

JANUARY 2025 *DRAFT*

SHAKER SQUARE

VISION PLAN



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We're thrilled to share the vision for Shaker Square's next chapter with the community.

The visioning plan is a blueprint that positions Shaker Square for its next incarnation – the plan honors the area's rich history and context while ensuring the retail mix, programming and public space is relevant to future generations.

At Shaker Square, the Vision Plan and the last three years have set the stage for the next 100. Since acquiring Shaker Square in August 2022, the CNP/BBC ownership team has raised over \$5 million for capital repairs. By the end of Fall 2024, we had replaced all flat roofs, HVAC, and electrical systems; updated lighting and security cameras; added new awnings; and completely replaced the wood facades.

The plan was built on extensive community engagement and market analysis. That included in-person and online surveys, youth engagement and nontraditional outreach to capture and vet themes and new ideas for the Square. It included an in-depth examination of retail trends, revitalization of other historic retail districts, and the highest and best use of the Square's existing retail spaces. And, importantly, it included a thorough review of how Shaker Square and its surrounding neighborhood connect to Buckeye and Larchmere.

There are so many people and organizations to thank for helping make this plan possible. We are grateful for the visionary support of the mayors and city councils of Cleveland and Shaker Heights, as well as generous donors in the Shaker Square community. A special thank you to our Shaker Square merchants and tenants, steering committee of residents, small businesses, city officials, and institutions, who chose our consulting partners and diligently guided our work over the last ten months.

This plan is sharper because of everyone's support, commitment, and creativity.

As the current owners of this historic community asset, our organizations are working toward a future for the Square that includes stable anchor institutions providing essential services to residents and transforming the Square into a bustling retail hub and regional destination. These changes will ensure long-term, local ownership and a bright future for Shaker Square.

We believe in that bright future, and we hope this plan helps inspire that belief in you, too.

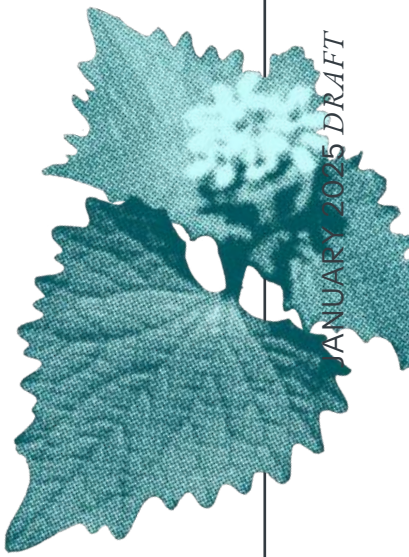
We can't wait to see you at the Square,

Tania Menesse

President & Chief Executive Officer
Cleveland Neighborhood Progress

Joy Johnson

Executive Director
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SHAKER SQUARE STROLL THE SQUARE EVENT, *Summer 2024*

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Executive Summary

As one of Cleveland's oldest commercial hubs, Shaker Square is an integral part of the city's identity and a cherished community gathering space. By honoring its authentic character—through meaningful programs, engaging events, and sensitive improvements to the buildings and landscape—this space on the edge of Cleveland and Shaker Heights has the potential to reconnect with residents and visitors, reaffirming its importance as a cherished community destination.

This vision plan emphasizes the importance of hosting events and activating the Square's public spaces. Increased activity will attract more people to visit, supporting retail success and fostering a sense of community, visibility, and natural surveillance. The planned improvements will make Shaker Square feel more connected, safe and welcoming as a vibrant destination.

Community Involvement

1,215
Community members reached in-person

604
Online survey respondents

19
Events, Pop-ups, or community meetings

Community engagement was key to creating a Vision Plan that truly reflected the needs of Shaker Square's diverse stakeholders. The outreach strategy ensured input from Shaker Square's socio-economically and racially diverse audience through a dual approach: online surveys and a range of in-person engagement.

To ensure broad representation, pop-up events were held at parks, markets, and community gatherings, allowing the team to connect with people in their daily routines. Three milestone consensus-building workshops, enlivened with local music, art, and food, were held at different spaces in the Square. A retail-focused online survey offered a convenient platform for residents to share their ideas and survey kiosks were stationed at the Square's welcome center.

Shaker Square's Bright Future

15
Goals

170+
units of family friendly housing

Safe crossing upgrades and portal improvements

Arts and culture programming

The vision plan commits to supporting homegrown businesses that embody Cleveland's character, bring a diverse tenant mix and offer a range of price points. Leveraging its unique, transit-oriented design and strengthening connections with nearby cultural partners will differentiate the Square within a crowded retail market. Despite challenges, there is an opportunity for Shaker Square to thrive by growing local businesses and filling needs in quick-service dining, goods and apparel.

Today, Shaker Square operates as a walkable, neighborhood hub. The Square can attract more visitors by embracing its authenticity and continuing to focus on events and programs. New housing on underutilized land will provide a consistent customer base and activate the public spaces.

Improvements to the public realm will refresh and energize the Square, enhance gathering, improve safety, better connect retailers to outdoor spaces, and support events. Redesigned paths and parking will improve the arrival experience and provide access to the central green, with more space to relax and play.

Taking Immediate Action

\$5M
Spent on new roofs, facade repair, HVAC, and other maintenance needs

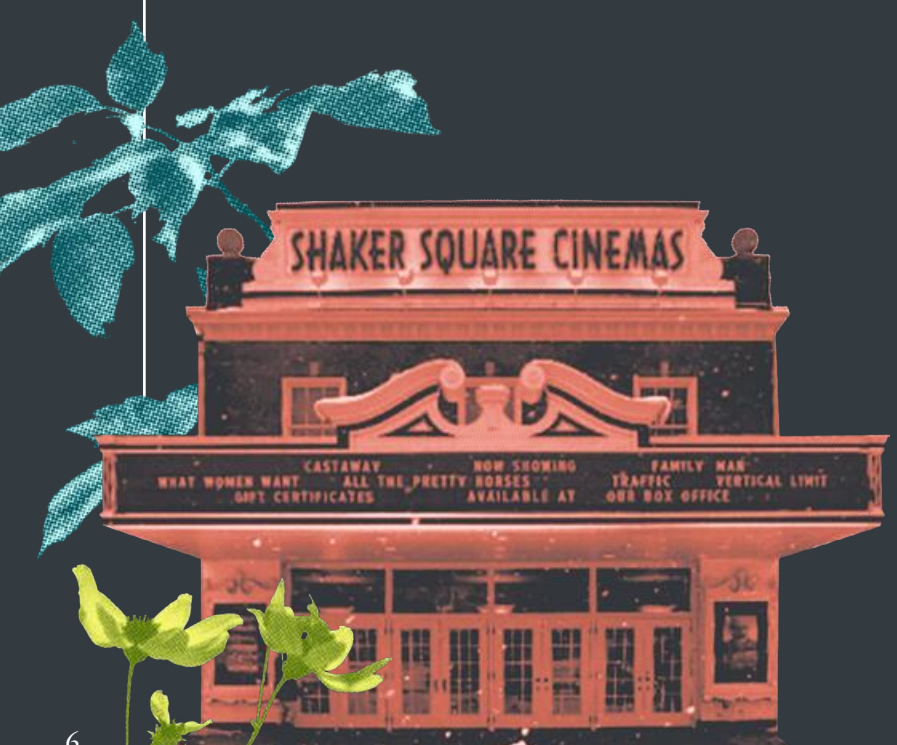
Seeking planning commission adoption

District wide marketing campaign

Many actions are already underway to realize the new vision for Shaker Square! From lighting improvements to infrastructure and building renovations to welcoming exciting new tenants, the plan is already unfolding.

Launching a new era for Shaker Square requires a clear, community supported vision for the future and ongoing collaboration with many partners. Immediate next steps will include Planning Commission adoption, ongoing marketing and branding, and continued work on a vision-supporting future ownership model.

Patience is essential, as long-term changes require time to take effect. Redesigned public spaces will play a crucial role in supporting thriving retail businesses, attracting upper-level tenants, and creating a beautiful, well-connected environment where the community can come together.





A New Era for a Cleveland Classic

For Clevelanders, Shaker Square brings back fond memories of the past while also sparking concerns about present-day challenges like vacancies and safety. Despite this, there is a shared hope that Shaker Square can reclaim its former success and embark on a new era of growth.

Shaker Square is coming upon its 100 year anniversary, making now an ideal moment to refresh this cherished retail destination. Originally developed as one of the first planned shopping centers in the US, Shaker Square's design emphasizes walkability, green spaces, mixed use retail, and transit-oriented development — exactly what many new districts are striving to create today. Going forward, Shaker Square will be revived, not reinvented. This iteration will maintain and nurture these assets, reinvigorating them to invite and inspire today's changing audiences. By embracing enduring retail practices, promoting local entrepreneurship, and fostering creativity, Shaker Square is poised for a bright new era.



Inviting

Today, Shaker Square is a vital transportation hub and the center of many eastside neighborhoods. Its convenient location and walkability have made it a familiar destination for Clevelanders and beyond. At the same time, the Square is also located among Cleveland neighborhoods that have suffered from decades of institutional disinvestment, among them the practice of redlining. Its future must redress the legacies of its difficult past and chart an equitable future that benefits surrounding residents. Shaker Square has always been a major draw for visitors, hosting countless events and programs, including concert series, the Garlic Festival, the North Union Farmer's Market, and others. The Square's next chapter will continue to welcome and invite people in — along bike paths from nearby neighborhoods, on safe sidewalks from complementary retail corridors, and on the Rapid from across the region for major events.

Inspiring

Across the country, as once vibrant commercial areas like Shaker Square age and evolve, they often struggle to adapt to the new ways that people want to live, work, shop, dine, and play. Choice and competition are all around us and shopping districts like Shaker Square can no longer just provide the basics. In the future, retail choices and public realm improvements will focus on the need to inspire people by offering unique experiences, quality retail choices, and culturally resonant offerings.

Timeless

Shaker Square is steeped in history, with enduring, memorable spaces. With four retail quadrants around a central green, the original design offers wide sidewalks, active storefronts, and ample open space. The Square's storied community history, architectural beauty, and distinctive design set it apart, making it a property that Clevelanders are passionate about preserving and shepherding to its next great chapter. Community organizations, local businesses, and residents have worked together since the 1970s to promote economic vitality, beautification, and preservation. The future vision positions Shaker Square to build on the community's passion and carry forward its timeless appeal.

Principles

Inviting

Foster an authentic and welcoming everyday retail experience in the square.

Goals

- 1. Sustain a diverse mix of retailers
- 2. Curate an engaging and memorable ground level user experience
- 3. Curate a balanced mix of creative, production-focused, and service-oriented tenants on the second floor
- 4. Steward a welcoming, safe, and intuitive environment for all
- 5. Support small business entrepreneurship and creative industries that reflect the spirit of the surrounding community
- 6. Introduce well-designed and well-maintained market rate housing and address stability of existing multi-family housing

Recommendations

- 1.A 1.B 1.C
- 2.A 2.B 2.C 2.D
- 3.A
- 4.A 4.B 4.C 4.D 4.E
- 5.A 5.B 5.C 5.D
- 6.A 6.B 6.C 6.D

Inspiring

Make Shaker Square a local and regional destination.

- 1. Bring Shaker Square to life with activities and events that invite people from both nearby neighborhoods and across the city
- 2. Improve accessibility and connectivity to the surrounding neighborhoods
- 3. Create better connections between the green space, promenade, and through the portals to improve accessibility and support foot traffic and retail activity
- 4. Redesign the central green to accommodate both everyday use and special events

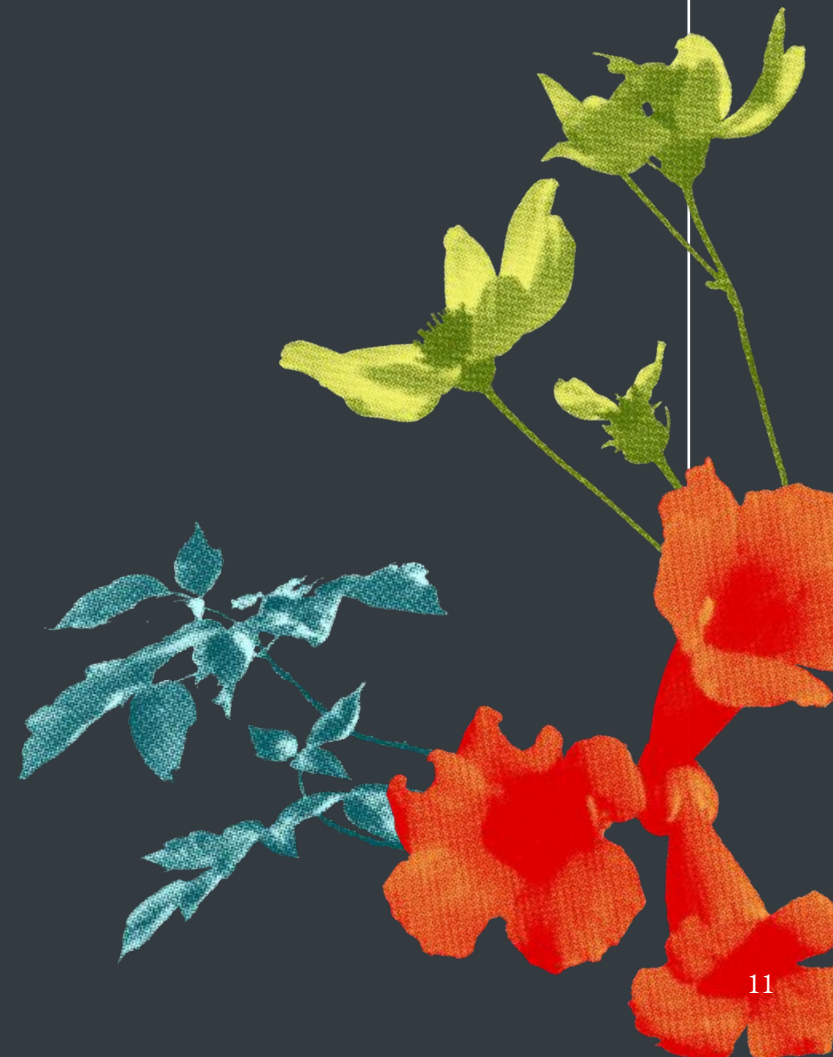
- 1.A 1.B 1.C 1.D 1.E
- 2.A 2.B 2.C 2.D 2.E
- 3.A 3.B 3.C 3.D 3.E
- 4.A 4.B 4.C 4.D

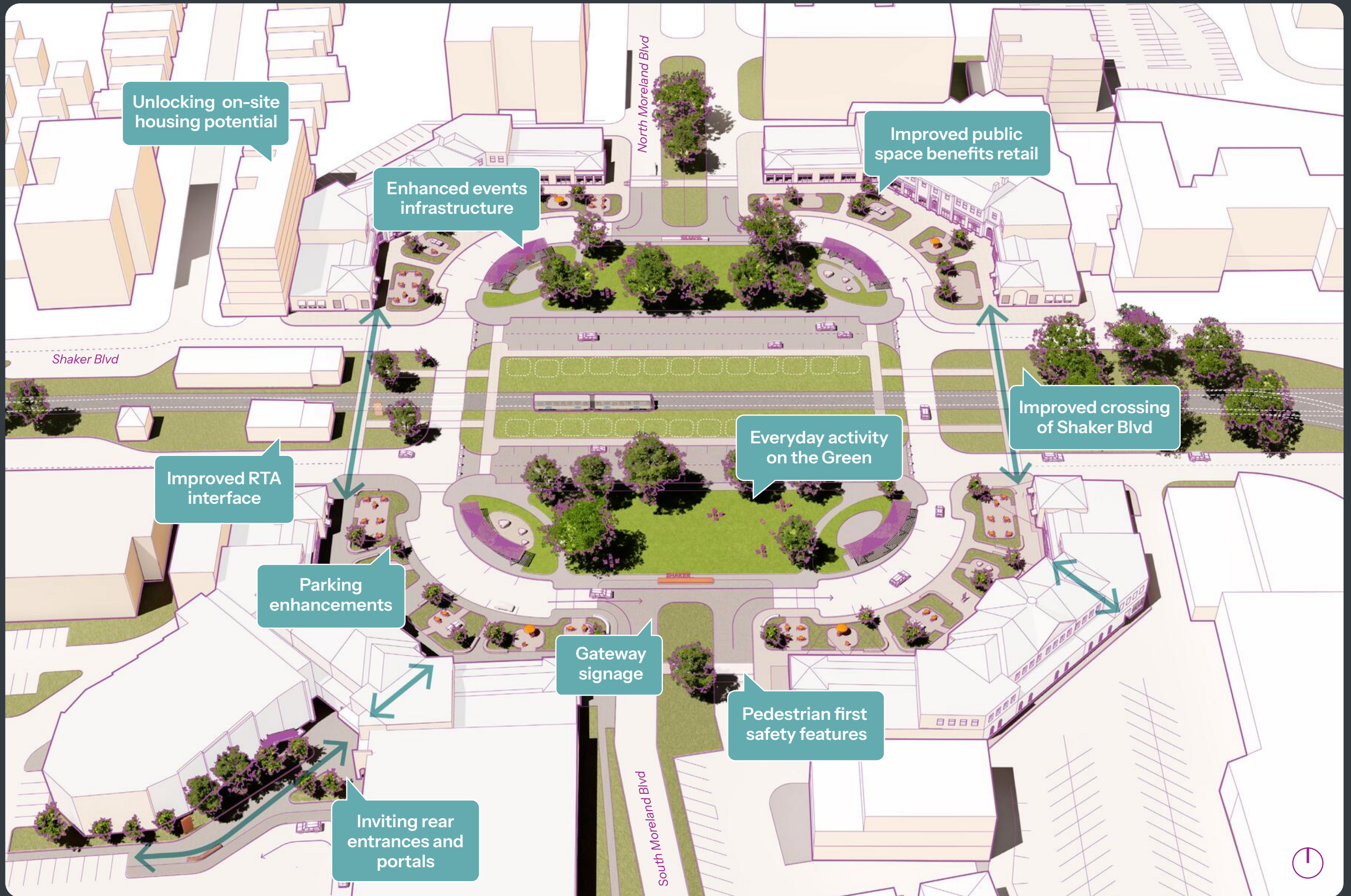
Timeless

Respect Shaker Square's history while stewarding it for the future.

- 1. Tell the story of Shaker Square
- 2. Protect Shaker Square's authentic advantage
- 3. Deploy strategic leasing techniques to attract and retain tenants that compliment the vision for Shaker Square
- 4. Implement a comprehensive care and maintenance plan for Shaker Square
- 5. Study partnership and funding opportunities to leverage outside capital for Shaker Square

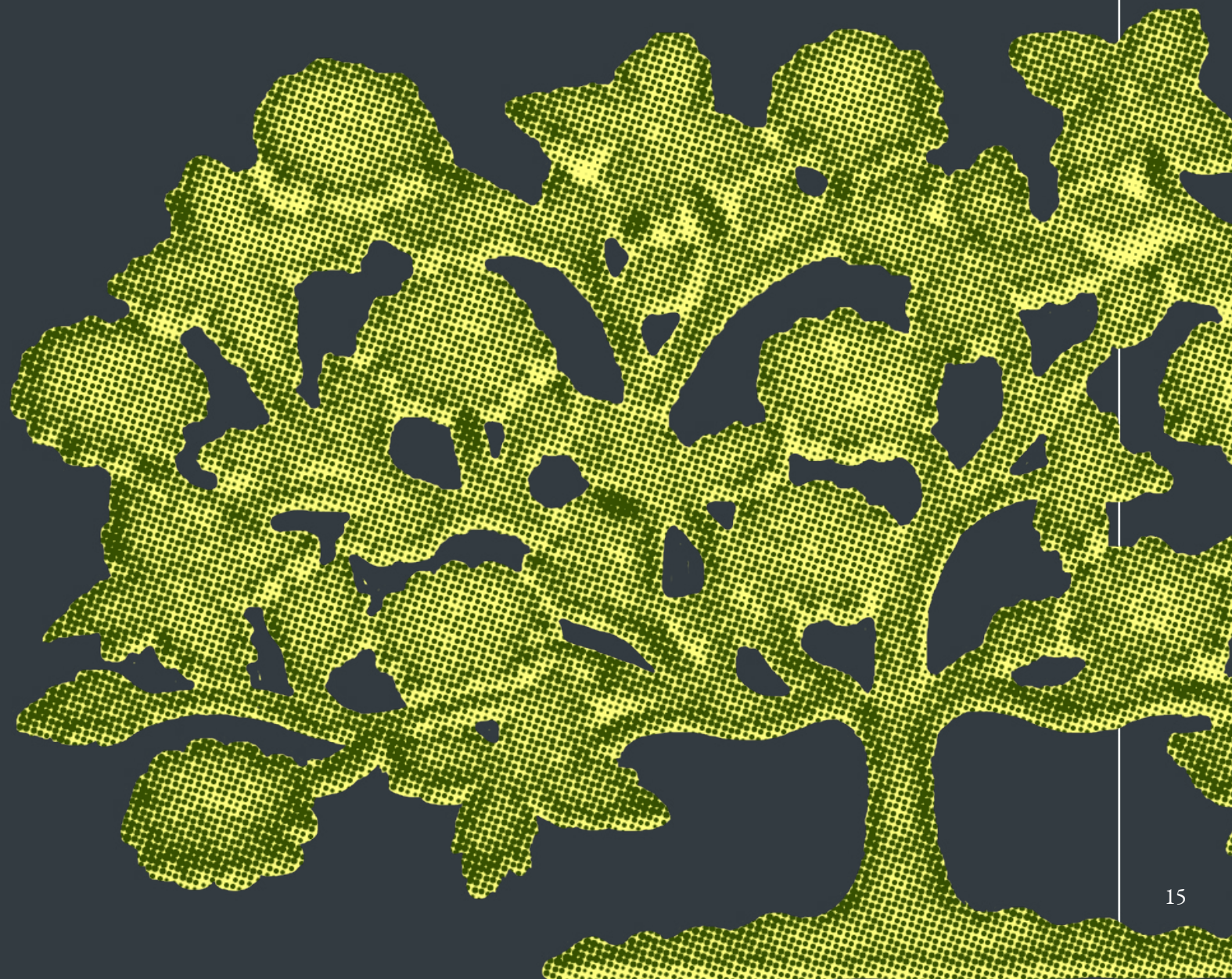
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- 3.A 3.B 3.C 3.D 3.E
- 4.A 4.B 4.C 4.D
- 5.A 5.B 5.C







Introduction



Shaker Square's Legacy

Cleveland's Shaker Square is not just a shopping destination; it's a living piece of history, radiating charm and significance since its establishment in 1929. As one of the earliest planned shopping centers in the United States, its iconic neo-Georgian-style architecture serves as a reminder of its roots in thoughtful design and community-focused development. Designed by architects Philip Small and Charles Bacon Rowley, the Square's timeless elegance reflects the ideals of the City Beautiful movement, blending residential, retail, and green spaces. This commitment to harmonious urban planning has made Shaker Square a treasured cultural asset, a place where history feels palpable in every brick and pathway.

