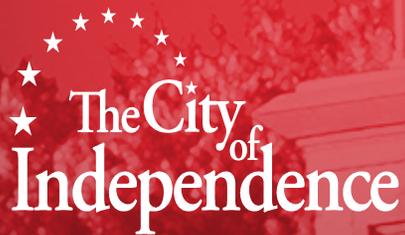


Community Campus

AREA PLAN



August, 2015

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COMMUNITY CAMPUS AREA PLAN

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Supporting documents are found in a separate Appendix:

- Appendix A. Economic Analysis and Strategic Recommendations
- Appendix B. Development Regulations Analysis and Strategic Recommendations
- Appendix C. Planning Workshops Memorandum
- Appendix D. Open House Summary

ACKNOWLEDGMENTS

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A SPECIAL THANKS TO

The Holiday Inn Rockside Road

City of Independence Community
Services

Cuyahoga County

Mayor Dell'Aquila, Seven Hills

Ed Foley, Seven Hills Planning
Commission

The Process

The Area Planning process for the City of Independence took place over an eight-month period. The final results of the process represent a blending of conclusions drawn from technical research and the intuition and expertise of local stakeholders and the community at large.

TECHNICAL RESEARCH

- **Analysis of existing physical and market conditions** - The planning team gathered data and performed an analysis of the key physical and economic conditions and trends.
- **Review of existing development regulations** - The city's existing code was critically reviewed to identify opportunities and possible limitations.
- **Review of existing planning material** - The planning team gathered all relevant past plans and reviewed for key content.
- **Mapping of key environmental constraints** - Each of the planning areas environmental constraints were mapped using GIS.

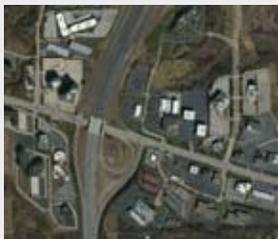
COMMUNITY ENGAGEMENT

- **Results from two public planning workshops** - The planning process included two rounds of community meetings where participants were able to review the findings and share their thoughts on the direction of the area plans.
- **Work of the Planning Committee** - The process was led by a fourteen-member Planning Committee representative of a wide range of community interests
- **Stakeholder Interviews** - Dozens of interviews were conducted with key stakeholders including land developers, politicians, business owners, citizens, and others.



CITY COUNCIL

City Council participated in two work sessions where they shared their ideas and direction for the planning areas.

