



Next Steps Memorandum for Fairview Park, Ohio

PLANNING FOR INFILL DEVELOPMENT BUILDING BLOCKS TECHNICAL ASSISTANCE

July 14, 2017

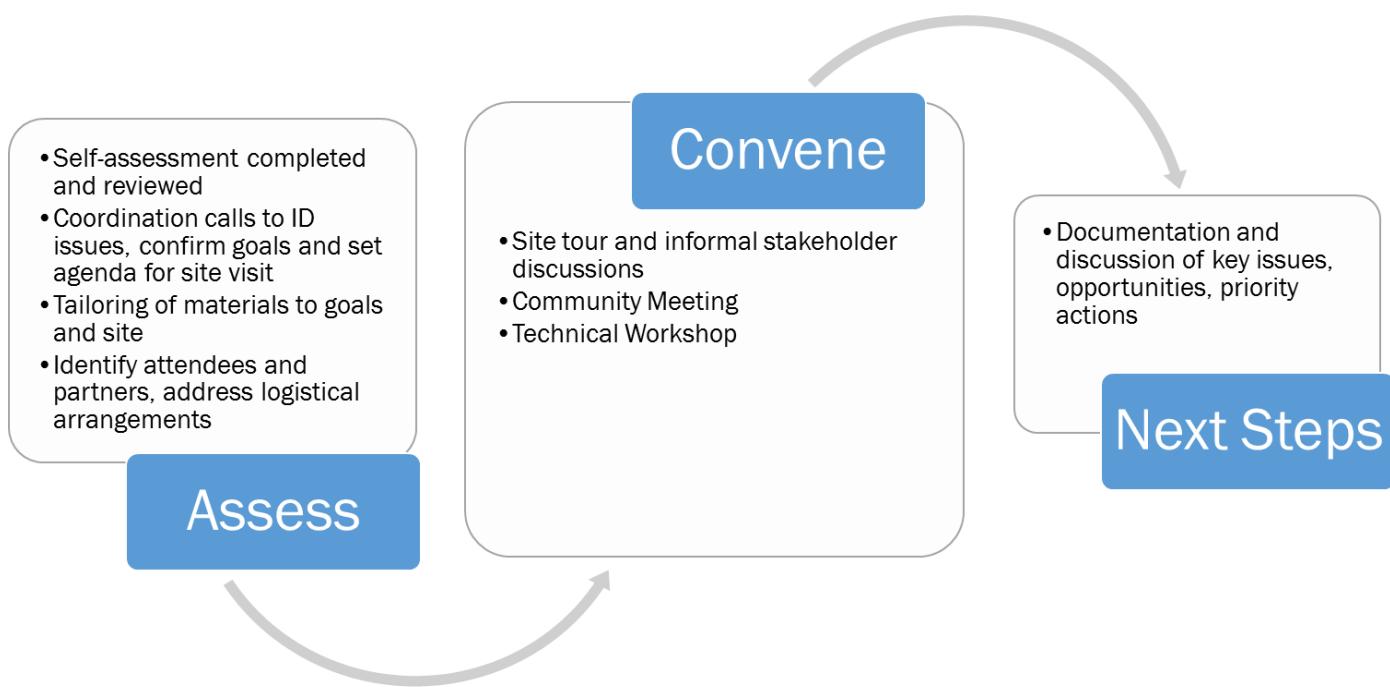


Photo credit: Renaissance Planning

INTRODUCTION

The core mission of U.S. Environmental Protection Agency (EPA) is to protect human health and the environment. EPA's Office of Sustainable Communities (OSC) helps to support this mission by working with communities to reach development goals that create positive impacts on air, water, public health, economic vitality, and quality of life for residents. OSC created the Building Blocks technical assistance program to provide quick, targeted technical assistance on specific development topics by bringing subject matter experts to communities. Communities request this technical assistance through a competitive application process.

The Building Blocks technical assistance is designed to move a community through a process of assessment, convening, and action planning—helping learn about a given topic and create a plan to move forward on implementation. The program helps a community identify potential challenges, as well as realize opportunities that already exist to make progress. It includes a series of pre-and post-workshop conference calls, a self-assessment, and an on-site convening of stakeholders to discuss issues, next steps, and actions related to advancing the community's specific goals. These efforts help a given community gain a deeper understanding of a particular issue and identify specific steps necessary to move them closer to implementation. The diagram below outlines the typical flow of the Building Blocks technical assistance program.



THREE STAGES OF TECHNICAL ASSISTANCE (CREDIT: RENAISSANCE PLANNING)

This memo documents the key outcomes of the technical assistance for the city of Fairview Park, Ohio (city) with the Planning for Infill Development tool, and identifies key community issues, prioritized strategies, and specific actions to create a downtown through infill redevelopment along the Lorain Road corridor. Infill development is defined as development on vacant or underutilized

land in already developed areas. Infill development contributes to many environmental, fiscal, and community benefits. For example, building within existing developed areas makes use of existing roads, pipes, and other infrastructure, potentially saving communities significant costs associated with extensions and expansions of that infrastructure.

COMMUNITY CONTEXT

Fairview Park is a first ring suburb of Cleveland with a population of nearly 17,000. The city is ideally located on the western edge of Cleveland and is approximately five miles from the region's airport (Cleveland Hopkins International Airport). The city's great access to local and regional amenities, affordable and attractive housing, proximity to the Cleveland Metroparks' Rocky River Reservation make it an attractive place for individuals and families to buy housing and settle down.

