



FAIRFAX STRATEGIC INVESTMENT PLAN 2014–2019

Cleveland, Ohio

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U R B A N D E S I G N A S S O C I A T E S

FAIRFAX STRATEGIC INVESTMENT PLAN 2014–2019

PREPARED FOR

Fairfax Renaissance Development Corporation

CONSULTANT TEAM

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The Cleveland Foundation
The Greater Cleveland Partnership
Cleveland Neighborhood Progress
PNC

STEERING COMMITTEE

Fairfax Renaissance Development Corporation
Program and Planning Committee
Design Review Committee



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Overview



PORTRAIT OF EXISTING CONDITIONS

Residential blocks of single-family homes have access to dwindling retail opportunities; however, religious and academic presences in the neighborhood remain a strong anchor.

EXECUTIVE SUMMARY

The 2014 Fairfax Strategic Investment Plan (SIP) is the result of a planning process that collaboratively engaged residents, community leaders and stakeholders, and the Fairfax Renaissance Development Corporation (FRDC) with input from the City Planning Commission of Cleveland, Ohio in updating the community vision and master plan. The process began in spring 2013, included two public meetings and concluded with a November presentation to the FRDC Board.

Meaningful citizen and stakeholder input throughout the process helped shape the six initiatives that will be FRDC's priority for the next five years. These proposals are intended to build on existing neighborhood assets, such as Karamu House, to help strengthen the neighborhood core. The six key initiatives/strategies are:

Arts and Culture District

During the planning process, a big idea emerged to create an Arts and Culture District with Karamu as the glue. This strategy builds on Karamu's history to create a civic hub that will include a new African American cultural center, branch library, preschool, artists housing, and other complementary uses. A proposed extension of Quebec Avenue presents the opportunity to double the size of Karamu's campus, creating space to accommodate many of these uses. The plan calls for an "Arts Walk" in the current E. 90th Street right-of-way as a new central organizing element. It is here that the library branch is proposed. An educational partnership with Bolton Elementary School has also been discussed. Creating an Arts and Culture District will require a Karamu House facility assessment and capital campaign. Karamu already has an enviable list of sponsors that includes some of Cleveland's best known foundations and institutions. The new vision will require the collective will of the greater Cleveland community.

New Economy Neighborhood

The triangle of land south of Cedar Avenue and east of E. 105th Street is known as the New Economy Neighborhood (NEN). A mix of residential, light industrial, and commercial uses characterized this neighborhood before its decline. Under the direction of the Greater Cleveland Partnership, a master plan was prepared that calls for NEN to be redeveloped as a campus-like setting. Envisioned uses include a mix of high-performance office space with ground floor commercial at prominent corners. Green infrastructure will be used for stormwater. This development leverages the Opportunity Corridor, an infrastructure project that will transform E. 105th Street into an urban boulevard. When complete, this segment of the corridor is envisioned to be a catalyst for adjacent redevelopment. In the summer of 2013, the Ohio Department of Transportation (ODOT) received full funding for the construction of the Opportunity Corridor.

Comprehensive Housing Initiative

As housing demands evolve, the housing strategy must adapt to change. FRDC has used the Model Block Program on a long-term basis to successfully support the most healthy streets. This initiative includes targeted rehab and infill. At the same time, the 40-unit Fairfax Intergenerational Housing development is an example of adapting to changing needs. This new development targets the lack of affordable housing for grandparents raising their grandchildren. Another market shift has been the significant increase in demand for new rental housing. FRDC has aspirations to facilitate the development of Innovation Square as a mixed-income and executive rental housing community between E. 100th and E. 105th Streets. The proposed plan replaces vacant lots and deteriorating houses with a compact, pedestrian-friendly, mixed-use neighborhood. Connections to the adjacent area and public open spaces are addressed by the proposed extensions of Frank and Hudson Avenues. Stitched in around good houses, the design replaces vacant land and below-market houses with a selection of modern mixed-income apartments targeted at current market preferences and demographic profiles. The centerpiece of the plan is Playwright Park, a public place for all residents to enjoy.

E. 83rd Street and Cedar Avenue

Revitalizing Cedar Avenue between E. 79th and E. 89th Streets is a long-term aspiration of residents and stakeholders. In the last five years the center of commercial life has shifted from E. 79th to E. 83rd Street. It is here that the PNC Fairfax Connection and Rumi's Market & Deli both opened, one block north of Cedar Avenue. These initiatives are proof that a market exists for carefully targeted investments. Building on the strength of Rumi's and the PNC Fairfax Connection, and the ongoing reconstruction of Cedar Avenue, the



VIEW OF E. 83RD STREET AND CEDAR AVENUE A new commercial initiative building off adjacent development to revitalize this intersection as a mixed-use center



Karamu at Quincy Daycare

EXECUTIVE SUMMARY



VIEW OF ARTS & CULTURAL DISTRICT *With Karamu at its core, the new district will branch out along Quincy Avenue featuring a new library, artist housing, an arts walk and other complementary cultural uses.*



Garden building precedent

plan calls for reestablishing a neighborhood commercial center at the intersection of E. 83rd Street and Cedar Avenue. Space exists to develop new mixed-use buildings and off-street shared parking, supporting greater density and intensity of use. Crime Prevention Through Environmental Design (CEPTD) Principles should continue to be implemented as a strategy to positively influence behavior. The revitalization of E. 83rd Street and Cedar Avenue will establish a new beachhead from which further investment and revitalization can move forward.

Fairfax Recreation Center

The Fairfax Recreation Center plays a central role in the social and physical health of the community. However, deferred maintenance and a reduction in programming have led to the deterioration of the Center's building and grounds. Today the facility is in serious need of upgrades. The SIP calls for a gut renovation of the existing Fairfax Recreation Center building and significant retooling of the grounds. The plan is designed to create defensible space by deterring criminal activity through natural surveillance, natural access control, and clearly defining public versus private spaces. In addition to a revitalized Fairfax Recreation Center, the residents desire improvements to the abutting St. Adalbert block. The vacant First Page building lends itself to a ground floor restaurant with flats above. Space also exists to wrap the adjacent lots with similar mixed-use buildings. These upgrades will support recent adjacent investments including Quincy Place, The Renaissance at Fairfax Park, Quincy Park, and Fairfax Intergenerational Housing, initiatives that have already transformed this area of Fairfax.

Avenues and Open Space

Existing long blocks create a sense of isolation and discourage residents from walking. Also, fast-moving traffic on some main thoroughfares reinforces the feeling of a pedestrian-unfriendly environment. Creating new east-west streets and/or pedestrian pathways, taking advantage of vacant properties to achieve this objective, should be used to shorten long blocks. Studies have shown that the closer homes are to parks the higher their value. Adaptive reuse of vacant properties should also be used to create new community gardens, pocket parks and neighborhood parks. See-through fences are an access control device that is encouraged around community gardens and pocket parks to create a sense of ownership and thus deter vandalism.

Conclusion

This suite of initiatives and strategies is conceived as a framework for future revitalization. It is designed to provide new, better, and more varied full spectrum housing options to meet the needs of local residents as well as bring new employment and cultural opportunities to the neighborhood. Reinvestment in arts and civic amenities will help fuel community pride. Neighborhood-serving retail will create new vibrancy on main street blocks, leveraging recent adjacent investments. New parks and open space will encourage higher levels of social interaction among neighbors. New relationships will be forged between the Fairfax community's new employers — healthcare providers, corporations, service providers, and nonprofits — further enhancing the gains that can be achieved through the implementation of this SIP.

FRDC's role is to be a powerful voice for the neighborhood, guiding the implementation of development efforts in a manner that will further the community's hopes, dreams and aspirations for a better future as identified and refined through the planning process. While the order and timing of these initiatives will be determined by market forces and available funds, the vision set forth in this SIP establishes a clear framework for advancing projects that work in concert to create a better future.



STRENGTHS Quincy Park is a popular community gathering space.



Indoor basketball court



Southeast corner of E. 83rd Street and Cedar Avenue

BACKGROUND

In the mid 1990s, the Fairfax Renaissance Development Corporation (FRDC) initiated a comprehensive master planning effort designed to be a powerful catalyst for launching sustainable neighborhood and economic development for the Fairfax community. The master planning process brought together community residents, institutional and commercial stakeholders, and governmental entities to create a shared vision for the redevelopment and revitalization of Fairfax into an attractive, desirable, and vibrant mixed-income community. Under the direction of Urban Design Associates (UDA), a series of fact-finding town meetings, individual interviews, and design charrettes were conducted. The needs, aspirations, and concerns of all stakeholders were enthusiastically solicited and received at these meetings and the process served to rekindle the strong community spirit and pride that continues today.

This consensus-building effort resulted in a plan that contains a framework to:

- » Revitalize the residential heart of Fairfax, renewing it as a desirable, flourishing community in which to live;
- » Develop strong new centers around existing community anchors, linking them physically so that they can provide a cohesive context for community-building efforts; and
- » Reconnect Fairfax with adjacent communities, both physically and through more effective relationships, to their mutual benefit.

The mission of FRDC is to strengthen neighborhoods in Northeast Ohio through comprehensive community development.

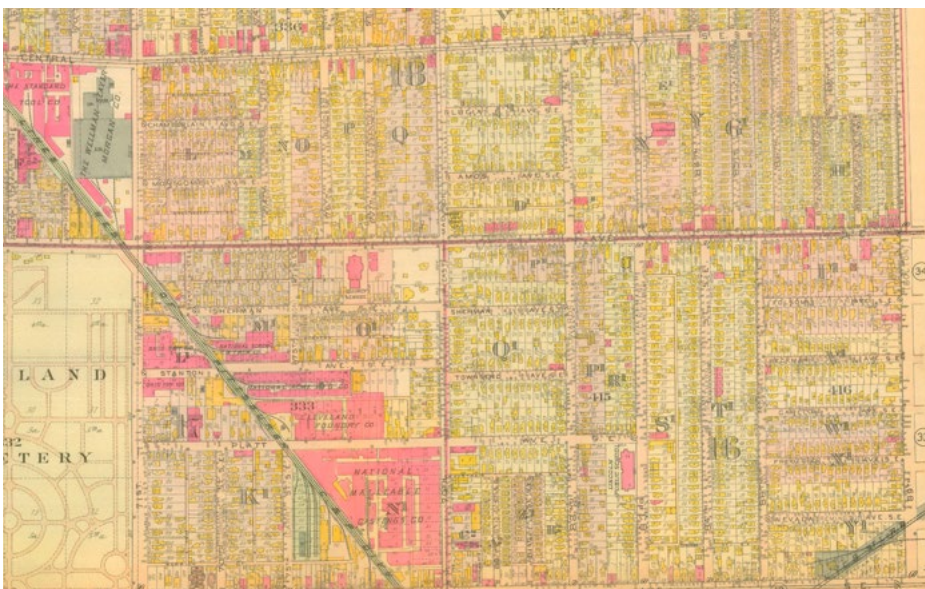
1998 through 2002

During the first five years, the housing program initiated through The Fairfax Renaissance Plan, the original plan, produced a total of 200 new houses and 500 rehabilitated houses within the community. FRDC continued its revitalization efforts by building the new 85,000 sq. ft. Quincy Place building which houses much-needed community services, including the Cuyahoga County social services center and a daycare center, and is an economic driver for the community development corporation.

