to maintain safety services.</td>
</tr>
<tr>
<td>Recreation Department</td>
<td>More involvement with the schools.</td>
</tr>
<tr>
<td>Senior Center Department</td>
<td>To work at affordable (and attracting) senior apartments or townhouses for seniors that want to downsize and give up homes and upkeep of them, but are not wanting to go into assisted living or a nursing home; For example: Parma Heights has very nice senior apartments that are about $1,100 per month with lots of amenities.</td>
</tr>
<tr>
<td>Service Department</td>
<td>Would like to do our part in actually sticking to the Master Plan.</td>
</tr>
</tbody>
</table>
KEY PRINCIPLES FOR THE 2019 CITY OF BROOKLYN MASTER PLAN

Maintain Financial Stability (6)
Invest in New Parks and Recreation Facilities (5)
Create a Town Center (4)
Better Utilize Existing Commercial and Industrial Properties (3)
Grow and Change (3)
Enhance the Existing Civic Core (2)
Focus on Core Services (2)
Expand Housing Options (1)
Increase Community Services (1)
Keep and Maintain Existing Civic Facilities (1)
Focus on Traffic Flow (1)

The Key Principles listed above were the result of the Project Team exercise and worksheet discussed at the January 4, 2019 meeting. The worksheet was intended to gather input which issues and/or goals should be used in informing the Community Vision. These Goals & Key Principles were used to help create and focus the Community Vision for the Master Plan.

The numbers next to each Key Principle reflects the total number of votes each topic received via the Project Team worksheet from the January 4, 2019 meeting. Project Team members were permitted to select up to three choices.
4.3 VISIONING WORKBOOK RESULTS

STEERING COMMITTEE

In addition to performing a NOISE analysis, the Steering Committee also completed a visioning exercise to start establishing the Themes and Principles for their vision for Brooklyn. At their July 2, 2019 meeting, they were given a worksheet to write out potential vision statements and group policy ideas into vision Themes and Principles that would help structure the recommendations made in the next phase of the planning process.

KEY PRINCIPLES FOR THE CITY OF BROOKLYN MASTER PLAN

Place an ‘X’ next to your MOST IMPORTANT issues or principles for the Master Plan. (You may select up to 10):

☐ Supporting local business
☐ Increase local tax base
☐ Redevelopment of existing industrial/commercial properties
☐ Realization of existing commercial/industrial buildings
☐ High quality safety services
☐ Remodel/enhance exteriors of outdated or rundown commercial centers
☐ Build new City facilities
☐ Remodel and expand City facilities
☐ Expand parks and greenspace in the community
☐ Enhance amenities in existing parks
☐ Work cooperatively with the local schools
☐ Expand housing options in the City
☐ Support residents’ efforts to maintain or modernize existing homes
☐ Identify ways to implement new housing construction in the City
☐ Accentuate the City’s proximity to downtown Cleveland, the airport, and other major urban amenities
☐ Protect the small town feel of Brooklyn as an asset with major urban amenities
☐ Create a new “Town Center” on Memphis Avenue
☐ Create a unifying “soul” for the City, especially commercial areas
☐ Improve traffic flow and interstate access in the City
☐ Reduce large areas of pavement in commercial areas
☐ Address flooding issues on major streets
☐ Increase trails and trail connections throughout the City
☐ Enhance City services
☐ Maintain City services
☐ Pursue public/private partnerships with local businesses
☐ Update land use and development standards
☐ Increase public participation in the community
☐ Provide affordable housing options for seniors to remain in Brooklyn
☐ Expand regional collaboration in government interaction and operations
☐ Outline long term capital planning projects and objectives
☐ Maintain city infrastructure
☐ Update City infrastructure
☐ Create attractive corridors/gateways
☐ Improve neighborhood
☐ Develop amenities to attract young families
☐ Increase community residents and businesses
☐ Work to ensure public safety
☐ Build civic pride
☐ Ensure the city is a health-sen
☐ Expand progress
☐ Maintain per government
☐ Embrace 8
☐ Maintain
☐ Maintain
☐ Protect
☐ Increase
☐ Improve
☐ Super
☐ F
don

CREATE VISION STATEMENTS FOR THE BROOKLYN MASTER PLAN

Use the ISO-9000 tool or design, or another tool, to develop Themes and Principles in a vision framework for the Brooklyn Master Plan. The Theme of “Public Spaces” is an example of the process. Write a Vision Theme Name, then write a series of Vision Statements and Policy Objectives for each Theme. Please note:

EXAMPLE:

VISION THEME NAME: A Beautiful City

Brooklyn will be a City of attractive public spaces and cohesive commercial areas.

