

Pearl and Center Roads Corridor Plan

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Prepared for:



The City of Brunswick, Ohio

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Chapter 1: Introduction

The Pearl and Center Roads Corridor Plan was prepared for a simple reason: to lay the groundwork for the comprehensive revitalization of Brunswick’s primary commercial areas. As design and construction of the Brunswick Town Center has demonstrated, commercial development can create a high-quality environment for shopping, living and enjoying a vibrant community, if that development is managed and designed to do so. The goal of the Corridor Plan is to identify opportunities and strategies that will extend this vitality to the rest of Pearl and Center roads.

Like most post-World War II commercial strip developments, the development of Pearl and Center roads emphasized unimpeded automobile access, rudimentary commercial buildings, abundant parking and signs that compete for attention. Although many individual properties were well designed and attractively maintained, others did not have this good fortune. As the late 20th century progressed, Pearl and Center roads suffered from a variety of negative impacts, including:

- Progressively more “modern” commercial developments in surrounding areas, offering newer buildings, increased square footage and more contemporary physical appearances.
- The construction of Interstate 71, which removed the developing north-south through traffic from Pearl Road (and with it the traffic volumes that would support most general commercial development types on Pearl Road).
- A lack of investment in the physical appearance of public streetscapes and public spaces, with the notable exception of the Pearl and Center roads intersection.
- Lack of infrastructure, including sanitary sewer that would support more intensive development in specific locations.
- Conflicting zoning and site development standards between the City and Brunswick Hills Township.
- A lost sense of the markets for which the Center and Pearl roads areas are best suited.

Perhaps most significantly, Pearl and Center roads suffered from a lack of identity. Without well-known destinations or other distinguishing features, Pearl and Center roads looked like little more than variations on a theme: two of the many outdated, nondescript commercial strips that can be found throughout Greater Cleveland.

In all of these respects, Brunswick faces the same challenges as communities across the nation. In the words of the Urban Land Institute, Brunswick’s primary commercial opportunities consist of one-dimensional forms of development that lack a distinct sense of place or community and that increasingly are plagued by problems to do with fragmentation, congestion, inconvenience,

inefficiency, deterioration and visual blight.... While a single automobile-oriented shopping center is easily accessible, dozens lined along the same urban arterial are not.¹

As a result, the future of Pearl and Center roads is cloudy unless significant changes are made. Since so many commercial strips are continuing to fail, and since new commercial development in areas surrounding Brunswick has continued to explode, chances are that Pearl and Center roads will not naturally evolve into general retail centers again. Without a sea change in perspective, a conscious commitment to finding this location's best opportunities and a new perception of what can happen, Pearl and Center roads are unlikely to see much improvement.

Rather than continue to accept this decline, it is necessary to re-imagine the Pearl and Center roads corridors. The City of Brunswick actually began that process as early as the mid-1990s, when the *Brunswick Development Policy Plan Update* identified the need for a central commercial location that would give Brunswick a civic identity and a central gathering place. The *Development Policy Plan Update* included a preliminary site concept that showed retail, restaurants, offices and housing in a mixed use development. This development centered on a pedestrian-friendly "Main Street" and a series of formal and informal public gathering spaces, such as parks, restaurants, trails and public facilities. As the Brunswick Town Center project has been pursued by the City throughout the 1990s and 2000s, these fundamental principles have remained in place.

The Pearl and Center Roads Corridor Plan extends the principles embodied by the Brunswick Town Center to the remainder of Pearl and Center roads. The Corridor Plan recognizes that Brunswick has an opportunity for a wide variety of types of businesses, buildings and spaces, and customizes these principles to the scale of each area's existing environment. The Plan reconfigures Pearl and Center roads into a series of development areas that share several characteristics:

- Attractive, well-designed and well functioning environments;
- Formal and informal public spaces and places where pedestrians are welcome;
- Automobile access that is balanced against the needs of people;
- A mix of reinforcing economic activities that fit the character of the locations.

This Plan should be regarded as having an approximately 10 year time window. The analysis and recommendations in this Plan primarily identify opportunities and strategies that may develop between 2004 and 2014. Given the market-driven characteristics of a Corridor Plan, a 10 year window is generally determined to include enough time to permit substantial redevelopment, but a short enough period of time to be able to reasonably anticipate market trends. The City may wish to update this Plan periodically, and may wish to create a new Corridor Plan in approximately 10 years.

¹ *Ten Principles for Reinventing America's Suburban Strips*. Urban Land Institute, 2001, p. v.



The Pearl and Center Roads Corridor Plan not only outlines the Vision for the future of Pearl and Center Roads, but it articulates specific strategies for making that Vision become reality. Much of the success of this Plan will rely on the City's willingness to implement the Plan's zoning, design and economic policy decisions, but a great deal will also rely on the Brunswick community, including its residents, business owners and property managers. Making Brunswick a place where both residents and visitors want to work and shop will require a long-term commitment to excellence in design, public administration and entrepreneurship.

Brunswick has demonstrated overwhelmingly that it can make its visions happen. We are confident that Brunswick's Pearl and Center roads vision will be realized, and we will look forward to seeing that happen.

Chapter 2: Existing Conditions

Introduction

To prepare effective plans and recommendations, it is necessary to have a clear understanding of the existing conditions of the Plan Area. A significant part of any planning process is the systematic identification and evaluation of the facts and issues that have led to the current situation and that will have an impact on future activities. This process must be based to the greatest extent possible on factual information, and must distinguish between actual conditions and perceptions or assumptions about those conditions. The perceptions of residents and stakeholders can have as strong of an impact on a Plan area as factual conditions, but the differences between the two types of information must be understood.

This chapter outlines the findings of the Existing Conditions analyses that were conducted as a part of the Pearl and Center Roads Corridor Plan. Where indicated, additional background information may be found in Appendix A.

Study Area (Figure 1)

The Study Area defined for the Pearl and Center Roads Corridor Plan is shown in Figure 1. This Study Area was formulated to meet several conditions:

- It must include as much of the land potentially impacted by the Corridors as possible, including some areas, such as the largely residential frontage along Center Road west of Pearl Road, that are not expected to experience redevelopment pressures.
- It must allow users to focus on those properties or portions of properties that have a reasonable chance of experiencing commercial redevelopment during the Plan period. In most cases, the Study Area is limited to only those parcels that have frontage on Pearl or Center roads, or which historically function as a unit with properties that have frontage on Pearl or Center roads, such as parking lots. In most cases, the Study Area boundary follows existing property lines, but in some cases existing parcels include back land that is unlikely to develop with the frontage portions of the parcels as a result of slope or infrastructure constraints.

The Study Area includes 1,010 existing parcels and approximately 8 miles of frontage on Pearl and Center roads. Pearl Road extends approximately 4.17 miles through the Study Area, and Center Road through Brunswick is approximately 3.80 miles in length.

It should be noted that the Brunswick Town Center area is depicted on these and subsequent maps as it may appear upon completion. At the time of this writing, Phase 1 of the project is under construction, and subsequent phases have not been finalized.














Insert figure 1 – study Area

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
O H I O

Legend

-  Study Area
-  Edge of Pavement
-  Parking Lots and Driveways
-  Proposed Town Center Roads
-  Buildings
-  Proposed Town Center Buildings
-  Parcels
-  Rivers and Lakes
-  Streams
-  City of Brunswick
-  Brunswick Hills Township

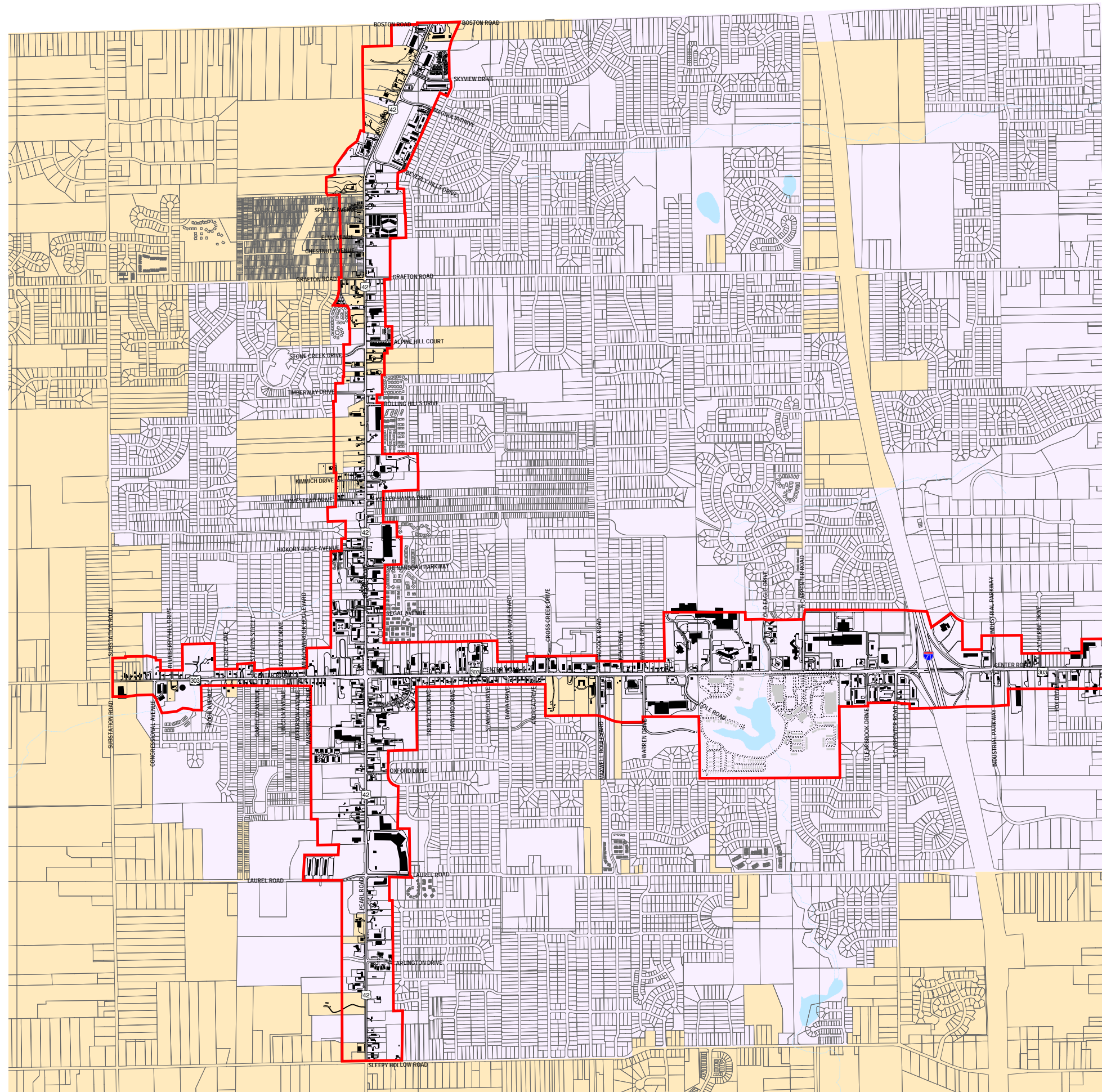


Figure 1
Study Area

1,000 500 0 1,000 2,000 Feet
March 30, 2004



Existing Land Use (Figure 2)

The Study Area’s existing land uses were determined on the basis of visual surveys conducted in July and August 2003. Existing properties were categorized according to their uses at the time of that survey. Since some specific land uses may have changed during the period identified, this inventory should not be interpreted as a definitive statement of a parcel’s use at the time of the publication of this document, but the map as a whole should be interpreted as a depiction of the Study Area’s land use trends and characteristics at the time of the Plan.

Since land use is often confused with zoning, a brief explanation may be necessary. An Existing Land Use analysis sorts the types of land uses that are occurring in a Study Area into a small set of categories in order to determine the relative proportions of the types of land uses that are occurring. Land Use is determined by an visual evaluation of the actual activity that appears to be occurring on the site from the public right of way, regardless of its zoning. As a result, a property that has a dwelling on it but is zoned for commercial development will be classified as a residential property in the Existing Land Use, but will be counted as a commercially-zoned property in the Zoning Analysis. Zoning classifications are based on the community’s zoning code, but land use categories are designed to best explain the Study Area. Additionally, a property that is used for a commercial activity but does not show any evidence of that use from the street (for example, there is no sign identifying the business) may not be classified by that business activity.

The following table summarizes the overall proportions of the various land use types found in the Study Area.

Table 1: Land Use Categories

| Land Use Category | Number of Parcels | Percent of Total | Area in Acres | Percent of Total |
|--------------------------|------------------------------|-----------------------------|--------------------------|-----------------------------|
| Residential | 466 | 46.14% | 288.8 | 19.98% |
| Mixed-Use | 5 | 0.50% | 144.6 | 10.00% |
| Service | 96 | 9.50% | 108.3 | 7.49% |
| Service-Auto | 50 | 4.95% | 79.9 | 5.53% |
| Retail | 79 | 7.82% | 159.7 | 11.04% |
| Office | 14 | 1.39% | 60.8 | 4.21% |
| Industrial | 2 | 0.20% | 28.4 | 1.97% |
| Park and Open Space | 1 | 0.10% | 13.8 | 0.95% |
| Institutional | 54 | 5.35% | 165.1 | 11.42% |
| Vacant | 17 | 1.68% | 17.9 | 1.24% |
| Undeveloped | 226 | 22.38% | 378.3 | 26.17% |
| <i>Total</i> | 1010 | 100.00% | 1445.5 | 100.00% |

Charts 1 and 2 below demonstrate the distribution of land uses by number of parcels and by total acreage.

Chart 1: Share of Land Use by Number of Parcels

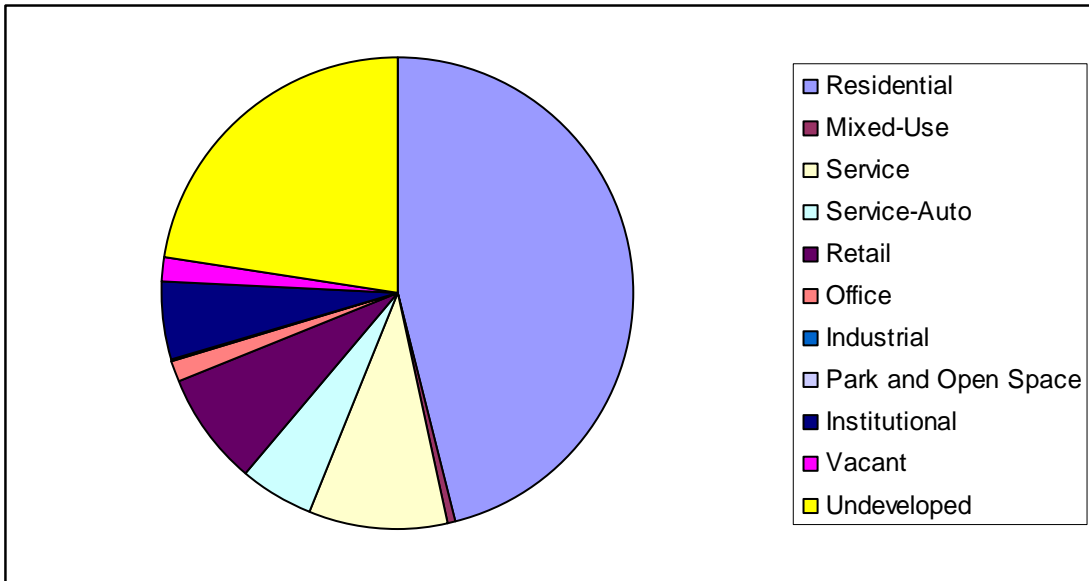
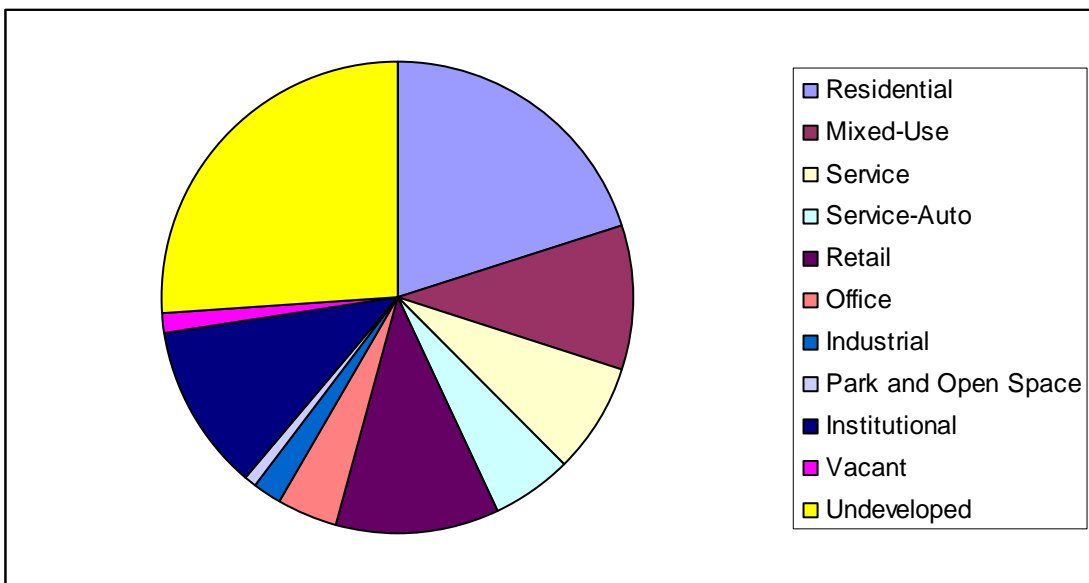


Chart 2: Share of Land Use by Acreage



These charts illustrate several key characteristics, including the following:

- Residential properties make up almost half of the Corridors' parcels, but only 20% of its total acreage due to the small size of the majority of the lots. This proportion is somewhat skewed by the inclusion in the Study Area of the predominately residential frontage along Center Road west of Pearl Road. There is also a notable concentration of residential properties along Center Road between Cross Creek Drive and Princeton Drive, and scattered residential properties north and south along Pearl Road.
- The mixed use category is dominated by the Brunswick Town Center property and reflects its present parcel configuration and expected future development. Since the property consists of one parcel, it is not possible to split out the different types of land uses into accurate numbers of acres that correspond with the other Land Use Categories.
- Service and Auto-related Service were split into separate categories for this analysis due to the large number of auto-related service businesses in the Study Area and the fact that businesses that cater to automobiles and trucks usually have different site characteristics than other service businesses. Together they account for approximately 15% of the Corridors' parcels and 13% of the Corridors' acreage. Both types of businesses are scattered throughout the Corridors with few notable concentrations of similar businesses.
- Retail land uses occupied approximately 8% of parcels and 11% of total land acreage. Retail properties are also scattered throughout the Corridors.
- Industrial and office land uses represent very small amounts of the land in the Corridors, It should be noted that a significant amount of Brunswick's economic strength is derived from Manufacturing sector businesses, as discussed in the Economic Analysis, but that the majority of these businesses fall outside the Study Area boundaries.
- The Park and Open Space category includes only one property within the Study Area, which is Neura Park.
- Brunswick has a relatively high proportion of Institutional properties within the Study Area, including schools, churches, the civic center campus and the municipal center. These land uses occupy approximately 11% of land within the Study Area boundaries. Several of the largest parcels command highly visible frontage on Center Road.
- The Vacant land use category includes a very small number of parcels and a small proportion of the Study Area's land use. This finding generally corresponds with the conclusions of the building vacancy analysis memo (Figure 9), which concluded that the Study Area had very few vacant properties as compared to the entire land area of the corridor.

The analysis includes a small number of rear lots and other small parcels that are associated with a developed parcel but do not have any development on them themselves. Since the vacancy

analysis in Figure 9 analyzed vacancies by building rather than by parcel, these numbers do not exactly align.

- Over one quarter of the total amount of land in the Study Area is Undeveloped, making this the largest land use category in terms of total acreage and the second-largest in terms of the number of parcels. A significant portion of this undeveloped land is located west of Pearl Road and south of Laurel Road; the northern portion of this area is under preliminary analysis for development, while the southern portion faces topographic limitations in terms of supplying sanitary sewer to the acreage that does not front on Pearl Road. Additionally, several undeveloped parcels on the northern portion of Pearl Road consist of long lots with narrow street frontage, and at least two of these lots have significant topographic features in their rear acreages.

Vacant parcels, however, are scattered throughout the Corridors, and while some may consist of fractions of an acre, a large proportion of these lots occupy two or more acres. Additionally, as noted in the Economic Analysis (Figure 8), many of the commercial and service lots in the Corridor have been developed at very low densities; these properties may present opportunities for additional development.



Insert Figure 2 - existing land use

PEARL & CENTER ROAD CORRIDOR PLAN

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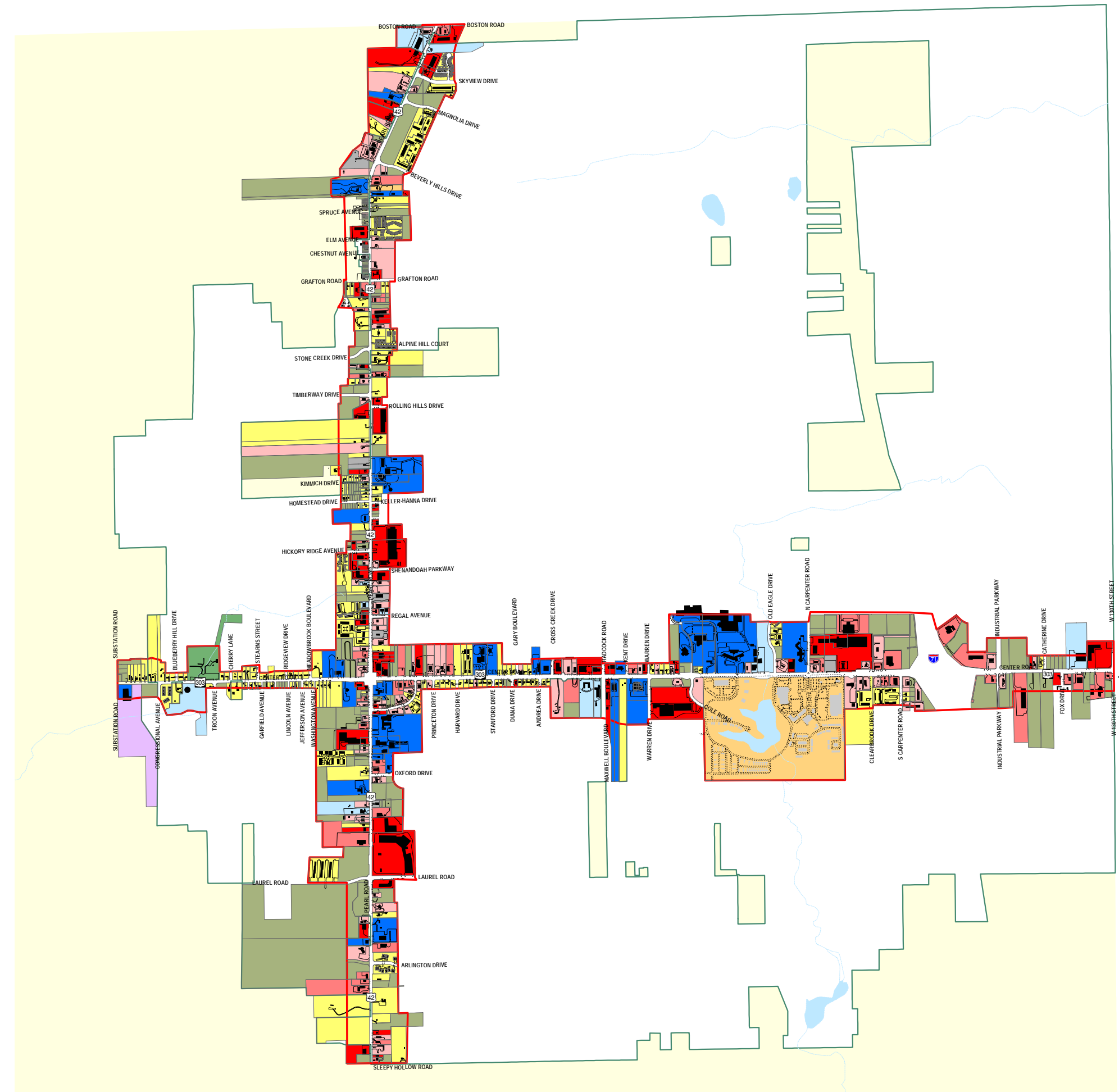
Legend

Existing Land Use

- Residential
- Mixed Use
- Service
- Service - Auto
- Retail
- Office
- Industrial
- Park and Open Space
- Institutional
- Vacant
- Undeveloped
- Parking Lots and Driveways
- Proposed Town Center Roads
- Buildings
- Proposed Town Center Buildings
- Parcels
- Rivers and Lakes
- Streams
- City of Brunswick
- Brunswick Hills Township
- Study Area

Figure 2
Existing Land Use

1,000 500 0 1,000 Feet
March 30, 2004



Hydric Soils (Figure 3)

Hydric soils are types of soils that have a tendency to retain water or block water from seeping into the earth. Hydric soils have an impact on the potential future development of an area because they may present site engineering and environmental constraints that may influence the type, location, cost and intensity of future development. There are a wide variety of types of hydric soils: many must simply be accounted for as an element of site engineering, while some may make it costly or difficult to build in a particular location. In most cases, the impact of hydric soils on future development depends largely on the type of development that is being considered, and whether the construction methods and building loads being considered can be accommodated on a site in a cost-effective manner. In a few circumstances, the presence of hydric soils may indicate wetlands, floodplains or other environmentally-significant areas that will require special consideration.

The majority of hydric soils known to exist in the Pearl and Center roads corridors are loams, which are generally acceptable for construction provided that buildings are designed with adequate foundations. Pockets of these soils are scattered sporadically throughout the Study Area; they occur least frequently along the Pearl Road frontage (which traverses a natural ridge) and more frequently in the vicinity of Brunswick Lake.



Insert Figure 3 – hydric soils

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
O H I O

Legend

- Hydric Soils**
- Candice Silt Clay Loam
 - Condit Silt Loam
 - Holly Silt Loam
 - Miner Silty Clay Loam
 - Sebring Silt Loam
 - Sebring Silt Loam, Till Substratum
- Edge of Pavement
- Parking Lots and Driveways
- Proposed Town Center Roads
- Buildings
- Proposed Town Center Buildings
- Parcels
- Rivers and Lakes
- Streams
- City of Brunswick
- Brunswick Hills Township
- Study Area

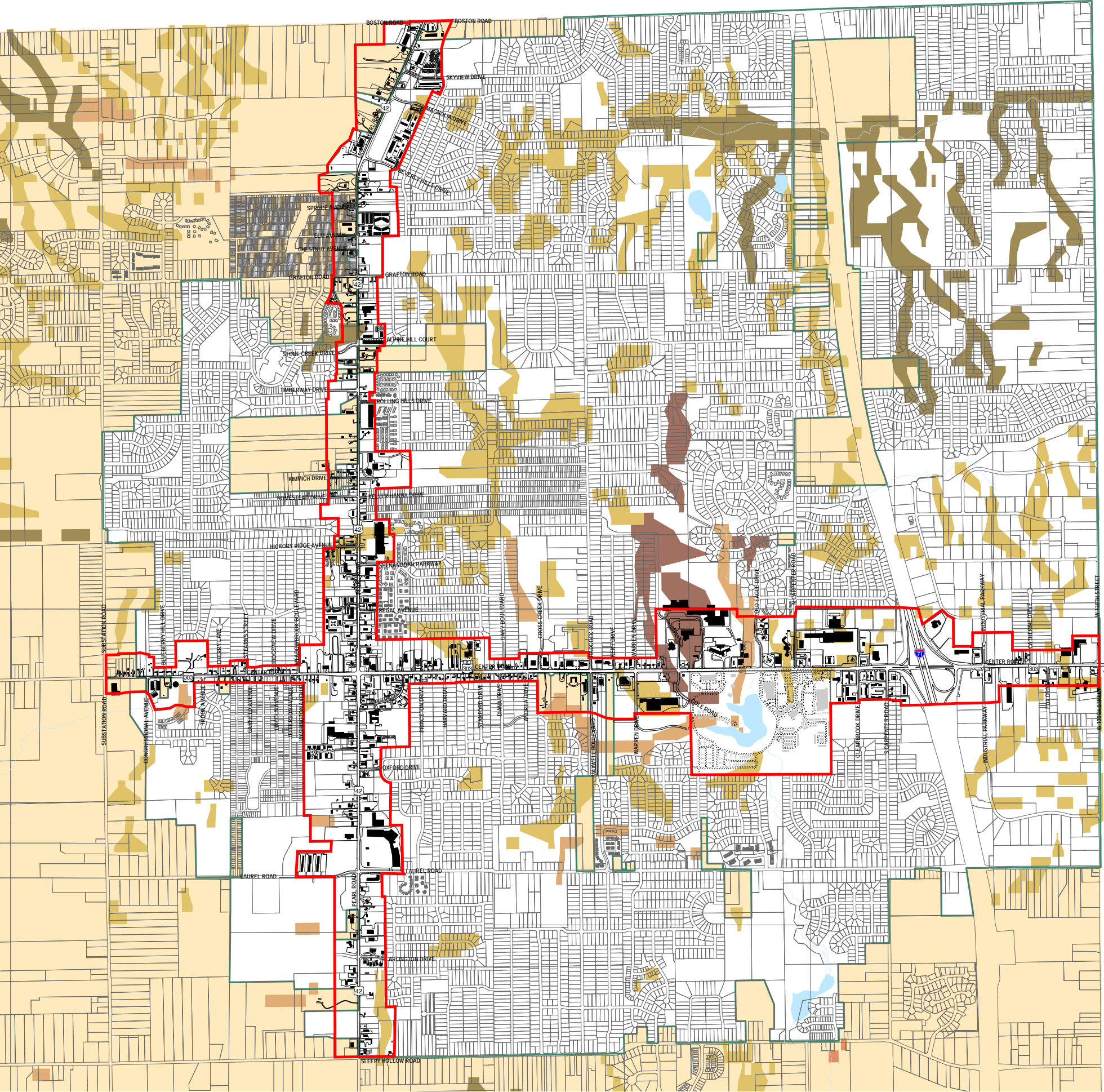


Figure 3 Hydric Soils

Source: USDA Natural Resource Conservation Service and Ohio DNR

1,000 500 0 1,000 2,000 Feet
March 30, 2004



Floodway, Flood Plain and Wetlands (Figure 4)

Wetlands and floodplains also impact development by introducing both site engineering constraints and by triggering legislative requirements. The U.S. Federal Emergency Management Agency's (FEMA) regulations governing eligibility for flood insurance and flood assistance require that no structure be placed in a floodway that will alter the flow of waters in a flood event. Additionally, FEMA requires that structures within a 100-year Flood Plain be constructed or have their existing structures modified such that the lowest floor commonly used for human activity is a minimum of one foot above the base flood level.² As a result, construction of buildings in the floodway is generally prohibited (although structures without walls and paved surfaces are usually acceptable), and construction in a 100-year Flood Plain can only occur with extensive site engineering. Depending on the type, quality and location of wetlands, the presence of these natural resources may also introduce regulatory requirements and constraints to development.

Relatively few locations in the Study Area, however, are significantly constrained by floodways, flood plains or wetlands. The most significant concentration of these conditions occurs in the vicinity of Brunswick Lake, where the ongoing development of the Brunswick Town Center is in the process of addressing these needs at this time. Narrow floodways and floodplains also extend north of Brunswick Lake along Plum Creek and a smaller drainageway to the west of Plum Creek. The Pearl Road portion of the Study Area includes no significant flood areas and very few wetlands of any type.

The majority of the Center Road portion of the Study Area falls within the Plum Creek watershed, while Pearl Road follows a natural ridge and divides several watersheds from each other.

² The floodway is the area adjoining a waterway that will fill with water to a certain depth as a result of most significant precipitation events. The 100-year Flood Plain is area determined by hydrogeologic modeling to have a 1% chance of experiencing a significant flood per year. There is also a 500-year flood plain, but restrictions on development in these areas are generally minimal.



Insert Figure 4, Wetlands and Flood Plains

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
O H I O

Legend

Wetlands

- Woods on Hydric Soil
- Open Water
- Shallow Marsh
- Shrub/Scrub Wetland
- Wet Meadow
- Farmed Wetland
- Watersheds
- Floodway
- 100 Year Flood Plain
- 500 Year Flood Plain
- Edge of Pavement
- Parking Lots and Driveways
- Proposed Town Center Roads
- Buildings
- Proposed Town Center Buildings
- Parcels
- Rivers and Lakes
- Streams
- City of Brunswick
- Brunswick Hills Township
- Study Area

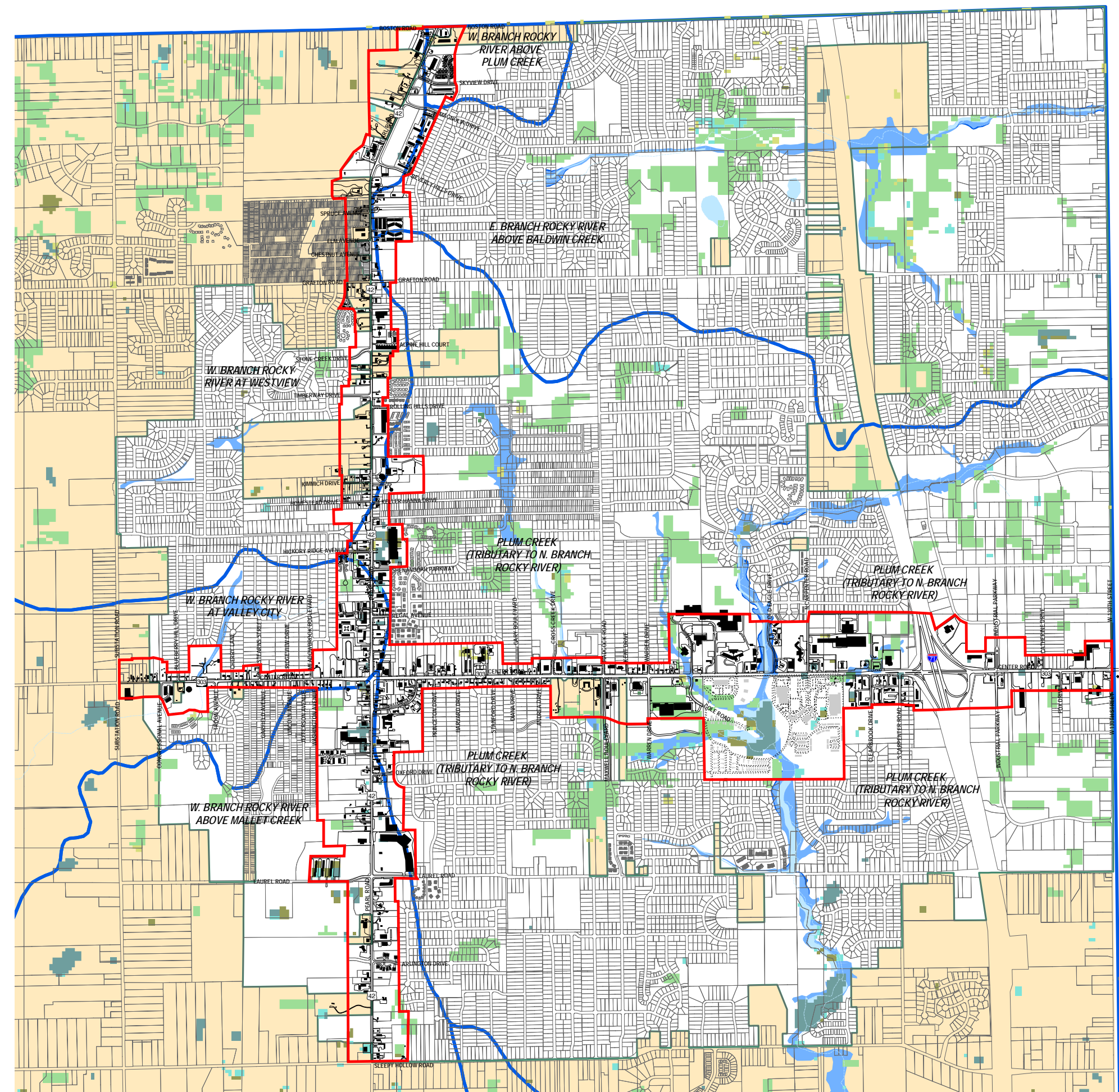
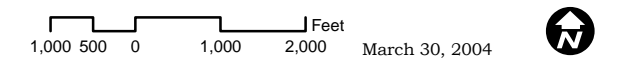


Figure 4
Wetlands and Flood Plain

Source: Ohio DNR - Ohio Wetlands Inventory - Medina County



Slope Analysis (Figure 5)

Locations of steep slopes represent the final physical development constraint with potential to impact the Study Area. In general, slopes of less than 25% are considered buildable in Northeast Ohio, although the willingness of a given developer to do so will depend on the developer's experience with steeper slopes and the cost/benefit ratio of accommodating a steep slope on a given project. Slopes over 25% are generally not built upon in Northeast Ohio, although there are some exceptions.