2002 through 2008

In June 2001, FRDC commissioned Urban Design Associates (UDA) to update the 1998 Master Plan Report into a five-year Strategic Investment Plan (SIP). The SIP served as a framework for decision making from 2003 through 2008. Major accomplishments included the continued rehabilitation of houses through the Model Block Program, consolidation of property for the Emmanuel Square mixed-use development, ground breaking for the Global Cardiovascular Innovation Center and Juvenile Justice Center, streetscape improvements to many commercial and residential properties, reconstruction of Quincy Avenue, and the completion of Quincy Park, the neighborhood's only greenspace. The crowning jewel of this five year period was the rehabilitation of the vacant Langston Hughes Library as the new home of Senior Outreach Services, a long-standing Fairfax stakeholder.

FRDC's collaborative efforts continued with churches and other institutions in Fairfax such as Karamu House, Emmanuel Baptist Church, St. Adalbert Church, Greater Gospel Temple, Olivet Institutional Baptist Church, St. James A.M.E. Church, Liberty Hill Baptist Church, United House of Prayer for All People, and Antioch Baptist Church. These efforts included assisting these institutions with their expansion plans. Ongoing collaborations with major employers and other institutions in the area also contributed greatly to successful momentum being built by the Strategic Investment Plan.



Fairfax, circa 1900



Fairfax residents value their strong history. The neighborhood was home to poet Langston Hughes and hosted speeches by Martin Luther King, Jr. and former mayor Carl B. Stokes, pictured above.

2009 through 2013

The United States economy went into a dramatic decline starting in the fall of 2008 that lasted for five years. The Great Recession had a dramatic impact on most neighborhoods, including Fairfax. As citizens lost their jobs, house values fell, and as credit markets tightened, foreclosures skyrocketed. Many local houses went dark and were demolished.

Despite the economy, FRDC pushed forward with some key initiatives. They acted as the neighborhood's voice in the ongoing Opportunity Corridor planning process. This project received full funding in the summer of 2013 and is proceeding at an aggressive pace. Other major accomplishments included continued rehabilitation of houses through the Model Block Program, consolidation of vacant property, construction of the new Cuyahoga County Juvenile Center and Rumi's Market & Deli, rehab to create the PNC Fairfax Connection, reconstruction of Cedar and Central Avenues, and a groundbreaking for Fairfax Intergenerational Housing. Another positive step has been a sustained increase in police presence, leveraging the assets of the nine law enforcement agencies that are stakeholders in Fairfax. Through a collaboration with the law enforcement community, visibility and response times have significantly improved.

FRDC made a commitment to sustainable design practices during this period and that commitment lives on today. The Langston Hughes Center stands as a tribute to this approach. FRDC sees the future as respecting the achievements of the past, the value of its physical and social fabric, while applying the most forward thinking development principles. Sustainable design is here to stay and the Fairfax neighborhood aspires to set an example through its revitalization efforts.

Complementing the sustainable practices of FRDC was the introduction of Crime Prevention Through Environmental Design (CPTED). CPTED principles complement community development with neighborhood security and law enforcement. Working with the CPTED specialists at FRDC and within the local law enforcement agencies, general landscaping and green space design has and is continuing to improve.

2014 through 2019

The United States economy is on the rebound and showing signs of a continuing recovery. Leading the way is the housing market with foreclosures slowing and financing easing. The demand for rental housing is especially strong as former homeowners consider their next move.

It is a time of great optimism in Fairfax! Anticipation is building around the potential economic impact of Opportunity Corridor. Cedar Avenue's reconstruction is almost complete renewing hope for new commercial uses. Along Quincy Avenue, arts and cultural uses are being discussed with a real potential for implementation. The leadership at FRDC recognizes that the best way to approach



growth is with a flexible Strategic Investment Plan that allows for priorities to shift based on market conditions and available funding.

In 2013, FRDC again commissioned UDA to update the Strategic Investment Plan. This updated plan will serve as a guide that FRDC can use to set priorities and evaluate development proposals for investments that will make Fairfax a stronger and healthier community. Critical issues to be addressed in the update include finding a way to uplift Karamu House, ensuring that Opportunity Corridor has benefits for the residents, providing new housing options, reviving retail along Cedar Avenue, transforming the Fairfax Recreation Center back into a strength, improving main streets, and enhancing open space while continuing to honor a commitment to sustainable design practices.

The 2014 Strategic Investment Plan builds on the numerous successes over the prior years, incorporating the latest thinking to encourage continued growth in the community and flexible strategies that allow for evolving priorities.



PNC FAIRFAX CONNECTION *Provides a variety of community resources and programs with a focus on financial literacy*



FAIRFAX INTERGENERATIONAL HOUSING *This new housing initiative provides support for seniors who care for their grandchildren. Conveniently located across from the Fairfax Recreation Center, the new families in this development will invigorate the neighborhood.*

Planning Process



THE FAIRFAX COMMUNITY *Each neighborhood within Fairfax (including its residents, institutions, and businesses) was invited to participate and share thoughts and needs.*

THREE STEPS

Citizen participation, central to the planning process, was strong and included focus group meetings with residents, interviews with stakeholders, and a Saturday community meeting. The planning process consisted of three steps:

- » Step One: Data Gathering and Analysis (Understanding)
- » Step Two: Design Alternatives (Exploring)
- » Step Three: Final Plan (Deciding)

Step One: Data Gathering and Analysis (Understanding)

Step One began with a full team meeting to set the course for the process and to begin collecting updated base information. To establish a solid basis on which to develop a master plan, The UDA team synthesized its technical analyses with the results of face-to-face discussions with participants and with hands-on experience in the neighborhood. UDA returned to Cleveland for a two-day trip in early June 2013 to meet with stakeholders and conduct interviews with individuals and groups. This trip included a Saturday morning public meeting held in the Langston Hughes Center community room. At the same time, updated data was collected on parallel planning initiatives, land use, zoning, vacancies, and transportation.

During Step One, UDA & FRDC met with community leaders and stakeholders, including Fairfax residents as well as representatives from nearby institutions, mid-sized and small businesses, arts organizations, youth programs, schools, and area churches to discuss potential commonalities between planning process goals and the goals of the various organizations.

Citizen input from Step One revealed many shared ideas among participants. Common themes included broadening senior living options, enhancing youth services, increasing dining options, improving security, creating more affordable housing, and many other visions.

Step Two: Design Alternatives (Exploring)

Step Two formed the core of the planning process. Design concepts were explored in a workshop held during the second week of August 2013 at UDA's offices. Follow-up meetings were also held that week with the FRDC Team and Board representatives. The UDA team developed initiatives based on input and feedback. Step 2 concluded with a well-attended public meeting at the Langston Hughes Center on November 16, 2013 to show residents the proposed vision and solicit their feedback.

Step Three: Final Plan (Deciding)

In Step Three, the consultant team evaluated alternatives based on responses generated during the public meeting and developed a preferred plan of action, documented in the draft 2014 Fairfax Strategic Investment Plan. This plan of action was approved by the FRDC Board of Directors on November 21, 2013 and was adopted by the City Planning Commission in February 2014 for incorporation into the City's *Connecting Cleveland 2020 Citywide Plan*. It will be presented to the public at the FRDC 2013 Annual Meeting which will be held in 2014 and will serve as the updated road map for strategic investment and revitalization in the Fairfax neighborhood.



STRENGTHS, WEAKNESSES, AND VISIONS

Residents and stakeholders participated in a public meeting to kick off the planning process. Following an overview presentation by Urban Design Associates, participants were asked to identify strengths, weaknesses, and areas of highest priority for change in Fairfax. Their input served as a guide to define what the plan should become. This information was compiled and used as the impetus for design throughout the planning process. Strong community participation and feedback helped in understanding the needs of the community.