Beyond its architectural legacy, Shaker Square's vibrancy is enriched by its role as a commercial and cultural hub. Once home to the renowned Stouffer's Restaurant, the Square has always been a magnet for unique destinations that create a sense of place. Today, landmarks like the Atlas Cinemas theater continue this tradition, drawing residents and visitors for entertainment and leisure. The Square's transit access is another hallmark of its heritage—served by the RTA Blue and Green Lines, it connects Clevelanders seamlessly to downtown and beyond. This transit-oriented design has been integral to its success, creating a model for sustainable and accessible development long before these became mainstream urban priorities.

Today, Shaker Square thrives as a hub of cultures and neighborhoods, sitting at the convergence of Larchmere, Buckeye, University Circle, and Shaker Heights. This unique position fosters a dynamic mix of residents and visitors, reflecting Cleveland's rich diversity. The Square's bustling farmers' markets, festivals, and public events underscore its role as a gathering place for people from all walks of life. Preserving and revitalizing Shaker Square is not just about honoring the past—it's about embracing its enduring potential to unite communities, support local businesses, and serve as a shining example of how historic spaces can drive a vibrant and inclusive future.



Process

Understand the Context

This research phase provided a comprehensive assessment to determine the highest and best use for the property by analyzing demographic trends and customer profiles. Market conditions, industry trends, and competition were examined to identify opportunities for retail, office, and residential development. The retail analysis estimated market-supported demand, highlighting gaps and opportunities, while residential and office assessments evaluated market feasibility.

Imagine and Explore

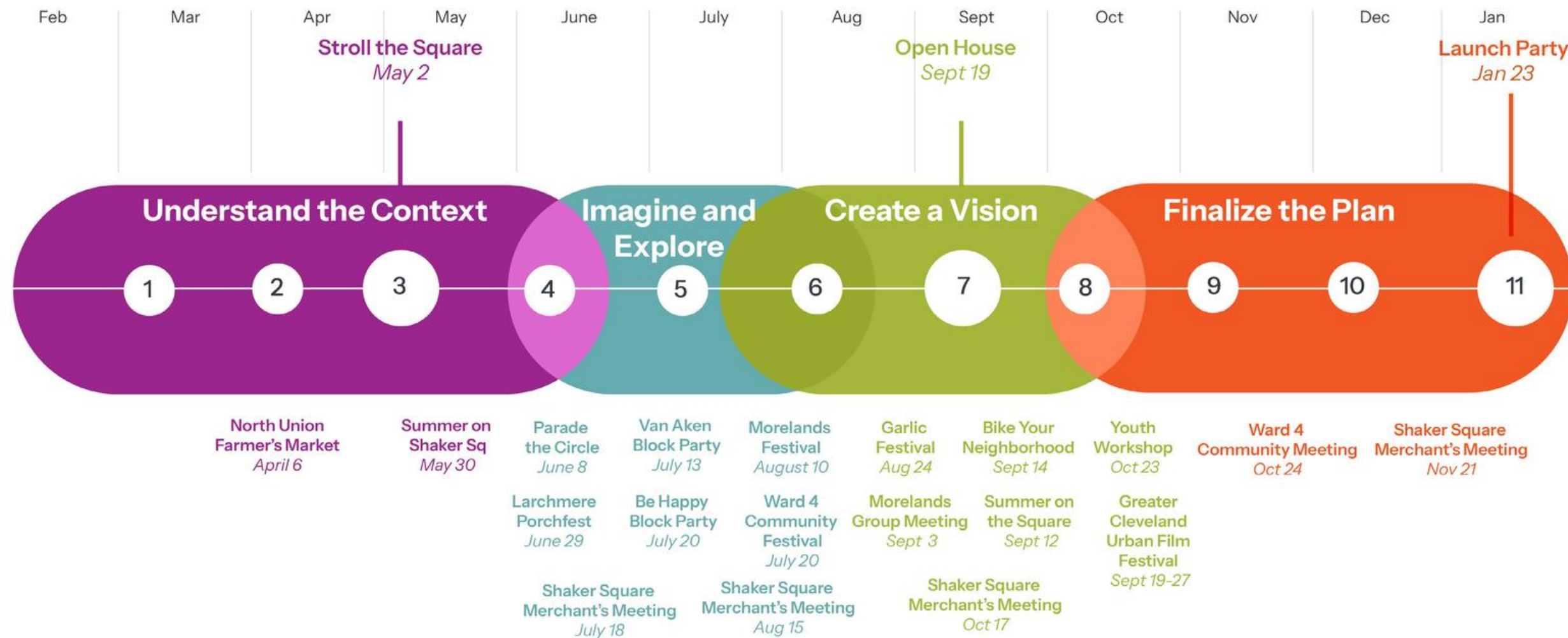
This step involved asking key questions to the Shaker Square community to shape the strategy and vision. The insights gained defined the project's retail position, informed future marketing and tenant decisions, and established a unique, market-relevant consumer experience and public space. This process also helped develop a strong brand identity for the project.

Create a Vision

This vision roadmap outlined the essential steps to secure Shaker Square's long-term relevance and legacy. It included a merchandising strategy to identify gaps and optimize the tenant mix, an amenity strategy to enhance user engagement, and recommendations for public space improvements. Additionally, it provided development strategies focused on retail sales potential and public space enhancements, shaping the final recommendations for the Square.

Finalize a Plan

This phase focused on executing the strategy to bring Shaker Square's vision to life. It included refining the overall vision, merchandising plan, architecture, and public space strategies based on community and stakeholder input. Finalized plans featured detailed recommendations for capital improvements, placemaking, and sustainability, aligning with retail strategies, equity goals, and community initiatives, all illustrated through compelling graphics and renderings.



Audience

Community engagement was essential to developing a Vision Plan that truly resonated with Shaker Square stakeholder communities. The outreach strategy was carefully crafted to ensure the voices of Shaker Square’s socio-economically and racially diverse audience were heard and represented. To achieve this inclusivity, the team employed a dual approach: online surveys and in-person engagement at community events, recognizing that no single method could capture a fully representative sample.

This approach was designed to reflect the needs and aspirations of the wide range of individuals who frequent this beloved space, ensuring that their input helped shape a plan the community could fully support.

Online surveys provided an accessible platform for those with the time and capacity to participate, offering a convenient way for residents to share their thoughts and ideas. However, the team recognized that this method often skews toward individuals who have more flexibility in their schedules or greater access to digital tools. To complement this, a series of pop-up events were organized, bringing the conversation directly to people in their daily routines. These events provided an opportunity to engage individuals in a more informal, accessible manner, ensuring that voices less likely to participate online were heard.

Pop-ups were particularly concentrated in zip codes to the west of Shaker Square, where online survey participation had been notably lower. By meeting people where they were—at parks, markets, and community gatherings—the team was able to connect with a broader cross-section of the community. This intentional effort ensured that the vision plan would be informed by a truly representative audience, encompassing the full spectrum of those who live, work, and visit the square.

How People Get to Shaker Square

Data from Shaker Square Retail Survey

Walk
59%

Bike
15%

Drive
65%

Public Transit
15%

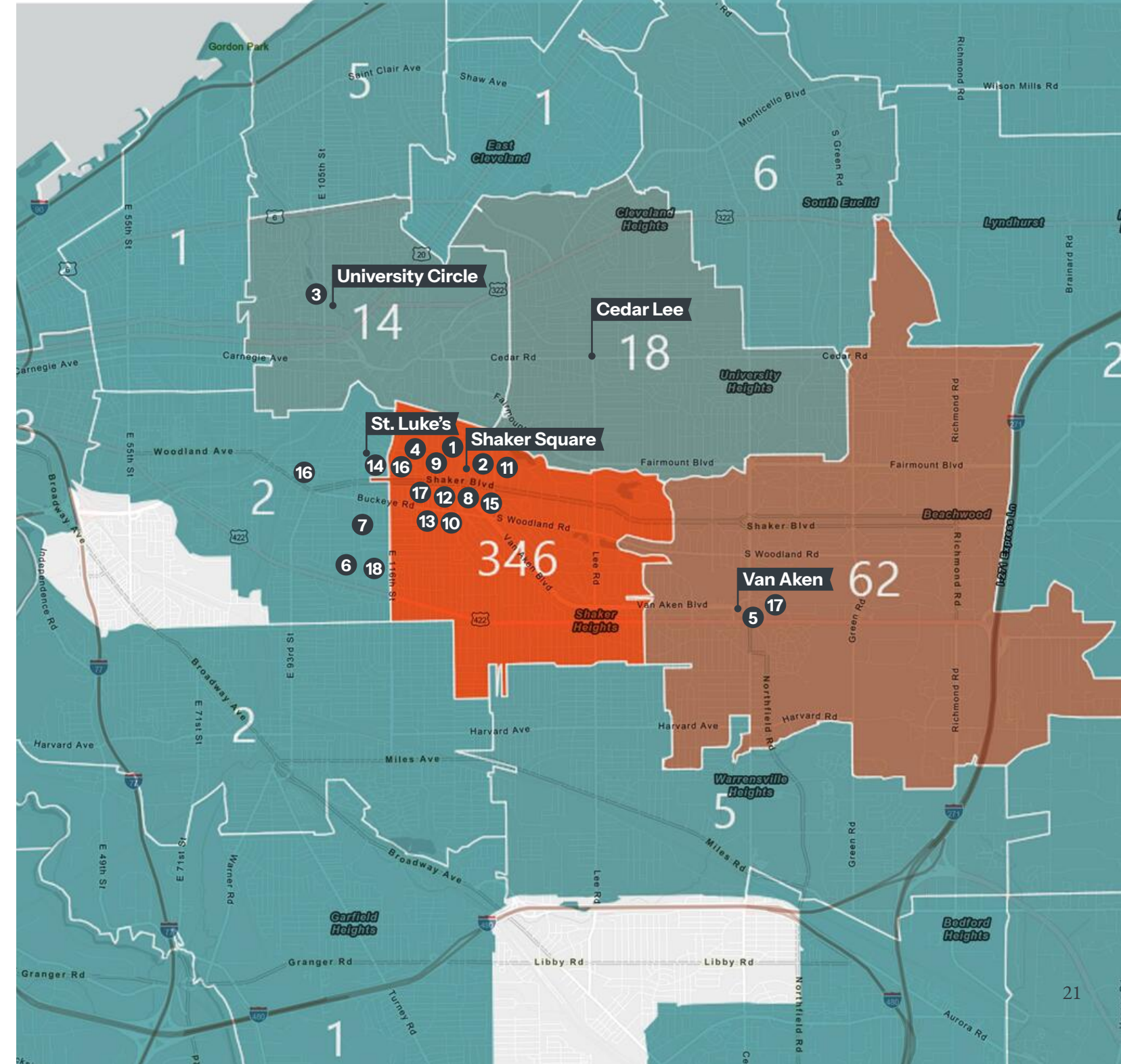
Other
2%

Pop Up Events at The Square

- 1 North Union Farmers Market
- 2 Summer on the Square
- 3 Parade The Circle
- 4 Larchmere Porchfest
- 5 Block Party @ Van Aken District
- 6 Ward 4 Community Festival
- 7 BeHappy Block Party
- 8 Morelands Festival
- 9 Garlic Festival
- 10 Morelands Group Meeting
- 11 Summer on the Square
- 12 Bike Your Neighborhood
- 13 Morelands Group Meeting
- 14 Youth Workshop - Boys & Girls Club
- 15 Shaker Square Merchant Meeting / Tenant Virtual Meeting
- 16 Buckeye-Shaker-Larchmere Neighbor Up Night / Woodhill Station
- 17 North Union Farmers Market (Shaker Square or Van Aken District)
- 18 Ward 4 Community Meeting

No. of Survey Responses

by Zip Code



Events

Events on the Square

Events like Stroll the Square and the Open House were central to the community engagement efforts for the Shaker Square Vision Plan. Designed to be welcoming, fun, and accessible, these gatherings offered an enjoyable way for community members to share their goals and aspirations for the square's future. Hosting the events directly in the square allowed the team to connect with a diverse range of voices, reflecting the wide variety of people who use the space daily.

By holding these events at the square, the team created opportunities for spontaneous participation from individuals who might not engage in traditional planning processes. Whether visiting for errands, shopping, classes, or catching public transportation, attendees could easily join the conversation, share their ideas, and help shape a vision as vibrant and diverse as the Square's visitors. The feedback collected significantly shaped the vision plan, ensuring it reflects the community's aspirations while addressing their needs.

Youth Workshop

The Shaker Square Vision Youth Workshop brought together 25 students at the Boys & Girls Club Teen Zone in the Buckeye Neighborhood to share their ideas for reimagining Shaker Square. Led by Jacinda Walker, founder of DesignExplorr, with support from David Jurca of Seventh Hill and MyCom Coordinator Mahogani Graves, the workshop encouraged students to identify what makes the Square appealing and safe. The movie theater and diverse food options emerged as favorite attractions, while their top design ideas included upgrading the theater, adding unique dining experiences, and incorporating fun activities like an arcade. These insights have been integrated into the Vision Plan recommendations to create a vibrant, youth-friendly destination.

"A park, hangout spot, and play area. Something for everyone."

— Youth Workshop Participant

"Family friendly sit down restaurant with bar - think fatheads, Tavern company or boss dog"

— Community Member

"Feeling safe and businesses that you can linger at (i.e. coffee, ice cream/boba shop)"

— Community Member



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Inviting.

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Community of Shaker Square



Shaker Square Community

Shaker Square's community members— consumers, businesses, and owners—each have distinct priorities and needs. When these needs go unmet, business viability and economic health decline. The diagram to the left highlights the specific needs of each stakeholder group, emphasizing the deeply interconnected and symbiotic relationship between them.

Active around the clock

Today's consumers face far more demands on their attention than they did 30 years ago when a Saturday shopping trip was a common activity. Such outings are now rare, reflecting how people prioritize their time and spending differently. To keep Shaker Square vibrant and active throughout the day, it will therefore require extensive programming and a diverse mix of merchants and retail offerings to attract a wide range of visitors.

While it's impossible to be everything to everyone, Shaker Square can meet the needs of most consumers, regardless of socioeconomic background. Quality and excellence are universally valued and don't have to be expensive, exclusive, or intimidating. By offering a diverse array of options, the Square can draw a broader audience, ensuring steady foot traffic throughout the day and evening. This variety fosters a vibrant ecosystem where retail, dining, entertainment, and even office or residential spaces work together to create a dynamic, appealing, and economically resilient environment. The diagram to the right showcases the potential programming of events, retail, and services designed to keep Shaker Square vibrant and active.

Weekdays

	Nearby Family	Empty Nester	Nearby Employee	Commuter
8AM	Drop kids off at daycare	Get coffee	Pick up things from pharmacy	Breakfast meeting
10AM	Get coffee	Read on the lawn		Train to work
	Train to work	Pick up dry cleaning		
12PM			Grab quick lunch	
			Dog to annual vet check up	
2PM		Watch a matinee movie		
4PM				Watch concert on the lawn
6PM	Play on playground			
	Get groceries for dinner	Date night with partner		Dinner + Drinks with Friends
8PM		Post dinner ice cream		
10PM				

Weekends

	Nearby Family	Empty Nester	Nearby Employee	Commuter
8AM				
10AM	Play on playground	Breakfast with friend		Farmers market
12PM		Buy gift for grandkid		Browsing the shops
2PM				Lunch with family
4PM				
6PM	Dance recital			
8PM	Family Dinner			
10PM				
	Food + Beverage	Retail	Services	Public Space



Retail in Cleveland

Two Markets

Shaker Square's potential lies in its ability to meet the everyday needs of its surrounding population while also attracting more aspirational audiences. The primary audiences for Shaker Square are residents from nearby East Side Cleveland neighborhoods and parts of the eastern suburbs. These two areas consist of different demographics and retail environments. In East Side Cleveland, retail is concentrated just north of Shaker Square in University Circle, with main street environments featuring local businesses. In the eastern suburbs, retail centers are dominated by big-box stores and national tenants.

The following merchandising demand analysis is based on the existing retail surrounding Shaker Square and its current customer base.

Limited retail in East Side Cleveland

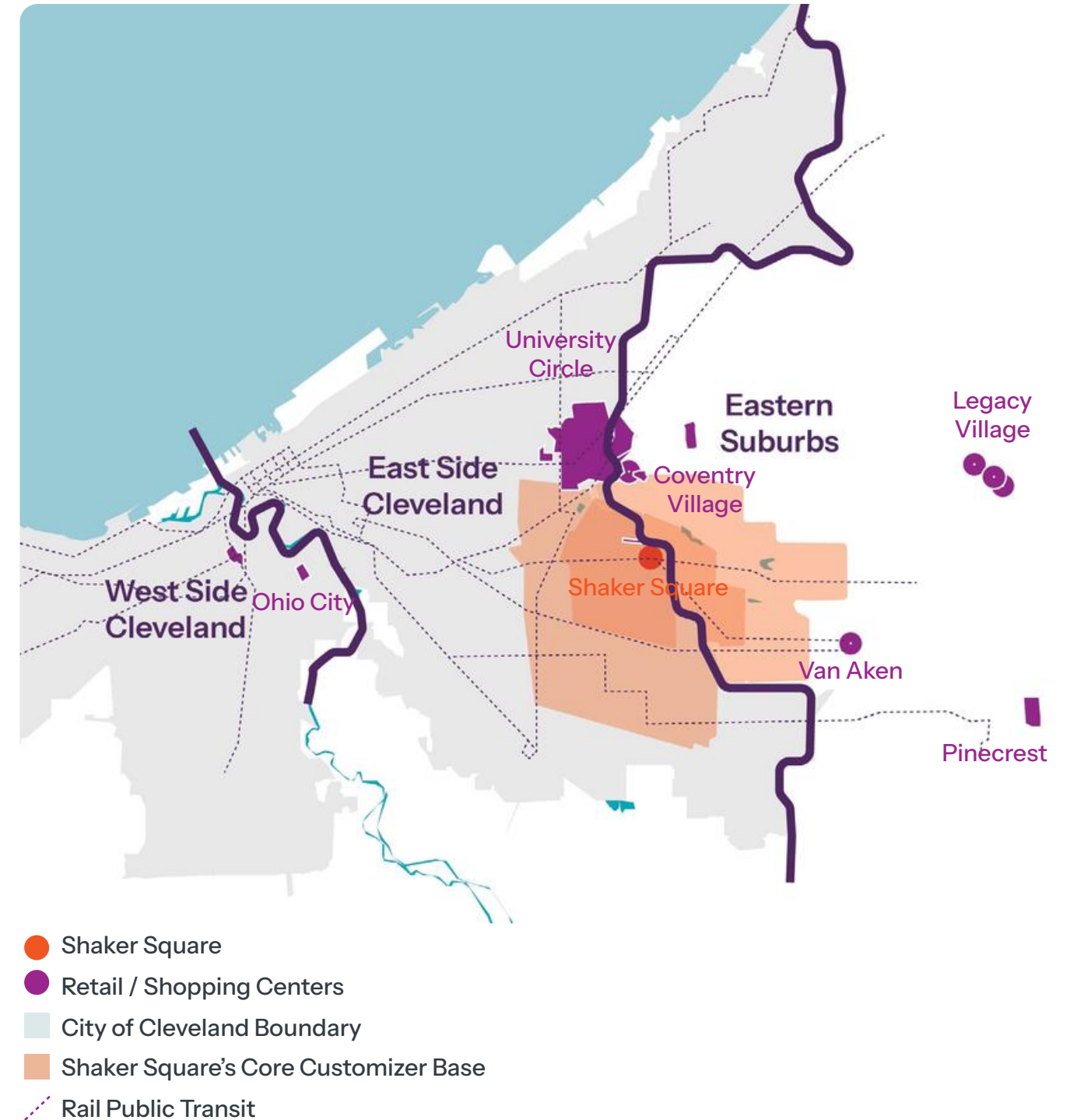
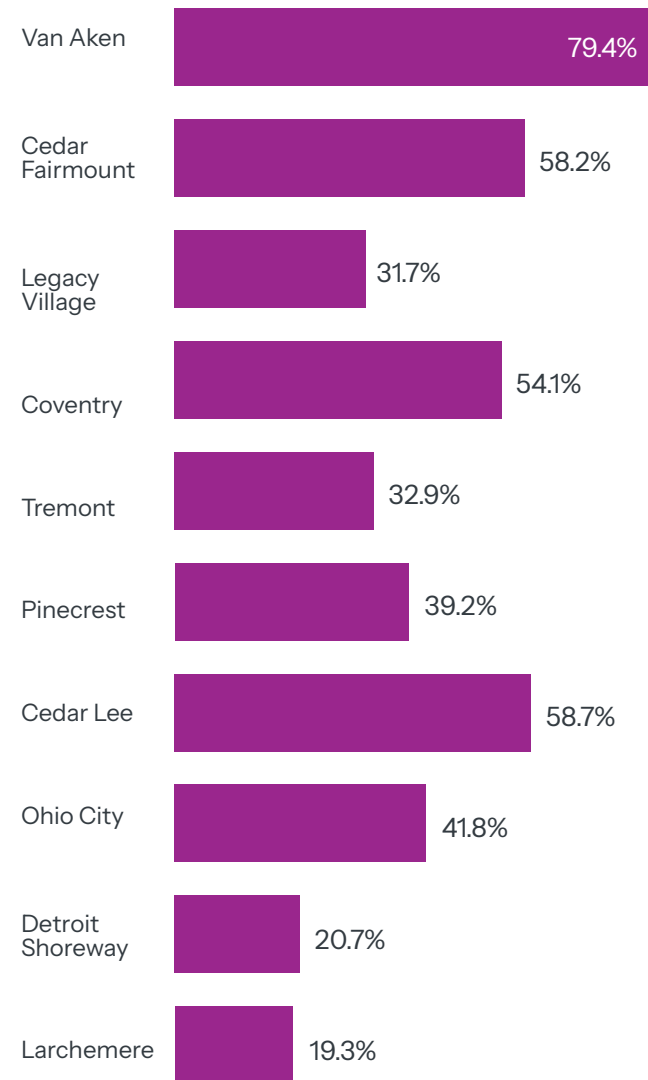
Shaker Square can play a vital role in addressing the unmet needs of nearby East Side Cleveland residents, who have more limited access to retail and services. The area lacks both neighborhood-serving and destination retail options, creating a significant opportunity for Shaker Square to serve these dense communities.

