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June 6, 2019

Honorable Dennis Morley
City of Eastlake
35150 Lakeshore Boulevard
Eastlake, Ohio 44095

Re: S.R. 91 Corridor Evaluation Study

Dear Mayor Morley:

Reference is made to our meeting of 3-14-19 to discuss the SR-91 Corridor Evaluation Study and our follow-up discussion on how the concepts being considered there, could join with those currently being considered for the Vine Street Corridor extending from Willoughby through Eastlake, and to the waterfront in Willowick. More specifically, it was noted that there exists the will and momentum between the Cities of Eastlake, Willowick and Willoughby to join forces to promote economic development along the Vine Street Corridor with each municipality moving forward with its own particular strengths. Willoughby for restaurants and shops, Eastlake for sports and entertainment, and Willowick with its lakefront.

At the epicenter of it all is Eastlake, where there is high potential for development and improvement where the SR-91 and Vine Street Corridors cross. More specifically, the area has the potential to effectively act as the gateway to the Vine Street Corridor and can set the tone for the corridor in terms of aesthetics and access. Presently, a majority of the pieces exist (hotel, stadium, restaurants, and some retail), but they lack ease of safe access, connectivity, and the aesthetics which are necessary draw and keep people in the area. Attached are google earth views outlining the areas mentioned and related renderings.

As part of our discussion, before and after photos of the work we had done in Slippery Rock, PA were presented. They are included again herein along with the requested detailed document of the proposed steps and approach utilized which has been edited for the Vine Street / 91 corridor. Overarching themes in the approach include:

1. Thinking beyond the right-of-way; there exist opportunities to work with private landowners for the mutual benefit of the City and the landowner.
2. Consider relocation of the above ground utilities out of the corridors.
3. Consider zoning changes relative to uses, setbacks, access and parking.
4. Make use of open space for public amenities.
5. Consider uniform architectural standards along the corridor.
6. Consider signal coordination and centralized control along the corridor.

It is understood that Eastlake, Willowick, and Willoughby are in the process of undertaking planning efforts with the assistance of Laketran and your economic development coordinator (EDC) for the Vine Street Corridor at the same time as you pursue changes to the SR-91.

As your engineer, I would be remiss in not letting you know that we are engaged in similar planning, design, and construction work in over 15 communities, with some in their nascent stage, while others such as Slippery Rock and Franklin, TN have been fully actualized. We know from experience that when successfully executed, the path which Eastlake and your brethren communities are about to undertake can produce great results. Resultant from their improvements Franklin, TN saw investments soar, vacancy rates dropping from 35% to 5%, a 28% increase in new business, and rents/sq. ft. that rose by an average factor of 10.

Should you wish, I believe our staff could assist you in your efforts with your EDC and planner to help with the process, and to see that your visions and those of Mayors Regovich and Fiala are firmly set on the path for realization. Further, we are also prepared to assist in getting the funds in place for implementation, and have unique knowledge of entities and agencies who have funds available for your undertaking.

In closing, I hope the information presented helps as you plan for the future of Eastlake. If you have any questions, please let me know.

Thank you for your consideration.

Respectfully,

CT CONSULTANTS, INC.

Thomas B. Gwydir, Jr., P.E.
City Engineer

TBG/saa

Enclosures

cc: James T. Sayles, P.E., Willoughby City Engineer, w/encl.
Tim Lannon, P.E., Willowick City Engineer, w/encl.
Diane Oress, P.E., w/encl.
Jennifer Brown, w/encl.