STRENGTH *Langston Hughes Center*



STRENGTH *Juvenile Justice Center*



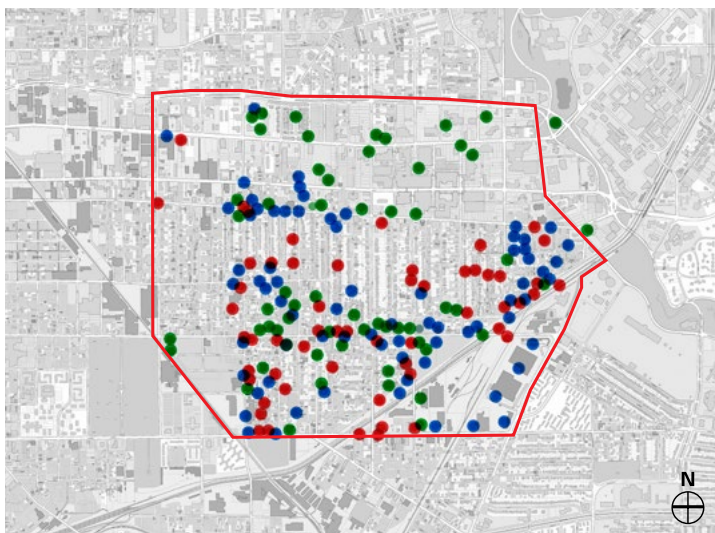
STRENGTH *PNC Fairfax Connection*



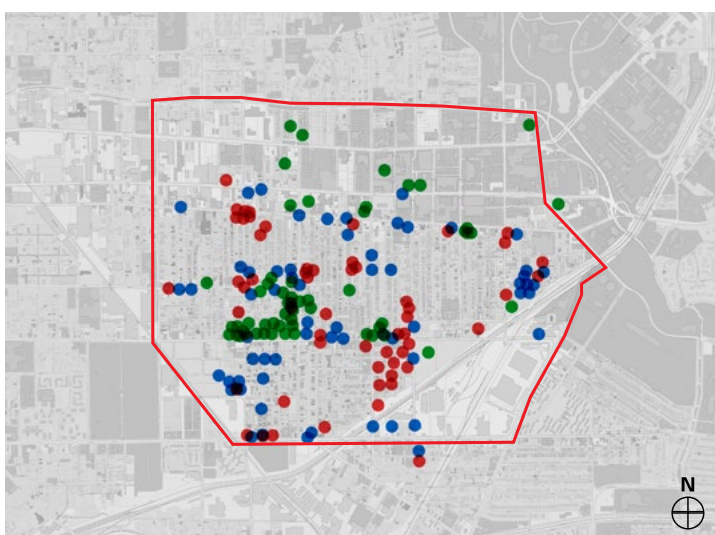
STRENGTH *Quincy Park*



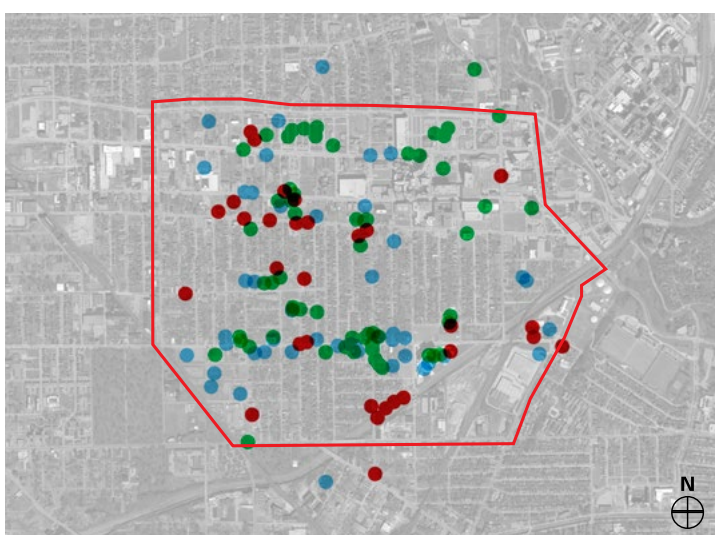
STRENGTH *Rumi's Market & Deli*



2003 DOT EXERCISE *Residents placed dots on locations they perceived as strengths (green), weaknesses (red), and visions (blue) in the neighborhood.*



2008 DOT EXERCISE *Several very dense areas of dots make apparent the progress and changes within the community in the past half-decade.*

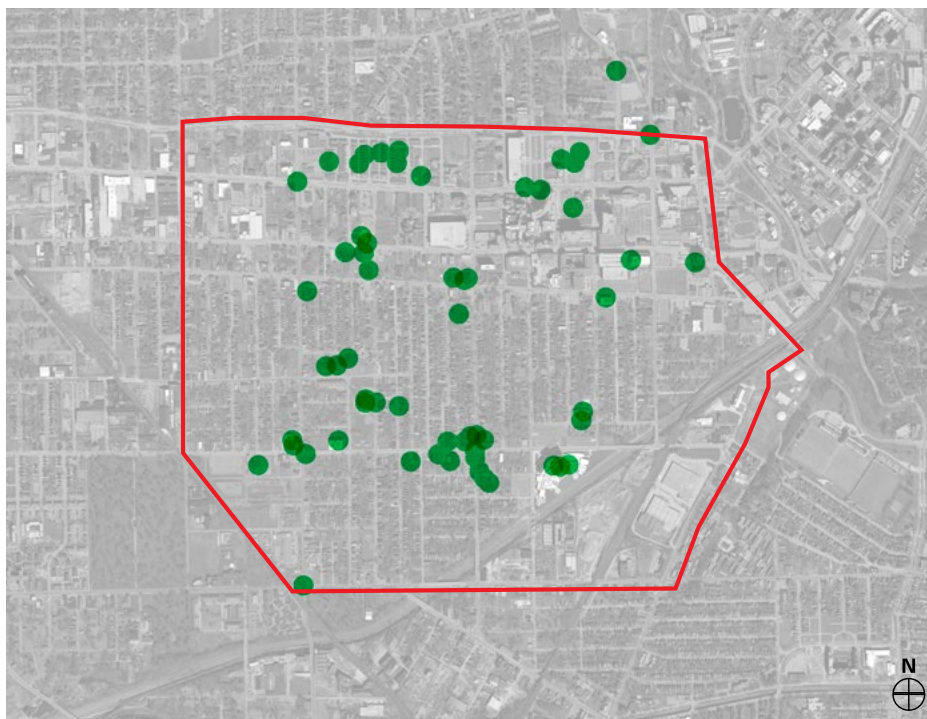


2013 DOT EXERCISE *Pockets of weakness have been identified, but great opportunity and strength are seen along the east-west avenues.*

STRENGTHS, WEAKNESSES, AND VISIONS

STRENGTHS

- » Convenient location
- » Fairfax residents actively involved in the community
- » Schools and swimming pools
- » Churches (that foster a sense of community, provide services, and engage in social and civic activism)
- » Karamu House and Langston Hughes Center
- » Cedar Avenue reconstruction
- » Rumi's Market & Deli
- » Cleveland Clinic Complex and University Circle
- » Otis Moss, Jr. ~ University Hospitals Health Center provides medical services within the community
- » Quincy Park
- » Shops at Emmanuel Square



FAIRFAX STRENGTHS Residents placed green dots to indicate strengths.

WEAKNESSES

- » Blighted buildings, vacancies
- » Limited access to fresh food
- » Public safety
- » Fairfax Recreation Center is run down and has safety issues
- » Lack of retail businesses
- » Run down and delinquent businesses attract the wrong clientele
- » Reputation of the neighborhood in greater Cleveland hinders its ability to attract new residents and businesses
- » Lack of support for seniors living alone and the upkeep of their property
- » Illegal waste dumping
- » Karamu House needs upgrades and its programs are not affordable to neighborhood residents



FAIRFAX WEAKNESSES Residents placed red dots to indicate weaknesses.



FAIRFAX VISIONS Residents placed blue dots to indicate priority opportunities.

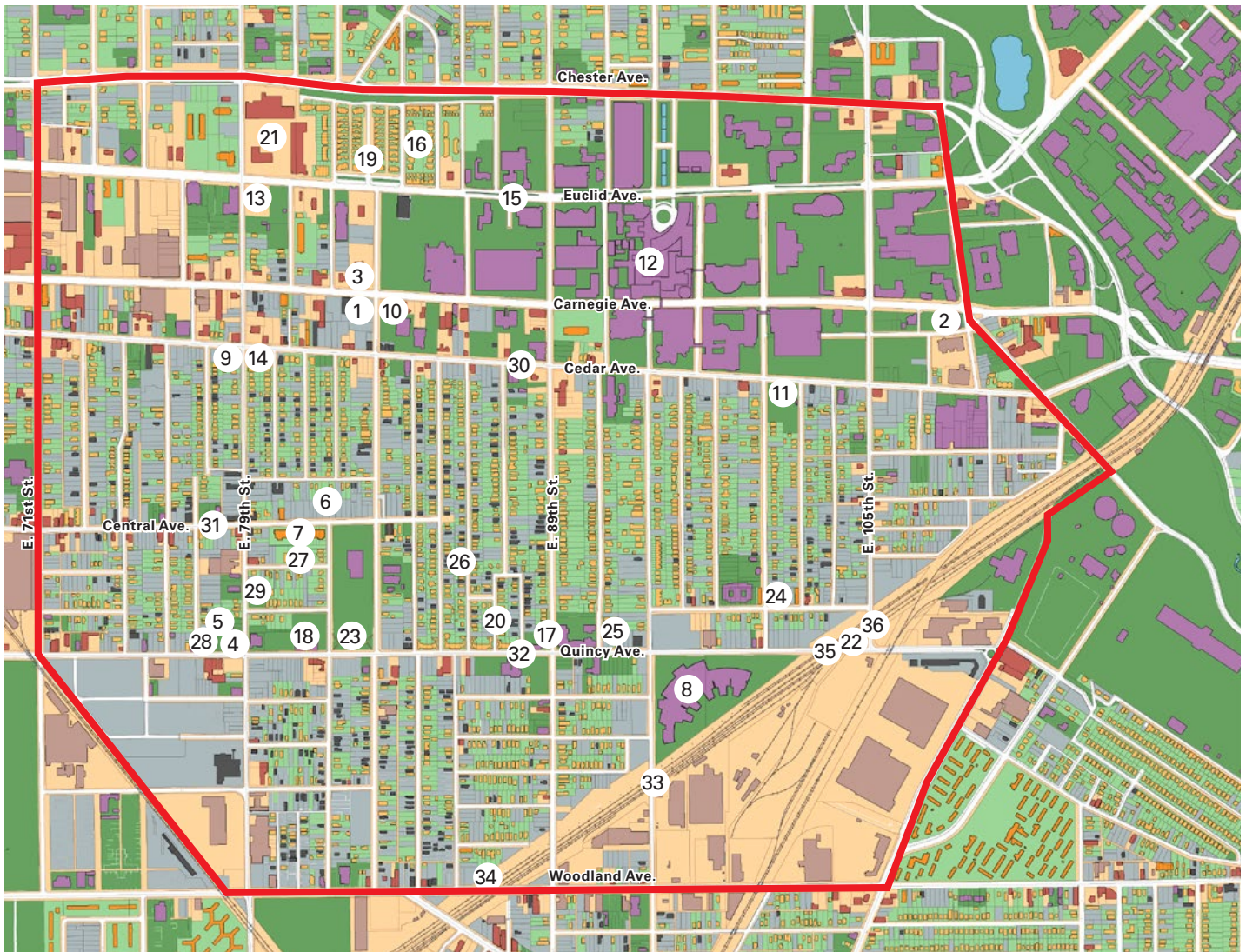
VISIONS

- » Provide more grocery and food sources
- » Increase activity and visibility of police agencies in the neighborhood
- » Increase interaction between the Juvenile Justice Center and the neighborhood
- » Support neighborhood institutions that are in peril: Karamu House and Fairfax Recreation Center
- » Job creation
- » Leverage the presence of local institutions by providing services their employees could use
- » Repurpose vacant retail spaces for community groups and other interim uses

STRATEGIC INVESTMENT

As we look forward to the next five years and beyond it is important to also take stock of the numerous accomplishments in the recent past. Even during the Great Recession, development and infrastructure projects moved forward. Thirty-five of the top projects that were accomplished in the past decade are listed below. These include a broad mix of brick and mortar developments, park/garden amenities and infrastructure improvements. Together these strategic improvements represent some of the community's greatest strengths.