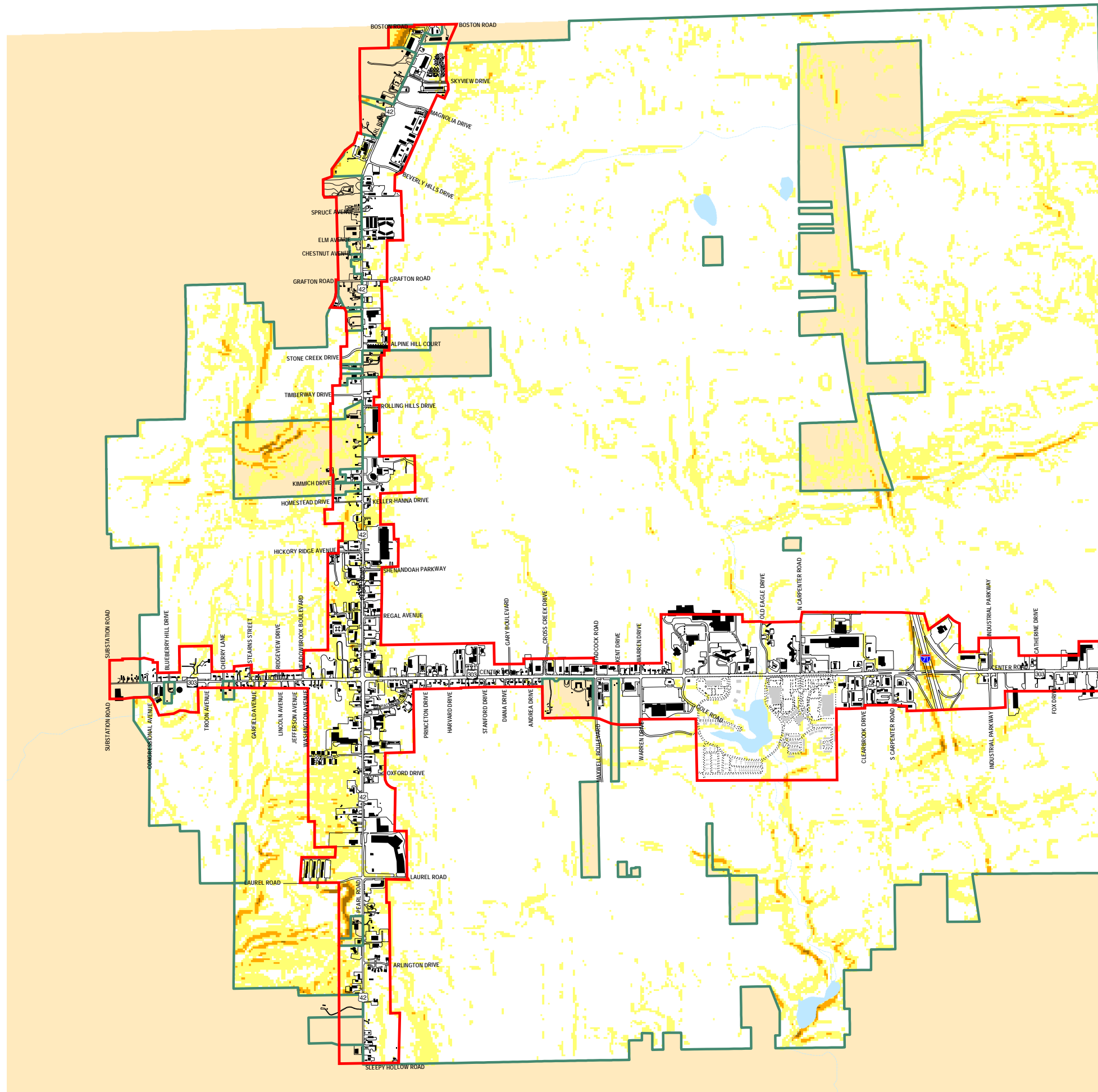
Very few significant slope locations occur in or near the Study Area. There are a few isolated locations of steep slopes on the west side of Pearl Road, along the crest of the valley of the West Branch of the Rocky River. With the possible exception of a few very limited, isolated exceptions, these slope characteristics should not present any significant constraint to the future development of the Pearl and Center roads corridors.



Insert Figure 5, Slope Analysis

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
O H I O



Legend

Slope Analysis

- 0 - 5%
- 5.1% - 10%
- 10.1% - 25%
- 25.1% - Up
- Edge of Pavement
- Parking Lots and Driveways
- Proposed Town Center Roads
- Buildings
- Proposed Town Center Buildings
- Rivers and Lakes
- Streams
- City of Brunswick
- Brunswick Hills Township
- Study Area

Figure 5
Slope Analysis

1,000 500 0 Feet

March 30, 2004



Existing Zoning (Figure 6)

This section reviews the existing zoning code of the City of Brunswick as it relates to development and potential development along the Pearl and Center roads corridors. Zoning is the legal mechanism that communities use to enforce land use policy, regulate land uses by district and to control the way uses are sited and designed. Zoning authority is provided to the City of Brunswick through State enabling legislation. Today, many communities use zoning regulations to regulate land use through the application of traditional regulations such as front, side and rear yard setbacks, height requirements, and permitted uses.

Large numbers of communities are now including regulations beyond the traditional zoning regulations and are using them to control the design and orientation of buildings in certain areas in order to provide a cohesiveness and character that create a sense of place.

The following observations were derived from the existing Brunswick Zoning Code:

1. Currently, there are nine (9) zoning districts within the study area under the City of Brunswick jurisdiction. These areas are comprised of:
 - Two (2) commercial districts: General Commercial and Highway Commercial;
 - One (1) Office/Commercial district;
 - Two (2) Special Planning Districts (SP-1 and SP-2);
 - Three (3) Residential Districts: Rural, Low and Medium Density Residential; and
 - One (1) Industrial District: Light Industrial District.

While all of these districts are within the study area, several do not directly front on Pearl or Center roads. However, a majority of the parcels with frontage on these roads are zoned for a commercial use. The issue with multiple zoning districts within this study area is that it is extremely difficult to create any type of cohesive design or cohesive type of use group along these primary corridors.

2. The commercial districts permit a wide variety of uses along Pearl and Center roads providing for an appropriate mix of retail, service and office activity. However, the C-H Highway Commercial District also provides for Sexually Oriented Businesses as a principally permitted use. The rationale behind this decision was due to a Court Case that required the City of Brunswick to permit Sexually Oriented Businesses as a principal use. It is also interesting that the “principal access point to the community” as stated in the purpose is the location for adult related uses.
3. Sexually oriented businesses are permitted uses in the C-H Highway Interchange and the General Commercial districts. The City may wish to move these types of uses to conditionally permitted so that the Planning Commission has the ability to review the impact of such uses on surrounding properties.

4. There are several parcels, some of which are extremely large, that are included within the study area that are not in the City of Brunswick and are part of the unincorporated area of Brunswick Hills Township. The issue with parcels that are not located within the jurisdictional limits of the City is that the City has no legal mechanism to enforce land use or zoning requirements to provide a cohesive corridor or to enforce property maintenance through zoning or other regulatory controls that the City has in place for parcels within the City limits of Brunswick. One option for zoning control on Township property is identified in number 8 below. Another may be for the City to request that the Township update the Township Zoning Resolution districts that are located along Pearl and Center roads and have the Township contract with the City to enforce Township Zoning.
5. All new uses and substantially modified uses within the commercial and industrial districts require site plan review pursuant to Chapter 1278. This proactive approach is extremely beneficial to the City because it permits the City to review projects prior to construction or modification to determine the impact on surrounding sites. However the existing site plan review process only includes general guidelines for design. While this may be acceptable, it will not help to establish consistent design along the corridor if the City is interested in that type of regulation. For example, some communities require appropriate building orientation along primary corridors. In those cases, buildings are to be designed where the front entrance faces and is parallel to the right-of-way. An obvious example of a newer structure in Brunswick where this would have helped is the Walgreens building located at the northeastern corner of the Pearl and Center roads intersection. The building entrance is not oriented towards either road and has a primarily blank façade facing Center Road.
6. Sign regulations, as identified in Chapter 1270 of the Brunswick Zoning Code, permit freestanding signage extremely close to the public right-of-way. In most cases in commercial districts, signage is permitted to within two (2) feet of the right-of-way as established in the various tables in the Sign Chapter. This can create potentially hazardous conditions with respect to vehicular circulation and also promote visual clutter by permitting signs to be massed directly along the thoroughfare.



Insert Figure 6, Existing zoning

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
O H I O

Legend

Existing Zoning

- Rural Residential District
- Low Density Residential District
- Medium Density Residential District
- Special Planning District - 1
- Special Planning District - 2
- Special Planning District - 3
- Commercial District
- General Commercial District
- Highway Interchange Commercial District
- Office Commercial District
- Light Industrial District
- Edge of Pavement
- Parking Lots and Driveways
- Proposed Town Center Roads
- Buildings
- Proposed Town Center Buildings
- Parcels
- Rivers and Lakes
- Streams
- Brunswick Hills Township
- Study Area

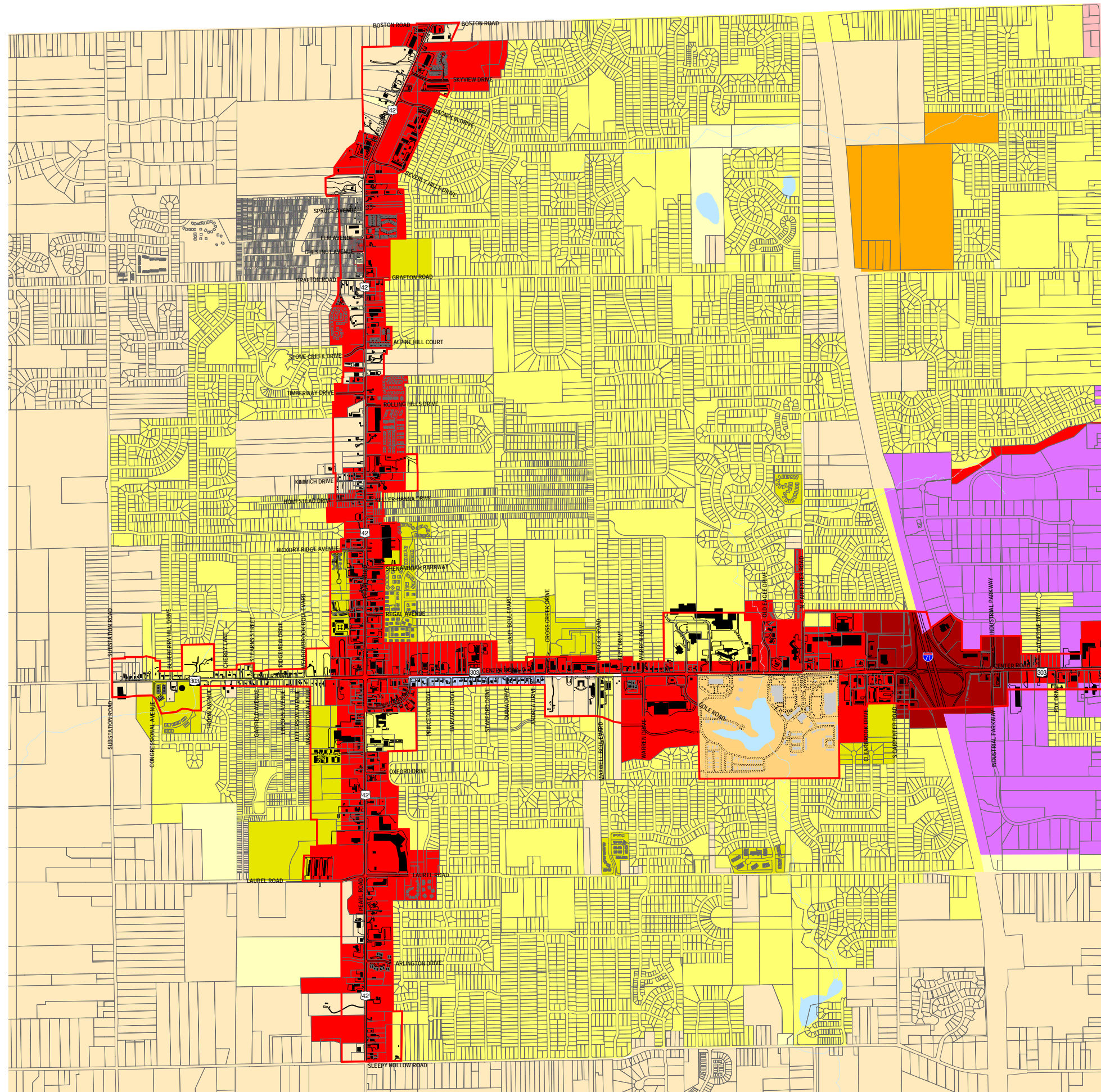


Figure 6
Existing Zoning

1,000 500 0 1,000 2,000 Feet
March 30, 2004



Existing Visual Character (Figure 7)

Figure 7 presents a spatial analysis of the existing visual character of the Study Area. Most of the individual factors noted in this analysis are identified by the Figure's annotations; however, several broader issues should be noted:

- Most of Pearl Road north and south of the Center Road intersection presents a deteriorated appearance in terms of the physical character of the roadway. At a minimum, this area needs new curbs, new driveway aprons, and new or upgraded sidewalks. Lengths of sidewalk occur intermittently along Pearl Road.
- The vicinity of the I-71 interchange along Center Road presents a particularly menacing appearance at present and fails to function as an effective gateway to Brunswick. The City has recognized this concern and has made some effort to improve the aesthetics of the interchange area by installing signs and associated landscaping, and a class at Brunswick High School has prepared a site improvement plan that may provide a foundation for improvements to the site. However, it is essential that this interchange area be substantially upgraded in order to ensure that it creates an attractive, functional and cost-effective “front door” for the City of Brunswick.
- Entrances into Brunswick along both corridors are minimally defined and would benefit from additional definition. In late 2003, the City installed monument signs at most of these locations, but additional landscaping and other aesthetic treatments may be desirable to emphasize the entrance into Brunswick and to capitalize on the investment represented by these signs.
- Several areas of the Corridors benefit from attractive views. Properties along Center Road east of Pearl Road enjoy attractive downhill views toward the Brunswick Lake area, while properties on the west side of Pearl Road feature impressive views across the Rocky River valley. These properties overlook attractive rural and natural areas, and command views of several miles.
- Center Road is visually dominated by an extensive collection of overhead transmission lines. These lines serve as a primary local and regional conduit of electrical, telephone and cable services, as well as powering local street lights via overhead laterals. Although trees and flags have recently been installed, additional improvements will be necessary to lessen the impact of these overhead lines. Burying these lines underground would be exorbitantly expensive due to the number and size of lines.



Insert Figure 7, Visual Analysis

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
O H I O

Legend

- Edge of Pavement
- Parking Lots and Driveways
- Proposed Town Center Roads
- Buildings
- Proposed Town Center Buildings
- Rivers and Lakes
- Streams
- City of Brunswick
- Brunswick Hills Township
- Study Area

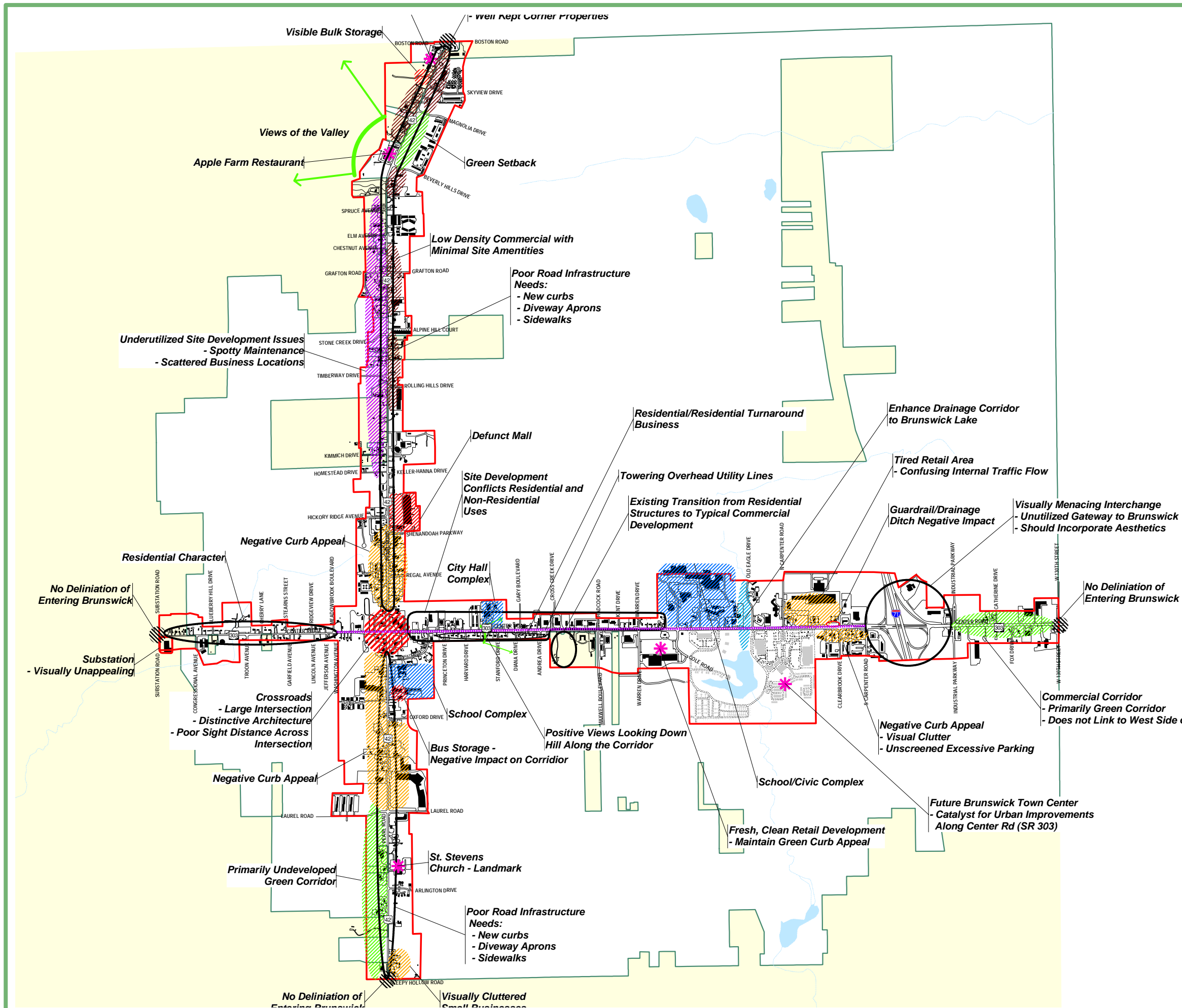


Figure 7
Visual Analysis

1,000 500 0 1,000 2,000 Feet
March 30, 2004



Economic Analysis

The economic analysis for the Pearl and Center Roads Corridor Plan consisted of two separate activities: a visual assessment of economic conditions and issues along the Corridors, and a quantitative analysis of the Brunswick ZIP code's economic activity on the basis of data available from the U.S. Census Bureau and the Northeast Ohio Regional Planning Commission. The findings of the quantitative analysis are presented here; the data supporting this analysis is presented in Appendix A.

Visual Economic Assessment (Figure 8)

As with the Visual Analysis presented in Figure 7, most of the individual factors noted in this analysis are identified by the Figure's annotations. However, several broader issues should be noted:

- Overall, the City has a generally robust mix of healthy economic activity. No specific strength appears to stand out.
- Retail property appears to be overbuilt, and a significant proportion of existing retail establishments are smaller than industry standards. There is some evidence of a trend toward retail buildings being converted for offices and services.
- The Corridors have a high incidence of fast food, drive-through banks and gasoline stations.
- There has been relatively little new investment of any type on Pearl Road in last 20 years.
- Large portions of both corridors are dominated by small, narrow lots that may present significant challenges to redevelopment
- Existing buildings are generally small for their lot sizes.
- A large proportion of the existing buildings lack architectural detailing, such as window or eave treatment, interesting façade treatments and other hallmarks of higher-quality development.
- There is a significant amount of undeveloped land available, especially on Pearl Road. There is also a significant amount of underutilized acreage available behind existing buildings on north side of Center Road, as well as other locations.
- The built environment is generally low-density, dominated by small buildings on large parking lots. Reuse opportunities may be limited due to size and quality of construction of buildings, and relatively large size of lots in proportion to buildings may lead to high maintenance costs or deferred property maintenance on the part of owners/tenants.

- Most businesses on the corridors are functioning as islands. The distance between existing buildings may constrain opportunities for developing niches and allowing businesses to develop a synergy with each other.
- Pearl Road's economic function is impaired by several factors, including the continuation of a rural character that does not reinforce the idea of a commercial corridor; large physical distances between businesses in existing, rural-scale buildings; poor property appearance; low traffic volumes; lack of major destinations and deferred road maintenance.
- Few properties, except strip malls, have shared parking or internal access between parking lots.
- Lot development standards have clearly improved significantly – new construction site design is much improved, but most existing site design predates this.
- The City does not appear to be capitalizing on its access to the interchange as much as it could. There is a significant concentration of interchange-oriented businesses in the vicinity of the interchange, such as restaurants and automobile dealers, but there is little in these locations as this time that will function as broad-appeal regional economic destinations.



Insert Economic Analysis (Figure 8)

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
OHIO

Legend

- Strengths
- Weaknesses
- Opportunities
- Threats
- Edge of Pavement
- Parking Lots and Driveways
- ⋯ Proposed Town Center Roads
- Proposed Town Center Buildings
- Parcels
- Rivers and Lakes
- Streams
- City of Brunswick
- Brunswick Hills Township
- Study Area

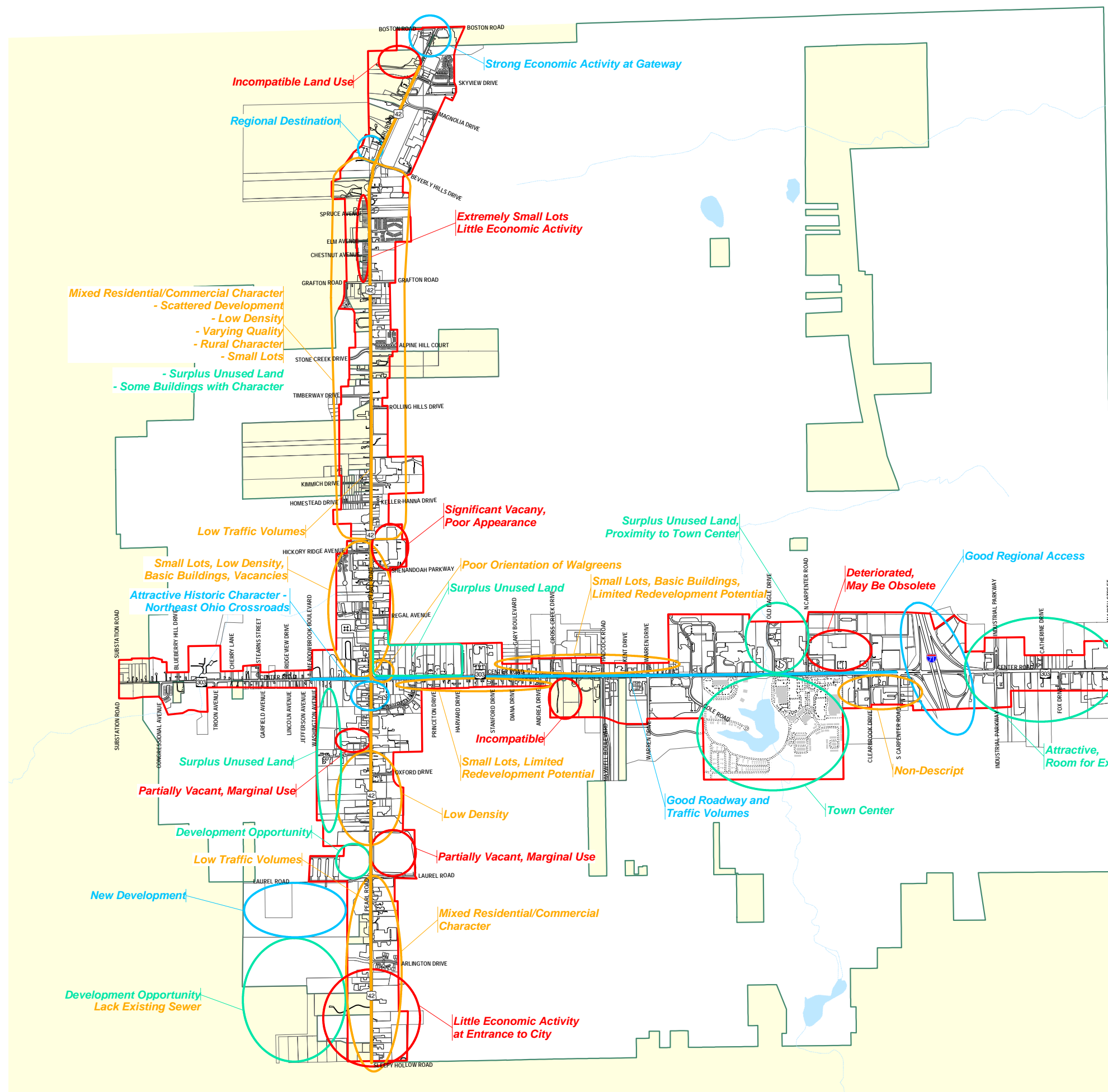


Figure 8
Economic Analysis

1,000 500 0 Feet
March 30, 2004



Economic Data Analysis

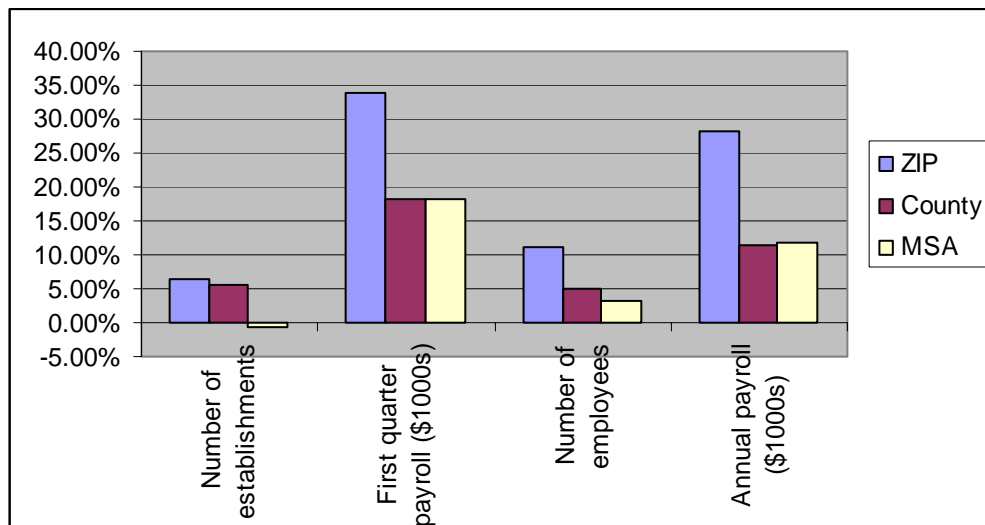
The economic data analysis for this project was based on the U.S. Census' *County Business Patterns* for 1998 to 2001. More recent data is not available at this time from this source or any other compatible source. The *County Business Patterns* series is among the most comprehensive and most reliable sources of economic information, and is one of few that allows direct comparisons between local and national data.³ The *County Business Patterns* is also published annually, making it possible to examine individual trends from one year to the next.

The *County Business Patterns* provides data at the national, State, Metropolitan Statistical Area (MSA), County and ZIP code area levels. For the purposes of this analysis, Brunswick's Pearl and Center roads corridors are assumed to be identical to the 44212 ZIP code. Although it is understood that there are a small number of businesses in this ZIP code that are not on Pearl or Center roads, the overwhelming majority of businesses in this ZIP code are located on or near these two roads.

The Economic Data Analysis resulted in several key findings, which are summarized below. The full Economic Data Analysis may be found in Appendix A.

- Brunswick experienced proportionately stronger growth in the late 1990s and early 2000s than did Medina County or the Cleveland MSA. Not only did Brunswick experience higher growth percentages in the number of establishments and employees, but it experienced a higher rate of payroll growth.

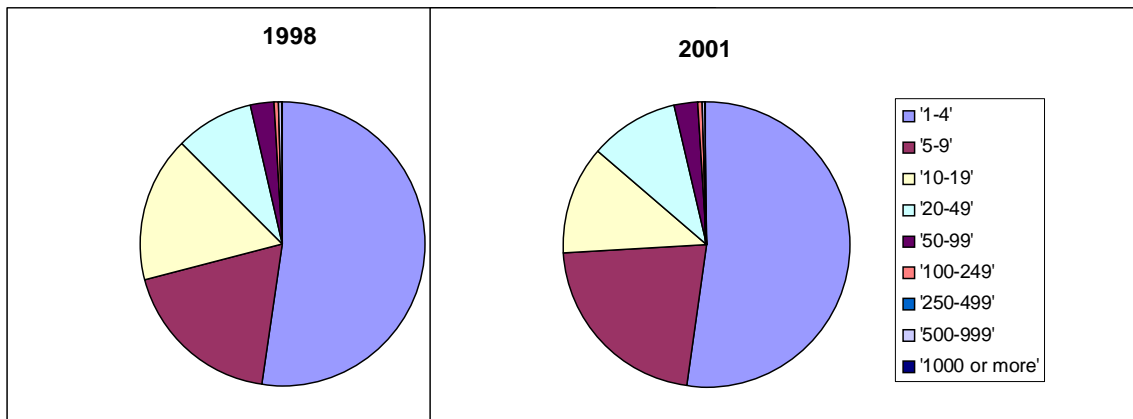
Chart 3: Percent Change 1998 – 2001, All Areas



³ The 2002 Economic Census, which will also provide similar data, will not be published until 2004 and will not be available for this project.

- Brunswick added an extremely high number of establishments in this period – nearly one in five net new businesses in Medina County were established in Brunswick.
- More than 90% of Brunswick’s businesses employed less than ten people. This proportion is even higher for businesses that fall within establishment type concentrations, indicating that much of Brunswick’s economic strength lies in very small businesses.

Chart 4: Establishment Size Distribution, Brunswick, 1998 and 2001



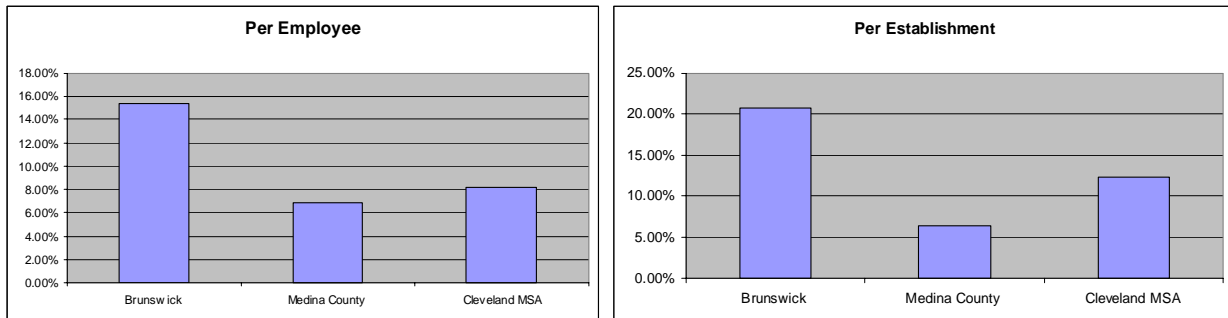
- Brunswick’s average payroll per employee has historically lagged that of the County and the Cleveland MSA, and Brunswick’s average payroll was still less than the average for the County and MSA in 2001. However, Brunswick experienced higher payroll growth per employee and per establishment during the study period.

Chart 5: Average Payroll, 2001



Source: County Business Patterns, U.S. Census

Chart 6: Change in Average Payroll, 1998 – 2001



- A given industrial sector can be classified by a combination of two dimensions: the share of the total market (in terms of number of establishments) that the industrial sector occupies at a given time, and the rate at which the sector is adding establishments. For Brunswick, these two dimensions can be summarized by the following matrix:

Table 2: Classification of Establishments by Change, ZIP Code 44212, 1998 – 2001

| High Growth/High Share | Low Growth/High Share |
|--|---|
| Construction | Retail trade Other services (except public administration) |
| High Growth/Low Share | Low Growth/Low Share |
| Manufacturing Finance & insurance Management of companies & enterprises Arts, entertainment & recreation | Transportation & warehousing Information Real estate & rental & leasing Educational services |
| Moderate Growth/Share | |
| Professional, scientific & technical services Wholesale trade Admin, support, waste mgt, remediation ser Health care and social assistance Accommodation & food services | |

Source: County Business Patterns, U.S. Census

- The Construction sector appears to be the most robust of Brunswick’s industries, as measured by growth in the number of establishments. Construction was the only sector with a high growth rate and a high share of the local market, and this was not the case in Medina County or the nation. The Brunswick Construction sector is strongly dominated by businesses with less than ten employees, and the majority of establishment types in the Brunswick Construction sector do specialized construction work, such as painting or plumbing.

- The Brunswick Retail sector had the highest share of establishments among all sectors in Brunswick in 2001, but it had the second lowest growth rate. The Retail sector is not quite as dominated by very small establishments as some other sectors, but the majority of Retail sector businesses employ less than 10 people. Most significantly, the Retail sector shows very little concentration for a sector of its size – a rather small number of businesses are in establishment types that are shared by more than one other Brunswick business. There is a strong concentration of businesses in several auto-oriented establishment types, such as auto parts and accessories stores and gas stations, and a lesser concentration of businesses in food and pharmaceutical sales. Outside of these areas, however, Brunswick’s retail sector shows an exceptionally wide variety of establishment types.
- Small sectors (in terms of the number of establishments) that have experienced high growth in establishments in Brunswick include Manufacturing and Finance & Insurance. The economic impact of manufacturing is probably underestimated by this data due to the generally larger employment and payroll of manufacturing establishments. The significant growth in the manufacturing sector goes against the trend at both the county and national levels, where manufacturing sector growth has been flat or negative. The Brunswick Manufacturing sector is widely dispersed, with only three establishment types having more than one establishment in the City.
- Brunswick has an exceptionally large number of beauty salons, comprising over 23% of the Other Services sector. The Other Services sector has seen little net establishment growth.
- Several smaller sectors have experienced notable growth in Brunswick during the study period. Professional, Scientific & Technical Services; Wholesale Trade; Health Care & Social Assistance; and Accommodation & Food Service have all experienced solid growth. This growth is generally in line with or stronger than County and national growth trends, indicating robust local sectors.
- The Information sector, which includes internet, data transfer and storage and telecommunications technology is surprisingly absent from Brunswick, as compared to County and national trends. This may be due in part to the relatively recent availability of high-speed data transfer systems in this vicinity.

Building Vacancy Patterns (Figure 9)

Figure 9 identifies vacant and partially vacant properties in the Pearl and Center roads corridor as of September 03, 2003. Vacancy status was determined by visual analysis. Percentages are approximate and are based on an estimate of the proportion of total square footage determined to be vacant at the time of the analysis. For the purpose of this analysis, only commercial vacancies were recorded; residential and institutional vacancies were not identified.

Vacancy status can change in a matter of days. Some of the buildings noted here have been vacant for several months, while others had only recently become vacant, and a few storefronts that had been vacant two weeks before had obtained new occupants by September 3. For this reason, this map should not be interpreted as a definitive inventory of vacant space; any such inventory must be updated constantly if it is to be accurate and would not provide significant benefits to a long term planning project. An up-to-date inventory is maintained by the City Economic Development Department, where it is used to manage the day-to-day recruitment of potential occupants. These maps attached to this memo should be viewed as a snapshot that gives us a picture of the corridors vacancy trends and allows us to draw some general conclusions for the purpose of long range planning.