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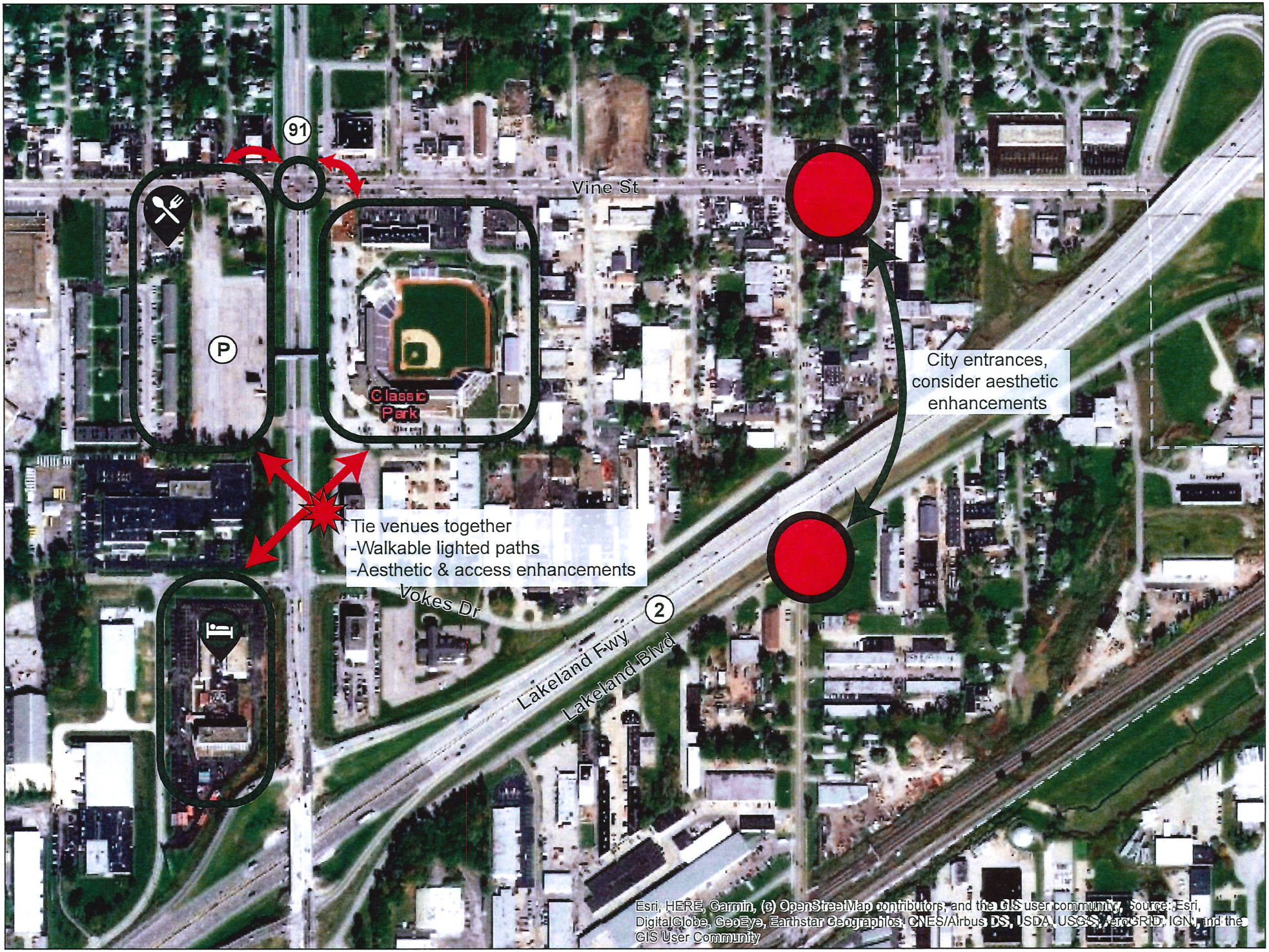
SR-91 and Vine Street