The city is landlocked and bordered by other jurisdictions, and there are few lots available for development in the city. As a result, the population has remained stable over the last few decades. The only development opportunities within the city include small vacant lots, typically an acre or less in size. An alternative is the redevelopment of properties, which is defined as infill development.

Lorain Road is the primary commercial corridor in the city. It runs for approximately three miles within Fairview Park, from the city's western border with North Olmsted to its eastern border with Cleveland. Development has occurred in a strip fashion along the corridor with frequent curb cuts, ample

parking, single-story buildings, and moderate-to-deep setbacks from the street. Most development fronting Lorain Road is single use consisting mainly of retail or office space. There is not a clear center of development or a distinct

Infill is a term that describes development on vacant or underutilized land in already developed areas. Most development within Fairview Park is infill because nearly all land within the city borders has been developed.

downtown, although the development near West 220th Street most closely resembles a downtown district with its shallow setbacks in comparison to other sections of the corridor.

The city requested Building Blocks technical assistance to identify the most ideal location for a downtown, and to identify steps for encouraging a walkable environment with a mix of uses in this area. Surrounding communities such as Rocky River (Old Detroit Road), Lakewood (Madison and Detroit Avenues), and Cleveland (Ohio City and Kamm's Corner) have nurtured the development of walkable mixed-use districts that have become popular destinations in each city. Fairview Park is



Lorain Road is the primary east-west corridor in Fairview Park and has many local serving businesses and services, but also several vacancies the city would like to fill (CREDIT: RENAISSANCE PLANNING)

aiming to develop a similar district to maintain the high quality of life, enhance public space that connects citizens and supports a sense of community, and advance economic development opportunities that will continue to allow the city to provide quality services.

Because the city is landlocked with few vacant parcels for development, the proposed downtown district will emerge over time only through infill redevelopment. Therefore, in addition to defining the downtown, the city also used the Building Blocks technical assistance to identify strategies to support infill redevelopment, which is more difficult and costly than greenfield development on open parcels or farmland. The city also recognizes the importance of building its downtown around a walkable street where people feel comfortable strolling or dining on the sidewalk. Additionally, Lorain Road is wide and encourages fast traffic speeds. The street, like the development along it, is geared towards vehicular travel. Consequently, the workshop also focused on ways to calm traffic along Lorain Road.

COMMUNITY CONVENING

A community convening is the key feature of the Building Blocks technical assistance program. It allows for the opportunity to engage in person the full range of infill redevelopment stakeholders including public officials, private citizens, community organizations and outside agencies. The Fairview Park community convening occurred April 18 and 19, 2017. It was composed of several events including a site tour with city staff and key stakeholders, a community meeting specifically geared to the public, and a technical workshop with city staff, community members, and representatives from local and regional agencies. More detail on each event is below.

Site Tour

The convening began on the afternoon of April 18th, and included the EPA technical assistance team, Mayor Eileen Ann Patton, staff from the Department of Development, and a representative from Forward Fairview Park, which is a local coalition of business owners and residents focused on the revitalization of the Lorain Road corridor. The tour looked at the full length of Lorain Road from Cleveland to North Olmsted, several residential neighborhoods, the Westgate Shopping Center, and important public facilities including the community garden on the south side of the city and a city-owned parcel on Lorain Road currently for sale. Site tour attendees discussed a range of topics. The development trends along Lorain Road were discussed in detail, with special emphasis placed on recent redevelopment successes and the challenges in attracting more infill to the remaining available parcels on Lorain Road. Infrastructure and streetscape issues were also discussed in detail,



Fairview Park has a strong sense of community, and residents have led many community improvement initiatives such as this community garden on a vacant parcel owned by the Ohio Department of Transportation (CREDIT: RENAISSANCE PLANNING)

including the speed by which vehicles travel, inconsistent on-street parking, and difficulties for walkers and cyclists.

Community Meeting

The community meeting occurred on the evening of April 18th. The meeting occurred at the Gemini Center on Lorain Road, a 90,000-square-foot community and recreation facility with membership available to anyone who lives or works in Fairview Park. The self-assessment and pre-workshop planning calls led to the establishment of three focus areas for the convening:

1. Identify the Priority Infill Area
2. Lay the Groundwork (through policy and placemaking)
3. Identify Anchors of Transformational Development

The community meeting primarily focused on the first focus area.

For context and to ensure a common understanding among all participants, the meeting began with a presentation defining infill development, information pertaining to development trends, the environmental and economic benefits of infill development, and challenges that are commonly associated with infill projects. Following that presentation, attendees broke into small discussion groups to answer questions related to the identification of a priority infill area. A set of questions was posed to all attendees, asking for their thoughts on the elements of a great “downtown,” changes to Lorain Road that would have the greatest positive impact on the corridor, and primary locations for infill development and a defined downtown area.

Several trends emerged from the comments collected. On the elements of great downtowns - walkability, a mix of destinations, and safety were commonly referenced. Examples of great places nearby included locations in Cleveland (Kamm's Corner and Ohio City), Rocky River (Old Detroit Road) and Westlake (Crocker Park). Priorities for changes to Lorain Road focused on infrastructure changes (such as complete streets, consistent parking, and beautification) and a wider mix of retail, restaurant, and office space. However, there was little consistency among attendees as to the location of a “downtown” area along the Lorain Road corridor. Therefore, this topic became a priority focus for the next day’s technical workshop.