STRATEGIC INVESTMENT	
1 PNC Fairfax Connection	Parks and Gardens
2 Tudor Arms Hotel	23 Quincy Park
3 Rumi's Market & Deli	24 Quebec Serenity Park
4 Senior Outreach Services	25 Quincy Gardens
5 Langston Hughes Center	26 Langston Hughes Reading Garden
6 Fairfax Intergenerational Housing	27 Lucia Greens Seniors Park
7 The Renaissance at Fairfax Park	28 Langston Hughes Meditation Garden
8 Juvenile Justice Center	29 Fairfax Urban Farm
9 Cedar's Finest II	Infrastructure Improvements
10 Carnegie Marathon Gas Station	30 Cedar Avenue
11 Global Cardiovascular Innovation Center	31 Central Avenue
12 Cleveland Clinic Campus Expansion	32 Quincy Avenue
13 CVS Pharmacy	33 E. 93rd Street Bridge
14 Cedar's Finest I	34 Woodland Avenue Bridge
15 Euclid Healthline	35 Quincy Avenue Bridge
16 Villas of Woodhaven	36 E. 105th Street Bridge
17 Otis Moss, Jr. ~ University Hospitals Health Center	
18 Quincy Place	
19 Beacon Place	
20 Bicentennial Village	
21 Church Square	
22 E. 105th Street - Quincy RTA Station	



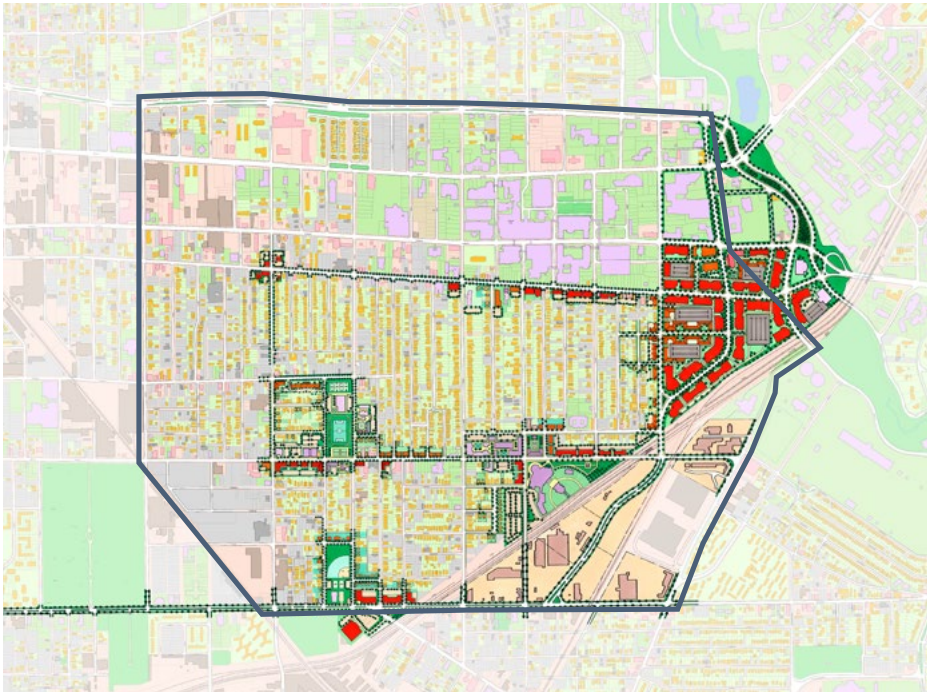
Distribution of strategic investment in Fairfax

STRATEGY
<ul style="list-style-type: none">» Leverage Phase I of Opportunity Corridor as a catalyst for adjacent redevelopment» Link initiatives so that the whole is greater than the sum of the parts» Foster partnerships wherever advantageous» Focus on initiatives with maximum potential for success

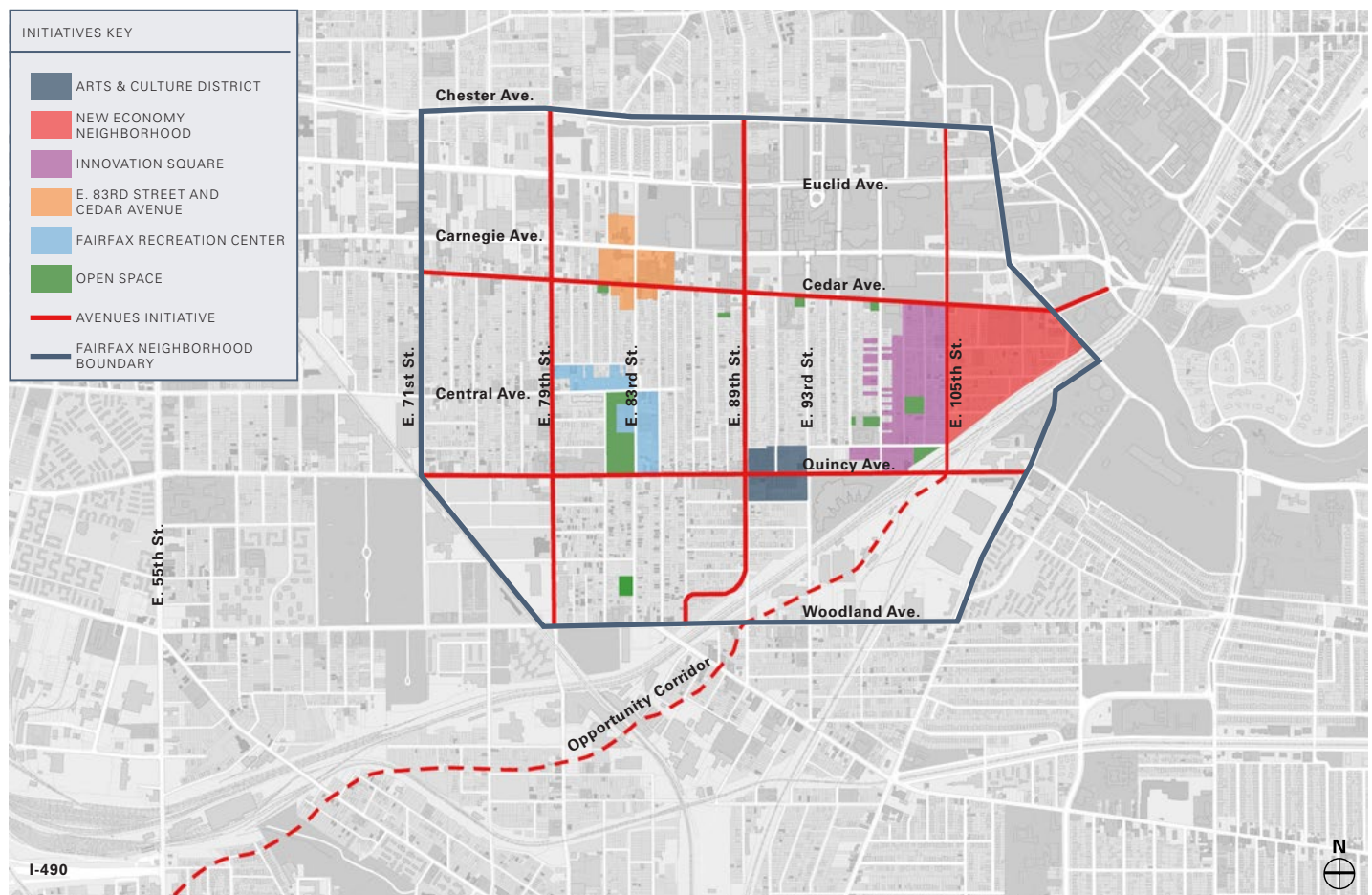
FRAMEWORKS AND STRATEGY

The 2014 Strategic Investment Plan builds on prior plans which have directed development and revitalization efforts in Fairfax since FRDC was founded. The goals and strategies of the 2009 SIP have already resulted in numerous successes, and are not to be abandoned but rather reinvigorated and expanded upon. Given recent construction of the new Rumi’s Market & Deli, rehab to create the PNC Fairfax Connection, reconstruction of Cedar Avenue, groundbreaking for Fairfax Intergenerational Housing and expansion at the Cleveland Clinic, and others, new issues have moved to the forefront and the next steps have emerged to define the investment strategy for the coming decade and beyond.

Of rising importance are the development opportunities presented by approval of funding for Opportunity Corridor. The investment strategies seize these opportunities and address a range of current issues: faltering neighborhood institutions; inconsistent safety and security; limited access to retail and healthy food options; some tattered public parks and active open space; widespread vacant land; and discontinuous uses. All recommendations have been developed within the context of the original Master Plan. Six strategic initiatives and strategies, elaborated upon later in this plan, target the above topics and provide a road map and desirable modes of action, as market demand warrants and available funding permits. These evolved from the successful development history in Fairfax and the community’s needs and desires for the future.



2003 Strategic Plan recommendations



2014 Strategic Development Initiatives

Strategic Initiatives

INTRODUCTION

Inspired by the numerous suggestions expressed by stakeholders and community members at the first public meetings, a series of strategic alternatives and design concepts were explored. Shared visions and commonly voiced goals link several consensus ideas that are embodied in the following five key initiatives:

- 1 Arts and Culture District
- 2 New Economy Neighborhood
- 3 Comprehensive Housing Initiative
- 4 E. 83rd Street and Cedar Avenue
- 5 Fairfax Recreation Center
- 6 Avenues and Open Space

Each initiative describes opportunities for Fairfax to leverage current projects and conditions for strategic growth.



Global Cardiovascular Innovation Center



Langston Hughes Center



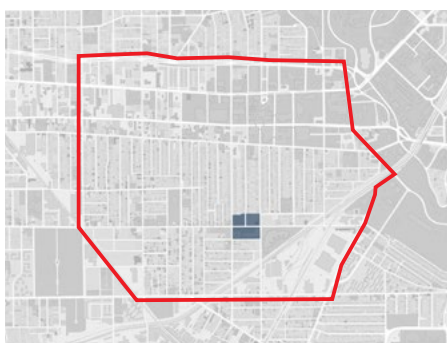
Fairfax Intergenerational Housing



Mixed-Income Housing Precedent



Aerial view of Fairfax with strategic initiative areas highlighted



Key Plan

STRATEGY

- » Create the Arts and Culture District with Karamu as the glue
- » Add a Cleveland Public Library branch as a second anchor
- » Balance the cost of cultural amenities with revenue producing uses, such as daycare and office



Historic Karamu House



Historic Karamu House

ARTS AND CULTURE DISTRICT

During the planning process, a big idea emerged related to Karamu House and the surrounding blocks. The notion is to create a Arts and Culture District with Karamu as the glue that holds it all together. This strategy builds on Karamu's history to create a civic hub that will include a new African American cultural center, branch library, preschool, artists housing, and other complementary uses. An educational partnership with Bolton Elementary School has also been discussed.

Karamu is a Swahili word meaning "Place of enjoyment in the Center of the Community". Its origins date back to 1915 when a pair of Oberlin graduates opened a settlement house at the corner of E. 38th Street and Central Avenue. Karamu has always been associated with high standards of excellence in the arts. Many of Langston Hughes' plays were developed and premiered at the theatre. It is a unique place where people of different races, religions, social and economic backgrounds can come together to share and collaborate. Performing arts, preschool, outreach, and education are the primary focus of the institution today.