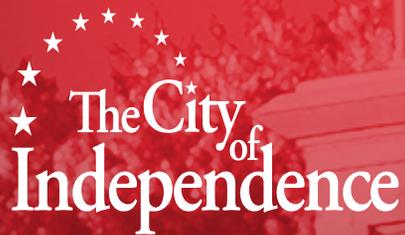


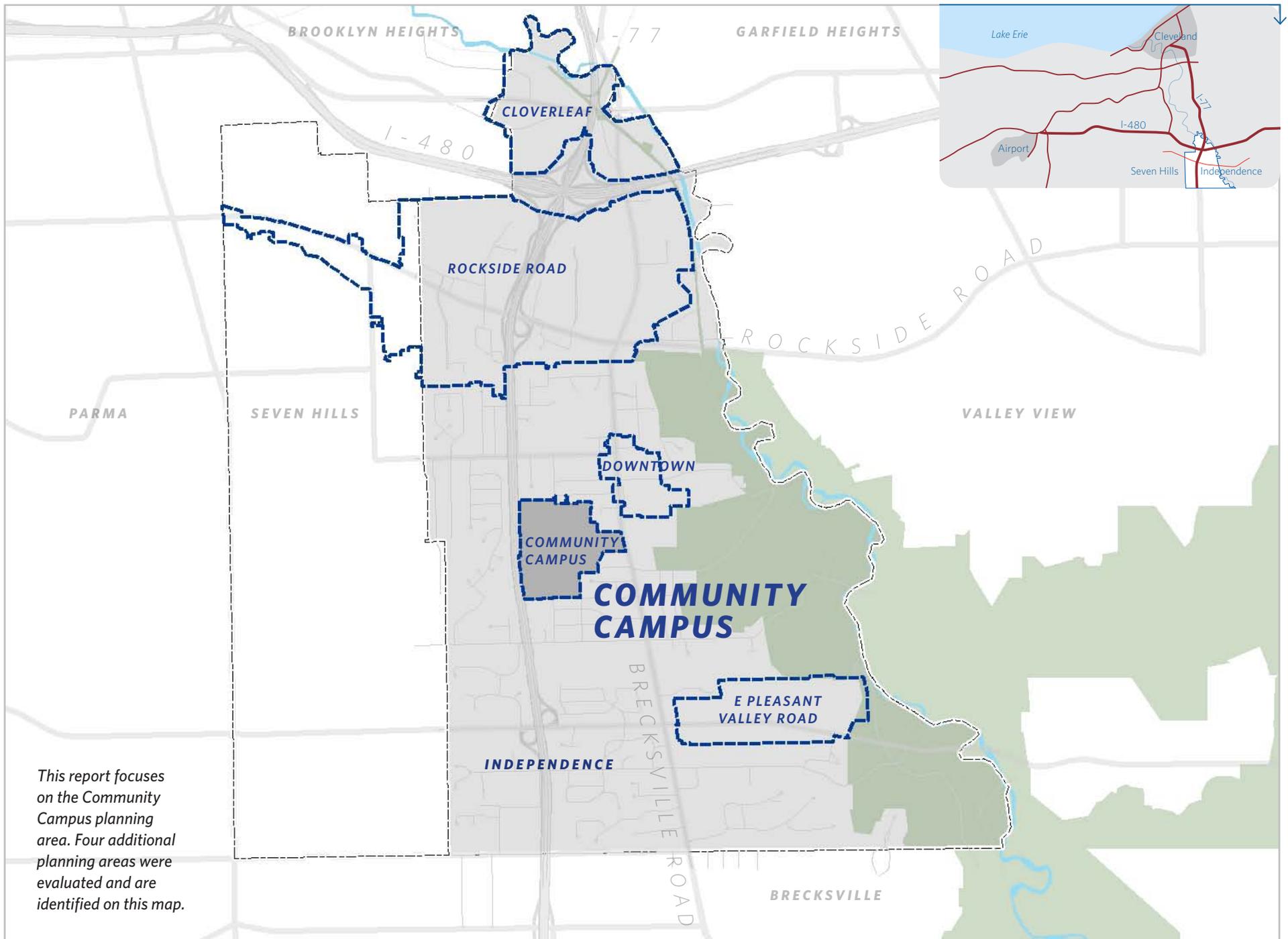
THE AREA PLANS

The final plans include the intuition of the public, the direction of leadership, and the technical understanding of the planning team and its research.



Executive Summary





This report focuses on the Community Campus planning area. Four additional planning areas were evaluated and are identified on this map.

Context Map

Purpose

The Area Planning process for the City of Independence was initiated as a key action of the Economic Development Strategic Plan completed in 2013. The Strategic Plan called for area plans, design improvements, and market analysis for the major non-residential areas of Independence, including Downtown, Rockside Road Corridor, Community Campus, Cloverleaf, and East Pleasant Valley Road. The Area Plans are a method for achieving the community's goals through deliberate action. The plans have identified physical and market conditions, exposed development constraints, and proposed high-level recommendations for long-term improvement.

The purpose of the Area Plan is to:

- 1 Enhance the quality of life for current and future residents
- 2 Provide long-term fiscal strength
- 3 Create environments that attract high-paying jobs
- 4 Address the demand for housing options
- 5 Diversify the tax base with new opportunities



Community Campus Today

The City of Independence's Campus houses a majority of the community's civic, educational, and recreational uses. In an area just over 160 acres, the district contains the High School and Middle School, City Hall, Civic Center, Fire Department, City Service Facility, Library, and a little more than a dozen playing fields, tennis courts and recreational spaces. This concentration of community spaces makes for a busy and vibrant district. Within the planning area are several large parcels with little or no development. These undeveloped areas represent the best opportunities for the Community Campus to expand.

KEY FINDINGS

161_{ac}

ACRES OF LAND INCLUDED IN THE COMMUNITY CAMPUS STUDY AREA

Bounded by Brecksville Road and I-77, the area known as Community Campus plays host to the majority of civic institutions for the City of Independence.

83%

PROPERTIES OWNED BY THE CITY OR SCHOOL SYSTEM

The city owns a large majority of the parcels in the study area. There are three privately held parcel groupings within the boundary, one being 26 acres alone.

10

ATHLETIC FIELDS

Recreational amenities abound. In addition to the athletic fields there are tennis courts, a swimming pool, playgrounds, horseshoe pits, bocce courts, and a recreation hall.