Technical Workshop

The technical workshop took place on April 19th at the Gemini Center. Some participants were invited by city staff in advance, but all attendees of the community meeting were invited to the workshop. The workshop included a wide range of stakeholders, including representatives from local and regional planning agencies, local business owners, community organizations, and federal partners including EPA and the Department of Housing and Urban Development (HUD).

The workshop included morning and afternoon work sessions. The morning session began with a presentation focused on a summary of what we’d learned and seen the previous day and during pre-workshop conference calls; a preliminary market assessment for Lorain Road; and a photo journal of opportunities, challenges, and local examples. Attendees were then tasked with identifying a future “downtown” location, complete with boundaries and an explanation for their decisions. This work yielded two maps, presented in more detail in the ‘Next Steps’ section of this report.

During the afternoon, the technical assistance team discussed a set of strategies that were identified as potential fits for Fairview Park to encourage infill redevelopment. They included:

- Identify Priority Infill Areas
- Expedite Development Review
- Ease Parking Requirements in Infill Sites
- Adopt Flexible Codes
- Offer Density Bonuses in Infill Locations
- Identify and Engage Key Anchor Institutions
- Create a Public-Private Development Liaison on Staff
- Local Developer Capacity Building Program
- Strengthen Code Enforcement
- Build Complete Streets
- Create a Business Improvement District
- Host Public Events and Festivals in Infill Locations
- Undertake a Neighborhood Identity Campaign
- Form a Community Development Corporation
- Use Tax Credits
- Create a Tax-Increment Finance District
- Create a Special Assessment District

Attendees were then tasked with identifying a series of next steps for attracting infill development under four categories identified through the workshop as keys to success: Policy & Code, Branding & Promotion, Management, and Investment. The findings of these efforts are described in the Next Steps section.

KEY COMMUNITY ISSUES

Throughout the self-assessment, site visit, community meeting, and technical workshop with key stakeholders, several themes emerged. Among them:

- Lorain Road has design issues and lacks a sense of place, limiting the appeal and potential of this key commercial corridor.
- There are nearby examples of commercial activity that the community finds desirable.
- Fairview Park has many amenities, particularly residential and recreational, but those amenities aren't being leveraged to their full extent.

These issues stem from a series of community strengths, weaknesses, and opportunities, which are described in the following section.

Strengths

Fairview Park's infill development strengths show potential, capacity and past evidence of infill success. This mix of strengths is a major contributor to infill development success. Examples of these strengths include:

- **High-Quality Housing and Employment Options:** The housing stock in Fairview Park is high quality, and remains affordable. City leaders reported that housing often is purchased immediately upon hitting the market, or even before it's listed. Additionally, the number of jobs in Fairview Park has been on the rise in recent years. This is important because income taxes paid by local workers are an essential revenue source for the city.

- **Community Engagement:** An estimated 30 community groups operate in Fairview Park, an exceptional number for a city of just under 17,000 people. Additionally, city government is dedicated to transforming Lorain Road and making the city a great place to live, work, and play.
- **Recent and Emerging Infill on Lorain Road:** The River South ecohomes, West Valley Medical Building, and the McCowan Companies developments all highlight the potential for further infill development on Lorain Road.

Building on these strengths, and leveraging them to help overcome challenges, can help turn the vision for Lorain Road into a reality.

Challenges

The challenges that Fairview Park faces in attracting infill development stem mostly from an inconsistent “downtown” identity, and limited resources. Examples of these challenges include:

- **No Defined Downtown:** There are no discernable characteristics that identify any part of Lorain Road as being the “heart” or downtown of Fairview Park. This limits infill development potential, as there is not a thriving central place to entice developers to invest in the corridor.
- **Redevelopment Challenges Exist for Current Infill Opportunities:** City staff noted that challenges exist for each of the available or suitable sites for infill development. For places like Fairview Centre, there are no short-term possibilities for redevelopment. For other places, parcel size, fragmented ownership, soil conditions, or possible environmental contaminants make infill challenging.
- **Limited Financial Means:** Fairview Park, like many other first-ring cities in the Cleveland metropolitan area, is confronted with the constraint of losing state government funds from the legislature, the repeal of the state estate and gift taxes, and deteriorating underground infrastructure that needs repair or replacement.



The Fairview Centre is a large parcel developed as a strip retail center. It represents a long-term opportunity for redevelopment in the heart of Fairview Park (CREDIT: RENAISSANCE PLANNING)

It will be important for the people of Fairview Park to work quickly to eliminate or mitigate these challenges, as they limit the potential for infill on Lorain Road.

Opportunities

Despite these challenges, Fairview Park does have many opportunities to attract infill redevelopment. The city has a strong real estate market relative to other communities in northeast Ohio and has templates from nearby communities of the type of development it desires. Fairview Park may have success by replicating some of the strategies adopted in Rocky River, Lakewood, and Cleveland.

- **Lorain Road Infrastructure Modifications:** Excess vehicular capacity, existing sidewalks, and on-street parking allow for the opportunity to modify Lorain Road to be a part of the larger effort to create a sense of place. A range of beautification and complete streets options may be viable without interfering with vehicular flow. Madison Avenue in Lakewood is a local example of a complete street that Fairview Park may look to for inspiration. That example demonstrates how to allocate the right of way to make it safer and more comfortable for all users, but especially pedestrians since foot traffic is critical to the type of place that Fairview Park seeks to develop.
- **Changing Residential and Commercial Markets:** The consolidation of the medical field in Cleveland has opened the door for a wider range of professional services to occupy available office space in Cleveland's first ring suburbs. Additionally, there is evidence of a wider mix of residents moving into Fairview Park, including young adults and empty nesters. Fairview Park may be able to expand and diversify its employment and residential base, which can contribute to a sense of place along the corridor.
- **Community Efforts Can Focus More on Lorain Road:** The strong set of community groups in Fairview Park have yet to come together and focus squarely on Lorain Road, yet many of these groups see the redevelopment of Lorain Road as a vital part of their mission. Opportunities exist for working in a more coordinated way on a clear and discrete set of tasks related to Lorain Road. Among these groups, Forward Fairview Park is leading the focus on the Lorain Road corridor, and has the potential to bring more community groups into the discussion.