Strong competition in the suburbs

Regional shopping centers in the eastern suburbs largely capture demand for apparel and home goods. Additionally, newer mixed-use developments like Van Aken have successfully attracted suburban customers from the west through strong tenant offerings and a curated sense of place, reducing Shaker Square's ability to consistently draw those shoppers.

What other districts or areas do you visit? (Select all that apply)

Data from Shaker Square Retail Survey

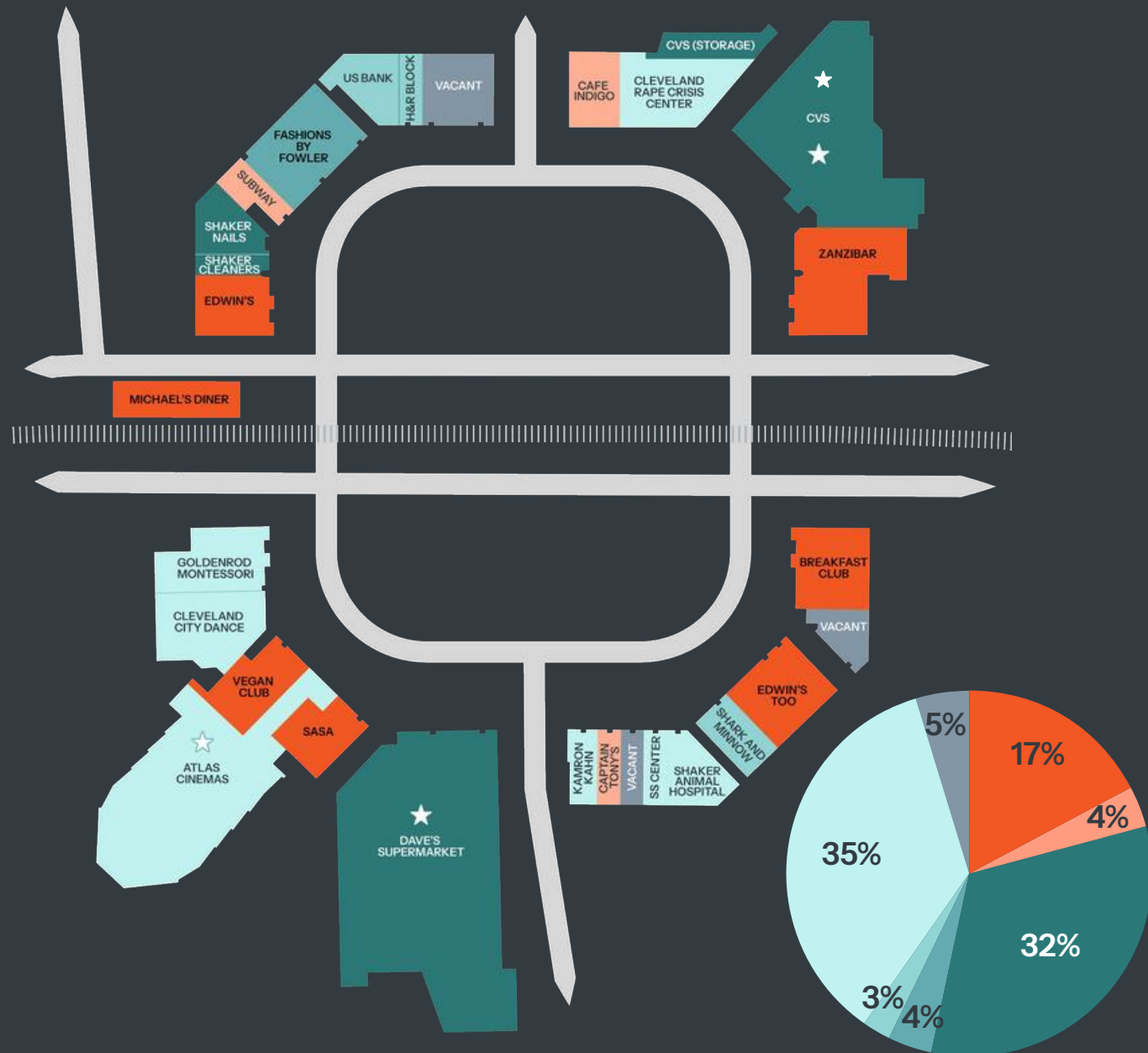


Existing Retail

Shaker Square is designed and positioned as a retail center that primarily serves the surrounding neighborhood. Its geography, layout, and current mix of tenants reflect this focus. Currently, Shaker Square features a mix of restaurants, neighborhood services, arts and culture organizations, and non-profit tenants on the ground floor. The market demand for specific types of retail is influenced by the spending power of nearby residents and the existing retail options in the area.

The diagrams to the right show market demand for neighborhood goods, food and beverage, and home and apparel. Arts, culture, and non-profits can also activate the ground floor but aren't easily measured by traditional market demand analysis.

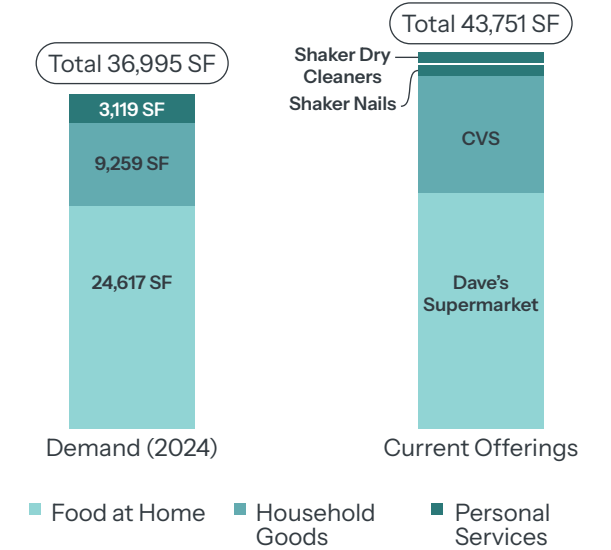
- Full-Service Restaurant
- Limited-Service Restaurant
- Neighborhood Goods & Services
- Home & Apparel
- Ground Floor Office
- Other Use
- Vacant
- ★ Retail Anchor



Neighborhood Goods

Neighborhood-serving retail, such as grocery stores, pharmacies, and essential services, is the largest component of Shaker Square's retail program, reinforcing its role as a community-focused center. This existing mix aligns well with the needs and spending habits of the surrounding community.

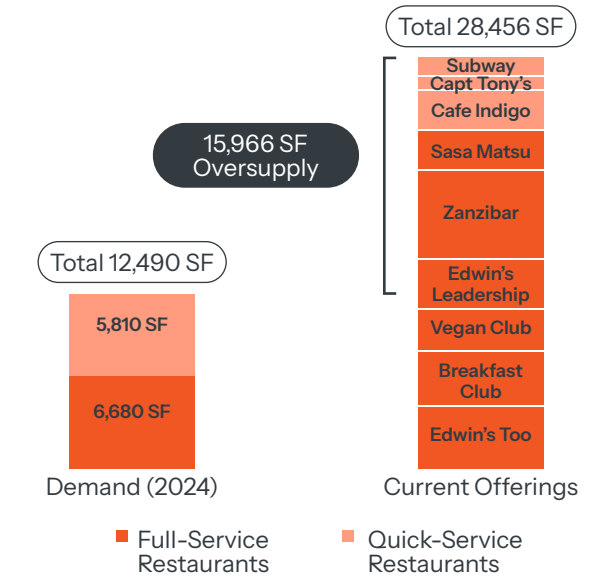
However, some key categories are currently absent from the market, including pet supplies and gym/fitness options. There is an opportunity to enhance the Square's offerings by introducing a limited range of personal services, such as a barbershop or boutique fitness studio, which are currently underrepresented in the area.



Food and Beverage

The Square currently offers a wide variety of quality full-service food and beverage (F&B) options, exceeding the local calculated demand. However, there is a notable shortage of quick-service options, such as grab-and-go lunches and ice cream shops. Expanding Shaker Square's F&B offerings presents an opportunity to strengthen its role as a neighborhood gathering place.

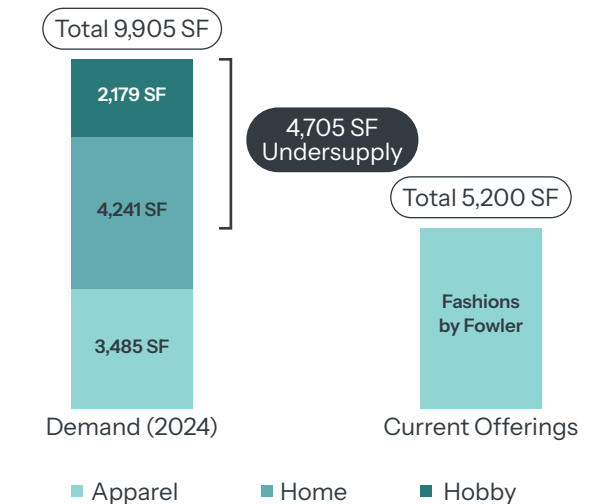
The recent opening of Cafe Indigo adds to the quick-service restaurant options and will help increase daily foot traffic at Shaker Square.



Home and Apparel

This category faces significant challenges from e-commerce competition, as well as competition from suburban shopping centers and urban districts like Ohio City. However, there is potential to expand Shaker Square's offerings in general merchandise, apparel, furniture, and home goods.

The current retail demand for home and apparel at Shaker Square indicates an opportunity to add tenants that enhance the existing mix. Introducing unique, locally-focused boutiques—such as a neighborhood bookstore or a small home goods and improvement store—could help better serve the community and strengthen the Square's appeal.



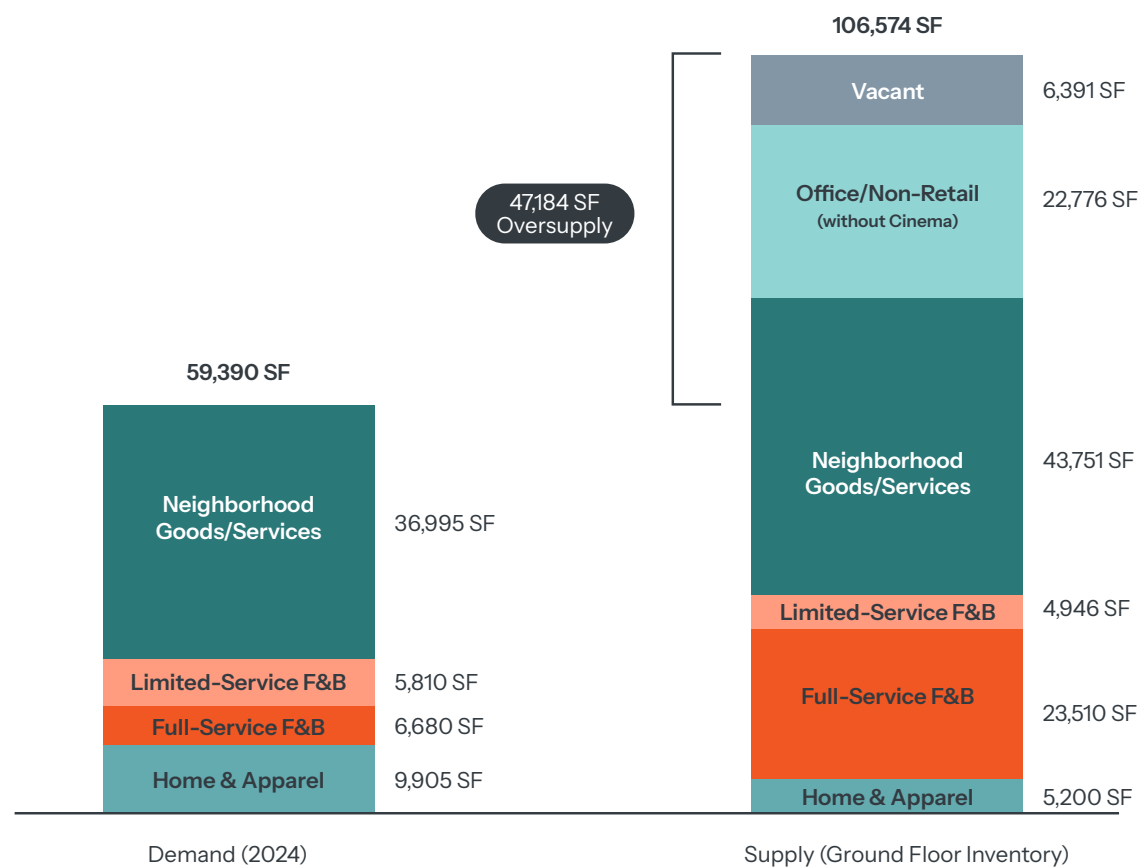
Retail Opportunity

Shaker Square faces a competitive market with an oversupply of retail space; its revival will depend on curating a distinctive, market-responsive tenant mix that includes both retail and complementary non-retail uses. Success will require prioritizing tenants who are not only unique but also among the best in their fields, investing in a compelling and memorable sense of place, and ensuring that the environment is—and feels—just as safe as its competition.

Retail demand at Shaker Square currently falls short of the total available ground floor space, with over 47,000 square feet of surplus space. This oversupply is understandable, given vacant retail space and ground-floor office and medical use. While markets to the west of the Square have gaps in fitness, healthy quick-service food, and affordable clothing and decor, the markets to the east offer an abundance of these options. To engage both communities, Shaker Square needs inviting spaces that encourage shopping, lingering and foster community interaction. Shaker Square's opportunity

lies in meeting the essential needs of its immediate population while also creating an environment that attracts aspirational audiences. This goal can be achieved through strategies like improved wayfinding to better connect Farmers' Market visitors with the Square's storefronts.

Shaker Square currently supports 59,390 square feet of traditional retail, including neighborhood goods and services, food and beverage, and home and apparel. There is potential for a 10% growth over the next 10 years, adding an additional 6,495 square feet. In addition, non-traditional retail tenants—such as arts, culture, education, entertainment, and non-profit organizations—can help activate the ground floor. Upper-floor tenants like banks, medical services, educational spaces, art studios, and offices can also increase site usage. There is a strong opportunity for retail that meets the needs of the local community while complementing the Square's arts and entertainment offerings.



Cleveland Locals

The list below provides examples of local retailers for each category.

Sit Down Dining

- Blue Habanero
- Zoma
- Sweet Pork Wilson's
- Brown Sugar Thai
- One Pot Hot Pot and KBBQ
- Sage Karma Kitchen
- Geraci's
- Winking Lizard

Quick Service Dining

- Black Box Fix
- Vegan Donut Company
- The Roaming Biscuit
- Zaytoon Lebanese Kitchen
- Cleveland Bagel Company
- Alpha Ramen
- Cleveland Burrito
- Fawaky Burst
- Cents Pizza + Goods

Retail Goods

- Late Nite Records
- Blue Rose Designs
- Elizabeth's Bookshop
- From One Mother To Another
- Magically Found Antiques
- We Bleed Ohio
- Mr. Cards and Comics
- Upcycle Parts Shop
- Banyan Tree
- Plant Bodega

Neighborhood Services

- Heights Hardware
- Third Hand Bike Co-Op
- Refinery Barbershop
- Soul Yoga
- UPS
- Total Relaxation By Rachel
- Bremec Garden Center
- Bloom and Clover
- Functional Fitness
- Studio 888 Massage Therapy

Goals + Recommendations

1. Sustain a diverse mix of retailers

- Create a diverse tenant mix with boutiques, restaurants, and services at various price points to serve a broad customer base
- Build local and national awareness and excitement around retailers and brands through coordinated marketing
- Fill retail gaps in home and apparel and fast casual dining



Case Study



Rivertown Market Detroit, MI

Rivertown Market in Detroit, owned by Meijer, is a community-focused grocery store that celebrates local culture through its programs and partnerships with regional vendors. By combining grocery staples with locally sourced products and hosting neighborhood-focused events, it strengthens the bond between residents and the local economy. This commitment to community and local goods positions Rivertown Market as a key contributor to Detroit’s revitalization.



The Senator Theatre Baltimore, MD

The Senator Theatre is a registered cultural landmark. Built in 1939, the theater is known for its intimate, yet stunning architecture and iconic marquee. Its role extends beyond entertainment, supporting local businesses and enriching Baltimore’s arts scene. It serves as both a first-run and revival cinema, hosts film festivals and local premieres, and serves as a stage for a plethora of non-film community events. The theater fosters a strong sense of local pride by providing a gathering space for movie lovers and the broader community.



Cinema Detroit Detroit, MI

Cinema Detroit is a non-profit community-based cinema arts organization that provides access to a curated selection of films, including commercial/first-run, independent, documentary, classic, and cult films for and by those historically marginalized in the film industry are regularly featured in our programming. Now operating as a pop-up model, the original physical location helped spur the revitalization of the Cass Corridor.

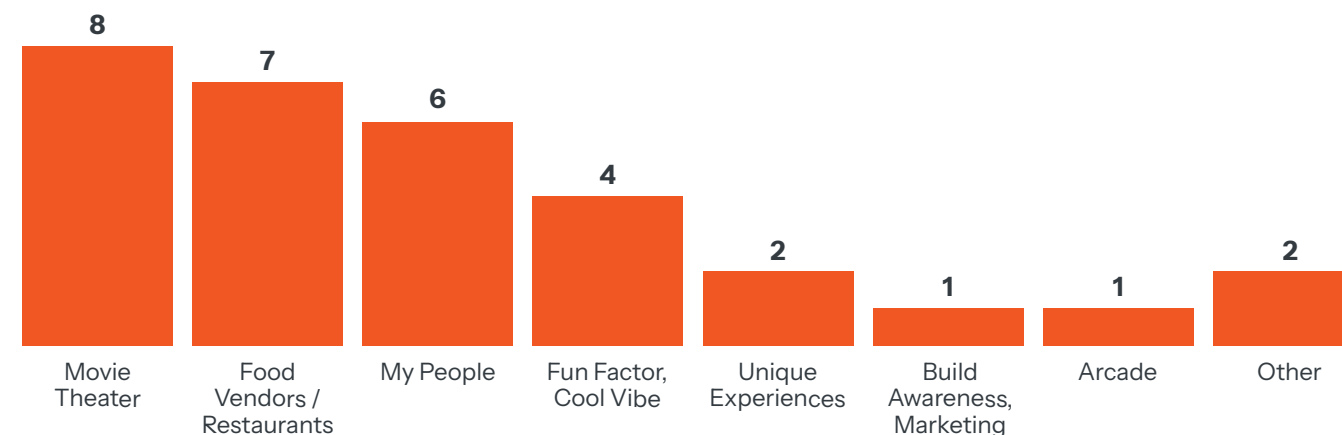
Anchor Tenants

Shaker Square’s four quadrants are each designed with a showpiece anchor tenant occupying the largest, most prominent spaces that are architecturally celebrated and connected to the rear passageways. The current mix of retail anchors at Shaker Square is well-suited to its size and location, with each tenant meeting the community’s basic needs, appealing to a broad audience, and promoting activity throughout the day. Tenants like the grocery store and pharmacy are highly valued in the community feedback. They complement each other by offering essential neighborhood services in close proximity, making errands and trips more convenient. Still, there are opportunities to improve and better serve community needs, particularly through renovations, repositioning, and enhanced maintenance, which would make these anchors more inviting.

The cinema plays a key role in shaping the identity of Shaker Square, offering a unique use that complements the arts and entertainment scene in the nearby Larchmere and Buckeye neighborhoods. However, this industry faces competition not just for consumer spending but also for consumer time. While the cinema management has introduced non-traditional community programming, the Square would greatly benefit from expanding “off-hours” events. These additional programs would not only drive more foot traffic and revenue to Shaker Square but also strengthen community pride and loyalty through increased engagement.

What would encourage you to stay at the Square?

Data from Youth Engagement Survey



“I can not stress enough that a grocery store and pharmacy are a MUST”

— Survey Participant

“I used to go to FIRE a lot when it was there”

— Survey Participant

“Better variety of shopping - mix of every day needs and specialty items. Should also consider how the mix complements businesses in Buckeye and Larchmere”

— Survey Participant

“Anchor stores (grocery, retail, etc.) have familiarity and draw / staying power”

— Survey Participant



Sit Down Dining Physical Needs

- Rectilinear space geometry
- 12' clear ceiling height minimum
- Room for Back of house / Kitchen
- Operable storefront systems
- Space for an abundance of outdoor seating
- Rear-facing loading and trash
- Appropriately-sized M.E.P.