These maps identify buildings that were entirely vacant on September 3 and buildings that were partially vacant on that date. Conclusions that can be drawn from this data include the following:

- A relatively small number of the total buildings in the Corridors are fully or partially vacant. Over 90% of the total number of buildings in the corridor is fully occupied, which is in keeping with or better than the current national vacancy rates for retail and office space.
- The vacancy rates of between 1% and 25% are dominated by the strip shopping centers. These properties fall into two types: the anchored shopping center, with one or two major spaces and several smaller spaces, and the non-anchored shopping center, which is generally a much smaller development that has a small number of spaces of approximately the same size. Some non-anchored shopping centers do have one space that is slightly larger than the others, but these spaces are not as visually or economically dominant as the traditional anchors. Anchored shopping centers include Hickory Ridge Plaza, Laurel Park Plaza and Topps Plaza, while non-anchored retail centers include Brunswick Plaza, Shenandoah Square, Rolling Hills Plaza and several others.
- All of the anchored shopping centers had at least 10% vacancy on September 3, and none had more than 25% vacancy on that date. The non-anchored shopping centers varied more widely, with two small strip centers having approximately 50% vacancy at that time, three having vacancy rates comparable to the anchored shopping centers and at least three enjoying full occupancy. The two non-anchored shopping centers in the northern portion of the Pearl Road corridor both had full occupancy at that time.
- Only four free-standing buildings out of approximately 200 were vacant on September 3, representing a much lower vacancy rate than the national averages for the retail and office sectors. The vacant buildings are all extremely small, utilitarian single-use structures. It was unclear on that date whether the Verizon building is actually vacant.



Insert figure 9

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
O H I O

Legend

Buildings - Percent Vacant

- 0%
- 1% - 15%
- 16% - 33%
- 34% - 50%
- 51% - 100%

- Edge of Pavement
- Parking Lots and Driveways
- Proposed Town Center Roads
- Proposed Town Center Buildings
- Parcels
- Rivers and Lakes
- Streams
- City of Brunswick
- Brunswick Hills Township
- Study Area

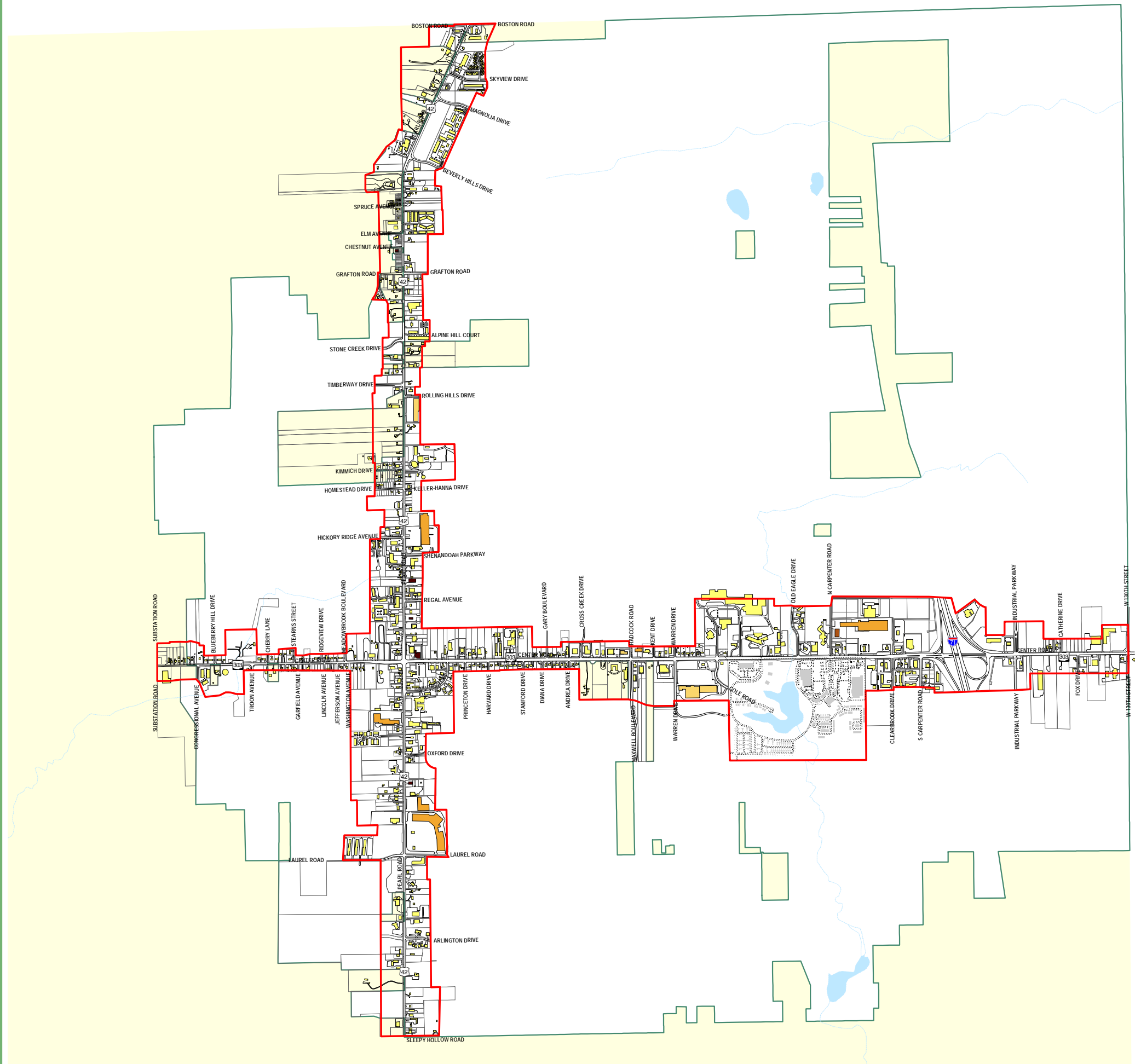


Figure 9
Building Vacancy

1,000 500 0 1,000 2,000 Feet
March 30, 2004



Property Ownership Patterns (Figure 10)

Figure 10 identifies the ownership status as of October 10, 2003 of all parcels that lie completely or partially within the Pearl and Center Roads Corridors Study Area. Data is derived from the records of the Medina County Auditor. For the purposes of this analysis, parcels were categorized on the basis of whether the address to which the property’s tax bill is sent has a 44212 ZIP code or an address in any other ZIP code. Properties are identified on the Property Ownership map (Figure 10) on the basis of this distinction.

A small number of parcels in the Study Area are not represented in the Medina County Auditor’s database or have a large number of joint owners of record, making the distinction between local and non-local ownership difficult to identify. These properties are identified as having No Data. As indicated on the map, the majority of the No Data acreage consists of three parcels on the east side of Pearl Road surrounding Laurel Road. These properties are currently under evaluation for development and may change ownership status in the near future.

Table 3 summarizes the total number of parcels and acres in each category:

Table 3: Summary of Local and Non-Local Ownership, Study Area

| | Number of Parcels | Percent of Total Parcels | Number of Acres | Percent of Total Acres |
|--------------|------------------------------|-------------------------------------|----------------------------|-----------------------------------|
| 44212 | 352 | 35% | 616.3 | 43% |
| Other ZIP | 583 | 58% | 724.4 | 50% |
| No Data | 75 | 7% | 104.8 | 7% |
| <i>Total</i> | 1010 | 100% | 1445.5 | 100% |

As Table 3 indicates, the majority of the properties for which ownership can be identified are owned by entities with tax bill mailing addresses outside of the 44212 ZIP code. In general, the Study Area has a higher number of local owners than one may find on many commercial corridors: local ownership of less than 20% of properties are not uncommon nationwide. In Brunswick, the local ownership category also tends to have a larger share of total acreage than its share of the number of parcels. It must be noted, however, that the local ownership percentages are skewed by several large parcels in the Corridors that are currently under City ownership, including the Town Center property and the civic center, as well as the school campuses. When these properties are removed, the proportion of local to non-local ownership approaches 30%. Additionally, it should be noted that the Study Area includes a significant number of residential properties, which are also primarily locally owned.

Significant concentrations of non-locally owned properties occur in the following areas:

- Center Road east of North Carpenter Road and the Brunswick Town Center
- The west side of Pearl Road south of the Center Road intersection.

- The east side of Pearl Road between Oxford Drive and Laurel Road
- The east side of Pearl Road between Regal Avenue and Keller-Hanna Drive
- The east side of Pearl Road between Beverly Hills Drive and Skyview Drive

Comparing Figure 10 to other existing conditions analysis maps indicates the following trends:

- Of the 79 parcels identified on the Existing Land Use Map (Figure 6) as having retail land uses, 11 are owned by an entity with a 44212 mailing address. The majority of these are less than two acres.
- Almost all of the existing multi-unit retail buildings are owned by entities with mailing addresses outside of the 44212 ZIP code.
- Land uses for parcels owned by entities with mailing addresses in the 44212 ZIP code vary across the spectrum and include virtually all of the available types of land use.
- Almost all of the multi-acre properties on Pearl Road that are designated on the Existing Land Use Map (Figure 6) as undeveloped are owned by entities with mailing addresses outside of the 44212 ZIP code.
- Sections of the corridors dominated by both types of properties were cited in the Economic Analysis and the Visual Analysis (Figures 7 and 8) as demonstrating weaknesses or threats. Corridor weaknesses, threats and other general negative impacts do not demonstrate any strong correlation with property ownership patterns.
- Of the 15 buildings identified as having any level of vacancy on September 3, 2003 (Figure 9, Building Vacancy), all but one are owned by entities with mailing addresses outside of the 44212 ZIP code.



Insert Figure 10

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
O H I O

Legend

Parcel Ownership

- 44212 Tax Bill Address
- Non-44212 tax Bill Address
- No Data
- Buildings
- Edge of Pavement
- Parking Lots and Driveways
- Proposed Town Center Buildings
- Proposed Town Center Roads
- Parcels
- Rivers and Lakes
- Streams
- City of Brunswick
- Brunswick Hills Township
- Study Area

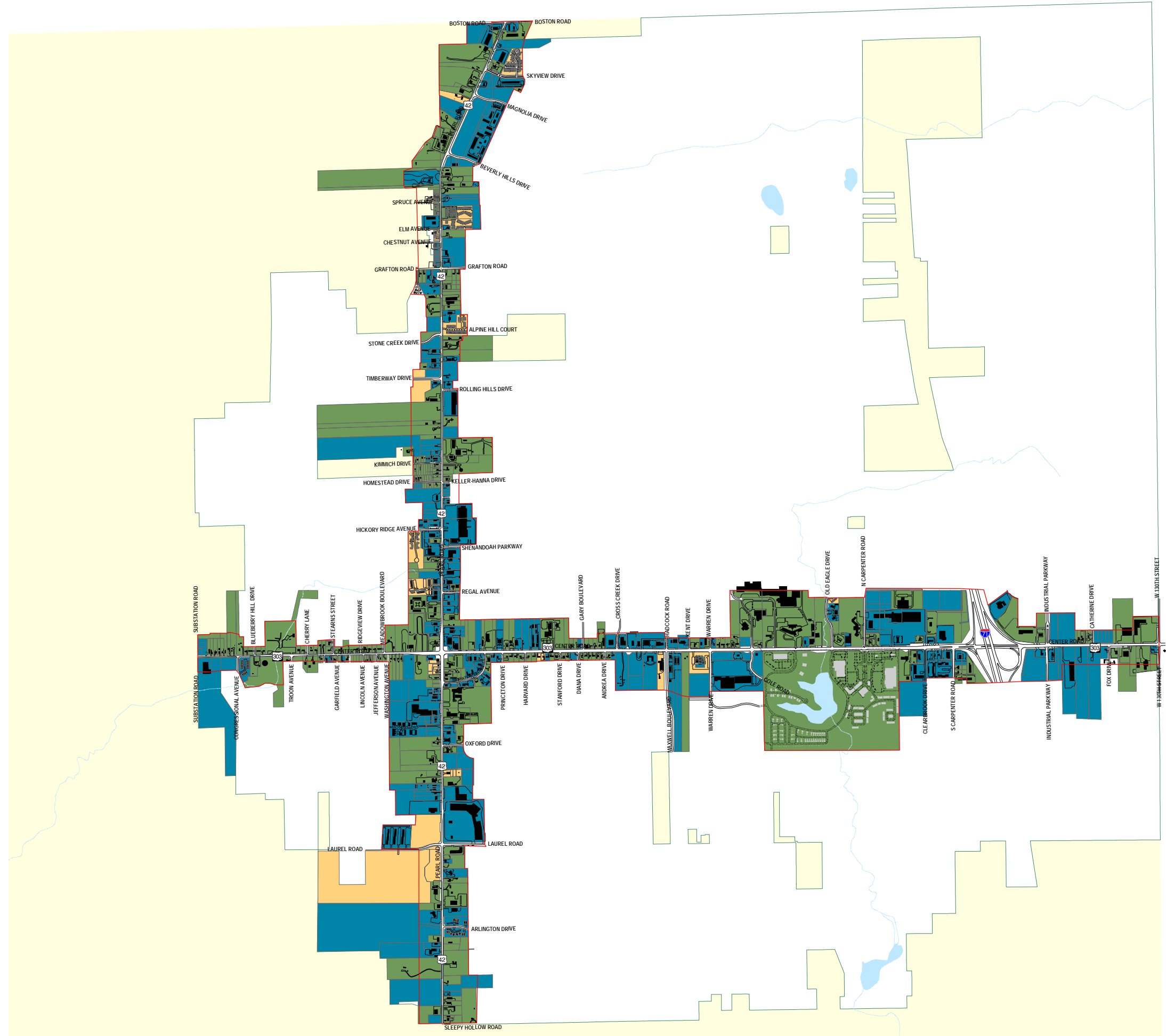


Figure 10
Property Ownership

1,000 500 0 1,000 2,000 Feet
March 30, 2004



Transportation System Analysis (Figure 11)

Figure 11 summarizes the transportation characteristics and issues affecting the Pearl and Center roads corridors. This analysis is based on site review, potential road improvement projects currently under consideration and traffic volume data available from the City of Brunswick and the Ohio Department of Transportation.

In this section, the name Center Road is used to designate State Route 303 within Brunswick, and the State designation is used when discussing segments of this roadway outside of Brunswick or when the Brunswick segments are being discussed as a part of their regional context. Similarly, Pearl Road is used to designate U.S. Route 42 within Brunswick, and the national designation is used when discussing segments of this roadway outside of Brunswick or when the Brunswick segments are being discussed as a part of their regional context.

Although it is understood that Center Road is sometimes perceived as having a high level of congestion, especially during rush hour, review of transportation records and activities do not indicate abnormal levels of peak hour congestion for a regional arterial route. Although it might be theoretically possible to increase the flow and speed of peak hour traffic on Center Road by adding additional lanes, such an approach would be highly expensive, would consume large amounts of valuable commercial frontage and would make it all but impossible for pedestrians to cross Center Road (see the Vision, Goals and Preferred Characteristics, Chapter 3, for a discussion of the importance of pedestrian crossing opportunities). As a result, a reasonable amount of congestion on Center Road during peak hours may be viewed as an largely unavoidable consequence of Brunswick's popularity as a residential location, and a condition that is preferable to the alternative: a high-speed corridor that has impaired economic power and is threatening to pedestrians.

Figure 11 identifies four types of transportation issues:

- *Strengths and Assets.* These items are existing characteristics that positively impact the Corridors' transportation function.
- *Weaknesses or Liabilities.* These elements are existing characteristics that have a mildly negative impact on the Corridors' transportation function, but the costs that would be associated with correcting them outweigh the potential benefits.
- *Issues to Address* include aspects of the transportation environment that present existing or future challenges that can be mitigated.
- *Future Transportation Issues* include items that must be considered in future transportation strategies.

The following conclusions can be drawn from this analysis:

- Neither Center nor Pearl roads are experiencing poor Levels of Service (LOS) at this time. Center Road's relatively recent improvements have given it surplus capacity when compared to current traffic volumes. Pearl Road has significant design constraints due to the roadway's age and deterioration, but current traffic volumes do not appear to be significantly impacting its LOS.
- The majority of the constraints that the Corridors face stems from access management concerns. As development on the Corridors increases, the large number of driveways and other access points located along the Corridors has the potential to create conflicts between opposing traffic turning movements, and this conflict is likely to increase congestion, slow travel times and decrease the corridors' capacity. In some locations, such as Center Road immediately east of the Pearl Road intersection, the large number of small, narrow lots will make it difficult to implement access management controls, unless a number of these lots are assembled to create a larger development site. In locations where larger lots are available or may be expected to be assembled, access management will play a key role in maintaining the capacity of the Corridors. Although a certain level of congestion may be appropriate in pedestrian environments in order to "calm" traffic and make the environment more conducive to pedestrians, Center and Pearl roads may be expected to continue to operate as major regional arterials, and it will be necessary to retain their ability to move through traffic. Additionally, the type of congestion created by uncontrolled access management often results in an increased accident rate, which does not support pedestrian activity.
- As discussed in more detail in the Visual Analysis (Figure 7), the majority of both corridors lack all but the most basic pedestrian amenities, and some areas lack any pedestrian facilities whatsoever. Both roads present relatively few opportunities for pedestrians to cross the street. Although there are traffic signals and cross walks at most major intersections, these crossings are widely spaced, particularly on Pearl Road. Additionally, many of the pedestrian crossings allow relatively little time for a pedestrian to cross the street, presenting a particular challenge to any pedestrian who is not able to move across the lanes quickly.
- The intersection of Pearl and Center roads is extremely wide, with multiple through lanes and turn lanes at all four corners. Although this design facilitates the efficient movement of traffic through the intersection, resulting in relatively short queues for an intersection that handles this amount of traffic, the width of the roadway creates challenges for pedestrians attempting to cross the street within the time allotted by the signal.
- The Pearl Road corridor has experienced a relatively high level of deterioration as a result of the age and level of use that the surfaces have sustained. Although Pearl Road is in better condition than many major corridors in the Greater Cleveland area, the level of deterioration does impair the road's operation, since the condition of the roadway

sometimes prevents traffic from traveling at the optimal design speed. This is particularly true north of Keller-Hanna Drive and south of Laurel Road. Given the current low traffic volumes this road is experiencing, the limitations presented by the roadway’s condition do not create a significant impediment to the Corridor’s overall activity at this time. However, additional development and increases in local traffic volumes may increase the impact of the roadway’s deterioration on its LOS.

- The Ohio Department of Transportation (ODOT) is currently beginning the process of evaluating potential improvements to Route 42 between the Medina Square and Center Road; ODOT is currently evaluating several potential improvement strategies for this segment. However, it is possible that improvements may not be constructed for more than 10 years, due to ODOT procedures and funding cycles. Additionally, there are no known plans at this time to improve Route 42 north of Center Road.

Corridor Traffic Volumes

Existing traffic volume counts were conducted at the primary intersections along the Corridors in 1999 and 2001, and these counts provide further evidence of the existing travel characteristics along the Corridors. The following tables identify Eastbound/Westbound and Northbound/Southbound traffic through selected intersections; these counts are given in terms of Average Daily Traffic (ADT), which are the estimated average two-way traffic volumes in a 24-hour period. The Volume Index column indicates the relative proportion of volume being carried by an intersection in comparison to the most heavily-traveled intersection in this category.

Table 4: Selected Intersection Traffic Volumes, Eastbound/Westbound⁴

| Road | At Intersection | Total ADT | | Date of Count |
|--------------|-----------------|-----------------------|--------------|---------------|
| | | Eastbound / Westbound | Volume Index | |
| Boston Road | Pearl Road | 10,450 | 0.25 | 2001 |
| Grafton Road | Pearl Road | 8,950 | 0.22 | 2001 |
| Center Road | Pearl Road | 32,950 | 0.80 | 1999 |
| Center Road | Hadcock Road | 28,800 | 0.70 | 1999 |
| Center Road | Carpenter Road | 29,500 | 0.72 | 1999 |
| Center Road | I-71 | 41,200 | 1.00 | 1999 |
| Center Road | W 130th | 13,300 | 0.32 | 1999 |
| Laurel Road | Pearl Road | 6,250 | 0.15 | 2001 |

⁴ The reader should keep in mind that traffic volumes provided do **not** indicate that 171,400 cars are moving through Brunswick per day. These counts indicate all vehicles moving through all intersections during the day, and one trip may be counted at several intersections. For example, a single vehicle moving from Pearl Road to I-71 along Center Road will be counted at four separate intersections. As a point of comparison, the ADT for I-71 in 1999 was 61,470.



Table 5: Selected Intersection Traffic Volumes, Northbound/Southbound

| Road | At Intersection | Total ADT | | Date of Count |
|------------|-----------------|-------------------------|--------------|---------------|
| | | Northbound / Southbound | Volume Index | |
| Pearl Road | Boston Road | 13,750 | 0.75 | 2001 |
| Pearl Road | Grafton Road | 15,800 | 0.86 | 2001 |
| Pearl Road | Center Road | 18,300 | 1.00 | 2001 |
| Pearl Road | Laurel Road | 15,500 | 0.85 | 2001 |

These tables allow us to draw several conclusions, including the following:

- Center Road carries two to three times more traffic than Pearl Road, depending on the locations.
- The overwhelming majority of east/west traffic through Brunswick is carried by Center Road. Boston Road, Grafton Road and Laurel Road carry some east/west traffic, but volumes through these intersections are generally one-half to one-fourth of the volumes for Center Road intersections.
- The change in traffic volumes recorded between the I-71/Center Road intersection and the West 130th intersection indicates that very few vehicles are using Center Road/Route 303 as a regional east-west connector. This is in part due to the rural character of most of the land east of Brunswick. Increasing population and development trends in northern Summit County raise the possibility of increased traffic volumes on Route 303 in the future, particularly in the easternmost parts of the Center Road Corridor east of I-71, but the relative lack of development pressure in eastern Lorain County make it unlikely that Route 303’s overall traffic volumes will increase significantly over the next 10 years.
- Pearl Road appears to be functioning primarily as a local arterial for trips whose duration makes the trip to I-71 unnecessary. As is the case along much of U.S. Route 42, the construction of I-71 largely eliminated Route 42’s historic regional arterial function. Pearl Road is, however, more heavily traveled than any other road in Brunswick with the exception of Center Road and I-71.



Insert Figure 11 - transportation

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
O H I O

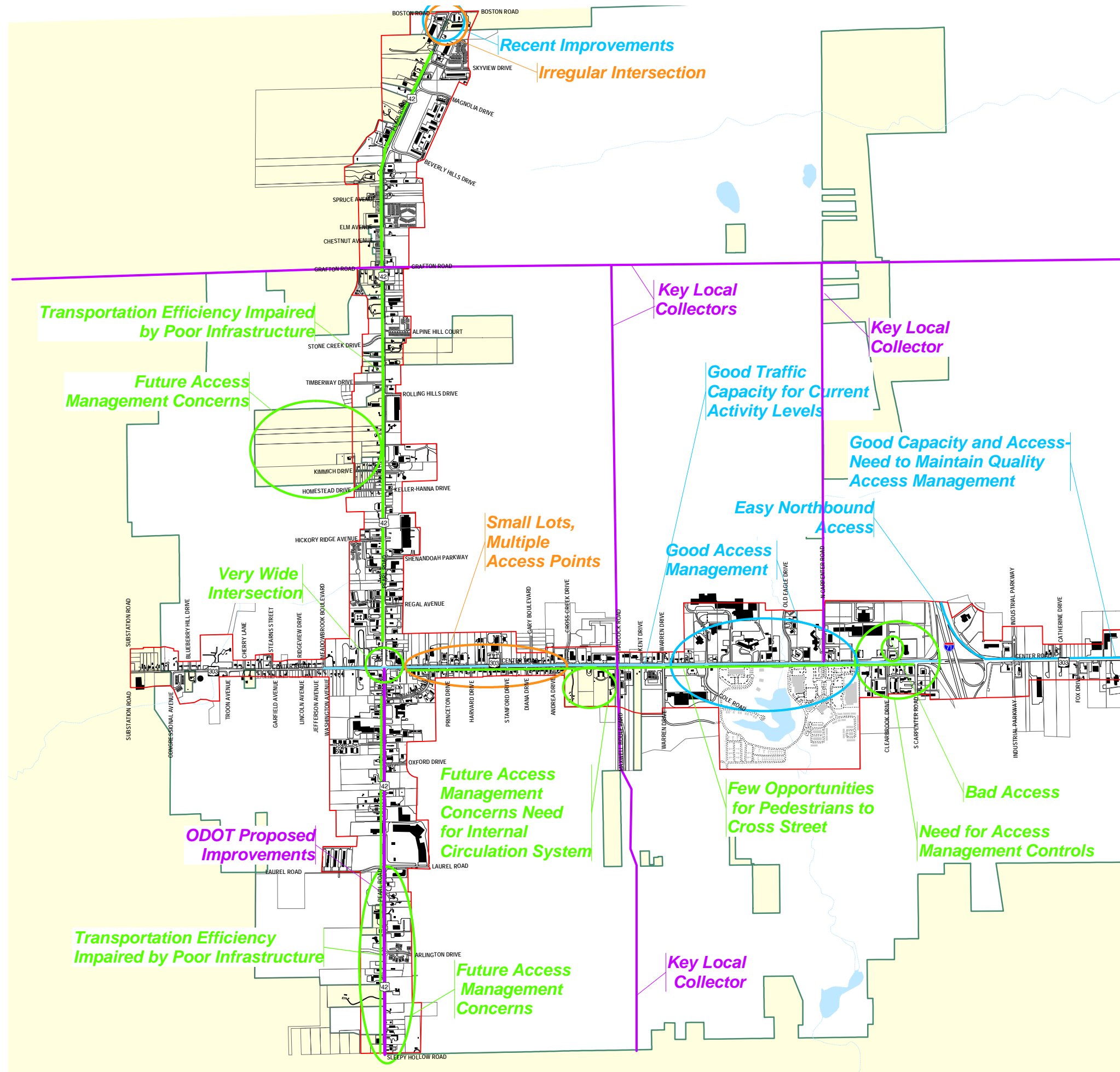


Figure 11
Transportation System
Analysis

1,000 500 0 1,000 2,000 Feet
March 30, 2004

Chapter 3: Vision, Goals and Preferred Characteristics

Vision Development Process

The Pearl and Center Roads Steering Committee met on November 13, 2003 to review the Existing Conditions information and to determine the Vision and Goals for the Pearl and Center Roads Corridor Plan. The Steering Committee membership represented a wide spectrum of persons interested in the future of these Corridors, including small business owners and operators, property owners, developers, City elected and appointed officials, City department leaders, and representatives of the Brunswick Area Chamber of Commerce and Brunswick Hills Township.

The Committee participated in a structured process of identifying the Corridors' strategic advantages and challenges, articulating elements of the Corridors' preferred future, and identifying specific physical characteristics that they wished to see on the Corridors over the coming 10 years.

The Vision Elements, Goals and Preferred Characteristics that the Steering Committee developed during that meeting were organized and summarized and forwarded to the Steering Committee members for their comments and revisions in December 2003. In January 2004, a draft of the Vision Elements and the Vision, Goals and Preferred Characteristics matrix were presented to the Steering Committee for additional review and feedback. The Vision Elements and the Vision, Goals and Preferred Characteristics were approved by the Steering Committee on March 10, 2004.

These two items provide the foundation for the Plan recommendations in following chapters. By relying on the detailed input of the Committee to determine the direction and priorities of the Plan, the City ensured to the greatest extent possible that the direction of the Plan would represent the desires of the community.

The Vision Elements and the Vision, Goals and Preferred Characteristics are presented on the following pages. It should be noted that the items in the Preferred Characteristics column in the matrix are not intended to directly correspond to the Goal that is immediately to their left, but are intended to illustrate the physical characteristics that should result from the Vision item for that section.

Vision Elements, Pearl and Center Roads

Part A. Visual Character

1. The Corridors will have visual continuity based on attractive common elements while permitting a diverse range of treatments of individual properties.
2. The Corridors will have attractive and cohesive design elements, including signage, medians, interchanges and sidewalks. Elements that create visual clutter will be eliminated, or their visibility will be reduced.
3. The Corridors will benefit from high quality landscaping, including trees, plantings and other elements in public and private spaces.
4. The Corridors will have adequate roadway infrastructure, including curbs, driveway aprons, traffic signals and the number of lanes, to support development and redevelopment and reinforce Brunswick's public perception.
5. Pedestrians will be welcomed and pedestrian activity facilitated throughout the Corridors. Public streetscape design and site development will make walking pleasant and easy.

Part B: Economic and Social Character

1. The Corridors will support a diverse range of compatible economic activities, including retail, services, offices, institutions, restaurants, arts and entertainment.
2. The Corridors will support an appropriate level of retail activity given regional competition. Specialty retail designed to meet the needs of the Brunswick area market, or to draw from a wide trade area, will be encouraged.
3. The Corridors will provide formal and informal community gathering spaces and host appropriate community events
4. The Corridors will support small business opportunities and grow Brunswick's existing strong entrepreneurship base.
5. The Corridors will provide day and evening arts and entertainment opportunities
6. The Corridors will provide opportunities to develop Brunswick's high technology sectors and knowledge-based businesses

7. The Corridors will provide retail, service, dining and entertainment opportunities, as well as safe and enjoyable physical amenities, designed to meet the needs of all ages, including young people and young families.
8. The Corridors will continue to support a variety of unique destination opportunities that will draw visitors from across northern Ohio

Part C: Benchmarks for Success

We will know that the Corridors are successful when...

1. The Corridors provide a full range of goods, services and opportunities to Brunswick area residents and support a high quality of life for Brunswick residents.
2. Residents of neighboring communities and Greater Cleveland seek out Brunswick's unique, inviting character and its distinctive retail, service and entertainment opportunities.
3. Brunswick employers find their ability to recruit high quality employees increased because of the Corridors' businesses and physical character.
4. The Corridors' physical design and variety of activities ensure that residents and visitors have a clear awareness of Brunswick's community pride.
5. The Corridors create a common perception among residents, employees and visitors that Brunswick is an outstanding place to shop, dine, work and live.



Vision Goals Matrix

| Vision Element | Goals | Preferred Characteristics |
|---|---|---|
| Part A: Visual Character | | |
| 1. The Corridors will have visual continuity based on attractive common elements while permitting a diverse range of treatments of individual properties | 1.1 Develop a building design vocabulary that identifies common character-defining elements | "Enduring" building materials |
| | 1.2 Develop a regulatory process that establishes general thematic parameters and permits architectural and site design flexibility within those parameters | Respect chain mark/ID [architectural branding] |
| | 1.3 Develop site development standards and recommended design strategies that reinforce the desired site characteristics | Complimentary shades of brick and masonry |
| | 1.4 Develop strategy for addressing vacant properties and sites | Integrated |
| | 1.5 Customize design review to meet site and access characteristics | Unique art/signage throughout |
| | | |
| | | Buildings should suggest an upscale, successful, consistent theme |
| | | Varied materials |

Vision Goals Matrix - Continued

| Vision Element | Goals | Preferred Characteristics |
|---|--|---|
| 2. The Corridors will have attractive and cohesive design elements, including signage, medians, interchanges and sidewalks. Elements that create visual clutter will be eliminated, or their visibility will be reduced. | 2.1 Develop a vocabulary of streetscape elements and a hierarchy of streetscape strategies that reinforce the Corridors' desired image. | Attractive street lighting– human scale, upgraded |
| | 2.2 Develop regulations to foster cohesive signage. | Road inlays |
| | 2.3 Identify gateway locations and develop strategies for enhancing them | Eliminate overhead wires |
| | 2.4 Develop a design review strategy, including published design guidelines, requiring Planning Commission authorization | Street banners |
| | | Well-lit; accent lighting Big trees Improve/remove clutter (signage) More monument signage Limited islands in parking spaces Non-cluttered |
| 3. The Corridors will benefit from high quality landscaping, including trees, plantings and other elements in public and private spaces | 2.1 Incorporate high quality landscaping into public spaces, including streetscapes, parks and other green spaces. | Ample landscaping spaces |
| | 2.2 Require and facilitate appropriate landscaping as a part of private site developments. | Big trees |
| | 2.3 Create and maintain green spaces and natural areas at appropriate locations in the Corridors | Seating in parks |
| | | Green space |
| | | Green (picnic tables/trees/park benches) |
| | Tree lined street with medians | |
| | Planters | |
| | Seasonal décor | |
| | Benches | |
| | Open/spacious | |



Vision Goals Matrix - Continued

| Vision Element | Goals | Preferred Characteristics C55 |
|---|--|--|
| 4. The Corridors will have adequate roadway infrastructure, including curbs, driveway aprons, traffic signals and the number of lanes, to support development and redevelopment and reinforce Brunswick’s public perception. | 4.1 Pursue roadway improvements and maintenance that are necessary to improve Brunswick’s public image and facilitate access | Stress-free controlled traffic |
| | 4.2 Develop and administer access management standards for all site development using Corridors. | 5 lanes on Rte. 42 |
| | 4.3 Continue to lobby regional and state entities with responsibility for the Corridors to obtain needed improvements. | No potholes/ damaged curbing |
| | | Well defined curbing and ROW |
| | | Pedestrian bridge across Center Road |
| | | Pedestrian islands linked with well defined crosswalks |
| | | |
| 5. Pedestrians will be welcomed and pedestrian activity facilitated throughout the Corridors. Public streetscape design and site development will make walking pleasant and easy. | 5.1 Install appropriate sidewalks and/or trails along all portions of the Corridors | Sidewalks/Pedestrian access (5 feet min.) |
| | 5.2 Provide appropriate pedestrian amenities in pedestrian-oriented spaces | Public restrooms |
| | 5.3 Provide safe, well defined pedestrian crossings of Pearl and Center road. | Seating in parks |
| | 5.4 Develop recommended policies for balancing pedestrian and vehicular needs | Walking trails |
| | | Public gathering areas |
| | | |



Vision Goals Matrix - Continued

| Vision Element | Goals | Preferred Characteristics |
|---|--|--|
| Part B: Economic and Social Character | | |
| 1. The Corridors will support a diverse range of compatible economic activities, including retail, services, offices, institutions, restaurants, arts and entertainment. | 1.1 Identify economic activities that may merit recruitment efforts | mixed use |
| | 1.2 Ensure that regulatory standards support mixed use development at appropriate scales throughout the Corridors | not empty |
| 2. The Corridors will support an appropriate level of retail activity given regional competition. Specialty retail designed to meet the needs of the Brunswick area market, or to draw from a wide trade area, will be encouraged. | 2.1 Rezone sites currently zoned retail to other categories that more appropriately reflect their opportunities | Sit down restaurant |
| | 2.2 Modify existing regulations to include appropriate types of uses | National and regional chain restaurants |
| | 2.3 Identify specific retail categories that may present opportunities in Brunswick | Department store |
| | 2.4 Promote City as a site for desired retail uses | Bookstore |
| | 2.5 Develop targeted retail recruitment strategies | Men's & women's clothing |
| | 2.6 Discourage drive in or drive through restaurant trade in locations where these uses do not reinforce the areas desired character | Shoe store |
| | | Specialty grocery market |
| | | International cuisine |
| | | Smaller-scale quality Big Box |
| | | Natural Food store/restaurants |
| | | Upscale Outlets |
| | | Public gathering opportunities by encouraging eat-in trade |

Vision Goals Matrix - Continued

| Vision Element | Goals | Preferred Characteristics |
|--|--|--|
| 3. The Corridors will provide formal and informal community gathering spaces and host appropriate community events | 3.1 Identify locations that provide good opportunities for community gathering spaces | Public gathering spaces: bookshops, coffee shops, etc. |
| | 3.2 Develop appropriately-scaled public community gathering spaces | |
| | 3.3 Develop site design regulations that encourage and support the creation of public gathering spaces | |
| 4. The Corridors will support small business opportunities and grow Brunswick's existing strong entrepreneurship base. | 4.1 Review regulatory strategies and Corridor characteristics to identify appropriate strategies for supporting small business development | More office and institution |
| | 4.2 Identify unmet business service opportunities | Meeting facility business (which attracts businesses) |
| | 4.3 Develop strategy for providing incentives and support for small business development | |
| 5. The Corridors will provide day and evening arts and entertainment opportunities | 5.1 Identify opportunities for public art displays | Racquetball club |
| | 5.2 Identify, promote and recruit arts and entertainment facilities | Entertainment (a good blues club/jazz club) |
| | 5.3 Revise regulatory standards to provide appropriate controls for arts and entertainment-oriented businesses. | specialty recreation, e.g. laser tag, whirly ball |
| | | Art displays, activities, events |
| | | Public space art displays |
| 6. The Corridors will provide opportunities to develop Brunswick's high technology sectors and knowledge-based businesses | 6.1 Leverage available technology business incentives | Technology |
| | 6.2 Identify, promote and recruit technology businesses | Research/Development |
| | 6.3 Review regulatory strategies and Corridor characteristics to identify appropriate strategies for supporting small business development | Think tanks |
| | 6.4 Identify expansion opportunities for existing regional institutions | Expanded medical facilities |
| | 6.5 Develop strategies for recruiting institutional expansions | University/small campus |
| | | Specialty trade schools |



Vision Goals Matrix - Continued

| Vision Element | Goals | Preferred Characteristics |
|---|--|---------------------------|
| 7. The Corridors will provide retail, service, dining and entertainment opportunities, as well as safe and enjoyable physical amenities, designed to meet the needs of all Brunswick residents, including young people and young families. | 7.1 Ensure that public and private developments include facilities and amenities that will support young people and young families | |
| 8. The Corridors will continue to support a variety of unique destination opportunities that will draw visitors from across northern Ohio. | 8.1 Identify and address needs of existing destinations | |
| | 8.2 Encourage redevelopment and business activities that create synergy with existing and potential future destinations | |

Chapter 4: Corridor-Wide Revitalization Strategies

Introduction

To understand how postwar commercial corridors like Pearl and Center roads reached the challenges they face today, one needs to recall what the consumer economy looked like following World War II. With inexpensive automobiles and disposable income for the first time in nearly two decades, American demand for goods and services exploded. Since traditional downtowns were widely viewed as inconvenient for cars, and since most of the new homes available for sale were far outside the traditional city centers, demand for new commercial space nearly outstripped supply for most of a generation. The resulting first generation of suburban development emphasized basic, quick-to-construct buildings with easy auto access and abundant parking – having the goods to sell and effortless driving and parking were viewed almost universally as the keys to retail success. And although retail trends and retail options changed swiftly between the 1950s and the 1990s, many in the retail and service industries continued to believe that if the cars could get there, the shoppers were guaranteed to come.