These opportunities can be capitalized on, to the betterment of Fairview Park overall. To do so requires a thoughtful, prioritized set of actions that enable the city's wide set of stakeholders to be active partners in infill redevelopment.

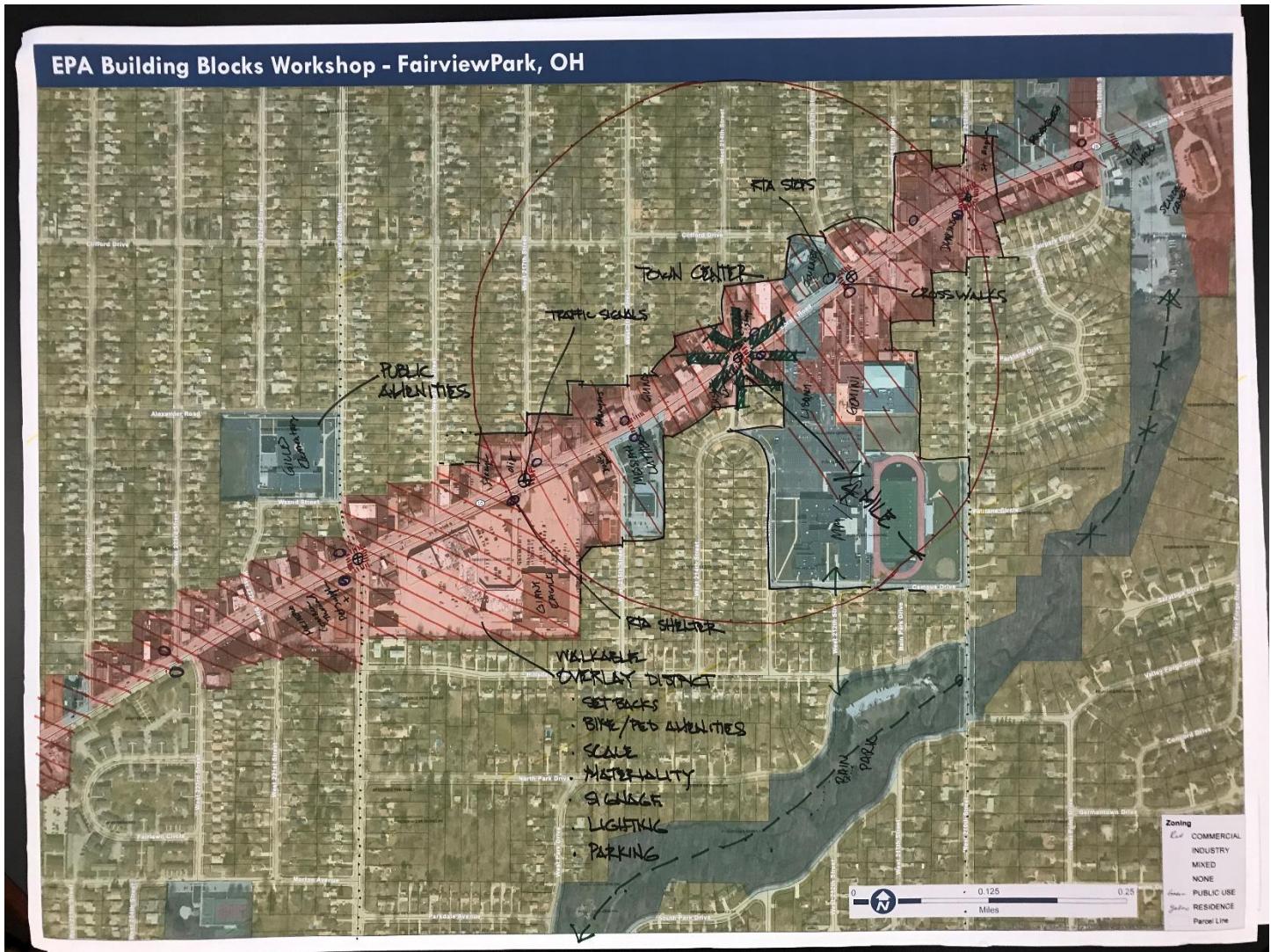


Residential development has picked up in Fairview Park in 2017. All new development, such as these townhomes, is infill development because the city is landlocked and has not large greenfield parcels.
(CREDIT: RENAISSANCE PLANNING)