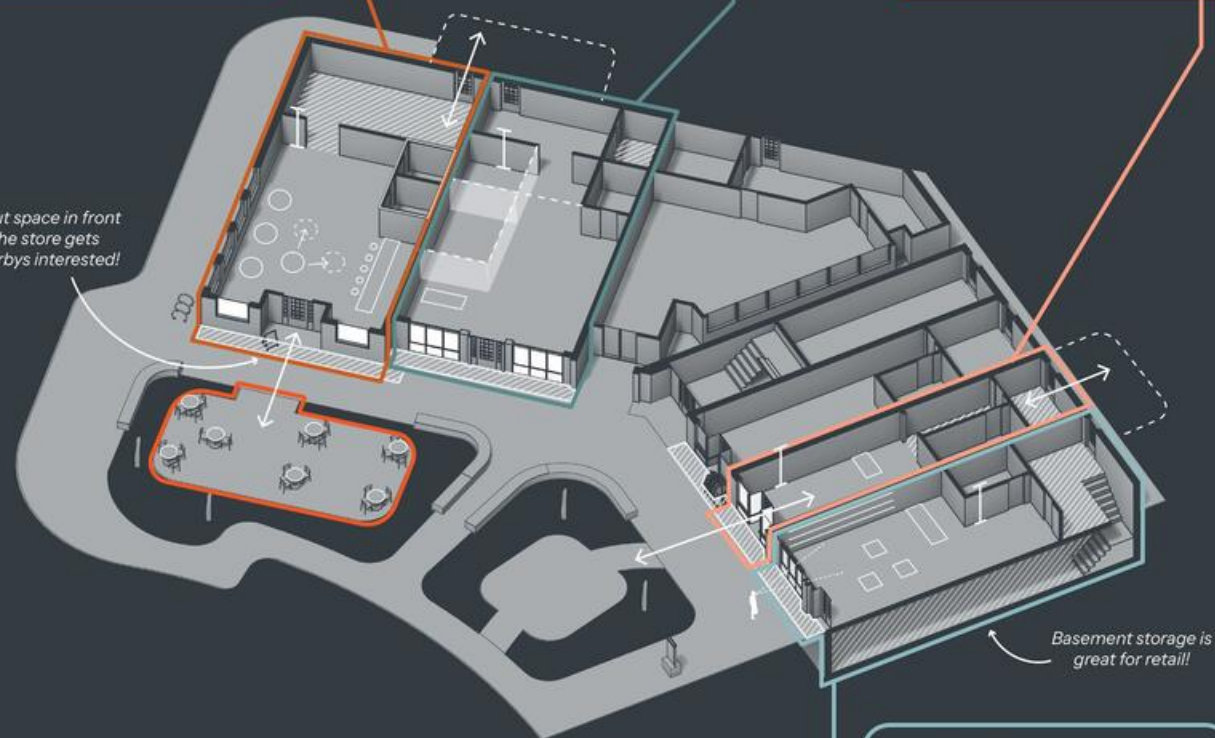
Neighborhood Services Physical Needs

- Rectilinear space geometry
- 10' clear ceiling height minimum
- Bold, character-rich storefronts
- Ability to change interior configuration
- Back of house or storage space

Quick Service Dining Physical Needs

- Rectilinear space geometry
- 10' clear ceiling height minimum
- Room for Back of house / Kitchen
- Operable storefront systems
- Adjacent to outdoor seating
- Rear-facing loading and trash
- Appropriately-sized M.E.P.

Spillover space in front of the store gets passerbys interested!



Retail Good Physical Needs

- Rectilinear space geometry
- 10' clear ceiling height minimum
- Bold, character-rich storefronts
- Visibility into retail space
- Open floor plan
- Back of house or storage space

Ground Floor Merchandising

A strategic approach to Shaker Square is crucial to defining its role in the community. The Square should offer a curated mix of retail and dining that highlights local arts, culture, and businesses. Ideal tenants should be locally rooted, credible, offer high-quality products or food, feature memorable designs, and appeal to multiple generations while staying distinctive without being overly niche.

Dining options can include sit-down (full-service) and grab-and-go (quick service). While their space needs are similar, full-service restaurants often require more space and robust kitchen and storage facilities. Dining at the Square should adhere to these principles:

Approachable Experience: Create a welcoming environment that blends Shaker Square's historic charm with modern design, reflecting both nostalgia and community roots.

Outside is "In": Utilize patios for outdoor dining, encouraging flow between storefronts and patios with open windows and greenery.

Rich in Personality: Prioritize tenants with distinctive character and credibility to boost the Square's unique appeal and attract repeat visitors.

Shaker Square thrives with unique, local merchants committed to community connection. Retail can be divided into neighborhood services and retail goods, both requiring flexible layouts, especially neighborhood services, which may need divisible spaces depending on the service offered. Retail should follow these core principles:

Homegrown and Genuine: Support locally-owned businesses and emerging entrepreneurs with concepts that complement each other and highlight Cleveland's diverse talents.

Artistic and Inspired: Offer a shopping experience that reflects the area's artistic spirit, with distinctive merchandise that keeps customers coming back to discover something new.

Warm and Welcoming: Provide a well-rounded retail mix that appeals to one of Northeast Ohio's most diverse customer bases, standing out in a crowded market.

Goals + Recommendations

2. Curate an engaging and memorable ground level user experience

- Leverage Shaker Square's exceptional patio infrastructure to inspire an unparalleled outdoor dining experience
- Encourage connections and transparency between storefronts and patios
- Strategically place tenants by relocating those not requiring ground-floor access to upper levels, focusing upstairs spaces for creative and non-profit uses
- Redesign the promenade with well-defined pathways, inviting seating areas, and adaptable spaces for diverse activities





Work Physical Needs

- Rectilinear space geometry
- 10' clear ceiling height minimum
- Open floor plans
- Well-designed, durable restroom facilities

Play / Learn Physical Needs

- Rectilinear space geometry
- 10' clear ceiling height minimum
- Ability to change interior configuration
- Sound / Acoustic control

Create Physical Needs

- Rectilinear space geometry
- 10' clear ceiling height minimum
- Open floor plans
- Varying sizes to accommodate a diverse array of tenants
- Possible need water access within studio space
- Possible need for specific lighting and electrical wiring
- Sound / Acoustic control



Care Physical Needs

- Rectilinear space geometry
- 10' clear ceiling height minimum
- Ability to change interior configuration
- Sound / Acoustic control
- Possible need for specific lighting and electrical wiring
- Possible need water access within studio space

Second Floor Merchandising

Not all uses are suitable for ground-floor space, but Shaker Square can make effective use of second-floor space to foster creativity, innovation, entrepreneurship, and wellness. By incorporating uses that complement retail and support the community—such as micro-spaces, studios, medical offices, and fitness concepts—Shaker Square can enhance its role as a dynamic and inclusive destination. These uses diversify the property's user base, increasing foot traffic, and creating a dynamic atmosphere that encourages longer visits, repeat customers, and general consumer loyalty.

Market rent on these upper floor spaces is generally low, making the barrier to entry for small businesses low and a perfect opportunity to promote entrepreneurship when such space is in short supply.

Upper floor space should be flexible and community focused, offering workspaces, creative studios, and care facilities. These spaces should emphasize:

Community Focus: Provide affordable creative spaces that engage local talent and contribute to the area's unique value.

Flexibility: Offer adaptable second-floor spaces that cater to tenant needs and facilitate audience engagement during events.

Interactivity: Host workshops, networking events, and educational sessions, encouraging meaningful connections between artists and the community through curated programming and local partnerships.

Goals + Recommendations

3. Curate a balanced mix of creative, production-focused, and service-oriented tenants on the second floor

A. Fill upper floors with the following uses:

- Appointment-based and non-customer facing tenants should not occupy ground floor spaces
- Workshop spaces for artisans, artists, and other makers
- Service providers such as wellness, fitness, dentist, etc



The “Third Place”

In recent years, consumers have put an increasing amount of importance on spending their time in places that foster a sense of community. These spaces can significantly enhance the appeal of retail properties. By integrating spaces designed for community gathering (e.g. cafes, bookstores, public seating areas, outdoor gathering spaces) retail properties can transform from mere shopping destinations into vibrant social hubs. These environments encourage longer dwell times, increase foot traffic, and foster a sense of togetherness among visitors.

This social aspect can drive repeat visits, as customers come not just to make purchases, but to experience the atmosphere and interact with others. Moreover, by creating a more engaging and multi-faceted destination, retail properties with memorable “third place” environments can better withstand the challenges posed by e-commerce, offering experiences that cannot be replicated online.

“Indoor third spaces, somewhere to hang out and meet other community members”

— Survey Participant

“More third places: library, art gallery”

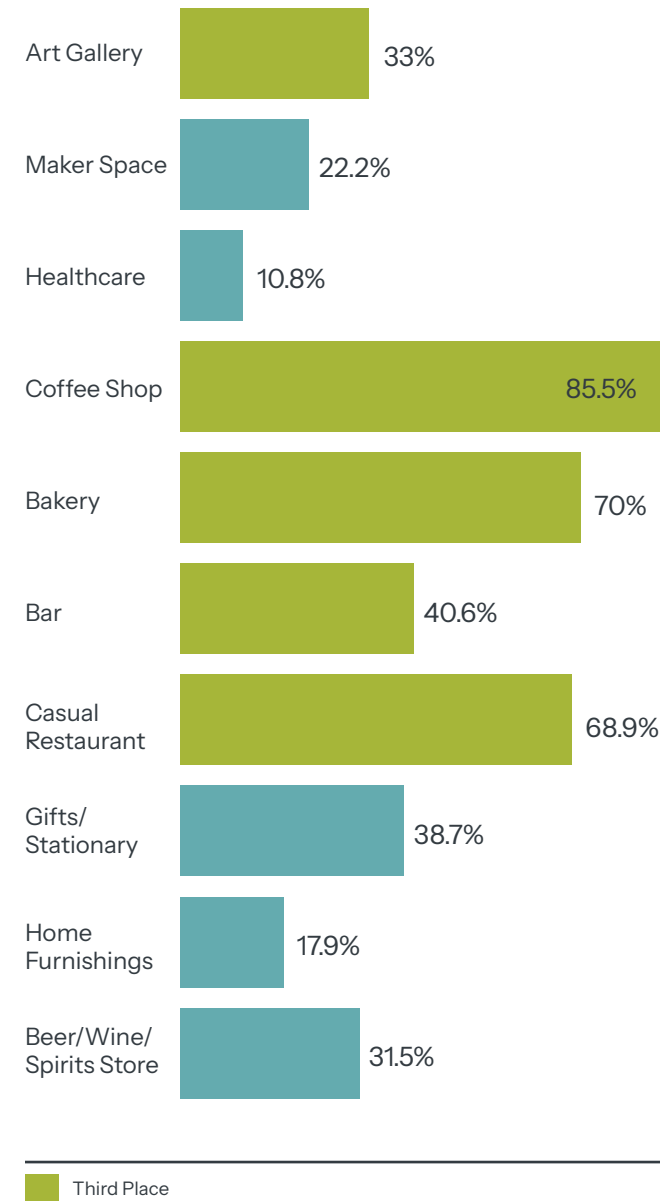
— Survey Participant



FORMER DEWEY'S COFFEE SHOP, 2017

What would you like to see added to Shaker Square?

Data from Shaker Square Retail Survey



Goals + Recommendations

4. Steward a welcoming, safe, and intuitive environment for all

- A. Provide products, services, and activities that appeal to youth
- B. Promote third places by designing spaces with flexible layouts, local art, and community-focused programming that encourage gathering and interaction
- C. Encourage social interaction of visitors and create a vibrant, inviting atmosphere for all ages
- D. Develop ongoing active programming to strengthen community ties and enhance safety
- E. Continue enhancing the safety ambassador program to serve as guides and welcoming representatives for the Square



Cultural Production

Arts, cultural, and institutional anchors of all sizes can play an important role in Shaker Square's future, helping to shape a vibrant creative hub with a distinct identity. The surrounding neighborhoods of Buckeye and Larchmere, rich in cultural heritage, arts-based retail and galleries, and diversity, should be connected to and celebrated at the Square as part of a broader district strategy. By incorporating arts-based active uses, Shaker Square can differentiate itself from generic competitors and become a destination with unique appeal.

Engaging local artists, residents, and businesses is crucial to ensuring that Shaker Square's transformation reflects and includes the existing community. This fosters pride and ownership, which are essential for long-term success. Collaborating with local artists for events and cross-promotion strengthens community ties and boosts engagement. Partnering with neighborhood-focused organizations for programming will further integrate the community into the Square's revitalization, enhancing its role as a vibrant neighborhood hub.

Shaker Square can also partner with Cleveland's leading arts and culture institutions to host educational workshops, lectures, exhibitions, and events. By bringing programming typically held elsewhere in the city to residential neighborhoods, the Square can attract new audiences. A notable example is the Greater Cleveland Urban Film Festival, which has effectively used the Atlas Cinema space to engage with the local community.

"I think the more you offer, the more people will come for different unique things that bring them in"

— Survey Participant



JADA RENEE'S INDI ART HOUSE, 2023

Business Incubators

Shaker Square is ideally situated to support local entrepreneurship. The North Union Farmers Market, which hosts over 300 vendors, acts as an incubator for small businesses. Similarly, pop-up shops like the Psychopomp Coffee cart, which addressed the Square's need for a coffee shop, have launched successful ventures. Shaker Square can expand on this by utilizing vacant storefronts and outdoor public spaces for temporary retail, offering local entrepreneurs a platform to showcase their products or sell seasonal goods, creating buzz and drawing more visitors.

Additionally, the second floor of Shaker Square, with its flexible layout, offers potential for affordable micro-office spaces or co-working areas. These low-cost options provide a great opportunity for small businesses and entrepreneurs. By offering temporary retail spaces and flexible rental agreements, Shaker Square can help nurture small businesses, support growth, and break down barriers for minority- and women-owned businesses entering the market.



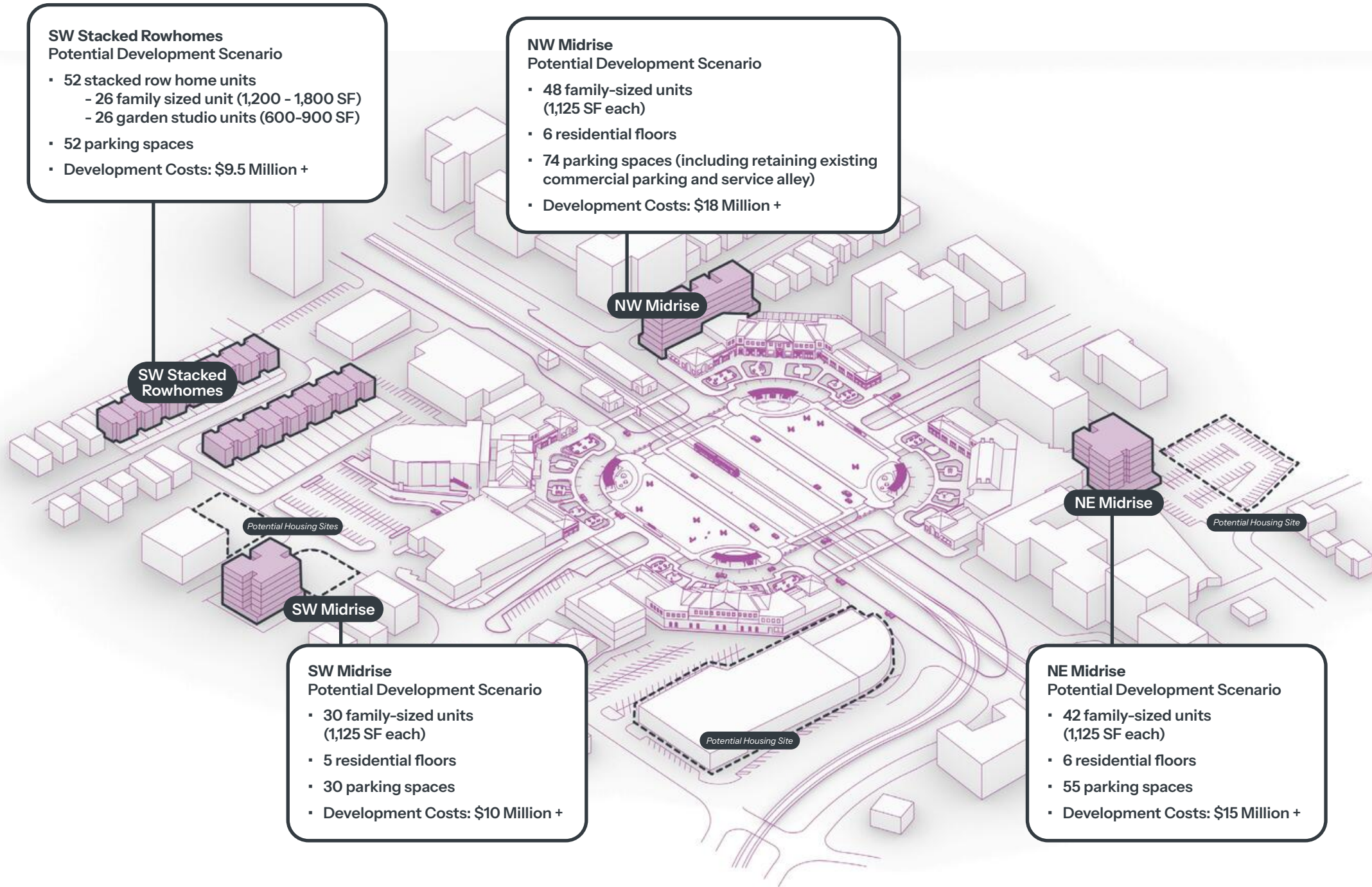
LARCHMERE FIRE WORKS

Goals + Recommendations

5. Support small business entrepreneurship and creative industries that reflect the spirit of the surrounding community

- A. Give priority to leasing space to Cleveland-based tenants—especially minority-owned, women-owned, and mission-driven businesses—while offering them technical assistance and marketing support
- B. Encourage entrepreneurship and support local production by fostering retail opportunities through temporary or pop-up events
- C. Facilitate connections with artists and makers through curated programming and strategic local partnerships
- D. Encourage creative professionals to host workshops, networking events, and educational sessions that foster collaboration and build community on the Square





Housing Opportunity

The strategy for reviving Shaker Square involves more than retail alone—housing is a critical component too. The Shaker Square owned properties include a handful of outparcels that have become vacant or are underutilized. Some of these parcels were occupied by residences until not long ago, and restoring housing on them presents several benefits to the Square.

Financially, the cash flow from operating housing will diversify Shaker Square's revenue streams and take pressure off of retail rents. This affords Shaker

Square's owners more flexibility to charge retail rents that are accessible to local and/or artisan tenants who will sustain the cultural authenticity of the Square. It also spreads risk during market downturns.

Moreover, the presence of onsite residents will drive repeat customer demand, increase foot traffic, and put eyes on the street. Offering family-sized units in a walkable, amenity-rich urban setting will further enhance Shaker Square's appeal, enabling it to compete successfully with suburban alternatives.

Goals + Recommendations

6. Introduce well-designed and well-maintained market rate housing and address stability of existing multi-family housing

- Plan for infill residential development on surface parking lots to generate retail foot traffic and eliminate gaps in an otherwise walkable urban fabric
- Design diverse housing types to accommodate families of various sizes and needs
- Leverage revenue from residential units to diversify risk exposure and competitively price retail rents to attract the local merchants
- Partner with the community to restore historic apartment buildings, creating affordable and middle-income housing to support the Square's retail and foster a mixed-income neighborhood



Housing Types



13th Avenue Apartments Seattle, WA

[Precedent for NW Quad]

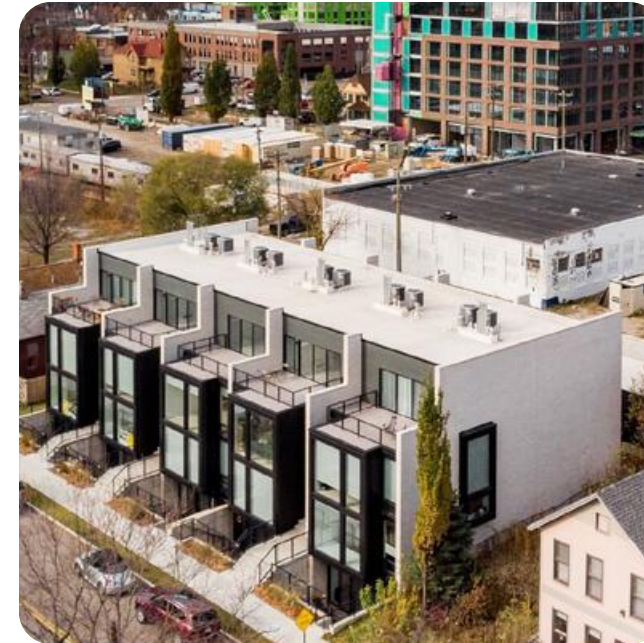
Completed in 2023, this slender mid-rise apartment building was designed to complement the surrounding detached single-family homes. Located in Capitol Hill, a bustling and trendy neighborhood popular with young urban professionals, the development seamlessly blends modern living with the area's vibrant character.