As early as the 1980s, however, easy access for cars stopped providing much of an advantage. As the volume of retail space mushroomed in the late 20th century, older commercial corridors found themselves faced with a stunning array of competition, including enclosed malls, destination retail centers, lifestyle center, power centers and “category-killers,” not to mention the internet retail trade that could not be measured in square footage. Since most postwar commercial corridors could not offer the array of new buildings, attractive landscaping, and other features that the new developments boasted, many slid down the economic food chain, losing market value as buildings deteriorated and the corridor as a whole became perceived as also-ran location, suitable only for more marginal businesses. This situation was not all bad, since older buildings provide opportunities for business start-ups that cannot afford new construction, but it also meant that many start-up businesses moved out of these disadvantaged locations as soon as they could.

As many observers of postwar commercial corridors have noted, places like Pearl and Center roads struggle today because of several characteristics:

- They consist largely of undifferentiated, no-frills commercial space set behind large parking lots. This unexceptional environment extends along multiple miles of road frontage without any change in the type or intensity of activity. These commercial corridors look more or less the same from one end to the other, and they look fundamentally the same as dozens of other commercial corridors throughout their metropolitan area. They have no centers of activity, no places that seem to generate excitement, no places that set this area apart from all the others.
- The physical environment in these corridors tends to represent an outdated approach to commercial development. Because the environment is designed to minimize construction and maintenance costs while providing as much space as possible for cars, these

properties provide few aesthetic improvements and even fewer amenities, and they accommodate pedestrians poorly. In short, they fail to look like many of the successful new developments that they are competing against – even in those few cases when a new façade gets tacked on the old building.

- The types of spaces and the types of businesses along these corridors tend to reflect earlier modes of retailing and services, modes that may have been largely displaced by newer types of commercial development. Although older suburban commercial corridors often include some unique, eclectic businesses that flourish because of the low property costs, they also usually include a large number of struggling business and vacant properties.
- Older commercial corridors often include a high number of buildings that are in need of significant rehabilitation –and the public spaces and public infrastructure adjoining them (including roads and sidewalks) are often showing their age as well. Deferred maintenance, dated architecture, cracked parking lots and crumbling roadways simply drive home the message that this location is in the process of being passed by.
- Older commercial corridors tend to over-emphasize retail, both in terms of existing land use and in terms of existing zoning. Although the amount of retail space contained in the corridor may have been appropriate to the local market when its buildings were constructed, most regional markets have become over-saturated with general retail due to the development of regional malls and power centers and improved transportation. Retail zoning and efforts to maintain a retail emphasis often impede efforts to find new opportunities for the corridors by treating anything other than retail as an exception to the rule, rather than the beginning of a new opportunity.
- Older commercial corridors tend to be overwhelmed by automobiles and utilitarian automobile infrastructure. Although it is certainly true that cars and trucks are the lifeline of most suburban communities, and probably will be for generations to come, roads and parking lots have been allowed to dominate the physical and economic environment, rather than supporting and complimenting it. Abundant, even excessive parking is provided on the assumption that “free parking” will be a draw to customers. Although this may have worked in the 1940s and 1950s, excess parking is now a liability, not an asset. Extensive, featureless parking lots and roads detract from both the motorist and the pedestrian experience: the drabness that the motorists perceives while driving becomes hostile, unappealing and potentially dangerous when the motorist must finally walk to the destination. Moreover, the bare-bones auto-oriented environment discourages motorists from becoming pedestrians, and makes it all the easier for the motorist to simply go somewhere else.
- Finally, older commercial corridors often lack community leadership and a community champion. Since businesses are spread out over large distances and separated from each other by property lines and driveways, there are fewer informal opportunities for business

people to get to know their neighbors. As a result, business operators are more likely to perceive themselves as an island, rather than as part of a group of people who can work together to address many of their common challenges. The grassroots-led downtown revitalization programs that have brought new life to many traditional business districts are also needed on most suburban commercial corridors, but they will not arise as easily when businesses are more spread out.

The following recommendations are designed to address the needs of the Pearl and Center roads corridors as comprehensively as possible. Strategies are provided for enhancing the City's economic development, the appearance of its public and private spaces, and its land use and building regulations. The remainder of this Chapter focuses on strategies that will be appropriate throughout the Pearl and Center roads corridors. Chapter 5 introduces the Concept Areas, which are designed to create and reinforce different but complimentary types of development and activity in different locations, and Chapter 6 outlines more specific strategies for fostering the development of each Concept Area.

It is crucial to realize, however, that any one strategy alone will not revitalize Pearl and Center roads. To make Pearl and Center roads into locations that live up to the Vision of the community, a comprehensive approach must be put into place that brings all of the strategies together to reach that common Vision.

Economic Development

Although Brunswick's commercial corridors may appear to have lost their economic value, this is clearly not the case. Pearl and Center roads have a variety of advantages that will make them excellent locations for future economic activity, including:

- Regional convenience;
- A strong local customer and workforce base;
- Existing infrastructure;
- A variety of available property types;
- A strong and diverse economic base;
- Substantial new investment in the Brunswick Town Center; and
- A local government that has a demonstrated commitment to helping make economic redevelopment happen.

The challenges that Pearl and Center roads face, however, stem from a simple disconnect: many of the properties and activities that are on the corridors now are not ideally suited for the roles that the Corridors are best suited to play in the region's contemporary social and economic environment. The crucial challenge that Brunswick will face over the next 10 years is to reposition the Corridors to capitalize on the opportunities that are available to them. To do this, Brunswick's city and business leaders must commit to a long-term, proactive economic development approach.

In all of the strategies identified below, the City and its economic development partners must pay particular attention to supporting and fostering small business and entrepreneurship growth. As the Existing Conditions analysis indicated, Brunswick's economic strength derives to a great extent from its wide array of small businesses. The factors that may make the Corridors less suited for certain types of development provide an optimal environment for growing small businesses. Similarly, the fundamental characteristics that have led to Brunswick's strong small business base will provide similar opportunities for small businesses in other industrial sectors.

Small businesses will also provide significant advantages for Brunswick. Small businesses are more likely to be able to work with existing small lots and buildings, and the availability of existing buildings is a significant advantage to many small businesses. Small businesses in older buildings, like all businesses on the Corridors, must be required to maintain their properties to an appropriately high standard and comply with zoning regulations and design guidelines when appropriate. However, the ability to spread improvements to an existing building over time, rather than being forced to construct a new building from the ground up, will help these businesses develop a firm economic foundation that will, in turn, create more capacity for building improvements in the future.

Small business and entrepreneurship development has been consistently identified across the United States as cost-effective and highly beneficial economic development strategy for local governments. Rather than expend time and money in high-risk competitions for large plants and corporate headquarters, communities nationwide have increasingly focused on strategies designed to increase the locally grown business base. Not only are these strategies generally less expensive than large tax incentives, but they result in businesses that stay in the community, either because they are operated by people with local commitments or because the location itself offers an advantage to that business. Brunswick is ideally suited to this type of economic development strategy, and the specific strategies discussed below should be implemented with an emphasis on building Brunswick's home-grown small business base.

1. Pursue Proactive Approaches to Economic Development. The City of Brunswick has realized better than many suburban communities that its long-term ability to succeed depends to a great extent on its ability to help the market recognize its potential and lessen the costs of development. Given this strong foundation, Brunswick is well suited to increase the level of visibility and effectiveness of its economic development initiatives. Strategies that will be particularly effective in Brunswick include the following:

1.1 Establish a Community Improvement Corporation (CIC). Under Ohio law, municipalities face strict limitations on their abilities to participate in the land acquisition, disbursement and development processes, including open records requirements that can make delicate negotiations with property owners or potential developers all but impossible. Brunswick Town Center demonstrates that the City has found ways to succeed despite these limitations, but the multiple development issues that the City will face when it tries to foster other initiatives are likely to present significant challenges. Establishing a CIC is an effective way to streamline and facilitate this wide range of potential smaller projects.

CICs are non-profit corporations that are enabled under Ohio law to carry out economic development initiatives on behalf of the municipality. CICs can:

- Conduct negotiations in confidence;
- Buy, hold and sell land, including at a loss if necessary;
- Assemble lands for resale, and land bank if necessary.
- Function as a master developer;
- Offer incentives, such as low-interest loans or strategic grants, and
- Conduct other economic development initiatives, including public relations and advertising.

A CIC is governed by a charter that outlines its relationship to the municipality and defines its purpose as the advancement of the municipality's economic development. The CIC is governed by a Board of Directors that includes residents, business owners and City officials, and it may be supported by City staff or a contract employee. CICs are often funded by an allocation from the municipality, although some also derive funds from development proceeds or other income sources.

1.2 Develop a Land Banking and Land Acquisition Policy. Efforts to redevelop existing sites are often more complicated and more expensive for the developer than on greenfield sites. This increased complexity and cost may stem from the need to work around or demolish existing site features; the need to address physical concerns, such as environmental contamination; or the costs of assembling small parcels into larger spaces that are of an appropriate size for the development being contemplated. However, redevelopment sites are also often in high demand due to existing level of activity in the area, the number of potential customers available in the trade area, the availability of existing infrastructure, etc.

Most of the recommendations of this Plan will have the effect of increasing interest in redevelopment by increasing the business and development community's understanding of the advantages offered by Pearl and Center roads' redevelopment sites'. However, if developers find it too difficult to acquire the property they need, redevelopment may fail to happen. The most effective strategy for fostering redevelopment is to create an easily developed site by acquiring parcel or collection of parcels, clearing them (if necessary) and making them available for sale. If the type of buyer desired is not forthcoming, the City or CIC may chose to hold onto the property (sometimes known as landbanking), until circumstances are more acceptable. This is a role that most urban communities and CICs have undertaken in Northeast Ohio, and it has proven that some level of municipal participation is often necessary to make the first redevelopments happen in struggling locations – in essence, to give the market a model of the potential success. In some cases, communities may make landbanked properties available at a reduced cost to a development that meets the City's strategic goals.

Brunswick will need to determine its internal policy regarding land banking and property disposition, and make the case for this policy to the community and its key stakeholders, preferably before the first such situation occurs.

1.3 Develop a Community Marketing Campaign. Brunswick has done more to market itself than many Ohio communities, but a strategic, coordinated marketing campaign will raise Brunswick's regional profile, increase its reputation as a good place to do business, and help overcome any lingering negative perceptions of the community among the regional business and development community. A good community marketing campaign will also be structured to reinforce the Plan's other economic development goals, such as building the City's small business base and targeting specific industries for recruitment. The City should be joined in this effort by the Chamber or Commerce and other community groups. The Community Marketing Plan should build upon the Existing Conditions and Vision, Goals and Preferred Characteristics of this Corridor Plan, and include the following items:

- A detailed, strategic assessment of Brunswick's opportunities and constraints.
- Strategies for enhancing Brunswick's public relations, including positive news feature placement and building relationships with local and regional media.
- Strategies for publicizing Brunswick's advantages to an identified set of target markets. A very wide variety of potential target markets may be available, ranging from Medina County developers to specialized tool and die manufactures to information sector entrepreneurs. Given the demographic characteristics noted in the Existing Conditions, one of these targeted markets should be Brunswick residents. A small number of target markets should be chosen initially on the basis of the recruiting strategies discussed below, and other target markets gradually added over time.
- Strategies for monitoring the community marketing initiatives and revising them when necessary.

The Community Marketing Plan may provide advertising concepts or templates, but the emphasis of the Community Marketing Plan should be primarily on the message to be conveyed, to ensure that the eventual advertising materials are based on a clear understanding of the message they are intended to put across. Additionally, a good Community Marketing Plan should include both advertising-driven and programmatic elements, such as open houses, familiarization tours and other high-touch approaches that fall outside conventional advertising.

2. Develop a coordinated program of business recruitment and retention. In addition to the marketing strategies identified above, the City must work in partnership with the Brunswick Area Chamber of Commerce and other appropriate civic organizations to recruit new businesses that reinforce the Vision and Goals of this Plan and retain existing businesses that have the same effect.

- 2.1 Further evaluate the potential for promoting the development of clusters.** The City and its partners can use the economic analysis summarized in the Existing Conditions section of this Plan to conduct a full cluster analysis, identifying the existence of or potential for businesses that provide inputs or outputs to existing Brunswick businesses. A detailed cluster analysis can be used to identify specific business types that may be well suited to Brunswick, as well as those that will reinforce existing economic strengths.
- 2.2 Develop a strategy for recruiting a university, college or technical school to establish a branch in Brunswick.** Workforce training opportunities provide a significant incentive for a wide range of business types, from manufacturing to services to high technology development. Workforce training opportunities that are convenient to Brunswick businesses and employees will strengthen their opportunities for success and support Brunswick's developing reputation as a center of small business excellence.
- 2.3 Identify desired businesses in other locations to approach regarding expansion opportunities.** One of the simplest but most effective methods for recruiting successful small businesses is establishing personal contact with operators of successful small businesses in other communities to pursue the possibility of expanding their operations in Brunswick. This process should be pursued strategically, and should focus on clearly successful businesses that have the potential to reinforce the Vision and Goals identified in this Plan. The City or its community partners can pursue this initiative by sending staff or trained volunteers to meet with potential businesses on a one-to-one basis.
- 2.4 Consider recruiting Brunswick High School alumni and/or former Brunswick residents who have been successful in business elsewhere.** Although this approach appears rather non-conventional, this strategy has met with some success in other communities, and the availability of old yearbooks in conjunction with the Internet can make such searches relatively easy. This is a process that can be pursued by one of the City's local economic development partners.
- 3. Use traditional and non-traditional incentives, strategically.** For economic development professionals, incentives traditionally mean economic offerings designed to lower the costs of property acquisition and development. In most cases, traditional incentives take the form of tax incentives, since the municipality has the most direct control over this cost of development. However, this approach has a variety of well-known problems, including the constant threat of being caught in a bidding war or being forced to give incentives to a business that does not help the community. Brunswick's use of traditional incentives must be strategic and sparing, and must be heavily complimented by a variety of non-traditional incentives that make Brunswick more valuable as a business destination, rather than trying to bid down the cost of development.
- 3.1 Provide traditional incentives only to the level necessary to compete with other municipalities.** Attempting to provide more incentives than competing communities is almost always a losing proposition in the long run, if not for an individual project. Brunswick should regularly evaluate the incentives it provides, including the Enterprise

Zone, the Community Reinvestment Area and the City's revolving loan program to determine their effectiveness. At the same time, the City should determine what traditional incentives are being provided by the communities that the City competes with for new businesses, which may include Medina, Strongsville, Wadsworth and North Ridgeville, among others. To the greatest extent possible, Brunswick should attempt to ensure that its incentive programs are at the same level as other communities – not significantly lower than them, but not higher, either.

3.2 To the extent permissible, target the use of traditional incentives to businesses that have the potential to fulfill elements of the Vision and Goals of this Plan. For many of the incentives that the City of Brunswick currently provides, the rules and processes under which the incentives may be offered are specified under state or federal law, and the City will face significant limitations on any efforts to further target their use. However, all state and federal incentive programs do provide at least some level of local control over their administration. Each traditional incentive program should be evaluated and its administrative process revised to the greatest extent possible to target support to desired businesses. Depending on the specifics of the program, this targeting may occur through the definitions of local economic priorities, the weighting or point system used to evaluate applications, or the details of the administrative process. Any such targeting efforts must be clearly supported within the regulations of the program, and documentation providing the rationale for the strategy taken must be part of the administrative process.

3.3 Ensure that the City is taking advantage of the full range of development funding mechanisms available to it. One of the most effective strategies available under Ohio state law for supporting the costs of development is the Tax Increment Financing District (TIF). TIFs provide an opportunity for a community to bond for site improvements and other development costs without impacting other municipal funds or income streams by using the increase in the property's value after redevelopment to retire the bond. TIF agreements have sometimes been controversial because of the municipality's power to potentially use the entire property tax increment, including those increases that would have gone to the school district or other local governments. However, most successful TIFs include other agencies receiving property taxes in the negotiations to establish the TIF, and the concerns of these entities can usually be addressed (for example, exempting the school district's portion of the increase in property taxes from the TIF and permitting the school district to receive that future income). TIFs can provide Brunswick with a powerful aid to support new development, and not using TIFs may put the City at a competitive disadvantage.

3.4 Develop a comprehensive set of non-traditional incentives and support services to offer Brunswick businesses, either through the City or community partners. Brunswick can set itself apart as a community that is ideal for small businesses by offering simple, relatively inexpensive incentives and support services. Potential examples include:

- *Small business advising.* Programs offered through the Service Corps of Retired Executives (SCORE), Ohio State University extension campuses, community colleges, and other small business support organizations can provide a wide

variety of services to help small businesses learn to operate their businesses more effectively. The City can establish a partnership with agencies that provide these services and help ensure that they are available and convenient to Brunswick business, for example, by providing meeting space and helping to publicize them.

- *Seed grants.* Seed grants are small matching grants that can be used to encourage desired activities, such as property improvements, business plan developments, or improved landscaping. Although a seed grant will probably not fully pay for large improvements, it can provide a valuable additional incentive. Seed grants can be offered by a CIC, Chamber of Commerce or other civic organization, and potentially by the City itself. Seed grants programs must be designed to give preference to the types of physical improvements, businesses, etc, that will reinforce the Vision and Goals of this Plan, and they should require a competitive application process and a match to the grant that is at least 1:1.
- *Facilitating increased use of existing state and federal programs.* Both Ohio and the federal government provide a stunning array of incentive programs, but most are underutilized because they are little-known or complicated to use. The City should actively distribute the Ohio Department of Economic Development's (ODOD) publications on incentives, and should consider developing its own simplified publication that whittles the laundry list of programs in the ODOD publications down to the ones that Brunswick businesses may actually find useful. The City may also consider creating or reallocating a staff position designed to help Brunswick's existing and potential businesses maximize their use of State and federal programs. Not only will this strategy increase the *de facto* availability of economic incentives for many Brunswick businesses, but it will reinforce the City's perception as a community that supports small business.

4. Emphasize mixed-use developments, and place priority for incentives or support on developments that offer more than one type of business. As Brunswick's existing corridors indicate, locations that focus on only one type of commercial activity do not do well in the modern economic climate. Not only should uses be mixed throughout the corridor, but Brunswick's existing and new developments will maintain their economic value longer if they provide a rich, mutually-reinforcing mix of uses as well. For example, office space will be likely to be perceived as more valuable if the development also offers a restaurant or a greeting card shop, and any development will be more valuable in the long run if its workers or visitors have the option to accomplish multiple tasks (such as working, getting lunch and running errands) without having to drive to distant locations. Uses within a development should not try to exclusively support each other, but they should be mutually reinforcing to at least some extent.

Retail must be a smaller component of the future Pearl and Center roads than it was in the past, although retail will continue to be an important activity. The retail sector has been shown to be overbuilt in Greater Cleveland, and the enormous retail concentration in

Strongsville, and to a lesser extent in Medina, monopolizes the trade area market for basic goods.

Brunswick's retail sector must be differentiated from the Medina and Strongsville sectors by either focusing on local needs or by using specialty offerings to draw customers with specific interests from a wide trade area. Pearl Road will be particularly problematic for retail because of its low traffic counts and lopsided housetop counts. Pearl Road, however, has relatively calm traffic, good access from Strongsville and (to some extent) Medina, and many attractive features, including available land and buildings in a variety of sizes and exceptional views. Pearl Road provides a good opportunity for office employers, information technology (given the right infrastructure) and service providers; retail development in this area must be designed to draw from these businesses' employees or to draw from a much wider trade area by specializing in a niche that will draw customers from long distances.

5. Establish a cooperative economic development agreement with Brunswick Hills

Township to develop a shared economic development approach. Efforts to comprehensively revitalize the Corridors, especially Pearl Road, will be incomplete and at least partially ineffective if the City and Brunswick Hills Township cannot develop a shared approach to development standards and policies for properties in the Corridors, particularly those along Pearl Road. A Cooperative Economic Development Agreement (CEDA) or a Joint Economic Development District (JEDD) will provide a formal structure for sharing the responsibilities, costs and income of future developments between the two governments. Either type of agreement will also establish common development standards and identify which entity is responsible for the provision of specific services. Either type of agreement will provide a win-win arrangement for the City and the Township; the programs differ primarily in terms of their administrative requirements.

6. Develop the best possible high technology infrastructure, including high-speed data transmission and other technologies that may become available.

High tech infrastructure will become increasingly essential to Brunswick's ability to compete into the foreseeable future. High-speed data transmission is increasingly important to even "low-tech" businesses, which may rely on the Internet for purchasing, advertising, managing financial information and other basic uses. And high speed data transmission will be crucial to building Brunswick's professional and information sectors, two segments of the local economy that have shown low growth and low market share in the recent past, but which appear to have the potential for strong growth in Brunswick (See Chapter 2, *Existing Conditions*, and Appendix A.)

Brunswick's ability to move proactively on this point is likely to be limited by the fact that various utility companies control much of the needed infrastructure and may determine Brunswick's level of priority for technology upgrades. The City may wish to consider establishing liaisons with relevant utility providers and including them in economic development initiatives and the City may wish to evaluate its options for political persuasion if necessary.

Urban Design

Urban Design strategies address the desired physical appearance of the Corridors. These include both the Corridors' public spaces, such as streetscapes, parks and public amenities, and the Corridors' private sector spaces, including buildings, landscaping and site design. An effective approach to the Corridors' urban design will emphasize cost-effective approaches that create a pleasing, coordinated appearance.

The following recommendations relate to strategies that will be important throughout the Corridors. However the urban design issues specific to certain locations or Concept Areas are presented in Chapter 6.

- 1. Use Streetscape improvements to create a system of unifying visual elements with design continuity.** Brunswick's public spaces, particularly its streetscapes, are the key elements that will create a perception of Pearl and Center roads as locations distinct from other communities. The community's investment in the Corridors will reinforce the perception that Brunswick is a vibrant and exciting community and encourage people to invest in Brunswick.

Streetscape elements should have continuity in design characteristics, including shape, ornamentation style and finishes. Streetscape elements include, but are not limited to, sidewalks, decorative streetlights, decorative traffic signal poles, benches, trash receptacle, and landscaping. The frequency of lights, benches and other elements along the corridor will vary depending on the locations along the corridor.

Streetscape elements must be continued, with varying levels of intensity, along the entire length of both Pearl and Center roads. Improving the appearance of the streetscape will be vital to attracting new development that reinforces the Vision for these areas. In some cases, it may be possible to construct streetscape improvements in coordination with new development, but the City may also wish to consider installing the streetscape improvements as an enticement to attract new businesses. Streetscape improvements on Pearl Road will eventually change this corridor's public perception.

The choice and placement of streetscape elements must be done through a Corridor Streetscape Plan to ensure that design alternatives are evaluated and supported by the community. A streetscape plan will identify the preferred streetscape elements, appropriate locations for specific improvements, and construction phasing.

Elements of the City's Streetscape Plan should include the following:

1.1 Pedestrian facilities. If Brunswick wishes to encourage pedestrian activity in the Pearl and Center roads corridors, it is vital that the City design its public spaces to make walking pleasant, easy and safe. Pedestrian facilities should create a high level of connectivity between buildings, businesses and neighborhoods, including those that are next to each other and those that are located a distance apart. Pedestrian facilities should include:

- *Sidewalks.* Sidewalks should be installed on all sections of Pearl and Center roads, regardless of the level of pedestrian activity generated by immediately adjoining land uses, in order to create a pedestrian circulation system that can be effectively used. Sidewalks should be five to six feet wide and must be separated from the roadway by a tree lawn that is wide enough for pedestrian comfort, with a preferred minimum width of four feet. Trees and street lights can be placed in the tree lawn. Sidewalks must be constructed with concrete of an approved paving material, such as unit brick pavers, and maintained in good condition.

Decorative pavement, such as unit brick pavers, can be used at major intersection in the sidewalks around the corners as well as in the road as a crosswalk demarcation to emphasize the pedestrian's presence in pedestrian –vehicular conflict areas.

- *Trails.* Trails should begin or terminate at Pearl or Center roads and extend from the sidewalk to nearby neighborhoods, schools and other centers of community activities. Trails should follow green spaces, such as creeks, whenever possible, and can be paved with asphalt or concrete. Trails should also be as wide as possible given the available corridors, and may benefit from pedestrian-scale directional signage. The 1995 *Development Policy Plan Update* identified conceptual locations for trails throughout the City; the 2004 *Comprehensive Plan Update* may result in revisions to these proposed trail locations.
- *Benches, trash receptacles, planters, kiosks, and other items where appropriate.* The need for and desirability of these items will vary widely depending on the level of intensity of a given area in terms of economic and pedestrian activity, as well as the availability of enough space to install them appropriately.
- *Community banners.* Banners can be installed on the street lights and can represent the seasons or community events. Banners can also be purchased by local merchants and include a text box identifying the merchant at the bottom of the banner.

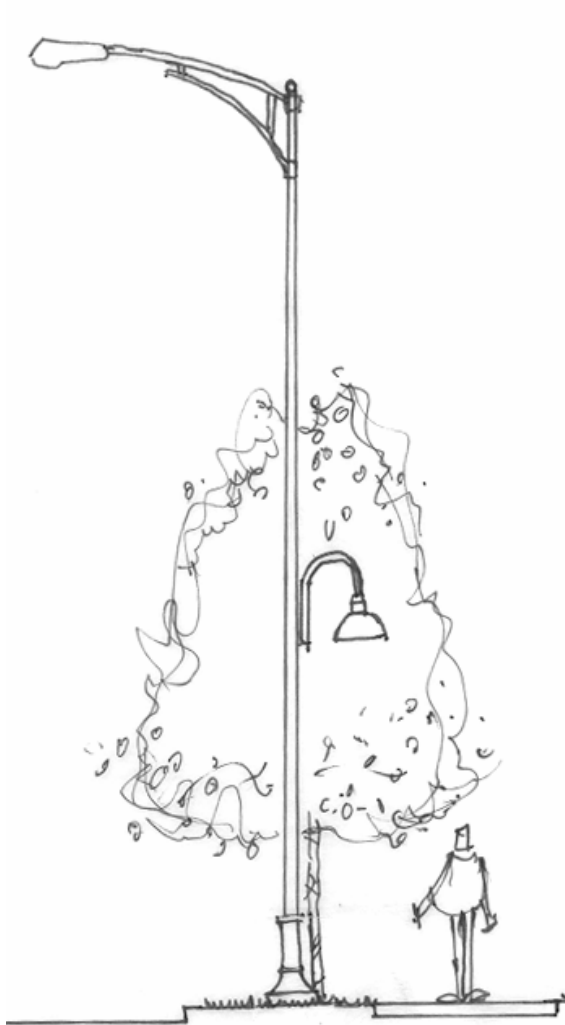
- 1.2 Decorative traffic signal pole with mast arms.** In lieu of the utilitarian gray metal poles with wires connected from them to suspend the traffic signals, mast arm installations add a more structured appearance and present a more aesthetic appearance. The mast arms and poles can be painted to match other streetscape elements such as streetlights, benches, etc.



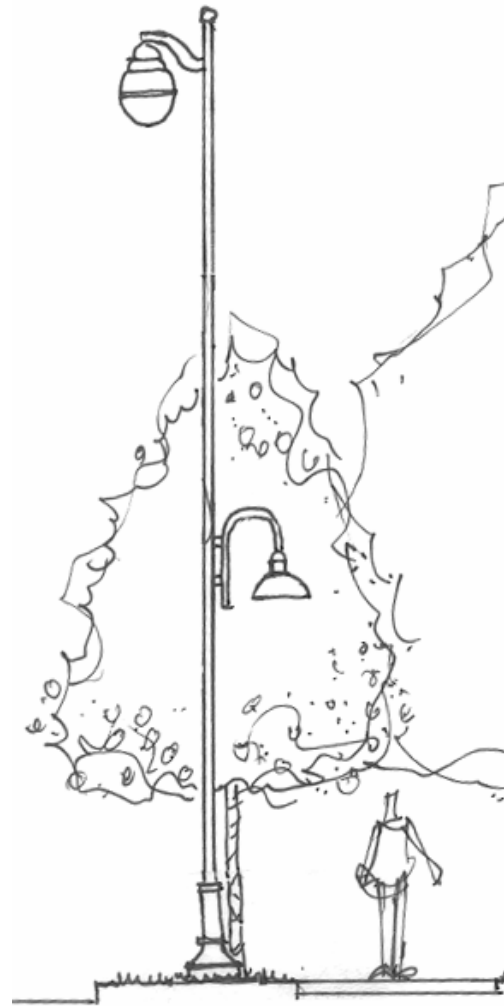
Example of mast arm traffic signals: Madeira, Ohio

1.3 Decorative street lighting. Street lighting in the Pearl and Center roads corridors must be designed to provide both lighting for vehicles and lighting for pedestrians. Not only will pedestrian lighting enhance the safety and comfort of people walking in evening hours, but they provide a scale that is more compatible to pedestrians than vehicular-oriented lighting. Depending on the location, design strategies for incorporating decorative street lighting might include the following: Pearl and Center roads should have two districts with separate lighting standards:

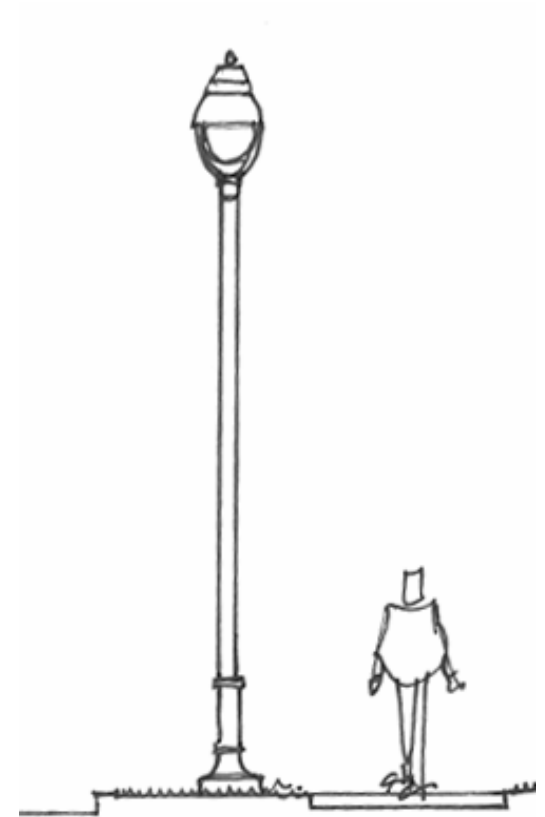
- *Lighting District #1*- This district is along Center Road and should extend from the Interstate interchange west to the intersection of Pearl Road. Center Road in this area is an especially wide thoroughfare. This area must accommodate the pedestrian activity that will be generated by the development of the Brunswick Town Center, as well as the multiple lanes of traffic that flow along Center Road. The pedestrian lighting that will be installed as part of the Brunswick Town Center improvements should be reflected in this lighting district. The necessary roadway lighting should compliment the pedestrian lights with either a graceful arm extending to hold a modified cobra head luminaire (Concept A) or the use of a decorative globe type luminaire (Concept B).
- *Lighting District #2* – This district contains Center Road and the remaining areas along Pearl Road -. To match the smaller scale roadway of Pearl Road, a decorative streetlight with a post top luminaire could provide adequate roadway lighting and add to the charm of the corridor. The post top luminaire should compliment the pedestrian lights proposed along Center Road in Lighting District #1



Concept A



Concept B



Lighting District 2 Concept

1.4 Improved street signage. Brunswick’s existing street signs, although unique, have several shortcomings. They present a dated appearance, some appear to be approaching the end of their design life, they are often difficult to read in low light and they are not visible to motorists considering the design speed of the corridors. Although it may be appropriate to replace all of Brunswick’s street signs in the near future, this need is particularly acute in the Corridors, where high traffic volumes create increased need for readily visible signs and where streetscape improvements have a particular potential to raise Brunswick’s public image. Brunswick’s new street signs should have the following characteristics:

- The sign blades should be constructed of a highly durable material with high reflectivity and should be easy to read. The sign blades could be blue in lieu of the standard green and white street signs, and could incorporate a City logo with distinctive design that can be clearly identified as belonging to Brunswick.
- Sign blades should be installed on ornamental posts, rather than the standard metal poles. The posts’ ornamentation should generally reflect the design characteristics of other streetscape elements. Elaborate designs are not necessary, but a simple bracket or finial on a decorative post will have a significant visual effect.

Street signs should also be installed on all traffic mast arms. These signs will need to be larger than the standard street signs, but they should have the same design characteristics.



Example ornamental street sign

2. Minimize the visual clutter of overhead utility services. Utility lines are a necessity of every community, and addressing the visual clutter of utility poles and overhead utility lines is a struggle that almost every community faces. Although the existing utility lines are unsightly and distract the viewer's attention from attractive attributes along Center and Pearl, the large number of lines, including regional transmission lines that are essential to areas beyond Brunswick, are such that attempting to place all of these lines in underground conduits would cost several million dollars. Given that these costs of placing these lines underground, the City and its utility providers can pursue the following initiatives in order to lessen the visual impact of these lines:

- *Remove unused lines.* It is possible that at least some of the existing lines have been abandoned and replaced with other lines. When services or technology are upgraded and new lines installed on the utility poles, utility providers do not generally remove the previous lines, but leave them in place. Arranging for utility providers to remove any unused lines may lessen the visual impact of the overhead lines.
- *Replace the lateral lines that cross Center Road to provide service to street lights on the opposite side of Center Road with underground conduits.* This can be done in conjunction with the replacement of street lights as part of the streetscape improvements. The majority of the services that cross Center Road are only used to provide electric power to individual street lights. With the recommended installation of decorative streetlights, the services to the lights can be installed underground. Doing so will eliminate the overhead services that currently cross the street and lessen the viewers' perception of overhead wires, since the wires crossing the street are in the direct view of motorists' as they are driving.
- *Move utility poles back from the sidewalk and roadway whenever possible.* One of the reasons why the overhead lines are so visible is because they are next to the public right of way and are not screened from drivers or pedestrians by any vegetation or other foreground distractions. Introducing trees and street lights in the immediate vicinity of the roadway and sidewalk will distract the eye from the utility lines and provide some screening of the utility lines due to the angle of view between the motorist and pedestrian at ground level and the high utility pole services.
- *Review alternatives to service properties along the south side of Center Road from side streets.* Currently the overhead utilities cross from the north to the south side of Center Road to provide services to the properties along the south curb line of Center Road. If the services can be brought to these structures from the side streets, then the overhead utility lines that cross the road can be eliminated, minimizing their visual impact on the Corridor.