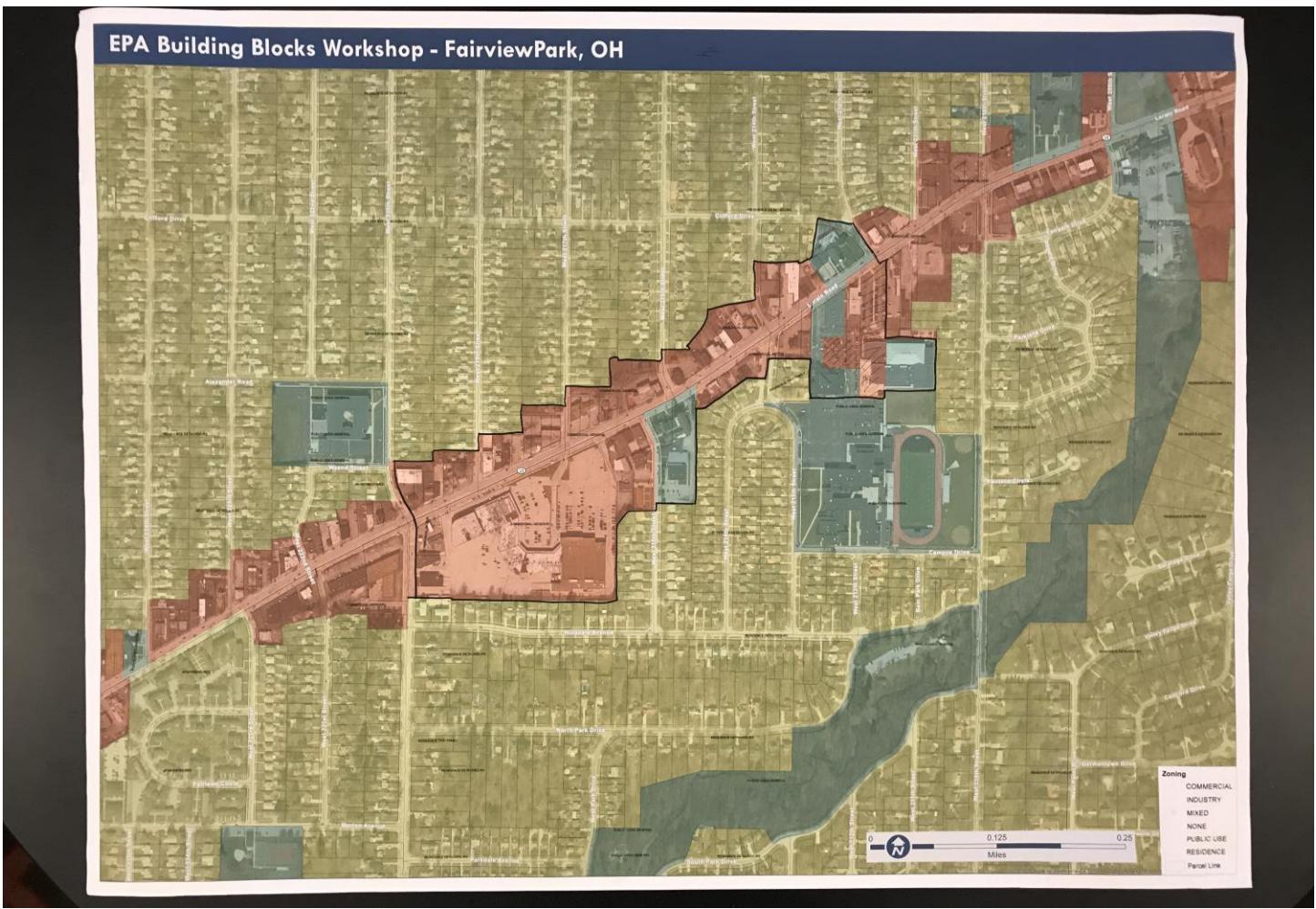
IDENTIFYING “DOWNTOWN”

Workshop attendees agreed on the importance of identifying the boundaries of a downtown as an important early step in the larger infill redevelopment process. This would help the city target resources to the area, establish policies and potentially even an overlay district to encourage the desired urban form, and potentially create an organization with responsibility for managing the area. During day two of the workshop, attendees broke into two groups with the task of identifying the preferred boundaries of a future downtown. By coincidence, the two groups took very different

approaches to the question, but came to similar conclusions that have contributed to an increased focus on where the downtown boundaries could be located. The photos below are of each group's downtown.



Group 1 took a traditional small area planning approach, identifying key land use and transportation assets like public facilities, transit stops, and commercial lands. Using existing landmarks, a midpoint was identified at West 214th Street, and a quarter-mile radius was drawn around it, which incorporated key public buildings like Gemini Center and the library, as well as commercial uses from West 210th Street to the edge of Fairview Centre.



Group 2 used long-standing local knowledge to identify parcels that currently serve as key destinations, and parcels that under an ideal future condition could be part of a major redevelopment effort. Additionally, they separated portions of Lorain Road from the proposed downtown area that are more auto-oriented and likely would not easily convert to a more walkable downtown feel. Their boundary ran from Fairview Centre to the Gemini Center.

Both groups noted that their downtown contained at least two nodes: a public services node focused around Gemini Center, and a commercial node focused in and around Fairview Centre. However, redevelopment of Fairview Centre is likely to be in the long-term due to current leasing agreements. This led to the possibility of incorporating nodes of short-term commercial redevelopment on either side of Gemini Center, with a focus on the stretch from West 212th to West 217th.

NEXT STEPS

The community meeting and first work session of the technical workshop set up a fruitful discussion about how Fairview Park can begin to establish a downtown and attract future development to that area. This section introduces specific steps the community can take to build a thriving downtown. Each next step is accompanied by details on how the community can measure success, a time

frame for accomplishing the action step, lead and supporting roles, and potential costs and resources. Most of the next steps include objectives that the city can achieve in a relatively short time frame – six months to two years.