The Arts and Culture District initiative starts with a recommendation for a Karamu House facility assessment and capital campaign. It is readily apparent that the existing buildings and grounds require significant updates. A comprehensive facility assessment and a cost estimate are required to determine what must be done and how much it will cost. The Main Stage and Youth Theatre are in desperate need of modernization if not replacement and the preschool is obsolete. However, this is only the tip of the iceberg. The assessment/estimate must go hand-in-hand with an aggressive capital campaign. Funds are required for both modernization and an endowment. Karamu already has an enviable list of sponsors that include some of Cleveland's best known foundations and institutions. The current challenges will require the collective will of the greater Cleveland community.

The planned extension of Quebec Avenue creates the opportunity to double the size of Karamu's campus. The vision calls for an "Arts Walk" in the current E. 90th Street right-of-way as a new central organizing element. It is here that the library branch is proposed. The Cleveland Public Library currently operates the Main Library on Superior Avenue and 27 branches throughout the city. It circulates one of the most extensive collections in the country through this system. Residents have been requesting this amenity for many years. The balance of the block lends itself to artist lofts over ground floor commercial uses. Midblock shared parking is adequate to serve all proposed uses and on-street convenience parking is also readily available.



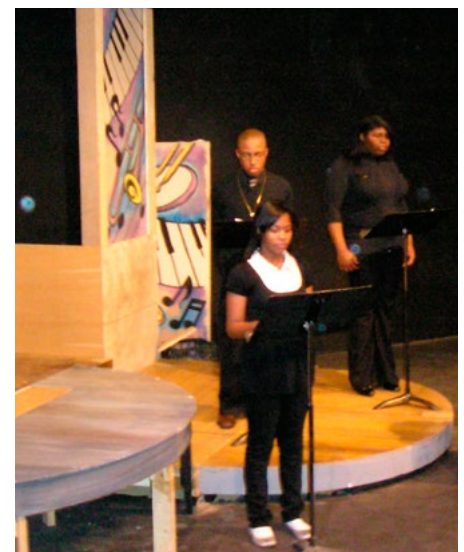
Karamu House Early Learning Childhood Development Center



Bolton Elementary School



Karamu House



Performance at Karamu



Arts Walk Precedent



Karamu at Quincy Daycare

ARTS AND CULTURE DISTRICT



Performance at Karamu House

Land exists south of Quincy Avenue for a new Karamu House Preschool of the Arts. The corner of Quincy Avenue and E. 89th Street is the ideal site for a new building, play space, and parking. Founded in 1945, Karamu’s Early Childhood Development Center is nationally recognized as one of the nations oldest and most enriching programs of its kind.

It provides a solid foundation to instill a love of learning and the arts. By incorporating dance, music, and cultural arts along side classrooms children learn to appreciate all forms of knowledge. What is currently lacking is adequate space for the program.



PROPOSED CONCEPT PLAN Arts and Culture District

Multiple options exist for the creation of an African American cultural center. It could be located within the existing Karamu building, collocated with the branch library or in a new freestanding building. Cleveland has a rich African American heritage that needs a home.

The plan calls for other complementary uses, such as housing, food/beverage, office, and open space, to round out the district. There is pent-up demand for professional office space adjacent to the Juvenile Justice Center, which may be an opportunity to offset the theatre's operating losses. The same may be true of a café and market. Market rate apartments are shown as end caps on the remaining vacant property along Quincy Avenue. For sale housing has been suggested here before. However, the current and projected market is for rental units.

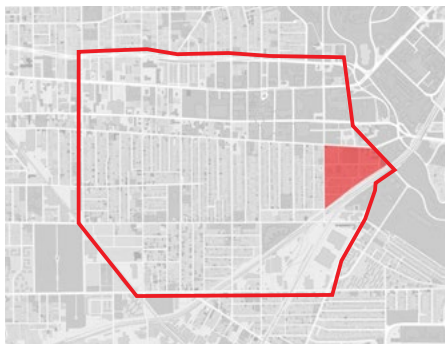
The Arts and Culture District initiative is a big idea. Its implementation will take the leadership and coordinated efforts of FRDC, the Karamu Board, and dozens of stakeholders. When realized it will radically transform Quincy Avenue and keep Karamu relevant for future generations.



Recital at Karamu House



VIEW OF FUTURE QUINCY AVENUE *The Arts and Culture District will transform Quincy Avenue into a vibrant arts and entertainment hub within the greater Cleveland community.*



Key Plan



NEW ECONOMY NEIGHBORHOOD *Adjacent to the Cleveland Clinic campus and University Circle, the New Economy Neighborhood is in a prime location to benefit from the growth of tomorrow's knowledge-based economy.*

STRATEGY

- » Support other stakeholders in their efforts to make Phase I of New Economy Neighborhood a success
- » Consolidate tracts of land in the New Economy Neighborhood (NEN)

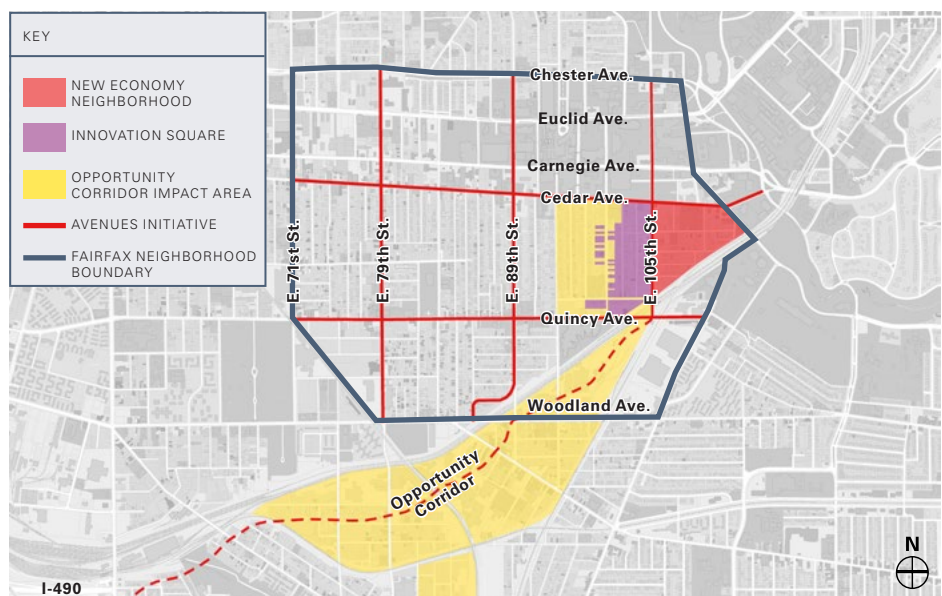
NEW ECONOMY NEIGHBORHOOD

The New Economy Neighborhood (NEN) is a mixed-use technology research district for office space, retail, housing, green space, and parking. This area is adjacent to the Opportunity Corridor and will bring economic growth into this distressed area of Fairfax. NEN is envisioned to be a center for innovation and technology incubation, and to provide additional collaboration with the Global Cardiovascular Innovation Center which opened in 2010.

Opportunity Corridor is a transportation and economic development project targeted at improving the transportation system and supporting economic development between I-490/I-77 and University Circle. The Ohio Department of Transportation (ODOT) received full funding for the Opportunity Corridor first phase of construction, which will transform E. 105th Street north of Quebec Avenue into a multilane urban boulevard. When complete, it is expected that this much anticipated segment will act as a catalyst for redevelopment on both sides E. 105th Street.

The triangle of land south of Cedar Avenue and east of E. 105th Street is known as the New Economy Neighborhood. A mix of residential, light industrial, and commercial uses characterized this neighborhood edge before its decline over the last three decades. Today there are few structures left that warrant consideration for preservation.

Under the direction of the Greater Cleveland Partnership, City Architecture recently completed a conceptual plan for the future of this 42-acre area. Their plan calls for creating a campus like setting with new buildings arranged



STRATEGIC DEVELOPMENT OPPORTUNITIES *Phase 1 of the proposed Opportunity Corridor leverages approximately 50 acres of development opportunities within Fairfax and guarantees future investment in the neighborhood.*



to form a civic edge along Cedar Avenue and E. 105th Street. Primary vehicle access points will be at Hudson Avenue and E. 107th Street with a secondary right-in/right-out access at Frank Avenue. Envisioned uses include a mix of high-performance office space in three- to five-story structures with ground floor commercial at key corners. Parking will be accommodated in a mix of surface and structured spaces tucked behind buildings. Surface lots will be fenced and landscaped in accordance with FRDC design guidelines. Green infrastructure is planned to detain and clean stormwater.



NEW ECONOMY NEIGHBORHOOD *Aerial view to the southwest*



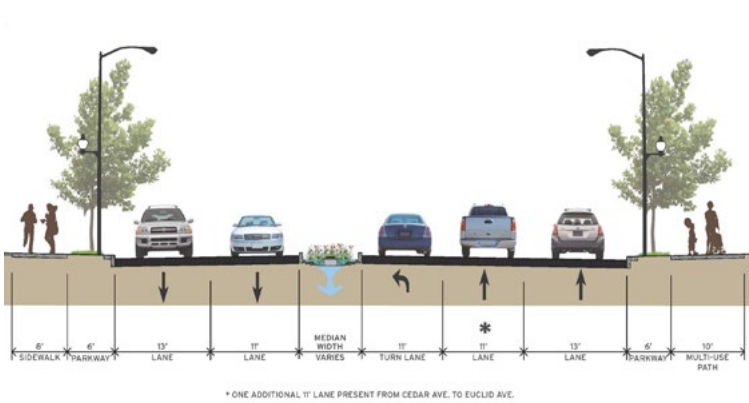
Research & Development building precedent



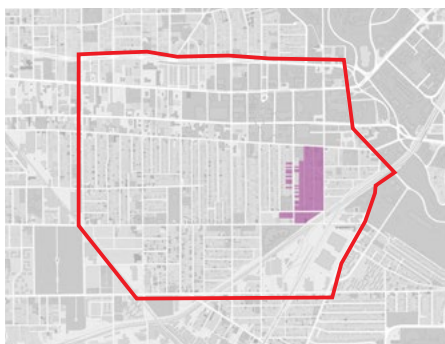
Global Cardiovascular Innovation Center



OPPORTUNITY CORRIDOR *Final Alignment*



PROPOSED SECTION OF E. 105TH STREET *As the north-bound leg of Opportunity Corridor, E. 105th Street is transformed into a median-divided, tree-lined boulevard with turning lanes at Hudson and Cedar Avenues*



Key Plan

STRATEGY

- » Facilitate the redevelopment of Innovation Square
- » Continue to identify strong blocks for the continuation of the successful Model Block Program
- » Exploit current market opportunities to diversify the housing stock, including mixed-income and executive rental housing

COMPREHENSIVE HOUSING INITIATIVE

Housing is the predominant land use in Fairfax. As market demand shifts, the housing strategy must be flexible and adapt to change. Fairfax has historically been characterized by an abundance of two-story wood frame houses with a full basement and attic. Today many of these homes suffer from the effects of age, deferred maintenance and, in some cases, neglect. FRDC has used the Model Block Program on a long-term basis to successfully support good streets. This initiative includes targeted rehab and infill. At the same time, the 40-unit Fairfax Intergenerational Housing development is an example of adapting to changing needs. This new neighborhood, north of the Fairfax Recreation Center, is intended to address the lack of affordable housing for grandparents raising their grandchildren. Another market shift has been the significant increase in demand for new rental housing. FRDC has aspirations to facilitate the development of Innovation Square as a mixed income and executive housing rental community between E. 100th and E. 105th Streets to leverage this opportunity.