3. Revise the City’s site development standards to support the desired characteristics of the Corridors as a whole and the Concept Areas. Specific recommendations regarding zoning techniques and methods are given in the following section and in Chapter 6. It is important to note, however, that the goal of these regulatory strategies is to meet the following urban design goals:

- Establish a physical environment that is of consistently high quality, with elements that provide visual continuity and elements that distinguish developments from each other.
- Create the physical environment necessary for enjoyable pedestrian movement.
- Provide as much effective landscaping as possible, and minimize the amount of paved surfaces.
- Develop good access management patterns and effective internal circulation patterns within individual properties and between adjoining properties

Although these urban design goals can be readily met in new construction, given appropriate regulations, it is also possible to meet these goals during the renovation of existing properties on the Corridors. The following two examples demonstrate concepts for the redevelopment of two existing Corridor buildings that would reinforce these urban design goals:

Concept 1 Center Road Building Renovation

Existing



Concept



Concept 2 Pearl Road Building Renovation

Existing

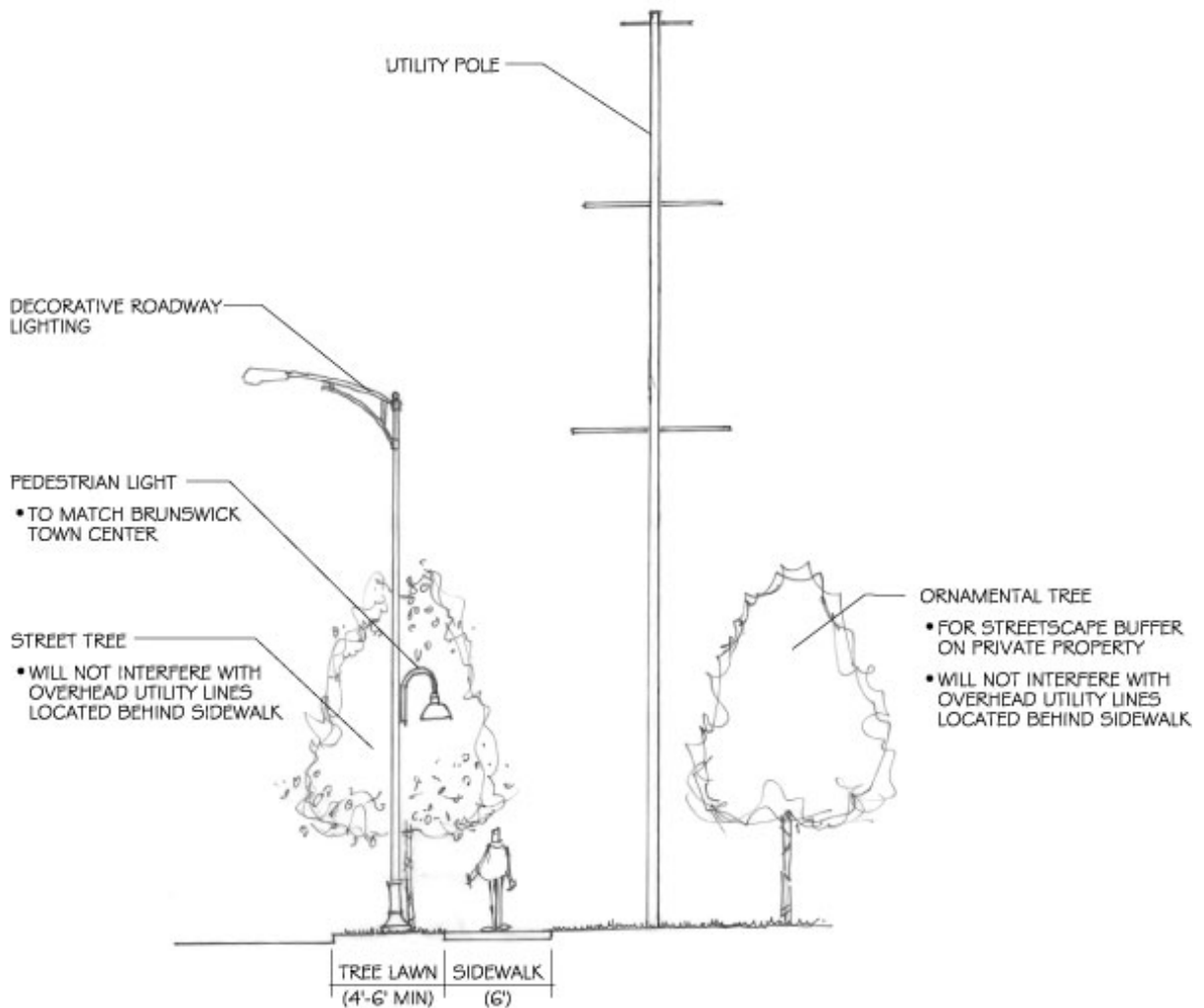


Concept

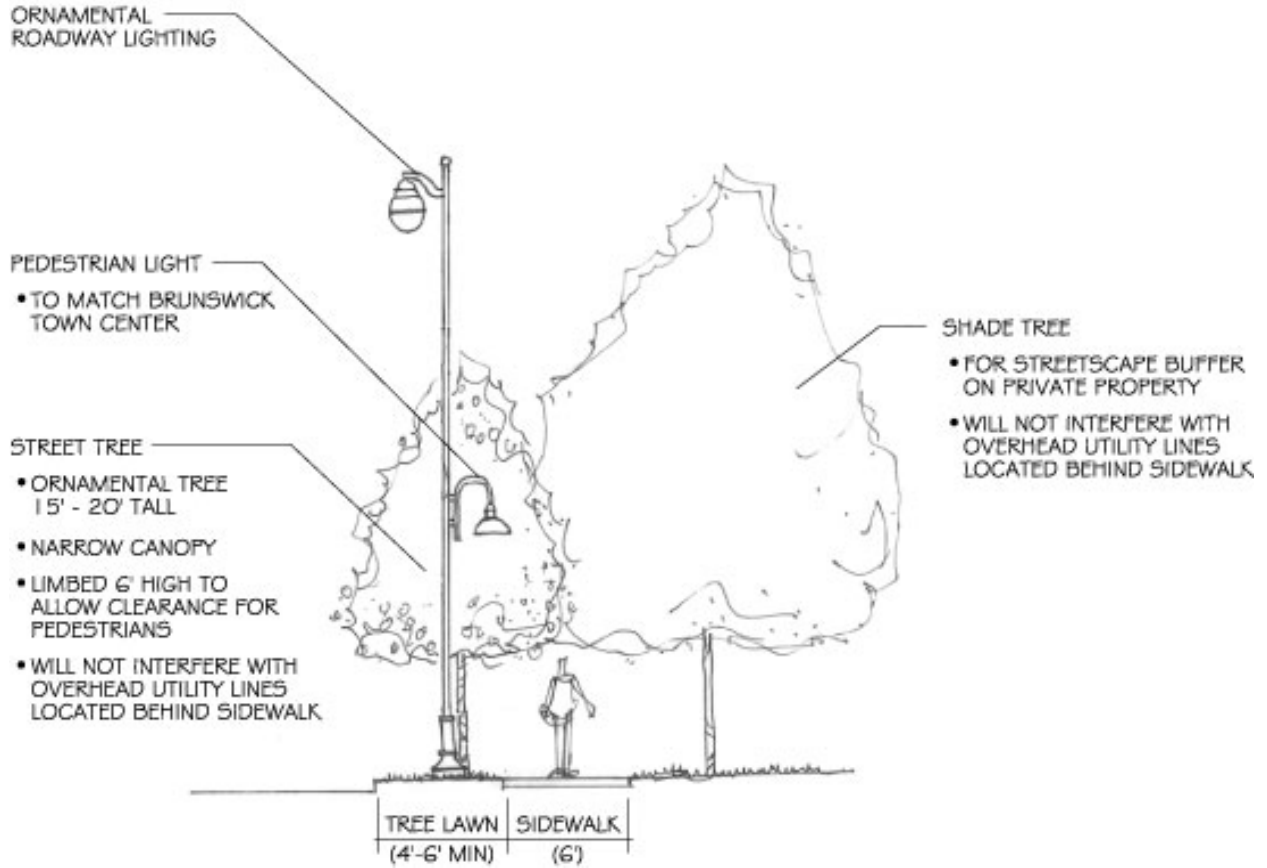


4. *Continuation of Street Tree program.* The City of Brunswick’s recent efforts to plant trees along Center Road have met with widespread approval, and the City should continue its tree planting program on a regular basis. Tree selection and location must be determined as part of the Streetscape Plan in order to ensure that the trees chosen have the right growth characteristics (mature height, canopy width, stress-resistance, etc.) to thrive in the streetscape environment. Determining tree selection and placement within the context of a streetscape plan will also help ensure that planted trees do not conflict with exiting overhead utilities, future street lights or other improvements. The following concepts demonstrate these principles.

Street Trees with Overhead Utility Lines



Street Tree Planting without Utility Line Conflicts



Zoning and Regulatory Strategies

Zoning and associated land use regulations provide the City's strongest tool for ensuring that the site design, physical function and appearance of the Corridor's properties reinforce the Vision and Goals for Pearl and Center roads. Well-designed and administered zoning controls will enhance the value of the Corridors' properties by giving potential developers and business owners the ability to build or reinvest in the confidence that neighboring developments will also reinforce their property value, and will result in a physical environment that attracts businesses and customers.

Current zoning controls adopted by the City regulate land uses, setbacks, structure height, signage, off-street parking, landscaping and screening. While these approaches are necessary for orderly growth in the City, they are the basics. More can be done through zoning to provide a mechanism to move the City to its desired Vision and Goals.

This section and Chapter 6 will investigate different strategies that the City should consider applying to lots within the Study Area in order to bring the Vision, Goals and Preferred Characteristics to fruition. Design controls and more stringent traditional zoning district strategies will be identified either through the modification of existing districts or regulations or through the creation of ideas that can be enforced through overlay, architectural or design review districts. It is important to note, however, that any recommended zoning changes will take effect on the development or redevelopment of property. Current uses and lots will be permitted to exist as they now do, unless a mechanism is drafted into the regulations that requires conformity to new regulations by a specific date (e.g. the amortization of signs). The development of a Design Guideline booklet with regulations and related graphics would also be a beneficial way to identify standards that the City desires along Center and Pearl roads.

Careful consideration, however, must be given to "over regulating." There should be a careful balance between what the City desires to see and what the private sector will accept. Many communities will take more of the "hands off" approach, only establishing the basic design and development guidelines while many others heavily regulate the character, design and development of a parcel. The City will need to determine where it wishes to fall between these two approaches before adopting any modification to the existing Zoning Code.

The majority of this Plan's zoning recommendations relate specifically to the differing characteristics of the Concept Areas identified in Chapter 5, and are presented in Chapter 6. The following recommendations include those ideas that will be relevant throughout the Corridors, although their implementation may vary depending on the specifics of the area in question.

- 1. Establish an overlay design review district with a series of subdistricts to specifically address the Corridors' physical appearance needs.** As the Existing Conditions analysis and the Vision and Goals process clearly identified, Brunswick's commercial corridors suffer

from a lack of consistency and quality of the physical appearances of a significant number of properties. Brunswick does have the authority to establish design standards and administer these standards through the zoning process.

Design standards must have sufficient flexibility to establish standards for development, but these standards must be able to be applied in a manner that is appropriate to the differing physical environments of the Pearl and Center corridors. Design standards can identify preferred types of façade materials, preferred colors, preferred roof line and eave characteristics, preferred siting and site design standards, and other items that go beyond traditional zoning to provide a higher standard of site development. Care must be taken not to over-regulate the appearance of the developments; wherever possible, a palette of design options, should be identified as acceptable. A palette approach will ensure that developers have some latitude to select options that fit their project best, and will avoid the risk of creating a district whose buildings are too uniform, creating a sterile environment.

The Overlay Design Review District should be administered by the existing Planning Commission, provided that they are given clear enabling and specific design guidelines from which to work. Although separate Architectural Review Boards are often established to administer design review regulations in high-intensity environments (such as historic districts), this approach is not well suited for Brunswick for several reasons:

- They operate in an environment where it is appropriate to regulate the treatment of architectural details in order to maintain the integrity of historic resources. Architectural Review Boards are particularly well-suited to locations where such details as the dimensions of window mullions and proposed brick cleaning methods are of high importance due to their potential impact on historic properties. Design review at this level of detail is neither needed nor desired for Pearl and Center roads.
- Architectural Review Boards generally lengthen the amount of time required to gain approval for a project. Since Architectural Review Boards of any type must meet at least once, and usually two or more times, to review and approve a project, requiring a project to gain the approval of the Architectural Review Board is likely to significantly increase the regulatory delay. In complex urban environments, where the details of architectural design can have a profound impact on the surrounding environment, this delay may be an acceptable cost of doing business. In the case of Pearl and Center roads, however, such a delay will be a disincentive to development.
- Architectural Review Boards require the appointment of a separate group of community volunteers, at least some of whom should have experience in architectural design and building construction. Most communities struggle to find persons willing to serve on existing municipal boards and commissions; establishing an architectural review board will increase that pressure. An architectural review board will also require additional allocation of City staff resources.

Given the level of design review being recommended for Pearl and Center roads, the existing Planning Commission will be fully capable of implementing it, providing that the Planning Commission becomes responsible for administering a well-crafted Overlay Design Review District that provides a clear structure, a palette of appropriate design options and well-defined but flexible criteria for the design review. The Planning Commission should find that the process of administering the Design Review Overlay District is fundamentally the same as administering any other element of the Zoning Code: the Commission should be responsible for determining whether or not the proposed improvement meets the standards of the code, and should make its ruling on the basis of those standards.

Both the Planning Commission and potential property developers would benefit from an illustrated Design Guidelines publication. This publication should summarize the District's requirements and design options, and should provide photographs or drawings of acceptable and unacceptable designs.

- 2. Remove incompatible land uses from the list of permitted or conditionally permitted land uses.** As noted in the Existing Conditions, the Pearl and Center roads corridors are covered by a small number of basic zoning districts that reflect the differences in lot size, physical character and current land use in these locations. In some locations, however, the existing zoning district permits land uses that may be incompatible with the uses identified in the Vision, Goals and Preferred Characteristics. An overlay district should be established to avoid permitting uses that are not compatible with the character desired for the district. Existing uses that are not represented by the revised permitted land uses will be subject to the requirements for the continuance of non-conforming land uses.
- 3. Strengthen the existing sign ordinance.** An overabundance of signs, particularly signs that are oversized for their location or that do not support the visual character of the surroundings, are one of the key reasons why commercial corridors are often perceived as visually cluttered. Conventional auto-oriented commercial signs also contribute to the perception of the "sameness" of a commercial strip by allowing them to be visually dominated by the same types of elements that are found in most other suburban commercial corridors. By lowering the permitted height of ground-mounted signs and requiring commercial signs to incorporate architectural elements of the site's buildings, Brunswick can simplify its visual environment and reinforce the unifying characteristics of the Corridors.
- 4. Reduce minimum parking requirements.** Like most commercial corridors, Pearl and Center roads actually suffer from an excess of parking. Not only is much of the corridors' parking unused throughout the year, but the abundance of unused parking is visually threatening to the passerby, especially to pedestrians. In addition, excess parking affects surface water runoff, reduces green spaces and artificially raises the temperature along the corridor. Typically, most off street parking areas on a national basis are less than 50% utilized a vast majority of the year since traditional parking requirements were based on the peak shopping days of the year.

Although new and existing developments will continue to need to provide adequate parking for their employees and customers, this Plan’s emphasis on encouraging pedestrian activity will make it more possible to make trips without a car and will slightly lessen the need for parking. Parking requirements should be designed to meet the actual parking needs of the development. The City can modify off-street parking requirements through the reduction of current parking requirements and the implementation of a maximum number of parking spaces.

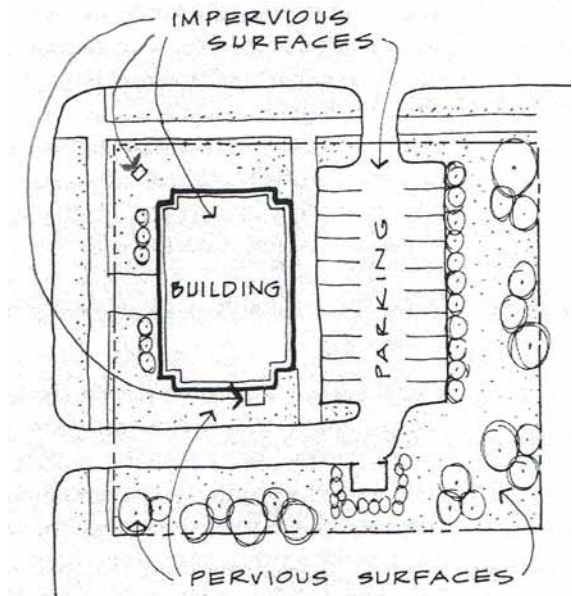
The City may also wish to implement a “maximum off street parking requirement” that establishes a limit to the number of parking spaces provided by a particular use. Maximum parking requirements can be structured so that the number of spaces over the minimum amount is an overall percentage above the minimum (e.g. the maximum number of off-street parking spaces shall not exceed the minimum required by twenty (20) percent) or simply a maximum parking ratio (e.g. Minimum is 6 spaces per 1,000 square feet. Maximum is 8 spaces per 1,000 square feet).

- 5. Incorporate access management requirements.** Access management requirements for new developments and substantial redevelopments will help balance the needs of pedestrians and motorists while improving the flow of traffic on the roadways and lessening the opportunities for traffic access. Access management techniques include:
 - Minimizing the number and width of curb cuts per property;
 - Constructing shared driveways for adjoining developments;
 - Creating cross-easements and lateral driveways to allow access between adjoining properties without entering the public right of way;
 - Developing common parking areas between adjoining properties.

- 6. Consider implementing an “impervious surface ratio” or “maximum lot coverage”** in each zoning district that will work to reduce the amount of the lot or parcel that is covered by an impervious surface (building footprint, sidewalk, patio, parking lot, driveway, etc.). This type of regulation serves several purposes, including reducing surface and storm water runoff, reducing the increase in temperature resulting from excessive paving, and providing green areas that are visually appealing. For example, an impervious surface ratio of .60 means that 60 percent of a lot may be covered by impervious surfaces, as identified in the graphic below:

While impervious surface ratios vary by community because of different community preferences and environments, the typical range most communities fall into are as follows:

- Residential - .10 for rural, large lot areas to .90 for smaller urban lots.
- Commercial - .40 for rural neighborhood related uses to 1.0 for urban areas in downtown areas.
- Industrial - .40 for campus style industrial uses to 1.0 for heavy manufacturing areas.



7. Other Recommendations

- Remove the 350 foot setback from commercially-developed frontage requirement for multi-family residential projects in the C-G district. Originally established to preserve the street frontage for commercial uses, this setback has become an obstacle because it eliminates a potential frontage use for which there is some demand. Multi-family uses are conditionally permitted uses in the C-G district and will continue to be reviewed as such. During that time, the appropriate setback will become a condition for approval, potentially working out a mixed use project with the developer.
- Limit the number of curb cuts for gasoline stations or service stations to one per street frontage. Gasoline service stations have a tendency to establish two or more large curb cuts on each street frontage for the greatest access to their property. This often results in an uncontrolled traffic access environment presenting safety issues. Also consider requiring a minimum distance between gasoline stations to relieve traffic congestion. Gasoline stations now incorporate several traffic generators (fast food, car wash, convenience store) that cause traffic congestion at peak periods. To relieve this congestion from one location, a reasonable minimum spacing requirement is recommended.
- Develop a system of minimum permitted distances between gas stations in each Concept Area. Gas stations placed in close proximity to each other create hazards for pedestrians and will detract from the pedestrian-friendly character desired for the Corridors. High concentration of gas stations is particularly hazardous to pedestrians because of the required curb cuts, the multiple uses found in contemporary gas stations (convenience stores, restaurants, car washes, etc.), and the higher volumes of traffic generated by these expanded uses. Appropriate distances will be developed on the basis of a detailed analysis of the traffic patterns, site characteristics and desired character in each location.

- Consider limiting window signage. Businesses seek to get the most advertising possible. The City seeks to fairly limit the amount of signage for safety and aesthetics issues. Therefore, business will post signage in the windows to increase the amount of signage that they can have. Consider limiting the amount of window signage to 25% of the total area of the windows facing a public right-of-way. This will reduce visual clutter and permit law enforcement to visually observe the interior of retail establishments from the street or parking lot.
- The following comments have been made upon review of Chapter 1282 – Landscaping and Screening. Items in a grey highlight are recommended additions to the current language. Items in *italics* are the rationale behind the recommended modification.
 - 1282.04 (b) (3) – Shrubs and hedges shall be at least 36 inches in height at the time of planting, when plant material is used for screening.
 - 1282.04 (b) (5) – **Mulch**. Mulch shall be shredded hardwood mulch installed 3” depth. Rock or shredded rubber shall not be used to mulch landscape beds. Mulch beds shall be delineated on the landscape plans. *Rock mulch can be visually harsh and not support plant material.*
 - 1282.04 (c) (1)- [Mounds] The maximum side slope shall be 3 feet horizontal to one foot vertical (3:1). *An Increase from 4:1 to allow for a mound to be constructed in less space.*
 - 1282.04 (c) (1)- [Mounds] No part of any mound ...more than 18”...shall be located within 10 feet of any...property line. *If there are no drainage issues to permit a mound to be closer to a property line the 10 feet setback should be eliminated. This requirement with the 4:1 maximum slope requirement for mounds would require 36’ for a 3’ high mound.*
 - 1282.05 (b) – EITHER: 50’ wide, 6’ tall mound...*A 6’ mound will require 48’-50’ in width based upon the current code. The code currently states that a 40’ wide 6’ mound should be installed.*
 - 1282.05 (g) – EITHER: trees from List A, 25’ to 35’ on-center with a row of shrubs, planted 3’ to 4’ on center, from List D or E.: OR Trees from List B, ...row of shrubs, planted 3’ to 4’ on center, from List D or E... *Identify the spacing for row of shrubs to be 3’ to 4’ on center. No spacing is currently identified.*
 - 1282.05 (h) – Modify interior landscape requirements to simplify requirements such as:



- Every parking space shall be within 100 feet of perimeter landscaping or interior landscaped islands (foundation plantings for a structure do not apply to perimeter landscaping)

- Parking bays shall have landscape islands at the end of each bay.

Chapter 5: The Concept Areas

Since different parts of the Corridors have different characteristics and will continue to do so in the future, we may expect that different portions of the Corridors will have different future design, regulatory and economic development needs. These Concept Areas will provide a framework that will help us understand the similarities and differences between various segments of the Corridors.

The Concept Areas do not follow specific parcel lines, and they overlap in order to indicate that boundaries between Concept Areas are not firm. These Concept Areas should not be interpreted as indicating that the Corridors Plan will provide recommendations for areas outside of the Study Area boundaries.

It should be noted that the Concept Areas recommendations are only one dimension of the Plan. The Corridors Plan will also include unifying elements, which are necessary to ensure that the future environment does not consist of disjointed locations that have no visual or functional relationship to each other. The future Corridors must project an identity of Brunswick as a whole; the Concept Areas will help determine how those unifying elements are carried out in each physical setting.

Figure 12 identifies six different types of Concept Areas. The characteristics and primary planning ideas for these areas are outlined below.

- **Destination Centers.** These two areas have strong central focal points – the Brunswick Lakes development (particularly the park and the Main Street area), and the existing improvements at the intersection of Pearl and Center roads. Although these two areas differ in the size and level of intensity of their destinations, each of these areas can draw upon the distinctive identity that their focal points provide to create a unique, exciting environment.

Destination Centers should support businesses, services, and cultural and social activities that complement each other and create a multi-faceted experience. People will come to the Destination Centers for the total experience that they offer, and that experience will include the businesses, the activities and the physical environment. In the Destination Centers, development, site design and urban design will reinforce this focus by providing a high level of visual and functional continuity and by arranging developments and travelways in a manner that reinforces the pedestrian experience. The Destinations Centers will receive the most intensive physical improvements and the highest level of design scrutiny because they will set the tone for the rest of the Corridors.

Although both of these Concept Areas have the same general characteristics, these two areas are not in competition with each other. Instead, the design and redevelopment of

each area must be scaled appropriately to its role in the local economic and social/cultural environment. Each Destination Center will fulfill a different niche in the market for local destination experiences.

It is expected that the Brunswick Lakes Destination Center will function as a large-scale regional destination that draws from a wide area and hosts major civic and cultural events, while the Pearl/Center Destination Center will function as a smaller-scale focal point with a more locally-oriented selection of destinations and occasionally hosts small events. The Destination Center's size reflects the distance that cohesive pedestrian amenities could link within the Destination Centers, considering the scale of the area and the existence or potential for linkages into the community.

- **Future Destination Center.** This Concept Area represents a location that has the potential to function as a third Destination Center, if existing undeveloped or underutilized properties are redeveloped in a manner that creates a Destination Center. This Concept Area has available land, outstanding natural characteristics, a relatively compact environment and at least one existing business that is a regional institution. Future development in this Concept Area will incorporate the area's natural features into pedestrian-friendly, mixed-use developments that create a value-added experience for nearby residents, Concept Area employees and visitors. This Future Destination Center will also occupy a different niche than the Pearl/Center and Brunswick Lakes Destination Centers. An effective niche may include a mix of office development, services and dining oriented to office employees and nearby residents in an environment that is at a lower scale of intensity and more dominated by green space than the other two Destination Areas.
- **Mixed Use Redevelopment.** These two Concept Areas are located along Pearl Road to the north and south of the Pearl/Center Destination Center. These areas will build upon the identity provided by the Pearl/Center Destination Center by providing an array of locally-oriented businesses and services in an attractive and comfortable environment. The level of activity should gradually build in each Concept Area toward the Pearl/Center Destination Center. These areas can also provide attractive residential opportunities for Brunswick area residents who want to live in close proximity to retail and services, including senior citizens.

Although primary access to most of these locations will be by automobile, the design of developments and the connections between them will provide a pedestrian scale that encourages walking and informal interaction. Streetscape and development patterns in these Concept Areas will direct users of this area toward the Pearl/Center intersection, and will reinforce their role in the larger Brunswick environment. Urban design and site amenities will be slightly less intensive in this area than in the Destination Centers, and will be designed to be "read" more easily by motorists.

- **Small Business Centers.** These two Concept Areas indicate locations where the length of the corridor and the configuration of parcel sizes and frontages make it likely that auto-oriented land uses will continue to predominate. These locations provide excellent opportunities for small businesses of all types, including professional and personal services, offices, and certain types of retail specializations that will reinforce Brunswick's strong entrepreneurial base. These areas must present a clean, attractive appearance that includes unifying elements that tie these areas visually to the surrounding Concept Areas.

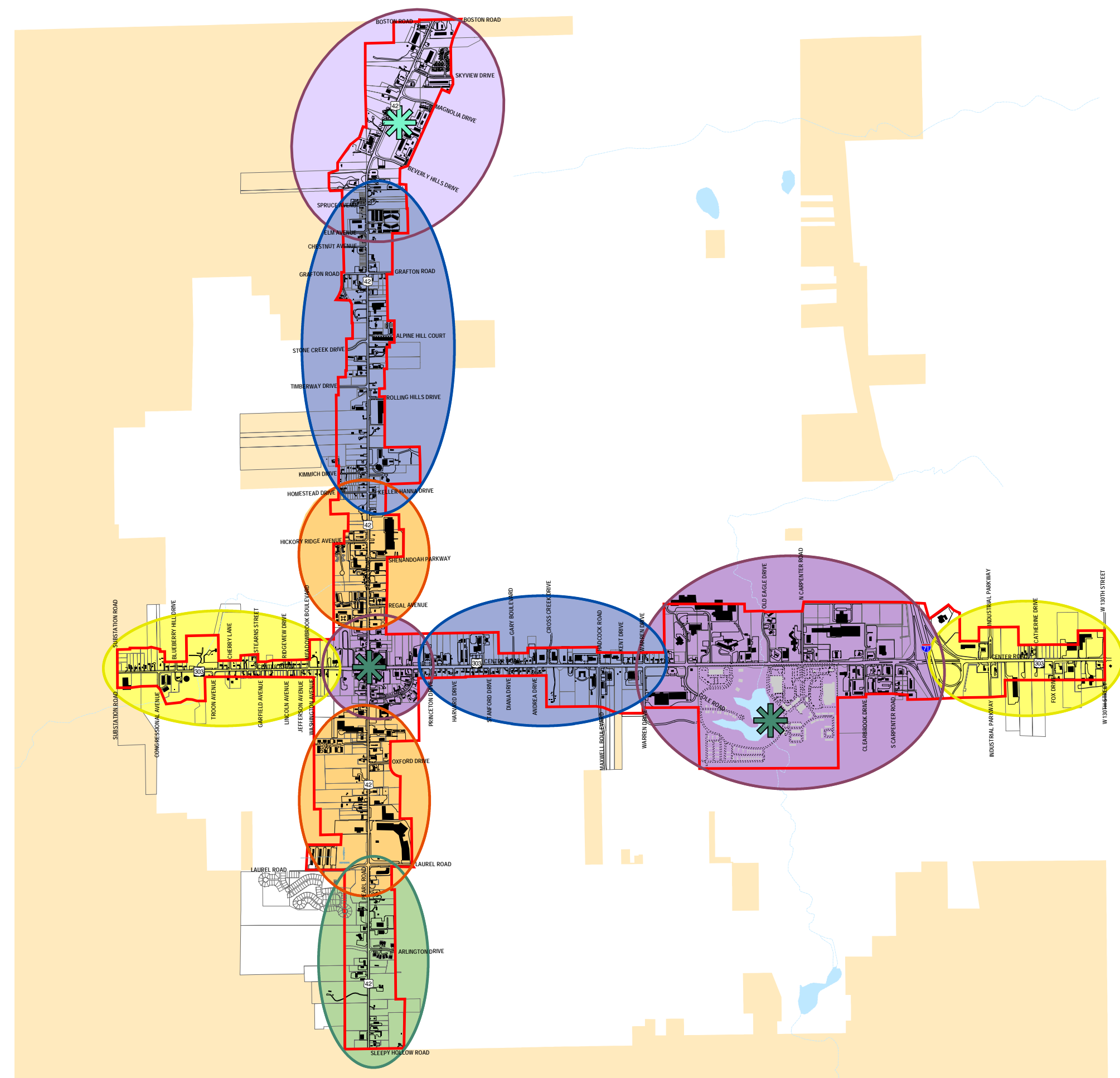
Urban design in these locations will be primarily oriented toward communicating to motorists Brunswick's unique character. Although the parcel sizes and lengths of these Concept Areas make it likely that most access to businesses will continue to be by automobile, the pedestrian experience will be supported to the greatest extent possible. Vehicle access management techniques will be employed in order to make the environment as safe and pleasant as possible for both pedestrians and motorists.

- **Gateway Transitions.** These two Concept Areas have different land uses, but similar characteristics and needs in terms of their relationships to the Corridors. Corridor frontage in both Gateway Transition areas will present an attractive appearance that enhances the value of the area and provides a logical transition from outlying areas into the more intensive portions of the Corridors. Gateway Transition Concept Areas will receive streetscape treatments and urban design amenities that are scaled to support and enhance the existing land uses and draw residents, employees and travelers in these areas into the more intensive portions of the Corridors.
- **Rural Gateway Transition.** This Concept Area has some general similarities to the Gateway Transition Concept Area, but is expected to experience a wider range of development types over the period of this Plan. Although some of the northern and eastern parcels in this area may be expected to redevelop at a scale more in keeping with the Mixed Use Redevelopment Area to the north, little redevelopment is expected to occur in the southern and western portion of the Concept Area as a result of infrastructure limitations. Additionally, this portion of the Corridor adjoins an area that is more rural in character than any of the other Gateway areas, and these areas are also not likely to develop without significant infrastructure investment. Recommendations for this Concept Area must accommodate new growth while reinforcing the Concept Area's natural character and providing an effective transition strategy between the rural and urban areas to the south and north.

Figure 12 – concept types

PEARL & CENTER ROAD CORRIDOR PLAN

CITY OF BRUNSWICK
O H I O



Legend

- Study Area
 - Rivers and Lakes
 - Streams
 - Brunswick Hills Township
 - ✱ Focal Point
 - ✱ Future Focal Point
- ### Concept Areas
- Destination Center
 - Future Destination Center
 - Mixed Use Redevelopment
 - Small Business Center
 - Gateway Transition
 - Rural Transition

Figure 12
Concept Areas

1,000 500 0 1,000 2,000 Feet
March 30, 2004

Chapter 6: Concept Area Strategies

Brunswick Lakes Destination Center

This area extends beyond the Brunswick Town Center, and incorporates the entire area that will be directly influenced by the success of the Town Center development. Redevelopments in this area will be dominated by larger footprint, regionally- or nationally-known businesses, and the types of businesses and design of these properties should reflect the pedestrian-friendly, mixed use characteristics of the Brunswick Town Center.

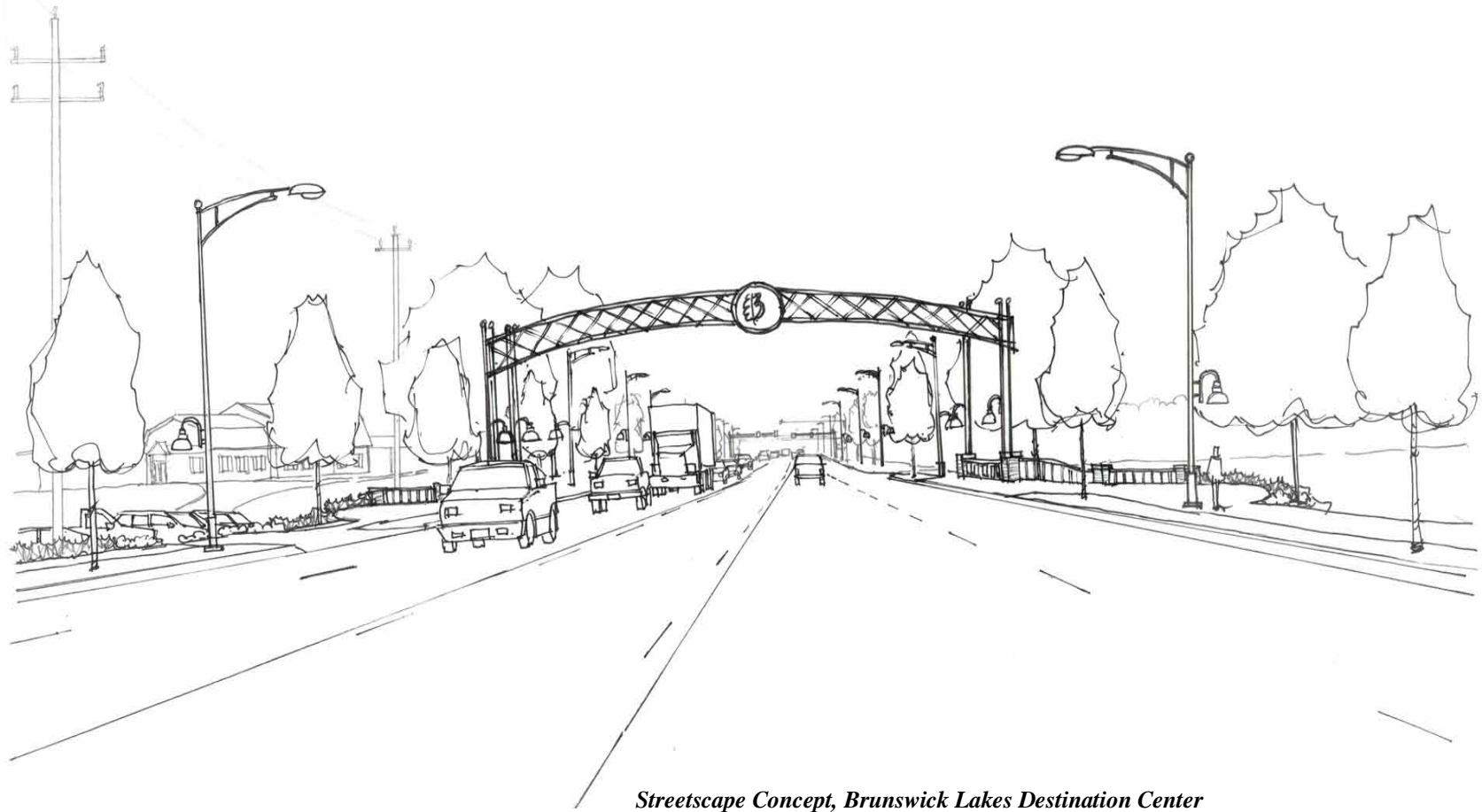
Economic Development

- *Pursue elective and aggressive recruitment of unique national/regional names.* This area represents Brunswick's best remaining opportunity after the Brunswick Lakes property to attract high-quality, long-lasting businesses that will reinforce Brunswick's economic structure and reputation for years to come. Brunswick should play a strong role in identifying and recruiting businesses that will reinforce its Vision. Since the majority of property in this Concept Area is privately owned, the City's role will be as a partner and facilitator. The City can identify and contact potential businesses, channel potential businesses to the property managers, and provide additional follow-up to ensure that if a desirable business is not accommodated in one development, the business is made aware of other opportunities. In situations where existing agreement prevent certain types of businesses from entering a space for a certain period of time, the City should make proactive efforts to identify and recruit compatible potential tenants. Although there may be an understandable tendency to assume that the property owner should be responsible for recruiting its own tenants, it is in the best interest of the City and the Corridors' other business interests to ensure that spaces are occupied by businesses that reinforce the Vision for the Corridor. It will also be necessary to support the recruitment of high quality businesses if the property is to maintain enough value to justify eventual redevelopment.
- *Consider strategic land-banking.* The Brunswick Lakes Destination Center is one location where the City or CIC may wish to acquire some strategic parcels. The purpose of land acquisition in this concept area will be primarily to maintain some measure of control over the future development of the area: as a property owner, the City or CIC will be able to choose the conditions under which the property becomes available for development. *Make targeted use of incentives.* Due to the size and complexity of the existing and future properties in this location, ensuring parity with other communities in the provision of incentives will be essential. This is also a location where TIF funding of infrastructure enhancements may also be necessary. Other incentives may also be offered in this location. However, all incentives must be conditioned on the development of businesses, sites and buildings that reinforce the Vision for the Concept Area, and the characteristics expected should be spelled out in the incentive agreement. As with zoning, care must be taken to ensure that the strings attached to the incentive are appropriate and not overly cumbersome, but the City must ensure that its incentive dollars will advance its goals.