These actions are options for the community to consider and may require additional vetting, evaluation, and discussion among municipal staff and elected officials before they can be implemented. The group may also consider and develop additional options that were not identified by the workshop participants. The four strategies and supporting actions are listed below. The following tables provide additional detail for each action

- **Strategy 1 – Policy and Code**

- Action - Establish a working group to evaluate the city's planning and zoning code, administration, and enforcement.
- Action - Draft an overlay zone for the city-designated downtown area addressing setbacks, pedestrian/ bicycle amenities, scale, signage, lighting, and parking.
- Action - Allow mixed use development (vertical with residential or office above retail) in the downtown district.
- Action - Create a complete and green streets ordinance that applies to new roads or reconstruction of roads. The ordinance would include stormwater plantings.
- Action - Update parking codes. Enforce minimums and maximums, and reevaluate and adjust periodically to provide the needed parking without oversupplying it.
- Action - Create policies for the city's land bank that support city decisions about where and when to make investments in purchasing key properties to support infill development goals downtown.

- **Strategy 2 – Brand and Promote**

- Action - Identify the boundaries of a downtown district.
- Action - Select a color scheme and logo for the area.
- Action - Launch a signature event for the downtown area.
- Action - Paint crosswalks with brand/logo colors.
- Action - Manufacture and install gateway signs.

- **Strategy 3 – Manage**

- Action - Prepare a market assessment of the Lorain Road corridor to identify land uses with the greatest demand and potential.
- Action - Identify the entity that will manage and promote the downtown district.
- Action - Create a Downtown Stakeholder Group within Forward Fairview and work on developing short and long- term strategic plans for the district.

- **Strategy 4 – Invest**

- Action - Capitalize a development fund to either purchase key properties or support transformative redevelopment proposals.
- Action - Develop a complete streets plan for Lorain Road in the Downtown District.
- Action - Coordinate funding opportunities such as Ohio DOT resurfacing and the Northeast Ohio Area-wide Coordinating Agency's Transportation for Livable Communities Initiative.

Strategy #1: Policy and Code

The pace of development in Fairview Park has picked up in 2017 with two substantial infill housing projects. While the speed of change is still modest, all development has a life span and will eventually be replaced or modified. Therefore, it is important for the city to align its policies and codes in accordance with sustainable development. The next steps listed in the table below are options the city identified for aligning its codes with its vision and policy of creating a downtown in Fairview Park.

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time Frame	Lead and Support Roles	Costs and Implementation Resources
Establish a working group to evaluate the city's planning and zoning code, administration, and enforcement	Ensures code complies with current land use law, allows for modern uses and development standards, and promotes new development and redevelopment	Establish a working group of city officials, residents, and business and development interests	Adoption of revised code	1-2 years	Mayor, City Council, P&Z	Costs: Working group time and potential consultant costs Resources: City budget and/or County Planning assistance
Draft an overlay zone for the city-designated downtown area addressing setbacks, pedestrian/ bicycle amenities, scale, signage, lighting, and parking	To allow for and get the type of development the city envisions in its downtown	Form a rezoning committee to finalize "downtown" boundary and craft an overlay district for resolution	Public support for the changes	1-2 years	Lead: City Support: Committee	Costs: Staff time or potential consultant costs Resources: City budget and/or County Planning assistance
Allow mixed use development (vertical with residential or office above retail) in the downtown district following a market study	Increases density and diversity of activities, provides an incentive for developers, brings residents "downtown," and creates a live-work community/niche (art studio and live upstairs)	Meet to discuss initiating a market study	Code amendment is approved in referendum (required for use changes)	1-2 years	Lead: City Support: Rezoning Committee	Costs: Staff time or potential consultant costs. Resources: City budget and/or County Planning assistance

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time Frame	Lead and Support Roles	Costs and Implementation Resources
Create a complete and green streets ordinance that applies to new roads or reconstruction of roads. The ordinance includes stormwater plantings	Reduces the quantity of stormwater to the waste water treatment plant, improves water quality, and increases public greenspace while accommodating all road users	Establish working group to review current policies, best practices, and draft recommended revisions	Design and construction of first complete and green street	1-2 years for ordinance, more time for an actual improvement	City: Mayor, council, service dept., FP/RR WWTP, and city engineer	Cost: Staff time and potential consultant costs Resources: City budget, County Planning assistance
Update parking codes. Enforce minimums and maximums, and reevaluate and adjust periodically to provide the needed parking without oversupplying it	Decrease amount of surface parking, reduce impervious surfaces, reduce heat island effect, and reduce cost of development	Establish working group to review the code requirements and draft recommended revisions	Code amendment is approved	1-2 years for ordinance	City and Council, with support from business community	Cost: Staff time and potential consultant cost. Resources: City budget, County Planning assistance
Create policies for the city's land bank that support city decisions about where and when to make investments in purchasing key properties to support infill development goals downtown.	To have clear direction on where and when to purchase properties for the city's land bank. This direction can be based on policies and plans for the downtown area. This is important because properties in the land bank can be sold for development projects that support the city's goals of attracting investment in uses that will support vitality in the downtown area	Look at Lakewood example of RFP for key parcel downtown Land bank management meets to discuss policy and how it can support long-term redevelopment efforts in the downtown area	Land bank has policies supportive of the city's goal of having a thriving downtown with a mix of uses	1 year or less	City and Council, Land Bank	Cost: Staff time Resources: City budget, County Planning assistance

Strategy #2: Brand and Promote

Development follows a strip pattern along Lorain Road. The development intensity is moderate and fairly consistent along the entire four-mile segment of Lorain Road that is within Fairview Park. Most parcels have their own driveways and parking areas, and buildings tend to have greater setbacks than is typically found in a downtown area, and many are set at an angle relative to the street. This pattern of development makes it difficult to discern a center or downtown area. It is also an auto-oriented pattern of development. The actions in support of this strategy aim to delineate and begin promoting a sense of identity for the area the city chooses as its "downtown." Similar approaches are found in places such as downtown Lakewood and the Gordon Square area of Cleveland.