What specific issues or ideas for this Vision Theme are you most concerned about:

Remodel/enhance exteriors of old commercial areas
Create a unifying "look" for the City
Protect the small town feel of the City
We need an Architectural Review Board...
<table>
<thead>
<tr>
<th>Summary of Suggested Vision Themes</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Modern City Service Buildings</td>
<td>“Brooklyn’s services buildings are modernized and welcoming.” “The existing condition of our Police Station is terrible. Our officers deserve a safe and healthy place to work.” “Fix the police station and rec center.”</td>
</tr>
<tr>
<td>Brooklyn is a Livable City For All</td>
<td>“Brooklyn offers a variety of housing opportunities for a variety of budgets. It has walkable areas where residents can meet, hang out, and do business. Brooklyn values and is welcoming to the diverse population of the region.”</td>
</tr>
<tr>
<td>Brooklyn: A Place to Live and Work</td>
<td>“Make Brooklyn an attractive place to live and work for families.”</td>
</tr>
<tr>
<td>Parks and Public Spaces</td>
<td>“Maintain and enhance existing parks.” “Enhance what we already have.” “Enhance Veterans Memorial Park with upgraded amenities.”</td>
</tr>
<tr>
<td>More Cohesive and Inviting City Center</td>
<td>“Easily recognizable and available city government services and amenities”</td>
</tr>
<tr>
<td>More Inviting to Residents, Businesses, and Visitors Alike to Build Awareness of Brooklyn</td>
<td>“Brooklyn will have convenient, inviting, and affordable options for residential and commercial development.” “The City will continue to support local organizations and institutions to provide an increasing number of spaces and opportunities for people to connect, and provide a high quality of life to keep Brooklyn desirable to residents, visitors, and businesses.”</td>
</tr>
<tr>
<td>No Town Center</td>
<td>“We are not Westlake - Give up on Crocker Park idea.”</td>
</tr>
<tr>
<td>Honesty and Integrity in our City Leaders</td>
<td>“The voters and residents of Brooklyn deserve and honest government.” We need City leaders who respect the will of the voter.”</td>
</tr>
<tr>
<td>A Green, Vibrant and Welcoming City</td>
<td>“Brooklyn will be a city that values its green spaces and commercial activity and their connections to people.”</td>
</tr>
<tr>
<td>A City for a Lifetime</td>
<td>“Brooklyn will be a city where you can grow, raise a family, and retire with access to the needs and amenities that ensure a healthy and happy life.”</td>
</tr>
<tr>
<td>A Safe and Healthy City</td>
<td>Brooklyn will continue to have excellent safety services while providing more opportunities for residents to enjoy greenspaces.” Increase occupancy of the Ridge Park Medical Building. Recruit potential patients for the Brooklyn Pointe facility.</td>
</tr>
<tr>
<td>Revitalization of Commercial Properties</td>
<td>“Brooklyn will seek to develop non-utilized and under utilized office and retail space at Ridge Park, Northcliffe Avenue, American Greetings, Gold Circle, Tiedeman Road and Clinton Road.”</td>
</tr>
<tr>
<td>Improve Traffic Flow &amp; Safety</td>
<td>“Brooklyn will be a city of smooth, intuitive, and coordinated traffic flow” “Address rush hour grid-lock at Ridge Road and I480 and Tiedeman Road at I480.” “The Brooklyn Police Department will address the issues of speed enforcement on I480 and city streets, and stop sign enforcement.”</td>
</tr>
<tr>
<td>High Quality City Services</td>
<td>“Brooklyn will ensure the welfare of its residents by striving to provide excellent services.”</td>
</tr>
<tr>
<td>Communications From the City to Residents</td>
<td>“Continue the monthly newsletters and conduct community meetings seeking input from residents.”</td>
</tr>
</tbody>
</table>
4.3 VISIONING WORKBOOK RESULTS

MOST IMPORTANT PRINCIPLES FOR THE MASTER PLAN

8 Votes: Improve traffic flow and interstate access in the City

6 Votes: High quality safety services;
Build new City facilities

5 Votes: Supporting Local Business;
Work cooperatively with the local schools;
Accentuate the City’s proximity to downtown Cleveland, the airport, and other major urban amenities;
Maintain City services

4 votes: Reutilization of existing commercial/industrial buildings

3 Votes: Increase the local tax base;
Remodel/enhance exteriors of outdated or rundown commercial centers;
Enhance amenities in existing parks;
Support residents’ efforts to maintain or modernize existing homes;
Update land use and development standards;
Update City infrastructure