Urban Design

The streetscape concept below illustrates potential improvements along Center Road in this Concept Area. This design shows Center Road looking west from approximately the location of the Plum Creek crossing of Center Road near Old Eagle Drive. This concept demonstrates several key elements of any successful Center Road Streetscape design:

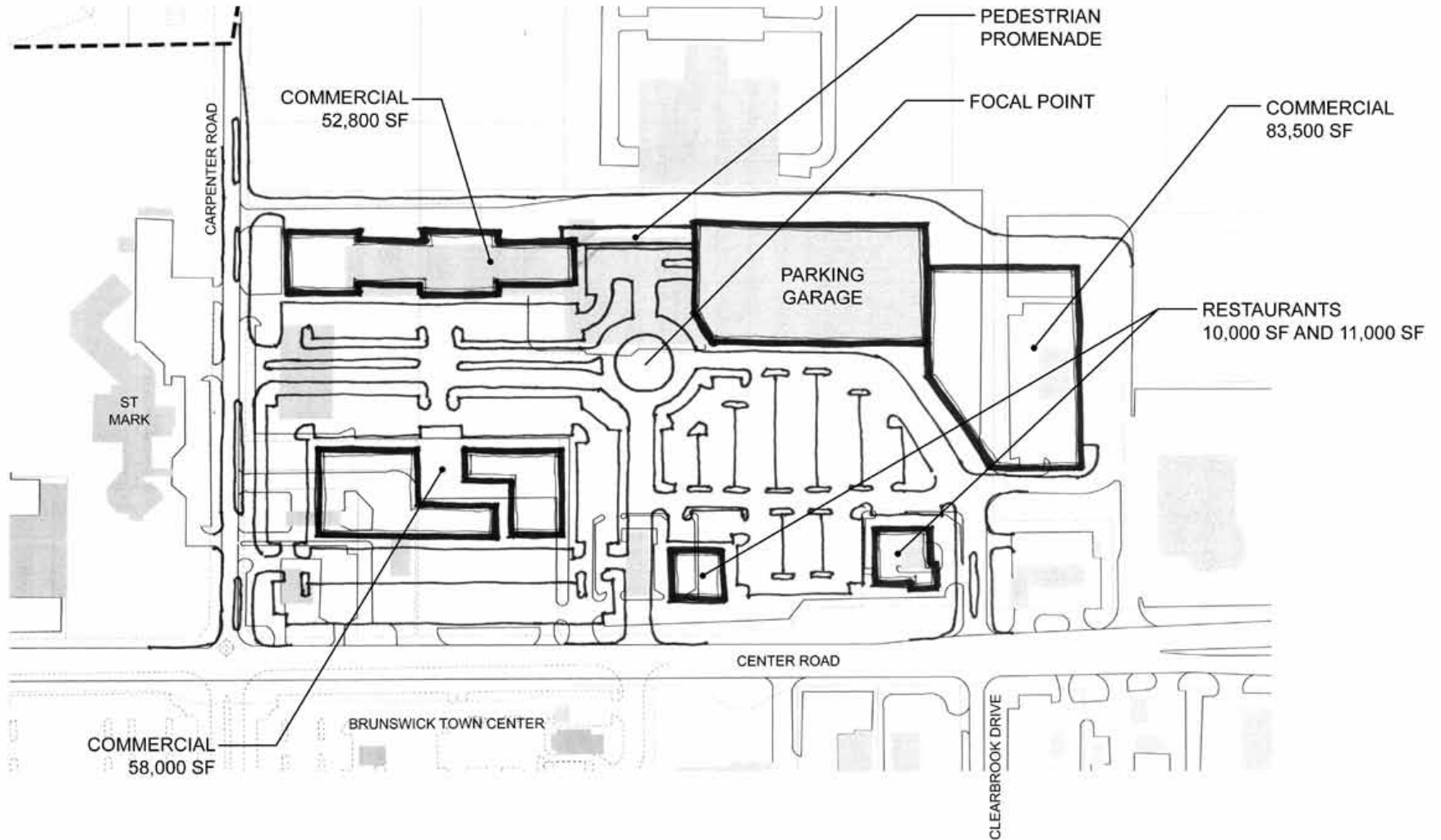
- An ornamental arch has been incorporated as a gateway marker to reinforce the perception of Brunswick as a unique location and to provide a landmark reflecting the activity and energy found in this vicinity.
- Utilities are not buried, but the utility poles have been moved back from the curb line.
- Lighting has been provided for both pedestrians and motorists that compliment the lights used in the Brunswick Town Center. The streetlight poles are located in the tree lawn behind the curb.
- Sidewalks have been improved and widened as much as possible, and other pedestrian amenities, such as benches, have been provided at logical locations. The location of the ornamental arch could also accommodate a pedestrian bridge, although the location of a pedestrian bridge would not be optimal for encouraging visitors to walk between developments.
- The arch is aligned with a pedestrian trail, which is identified in the 1995 Development Plan Update. This trail is proposed to connect the adjoining neighborhoods with Center Road and Brunswick Town Center. The concept shows an access point from pedestrian plazas on the both sides of the road that connect with the sidewalk along Center Road and the proposed trail following Plum Creek. Once the trail is developed, a pedestrian actuated signal may be considered in this location.



Streetscape Concept, Brunswick Lakes Destination Center

The following concept plan illustrates a potential redevelopment of the Kmart Plaza site on the north side of Center Road. The concept demonstrates several key elements of large redevelopments in the Brunswick Lakes Destination Center, including:

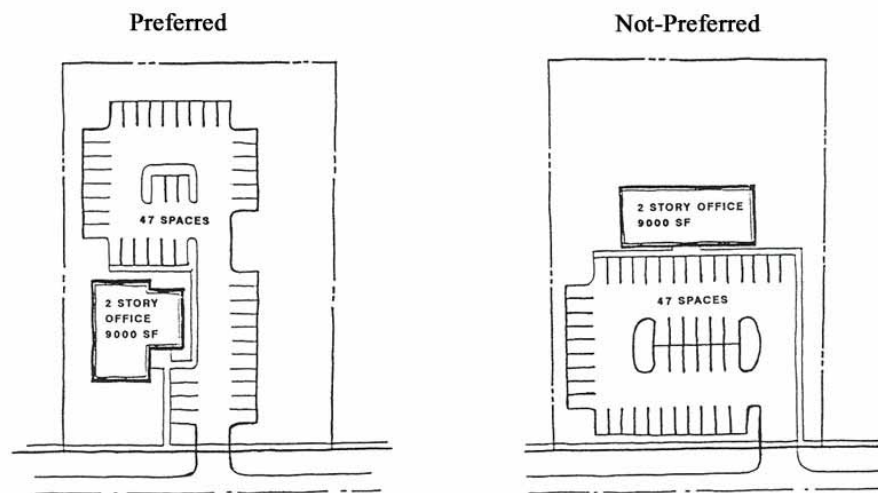
- Design strategies for accommodating larger building footprints, such as might be appropriate for “Big Box” developments, within a development that maintains a distinctive identity. The large building footprints are mixed with smaller spaces to provide a range of visual treatments, and the façade of the larger building will be broken into smaller planes. False-façade treatments should be avoided in favor of simple variation in materials and breaking the plane of the façade. *An emphasis on developing an effective circulation pattern within the site.* By limiting the amount of surface parking required, the buildings are brought into closer proximity with each other, making it easier and more appealing to walk between destinations. Surface parking is also broken up by providing pedestrian refuges and landscaped islands, two strategies that not only lessen the opportunities for pedestrian-vehicular conflicts, but also soften the visual appearance of the large parking lot and break up the expanse of pavement into smaller, less visually jarring spaces. This circulation pattern also provides opportunities for outdoor seating near several of the smaller buildings, which could house bookstores, cafes or restaurants.



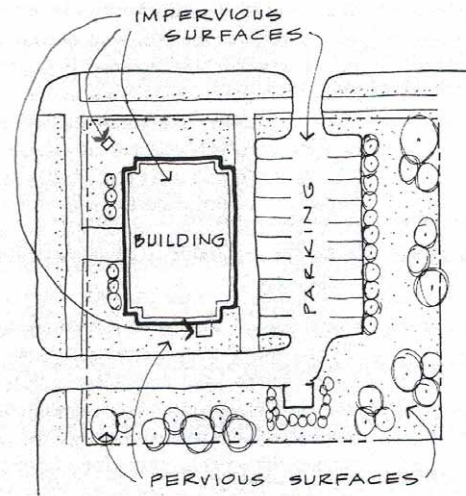
Redevelopment Concept, Existing Kmart Plaza

Zoning

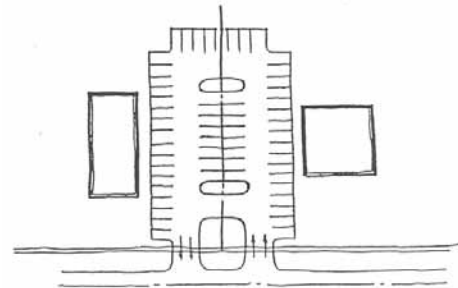
- Remove the following incompatible land uses from the Brunswick Lakes Destination Center, which are permitted or conditionally permitted in the C-G District: cemeteries, bed and breakfast establishments, multi-family dwellings. This is possible through the application of an overlay district so that the C-G District is not modified elsewhere in the City.
- Require building façade materials that are compatible with or, as a minimum, complementary to the developing Brunswick Town Center project on the south side of Center Road. Brick and similar color schemes are recommended.
- Individual building footprints and massing should not be any larger than what was approved as part of the Brunswick Town Center project. Building orientation should require that the façade of the building closest to Center Road is parallel to Center Road.
- Require that large buildings vary the depth and/or direction of the façade wall facing the street.
- Require that all sides of a building or structure that are visible from the public right-of-way be finished in a similar fashion to the front façade.
- Most off-street parking remains unused throughout the year. Modify off-street parking requirements through the reduction of current parking requirements and the implementation of a maximum number of parking spaces. A recommended parking requirement for non-residential uses is a minimum of 3 spaces per 1,000 square feet with a maximum not to exceed 25% of the minimum required, unless a variance is requested. Another option would be to mirror the reduced/collective parking requirements of the SPD-2 for the Brunswick Lakes Property.
- Parking should be required to be dispersed as much as possible with respect to the front, rear and sides of the site.



- Incorporate an impervious surface ratio (I.S.R.) or maximum surface coverage to reduce the amount of paved and covered areas throughout this area. I.S.R.'s are a better way of assuring the preservation of green areas on a property beyond simply establishing required yards. I.S.R.'s will help to promote green areas and reduce surface water runoff on private property. A recommended maximum surface coverage for this district is 85-90%.

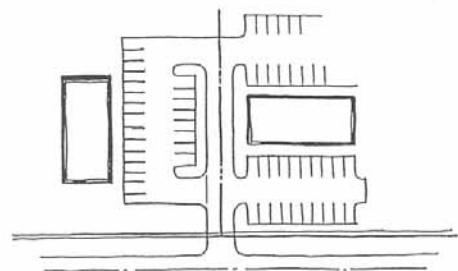


Considered Shared Parking

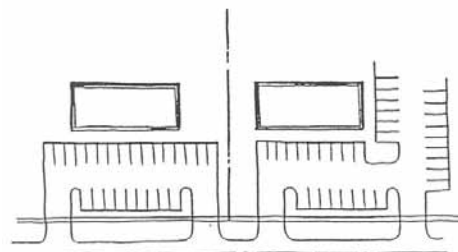


- Incorporate access management within this Concept area. Require all new development and substantial redevelopment (additions to existing structures that increase the existing square footage of the structure by 50%) to eliminate multiple curb cuts and work to establish cross easements or create service drives where applicable.

Considered Shared Access



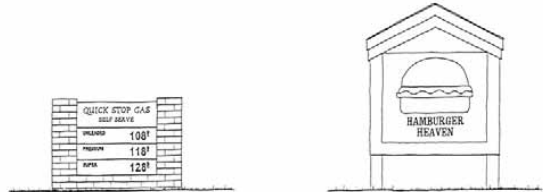
Avoid Separate Parking and Access



In an effort to promote “monument signs” as identified in the vision and goals, reduce the freestanding sign height requirement in the C-G district from the existing twenty (20) foot requirement. Eight (8) feet is recommended. The overall permitted square footage of the freestanding monument signage can remain the same.

- Require signage to utilize building materials, styles and colors that are similar to or complement the principal building(s) on the lot.

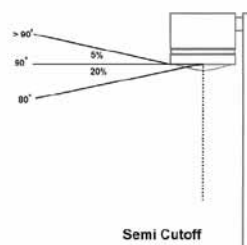
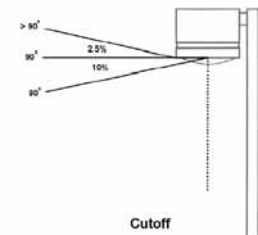
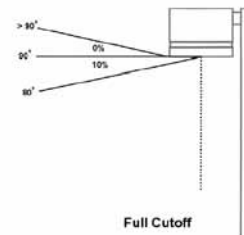
Sign Materials and Style Which Reflect Building Architecture



Sign Materials and Style Which Conflict with Building Architecture



- Continue to require *full* cut-off fixtures as per the City of Brunswick Regulations in all areas of the corridors. Land uses with canopies shall contain fully shielded bulbs or recessed fixtures that are not visible from the right-of-way or surrounding residential properties. The graphic below identifies the difference between full cutoff, cutoff, semi cutoff and no cutoff.



Pearl and Center Destination Center

Despite the development of the Brunswick Town Center and surrounding properties, the intersection of Pearl and Center roads will continue to function as a destination center for Brunswick. For this destination center, however, the symbolic role as the historic center of the community is likely to be more important than the role it will play in the local economy, given that approximately half of the property in the vicinity of this intersection is used for non-commercial purposes. As a result, development in this Destination Center must be appropriate to the scale of its surroundings, and must reinforce this Destination Center's ability to indicate that Brunswick has a history that extends past 1950.

Economic Development

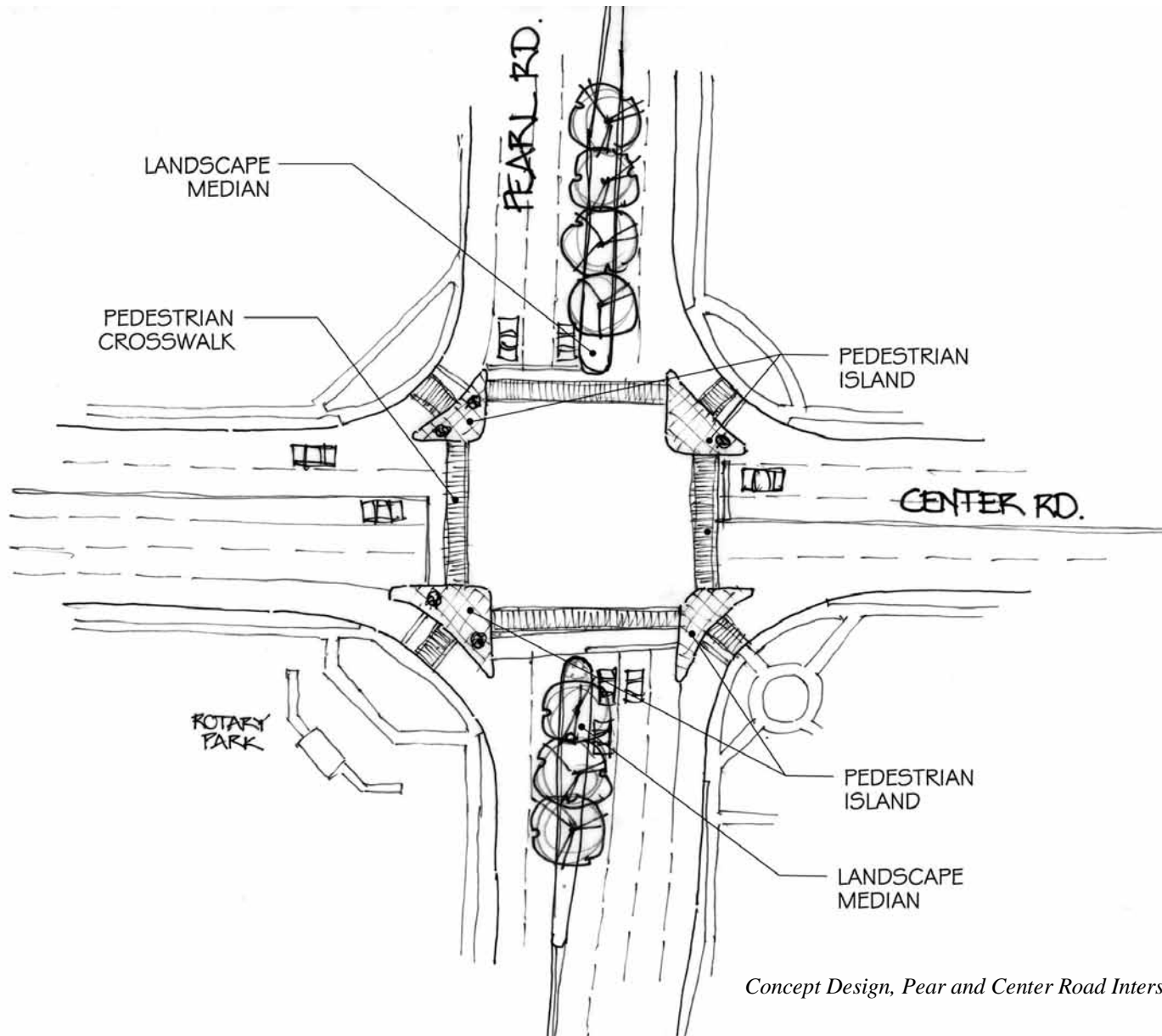
Appropriate and successful businesses in this Destination Area will respect and reinforce its character. Given the small amount of property available in this location and its high visibility, small offices and niche retail that draws from a wide area will be best suited to this location.

- *Seek out and recruit developers and building rehabilitators who are interested in working in this scale.* Since most people who specialize in development in historic centers will probably not think of Brunswick as a potential project site, it may be necessary to seek out these persons and introduce them to potential properties in Brunswick. Finding potential developers and rehabilitators will require some research, but determining who has been working in Medina, Peninsula, Richfield Township and similar locations may be a good place to start. A complimentary approach would be to identify persons who have rehabilitated or built buildings in these communities and may be looking for an opportunity to expand. Brunswick may appear particularly appealing to developers, building rehabilitators and small business owners who have been operating in more well-known "historic" locations because property costs on Pearl Road may be less expensive than in those locations.
- *Emphasize rehabilitating older buildings over new construction, where feasible, to maintain the Destination Center's unique appearance within the Brunswick area market.* The small collection of older buildings in this Destination Center will be vital to maintaining the perception of this area as Brunswick's historic center. Although these buildings may be ineligible for historic preservation designations and incentives, the City should use its powers to provide incentives and facilitate regulatory approvals to support the preservation of the existing older buildings in this area. Technical resources available from Heritage Ohio, Inc and the Ohio State Historical Society can also help to identify cost-effective strategies for building renovation if demolition is threatened.

Urban Design

The following concept design illustrates several key elements of a successful design for this intersection:

- All urban design improvements at this intersection must build on the success of the Rotarian Park and the United Methodist Church. Wherever possible, improvements to these sites and the pocket park adjoining the church should be incorporated into the design.
- Installing pedestrian islands will minimize the potential conflict area for pedestrians and vehicles at the corners of the Pearl and Center intersection. These islands should be raised and incorporate landscaping while providing space for individuals to stand and wait for the opportunity to cross. The construction of medians between opposing vehicular traffic would also provide a safety zone for pedestrians that are not able to cross the width of the street through a single pedestrian walk cycle. Pedestrian signal poles would be installed in the medians so the stranded pedestrian could actuate the walk signal. The medians should also incorporate landscaping. Landscaped medians will also make the roadway appear less imposing due to its unusual width, and will further emphasize the visual importance of this intersection.
- The City must evaluate the sight distances at the Pearl and Center roads intersection and eliminate any safety concerns for pedestrians and vehicles. Coordination with the Ohio Department of Transportation (ODOT) will be necessary if any improvements are needed.
- As in the Brunswick Lakes Destination Center, pedestrian scale street lighting and pedestrian amenities, including improved sidewalks, will be vital to ensuring that the area functions for pedestrians and presents a pedestrian-friendly appearance. Pedestrian improvements should be approximately as intensive in this location as in the Brunswick Lakes Destination Center, despite the fact that fewer pedestrians may use this location simply because of the smaller number of destinations. The close proximity of buildings in this location to each other makes walking more natural between businesses and will become a significant draw for this area. The combination of pedestrian-scale buildings and wide roadways will make pedestrian improvements even more important, both to reinforce the character of the buildings and expand on the current character found at the Rotarian Park and the United Methodist Church.

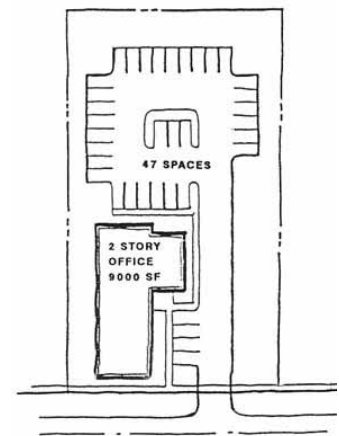


Concept Design, Pear and Center Road Intersection Improvements

Zoning

Zoning recommendations for this Concept Area are designed to reinforce the existing building size and character of properties in this location and to facilitate the pedestrian experience while maintaining full automotive access. Consolidated driveways and parking, particularly at the rear of buildings, will be particularly vital in this Concept Area.

- Remove the following incompatible land uses from the Pearl/Center Destination Center, which are permitted or conditionally permitted in the C-G District: cemeteries, privately owned recreational facilities, convalescent care facility, automobile filling stations, automobile repair, new vehicle sales and building materials, lumber or garden sales. This is possible through the application of an overlay district, so that the C-G District is not modified elsewhere in the City.
- Require that building façade materials are red brick or, as a minimum, compatible with the overall character of the existing development at the intersection. Metal, vinyl, glass occupying more than 60% of a façade, stucco and other similar materials are not desirable.
- Individual building footprints and massing should not be any larger than the oldest historic buildings in this Destination Center area.
- Require that all building orientations have frontage on, and be parallel to, Center or Pearl Road. Buildings located at the corners of the intersection shall be oriented so that the buildings front on both Center and Pearl roads. Pedestrian entrances shall be visible from the road.
- Require that all sides of buildings and structures that are visible from the public right-of-way be finished in a similar fashion to the front façade(s).
- Require parking to the side and rear of newly developed and redeveloped properties. A majority of the off-street parking area shall be located to the rear of the buildings in this area.
- Limit signage in this area to wall mounted or projecting signage and require signage to utilize similar building materials, styles and colors that are similar to or complement the principal building(s) on the lot.
- Establish requirements that prohibit drive through facilities in this area.



Future Destination Center

This location will need careful attention in order to reach its potential. The opportunity for fostering a group of high-quality developments that will anchor northern Pearl Road will depend to a great extent on recruiting an appropriate developers and maintaining appropriate regulations. The concept for this Future Destination Center is a series of small-footprint buildings in a setting that balances the needs of pedestrians and vehicles and provides an integrated mix of service, office and retail spaces.

Economic Development

- *Quality development in this location will be impossible without a CEDA, JEDD or other cooperative agreement that establishes the same development standards for all properties in this Concept Area.* Prospective developers and tenants will be unwilling to invest in this area unless they have confidence that adjoining properties will be constructed and maintained to a similar level.
- *Business recruitment strategies should focus on a mix of businesses that focuses more on offices than on retail.* Effective office uses for this location will include businesses that deliver regional services, such as consulting and engineering firms that do not require high traffic volumes, want a suburban location with amenities for their employees, and need convenient access to the regional transportation network. Restaurants and other food providers will be very appropriate in this location, while retail should be provided sparingly.
- *The City may find it useful to recruit a master developer for the project shown in the concept design below.* The quality and vibrancy of this development will play an essential role in creating a Destination Center in this area.
- The Future Destination Center is an area where carefully targeted incentives may prove particularly valuable due to the perception of moderate risk that may be attached to the first few projects in this area.

Urban Design

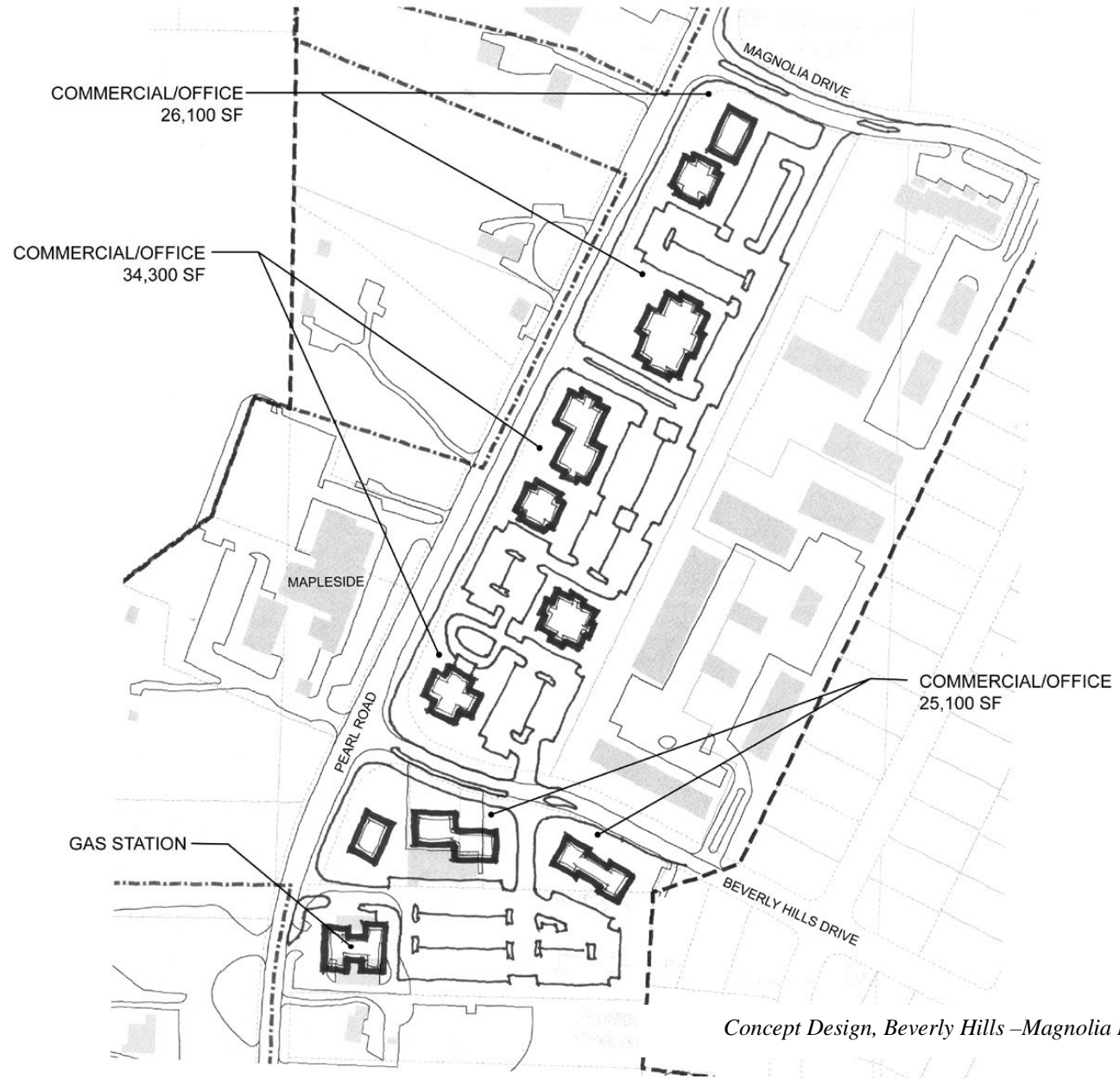
This concept presents a development plan for an undeveloped portion of the Future Destination Center Concept Area between Beverly Hills Drive and Magnolia Drive and demonstrates many of the design characteristics that should be found throughout this Concept Area. These include:

- Pedestrian-scale development, most notably in the footprint size and convenient placement of adjoining buildings.
- Parking areas that are broken up by building massing and location, creating a less intimidating space for pedestrians
- Sidewalks and outdoor plaza/seating areas located throughout the development. Developments should provide internal sidewalks that tie into the street sidewalk system.

- Incorporating open lawn and landscape areas along the street frontage and within the parking areas;
- Interconnecting the separate parking areas without providing a defined through roadway to lessen the movement of faster through traffic in the vicinity of the buildings; and
- A large landscape buffer that screens the development from the adjoining residential property and compliments the existing residential open green space.

Public improvements in the Future Destination Center must include the following elements:

- Improve the roadway infrastructure, including curbing, pavement and storm drainage systems; and
- Construct sidewalks along both sides of the roadway.

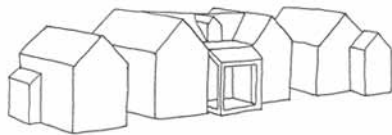


Concept Design, Beverly Hills –Magnolia Drive Area

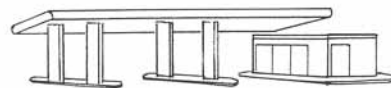
Zoning

- Remove the following incompatible land uses from the Future Destination Center, which are permitted or conditionally permitted in the C-G District, through the application of an overlay district: cemeteries, privately owned recreational facilities, convalescent care facility, automobile filling stations, automobile repair, new vehicle sales and building materials, lumber or garden sales. This is possible through the application of an overlay district, so that the C-G District is not modified elsewhere in the City.
- Require that building façade materials are red or dark brick, wood or natural stone. Metal, vinyl, glass occupying more than 60% of a façade, stucco and other similar materials are not desirable.
- Require pitched roofs in this area to assure compatibility with existing architecture. Flat roofs are unacceptable.

Require Pitched Roofs

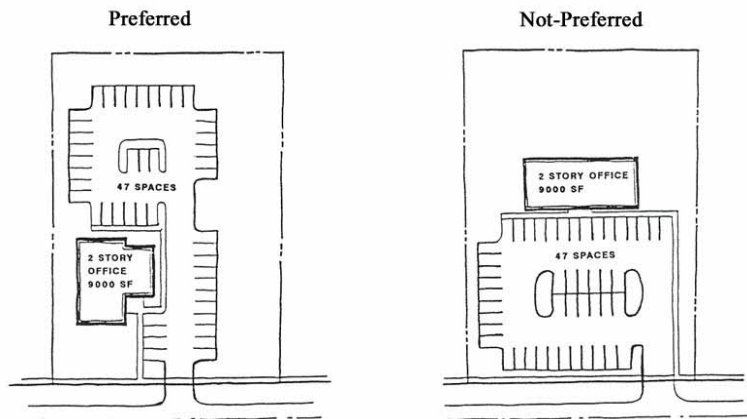


Flat Roofs are not Permitted

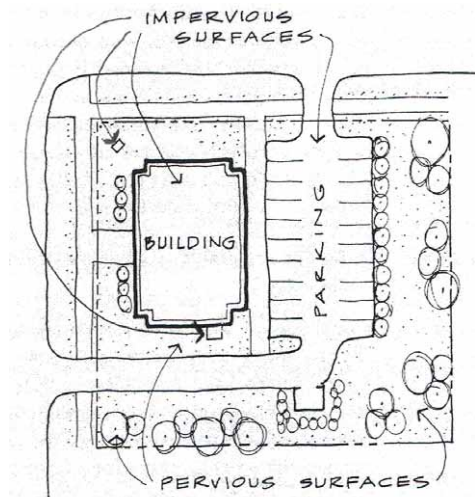


- Require that all building orientation front on, and be parallel to, Pearl Road. Pedestrian entrances shall be visible from the road.
- Require that all sides of buildings and structures that are visible from the public right-of-way be finished in a similar fashion to the front façade(s).

- Parking should be required to be dispersed as much as possible with respect to the front, rear and sides of the site.

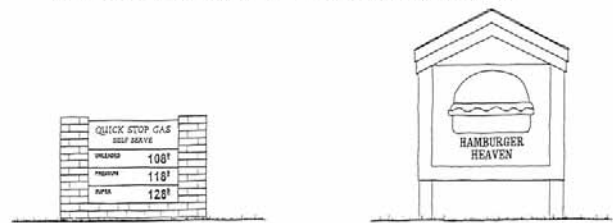


- Incorporate an impervious surface ratio (I.S.R.) or maximum surface coverage to reduce the amount of paved and covered areas throughout this area. This will help to promote green areas and reduce surface water runoff on private property. A recommended maximum surface coverage for this district is 70-80%.

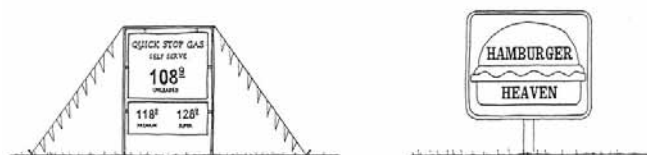


- Require signage to utilize building materials, styles and colors that are similar to or complement the principal building(s) on the lot.
- In an effort to promote “monument signs” as identified in the vision and goals, reduce the freestanding sign height requirement in the C-G district from the existing twenty (20) foot requirement. Six (6) feet is recommended. The overall permitted square footage of the freestanding monument signage can remain the same.

Sign Materials and Style Which Reflect Building Architecture

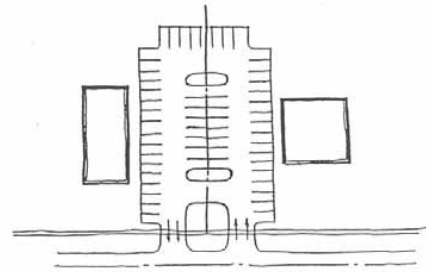


Sign Materials and Style Which Conflict with Building Architecture

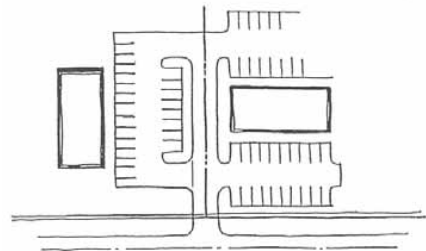


- Reduce the front yard setback requirement from the existing 50-70 foot minimum to permit buildings closer to the road. A recommended front yard setback for this area is 30 feet.

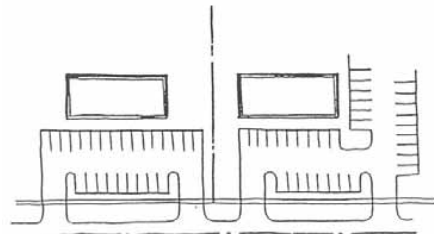
Considered Shared Parking



Considered Shared Access

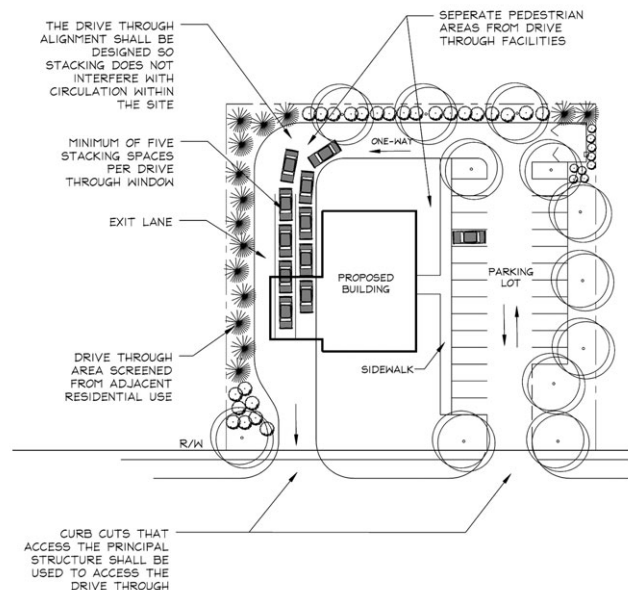


Avoid Separate Parking and Access



- Incorporate access management within this Concept area. Require all new development and substantial redevelopment (additions to existing structures that increase the existing square footage of the structure by 50%) to eliminate multiple curb cuts and work to establish cross easements or create service drives where applicable.