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time Frame	Lead and Support Roles	Costs and Implementation Resources
Identify the boundaries of a downtown district	To have a geographic focus for place making efforts, for zoning amendments, and - in the long term - the management of a district	Planning/Design Commission and City Council review concepts developed during the Building Blocks workshop	Community consensus and approval/ buy in	6 months	Downtown Stakeholder Group (Forward Fairview), City, Chamber of Commerce, Community councils	Cost: Staff time for identifying boundaries. Implementation Resources: City funds for staff time
Select a color scheme and logo for the area	To help build an identity	Decide on a logo/brand and use in gateway signs at entrance to downtown (potentially through a design contest)	Support for the design, participation in a contest, use in signage and other infrastructure	Up to 2 years	City, Forward Fairview, Chamber of Commerce, Community councils	Cost: Design cost, could exceed \$50K Resources: TBD
Launch a signature event for the downtown area (Celebrate Fairview Park, Forward Fairview Park, State of the Schools, State of the City)	Draw attention to the area, building support for improvements	Determine the type of event, location, and frequency	Attendance/ buy in	Spring 2018	City, Forward Fairview, Chamber of Commerce	Cost: Staff time for planning, public services for closing streets/clean up. Resources: City funds, donations

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time Frame	Lead and Support Roles	Costs and Implementation Resources
Paint crosswalks with brand/logo colors	To begin building the identity of the area as a special place – the heart of Fairview Park	Identify the locations for signage and special design treatment	Support from the public, installation of signs, crosswalks, etc.	1-2 years	City plus high school art students, Eagle scouts. Support from ODOT	Cost: Several thousand dollars Resources: Seek support from Sherwin Williams - Corporate Service Day and other corporate sponsors
Manufacture and install gateway signs	To begin building the identity of the area as a special place – the heart of Fairview Park	Identify colors and link colors to logo design . Look into Rocky River's recent \$20,000 project to install gateway signage for ideas and lessons learned	Within budget, project completion, ribbon cutting	2-3 years	City plus high school art students, Eagle scouts. Support from ODOT	Cost: Depends on type of sign. Less than \$1,000 for simple signs, up to \$20,000 for monument signs or gateway columns (source: UNC Highway Safety Research Center) Resources: Local funding through a special assessment district, city funds, or grants

Strategy #3: Manage

The community meeting during the first day of the Building Blocks workshop highlighted several places that people like in Cleveland region. Most of these, such as Crocker Park in Westlake, downtown Lakewood, Old Detroit Road in Rocky River, and Gordon Square in Cleveland, are managed by an entity. In the case of Crocker Park, it is a private development with a company that manages the space. In Gordon Square a community development corporation played an integral role in developing the place. Meanwhile, Rocky River has an association that promotes the businesses and events in the downtown area. The next steps listed in this section can help Fairview Park put in place the framework for future management of the downtown area.

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time Frame	Lead and Support Roles	Costs and Implementation Resources
Prepare a market assessment of the Lorain Road corridor to identify land uses with the greatest demand and potential	To understand the market demand for different uses, to use in promoting Fairview Park to businesses, and to have an inventory of existing assets and missing links	Define the scope of the market study	Completion of the study, communication of findings with residents and visitors	1 year or less	City administration and Council, potential support from County Planning	Cost: Up to \$40K Resources: Support from County Planning, city funds, grants
Identify the entity that will manage and promote the downtown district	To have an entity responsible for promoting, marketing, and maintaining the district, coordinating efforts, and unity of corridor in long-term	Communication with elected officials and community organizations (Forward FP) – Explore professional management options	Determine the proper entity for management, and launch the group	1-2 years	Chamber of Commerce, Forward, Fairview Park, City personnel	Cost: Varies based on nature of the entity (volunteer vs. professional director, etc.) Resources: Potentially a special assessment district, city funds, EDA
Create a Downtown Stakeholder Group within Forward Fairview and work on developing short and	To have a plan for how the district will grow over time, and to evaluate the management needs as the district grows and evolves	Create a group that will meet regularly to discuss the downtown area and implementation of	Establishment of an entity, and preparation of a strategic	Immediate (pulling group together and identifying	Planning and Design Commission, Board of Zoning and Appeals,	Cost: Varies based on nature of the entity. Resources: Potentially a special assessment

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time Frame	Lead and Support Roles	Costs and Implementation Resources
long- term strategic plans for the district		<p>this next steps memo, determine the initial management entity, and plan for what is preferred in the medium and long terms</p> <p>Identify the boundaries of downtown</p>	plan for the entity	downtown boundary) and ongoing	Community Reinvestment and Housing, Community council, Community garden, RTA, Recreation Commission, PTA, Valley Forge HOA, Rotary, NOACA, Ohio DOT, Chamber of Commerce	district, city funds, EDA

Strategy #4: Invest

Improving the infrastructure in the downtown district, with an emphasis on bringing more foot traffic to Lorain Road, is another important strategy. This may entail reimagining Lorain Road within the district as a “complete street” that is welcoming for pedestrians, bicyclists, transit users, drivers, and feels safe to cross. It also may entail attracting new development and redevelopment that is conducive to foot traffic, such as housing, restaurants, public green space, and offices. The next steps listed in this table focus on both the building stock and the street.