2 Votes: Improve neighborhood safety;
Expand parks and greenspace in the community;
Create a new “Town Center” on Memphis Avenue; Increase public participation in the community;
Outline long term capital planning projects and objectives;
Create attractive corridors, streetscapes, and gateways;
Develop amenities to attract and maintain young families;
Increase communication from the City to residents and businesses;
Expand programs and recreational offerings;
Maintain personal levels of service in city government;
Maintain existing housing and neighborhoods;
Provide rental property education and maintenance programs;
Build townhouses or condominiums in appropriate locations
LEAST IMPORTANT PRINCIPLES FOR THE MASTER PLAN

6 Votes: Embrace & celebrate Brooklyn’s diversity;
Build townhouses or condominiums in appropriate locations

5 Votes: Provide rental property education and maintenance programs

4 votes: Create a unifying “look” for the City, especially commercial areas

3 Votes: Create a new “Town Center” on Memphis Avenue;
Update land use and development standards;
Protect undeveloped land

2 Votes: Expand parks and greenspace in the community;
Work cooperatively with the local schools;
Support residents’ efforts to maintain or modernize existing homes;
Identify ways to implement new housing construction in the City;
Reduce large areas of pavement in commercial areas;
Increase trails and trail connections throughout the City;
Increase public participation in the community;
Provide affordable housing options for seniors to remain in Brooklyn;
Expand regional collaboration in government interaction and operations;
Create attractive corridors, streetscapes, and gateways;
Maintain existing housing and neighborhoods;
Increase environmentally friendly regulations and initiatives in the City;
Support bike and pedestrian transportation and infrastructure

SUMMARY OF KEY PRINCIPLES

Improving traffic flow was overwhelmingly the most important principle to the Steering Committee. This reflects much of the feedback we have received through this process. Providing quality safety services and building new facilities are also important to many of the steering committee members. Principles related to parks and greenspace, as well as economic development and reutilization or redevelopment were also likely to be indicated by Steering Committee members, though votes were spread among several related principles.

Embracing diversity and building townhomes or condominiums were identified as the least important principles for the Master Plan by six respondents. Providing rental property education and maintenance programs followed closely with five votes. Creating a unifying “look” for the City was not deemed important by 4 members of the Steering Committee. Creating a “Town Center” on Memphis Avenue, updating land use and development standards, and protecting undeveloped land all received three votes as least important. This is interesting as these are all land use related principles. Several principles received at least two votes for being the least important principles. The most interesting takeaway is that many have to do with housing related issues.

The results of this exercise show a few principles that are very important to the Steering Committee. It also shows some conflicting priorities. However, the results are very helpful in helping to identify priorities and along with the results of previous exercises, will help to create a Vision for Brooklyn and outline the major policy themes for structuring recommendations.
4.4 STEERING COMMITTEE VISION FEEDBACK

County Planning synthesized all the information gathered through the process to draft the Community Vision and the framework including the Themes and Key Concepts. This was presented to the Steering Committee for feedback and refining.

EXERCISE AND RESULTS SUMMARY

The Steering Committee was presented with the proposed Community Vision Statement (an overarching vision statement that describes the community in the future) and the five (5) Vision Themes that are foundational issues of the Master Plan that help to create areas for targeted action to achieve the community’s Vision Statement. To gather more feedback from the Steering Committee, Jack Ricchiuto, Co-Founder & Partner of Thrive at Work, facilitated a two-part brainstorming exercise at the October 24, 2019 meeting.

The Steering Committee was invited to submit feedback on each of the individual Themes via presentation boards. There was a total of ten of boards; two boards for each theme.

The first part of the exercise asked the Steering Committee members to review each Theme and its Key Concepts (the general policy ideas to guide specific action recommendations to help address an issue associated with the Vision Theme) that were gathered from the previous focus groups, and indicate with a green dot if the Key Concept was “important” or a red dot if the Key Concept should be “removed.” At the same time, the Steering Committee members were invited to add any missing Key Concepts they thought should be included via sticky notes to the boards.

The second half of the exercise asked the Steering Committee a specific, key question about each Theme. For example, the key questions for the Strong Local Economy theme asked, “What zoning changes or development incentives would you support to help spur commercial redevelopment?” and “What type of new jobs, development, or businesses should the City seek?” Each Steering Committee member added comments via sticky notes to the boards. Once everyone had a chance to submit comments, then the Steering Committee members were asked to review all the comments and vote on which comments they agreed with using dots.
The Steering Committee's individual comments and votes were categorized by Vision Theme. The number of comments in each category (Most Important Key Concept, Key Concepts that should be Removed, and Vision Theme specific Questions) were summed to understand common trends among the comments.