Model Blocks

In its heyday, every street in Fairfax formed an individual neighborhood. The strength of individual streets could largely be determined by the strength of their block club. Given this structure and the relatively large number of houses along individual streets, the Model Blocks approach is an ideal program for the Fairfax neighborhood. Priority is given to blocks with few vacant lots/vacant buildings and strong block club participation. All available resources are brought to bear simultaneously on targeted streets, including the efforts of partner organizations. This is a strategy that needs to be supported and carried forward. On streets with a vacancy rate of 60% or more, FRDC should support a policy of land-banking.

In summary, the block-by-block revitalization strategy brings together a variety of initiatives to optimize the positive impact:

- » Rehabilitate vacant houses that are structurally sound
- » Develop a coordinated strategy with housing providers
- » Consolidate lots to create larger yards where appropriate
- » Subdivide long blocks
- » Facilitate strong block clubs
- » Prioritize community gardens close to residents

Infill Housing

Infill development is a strategy to rehabilitate vacant houses that are structurally sound, stitch in new housing around good houses or, in some cases, consolidate lots to create larger parcels to facilitate infill development. There is opportunity to help address the growing demand for mixed-income rental housing. A development is proposed on E. 89th Street to replace demolished structures with new infill structures that are comparable in architectural style and size. Instead of single family residences, however, these new units would each be comprised of eight mixed-income rental units.



INFILL HOUSING *Proposed infill housing along E. 89th Street*



MODEL BLOCK PROGRAM *A strategic focus on rehabilitation of the most promising vacant structures, consolidation of vacant lots with adjacent property to provide larger yard areas, and promotion of strong block clubs that encourage curb appeal improvements and pride in ownership.*



Townhouse precedent



Garden building precedent



Mixed-use building precedent

Innovation Square

The three blocks to the west of E. 105th Street are known as Innovation Square. This name was derived from the Global Cardiovascular Innovation Center (GCIC) plaza at the corner of Cedar Avenue and E. 100th Street. The proposed plan builds on GCIC's strength, replacing vacant lots and deteriorating houses with a compact, pedestrian-friendly, mixed-use neighborhood.

The area's traditional north/south block pattern was used as the basis for a development framework that supports compact development, pedestrian connections, and a mix of land uses. Consistent with the surrounding neighborhood, urban densities are planned that take full advantage of zoning. A variety of compact building types are mixed to create resource-efficient development, reduce project costs, and conserve energy. This approach also supports demand for other needed infrastructure such as commercial development.

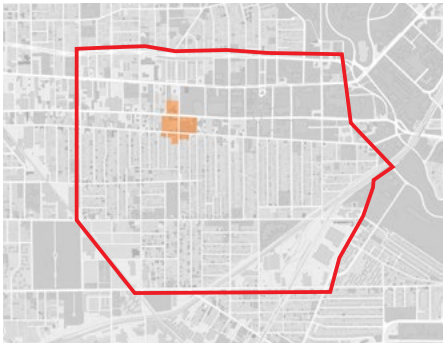
Connections to the adjacent neighborhood and public open spaces are addressed in part by the planned extensions of Wain Court and Hudson Avenue. Cross sections for these new streets follow the typical neighborhood pattern of balancing pedestrian and vehicle needs. ODOT has designated E. 105th Street for a multipurpose path further enhancing connections. Together these improvements will promote walking, biking, and other healthy lifestyles. In addition to residential uses, the plan features institutional/office/commercial uses along Cedar Avenue in multistory mixed-use buildings.

Stitched in around good houses, the design replaces vacant land and below market houses with a selection of modern mixed-income apartments targeted at current market preferences and demographic profiles. All new units will be designed to a market rate standard, including basic amenities such as a full Energy Star appliance package. To encourage a hometown feel, these units are combined in building types that complement the existing neighborhood — townhouses, garden apartments, and mixed-use buildings. Structures are arranged so that all residential front doors face streets and off-street parking is screened from public view. Porches, bay windows, and other architectural features will help to further differentiate individual buildings and provide “a gift to the street”. The replacement housing will be a catalyst for reinvestment in surrounding blocks, such as along E. 100th Street, and along the Cedar Avenue commercial corridor.

The plan complements the existing fields and courts at the Fairfax Recreation Center with new neighborhood park space, play structures, and garden plots. The centerpiece of the plan is Playwright Park, a public place for all residents to enjoy. This 1-acre hub includes a splash pad, picnic pavilion, play area, and large trellis with seating.



PROPOSED CONCEPT PLAN *Innovation Square mixed-income housing*



Key Plan

STRATEGY

- » Support a new commercial epicenter at E. 83rd Street and Cedar Avenue
- » Address security issues through the implementation of CPTED principles
- » Facilitate investment in new construction, renovation, parking enhancements, and parks

E. 83RD STREET AND CEDAR AVENUE

As has been noted many times before, Cedar Avenue between E. 79th and E. 89th Street is, and always has been, the commercial heart of the Fairfax community. In its heyday, residents patronized restaurants, barbershops, and other local businesses along this half-mile mixed-use main street. Today, historic churches such as Antioch Baptist and St. James A.M.E are the greatest strength as most of the commercial and residential buildings have fallen into disrepair, been condemned, and then demolished.

Despite its redevelopment potential, many residents now see Cedar as a weakness. If lingering security issues are addressed and the resident population continues to grow, then Cedar Avenue can be revived as the focus of neighborhood commercial life.

In the last five years the epicenter has shifted from E. 79th Street to E. 83rd Street. It is here that the PNC Fairfax Connection and Rumi's Market & Deli both opened, one block north of Cedar, to rave reviews. The PNC Fairfax Connection is a resource center accessible to all members of the community. It is designed to serve their needs with financial education, media and technology training, and pre-kindergarten programs. It is also dedicated to partnering with the community to capture and preserve neighborhood history. Rumi's Market & Deli is a grocery and restaurant that features a variety of international and American foods and a modern prepared food counter/dining area. These initiatives are proof that a market exists for the targeted investments.



E. 83RD STREET AND CEDAR AVENUE INTERSECTION *Street view of proposed neighborhood commercial center*



NORTHWEST CORNER *The Rose of Sharon Barber Salon anchors the ground floor retail space*



NORTHEAST CORNER *Condemned buildings create an opportunity for infill development*



SOUTHWEST CORNER *Private parking lot*



SOUTHEAST CORNER *1920's era brick building hints at the architectural vitality of Cedar Avenue in its heyday*

E. 83RD STREET AND CEDAR AVENUE

In the 2008 SIP there was an acknowledgement that the revitalization of Cedar Avenue is contingent on security issues being addressed head-on, using all available means. One positive step has been an increased and continuous presence by nine law enforcement agencies resulting in significantly improved response times. Still, vacant buildings and lots along Cedar create an image of disinvestment and encourage loitering.

Building on the strength of Rumi's Market & Deli and the PNC Fairfax Connection, and the ongoing reconstruction of Cedar Avenue, the plan calls for reestablishing a neighborhood commercial center at the intersection of E. 83rd Street and Cedar Avenue. This intersection is currently almost a blank slate. To visually connect it to the more heavily traveled Carnegie Avenue, an urban plaza is proposed at the northeast corner. This pocket park is scaled to support outdoor dining and small events, such as an open market. Local interest exists in redeveloping three of the corners and renovating the existing three-story brick building at the fourth. New two- to three-story mixed-use buildings with apartments over ground floor retail are envisioned at the north and southwest corners. The northeast corner will feature a tall one-story commercial building adjacent to a new pocket park. All new retail should front on wide sidewalks to encourage window shopping and strolling. Space exists to develop off-street shared parking behind each of the new buildings, supporting greater density and intensity of use. This strategy will benefit St. James A.M.E. church by providing the Sunday parking they require without the need for single purpose lots. Also, north of St. James, the plan calls for an expansion of the Marathon gas station



PNC Fairfax Connection

into a modern station with state of the art gas pumps and a large convenience store with frontage along Carnegie Avenue. The revitalization of E. 83rd Street and Cedar Avenue will establish a new beachhead from which further investment and revitalization can move forward.

The plan is designed to create defensible space by incorporating Crime Prevention Through Environmental Design (CPTED) principles. The main goal of CPTED is to deter unlawful activity through natural surveillance, natural access control, and clearly defining public versus private spaces, among other strategies. Some examples of proposed natural surveillance include security lighting, security cameras, and windows overlooking sidewalks and parking lots, promoting “eyes on the street”. The design also includes natural access control elements such as limited entrances to buildings, controlled access to parking lots and see-through fences.



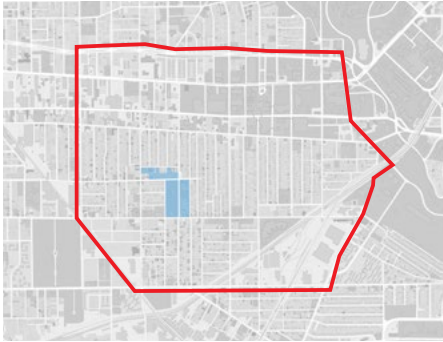
Rumi's Market & Deli



EXISTING CONDITIONS E. 83rd Street and Cedar Avenue



PROPOSED CONCEPT PLAN E. 83rd Street and Cedar Avenue



Key Plan

STRATEGY

- » Advocate for funding of major improvements
- » Address security issues through the implementation of CPTED principles
- » Work with stakeholders to revitalize the St. Adalbert block, including the First Page building



Indoor basketball court

FAIRFAX RECREATION CENTER

Located at the heart of the Fairfax neighborhood, the Fairfax Recreation Center plays a central role in the social and physical wellbeing of the community. However, long-term deferred maintenance coupled with a reduction in programming has led to the deterioration of the Center's building and grounds. Today the facility is plagued by crime and in desperate need of upgrades. This is in stark contrast to recent adjacent investments include Quincy Place, The Renaissance at Fairfax Park, Quincy Park, and Fairfax Intergenerational Housing, initiatives that have transformed this area of Fairfax.