121 Larchmere Cleveland, OH

[Precedent for NE and SW Quad 1]

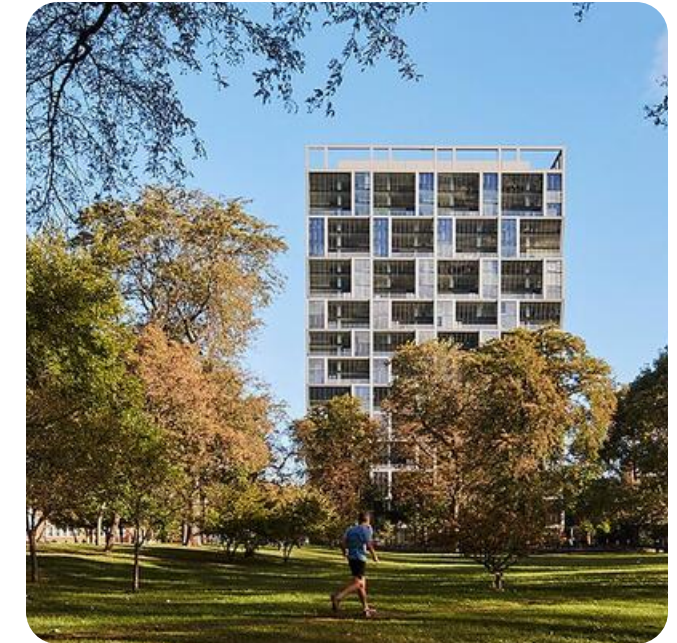
An economical construction method kept costs at \$190 per square foot, ensuring the project's financial viability. Located near Shaker Square and built within the same market, the development features a mix of studio, one-bedroom, and two-bedroom units.



The Bagley 10 Detroit, MI

[Precedent for SW Quad 2]

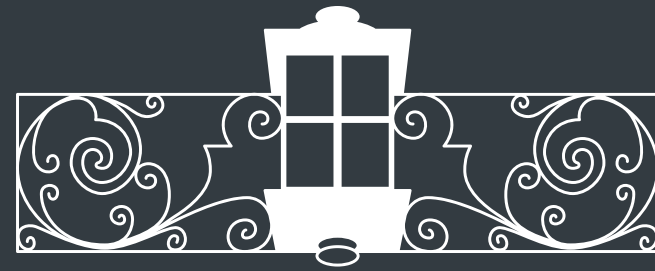
Completed in 2022, a new development in Corktown, Detroit, introduced spacious, light-filled family-sized row homes on a formerly vacant lot in this historic neighborhood. By stacking the units, the project thoughtfully added density while maintaining harmony with the scale and character of its surroundings.



Solstice on the Park Chicago, IL

[Precedent for additional density]

A residential tower set within a neighborhood park, opened in 2018, provides much-needed family-sized units, including three-bedroom apartments, in Hyde Park. Located within walking and biking distance to the University of Chicago, this development appeals to families and professionals alike. Hyde Park, known for its thriving, middle-class, mixed-race, and family-friendly community, offers an ideal setting for such a project, fostering convenience in a vibrant urban environment.



Inspiring.

Make Shaker Square a local and regional destination.

Goals

- 1 Bring Shaker Square to life with activities and events that invite people from both nearby neighborhoods and across the city
- 2 Improve accessibility and connectivity to the surrounding neighborhoods
- 3 Create better connections between the green space, promenade, and through the portals to improve accessibility and support foot traffic and retail activity
- 4 Redesign the central green to accommodate both everyday use and special events



“LOVE the live music. People enjoy things like this during the coveted warm months in Cleveland.”
— Survey Participant



“Partner with Destination Cleveland as well to spread the word. There is value in these events and people will come.”
— Survey Participant

Events & Festivals

Since its opening in 1929, Shaker Square has been a vital gathering place where people come together to connect, celebrate, and support their community. At the heart of this historic destination is its expansive central green, a welcoming space that hosts a variety of events and activities for all ages. From weekly farmers’ markets to large annual festivals, the Square’s programming fosters a sense of belonging and reinforces its role as a community hub.

Events like the Garlic Festival, which drew an estimated 25,000 attendees in 2024, and the Greater Cleveland Urban Film Festival not only attract regional visitors but also create opportunities for Shaker Square’s small businesses to thrive. The farmers’ market and other weekly events draw people from nearby neighborhoods, while larger celebrations showcase the Square as a vibrant and dynamic destination.

The Summer on the Square series brings additional energy with bi-weekly, family-friendly community events that celebrate Cleveland’s artists, local businesses, and cultural diversity. These free gatherings invite residents and visitors alike to enjoy live performances, interactive programming, and opportunities to explore the Square’s unique restaurants and shops.

In a time when online shopping dominates the retail landscape, Shaker Square distinguishes itself by providing authentic, meaningful experiences in a warm and inviting setting. By fostering a strong sense of community and creating a space for genuine connections, Shaker Square enhances the lives of residents while supporting the growth and sustainability of its local businesses.

Goals + Recommendations

1. Bring Shaker Square to life with activities and events that invite people from both nearby neighborhoods and across the city
 - A. Foster partnerships with local schools, cultural organizations, museums, and community groups.
 - B. Commission Cleveland-based artists to create murals, sculptures, and interactive installations on the Square
 - C. Hire an organizer to curate and manage events, festivals, markets, and art installations
 - D. Promote events and cross-programming with Larchemere, Buckeye, and Shaker Heights commercial corridors
 - E. Create clear guidelines and provide resources to assist event organizers in effectively utilizing Shaker Square



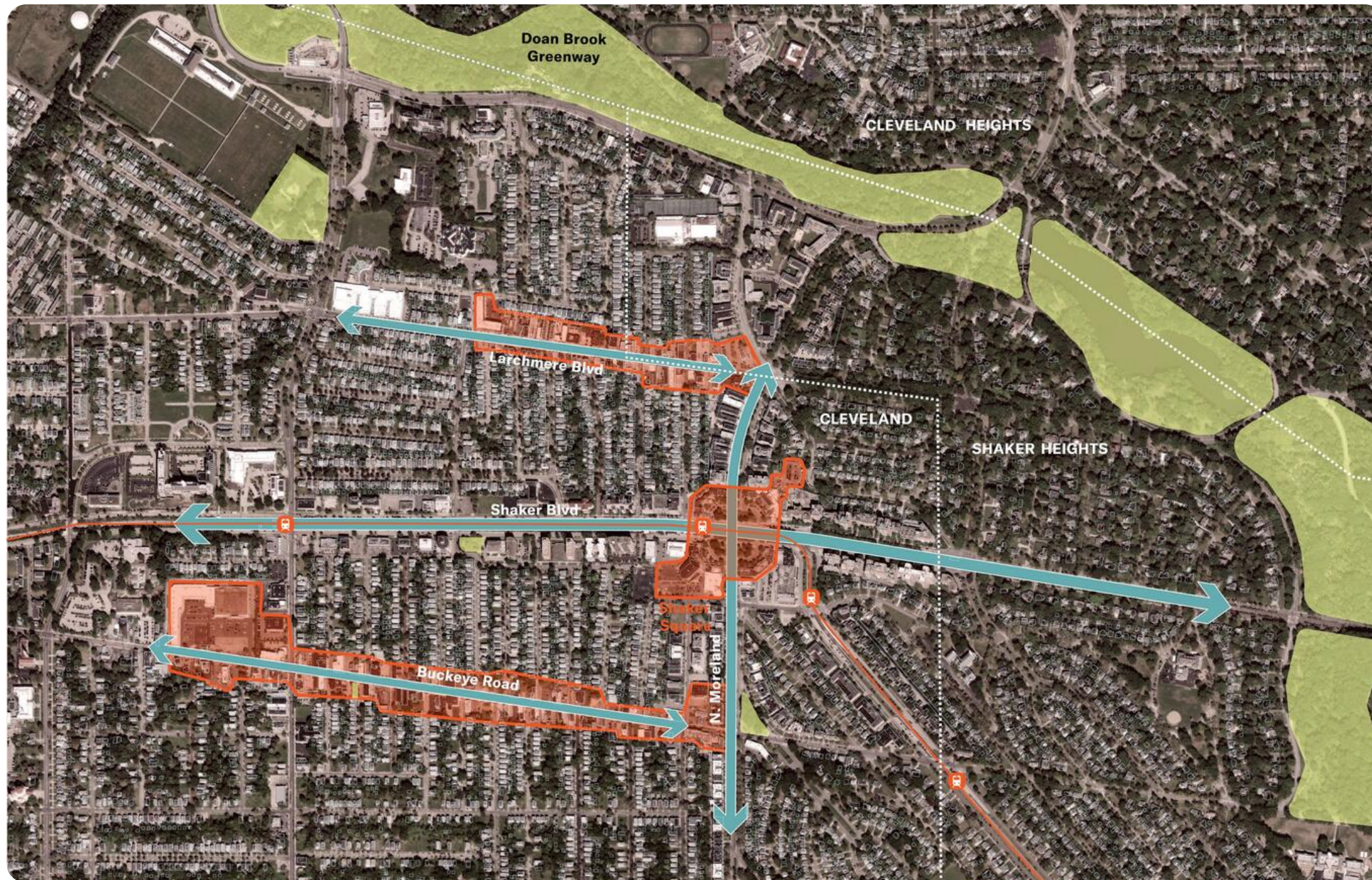
Surrounding Neighborhoods

Shaker Square is a key connector between the vibrant Larchmere arts corridor, the culturally rich Buckeye neighborhood, and scenic Shaker Heights. Serving as a gateway to both Cleveland and Shaker Heights, the Square connects these areas and acts as a central hub between nearby retail corridors. Its strategic location also provides access to recreational spaces like the Doan Brook Trail,

offering residents and visitors an opportunity for outdoor activities. The Square's location on the RTA line makes it an important transit hub, ensuring easy access to downtown Cleveland and surrounding areas, while providing neighborhood amenities for commuters.

“The Square has the opportunity to be a walkable neighborhood that has both necessities - drug store, groceries, vet - and entertainment amenities - art, performance, restaurant, bar.”

— Survey Participant

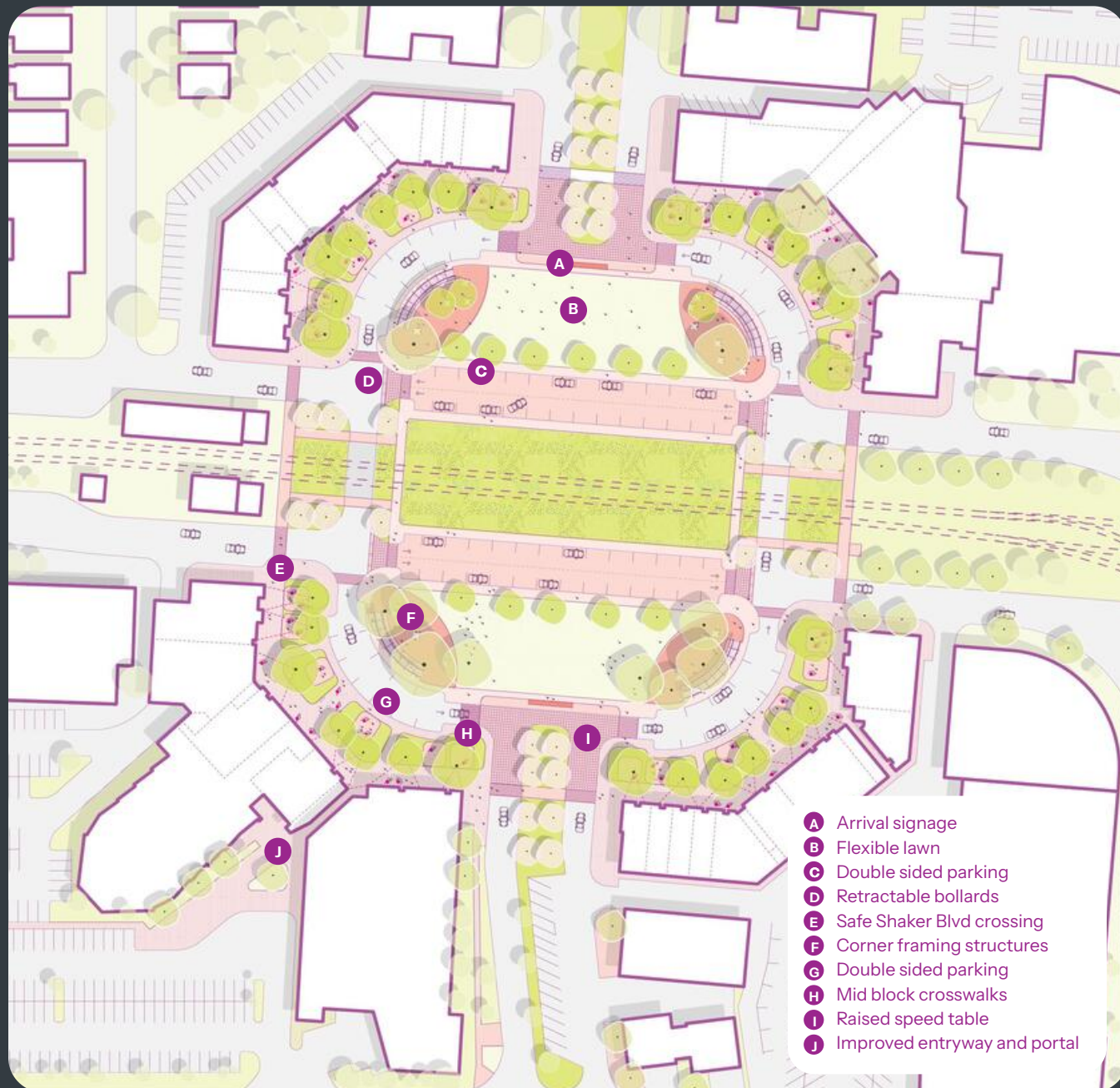
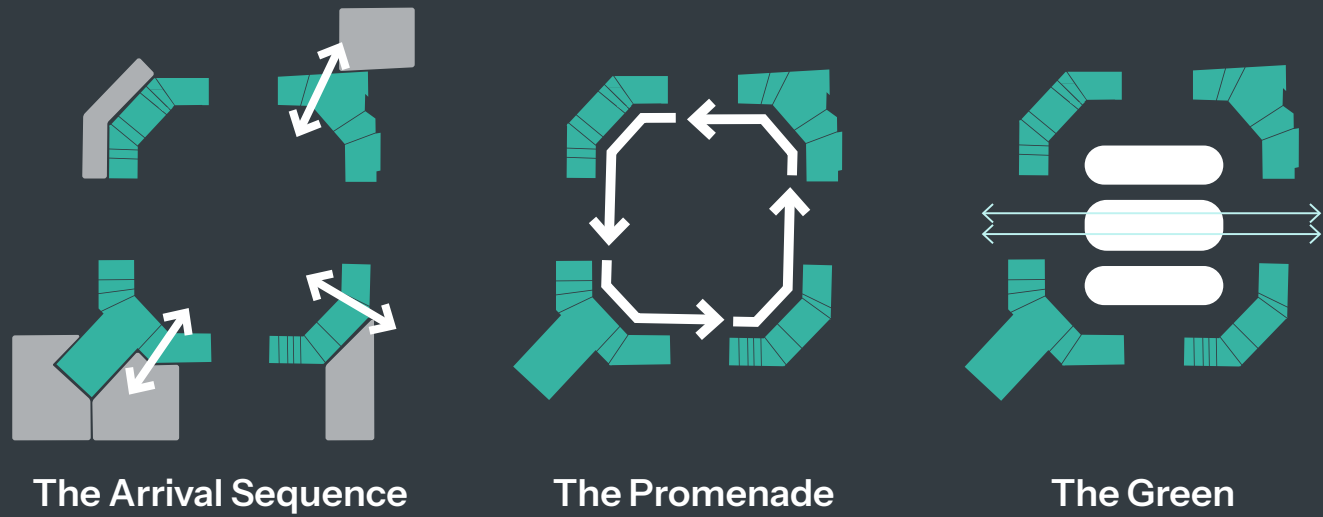


Goals + Recommendations

2. Improve accessibility and connectivity to the surrounding neighborhoods

- A. Work with the RTA to improve public transit connections and stop accessibility
- B. Connect to the square via protected bike lanes, clearly marked bike routes, and secure bike parking facilities
- C. Integrate bike-sharing stations at Shaker Square to encourage cycling as a convenient, eco-friendly option for both residents and visitors
- D. Implement wayfinding signage at strategic locations to make Shaker Square easily accessible from surrounding neighborhoods and nearby commercial corridors
- E. Design gateway and entry signage along Moreland Avenue that is tied to the identity and brand and announces a sense of arrival

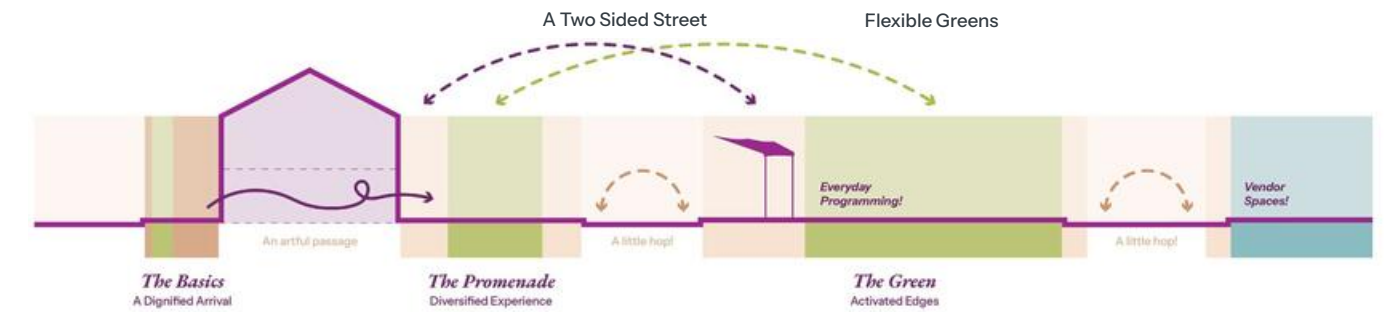




Existing Condition



Proposed Condition



Bridge the Islands

Shaker Square's current layout of four distinct quadrants creates barriers that make it difficult for pedestrians to move seamlessly between them. The key objective is to "bridge the islands" by establishing stronger, more intuitive connections across the quadrants. Redesigning the public realm to prioritize pedestrian safety and navigation is essential. Improvements like better crosswalks, unified landscaping, clear pathways, improved signage, and entryways that signal a sense of arrival can help unify the space and create a more welcoming environment.

This approach will make Shaker Square more accessible and user-friendly, encouraging increased foot traffic and fostering a lively atmosphere. A safer, more connected public realm will not only ease of movement across the quadrants but also boost economic growth by making it more convenient for patrons to explore, shop, and dine throughout the Square.

"I think walkways or bridges above the streets in certain areas would add to safety"

—Survey Participant

"I wish the whole area was more unified and occupied to make it feel more lively and welcoming."

— Survey Participant



The Arrival Sequence

Improving basic safety and wayfinding at Shaker Square is essential to enhance its functionality and appeal, and can be approached through both temporary pilot projects and larger-scale capital improvements. These improvements can address various elements, including pedestrian crossings, the promenade, the outer frame of the Square, lighting, and parking. Each of these elements plays a role in creating a safer and more accessible environment for the diverse community that frequents the Square.

Temporary pilot projects, such as pop-up crossings, wayfinding signs, and seating areas, can test ideas before larger changes are made. These allow for community feedback and help refine solutions for safety and accessibility. Insights from these initiatives can then inform larger-scale more permanent improvements, like promenade redesigns, parking adjustments, and lawn enhancements.

The community has already weighed in on several ideas through engagement activities, expressing excitement about certain aspects that are already underway. Lighting improvements and storefront maintenance are top priorities for many, as these enhancements increase visibility, safety, and aesthetic appeal. Additionally, the community expressed strong support for preserving and expanding features that make Shaker Square unique, such as patio seating under the trees, informal hangout spaces, flexible lawn areas for events, and strong connections to public transit. These elements not only contribute to the Square’s charm but also help create a vibrant, active public space that invites people to gather and engage.

“More robust pedestrian-friendly infrastructure to encourage walking and biking to, from, and throughout the Square”

— Survey Participant

Goals + Recommendations

3. Create better connections between the green space, promenade, and through the portals to improve accessibility and support foot traffic and retail activity

- A. Bridge the islands – improve cross-quadrant connectivity
- B. Prioritize pedestrian-friendly enhancements, such as wider sidewalks, better lighting, and safe crossings to encourage foot traffic
- C. Improve the experience from the parking lots and through the portals
- D. Revamp the parking layout to improve efficiency and pedestrian safety
- E. Continue enhancing lighting and maintaining physical infrastructure to improve visibility, safety, and overall aesthetic appeal



The Arrival Sequence



Crossings

Shaker Square's unique public realm configuration introduces a series of crossings, including train tracks and large city streets. The Vision Plan recommends both tactical and long-term improvements to calm traffic, provide improved pedestrian safety, and improve connectivity. These include more vibrant crossing markings, curb bump-outs to shorten crossing distances, narrower travel lanes for slower traffic, and consistent on-street parking.



Promenade

Recent improvements to Shaker Square have focused on facade and building improvements to elevate the authenticity and aesthetics of the frame. A next, immediate step could include a process of inventorying and decluttering the Promenade. This could include the elimination of temporary and faulty elements, streamlining of furnishings, and identification and repair of the more simple deferred maintenance items such as broken pavement. Care should be taken to not preclude any of the long-term strategies identified in the Vision Plan.



Outer Frame and Portals

Many visitors to Shaker Square arrive via the parking on the outside edges of the buildings. While convenient in many ways, this arrival could be transformed to be more safe, welcoming and inclusive with a few strategic investments. This includes the streamlining of trash and service areas away from visitor entries, strategic road dieting to increase connected pedestrian realm, and improvements to the visibility and quality of the passages. New plantings, seating, and pedestrian amenities can also enable more pleasant waiting, drop-off, and gathering spaces.