City Entrances

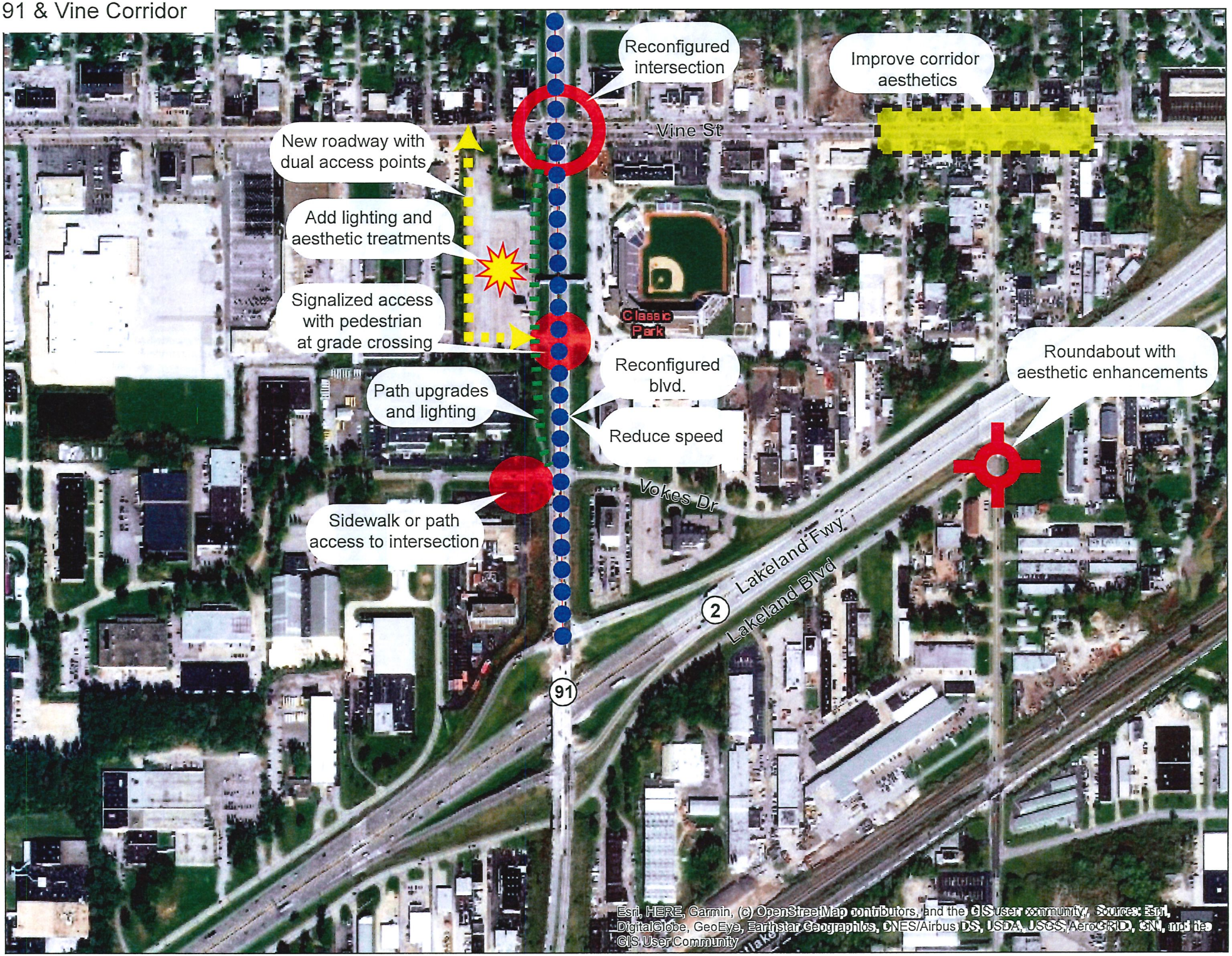
Connectivity

Accessibility

91 & Vine Corridor



91 & Vine Corridor



SW Corner 91 & Vine

Eastlake, Ohio
Vine Street Commercial Corridor

Proposed Steps / Approach

Eastlake, Ohio: Vine Street Commercial Corridor
Proposed Steps/Approach to Revitalization and Economic Development

Note: The steps/approach outlined below summarize the process successfully utilized by CT Consultants in multiple communities in implementing corridor and downtown revitalization projects, resulting in economic and quality of life benefits to the community. This process was also used to bring the Slippery Rock, PA downtown revitalization project to implementation.

Initial Project Steps:

Step 1. Development of Master Plan

A. Input, Inventory, and Evaluation
- Form project Steering Committee
- Organize with Steering Committee and City Administration
- Gather existing background information for project area
- Conduct public input meeting
- Prepare base map of downtown planning area utilizing available mapping/information
- Evaluate existing conditions (infrastructure, utilities, traffic, sidewalks, lighting, pedestrian connectivity/ADA accessibility, buffering of parking lots, etc.)
- Prepare summary of existing conditions and preliminary recommendations

B. Concept Development
- Prepare conceptual 3-dimensional view renderings of selected areas within the project planning area to illustrate improvements/enhancements based on community input and history

C. Master Plan
- Illustrate proposed improvements in rendered plan view format for the entire corridor planning area
- Prepare a detailed preliminary probable cost estimate corresponding to the master plan, broken down by block/area
- Determine project phasing, if needed, and a target phase one project area for implementation, based on coordination with City Administration