The plan calls for a gut renovation of the existing Fairfax Recreation Center building and significant retooling of the grounds. Inside, the pool, gym, locker rooms, support spaces, and mechanical systems need major renovations to bring the facility in line with newer centers such as Zelma Watson-George and Collinwood. This work should be preceded by a comprehensive assessment to determine if renovation or a combination of renovation and new construction is the best approach. Outside, the 6-acre campus has been reimagined to include a new splash pad, picnic pavilion, play area, multipurpose sports court and fencing. The vision calls for relocating the basketball courts to allow for an upgraded baseball diamond and larger multipurpose grass field. An interconnected network of pedestrian-friendly paths link all open space and recreational amenities, further improving the quality of life.

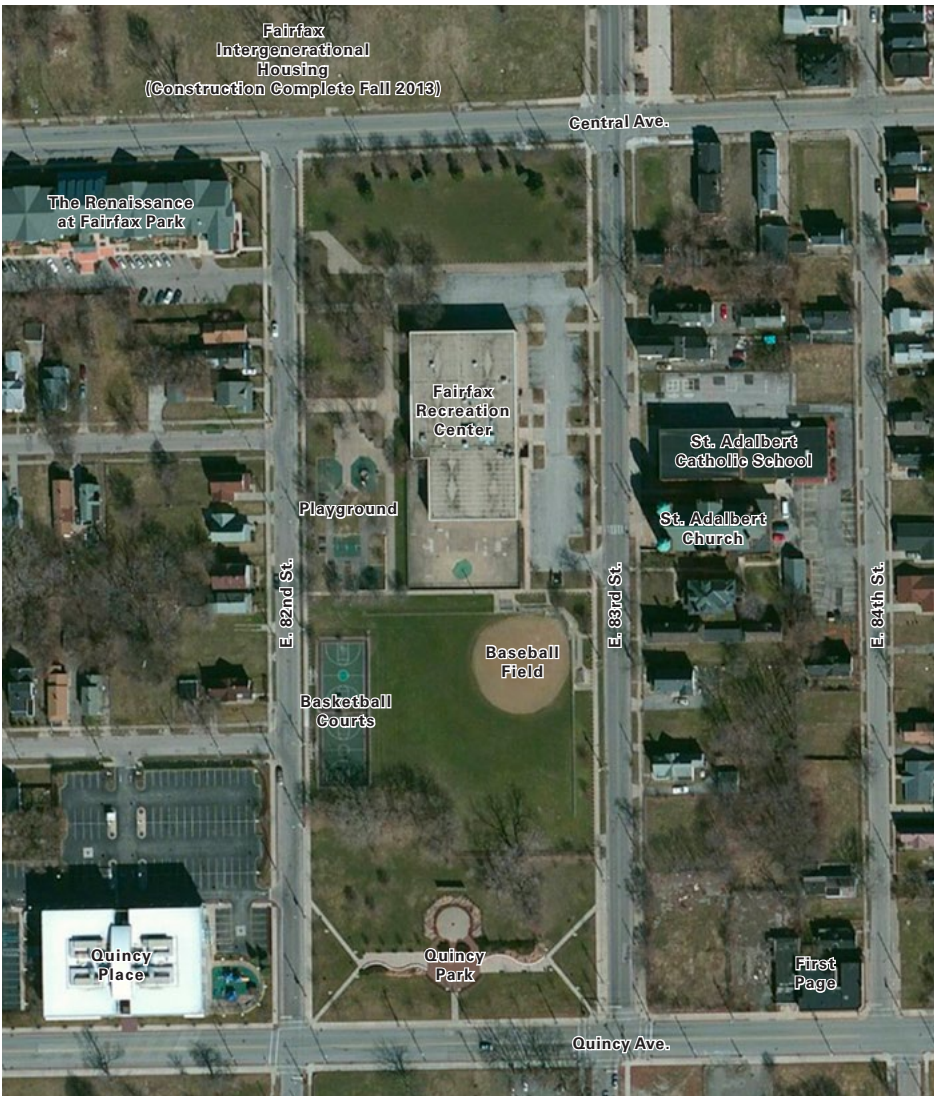
Similar to the E. 83rd Street and Cedar Avenue initiative, the plan creates defensible space by incorporating CPTED principles. Some examples of proposed natural surveillance include high light levels, security cameras, and windows overlooking parking lots and open space. The design also includes natural access control elements such as limited entrances to the building, see-through fences, and pathway design that physically guides people where to go. Low level landscaping is used to further delineate the private realm and reinforce a sense of ownership. The most important element is the consistent maintenance and upkeep of the facility and grounds. This proven strategy helps deter crime by clearly communicating a strong sense of community ownership.



In addition to a revitalized Fairfax Recreation Center, the residents would like to see improvements made to the abutting St. Adalbert block. The vacant First Page building lends itself to a ground floor restaurant, facing Quincy Avenue, with apartments above and this is the preferred use. Space also exists to wrap the adjacent lots with similar mixed-use buildings, creating over 6,000 square feet of commercial space and over 40 flats. The recommendation for the area to the north is to append vacant lots to St. Adalbert's campus, increasing the active/passive green space around the church and school. In an effort to improve access to health fresh food options, the plan highlights the opportunity for a large community garden, affiliated with St. Adalbert, along Central Avenue.



Fairfax Recreation Center



Aerial plan of existing Fairfax Recreation Center site



Trail network for Fairfax Recreation Center site

FAIRFAX RECREATION CENTER



The existing First Page will be repurposed for a new restaurant with apartments above



PROPOSED CONCEPT PLAN Fairfax Recreation Center



Multi-purpose court



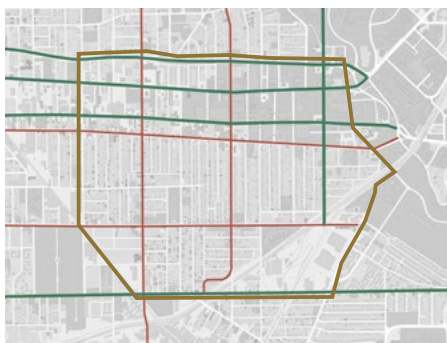
Indoor swimming



Splash pad



Tot lot



Fairfax Avenues

STRATEGY

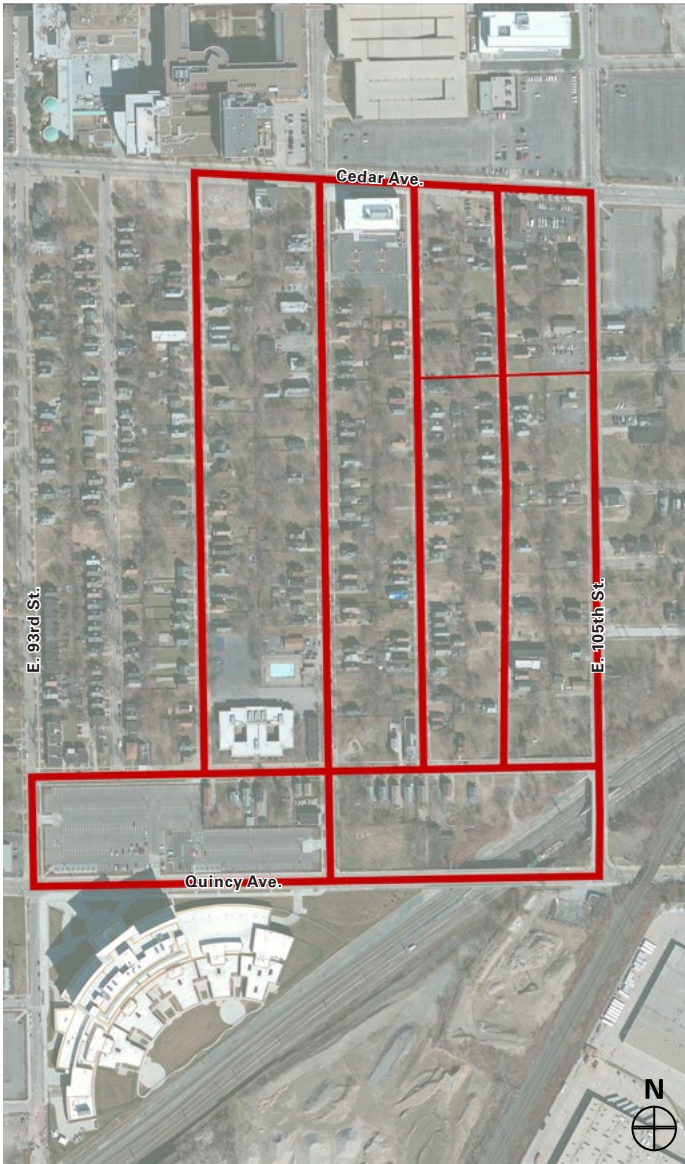
- » Lobby for the reconstruction of E. 79th Street, including the addition of turn lanes
- » Support the reconnection of E. 89th Street to Woodland Avenue in Phase II of New Economy Neighborhood
- » Enhance the Parks and Open Space Network

AVENUES AND OPEN SPACE

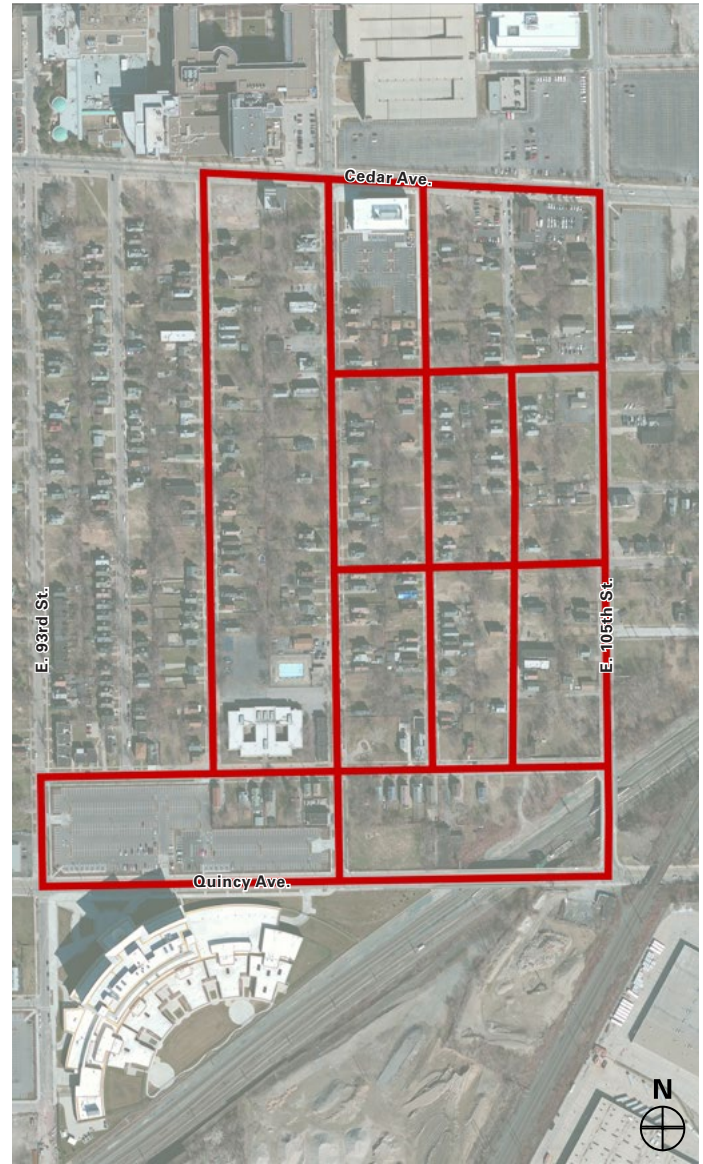
The street network in the residential heart of Fairfax contributes to the suppression of market forces. In a nutshell, long blocks create a sense of isolation and discourage residents from walking. Also, fast-moving traffic on some main thoroughfares reinforces the feeling of a pedestrian-unfriendly environment. Neighborhood revitalization efforts should incorporate solutions to these problems.