The vote tally for each response are presented in parentheses. These themes are described for each Vision Theme.

**STRONG LOCAL ECONOMY**

**BROOKLYN WILL PURSUE ECONOMIC DEVELOPMENT EFFORTS TO STRENGTHEN LOCAL BUSINESSES AND IMPROVE EXISTING COMMERCIAL PROPERTIES.**

**KEY CONCEPT FEEDBACK**

The Key Concepts that were the “Most Important” to the Steering Committee were as follows:
- Remodel/enhance exterior of outdated or rundown commercial centers (10 votes)
- Better utilization of existing commercial and industrial properties (8 votes)
- Improve traffic flow and interstate access in the City (8 votes)
- Update City infrastructure (8 votes)

The Key Concept that the Steering Committee thought should be “Removed” was as follows:
- Increase local tax base (5 votes)

This was most likely selected to be removed because a very similar concept, “Grow the tax base,” was also included. These were obviously seen as redundant and only one was needed.

**KEY QUESTION RESPONSES**

The Steering Committee were asked to comment about this Vision Theme by answering specific, key questions. The **Strong Local Economy** answers were as follows:

**Question 1: What zoning changes or development incentives would you support to help spur commercial redevelopment?**

The most common responses or themes for this question were for All Zoning issues go to vote of the people (4 votes) and Commercial redevelopment should emphasize corporate and deemphasis retail (4 votes). However, Steering Committee members wanted to Improve Ridge Park Square access for vehicles and pedestrians (3 votes). Other comments that received votes were for Areas other than single family more flexible (2 votes) and Identify areas for more multi-use zoning (2 votes).

**Question 2: What type of new jobs, development, or business should the City seek?**

The most common responses or themes for this question were for Heavy manufacturing at the Terex Plant on Clinton Road (4 votes), Tech fields healthcare (4 votes), and Health Care (4 votes). The Steering Committee members did express the desire to see more commercial industries and did not want to see more fast food establishments.
A UNIQUE IDENTITY

BROOKLYN WILL DEVELOP A DISTINCT IDENTITY TO DISTINGUISH THE CITY WITHIN THE REGION TO CREATE A STRONG COMMUNITY AND A GROWING ECONOMY

KEY CONCEPT FEEDBACK

The Key Concepts that were the “Most Important” to the Steering Committee were as follows:

- Create attractive corridors, streetscape, and gateways (11 votes)
- Create a new “Town Center” on Memphis Avenue (10 votes)
- Accentuate the City’s proximity to downtown Cleveland, the airport, and other major amenities (9 votes)
- Undertake a Community Branding process (7 votes)
- Promote neighborhood scale live, work, play development (4 votes)

Although, Create a new “Town Center” on Memphis Avenue was one of the topics Key Concepts selected by the Steering Committee, this Key Concept was also the only concept that received votes be removed. This could be an indication that there should be a need for a new “Town Center,” but there should be further discussion on where it should be located and what a “town center” should actually include.

KEY QUESTION RESPONSES

The Steering Committee were asked to comment about this Vision Theme by answering specific, key questions. The A Unique Identity answers were as follows:

Question 1: What existing or new quality or characteristic would you build a Brooklyn “Brand” around?

The most common responses or themes for this question were for Emphasize Brooklyn’s great central location (8 votes) and Town Center identity (5 votes). However, Steering Committee members wanted to know “Why does Brooklyn need a brand? (4 votes) and “Where is the City Center? Ridge Park? Memphis Road? 480 at Tiedeman?”

Question 2: What is one thing the City should do to help beautify Brooklyn’s streets or public spaces?

The most common responses or themes for this question was a question asked by the Steering Committee: “How do you beautify a shopping center it’s a health hazard? Public smoking in front of food establishments? (5 votes). Other common responses or themes were for More signs at all City entrance points (4 votes), Tree planting (4 votes), and Enforce people to maintain property, lawns, etc. (2 votes). The Steering Committee members did express the desire for more bike lanes and connected parks.
ENHANCED PARKS & RECREATION AMENITIES

BROOKLYN WILL BE A CITY THAT VALUES GREENSPACES BY PROTECTING AND ENHANCING PARKS AND RECREATIONAL FACILITIES.