Lighting Strategy

Lighting can enhance public realm in many ways. At Shaker Square, there are many opportunities for improved lighting that is functional and beautiful. A complete lighting plan should be undertaken as a long-term initiative. In the short term, artistic uplighting of the building facades and/or specialty lighting approaches to the passages could be a quick win to improve the perception of safety and align with the culturally-energetic project brand. There are also many landscape features, such as large existing canopy trees that can be lit for special events or to enhance evening activities.





New signage + branding

Flexible hangout space

Improved portals

Dining patios

2' retail spillout space

15' promenade

Textured paving for traffic calming

Speed tables

Double sided parking

Shared drive + bike lane

Crosswalks to green

Arrival signage

Retractable bollards

Safer crossing and curb bump-outs on Shaker Blvd.

Double sided parking

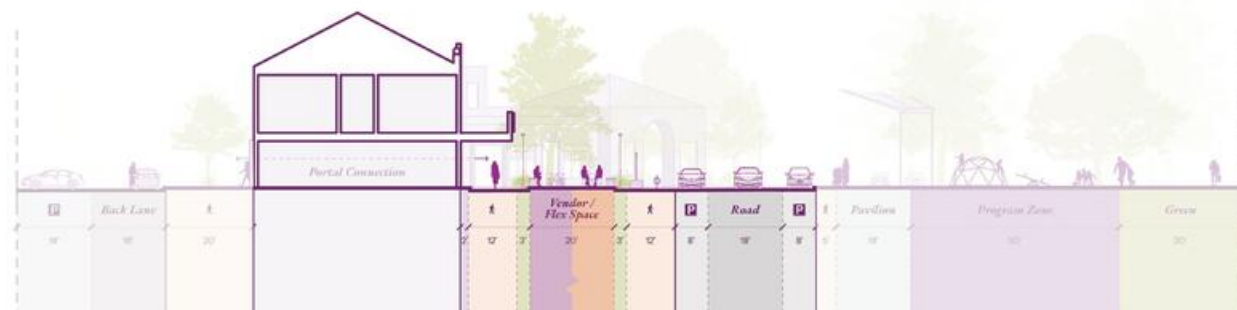
Tight turning radius for traffic calming



Existing Condition



Proposed Condition



Clarifying the Promenade

The Promenade - or the walkway that lines the buildings on the Square side - is a character-defining feature of Shaker Square. As often happens in cultural landscapes in use over decades, the Promenade became cluttered and confusing as new elements, pathways and furnishings were introduced over time. The Vision Plan recommends a return to a dignified and clear Promenade structure. This would include unifying furnishings, planting and lighting, implementing a clear, continuous 15' wide promenade with a 2' spillout zone for business owners; the enhancement and expansion of the planting beds, and the creation of dedicated program zones for both leasable vendor spaces and public amenity places. In addition, more efficient parking configurations that allow for critical short-term parking, such as on-street parallel parking, should be deployed in conjunction with traffic-calming and connectivity measures.

In addition to enhancing the promenade, Shaker Square can improve the portals and walkways that connect to it. These interior portals serve as key entry points from the back parking area to the Square. With better lighting and signage, they could also serve as spaces for wayfinding and orientation. Additionally, these portals could be used for public art displays and temporary rotating installations.

“Businesses that you can linger at (i.e. coffee, ice cream/boba shop)”
— Survey Participant

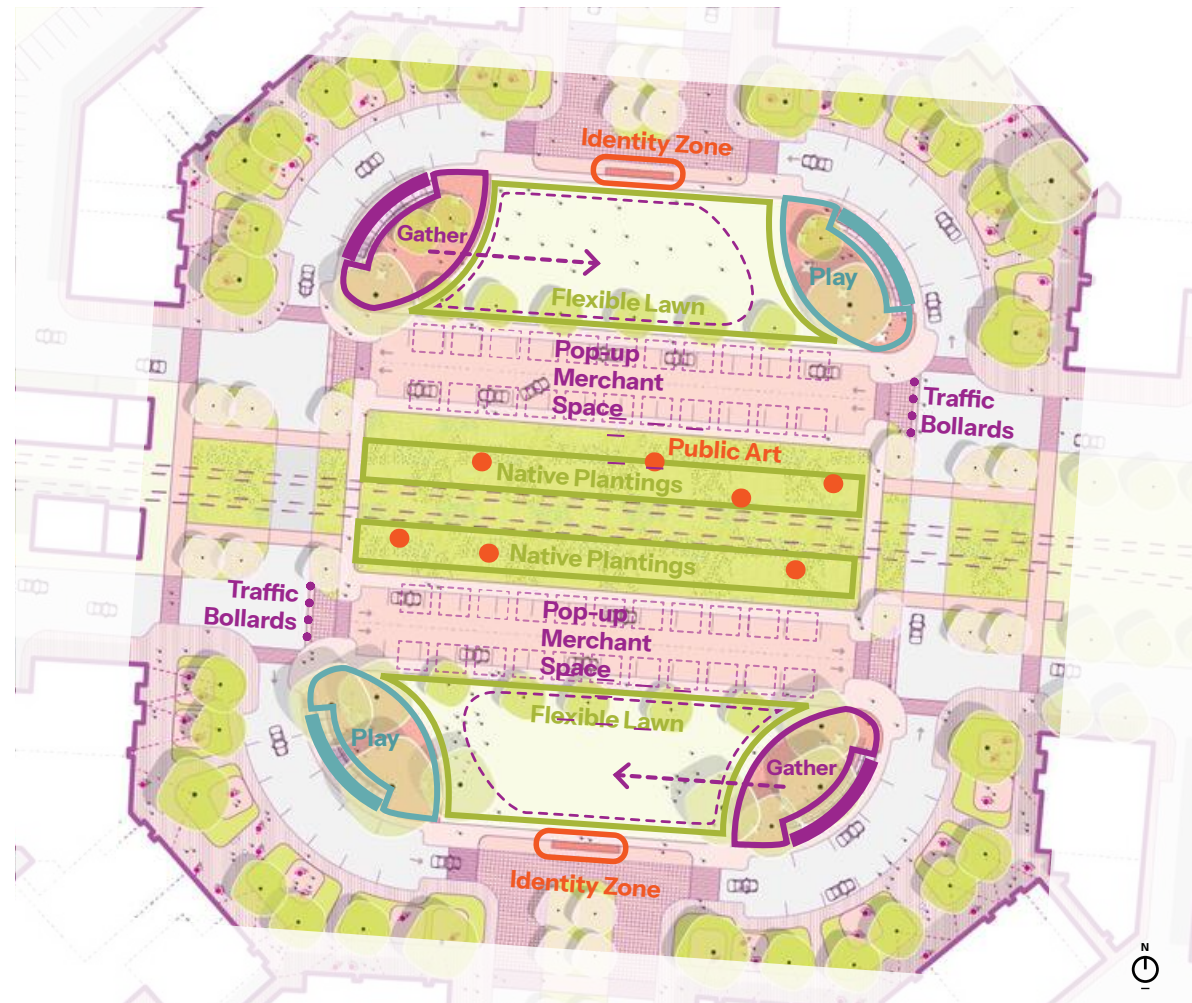
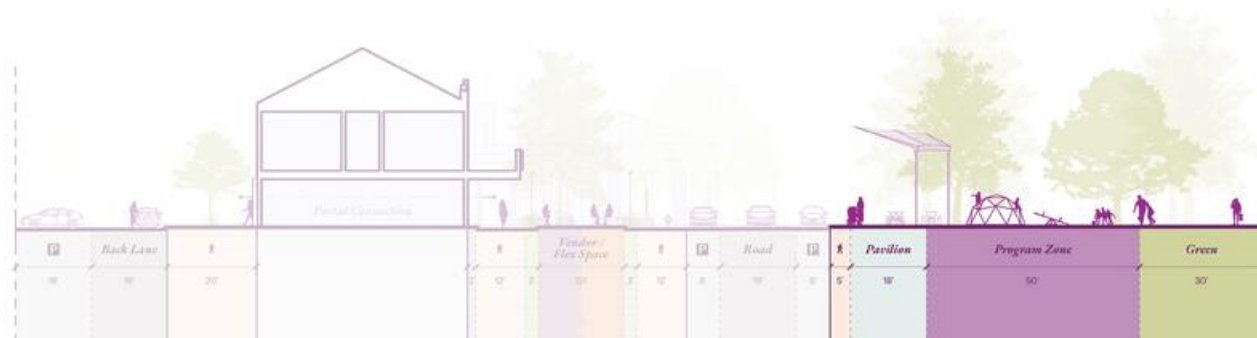




Existing Condition



Proposed Condition



Optimize the Green

The Green at Shaker Square is consistently identified by the community as an important contributor to the place's identity and a key differentiator from Shaker Square's regional peers. Today, the Green works well for large scale events and programming but it lacks everyday amenities and programming. The Vision Plan recommends strategic enhancements to the Green including optimized infrastructure for large-scale events, spaces for programs such as play and small-scale gathering, and improved connectivity through the introduction of sidewalks, traffic calming, and parking. Further, the introduction of small architectural pavilions at the corners of the Green can create a more activated edge, providing great human-scaled rooms for daily program and a welcoming street edge.

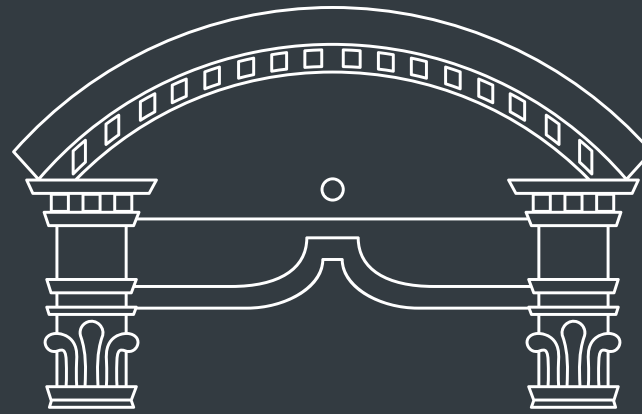
Goals + Recommendations

4. Redesign the central green to accommodate both everyday use and special events

- A. Design a versatile layout that supports a variety of events while maximizing the flexibility of the existing lawn
- B. Simplify the street closure process and allocate areas for pop-up retail opportunities
- C. Establish dedicated performance spaces with adaptable electricity and sound infrastructure
- D. Activate corner areas with gathering spaces and interactive play features to encourage daily use of the central green







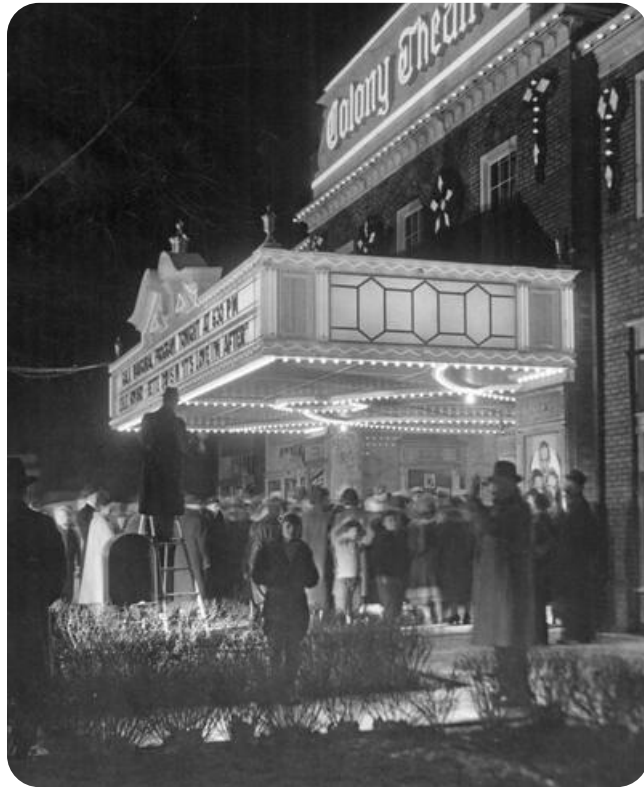
Timeless.

Respect Shaker Square's history while stewarding it for the future.



Goals

- 1 Tell the story of Shaker Square
- 2 Protect Shaker Square's authentic advantage
- 3 Deploy strategic leasing techniques to attract and retain tenants that compliment the vision for Shaker Square
- 4 Implement a comprehensive care and maintenance plan for Shaker Square
- 5 Study partnership and funding opportunities to leverage outside capital for Shaker Square



Shaker Square Authenticity

Shaker Square is an integral part of Cleveland's identity. As one of the city's oldest commercial centers, it has long served as a beloved gathering place for the community. By embracing its authentic character—through programs, events, and the unique soul of the space—Shaker Square can reconnect with both residents and Clevelanders, reaffirming its place in their hearts.

Built between 1927 and 1929, Shaker Square's architecture blends timeless charm with modern evolution. Its octagonal layout, inspired by Amalienborg Square in Copenhagen, and its American Colonial style create a distinct sense of place. The Square's design, along with its central green, has provided a familiar backdrop for generations of Clevelanders. Many longtime residents have fond memories of visiting the Square as children and want to continue that legacy by sharing it with their families.

Shaker Square's businesses reflect Cleveland's rich cultural diversity. Today, many of its retail offerings highlight the aspirations and investments of Black entrepreneurs, showcasing their vital role in the community's economic and cultural life. Supporting Black-owned businesses is essential to preserving the Square's authentic character and honoring the history and identity of the neighborhoods it serves. This commitment strengthens the connection between the Square and the diverse communities that have shaped it over time.

To unlock Shaker Square's full potential, it is essential to preserve its history while embracing innovation. By focusing on its unique assets—locally-owned businesses, historic architecture, and cultural vibrancy—the Square can evolve into a dynamic destination that attracts both loyal patrons and new visitors, ensuring it remains an authentic Cleveland landmark for years to come.

Goals + Recommendations

1. Tell the story of Shaker Square

- A. Preserve and celebrate cultural heritage by highlighting Shaker Square's rich history and unique character
- B. Restore and maintain historic architecture
- C. Leverage the green's capacity to host events, emphasizing its flexibility to accommodate a variety of activities and community needs
- D. Preserve non-physical memories by incorporating elements like historical photos, markers, and storytelling displays to honor Shaker Square's past and connect it to the present



Elements of Place

The most successful places are celebrated not for one element, but for the combination of qualities that make them unique. While income-generating uses are crucial for Shaker Square's financial health, its full potential can only be realized by incorporating features that enhance the experience and foster an emotional connection with visitors. Intangible qualities like engagement, atmosphere, and vibrancy add value beyond financial returns. While strong fundamentals are important, focusing on these emotional and experiential elements will be essential to unlocking Shaker Square's true potential.

"Make this a unique destination or else it will fail"

— Survey Participant

"Coffee shop that is a cozy place to hang out and meet people"

— Community Member

DESIGN

ARCHITECTURE

Authenticity
Historic Detail and Embellishment
Detail & Ornamentation
Materiality

STOREFRONTS

Memorable Accents
Engaging Signage
Transparency & Porosity
Lighting

WAYFINDING

Functionality
Artistic Expression
Memorability

MERCHANDISING & TENANTING

Use Offering
Variety
Uniqueness
Product Excellence
Service Quality

PUBLIC SPACE PROGRAMMING

Frequency & Variety
Generational Appeal
Multi-Cultural Appeal
Local Neighborhood Appeal

BRAND EXPRESSION

Connection to Wayfinding
Distinctiveness

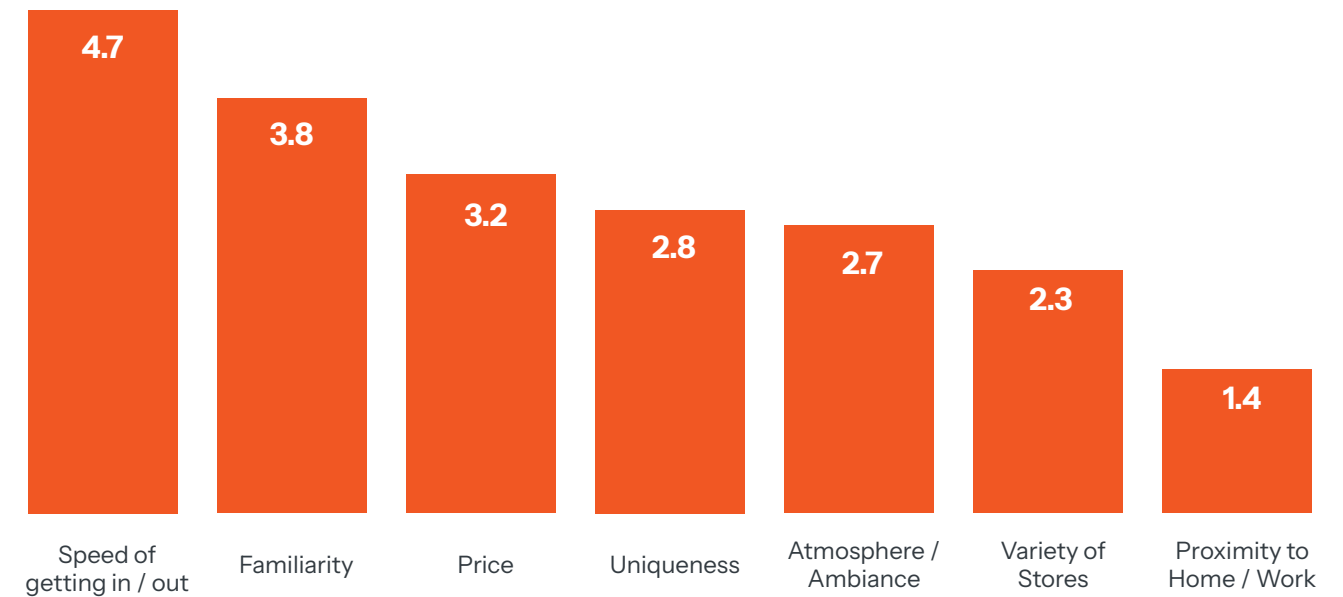
EXPERIENCE

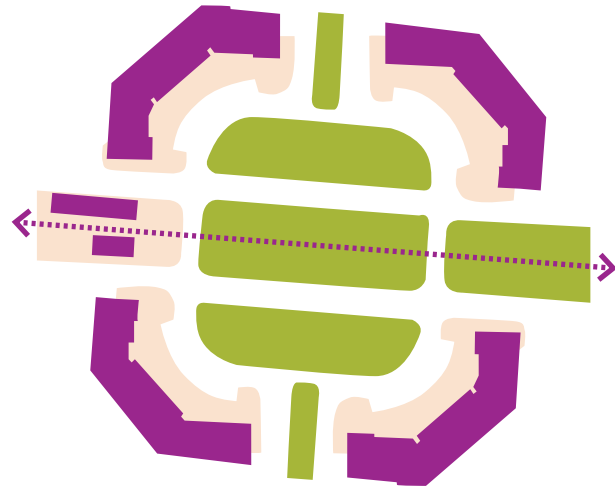
Physical ↑
↓ Emotional

Top Factors That Draw People To Shaker Square

Data from Shaker Square Retail Survey

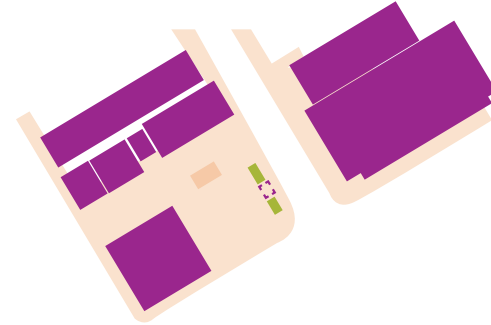
Rated on a scale of 1 (least draw) to 7 (most draw)





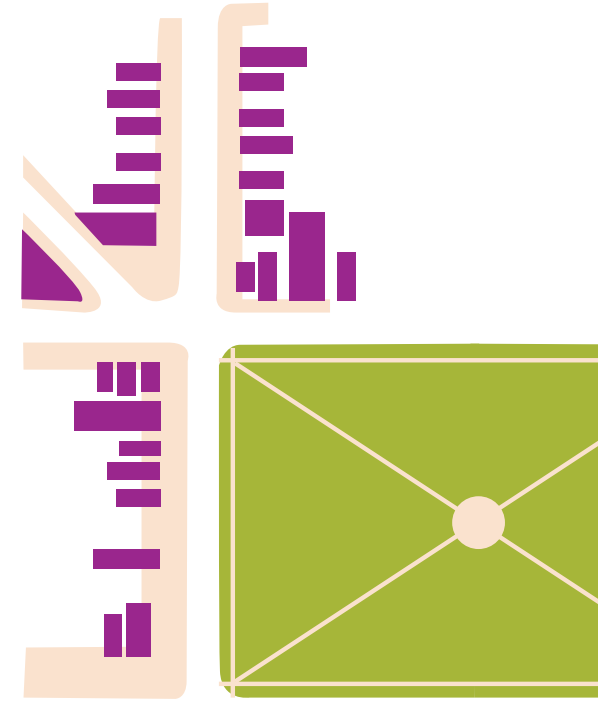
Shaker Square

Total Area **17 Acres (including parking lots)**
 Public Space Area **5 Acres**
 On Site Retail **170,000 SF**
 On Site Multifamily **0 Units / 1,600 (Off site)**
 On-Site Office **52,000 SF**



Ohio City

Total Area **100 Acres**
 Public Space Area **0.5 Acres (near Westside market)**
 On Site Retail **576,000 SF (35,000 in Westside)**
 Multifamily **1,469 Units**
 Office **1.1 million SF**



Tremont

Total Area **25 Acres**
 Public Space Area **8.4 Acres (Lincoln Park)**
 On Site Retail **181,000 SF**
 Multifamily **596 Units**
 Office **163,000 SF**

Peer Retail Districts

Cleveland is home to many successful peer retail districts. Surveys suggest that Shaker Square shoppers also frequent Van Aken, Cedar Fairmount, and Cedar Lee. These districts share key elements, such as public spaces, unique offerings, and event programming. Notably, Shaker Square, Ohio City, and Van Aken all benefit from direct rail access. However, Shaker Square stands out for its distinctive features. Its large central green space is versatile, accommodating large events and pop-up markets, while the expansive promenade provides abundant public space, often lacking in traditional main streets. Additionally, Shaker Square's single ownership structure enables cohesive tenant planning, unlike areas with multiple property owners.