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time Frame	Lead and Support Roles	Costs and Implementation Resources
Capitalize a development fund to either purchase key properties or support transformative redevelopment proposals	To help developers overcome the gap between market rent/price and costs, and ensure a continuous face development (fill the gaps) for the proposed “downtown” to make it an interesting pedestrian environment	Prepare a list of property owners, contact property owners for possibility of them investing in fund, and involve the Chamber of Commerce. Develop a budget and plan	Success is measured by the amount and percent of new development in the downtown district	Establish within 1 year and continue	Chamber of Commerce, City Planning/Development, Volunteer groups, Public/private entity	Cost: TBD Possible Resources: Cap. Imp., county funds, NOACA, possible local “downtown” investment fund
Conduct a feasibility study of a road diet and develop a complete streets plan for Lorain in the Downtown District	A planning study is the first step in improving Lorain Road in the downtown district to make it more pedestrian friendly. This plan and improvements would aim to enhance the “front	Seek NOACA Transportation for Livable Communities Initiative (TLCI) funding to develop plan Public education for the tradeoffs and benefits of a road diet	Completed plan with public support. Follow on infrastructure funding for improvements	Within 1 year to launch plan	NOACA with City support. Support from Ohio DOT on public education and engagement	Cost: Medium for a plan (up to \$80K), high for infrastructure Resources: TLCI program (NOACA) for planning, with follow up for implementation

Specific Actions/Initiatives	Why is this important?	Immediate Next Steps	How will we measure success?	Time Frame	Lead and Support Roles	Costs and Implementation Resources
	door" of city's Main Street	Share data from the Forward Fairview Park survey with the study team				
Coordinate funding opportunities such as ODOT resurfacing and NOACA TLCI	There are many opportunities to implement improvements that would bring about a "complete street." Coordination among these different programs and regular maintenance activities is important	Identify all potential resources for implementation of a "complete street"	A plan for funding	Less than 1 year	City, ODOT, and NOACA	Cost: Low. Staff time

APPENDIX

The self-assessment completed by the community and the workshop presentations were sent separately to the city staff.

Additional Resources

[Add relevant resources as appropriate – see resource list or through new content developed during the technical assistance process.]

U.S. EPA Building Blocks for Sustainable Communities

- <http://www.epa.gov/dced/buildingblocks.htm>

Incremental Development Alliance Small Scale Developer Program

- <http://www.incrementaldevelopment.org/smalldevelopers>

Attracting Infill Development in Distressed Communities (2015)

This report helps distressed communities determine their readiness to pursue infill development and identify strategies to better position themselves to attract infill development. It also includes case studies and more in-depth version of the Building Blocks Self-Assessment.

- <http://www2.epa.gov/smartgrowth/attracting-infill-development-distressed-communities>

Building In Healthy Infill (2014)

This guide provides an overview of the four core issues that are of critical concern to creating healthy infill, as well as practice tips and strategies for planners and public health advocates to encourage healthy infill. It further offers examples of general plan policies that support healthy infill in a diversity of communities throughout the state of California.

- http://www.changelabsolutions.org/sites/default/files/Building_In_Healthy_Infill-FINAL-20140624.pdf

The Fiscal Implications of Development Patterns (2015)

These case studies demonstrate use of a model for understanding the financial importance of smart growth and infill development to municipal finance.

- <http://www.smartgrowthamerica.org/research/the-fiscal-implications-of-development-patterns/>

The Guidebook for Redeveloping Commercial Vacant Properties in Legacy Cities (2014)

The guidebook is designed as a "How To" manual for local leaders, identifying practices and policies that take advantage of the link between available commercial properties and needed economic re-growth strategies in legacy cities. While strategies are particularly relevant for legacy cities and their communities, they are also applicable to all cities and regions that seek to reuse commercial vacant properties with the purpose of enhancing community stability and economic development.

- <http://greaterohio.org/publications/commercial-vacant-properties-guidebook>

Land Banks and Land Banking, 2nd Edition (2015)

This publication provides clear historic context about the development of land banking and its rapid evolution over the last four years, in addition to practical resources, including extensive guidance on creating and operating a land bank, template state enabling legislation, and sample administrative policies.

- http://action.communityprogress.net/p/salsa/web/common/public/signup?signup_page_KEY=8679

Managing Vacant and Abandoned Property in the Green Zone of Saginaw, Michigan (2014)

This report identifies policy options to help Saginaw and other communities around the country that are experiencing population loss and property abandonment develop in sustainable and economically resilient ways.

- <http://www2.epa.gov/smartgrowth/managing-vacant-and-abandoned-property-green-zone-saginaw-michigan>

Smart Growth and Economic Success: Investing in Infill Development (2014)

This report discusses how barriers to infill development that discourage developers are not only often surmountable, but also are beginning to diminish as infill development becomes more common.

- <http://www2.epa.gov/smartgrowth/smart-growth-and-economic-success-investing-infill-development>
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Take it to the Bank: How Land Banks Are Strengthening America's Neighborhoods

The report includes (1) characteristics of successful land banks, (2) a national scan of land banking in the U.S., (3) in-depth portraits of seven diverse land banks, and (4) a rich array of appendices featuring land bank policies and other core documents.

- http://action.communityprogress.net/p/salsa/web/common/public/signup?signup_page_KEY=8120

Workshop Attendees

April 18 – Community Meeting

Fairview Park, OH

Building Blocks Workshop

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