- Businesses requiring drive through facilities shall incorporate the drive through facility into the principal building and such facility shall only be located to the side or rear of the building. Drive through facilities shall not require an additional curb cut beyond the driveway ingress and egress.



Mixed Use Redevelopment Areas

These two Concept Areas will include a smaller-scale mix of commercial and office development, with a higher proportion of office development than found in this location at present. Redeveloping these areas effectively will require a relative dense and mutually-reinforcing mix of office, service, and convenience retail, accompanied by appropriately-scaled residential development within walking distance of the offices, services and restaurants.

Economic Development

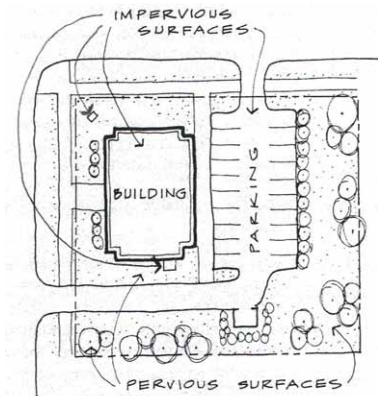
- The Mixed Use Redevelopment Areas have the most need of land assembly to foster redevelopment. The City or its partners will need to play an active role in helping to put together sites that are of sufficient size for redevelopment, and assistance may also be necessary to make sites marketable for redevelopment.
- The community marketing and business recruitment strategies discussed in Chapter 4 will also be vital to this concept area's development. Although these locations will provide significant advantages to certain businesses, the market will need to be educated to this opportunity

Urban Design

- The Mixed Use Redevelopment Areas must have sidewalks along their entire lengths. Site development in these Concept Areas should provide internal sidewalks that tie into the street sidewalk system.
- The visual impact of streetscape improvements will be greatly lessened without improvements to the roadway infrastructure. Improve the roadway infrastructure, including curbing, pavement and storm drainage systems.
- Private development in these Concept Areas must be constructed at a pedestrian scale and emphasize public open spaces. The parking lot improvements discussed in other concepts areas should be incorporated in these Concept Areas as well. Public spaces, including plazas or dining areas, are particularly important to creating a pedestrian-friendly character in these areas.
- Given the number of small existing buildings in these Concept Areas, rehabilitation of existing buildings is likely to constitute a great deal of the redevelopment activity occurring in the next 10 years. To the greatest extent possible given existing building siting and lot configurations, building renovations in these Concept Areas must reflect the design characteristics expected of new construction. Examples of façade renovations appropriate in these Concept Areas are provided in Chapter 4.

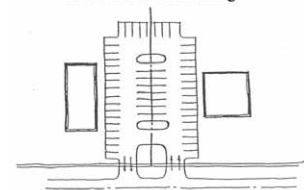
Zoning

- Require that all sides of a building or structure that are visible from the public right-of-way be finished in a similar fashion to the front façade.
- Most off-street parking remains unused throughout the year. Modify off-street parking requirements through the reduction of current parking requirements and the implementation of a maximum number of parking spaces. A recommended parking requirement for non-residential uses is a minimum of 3 spaces per 1,000 square feet with a maximum not to exceed 25% of the minimum required, unless a variance is requested.
- Require the use of common building materials to promote a common theme in the area. Brick, wood or natural stone finishes are recommended. Metal, vinyl, glass occupying more than 60% of a façade, stucco and other similar materials are not desirable.
- Incorporate an impervious surface ratio (I.S.R.) or maximum surface coverage to reduce the amount of paved and covered areas throughout this area. This will help to promote green areas and reduce surface water runoff on private property. A recommended maximum surface coverage for this district is 85-90%.

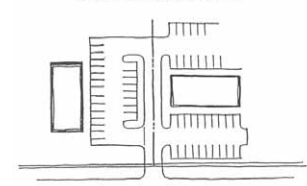


- Incorporate access management within this Concept area. Require all new development and substantial redevelopment (additions to existing structures that increase the existing square footage of the structure by 50%) to eliminate multiple curb cuts and work to establish cross easements or create service drives where applicable.

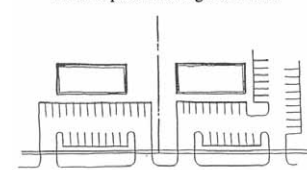
Considered Shared Parking



Considered Shared Access

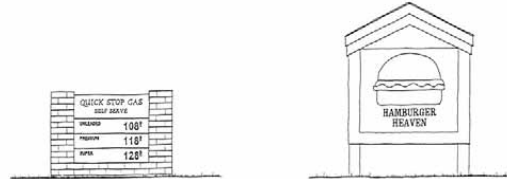


Avoid Separate Parking and Access

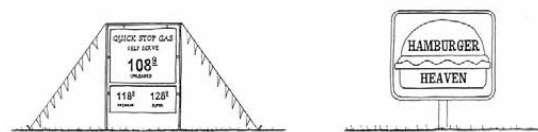


- In an effort to promote “monument signs” as identified in the vision and goals, reduce the freestanding sign height requirement in the C-G district from the existing twenty (20) foot requirement. Eight (8) feet is recommended. The overall permitted square footage of the freestanding monument signage can remain the same.

Sign Materials and Style Which Reflect Building Architecture



Sign Materials and Style Which Conflict with Building Architecture



- Require signage to utilize building materials, styles and colors that are similar to or complement the principal building(s) on the lot.
- Incorporate lighting standards that will reduce the amount of glare on adjacent properties and on the public right-of-way. As a minimum, require **full** cut-off fixtures. Land uses with canopies shall contain fully shielded bulbs or recessed fixtures that are not visible from the right-of-way or surrounding residential properties.

Small Business Entrepreneurship Centers

These two Concept Areas include properties that are optimal for many types of entrepreneurship opportunities, but may be less suited to complex mixed use developments because of extremely small lot sizes, limited infrastructure or location. Appropriate uses in these locations include offices, specialty retail, and local services.

Economic Development

- The success of these districts will depend to a great extent on Brunswick's efforts to create an environment that supports small businesses. Technical support for small businesses via the strategies discussed in Chapter 4 will be particularly crucial in these locations. In addition, these areas would benefit from opportunities for small business owners to network, for example, through invitations to small business luncheons or after-hours events.
- A CEDA or JEDD will play a significant role in encouraging the development of these Concept Areas for the same reasons as discussed in the Future Destination Center Concept Area.
- A proactive marketing strategy may be valuable for these Concept Areas, although the scale of marketing techniques used for these locations should focus on low-cost, high-touch methods such as personal contacts.

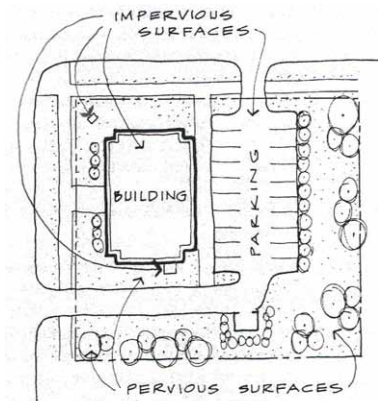
Urban Design

- Appropriate site development standards in these locations will be vital to maintaining their value. Site designs in these locations must emphasize the maintenance of a "green" character and keep paved areas from dominating the public appearance.
- Road infrastructure in these areas must be improved. At a minimum, curbs, pavement and storm drainage must be in good condition.
- Sidewalks should be provided throughout both Concept Areas.
- Streetscape elements in these locations can be minimal, potentially limited to the continuation of the street and pedestrian lights used in the rest of the Corridors.

Zoning

- Lots shall maintain a pedestrian entrance that faces Pearl or Center Road.
- Require that all sides of buildings and structures that are visible from the public right-of-way be finished in a similar fashion to the front façade(s).

- Require signage to utilize building materials, styles and colors that are similar to or complement the principal building(s) on the lot.
- Reduce the maximum height of freestanding signs in the C-O district in this area from 10 feet to 6 feet. Reduce the maximum height of freestanding signs in the C-G district in this Concept Area from 20 feet to 8 feet.
- Off-street parking on residential conversion lots shall be located to the side or rear of the lot.
- Consider requiring a maximum ground floor square footage for uses within this district to promote the goal of smaller businesses. 10,000 square feet is recommended.
- Incorporate an impervious surface ratio (I.S.R.) or maximum surface coverage to reduce the amount of paved and covered areas throughout this area. This will help to promote green areas and reduce surface water runoff on private property. A recommended maximum surface coverage for this district is 70-80%.
- Require the use of common building materials to promote a common theme in the area. Brick, wood or natural stone finishes are recommended. Metal, vinyl, glass occupying more than 60% of a façade, stucco and other similar materials are not desirable.
- Incorporate access management within this Concept area. Require all new development and substantial redevelopment (additions to existing structures that increase the existing square footage of the structure by 50%) to eliminate multiple curb cuts and work to establish cross easements or create service drives where applicable.
- Continue to maintain residential character in this area. Require that when a single family dwelling converts into office or retail space, the exterior residential character is maintained. Conversions should maintain a similar style and massing as the surrounding residential dwellings.



Gateway Transition Areas

Recommendations for these two Concept Areas are intended to maintain their current character.

Economic Development

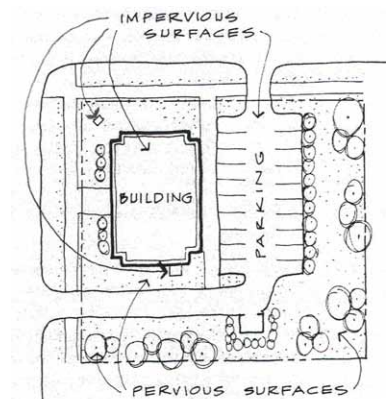
No economic uses shall be permitted on Center Road west of the Pearl/Center Destination Area. The Gateway Transition Area that adjoins the industrial areas east of the I-71 overpass should also retain their existing economic character to the greatest extent possible.

Urban Design

- The interchange vicinity must be upgraded to create an appropriate “front door” and set a visual precedent for the high levels of improvement desired elsewhere. Plans for the interchange must include appropriately-scaled monument signage, landscaping that are appropriate to the slope, pollution and maintenance characteristics of an interchange location, and a minimum of hardscaping.
- A pleasant balance of green space characterizes the industrial park area. This green space should be preserved as much as possible.

Zoning

- Require that all sides of buildings and structures that are visible from the public right-of-way be finished in a similar fashion to the front façade(s).
- Require signage to utilize building materials, styles and colors that are similar to or complement the principal building(s) on the lot.
- Reduce the maximum height of freestanding signs in the C-G district in this Concept Area from 20 feet to 8 feet.
- Incorporate an impervious surface ratio (I.S.R.) or maximum surface coverage to reduce the amount of paved and covered areas throughout this area. This will help to promote green areas and reduce surface water runoff on private property. A recommended maximum surface coverage for the western Gateway Transition area is 25-35%. A recommended maximum surface coverage for the eastern Gateway Transition area is 70-80%.



- Require the use of common building materials to promote a common theme in the area. Brick, wood or natural stone finishes are recommended. Metal, vinyl, glass occupying more than 60% of a façade, stucco and other similar materials are not desirable.
- Incorporate access management within this Concept area. Require all new development and substantial redevelopment (additions to existing structures that increase the existing square footage of the structure by 50%) to eliminate multiple curb cuts and work to establish cross easements or create service drives where applicable.
- Modify off-street parking requirements since a majority of parking spaces remain unused for most of the year, through the reduction of current parking requirements and the implementation of a maximum number of parking spaces. A recommended parking requirement for non-residential uses is a minimum of 3 spaces per 1,000 square feet with a maximum not to exceed 25% of the minimum required, unless a variance is requested.

Rural Transition Area

Economic Development

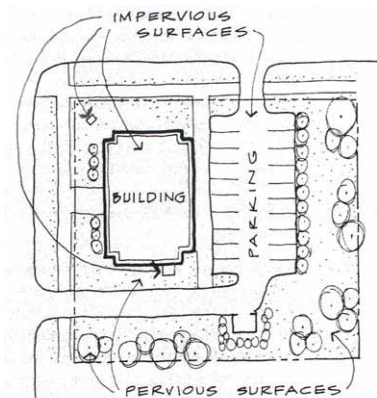
- Given existing infrastructure constraints and the low density of residential development to the south and west of this Concept Area, this area should not be extensively promoted as an economic development location within the foreseeable future. Small-scale offices and local services are appropriate.
- Any development in this area will be improved if it is subject to a CEDA or JEDD agreement.

Urban Design

- Private site designs in this location must emphasize the maintenance of a “green” character and keep paved areas from dominating the public appearance.
- A decorative corporation limit sign should be installed near the southern end of this Concept Area.
- Streetscaping in this location should be limited to the installation of street and pedestrian lights similar to those installed elsewhere in the Corridors.

Zoning

- Require that all sides of buildings and structures visible from the public right-of-way be finished in a similar fashion to the front façade(s).
- Require signage to utilize building materials, styles and colors that are similar to or complement the principal building(s) on the lot.
- Reduce the maximum height of freestanding signs in the C-G district in this Concept Area from 20 feet to 8 feet in order to promote monument type signage.
- Incorporate an impervious surface ratio (I.S.R.) or maximum surface coverage to reduce the amount of paved and covered areas throughout this area. This will help to promote green areas and reduce surface water runoff on private property. A recommended maximum surface coverage for this district is 70-80%.



- Require the use of common building materials to promote a common theme in the area. Brick, wood or natural stone finishes are recommended. Metal, vinyl, glass occupying more than 60% of a façade, stucco and other similar materials are not desirable.
- Incorporate access management within this Concept area. Require all new development and substantial redevelopment (additions to existing structures that increase the existing square footage of the structure by 50%) to eliminate multiple curb cuts and work to establish cross easements or create service drives where applicable.
- Modify off-street parking requirements since a majority of parking spaces remain unused for most of the year, through the reduction of current parking requirements and the implementation of a maximum number of parking spaces. A recommended parking requirement for non-residential uses is a minimum of 3 spaces per 1,000 square feet with a maximum not to exceed 25% of the minimum required, unless a variance is requested.



Appendix A

Economic Data Analysis

The following Appendix analyzes a series of data relating to Brunswick's local economy. The goal of this analysis is to identify general areas of strength and weakness and to determine potential economic opportunities for Brunswick's future redevelopment.

The following analysis is based on the U.S. Census' *County Business Patterns* for 1998 to 2001. More recent data is not available at this time from this source or any other compatible source. The *County Business Patterns* series is among the most comprehensive and most reliable sources of economic information, and is one of few that allows direct comparisons between local and national data.⁵ The *County Business Patterns* is also published annually, making it possible to examine individual trends from one year to the next.

The *County Business Patterns* provide data at the national, State, Metropolitan Statistical Area (MSA), County and ZIP code area levels. For the purposes of this analysis, Brunswick's Pearl and Center roads corridors are assumed to be identical to the 44212 ZIP code. Although it is understood that there are a small number of businesses in this ZIP code that are not on Pearl or Center roads, the overwhelming majority of businesses in this ZIP code are located on or near these two roads.

Like most economic data sources, the *County Business Patterns* suppresses data for most categories in which there are a small number of establishments in order to protect the confidentiality of those businesses. The *County Business Patterns* also releases less specific data for smaller jurisdictions, including ZIP codes, for the same reason. As a result, some indicators of economic health, such as the profitability of an industrial sector, must be approximated by less direct measures, such as the number of establishments in an industry. This data limitation is unfortunate, but approaching the available data from a variety of angles allows us to develop a reasonably clear picture of the City's economic structure.

⁵ The 2002 Economic Census, which will also provide similar data, will not be published until 2004 and will not be available for this project.



Section 1: General Characteristics

Tables 1, 2, and 3 below summarize four basic economic indicators for the Brunswick ZIP code, Medina County and the Cleveland MSA. The four indicators that are commonly used are the number of establishments, the number of employees, the annual payroll and the first quarter payroll, which allows additional insights into the annual payroll trends.

The first column after the line indicates the amount that one might have estimated for the 2001 total if one assumed that growth since 1998 had not exceeded the rate of inflation. The rate of inflation used here is approximate; the national rate of inflation has which has remained around 3% during this period. The final column indicates the degree to which growth between 1998 and 2001 exceeded (or failed to exceed) the rate of inflation.

Table 1: Summary, ZIP Code 44212, 1998 – 2001

| | 1998 | 1999 | 2000 | 2001 | net change 1998-2001 | % change 1998-2001 | 2001 estimate at rate of annual inflation (3%) | Difference 2001 inflation assumption and actual | Percent Difference 2001 inflation and actual |
|---------------------------------|-----------|-----------|-----------|-----------|-------------------------|-----------------------|---|--|---|
| Number of establishments | 659 | 692 | 692 | 701 | 42 | 6.37% | n/a | - | - |
| First quarter payroll (\$1000s) | \$33,532 | \$37,349 | \$48,571 | \$44,913 | \$11,381 | 33.94% | \$37,741 | \$7,172 | 19.00% |
| Number of employees | 7,126 | 7,881 | 8,763 | 7,931 | 805 | 11.30% | n/a | - | - |
| Annual payroll (\$1000s) | \$152,998 | \$167,828 | \$196,710 | \$196,399 | \$43,401 | 28.37% | \$172,201 | \$24,198 | 14.05% |

Source: County Business Patterns, U.S. Census

Table 2: Summary, Medina County, 1998 - 2001

| | 1998 | 1999 | 2000 | 2001 | net change 1998-2001 | % change 1998-2001 | 2001 estimate at rate of inflation (3%) | Difference 2001 inflation assumption and actual | Percent Difference 2001 inflation and actual |
|---------------------------------|-------------|-------------|-------------|-------------|-------------------------|-----------------------|---|--|---|
| Number of establishments | 3,762 | 3,881 | 3,927 | 3,971 | 209 | 5.56% | n/a | - | - |
| First quarter payroll (\$1000s) | \$291,167 | \$315,283 | \$335,173 | \$344,359 | \$53,192 | 18.27% | \$327,711 | \$16,648 | 5.08% |
| Number of employees | 49,811 | 51,014 | 53,253 | 52,320 | 2,509 | 5.04% | n/a | - | - |
| Annual payroll (\$1000s) | \$1,296,375 | \$1,392,027 | \$1,418,069 | \$1,445,404 | \$149,029 | 11.50% | \$1,459,081 | -\$13,677 | -0.94% |

Source: County Business Patterns, U.S. Census

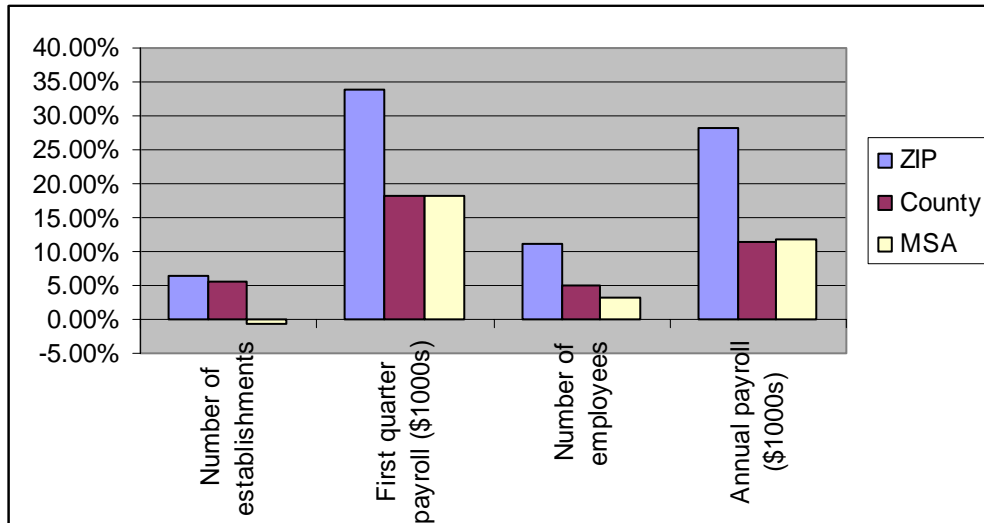
Table 3: Summary, Cleveland MSA, 1998 - 2001

| | 1998 | 1999 | 2000 | 2001 | net change 1998-2001 | % change 1998-2001 | 2001 estimate at rate of inflation (3%) | Difference 2001 inflation assumption and actual | Percent Difference 2001 inflation and actual |
|---------------------------------|--------------|--------------|--------------|--------------|-------------------------|-----------------------|---|--|---|
| Number of establishments | 59,334 | 59,388 | 59,206 | 59,037 | -297 | -0.50% | n/a | - | - |
| First quarter payroll (\$1000s) | \$7,783,117 | \$8,207,985 | \$8,965,944 | \$9,208,184 | \$1,425,067 | 18.31% | \$8,759,967 | \$448,217 | 5.12% |
| Number of employees | 1,043,092 | 1,058,929 | 1,087,932 | 1,077,676 | 34,584 | 3.32% | n/a | - | - |
| Annual payroll (\$1000s) | \$32,423,373 | \$34,288,040 | \$35,852,790 | \$36,233,265 | \$3,809,892 | 11.75% | \$36,492,792 | -\$259,527 | -0.71% |

Source: County Business Patterns, U.S. Census

Chart 1 summarizes the key differences between the three areas

Chart 1: Percent Change 1998 – 2001, All Areas



This data leads us to the following conclusions:

- The Brunswick ZIP code has grown significantly faster than Medina County and the Cleveland MSA over the period 1998 – 2001. This is the case for each of the four key indicators given.
- Brunswick’s payroll growth has also significantly outstripped the rate of inflation and county and MSA over this period, at a time when total annual payrolls at the county and MSA levels were lagging slightly behind the approximate rate of inflation.
- At all levels, the percentage change in the number of establishments and number of employees was less than the percentage change in payroll, but Brunswick added proportionately more establishments and employees than did Medina County or the MSA.
- One in five net new businesses in Medina County between 1998 and 2001 were in Brunswick.
- As a result, it appears that Brunswick has enjoyed a highly robust economy in recent years compared to both Medina County and the MSA as a whole. Although 2002 and 2003 numbers may be unlikely to post such strong gains as in previous years due to national economic trends, it should be noted that the data used here does include the first two years of the recent recession. More significantly, this long-term strength indicates that Brunswick may be better positioned to weather economic downturns than the County or MSA as a whole.



Section 2: Brunswick Average Annual Payroll

As noted in the previous section, numbers of establishments in an industry is not the most reliable indicator of economic activity, but it is the only such measure that is directly available for a local area. Payroll totals are, however, provided for the ZIP Code as a whole, and this data can be compared to the County and Cleveland MSA data to indicate how Brunswick’s establishments compare in terms of payroll to the surrounding areas. A high payroll does not automatically indicate strong businesses or high profitability, but it does indicate that businesses in a given sector are infusing more money into the regional economy.

Table 4 calculates average payrolls at the employee and establishment levels for 1998, and Table 5 provides the same analysis for 2001. Chart 2 and 3 illustrate the relationships given in each table.

Table 4: Average Payroll, 1998

| | Number of Establishments | Total Employees | Total Annual Payroll (\$1000) | Average Payroll per Employee (\$1000) | Average Payroll per Establishment (\$1000) |
|---|---------------------------------|------------------------|--------------------------------------|--|---|
| Brunswick | 659 | 7,126 | 152,998 | \$21.47 | \$232.17 |
| Medina County | 3,762 | 49,811 | 1,296,375 | \$26.03 | \$344.60 |
| Cleveland MSA | 59,334 | 1,043,092 | 32,423,373 | \$31.08 | \$546.46 |
| <i>Difference Brunswick/Medina County</i> | | | | (\$4.56) | (\$112.43) |
| <i>Difference Brunswick/Cleveland MSA</i> | | | | (\$9.61) | (\$314.29) |

Source: County Business Patterns, U.S. Census

Chart 2: Average Payroll, 1998



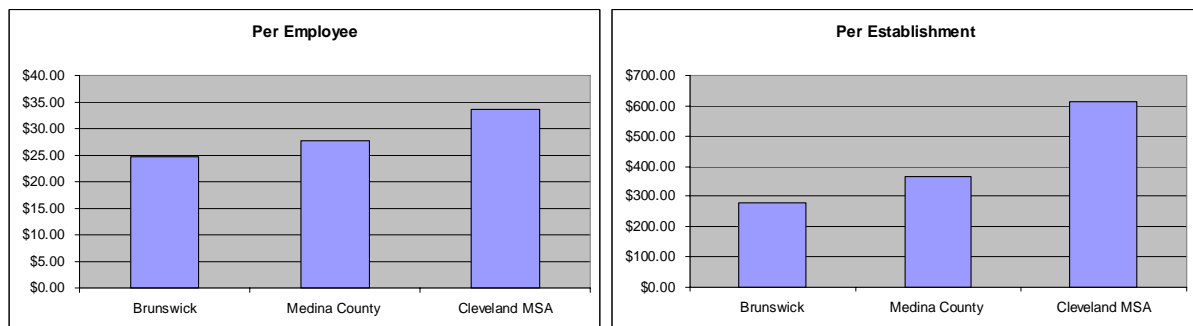
Source: County Business Patterns, U.S. Census

Table 5: Average Total Payroll, Brunswick and Medina County, 2001

| | Number of Establishments | Total Employees | Total Annual Payroll (\$1000) | Average Payroll per Employee (\$1000) | Average Payroll per Establishment (\$1000) |
|---|--------------------------|-----------------|-------------------------------|---------------------------------------|--|
| Brunswick | 701 | 7,931 | 196,399 | \$24.76 | \$280.17 |
| Medina County | 3,971 | 52,320 | 1,455,404 | \$27.82 | \$366.51 |
| Cleveland MSA | 59,037 | 1,077,676 | 36,233,265 | \$33.62 | \$613.74 |
| <i>Difference Brunswick/Medina County</i> | | | | (\$3.05) | (\$86.34) |
| <i>Difference Brunswick/Cleveland MSA</i> | | | | (\$8.86) | (\$333.57) |

Source: County Business Patterns, U.S. Census

Chart 3: Average Payroll, 2001



Source: County Business Patterns, U.S. Census

According to this data, Brunswick’s average payroll for both employees and establishments is significantly less than the averages for both Medina County and the Cleveland MSA. The difference in average payroll per establishment is especially pronounced between Brunswick and the Cleveland MSA, a factor that is in part due to the

fact that businesses in the MSA tend to be larger and are more dominated by higher-paying industries. However, the average payroll per employee is also significantly higher for Medina County and the Cleveland MSA, indicating that Brunswick employees, on average, earn less than the county or MSA average.

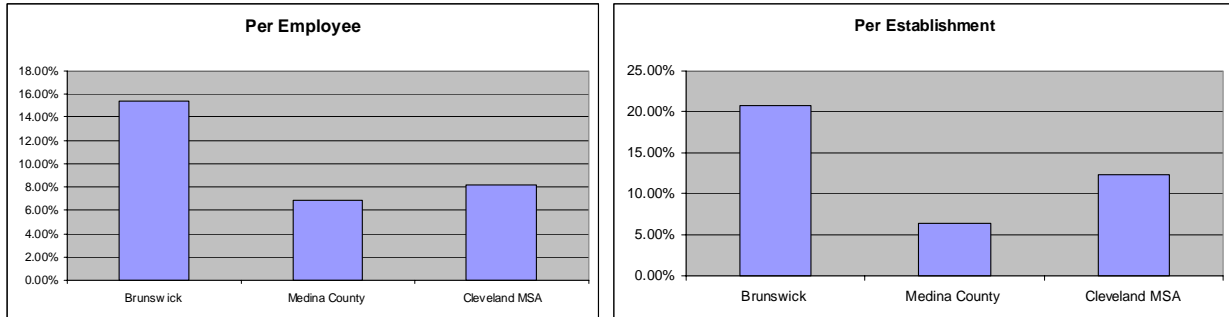
However, Brunswick’s payroll per employee and per establishment has been growing faster than that of the county and MSA, and the gap between Brunswick and the other entities has been closing steadily. This general trend was noted in Section 1; Table 12 and Chart 4 below demonstrate this relative growth in more detail.

Table 6: Change in Average Payroll, 1998 - 2001

| | Average Payroll Per Employee 1998 (\$1000) | Average Payroll Per Employee 2001 (\$1000) | Net Difference (\$1000) | Percentage Difference | Average Payroll Per Establishment 1998 (\$1000) | Average Payroll Per Establishment 2001 (\$1000) | Net Difference (\$1000) | Percentage Difference |
|---------------|--|--|-------------------------|-----------------------|---|---|-------------------------|-----------------------|
| Brunswick | \$21.47 | \$24.76 | \$3.29 | 15.34% | \$232.17 | \$280.17 | \$48.00 | 20.68% |
| Medina County | \$26.03 | \$27.82 | \$1.79 | 6.88% | \$344.60 | \$366.51 | \$21.91 | 6.36% |
| Cleveland MSA | \$31.08 | \$33.62 | \$2.54 | 8.16% | \$546.46 | \$613.74 | \$67.28 | 12.31% |

Source: County Business Patterns, U.S. Census

Chart 4: Change in Average Payroll, 1998 – 2001



This data demonstrates that Brunswick experienced much more growth in average employee and average establishment payrolls than did Medina County or Brunswick over the same period. Although this growth has been exceptional, average payrolls still appear to lag behind the County and MSA for the study period.

Section 3: Brunswick's Industry Mix

Although Section 1 indicates that Brunswick's overall economy is robust, even a casual review of the existing conditions in the Pearl and Center roads corridors indicates that this is not the case for every business and every location. This section examines the growth rates in each industrial sector,⁶ as well as the share of the area's total economic activity represented by each sector. Using these two pieces of information, each industrial sector can be identified in terms of its growth rate and its share of the local market. Tables 5, 7 and 9 are derived from these features.

As noted previously, the U.S. Census Bureau suppresses several types of data for industrial sectors at the ZIP code level. As a result, the only type of data that one can use to analyze different industrial sectors within the ZIP code is the number of establishments. This is hardly a perfect indicator, since a higher number of businesses does not guarantee economic health: a community could have a large number of poorly performing businesses or a small number of high performing businesses. However, by comparing change in the number of businesses in an industry over time and the proportion of the community's businesses falling within that industry, one may begin to understand the mix of industries that make up the local economy.

Table 6 analyzes each industrial sector's percent change and percentage share (the sector's proportion of the City's total establishments) between 1998 and 2001. Table 7 groups the industrial sectors by the potential combinations of high, moderate and low growth and high, moderate and low share. For the sake of this analysis, high growth and high share rates are identified as those above 10%, while low growth rates and low shares are less than 3%. Growth rates or industry shares between 3% and 10% have been identified as moderate. For ease of reference, amounts over 10% have been marked in bold type.

⁶ In economic analysis, "Industry" or "Industrial sector" refers to any broad grouping of similar businesses. As a result, Manufacturing is considered an industrial sector, as is Professional Services, Retail Trade, and the other names used in the tables in this section. Each of these sector names has a detailed formal definition; for the sake of simplicity these definitions (and their number codes) are not included.



Table 6: Change in Establishments, ZIP Code 44212, 1998 – 2001

| | 1998 | 1999 | 2000 | 2001 | Net change 1998-2001 | Percent Change 1998-2001 | 2001 Percent of total |
|---|------|------|------|------|-------------------------|--------------------------------|-----------------------------|
| Total | 659 | 692 | 692 | 701 | 42 | 6.37% | 100.00% |
| Construction | 85 | 97 | 103 | 99 | 14 | 16.47% | 14.12% |
| Manufacturing | 34 | 35 | 37 | 41 | 7 | 20.59% | 5.85% |
| Wholesale trade | 46 | 46 | 47 | 50 | 4 | 8.70% | 7.13% |
| Retail trade | 112 | 112 | 105 | 114 | 2 | 1.79% | 16.26% |
| Transportation & warehousing | 23 | 22 | 24 | 19 | -4 | -17.39% | 2.71% |
| Information | 8 | 8 | 8 | 7 | -1 | -12.50% | 1.00% |
| Finance & insurance | 33 | 40 | 38 | 40 | 7 | 21.21% | 5.71% |
| Real estate & rental & leasing | 16 | 15 | 13 | 15 | -1 | -6.25% | 2.14% |
| Professional, scientific & technical services | 55 | 57 | 59 | 60 | 5 | 9.09% | 8.56% |
| Management of companies & enterprises | 3 | 4 | 4 | 4 | 1 | 33.33% | 0.57% |
| Admin, support, waste mgt, remediation services | 41 | 45 | 44 | 45 | 4 | 9.76% | 6.42% |
| Educational services | 11 | 10 | 6 | 6 | -5 | -45.45% | 0.86% |
| Health care and social assistance | 49 | 51 | 52 | 53 | 4 | 8.16% | 7.56% |
| Arts, entertainment & recreation | 7 | 7 | 7 | 8 | 1 | 14.29% | 1.14% |
| Accommodation & food services | 52 | 57 | 64 | 56 | 4 | 7.69% | 7.99% |
| Other services (except public administration) | 79 | 79 | 74 | 78 | -1 | -1.27% | 11.13% |
| Auxiliaries (exc corporate, subsidiary & related) | 1 | 1 | 1 | 1 | 0 | 0.00% | 0.14% |
| Unclassified establishments | 4 | 6 | 6 | 5 | 1 | 25.00% | 0.71% |

Source: County Business Patterns, U.S. Census

Table 7: Classification of Establishments by Change, ZIP Code 44212, 1998 – 2001

| High Growth/High Share | Low Growth/High Share |
|--|---|
| Construction | Retail trade Other services (except public administration) |
| High Growth/Low Share | Low Growth/Low Share |
| Manufacturing Finance & insurance Management of companies & enterprises Arts, entertainment & recreation | Transportation & warehousing Information Real estate & rental & leasing Educational services |
| Moderate Growth/Share | |
| Professional, scientific & technical services Wholesale trade Admin, support, waste mgt, remediation ser Health care and social assistance Accommodation & food services | |

Source: County Business Patterns, U.S. Census

As Table 7 indicates, Construction is the only industrial sector in Brunswick that has experienced high growth in numbers of establishments and a high share of the local economy. Manufacturing, Finance & Insurance, Management and Arts & Recreation have all experienced high growth, but their share of the local economy is still small (Management and Arts & Recreation have so few establishments that their numbers can be generally discounted). The impact of the Manufacturing sector is almost certainly understated by this data, since a relatively small number of manufacturing establishments may be likely to create more jobs and more payroll than many other types of businesses (See Section 3 below).

The Low Growth/High Share category is dominated by the Retail sector, which saw extremely small growth during the study period but includes approximately one sixth of the City's establishments. "Other Services" is a catchall category for a variety of establishments, most notably personal services, and is discussed in Section 5.

The sectors indicated in the Low Growth/Low Share category represent a very small amount of Brunswick's existing or potential economic activity. Finally, the Moderate Growth/Share category indicates several sectors that, while not dominating the local economy, have posted reasonably strong growth and together represent over one third of Brunswick's existing businesses.

Comparing Brunswick's distribution of establishments to larger areas will indicate areas where Brunswick may have particular strengths or advantages. Tables 7 and 8 provide the same information for Medina County.