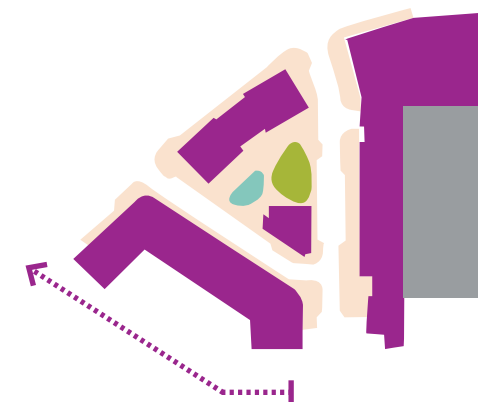
Gordon Square

Total Area **15 Acres**
 Public Space Area **Sidewalk**
 On Site Retail **359,000 SF**
 Multifamily **1,345 Units**
 Office **82,000 SF**



Coventry

Total Area **12 Acres**
 Public Space Area **0.5 Acres**
 On Site Retail **351,000 SF**
 Multifamily **2,018 Units**
 Office **0 SF**



Van Aken

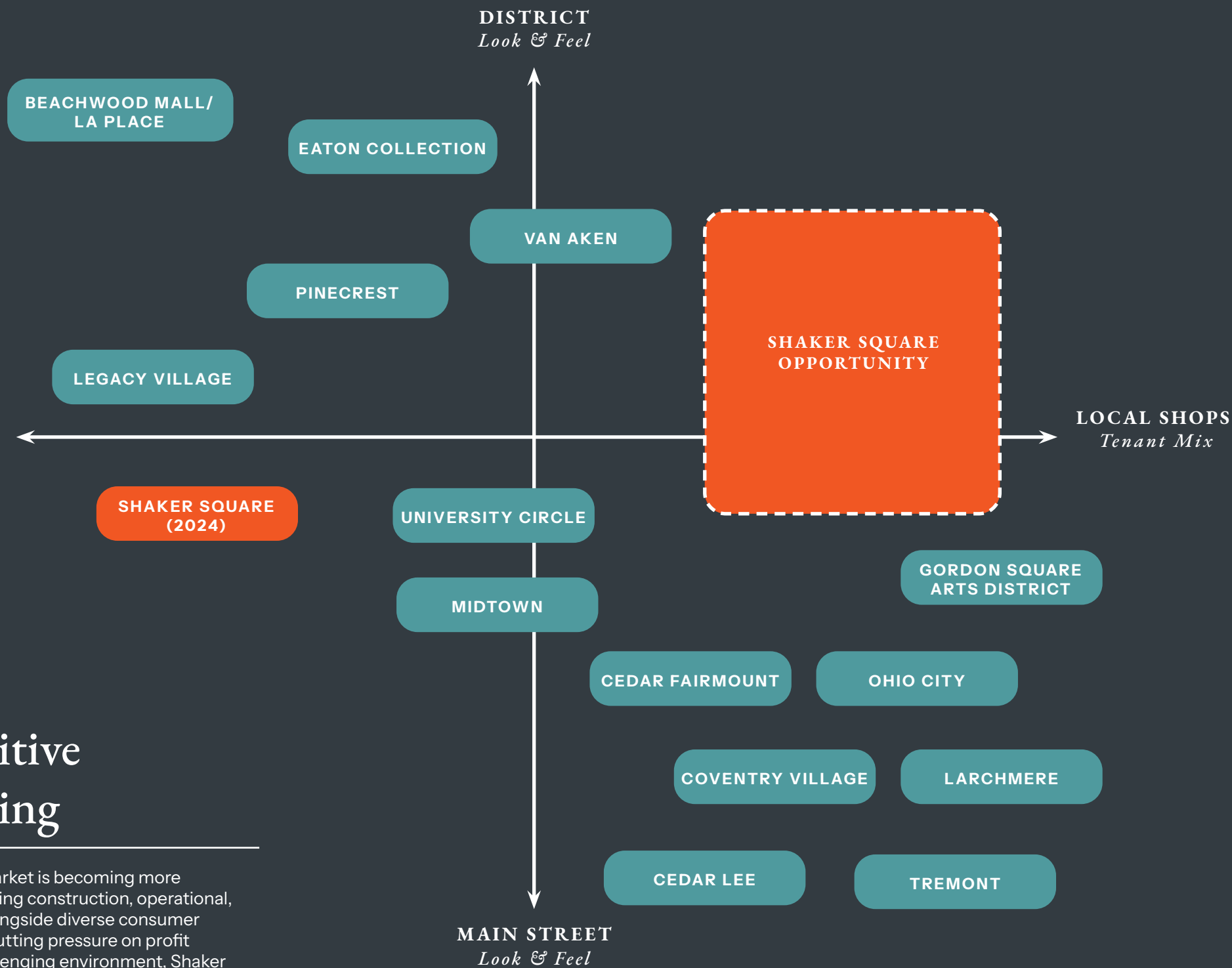
Total Area **22 Acres**
 Public Space Area **0.3 Acres**
 On Site Retail **258,000 SF**
 Multifamily **390 Units**
 Office **312,000 SF**

- Public Transit Rail
- Open Green Space
- Paved Space
- Buildings

100'

Competitive Positioning

Cleveland's retail market is becoming more competitive, with rising construction, operational, and goods costs, alongside diverse consumer spending options, putting pressure on profit margins. In this challenging environment, Shaker Square must focus on differentiation rather than replication. By offering unique experiences, the Square can attract consumers, reduce competition, and foster loyalty. A diverse mix of retail and complementary non-retail uses will increase foot traffic, reduce risk, and ensure the property's long-term competitiveness.



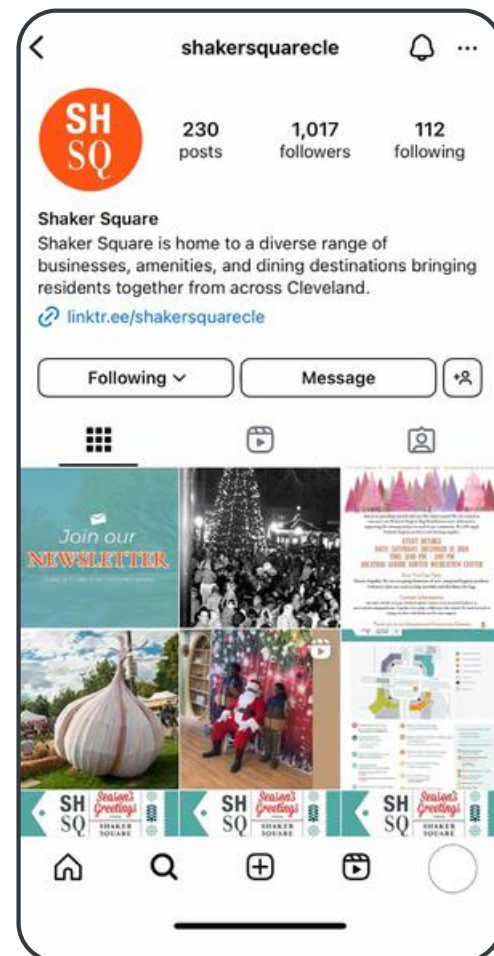
Goals + Recommendations

2. Protect Shaker Square's authentic advantage

- A. Embrace the site's unique design, with its central green and access to rail transit to generate retail and market demand
- B. Target marketing efforts on promoting rail transit access to the Square
- C. Fill the gap in the marketplace by offering products and experiences that peer retailers cannot
- D. Leverage and promote the central green's potential for hosting programming and events



Elements of Shaker Square's Re-branding



Best Practices for Attracting Tenants

Shaker Square's leasing strategy should focus on attracting retailers that align with its vision. However, the retail market is highly competitive, and retailers prioritize locations that are economically viable and reflect their brand. With supply exceeding demand, more and more landlords are vying for the same tenants, making retailers more selective. They choose sites that meet the most criteria, so minimizing obstacles in the leasing process is crucial.

Key Takeaways - Leasing Economics

Equip the Leasing Team: To compete, the leasing team needs the right tools, including:

- Completed vision and high-quality renderings
- Marketing materials and an exceptional marketing package
- Approved economics
- Lease outline drawings
- Test fits for unique spaces or for prospects lacking pre-lease design resources
- Storefront and signage guidelines

Strategic Placement: Each space has a highest and best use, which directly impacts user experience and economic performance. Prioritize high-profile tenants to set the tone and pace for future deals. Save prime spaces for harder-to-attract tenants.

Patience is Key: Like other successful projects, Shaker Square will require time, patience, and a strategic approach. A long-term commitment to its vision will shift market perceptions, so avoid rushed decisions that can undermine its potential.

Goals + Recommendations

3. Deploy strategic leasing techniques to attract and retain tenants that compliment the vision for Shaker Square

- Prioritize high-impact tenants
- Develop an exceptional marketing package
- Provide test fits for atypical spaces or those without pre-lease design resources
- Strengthen retail fundamentals
- Offer creative work spaces and studios at competitive rates



Case Study

Ohio City Improvement Corp.
Cleveland, OH

The Ohio City Improvement Corporation (OCIC) is a Special Improvement District (SID) established in 2012 to enhance the Ohio City commercial district. OCIC provides cleaning, maintenance, and safety services through the Block by Block Ambassadors, benefiting all district visitors, residents, and businesses. These services help maintain the area's eclectic mix of stores, restaurants, and other establishments.

University Circle, Inc.
Cleveland, OH

University Circle Inc. (UCI) reached a significant milestone with Cleveland City Council's approval of a Special Improvement District (SID) for University Circle, set to begin in 2025. The SID will generate \$3.9 million in its first year to fund improved safety services, including crisis intervention specialists, bicycle patrols, and additional bias-free training for UCPD officers.

Downtown Cleveland, Inc.
Cleveland, OH

Downtown Cleveland, Inc. aims to enhance Public Square with three key goals: excellent maintenance, streamlined activation, and improved safety. Responsibilities include routine upkeep, landscaping, and fountain maintenance, as well as curating public art and holiday installations. The organization also manages programming, supports events, provides ambassador presence, and collaborates with the City and agencies to enhance the area's safety and beauty.

Clean, Green and
Safe

The Shaker Square ownership team has worked hard to improve maintenance and safety, recently investing \$4.5 million in upgrades like new roofs, facade improvements, storefront awnings, signage, and electrical and HVAC maintenance. They've also hired private security to enhance safety.

However, maintenance can also be approached at a district level. A **Special Improvement District (SID)** is a tool where property owners in a defined area agree to pay an additional assessment to fund improvements and services beyond what the city provides. These funds support enhanced maintenance, security, marketing, and community engagement, creating a well-maintained and thriving neighborhood. While Shaker Square addresses some of these needs, current efforts are underfunded and lack long-term sustainability.

Expanding a SID to include adjacent apartment buildings and commercial corridors could help create a cohesive and vibrant district. This would provide the resources needed for enhanced safety, regular upkeep, and community programming, strengthening Shaker Square's sense of place and ensuring its long-term success.

"Everything clean, tidy, well maintained, seasonal decorations."

— Survey Participant

"Maintaining the old buildings [is the biggest challenge]"

— Community Member

"Deteriorated buildings deferred maintenance are currently being addressed"

— Community Member

Goals + Recommendations

4. Implement a comprehensive care and maintenance plan for Shaker Square

- Continue enhancing the safety ambassador program to serve as guides and welcoming representatives for the Square. *(Also mentioned in Inviting goal 6)*
- Establish detailed storefront and signage guidelines to ensure cohesive and attractive visual appeal throughout Shaker Square
- Explore establishing a Special Improvement District (SID) to enhance support for the maintenance team at the district level and ensure timely resolution of issues with increased capacity
- Implement seasonal beautification efforts.



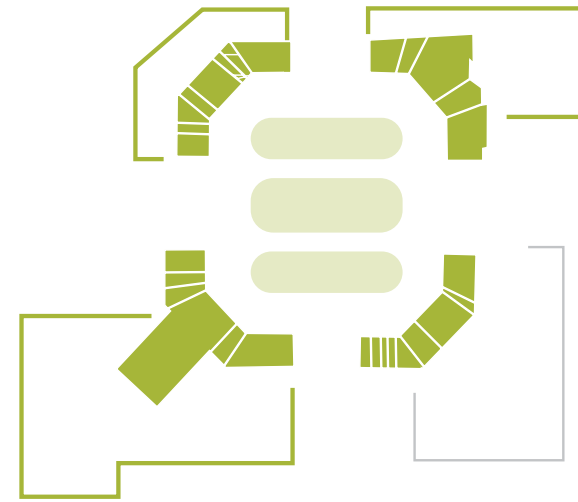
Shaker Square Today

Shaker Square's success is a critical component in the health of the surrounding neighborhoods - and vice versa. Heeding lessons learned from recent decades of ownership changes, it has never been more clear that a vision, strategy and action plan is critical to the future of Shaker Square. Ensuring its longevity for the next 100 years requires deliberate, phased, and economically sustainable change. This approach demands careful planning, strategic decision making, and a thorough understanding of and respect for Shaker Square's history, current condition, and future needs.

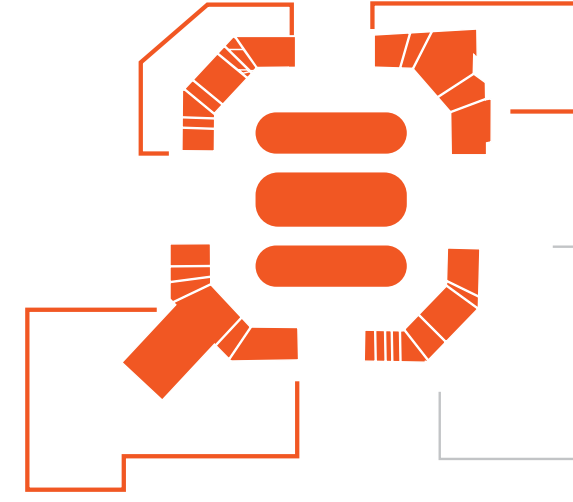
Over the years, the Square has experienced multiple ownership transitions, all occurring under single owner/operators. The following pages outline a range of potential ownership scenarios, from long-term partnerships to the sale of the Square to another single owner/operator.

The next steps in the Square's sustainable future requires gradual, thoughtful action over time. While some improvements may be evident in the short term, true transformation requires patience and consistency. This approach allows for adjustments, community feedback, and adaptations to meet evolving needs. It also honors the Square's historical significance, commercial role, and cultural identity.

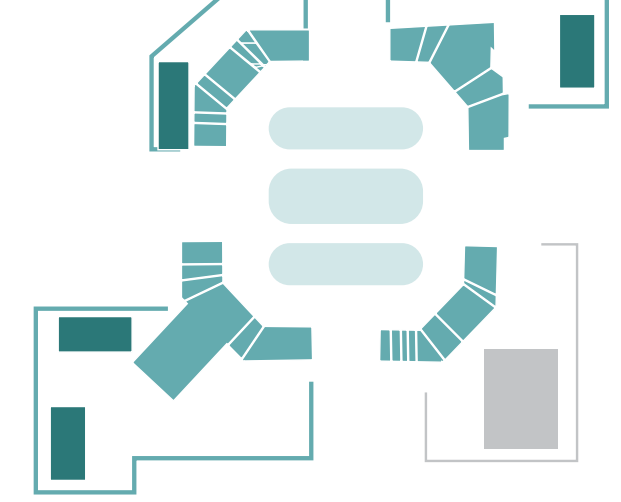
A Stabilization Based Sale



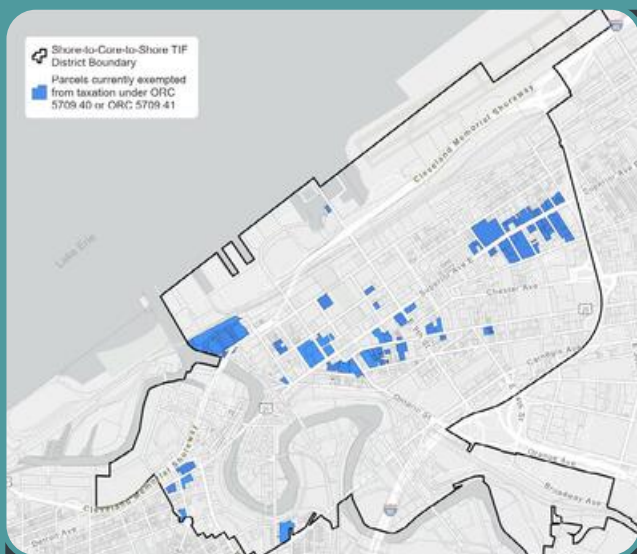
B Vision Based Sale



C Long Term Partnership



Case Studies



Shore to Shore TIF Cleveland, OH

The Shore-to-Shore Tax Increment Financing (TIF) in Cleveland helps fund infrastructure and public improvements along the lakefront by capturing property tax revenue from new developments. It aims to boost connectivity, support economic growth, and create vibrant, mixed-use spaces that benefit the community.



Friends of Lincoln Park Cleveland, OH

Friends of Lincoln Park in Cleveland is a key community organization focused on preserving and improving the park. Through advocacy, event support, and engaging local residents, they help maintain the park as a vibrant space for recreation and community gathering. Their efforts strengthen neighborhood connections and enhance the quality of life for residents.



Cumberland Redevelopment Cleveland, OH

Cumberland Redevelopment is a development and management company that specializes in innovative design solutions, integrating sustainable practices and green technologies. This approach is designed to create economic benefits for the company, property users, and the wider community.

Funding Opportunities

Various ownership scenarios can combine organizational structures and revenue sources to ease implementation. Partnerships like parks conservancies, TIF districts, and development collaborations bring external funding, reduce risk, attract strong tenants, enhance public space investment, and ensure trusted community management of Shaker Square.

Parks Conservancy

A parks conservancy or friends group can be formed to fund and manage Shaker Square's public spaces. These non-profits can raise private donations and secure public funding for capital improvements, maintenance, programming, and other needs. Such a group could operate as an independent 501(c)(3) or within CNP/BBC's structure, as long as it qualifies for public and private contributions. This approach would reduce reliance on Shaker Square's rental income for public space maintenance and relieve retail tenants from bearing customary maintenance costs.

Tax Increment Financing (TIF)

CNP/BBC can create a second income stream by establishing a Tax Increment Finance (TIF) District. A TIF uses future tax revenue to fund investment, maintenance, programming, and other costs for Shaker Square. Official designation by the City of Cleveland would be required. Once established, the current property values within the district set the base value. The increase in property tax revenue above the base value, the tax increment, would be put into a fund earmarked for use only within the Shaker Square TIF district boundaries.

Infill Development

A third revenue stream can be established by partnering with mission-aligned developers to build housing on underused rear parcels of the Square. These partnerships bring developer equity and debt capacity. In a sale, CNP/BBC would gain cash to reinvest in the Square; in a rental, they'd secure ongoing cash flow for long-term sustainability. Mixed-use developments reduce risk by balancing retail with other uses, enhancing property value and identity. This strategy benefits both property owners and the surrounding community.

Goals + Recommendations

5. Study partnership and funding opportunities to leverage outside capital for Shaker Square

- A. Generate tax revenue by establishing a Tax Increment Financing (TIF) district
- B. Attract philanthropic capital by establishing a parks conservancy for the central green
- C. Attract private capital by forming partnerships with developers to build infill residential





Stabilization Based Sale

In this model, CNP/BCC retain medium-term ownership of Shaker Square to conduct capital investments and manage leases ahead of a sale. CNP/BBC take on the hard work of completing the foundational steps of realizing the Vision Plan, and ensuring it is on a path to success, at which point the asset is sold to a buyer.

CNP/BBC would clear Shaker Square's deferred maintenance log, which includes basic improvements such as roof and façade/window, and installing elevators (some of this work has already been begun). Also required would be the upgrading of building heating/cooling, electrical, and plumbing systems, as well as the remediation of any hazardous materials (e.g. lead and asbestos).

Stabilization work also entails the completion of the redevelopment of Shaker Square's public spaces, including the green and promenade (sidewalk) environments. CNP/BBC would retain a landscape architect to advance the conceptual design that is included in this Vision Plan through schematic design (SD) and ultimately construction documents (CDs) that can be bid out for construction. A capital campaign will need to be conducted to raise funds for these efforts, which could be made possible by the establishment of a Shaker Square TIF district mentioned above.

In terms of tenant leasing and management efforts, in this scenario, CNP/BBC would sunset lease commitments that are not brand-aligned and avoid new lease agreements that carry over and encumber a new buyer. Ownership would negotiate the relocation of some appointment-based tenants to the second floor and reserve the ground floor for retail tenants. These moves avail the buyer of maximum flexibility to curate a successful tenant mix.

In addition to physical and management-related elements, CNP/BBC should anticipate and resolve any entitlement and/or permitting hurdles a buyer may face once taking over duties as much as possible. For example, CNP/BCC should work with the City to eliminate zoning-related hurdles to pave a regulatory path for infill development. Clearing regulatory hurdles will make the property more marketable to capable suitors.

In marketing the asset, CNP/BBC would need to employ a combination of curb appeal and first-class marketing materials to garner the attention of a large pool of capable, prospective buyers.

Pros and Cons of a Stabilization Model:

In the stabilization-based model, CNP/BBC takes the lead in stabilizing the Square and laying the groundwork for long-term sustainability. This scenario is complicated and somewhat counter to traditional paths to reinvestment. Buyers with the capability to revitalize the property in alignment with its aspirations—while ensuring economic viability—are more likely to find value in the opportunity if they have direct control over the leasing process. Without this control, such buyers are likely to be less inclined to invest in the property and its necessary improvements.