The Vision for Community Campus

The Community Campus will maintain its role as the activity center of the city by considering the incorporation of uses that compliment its existing civic character and strengthen its viability as a cohesive district. City leaders should consider the non-conforming uses within the planning area and examine the cost/benefits of possible relocation. Additional parcels within the planning area, not currently owned by the city, should be considered for possible consolidation into the campus. City leaders should also consider the merits of exploring independent and/or assisted living facilities within the campus planning area. Greater accessibility into and out of the area will be a priority and include not only vehicular traffic, but pedestrians and cyclists as well. Streetscape and gateway improvements will improve the aesthetics and identity. Overall, the Community Campus will continue to serve as the center of activity for the city by supporting existing uses, considering the relocation of non-conforming facilities and the incorporation of new complementary uses.

Overall Recommendations

- 1 Evaluate acquisition opportunities for vacant or undeveloped land adjacent to the campus**

Undeveloped parcels adjacent to the campus should be considered for purchase by the city to ensure future uses will be compatible with existing civic uses.
- 2 Consider the relocation of the city's service facility**

Moving the city's service facility to a more appropriate area of the city would remove any potential conflicts and also create an opportunity for re-purposing the site's ten acres.
- 3 Connect the campus to local and regional all-purpose trails**

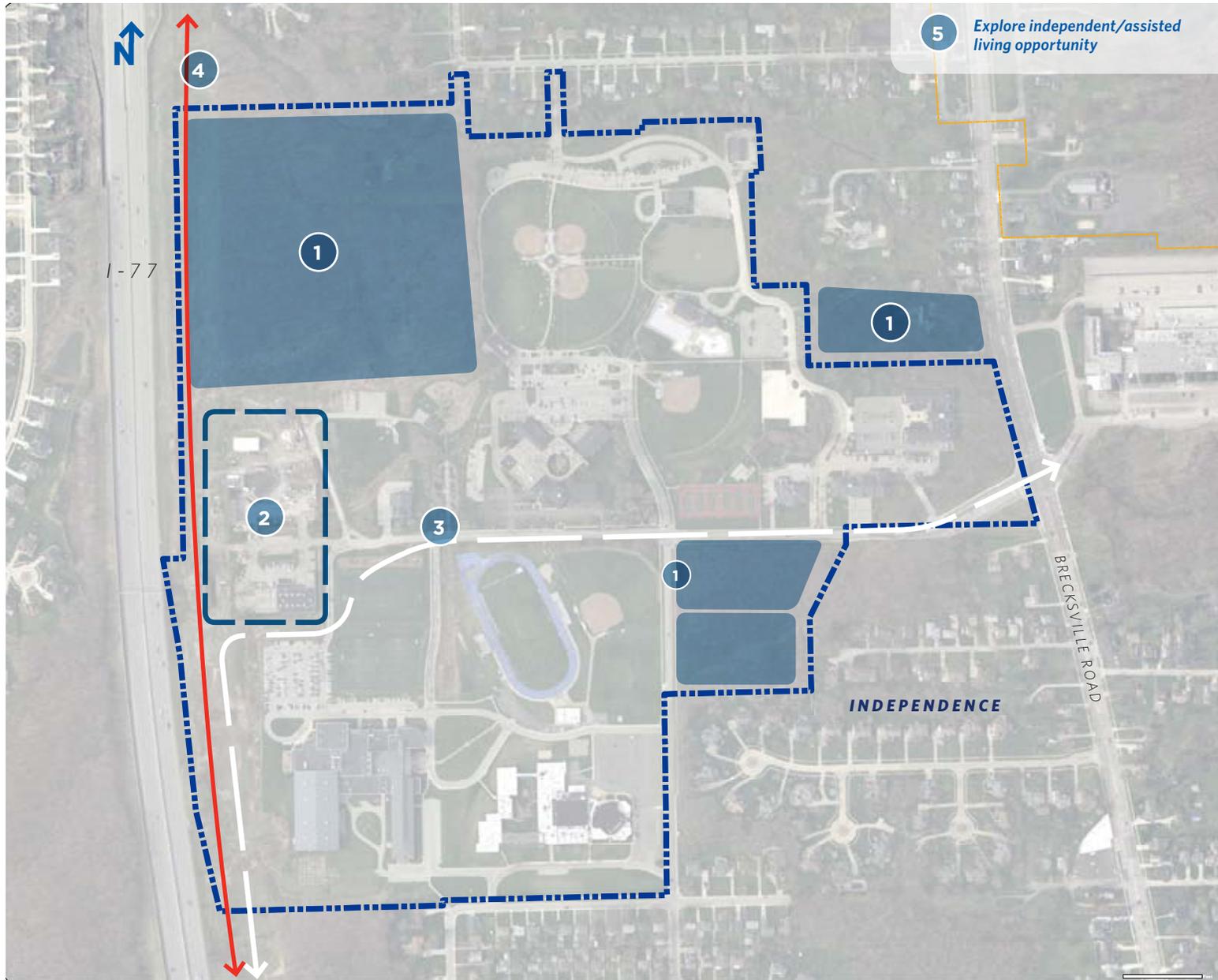
A connection across the campus from the future Hemlock Creek Trail could occur along Selig Drive and then continue south and west until meeting with the existing regional trail system in the City of Seven Hills.
- 4 Improve access and navigability**