Table 8: Change in Establishments, Medina County, 1998 - 2001

| | 1998 | 1999 | 2000 | 2001 | Net change 1998-2001 | Percent Change 1998-2001 | 2001 Percent of total |
|--|-------|-------|-------|-------|-------------------------|--------------------------------|-----------------------------|
| Total | 3,762 | 3,881 | 3,927 | 3,971 | 209 | 5.56% | 100.00% |
| Forestry, fishing, hunting, and agriculture support | 11 | 11 | 10 | 10 | -1 | -9.09% | 0.25% |
| Mining | 4 | 4 | 3 | 3 | -1 | -25.00% | 0.08% |
| Utilities | 2 | 9 | 7 | 6 | 4 | 200.00% | 0.15% |
| Construction | 595 | 607 | 619 | 605 | 10 | 1.68% | 15.24% |
| Manufacturing | 309 | 308 | 304 | 306 | -3 | -0.97% | 7.71% |
| Wholesale trade | 301 | 299 | 296 | 299 | -2 | -0.66% | 7.53% |
| Retail trade | 539 | 542 | 538 | 576 | 37 | 6.86% | 14.51% |
| Transportation & warehousing | 117 | 128 | 132 | 119 | 2 | 1.71% | 3.00% |
| Information | 34 | 41 | 41 | 41 | 7 | 20.59% | 1.03% |
| Finance & insurance | 170 | 186 | 188 | 182 | 12 | 7.06% | 4.58% |
| Real estate & rental & leasing | 105 | 109 | 105 | 108 | 3 | 2.86% | 2.72% |
| Professional, scientific & technical services | 314 | 339 | 355 | 373 | 59 | 18.79% | 9.39% |
| Management of companies & enterprises | 19 | 19 | 20 | 18 | -1 | -5.26% | 0.45% |
| Admin, support, waste mgt, remediation services | 211 | 226 | 225 | 232 | 21 | 9.95% | 5.84% |
| Educational services | 29 | 34 | 28 | 29 | 0 | 0.00% | 0.73% |
| Health care and social assistance | 311 | 315 | 322 | 328 | 17 | 5.47% | 8.26% |
| Arts, entertainment & recreation | 54 | 57 | 59 | 62 | 8 | 14.81% | 1.56% |
| Accommodation & food services | 232 | 237 | 257 | 243 | 11 | 4.74% | 6.12% |
| Other services (except public administration) | 374 | 375 | 378 | 395 | 21 | 5.61% | 9.95% |
| Auxiliaries (exc corporate, subsidiary & regional mgt) | 5 | 4 | 4 | 4 | -1 | -20.00% | 0.10% |
| Unclassified establishments | 26 | 31 | 36 | 32 | 6 | 23.08% | 0.81% |

Source: County Business Patterns, U.S. Census

Table 9: Classification of Establishments by Change, Medina County, 1998 - 2001

| High Growth/High Share | Low Growth/High Share |
|---|---|
| | Construction |
| | Retail trade |
| High Growth/Low Share | Low Growth/Low Share |
| Utilities | Forestry, fishing, hunting, and agriculture support |
| Information | Mining |
| Arts, entertainment & recreation | Manufacturing |
| | Wholesale trade |
| | Transportation & warehousing |
| | Real estate & rental & leasing |
| | Management of companies & enterprises |
| | Educational services |
| Moderate Growth/Share | |
| Finance & insurance | |
| Admin, support, waste mgt, remediation services | |
| Health care and social assistance | |
| Accommodation & food services | |
| Other services (except public administration) | |

Source: County Business Patterns, U.S. Census

As noted previously, Medina County’s economy has not been as robust as Brunswick’s, and none of the sectors met the high growth/high share threshold. Comparing Tables 5 and 7 indicates some surprises:

- Brunswick’s strength in the Construction sector has not been typical of the County as a whole. In fact, it appears that virtually all of Medina County’s growth in this sector has occurred in the 44212 ZIP code.
- Both Brunswick and Medina County have a high share of retail establishments, but this sector has seen very little growth.
- Manufacturing has shown significantly stronger growth in Brunswick than in the County as a whole.
- Information businesses are experiencing a higher proportion of growth in the County than in Brunswick.

Finally, it may be useful to compare Brunswick’s distribution to that of the United States in order to determine the degree to which Brunswick’s local economy is following national trends. Tables 10 and 11 provide the same data for the United States.



Table 10: Change in Establishments, USA, 1998 - 2001

| | 1998 | 1999 | 2000 | 2001 | Net change 1998-2001 | Percent Change 1998-2001 | 2001 Percent of total |
|--|-----------|-----------|-----------|-----------|-------------------------|--------------------------------|-----------------------------|
| Total | 6,941,822 | 7,008,444 | 7,070,048 | 7,095,302 | 153,480 | 2.21% | 100.00% |
| Forestry, fishing, hunting, and agriculture support | 27,263 | 26,926 | 26,076 | 26,447 | -816 | -2.99% | 0.37% |
| Mining | 24,653 | 23,699 | 23,738 | 24,319 | -334 | -1.35% | 0.34% |
| Utilities | 15,890 | 16,578 | 17,301 | 17,702 | 1,812 | 11.40% | 0.25% |
| Construction | 692,296 | 698,541 | 709,590 | 698,898 | 6,602 | 0.95% | 9.85% |
| Manufacturing | 366,249 | 360,244 | 354,498 | 352,619 | -13,630 | -3.72% | 4.97% |
| Wholesale trade | 453,714 | 450,030 | 446,237 | 438,924 | -14,790 | -3.26% | 6.19% |
| Retail trade | 1,113,137 | 1,111,260 | 1,113,573 | 1,119,950 | 6,813 | 0.61% | 15.78% |
| Transportation & warehousing | 186,162 | 187,339 | 190,044 | 190,683 | 4,521 | 2.43% | 2.69% |
| Information | 120,552 | 126,510 | 133,590 | 137,293 | 16,741 | 13.89% | 1.93% |
| Finance & insurance | 412,251 | 418,337 | 423,727 | 425,028 | 12,777 | 3.10% | 5.99% |
| Real estate & rental & leasing | 292,288 | 298,080 | 300,177 | 307,003 | 14,715 | 5.03% | 4.33% |
| Professional, scientific & technical services | 687,230 | 704,779 | 722,698 | 736,454 | 49,224 | 7.16% | 10.38% |
| Management of companies & enterprises | 43,678 | 46,528 | 47,387 | 47,559 | 3,881 | 8.89% | 0.67% |
| Admin, support, waste mgt, remediation services | 350,880 | 350,401 | 351,528 | 362,665 | 11,785 | 3.36% | 5.11% |
| Educational services | 64,844 | 66,492 | 68,014 | 70,878 | 6,034 | 9.31% | 1.00% |
| Health care and social assistance | 649,408 | 649,846 | 658,559 | 671,370 | 21,962 | 3.38% | 9.46% |
| Arts, entertainment & recreation | 102,794 | 102,786 | 103,816 | 105,961 | 3,167 | 3.08% | 1.49% |
| Accommodation & food services | 544,250 | 539,576 | 542,411 | 548,569 | 4,319 | 0.79% | 7.73% |
| Other services (except public administration) | 718,721 | 717,892 | 723,323 | 719,402 | 681 | 0.09% | 10.14% |
| Auxiliaries (exc corporate, subsidiary & regional mgt) | 13,816 | 14,589 | 14,793 | 14,934 | 1,118 | 8.09% | 0.21% |
| Unclassified establishments | 61,746 | 98,011 | 98,968 | 78,644 | 16,898 | 27.37% | 1.11% |

Source: County Business Patterns, U.S. Census

Table 11: Classification of Establishments by Change, USA, 1998 - 2001

| High Growth/High Share | Low Growth/High Share |
|---|--|
| | Construction Retail trade Health care and social assistance Other services (except public administration) |
| High Growth/Low Share | Low Growth/Low Share |
| Utilities Information Management of companies & enterprises Educational services Auxiliaries (exc corporate, subsidiary & regional mgt) | Forestry, fishing, hunting, and agriculture support Mining Manufacturing Wholesale trade Transportation & warehousing Arts, entertainment & recreation Accommodation & food services |
| Moderate Growth/Share | |
| Finance & insurance Real estate & rental & leasing Admin, support, waste mgt, remediation services Professional, scientific & technical services | |

Source: County Business Patterns, U.S. Census

Again, the conclusions are surprising:

- Construction is a Low Growth industry nationwide.
- The Retail Trade sector shows the same basic characteristics at the national, Medina County and Brunswick levels.
- The Health Care sector is growing more strongly in Brunswick and Medina County than in the United States.
- Manufacturing is a Low Growth/Low Share sector nationwide, reinforcing Brunswick’s unusual strength in this sector.
- Brunswick and Medina County are experiencing unusually high growth in Arts & Recreation-related businesses, and stronger growth and shares than average in Accommodations & Food Services, Wholesale Trade and several other small categories.
- Brunswick is experiencing unusually low growth and low share in Information sector businesses compared to the County and the nation.



Section 4: Brunswick Establishment Size Distribution

As Section 3 indicated, businesses with small numbers of employees appear to dominate the Brunswick market. Small businesses represent the majority of economic at all levels; the overwhelming majority of Americans work for establishments with less than 1,000 employees.

As with other types of data, the *County Business Patterns* do not provide the specific number of employees in each sector at the local level. Instead, establishments are grouped in size categories according to the number of employees. Tables 12 and 13 provide this information for Brunswick for 1998 and 2001. The distribution of establishments in these years is shown in Chart 5.

Table 12: Establishment size distribution, 1998

| Industry Code Description | Number of employees | | | | | | | | | | Percent Less than 10 Employees |
|--|----------------------|-------|-------|---------|---------|---------|-----------|-----------|-----------|----------------|--------------------------------|
| | Total Establishments | '1-4' | '5-9' | '10-19' | '20-49' | '50-99' | '100-249' | '250-499' | '500-999' | '1000 or more' | |
| Total | 659 | 345 | 122 | 109 | 59 | 18 | 5 | 0 | 1 | 0 | 70.86% |
| Construction | 85 | 56 | 12 | 11 | 6 | 0 | 0 | 0 | 0 | 0 | 80.00% |
| Manufacturing | 34 | 7 | 6 | 6 | 13 | 2 | 0 | 0 | 0 | 0 | 38.24% |
| Wholesale trade | 46 | 25 | 7 | 6 | 7 | 1 | 0 | 0 | 0 | 0 | 69.57% |
| Retail trade | 112 | 47 | 27 | 23 | 6 | 7 | 2 | 0 | 0 | 0 | 66.07% |
| Transportation & warehousing | 23 | 17 | 2 | 3 | 0 | 1 | 0 | 0 | 0 | 0 | 82.61% |
| Information | 8 | 3 | 2 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 62.50% |
| Finance & insurance | 33 | 20 | 6 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 78.79% |
| Real estate & rental & leasing | 16 | 9 | 3 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 75.00% |
| Professional, scientific & technical servi | 55 | 42 | 2 | 10 | 1 | 0 | 0 | 0 | 0 | 0 | 80.00% |
| Management of companies & enterprises | 3 | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0.00% |
| Admin, support, waste mgt, remediation ser | 41 | 24 | 8 | 4 | 1 | 1 | 2 | 0 | 1 | 0 | 78.05% |
| Educational services | 11 | 9 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 90.91% |
| Health care and social assistance | 49 | 20 | 12 | 13 | 3 | 0 | 1 | 0 | 0 | 0 | 65.31% |
| Arts, entertainment & recreation | 7 | 3 | 2 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 71.43% |
| Accommodation & food services | 52 | 18 | 5 | 11 | 14 | 4 | 0 | 0 | 0 | 0 | 44.23% |
| Other services (except public administration | 79 | 41 | 27 | 8 | 3 | 0 | 0 | 0 | 0 | 0 | 86.08% |
| Auxiliaries (exc corporate, subsidiary & r | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100.00% |
| Unclassified establishments | 4 | 3 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 75.00% |

Source: County Business Patterns, U.S. Census

Table 13: Establishment size distribution, 2001

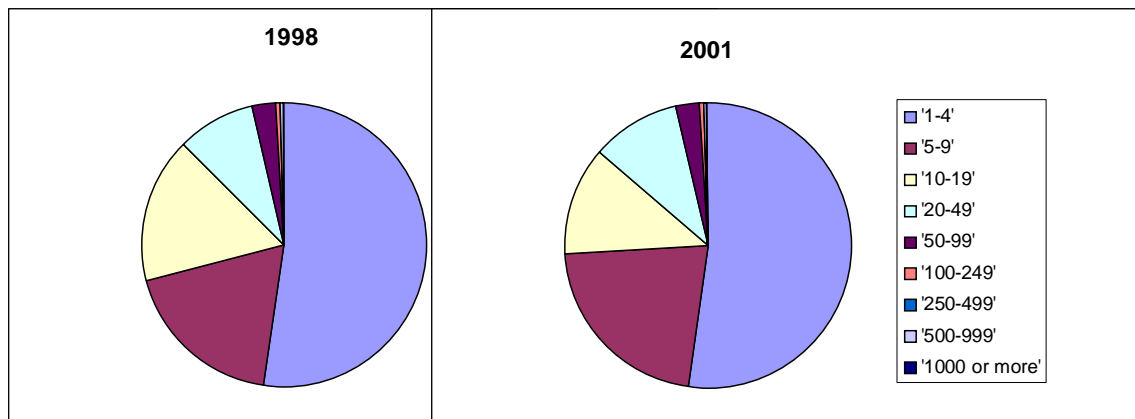


Number of employees

| Industry Code Description | Total Establishments | Employee Size Ranges | | | | | | | | | Percent Less than 10 Employees |
|--|----------------------|----------------------|-------|---------|---------|---------|-----------|-----------|-----------|----------------|--------------------------------|
| | | '1-4' | '5-9' | '10-19' | '20-49' | '50-99' | '100-249' | '250-499' | '500-999' | '1000 or more' | |
| Total | 701 | 365 | 152 | 89 | 69 | 21 | 3 | 1 | 1 | 0 | 73.75% |
| Construction | 99 | 69 | 23 | 5 | 2 | 0 | 0 | 0 | 0 | 0 | 92.93% |
| Manufacturing | 41 | 11 | 6 | 5 | 17 | 1 | 0 | 1 | 0 | 0 | 41.46% |
| Wholesale trade | 50 | 23 | 13 | 7 | 7 | 0 | 0 | 0 | 0 | 0 | 72.00% |
| Retail trade | 114 | 40 | 32 | 24 | 9 | 8 | 1 | 0 | 0 | 0 | 63.16% |
| Transportation & warehousing | 19 | 12 | 6 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 94.74% |
| Information | 7 | 3 | 1 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 57.14% |
| Finance & insurance | 40 | 27 | 7 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 85.00% |
| Real estate & rental & leasing | 15 | 9 | 4 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 86.67% |
| Professional, scientific & technical servi | 60 | 41 | 6 | 9 | 3 | 1 | 0 | 0 | 0 | 0 | 78.33% |
| Management of companies & enterprises | 4 | 1 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 25.00% |
| Admin, support, waste mgt, remediation ser | 45 | 30 | 8 | 2 | 3 | 1 | 0 | 0 | 1 | 0 | 84.44% |
| Educational services | 6 | 5 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 83.33% |
| Health care and social assistance | 53 | 19 | 13 | 7 | 11 | 1 | 2 | 0 | 0 | 0 | 60.38% |
| Arts, entertainment & recreation | 8 | 5 | 0 | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 62.50% |
| Accommodation & food services | 56 | 22 | 8 | 12 | 9 | 5 | 0 | 0 | 0 | 0 | 53.57% |
| Other services (except public administration | 78 | 43 | 24 | 8 | 3 | 0 | 0 | 0 | 0 | 0 | 85.90% |
| Auxiliaries (exc corporate, subsidiary & r | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100.00% |
| Unclassified establishments | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100.00% |

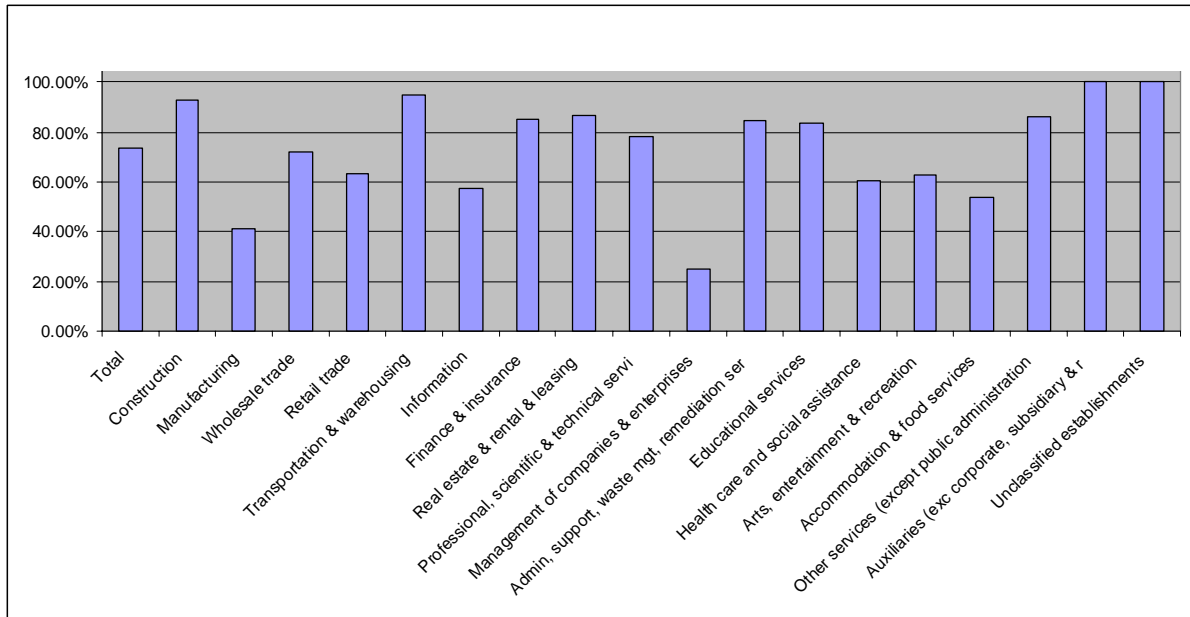
Source: County Business Patterns, U.S. Census

Chart 5: Establishment Size Distribution, 1998 and 2001



Brunswick’s industrial sectors are dominated to varying degrees by extremely small businesses. Chart 6 illustrates the degrees to which Brunswick’s industrial sectors have this characteristic. This data is provided only for the 2001, since the overall distribution did not change significantly between 1998 and 2001.

Chart 6: Percent of Brunswick Establishments, Less than 10 Employees, 2001



- Of the largest sectors, only the Manufacturing sector has a minority of establishments with less than 10 employees. The only sector with a smaller proportion of establishments with less than ten employees has only four total establishments.
- With the exception of two very small sectors, Auxilliaries and Unclassified, the highest proportion of very small establishments is in the Transportation & Warehousing sector, followed by Construction and Other Services.

Section 5: Subcategories, Selected Brunswick Industries

Finally, the *County Business Patterns* breaks down each of the industrial sectors to a high level of detail in terms of the sub-categories, or establishment types, in which individual businesses fall within a sector. However, the only data that is available at this level is the number of businesses in that establishment type and the size categories into which those businesses fall. For sectors with a large number of establishments, this data can provide additional insight into the distribution or clustering of business types that may be found in the City.

In Section 3, Brunswick’s industrial sectors were categorized based on the characteristics of their growth (as measured in terms of the number of establishments) and their share of the local establishment base. Many of these sectors represented such a small number of businesses that they do not provide enough data for a meaningful analysis. With one exception, the sectors analyzed below represent the largest sectors in that classification.

Table 14 is a duplicate of Table 7 in Section 3. The copy below identifies in bold type the sectors that are analyzed in this section.

Table 14: Sectors for Establishment Type Analysis

| High Growth/High Share | Low Growth/High Share |
|--|---|
| Construction | Retail trade Other services (except public administration) |
| High Growth/Low Share | Low Growth/Low Share |
| Manufacturing Finance & insurance Management of companies & enterprises Arts, entertainment & recreation | Transportation & warehousing Information Real estate & rental & leasing Educational services |
| Moderate Growth/Share | |
| Professional, scientific & technical services Wholesale trade Admin, support, waste mgt, remediation ser Health care and social assistance Accommodation & food services Professional, scientific & technical services | |

Establishment Type Concentration

The data for these industrial sectors can be analyzed in two ways. First, we can examine the number of businesses within each industrial sector. This analysis will indicate the

degree to which the city's establishments are concentrated in a few specific business types or spread across a wide spectrum. If the businesses within an industrial sector are concentrated in a small number of establishment types, this concentration may indicate an economic or locational strength -- or it could represent saturation. If the businesses within an industrial sector are dispersed across a wide range of establishment types, this lack of concentration may indicate that the city's economic and location characteristics do not provide any particular benefit, or that they provide benefits that can be used by a wide variety of businesses. Examination of the individual establishment types is usually necessary to determine whether the city's establishment concentrations result from advantages or disadvantages.

For the purposes of this type of analysis, establishment types that have a small number of businesses in them are generally removed, since it is assumed that they may occur for reasons other than the city itself and give no indication of the city's strengths or advantages. For this study, establishment types that have only one business in them have been removed from the analysis. Although this threshold is exceptionally low, Brunswick's industries generally demonstrate a very high degree of dispersal across establishment types (that is, there are few categories that have more than three businesses in them). Including establishment types with only two businesses may increase the overall appearance of concentration and may include some categories that simply represent two random occurrences, but not including these categories results in a very small data pool for Brunswick. For the purpose of this analysis, establishment types that include two businesses are assumed to represent something other than random occurrence, although this assumption is not as strong as when there are a larger number of businesses within an establishment type.

Because Brunswick's establishment types are highly dispersed, it makes sense to provide tables listing all of the establishment types in each sector that have two or more establishments. A review of the names of the establishment types listed will begin to give the reader some sense of the characteristics of Brunswick's business distribution.

Table 15: Establishment Types by Number of Establishments, 2001



Construction

| Establishment Type | Total Establishments | Percent of Sector Total | Total Under 10 Employees | Percent of Establishment Type Total |
|--|----------------------|-------------------------|--------------------------|-------------------------------------|
| Plumbing, heating & AC contractor | 21 | 21.21% | 21 | 100% |
| Single-family housing construction | 10 | 10.10% | 10 | 100% |
| Painting & wall covering contractors | 10 | 10.10% | 10 | 100% |
| Carpentry contractors | 10 | 10.10% | 10 | 100% |
| Electrical contractors | 8 | 8.08% | 8 | 100% |
| Masonry & stone contractors | 8 | 8.08% | 8 | 100% |
| Excavation contractors | 6 | 6.06% | 6 | 100% |
| Roofing, siding, & sheet metal contracto | 5 | 5.05% | 5 | 100% |
| Floor laying & other floor contractors | 4 | 4.04% | 4 | 100% |
| Concrete contractors | 4 | 4.04% | 4 | 100% |
| Multifamily housing construction | 2 | 2.02% | 2 | 100% |
| <i>Total</i> | 88 | 88.89% | 88 | 100% |

Administration, Support, Waste Management and Remediation Services

| Establishment Type | Total Establishments | Percent of Sector Total | Total Under 10 Employees | Percent of Establishment Type Total |
|---------------------------------------|----------------------|-------------------------|--------------------------|-------------------------------------|
| Landscaping services | 14 | 31.11% | 13 | 93% |
| Janitorial services | 7 | 15.56% | 7 | 100% |
| Office administrative services | 3 | 6.67% | 3 | 100% |
| Temporary help services | 3 | 6.67% | 0 | 0% |
| Document preparation services | 3 | 6.67% | 3 | 100% |
| Carpet & upholstery cleaning services | 3 | 6.67% | 3 | 100% |
| Private mail centers | 2 | 4.44% | 2 | 100% |
| Travel agencies | 2 | 4.44% | 2 | 100% |
| All other support services | 2 | 4.44% | 1 | 50% |
| <i>Total</i> | 39 | 86.67% | 34 | 87% |

Accommodation and Food Services

| Establishment Type | Total Establishments | Percent of Sector Total | Total Under 10 Employees | Percent of Establishment Type Total |
|---------------------------------------|----------------------|-------------------------|--------------------------|-------------------------------------|
| Full-service restaurants | 22 | 39.29% | 11 | 50% |
| Limited-service restaurants | 18 | 32.14% | 9 | 50% |
| Drinking places (alcoholic beverages) | 8 | 14.29% | 7 | 88% |
| Snack & nonalcoholic beverage bars | 5 | 8.93% | 2 | 40% |
| Hotels (exc casino hotels) & motels | 2 | 3.57% | 1 | 50% |
| <i>Total</i> | 55 | 98.21% | 30 | 55% |



Finance and Insurance

| Establishment Type | Total Establishments | Percent of Sector Total | Total Under 10 Employees | Percent of Establishment Type Total |
|--|-----------------------------|--------------------------------|---------------------------------|--|
| Insurance agencies & brokerages | 14 | 35.00% | 13 | 93% |
| Commercial banking | 8 | 20.00% | 4 | 50% |
| Savings institutions | 3 | 7.50% | 2 | 67% |
| Real estate credit | 2 | 5.00% | 2 | 100% |
| Other credit intermediation activities | 2 | 5.00% | 2 | 100% |
| Securities brokerage | 2 | 5.00% | 2 | 100% |
| Investment advice | 2 | 5.00% | 2 | 100% |
| Direct property & casualty insurance carri | 2 | 5.00% | 2 | 100% |
| <i>Total</i> | 35 | 87.50% | 29 | 83% |

Other Services

| Establishment Type | Total Establishments | Percent of Sector Total | Total Under 10 Employees | Percent of Establishment Type Total |
|--|-----------------------------|--------------------------------|---------------------------------|--|
| Beauty salons | 18 | 23.08% | 14 | 78% |
| Religious organizations | 15 | 19.23% | 14 | 93% |
| Commercial equipment (exc auto & elec) | 6 | 7.69% | 6 | 100% |
| Automotive body, paint & interior R&M | 4 | 5.13% | 2 | 50% |
| Drycleaning & laundry services (exc coin- | 4 | 5.13% | 4 | 100% |
| Labor unions & similar labor organization: | 4 | 5.13% | 3 | 75% |
| General automotive repair | 3 | 3.85% | 3 | 100% |
| Oth similar organizations (exc business, | 3 | 3.85% | 3 | 100% |
| Automotive exhaust system repair | 2 | 2.56% | 1 | 50% |
| Funeral homes | 2 | 2.56% | 1 | 50% |
| Pet care (except veterinary) services | 2 | 2.56% | 2 | 100% |
| <i>Total</i> | 63 | 80.77% | 53 | 84% |



Retail trade

| Establishment Type | Total Establishments | Percent of Sector Total | Total Under 10 Employees | Percent of Establishment Type Total |
|---|-----------------------------|--------------------------------|---------------------------------|--|
| Automotive parts, accessories & tire sto | 10 | 8.77% | 5 | 50% |
| Gasoline stations with convenience store: | 10 | 8.77% | 8 | 80% |
| Convenience stores | 7 | 6.14% | 4 | 57% |
| New car dealers | 5 | 4.39% | 0 | 0% |
| Other building material dealers | 5 | 4.39% | 3 | 60% |
| Grocery (except convenience) stores | 5 | 4.39% | 2 | 40% |
| Furniture stores | 4 | 3.51% | 4 | 100% |
| Beer, wine & liquor stores | 4 | 3.51% | 4 | 100% |
| Pharmacies & drug stores | 4 | 3.51% | 0 | 0% |
| Optical goods stores | 4 | 3.51% | 4 | 100% |
| Used car dealers | 3 | 2.63% | 3 | 100% |
| Tire dealers | 3 | 2.63% | 2 | 67% |
| Floor covering stores | 3 | 2.63% | 3 | 100% |
| Jewelry stores | 3 | 2.63% | 3 | 100% |
| All other general merchandise stores | 3 | 2.63% | 2 | 67% |
| All other misc store retailers (exc tobacco | 3 | 2.63% | 2 | 67% |
| Computer & software stores | 2 | 1.75% | 2 | 100% |
| Paint & wallpaper stores | 2 | 1.75% | 2 | 100% |
| Hardware stores | 2 | 1.75% | 1 | 50% |
| Nursery & garden centers | 2 | 1.75% | 1 | 50% |
| Other gasoline stations | 2 | 1.75% | 1 | 50% |
| Hobby, toy & game stores | 2 | 1.75% | 2 | 100% |
| Prerecorded tape, CD & record stores | 2 | 1.75% | 2 | 100% |
| Florists | 2 | 1.75% | 1 | 50% |
| Gift, novelty & souvenir stores | 2 | 1.75% | 0 | 0% |
| <i>Total</i> | 94 | 82.46% | 61 | 65% |

Manufacturing

| Establishment Type | Total Establishments | Percent of Sector Total | Total Under 10 Employees | Percent of Establishment Type Total |
|---|-----------------------------|--------------------------------|---------------------------------|--|
| Special die, tool, die set, jig & fixture | 3 | 7.32% | 0 | 0% |
| Sporting & athletic goods mfg | 3 | 7.32% | 1 | 33% |
| Machine shops | 2 | 4.88% | 2 | 100% |
| <i>Total</i> | 8 | 19.51% | 3 | 38% |

Professional, Scientific and Technical Services

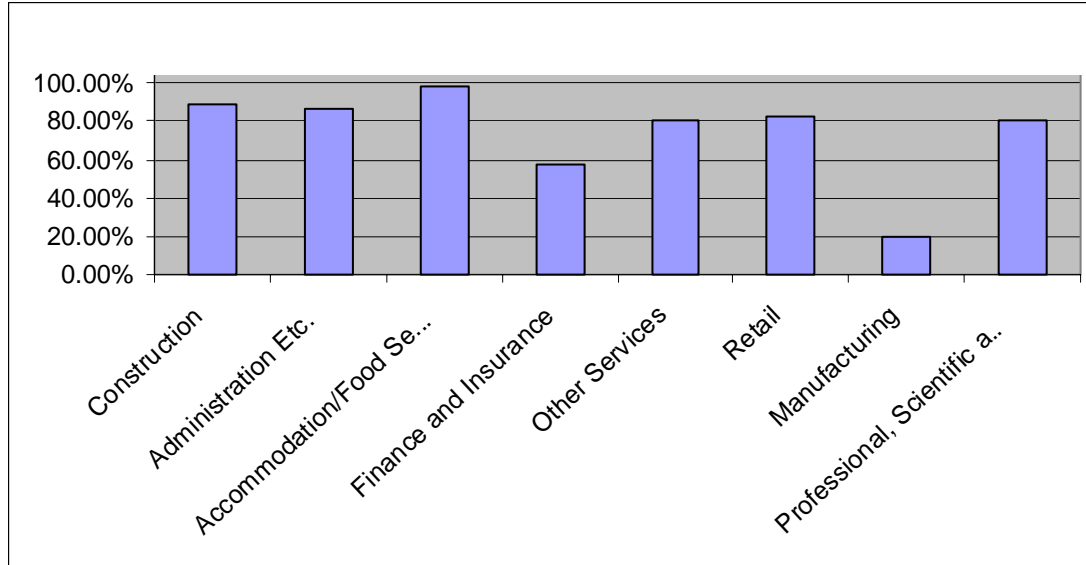
| Establishment Type | Total Establishments | Percent of Sector Total | Percent of | |
|---|----------------------|-------------------------|--------------------------|--------------------------|
| | | | Total Under 10 Employees | Establishment Type Total |
| Offices of certified public accountants | 6 | 10.00% | 6 | 100% |
| Engineering services | 6 | 10.00% | 4 | 67% |
| Custom computer programming services | 6 | 10.00% | 5 | 83% |
| Veterinary services | 5 | 8.33% | 4 | 80% |
| Offices of lawyers | 4 | 6.67% | 4 | 100% |
| Tax preparation services | 4 | 6.67% | 3 | 75% |
| Computer systems design services | 4 | 6.67% | 3 | 75% |
| Marketing consulting services | 4 | 6.67% | 3 | 75% |
| Other accounting services | 3 | 5.00% | 2 | 67% |
| Graphic design services | 2 | 3.33% | 2 | 100% |
| Admin & gen management consulting ser | 2 | 3.33% | 2 | 100% |
| Photography studios, portrait | 2 | 3.33% | 1 | 50% |
| <i>Total</i> | 48 | 80.00% | 39 | 81% |

As this table indicates, these establishment types represent the majority of the businesses within each sector. Table 16 and Chart 7 illustrate the proportion of each industrial sector's businesses that are in these establishment types, as opposed to establishment types with only one business in Brunswick. This percentage indicates the degree to which businesses in a sector are concentrated in a small group of establishment types or are spread across a large number of establishment types.

Table 16: Establishment Type Concentration, 2001

| Industrial Sector | Percent of Sector Total in Cluster Establishment Types |
|---|--|
| Construction | 88.89% |
| Administration Etc. | 86.67% |
| Accommodation/Food Service | 98.21% |
| Finance and Insurance | 57.14% |
| Other Services | 80.77% |
| Retail | 82.46% |
| Manufacturing | 19.51% |
| Professional, Scientific and Technical Services | 80.00% |

Chart 7: Average Share per Establishment Type, 2001



As one might expect, most of the sectors show a relatively high level of concentration in establishment types that have more than one establishment in them, given that these percentages include establishment types that have only two businesses in Brunswick. The Manufacturing sector is the notable exception to this rule: of the 41 establishments in the Brunswick manufacturing sector, only 8 are in establishment types that have two or more businesses. The Finance & Insurance sector also shows relatively low levels of establishment type concentration.

It should also be noted that the relatively high concentration of Retail businesses in multiple-business establishment sectors is primarily a result of an extremely high number of establishment types with two entries. There are 18 businesses in establishment types with two entries, and another 24 in establishment types with three entries. Given the size of the retail sector in Brunswick, a two-business establishment type may not indicate any particular advantage, but may simply be a factor of the size of Brunswick's population and the amount of available space. Without the establishment types that have two businesses, the Retail sector's establishment type concentration factor is 66.67%

Finally, the tables above also allow us to analyze the relative establishment sizes of the businesses in multi-business establishment types as compared to the sector as a whole. This allows us to determine whether the size of establishments in the multi-business sectors differs from the sector as a whole.

Table 17: Difference in Establishment Size, 2001



| Industrial Sector | Percentage of Multi-Business Establishment Types Less Than 10 Employees | Percentage of Sector Less than 10 Employees | Difference |
|---|--|--|-------------------|
| Construction | 100.00% | 80.00% | -20.00% |
| Administration Etc. | 87.18% | 78.05% | -9.13% |
| Accommodation/Food Service | 54.55% | 44.23% | -10.32% |
| Finance and Insurance | 82.86% | 78.79% | -4.07% |
| Other Services | 84.13% | 86.08% | 1.95% |
| Retail | 64.89% | 66.07% | 1.18% |
| Manufacturing | 37.50% | 38.24% | 0.74% |
| Professional, Scientific and Technical Services | 81.25% | 80.00% | -1.25% |
| <i>Average</i> | 74.04% | 68.93% | -5.11% |

In general, businesses in the multi-business establishment types are smaller in terms of the number of employees than the sector as a whole. This difference is particularly pronounced in the Construction sector, and indicated that the sector’s most dominant establishment types are dominated by a large number of very small establishments.

Section 6: Conclusions

- Brunswick experienced proportionately stronger growth in the late 1990s and early 2000s than did Medina County or the Cleveland MSA. Not only did Brunswick experience higher growth percentages in the number of establishments and employees, but it experienced a higher rate of payroll growth.
- Brunswick added an extremely high number of establishments in this period – nearly one in five net new businesses in Medina County were established in Brunswick.
- More than 90% of Brunswick’s businesses employed less than ten people. This proportion is even higher for businesses that fall within establishment type concentrations, indicating that much of Brunswick’s economic strength lies in very small businesses.
- Brunswick’s average payroll per employee has historically lagged that of the County and the Cleveland MSA, and Brunswick’s average payroll was still less than the average for the County and MSA in 2001. However, Brunswick experienced higher payroll growth per employee and per establishment during the study period.
- The Construction sector appears to be the most robust of Brunswick’s industries, as measured by growth in the number of establishments. Construction was the only sector with a high growth rate and a high share of the local market, and this was not the case in Medina County or the nation. The Brunswick Construction sector is strongly dominated by businesses with less than ten employees, and the majority of establishment types in the Brunswick Construction sector do specialized construction work, such as painting or plumbing.
- The Brunswick Retail sector had the highest share of establishments in 2001, but it had the second lowest growth rate. The Retail sector is not quite as dominated by very small establishments as some other sectors, but the majority of Retail sector businesses employ less than 10 people. Most significantly, the Retail sector shows very little concentration for a sector of its size – a rather small number of businesses are in establishment types that are shared by more than one other Brunswick business. There is a strong concentration of businesses in several auto-oriented establishment types, such as auto parts and accessories stores and gas stations, and a lesser concentration of businesses in food and pharmaceutical sales. Outside of these areas, however, Brunswick’s retail sector shows an exceptionally wide variety of establishment types.
- Small sectors (in terms of the number of establishments) that have experienced high growth in establishments in Brunswick include Manufacturing and Finance & Insurance. The economic impact of manufacturing is probably underestimated by this data due to the generally larger employment and payroll of manufacturing establishments. The significant growth in the manufacturing sector goes against the trend at both the county and national levels, where manufacturing sector growth has been flat or negative. The Brunswick Manufacturing sector is widely dispersed, with only three establishment types having more than one establishment in the City.



- Brunswick has an exceptionally large number of beauty salons, comprising over 23% of the Other Services sector. The Other Services sector has seen little net establishment growth.
- Several smaller sectors have experienced notable growth in Brunswick during the study period. Professional, Scientific & Technical Services; Wholesale Trade; Health Care & Social Assistance; and Accommodation & Food Service have all experienced solid growth. This growth is generally in line with or stronger than County and national growth trends, indicating robust local sectors.
- The Information sector is surprisingly absent from Brunswick, as compared to County and national trends.