Step 2. Financing Plan for Phase One Improvements

A. Develop a Probable Finance Plan
- Match project costs developed in preliminary probable cost estimate to targeted funding sources (grants, funding agencies, loans, bonds, benefactors, City funds)
- Identify projected economic and quality of life benefits to the community as a result of the project
- Prepare a schedule identifying anticipated timetables for targeted funding sources/applications and completion of final design and engineering for the project (final design and engineering is beyond the scope of Steps 1 thru 2)
- Advise City Administration and Steering Committee regarding needed resolutions and cooperation agreements to facilitate moving the project into subsequent phases, including funding applications

Steps 1 and 2 are designed to demonstrate a viable project to grant/funding sources, and to procure grants/funding (Step 3), and to proceed with Preliminary Design/Engineering, Final Design/Engineering, and Administration (Step 4), once funding sources are identified and secured

Subsequent Project Steps:

Step 3. Implementation Plan

A. Assist with and prepare grant/funding applications and pre-applications

B. Assist City in follow up with grant/funding agencies

C. Match line items identified in preliminary probable cost estimate to targeted funding sources (Use and Source of Funds Statement)

Step 4. Preliminary Design/Engineering, Final Design/Engineering, and Administration

A. Perform professional services required to complete project design and engineering, including Survey, Geotechnical Investigation, Design Development/Preliminary Engineering, Construction Documents (Drawings, Specifications, Bid Documents), Bidding, Construction Administration/Supervision, and Grant Draw-Downs

B. These professional services will be identified as part of the comprehensive preliminary probable cost estimate developed as part of Step 1C above.

Special Considerations:

1. A comprehensive approach to revitalization of commercial corridors tends to create an attractive environment that is conducive to economic development through private sector investment, business growth, and job expansion and creation. This comprehensive approach was successfully implemented in the Slippery Rock, PA downtown revitalization project, as further described in the following points.
2. In order to implement comprehensive corridor improvements, it is often advisable to look beyond the right-of-way to optimize the economic and quality of life impacts of the project. Improvements beyond the right-of-way may include landscape buffers between the public sidewalk and parking lots to create an environment that invites pedestrian activity, and enhances the motorists' experience.
3. In projects where undergrounding of overhead utilities is part of the program, easements are often sought for locating ground mounted utility equipment (electric transformers, phone and cable pedestals, underground conduit for service connections). This equipment is often located in easement areas in conjunction with landscape buffers, that also buffer or soften the equipment.
4. A comprehensive approach involves working closely throughout all project steps to engage property/business owners to inform them of expected positive economic impacts of the project and to seek easements to perform work outside of the right-of-way. This includes working with property/business owners to design driveway access points and parking to meet their individual business needs, in context to the easements, while still accomplishing the project goals. The project steering committee can play a key role in communicating the project benefits to property owners, and seeking easements.
5. Successful steering committees often consist of key property/business owners within the project area, as well as City government representatives, including council member(s) and key staff members(s). The steering committee often plays key roles in keeping the City administration updated on the project and promoting the project within the community and to potential funding agencies.