A new connection could run north and south from Chestnut to Hillside. The connection should be tested within affected neighborhoods, and scaled (full service road or multi-use path) based on the leadership's best judgement.
- 5 Explore an independent/assisted living opportunity**

The city should carefully explore the development of an independent and/or assisted living housing facility in the Community Campus study area.

AREA WIDE

- 5 Explore independent/assisted living opportunity

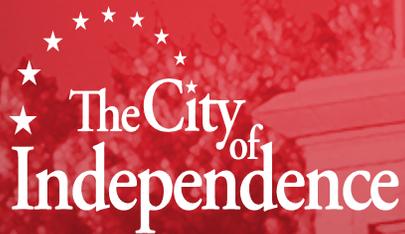


Community Campus Recommendations Overview



Community Campus Amenities

Findings & Analysis



Background and Context

The Community Campus is located southwest of downtown and includes the majority of the civic uses for Independence. The only building visible from Brecksville Road is City Hall. The majority of access to the campus is directed through Selig Boulevard. The area is comprised of sports fields and large community buildings. All of the acreage south of Selig Boulevard houses academic buildings and sports fields. The city's service facility and yard are located at the western terminus of Selig Boulevard.

Previous citywide plans envisioned the campus with civic uses. There have been two land use plans completed for the City of Independence in 1980 and 1997. Both studies included the Community Campus as a public area intended for civic use. Three parcel groupings are privately owned within the study area. The 1980 plan recommended these residential parcels should be absorbed into the public's landholdings.

As additional civic uses arise in the future, citizens will look to Community Campus for their location. This has been shown true in the past few decades as the city has continued to place civic uses in this area. Citizens have generally viewed the campus as the best location for new civic uses as it is centrally located and walkable for most of the city's neighborhoods.



Independence features a distinct architectural style among civic structures. Future civic buildings should mimic this architectural theme.

The Independence Community Gardens

100

COMMUNITY GARDEN PLOTS

Majority of properties are owned by government organizations

83%

PERCENTAGE OF LAND OWNED BY THE CITY OR SCHOOLS

Area characterized by large parcels

14_{ac}

AVERAGE PARCEL SIZE

A center for recreation and sports competitions

10

TOTAL ATHLETIC FIELDS

A large, central district oriented toward the community

161_{ac}

LAND INCLUDED IN THE COMMUNITY CAMPUS STUDY AREA

Existing Land Use

The planning area is 161 acres divided into 12 parcels. The majority of which (130 acres, 83%) is zoned for public use with a small portion (31 acres, 17%) zoned as residential. The majority of the residentially zoned acreage consists of one 26+ acre parcel in the northwest corner of the campus. The parcels are relatively large in size, averaging greater than 14 acres per parcel.

Most of the structures and properties are city owned and the buildings have similar architectural styles and character. This continuity gives the campus a cohesive aesthetic. These civic uses include a High School, Middle School, Library, Community Center, City Hall, Fire/Police Departments, and numerous park spaces. There are three entrances onto the campus, two of which are from within residential neighborhoods. This creates a degree of separation between the campus and community members who do not live in the two neighborhoods.

Selig Boulevard serves as a gateway to the campus. The main thoroughfare is an aesthetically pleasing boulevard featuring native plant material and exposed stone embankments. Beyond Wisnieski Parkway, the boulevard ends, becoming a two lane street.