Additionally, to build credibility and attract high-quality retail tenants, a fully developed vision and the execution of key improvements should be completed before leasing begins. This approach would likely require CNP/BBC to undertake more substantial improvements than it is currently prepared to deliver. While CNP/BBC excels at creating the conditions for transformation, it is not set up with the resources and capacity needed to fully realize the desired outcome. As a result, prospective buyers in this scenario are more likely to be financially driven investors focused on short-term returns rather than visionary leaders committed to executing and sustaining a long-term transformation.



Vision Based Sale

A vision-led disposition involves selling the property based on a combination of a well-defined vision and secured entitlements. This approach generates awareness and excitement around the property while lowering barriers to entry for buyers by addressing key regulatory hurdles and minimizing upfront expenditures they would need to undertake regardless. By handling entitlements and eliminating potential bureaucratic delays, CNP/BBC can make the opportunity more attractive to mission-aligned buyers.

This model enables CNP/BBC to focus on its strengths—shaping the vision and laying the groundwork—while transferring ownership and redevelopment responsibilities to an experienced buyer capable of executing at the desired level. An aspirational vision (e.g. plan, renderings, marketing package) for Shaker Square should be completed, but execution of this vision would be left to the buyer, as most capable buyers will want full control over the direction and operations of the space.

As the vision is taken even further to marketing-caliber levels, CNP/BBC would address all deferred maintenance, making necessary repairs to roofs and facades, and installing elevators. However, major alterations—such as tenant fit-outs or significant public space modifications—should be left to the buyer, who will want to make those key decisions.

To further enhance the property's appeal, establishing a Tax Increment Financing (TIF) district is recommended. This would allow a buyer to capture and reinvest the increased tax revenue generated by their improvements, making the acquisition even more attractive. Conversely, creating a parks conservancy or friends group for public space management may be deemed undesirable, as buyers will likely prefer to retain full control over these areas.

Only after the vision and regulatory processes have been fully completed should CNP/BBC initiate a formal Request for Proposals (RFP) process. This RFP will clearly define the intentions and terms of the sale, ensuring alignment with the long-term vision for Shaker Square. A national marketing campaign will support the process, strategically targeting and engaging the most qualified buyers. This campaign will leverage compelling narratives,

illustrations, and imagery to generate excitement and emphasize the property's value potential. It is essential that the RFP is not issued prematurely, as there will be only one opportunity to make a strong and lasting first impression.

Pros and Cons of a Vision-Led Sale Model

Under this vision-led sale model, CNP/BBC will conclude its stewardship of Shaker Square, positioning the property for transfer at a strategic discount. The objective is to identify a mission-aligned developer who embraces the vision, leverages the groundwork already laid, and maintains the autonomy to implement the Vision Plan according to their expertise and direction. While the sale price under this scenario is likely to be lower than that of a Stabilization-Based scenario, the cost of improvements shifts from CNP/BBC to the buyer.



Long Term Partnership

In this model, CNP/BBC would retain long-term ownership of Shaker Square and lead the stewardship of its reinvestment in partnership with public and private partners. A discounted value of Shaker Square would be applied in exchange for CNP/BBC's ongoing seat at the table. CNP/BBC are known and trusted organizations that have built a strong foundation of community support, which, combined with their ownership of the site, positions them well to continue stewarding Shaker Square into the future. However, CNP/BBC will need to form partnerships to carry out the Vision Plan.

Unlike a vision-based or stabilization-based sale, under a long-term partnership model, establishing a parks conservancy or parks friends group makes sense. Since there is no buyer who may be encumbered by such an organization, CNP/BBC would have the opportunity to raise additional funds through this entity.

There would also be potential to capture value from the development potential of the rear parking lots by partnering with a private property developer to construct housing on those lots. Depending on the terms of the deal—it could be a ground lease or an outright sale—CNP/BBC would enjoy a steady revenue stream or an infusion of cash, respectively. Either could be reinvested in Shaker Square or used for subsidies to retain strategic tenants at a discount.

These funding strategies layered with the Tax Increment Financing (TIF) district could be very powerful.

The marketing strategy differs under this model too. Rather than marketing to entice a buyer, as long-term owners, BBC/CNP would be marketing to attract and retain a customer base.

Pros and Cons of a Long-Term Partnership

In this scenario, CNP/BBC would need to assemble a dedicated team responsible for marketing, sponsorships, and programming for the square. Maintaining this control would create strategic, synergistic alignment with the public space and

A Vision-Based scenario—or a variation that includes a long-term partnership—is the most reliable approach to implementing the vision in alignment with community needs, while ensuring economic sustainability. These models offer prospective buyers a desirable clean slate while relieving CNP/BBC of the financial and operational

burden of investment and execution decisions. These approaches are commonly and successfully employed in similar projects, allowing each party to leverage its strengths while delegating responsibilities in areas where expertise may be lacking.

	Vision-Based Sale	Stabilization-Based Sale	Long-Term Partnership
BBC/CNP investment	low	medium	high
Sale price	low	high	n/a
Pool of buyers	few	many	many
Capability of buyers	several	few	several
Control of vision	buyer	CNP/BBC	shared
Public space programming	Private / profit motivated	Private / profit motivated	Non-profit
TIF District	yes	yes	yes
Parks Conservancy	no	no	yes
Marketing	Build buzz to aid sale	Build buzz to aid sale	Build buzz to attract customers

Principles

Goals

Recommendations

See next page for full list of recommendations.

Inviting
Foster an authentic and welcoming everyday retail experience in the square.

- 1. Sustain a diverse mix of retailers
- 2. Curate an engaging and memorable ground level user experience
- 3. Curate a balanced mix of creative, production-focused, and service-oriented tenants on the second floor
- 4. Steward a welcoming, safe, and intuitive environment for all
- 5. Support small business entrepreneurship and creative industries that reflect the spirit of the surrounding community
- 6. Introduce well-designed and well-maintained market rate housing and address stability of existing multi-family housing

- 1.A 1.B 1.C
- 2.A 2.B 2.C 2.D
- 3.A
- 4.A 4.B 4.C 4.D 4.E
- 5.A 5.B 5.C 5.D
- 6.A 6.B 6.C 6.D

Inspiring
Make Shaker Square a local and regional destination.

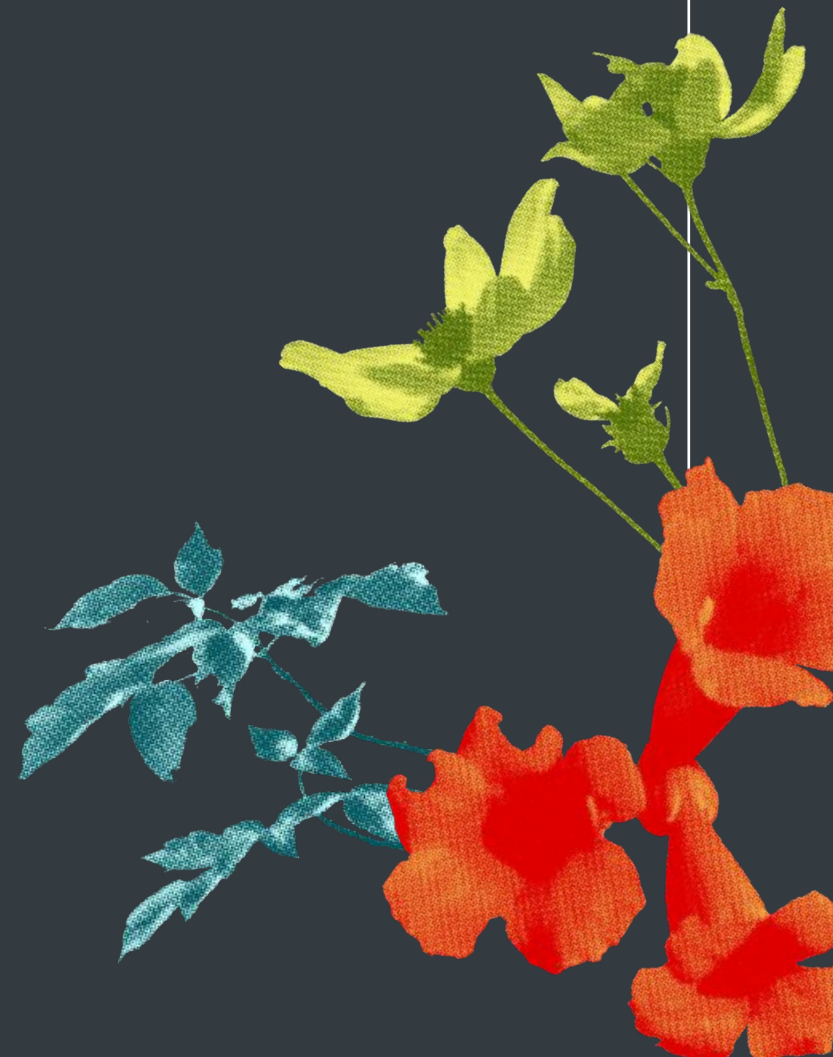
- 1. Bring Shaker Square to life with activities and events that invite people from both nearby neighborhoods and across the city
- 2. Improve accessibility and connectivity to the surrounding neighborhoods
- 3. Create better connections between the green space, promenade, and through the portals to improve accessibility and support foot traffic and retail activity
- 4. Redesign the central green to accommodate both everyday use and special events

- 1.A 1.B 1.C 1.D 1.E
- 2.A 2.B 2.C 2.D 2.E
- 3.A 3.B 3.C 3.D 3.E
- 4.A 4.B 4.C 4.D

Timeless
Respect Shaker Square's history while stewarding it for the future.

- 1. Tell the story of Shaker Square
- 2. Protect Shaker Square's authentic advantage
- 3. Deploy strategic leasing techniques to attract and retain tenants that compliment the vision for Shaker Square
- 4. Implement a comprehensive care and maintenance plan for Shaker Square
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- 1.A 1.B 1.C 1.D
- 2.A 2.B 2.C 2.D
- 3.A 3.B 3.C 3.D 3.E
- 4.A 4.B 4.C 4.D
- 5.A 5.B 5.C





Foster an authentic and welcoming everyday retail experience in the square.

1. Sustain a diverse mix of retailers

- A. Create a diverse tenant mix with boutiques, restaurants, and services at various price points to serve a broad customer base
- B. Build local and national awareness and excitement around retailers and brands through coordinated marketing
- C. Fill retail gaps in home and apparel and fast casual dining

2. Curate an engaging and memorable ground level user experience

- A. Leverage Shaker Square's exceptional patio infrastructure to inspire an unparalleled outdoor dining experience
- B. Encourage connections and transparency between storefronts and patios
- C. Strategically place tenants by relocating those not requiring ground-floor access to upper levels, focusing upstairs spaces for creative and non-profit uses
- D. Redesign the promenade with well-defined pathways, inviting seating areas, and adaptable spaces for diverse activities

3. Curate a balanced mix of creative, production-focused, and service-oriented tenants on the second floor

- A. Fill upper floors with the following uses:
 - Appointment-based and non-customer facing tenants should not occupy ground floor spaces
 - Workshop spaces for artisans, artists, and other makers
 - Service providers such as wellness, fitness, dentist, etc

4. Steward a welcoming, safe, and intuitive environment for all

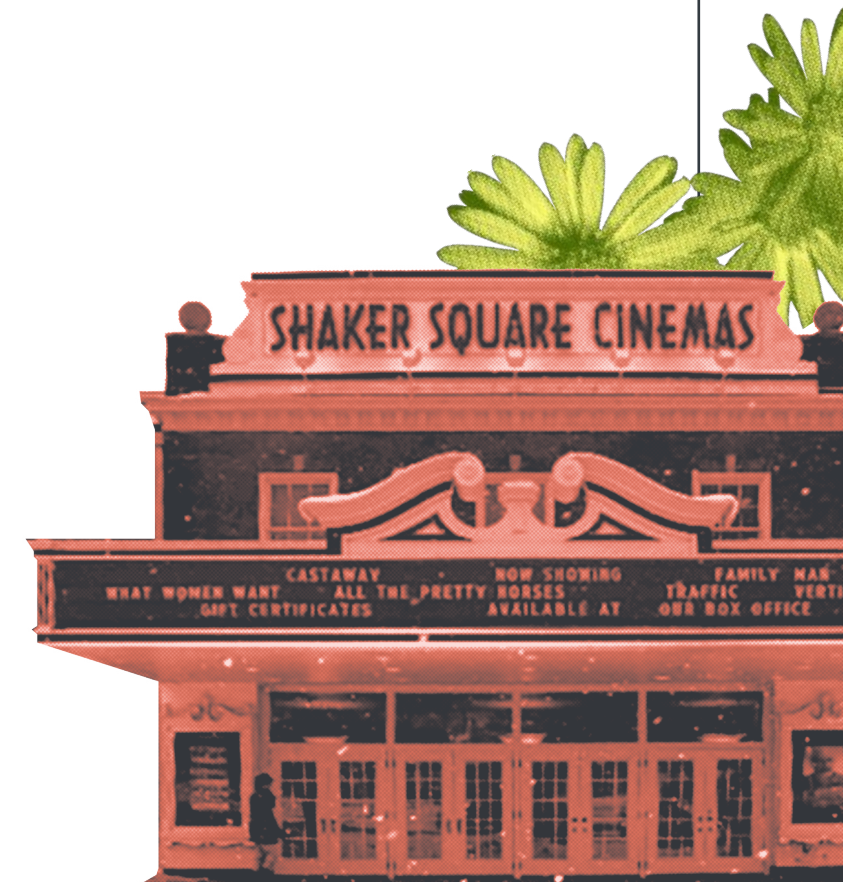
- A. Provide products, services, and activities that appeal to youth
- B. Promote third places by designing spaces with flexible layouts, local art, and community-focused programming that encourage gathering and interaction
- C. Encourage social interaction of visitors and create a vibrant, inviting atmosphere for all ages
- D. Develop ongoing active programming to strengthen community ties and enhance safety
- E. Continue enhancing the safety ambassador program to serve as guides and welcoming representatives for the Square

5. Support small business entrepreneurship and creative industries that reflect the spirit of the surrounding community

- A. Give priority to leasing space to Cleveland-based tenants—especially minority-owned, women-owned, and mission-driven businesses—while offering them technical assistance and marketing support
- B. Encourage entrepreneurship and support local production by fostering retail opportunities through temporary or pop-up events
- C. Facilitate connections with artists and makers through curated programming and strategic local partnerships
- D. Encourage creative professionals to host workshops, networking events, and educational sessions that foster collaboration and build community on the Square.

6. Introduce well-designed and well-maintained market rate housing and address stability of existing multi-family housing

- A. Plan for infill residential development on surface parking lots to generate retail foot traffic and eliminate gaps in an otherwise walkable urban fabric
- B. Design diverse housing types to accommodate families of various sizes and needs
- C. Leverage revenue from residential units to diversify risk exposure and competitively price retail rents to attract the local merchants
- D. Partner with the community to restore historic apartment buildings, creating affordable and middle-income housing to support the Square's retail and foster a mixed-income neighborhood





Inspiring

Make Shaker Square a local and regional destination.

1. Bring Shaker Square to life with activities and events that invite people from both nearby neighborhoods and across the city

- A. Foster partnerships with local schools, cultural organizations, museums, and community groups
- B. Commission Cleveland-based artists to create murals, sculptures, and interactive installations on the Square
- C. Hire an organizer to curate and manage events, festivals, markets, and art installations
- D. Promote events and cross-programming with Larchemere, Buckeye and Shaker Heights commercial corridors
- E. Create clear guidelines and provide resources to assist event organizers in effectively utilizing Shaker Square

2. Improve accessibility and connectivity to the surrounding neighborhoods

- A. Work with the RTA to improve public transit connections and stop accessibility
- B. Connect to the square via protected bike lanes, clearly marked bike routes, and secure bike parking facilities
- C. Integrate bike-sharing stations at Shaker Square to encourage cycling as a convenient, eco-friendly option for both residents and visitors
- D. Implement wayfinding signage at strategic locations to make Shaker Square easily accessible from surrounding neighborhoods and nearby commercial corridors
- E. Design gateway and entry signage along Moreland Avenue that is tied to the identity and brand and announces a sense of arrival

3. Create better connections between the green space, promenade, and through the portals to improve accessibility and support foot traffic and retail activity

- A. Bridge the islands – improve cross-quadrant connectivity
- B. Prioritize pedestrian-friendly enhancements, such as wider sidewalks, better lighting, and safe crossings to encourage foot traffic
- C. Improve the experience from the parking lots and through the portals
- D. Revamp the parking layout to improve efficiency and pedestrian safety
- E. Continue enhancing lighting and maintaining physical infrastructure to improve visibility, safety, and overall aesthetic appeal

4. Redesign the central green to accommodate both everyday use and special events

- A. Design a versatile layout that supports a variety of events while maximizing the flexibility of the existing lawn
- B. Simplify the street closure process and allocate areas for pop-up retail opportunities
- C. Establish dedicated performance spaces with adaptable electricity and sound infrastructure
- D. Activate corner areas with gathering spaces and interactive play features to encourage daily use of the central green





Respect Shaker Square's history while stewarding it for the future.

Timeless

1. Tell the story of Shaker Square

- A. Preserve and celebrate cultural heritage by highlighting Shaker Square's rich history and unique character
- B. Restore and maintain historic architecture
- C. Leverage the green's capacity to host events, emphasizing its flexibility to accommodate a variety of activities and community needs
- D. Preserve non-physical memories by incorporating elements like historical photos, markers, and storytelling displays to honor Shaker Square's past and connect it to the present

2. Protect Shaker Square's authentic advantage

- A. Use the site's unique design to generate retail and market demand Embrace the site's unique design, with its central green and access to rail transit to generate retail and market demand
- B. Target marketing efforts on promoting rail transit access to the Square
- C. Fill the gap in the marketplace by offering products and experiences that peer retailers cannot
- D. Leverage and promote the central green's potential for hosting programming and events

3. Deploy strategic leasing techniques to attract and retain tenants that compliment the vision for Shaker Square

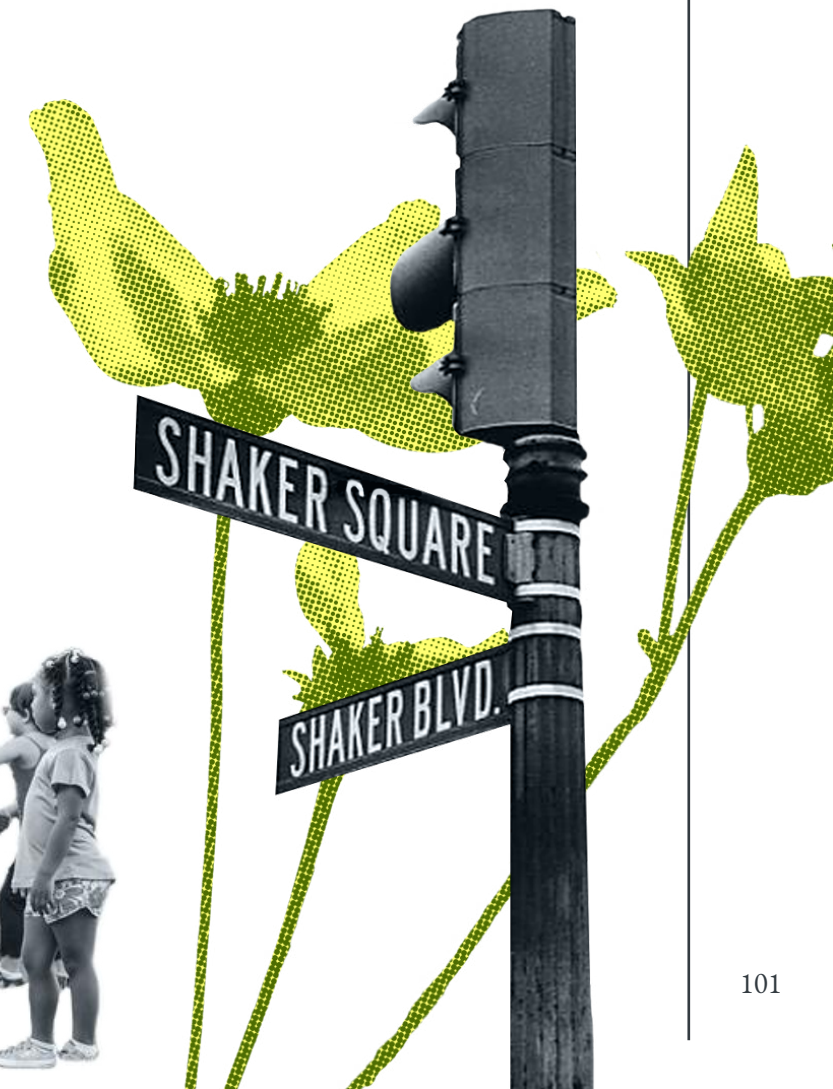
- A. Prioritize high-impact tenants
- B. Develop an exceptional marketing package
- C. Provide test fits for atypical spaces or those without pre-lease design resources
- D. Strengthen retail fundamental
- E. Offer creative work spaces and studios at competitive rates

4. Implement a comprehensive care and maintenance plan for Shaker Square

- A. Continue enhancing the safety ambassador program to serve as guides and welcoming representatives for the Square
- B. Establish storefront and signage guidelines to ensure cohesive and attractive visual appeal throughout Shaker Square
- C. Explore establishing a Special Improvement District (SID) to enhance support for the maintenance team at the district level and ensure timely resolution of issues with increased capacity
- D. Implement seasonal beautification efforts

5. Study partnership and funding opportunities to leverage outside capital for Shaker Square

- A. Generate tax revenue by establishing a Tax Increment Financing (TIF) district
- B. Attract philanthropic capital by establishing a parks conservancy for the central green
- C. Attract private capital by forming partnerships with developers to build infill residential





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