KEY CONCEPT FEEDBACK

The Key Concepts that were the “Most Important” to the Steering Committee were as follows:

- Cooperation with local schools on recreational amenities on Hurricane Alley (11 votes)
- Improve access to parks and recreational amenities (9 votes)
- Increase trails and trail connections throughout the City (5 votes)
- Increase community uses of recreational programs and facilities (3 votes)
- Expand programs and recreational offerings (3 votes)
- Build a new Recreation Center (3 votes)
- Enhance amenities in existing parks (2 votes)

Although, “Build a new recreation center” received two (2) votes to be removed, other Members that thought it was an important Key Concept with three (3) votes. Some members may be more in favor of upgrading the existing rec center rather than a complete rebuild, as this was identified in other feedback through the planning process. Other Key Concepts the Steering Committee members thought should be added were for an “Indoor walking track” and “Splash Pad.”

KEY QUESTION RESPONSES

The Steering Committee were asked to comment about this Vision Theme by answering specific, key questions. The Enhanced Parks & Recreation Amenities answers were as follows:

Question 1: What community amenities should cooperation on The Hurricane Alley Redevelopment produce?

The most common responses or themes for this question were for Facilities where recreation center and schools have duel use (7 votes). The Steering Committee members had a desire to see more community cooperation when it comes to the Nature Center (2 votes) and Walkable connections along Hurricane Alley and through Memorial Park (2 votes) and for Park/Walking/Biking trail and for 2 Soccer fields (different sizes) Baseball Fields, Bathrooms & Changing areas.

Question 2: Which potential park enhancement is most important to you?

The most common responses or themes the Steering Committee members deemed as the most important park enhancements were to Connect parks with walk/bike trails (8 votes), Unlocking tennis courts, basketball courts, skatepark area (4 votes), and to Plant and more maintenance of existing trees and More pocket parks access for all residents within a 10 minutes of their homes.
The Key Concepts that were the “Most Important” to the Steering Committee were as follows:

- Improve traffic flow around interstates and commercial corridors (9 votes)
- Work cooperatively with the local schools (7 votes)
- Develop amenities to attract and maintain young families (6 votes)
- Support residents’ efforts to maintain or modernize existing homes (5 votes)
- Protect the small town feel of Brooklyn (4 votes)
- Expanded housing options and opportunities (4 votes)
- Continually implement and update the Master Plan (3 votes)
- Invest in technology to connect residents and support businesses (3 votes)
- Implement safe and efficient transportation infrastructure (2 votes)

There were not any Key Concept that the Steering Committee thought should be “Removed.”

**KEY QUESTION RESPONSES**

The Steering Committee were asked to comment about this Vision Theme by answering specific, key questions. The Livable Community answers were as follows:

**Question 1: What is the most pressing housing issue in Brooklyn?**

The most common responses or themes for this question were for Need townhouse or condo for younger/older residents (6 votes) and Retail property not being maintained (5 votes). However, Steering Committee members thought that there was a Lack of move up housing for families who grow and can afford to upgrade (2 votes) while other Steering Committee members thought that There are none (2 votes) in terms of the most pressing housing issues in Brooklyn.

**Question 2: What would make you feel more engaged or connected to the City?**

The Steering Committee members felt that more community events (7 votes) would make them feel more engaged or connected to the City. Other common responses or themes were for more recognition of Brooklyn’s diversity (2 votes) and locating facilities close to one another.
EXCEPTIONAL SERVICES & FACILITIES

BROOKLYN WILL BUILD MODERN, FUNCTIONAL FACILITIES WHILE PROVIDING EXCELLENT CITY SERVICES.

KEY CONCEPT FEEDBACK

The Key Concepts that were the “Most Important” to the Steering Committee were as follows:
- Build new City facilities (Police, City Hall) (10 votes)
- High Quality Safety Services (9 votes)
- Incorporate new or “smart” technologies into infrastructure (9 votes)
- Work with library on new and updated facilities (7 votes)

The Key Concept that the Steering Committee thought should be “Removed” was as follows:
- Transparent and responsive government (5 votes)

KEY QUESTION RESPONSES

The Steering Committee were asked to comment about this Vision Theme by answering specific, key questions. The Exceptional Services & Facilities answers were as follows:

Question 1: What location would be most appropriate for a new Police Station?

The most common responses or themes the Steering Committee members thought would be the most appropriate location for a new Police Station were Around/Behind the Recreational Center (7 votes). However, there were an equal number of Steering Committee members that would like to see a new Police Station at the Center of town where existing fire/safety services are (5 votes) as were Members that feel that the Current facility should be remodeled and there doesn’t need to be a new location/police station (5 votes).

Question 2: What location would be most appropriate for a new library?

The Steering Committee would like to see the new library at Memphis near the recreation center and facilities (10 votes), while other Members think the City should Expand the present location (8 votes).