As a rule of thumb, the ideal length of urban residential blocks is 400 to 600 feet. Many blocks in Fairfax are nearly twice that long. The most straightforward solution to fixing this problem is to use existing vacant property to create new east-west street and/or pathway connections (as illustrated on the following page). Pedestrian paths encourage walkability and further link residents to their neighbors on adjacent blocks. New parks, where space allows, enhance the value of the homes which surround them. While street connections are also encouraged, any paved or green connections are beneficial additions to the pedestrian network. Both parks and streets may define new addresses, creating a sense of smaller blocks between the newly created public passages.

This strategy should be used in conjunction with other revitalization efforts, such as the Model Block Program or developments such as the Global Cardiovascular Innovation Center. The benefits of shorter blocks include smaller block clubs, greater physical and social connectivity, and enhancement of the pedestrian environment. Where large areas of vacant property exist, new connections may also serve as addresses for new construction.



Innovation Square street grid today

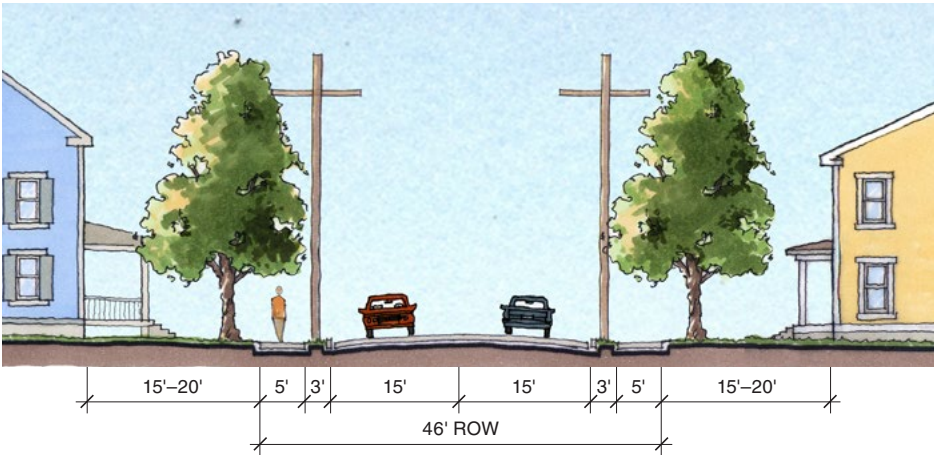


Innovation Square street grid tomorrow

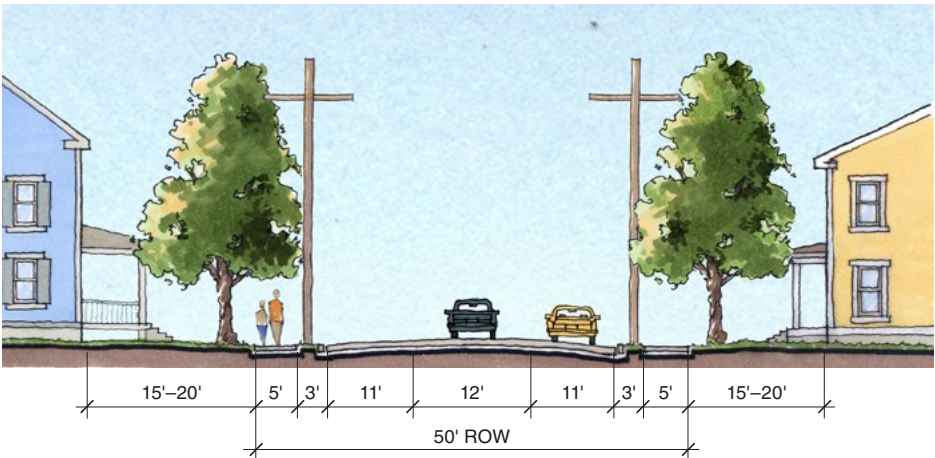


E. 79TH STREET View looking south towards the intersection of Cedar Avenue

On several streets, the car is favored over the pedestrian. Pedestrians’ chances of injury and loss of life by a motor vehicle increases exponentially as the speed of traffic increases. Quincy Avenue, though newly reconstructed, has very wide lanes that encourage speeding when cars are not parked along the street. The industry term for tackling this condition is putting streets on a “road diet.” Simple traffic-calming techniques, such as re-striping, may be implemented with minimal investment. At intersections and at other areas where on-street parking is unnecessary, a center turn lane may be created to slow traffic, better organize turning movements, and increase the capacity of the street. The long-term solution to E. 79th Street is to acquire four additional feet of right-of-way in order to create a twelve-foot center turn lane, thus relieving increasing congestion.



E. 79TH STREET EXISTING SECTION Two wide travel lanes with no center turn lane have limited capacity to accommodate traffic.



E. 79TH STREET PROPOSED SECTION Four additional feet and center re-striping allow for two travel lanes with a center turn lane, increasing the street capacity, relieving congestion, and creating a safer pedestrian environment.

Open Space Strategy

Studies have shown that the closer homes are to parks and open space the higher their value. Although Fairfax now has a landmark community park (Quincy Park and the Fairfax Recreation Center), neighborhood parks and community gardens are few and far between. It is time to address this weakness by earmarking some of the abundant vacant land for enhancements to the parks and open space network. Strategically placed, these little greens would enhance the value of the homes facing them, and induce residents to once again walk through the neighborhood. These may correspond to block cuts and provide pedestrian passages between streets, or may occupy a space as small as a single vacant lot. In either case, the creation of small greens faced by houses provides natural surveillance by placing eyes on the park.

By any measure, many parts of the community have a deficiency of dedicated and developed gardens and parks. The first step in fixing this weakness is to identify the areas with the greatest need. The second step is to reserve existing vacant property in these areas for adaptive reuse as green space. As with the streets initiative, gardens and parks should be developed in conjunction with other revitalization efforts. New parks should vary in character from formal to informal and in use from active to passive. The benefits of an enhanced parks and open space network include greater access to gardening and recreation, greater social connectivity, and increased property values. Community gardens provide the opportunity for intergenerational activities.

CEPTD defensible space principles, previously discussed under the E. 83rd Street and Cedar Avenue and Fairfax Recreation Center initiatives should also be incorporated into street and open space design. Proposed natural surveillance techniques include pedestrian lighting, security cameras, and windows overlooking sidewalks and open space, promoting “eyes on the public realm”. The most successful community gardens are supervised and maintained by neighborhood residents. See-through fences are an access control device that should be used around community gardens and pocket parks to create a sense of ownership and thus deter vandalism.



Quincy Park



Fairfax Recreation Center

PROPOSED OPEN SPACE NETWORK	
<div></div>	Pocket Parks (Includes Community Gardens)
<div></div>	Neighborhood Parks
<div></div>	Community Parks
EXISTING PARKS & GARDENS	
1	Quincy Park
2	Quebec Serenity Park
3	Quincy Gardens
4	Langston Hughes Reading Garden
5	Lucia Greens Seniors Park
6	Langston Hughes Meditation Garden
7	Fairfax Urban Farm



PROPOSED PARK AND OPEN SPACE NETWORK A conceptual public green space grid illustrates how establishing a network of parks, ranging from the community park to neighborhood and pocket parks, would ensure that all Fairfax residents are located within a short walk of a variety of public spaces.



Quebec Serenity Park



Langston Hughes Reading Garden



Quincy Gardens



Lucia Greens Seniors Park

Interim Use of Vacant Land

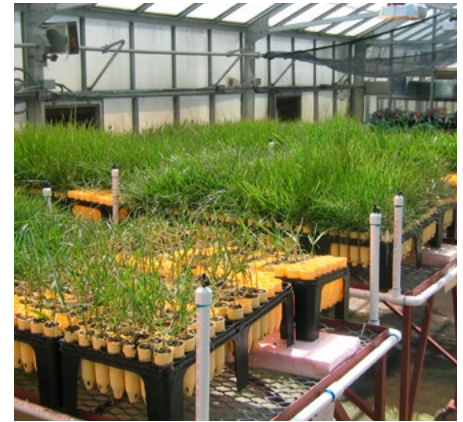
Given the vast amount of vacant land in Fairfax, earmarking land for parks and gardens is only a partial solution. Redevelopment of housing and other uses will be driven by market forces and the market may never again demand all of the available land. Ideas for interim land uses, such as urban farming, must therefore be considered.

Today, the City of Cleveland is responsible for maintaining vacant property. When a house or structure is demolished, the basement is filled in and the site is rough graded. Weeds are then permitted to grow and City crews mow the lots periodically. Although better than doing nothing, this approach leaves open space looking somewhat disheveled. A simple change in policy to seeding vacant lots versus letting them go wild would create a much more civic image at virtually no cost.

Where contiguous vacant lots exist, urban agriculture should be considered as an alternative to simply mowing. Urban farming is an emerging trend in many inner-city neighborhoods as the world shifts to a more environmental ethic. The term urban agriculture generally refers to growing produce in city neighborhoods, either outdoors or in greenhouses. These sites are differentiated from community gardens by their larger scale and higher level of technical sophistication. Sustainable as a land banking method or permanent use, this is a way to put vacant parcels to work for the community. Citizen maintenance can inspire pride and a common sense of responsibility and ownership among neighbors. In addition, potential partnerships with Cleveland businesses creates the possibility of new jobs and a small distribution network.



EXISTING GARDENS *This existing community garden demonstrates how gardening can make vacant land productive again.*



GREATER POTENTIAL *Greenhouses provide the opportunity for year-round production of organic produce.*



INSTITUTIONAL INVOLVEMENT *The Fairfax Urban Farm demonstrates that institutions and congregations can also encourage urban agriculture and get the community actively involved.*



CITIZEN BENEFITS *Residents benefit from both the locally grown produce and social interaction.*