Roundabout
E. 361st Street and Lakeland Boulevard

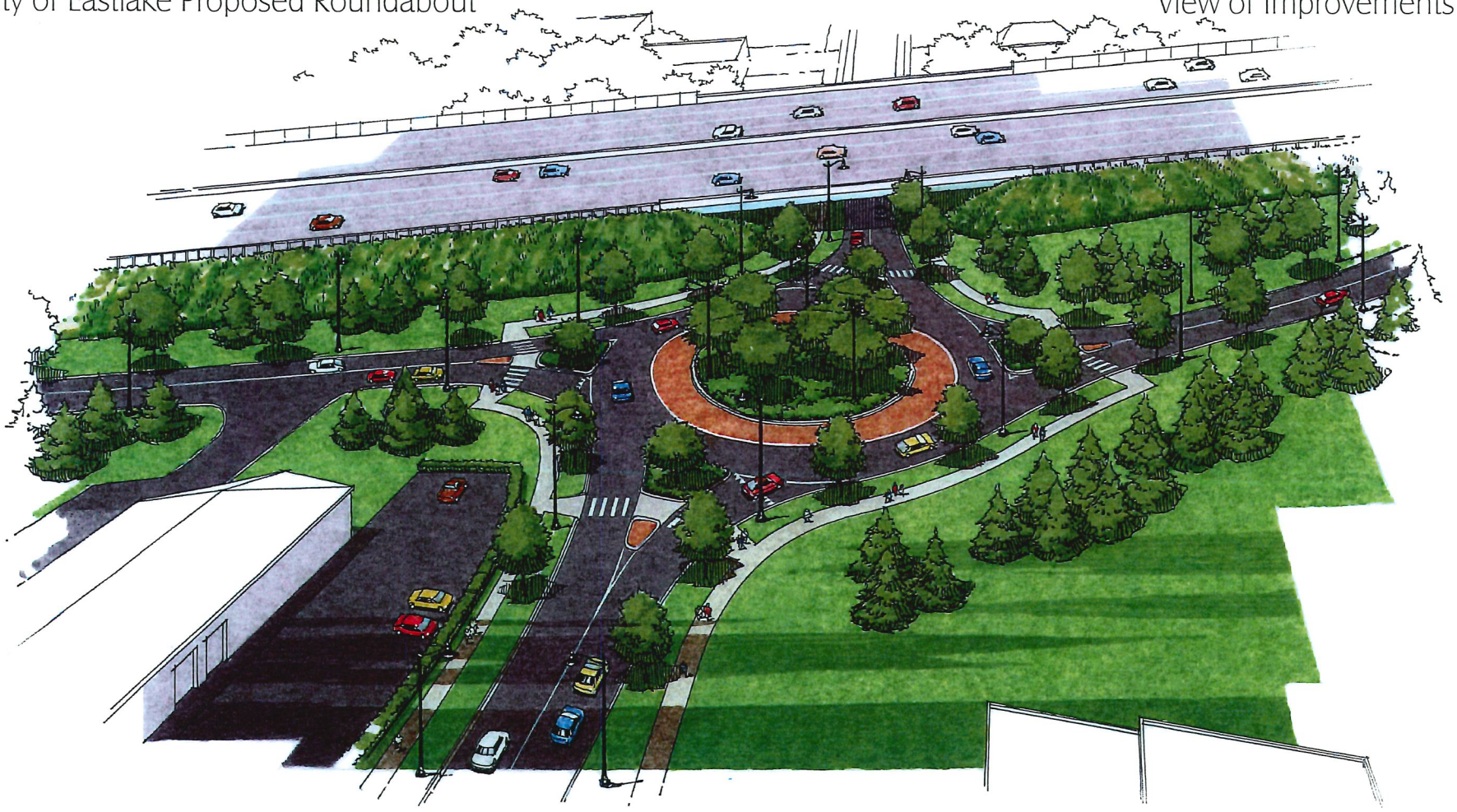
Rendering

Concept Development

E. 361st Street at Lakeland Boulevard (looking north)

City of Eastlake Proposed Roundabout

View of Improvements



Prepared for City of Eastlake

Prepared by CT Consultants, inc.

Slippery Rock, Pennsylvania

Commercial Corridor Revitalization

Before & After Photos

Slippery Rock, PA existing conditions

Slippery Rock, PA with improvements

Slippery Rock, PA existing conditions

Slippery Rock, PA with improvements

Slippery Rock, PA existing conditions

Slippery Rock, PA with improvements

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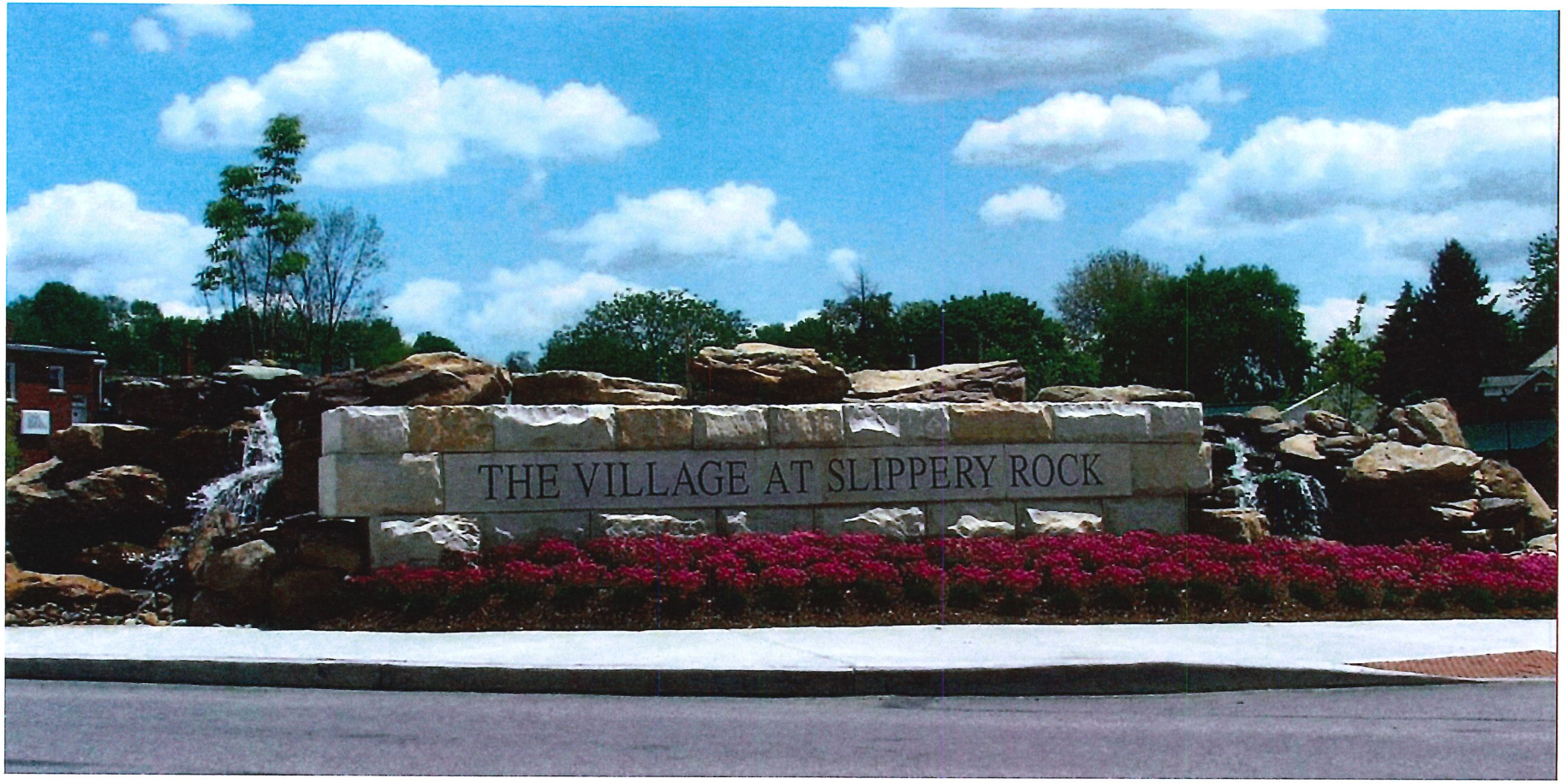

Franklin Downtown Business District Revitalization

Franklin, TN

Summary of Project

Total Project Cost: $2,100,000

Construction: 1990-1991

Recipient of the National Trust for Historic Preservation
Great American Main Street award

Total Investments:	Nearly $50 million from 1984 to 1994
Vacancy:	35% in 1984 5% in 1994
New Businesses/Jobs:	28% increase in new businesses 20% increase in jobs (399 additional jobs)
Average Rents:	$1.00 per square foot in 1983 $8 - $12 per square foot in 1994

Overview of Economic Impact (provided by Downtown Franklin Association, 1995)

The 15 blocks of Downtown Franklin play a major role in the economy of the City of Franklin and Williamson County.

- More than 1,954 employees work in Downtown Franklin, making it the second largest employer in Williamson County after Cool Springs Galleria.
- Downtown Franklin generated more than $18 million in gross annual sales in 1994, an increase of 42% since 1983.
- Rents have risen from as low as $1 per square foot in 1983 to a range of $12 to $14 in 1994.
- Occupancy of downtown buildings is in the 95% range.
- The total value of downtown property is in excess of $75,000,000.

Source: The Downtown Franklin Association and Middle Tennessee State University