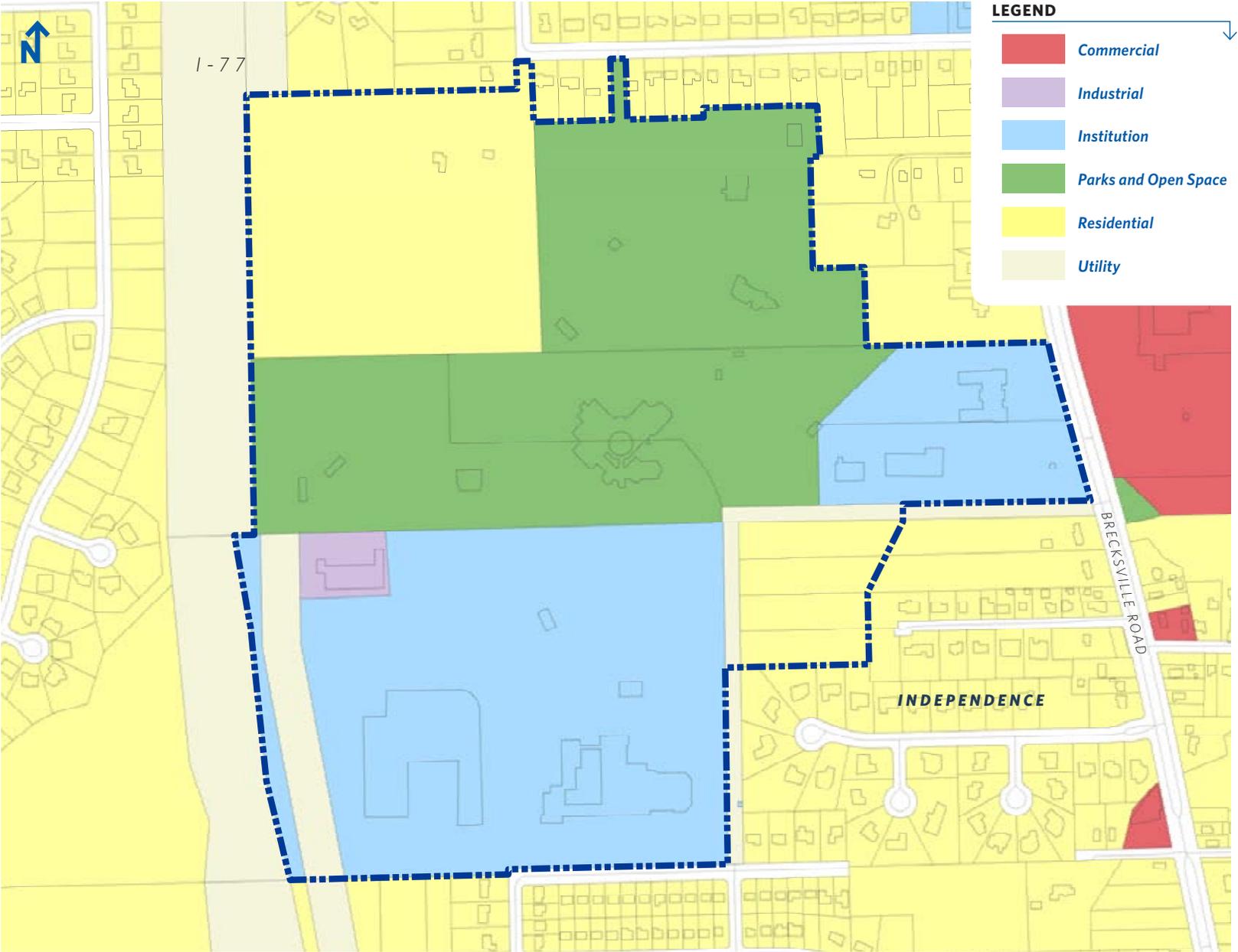
Many of the streets have sidewalks allowing for pedestrian access to the facilities and recreational areas. This main street on campus also features mature street trees and landscape elements that screen parking lots from vehicular traffic, contributing to the pedestrian experience. However, some distances between activity areas across the campus may be too great to consider the area fully walkable.

Many recreational uses are located within the campus. There are ten sports fields including softball, baseball, football and soccer fields. In addition to these, the campus also includes fenced-in community garden plots, tennis courts, various playground types, a swimming pool, and a recreation hall.

Top: A number of recreational amenities exist within Community Campus, including both city and school facilities.

Bottom: Selig Boulevard streetscape looking west, this view highlights the well-established street trees, but also the lack of sidewalks.





Land Use Map

Ownership Patterns

The public ownership of the majority of land in the planning area offers flexibility to future plans. The city has a number of options with future plans as many of the uses within the area are relatively flexible in terms of their location. The service facility location, for instance, has been considered for relocation due to safety and aesthetic reasons. Ball fields and other active recreational uses can be rearranged within the area to accommodate any changes in future use. The consolidated ownership of the privately owned parcels would provide an easier path for potential development on these lots.

Market Analysis

A strong market for assisted and/or independent living exists within the City of Independence.

As defined by the 2014 feasibility analysis, the Independence market area will add roughly 20% more residents over the age of 75 in the next five years. This growth has decreased the vacancy in existing graduated housing facilities, and pushed occupancy to 94%. The resulting demand has created a strong market to develop new housing alternatives, especially within Independence where very few options now exist. The Community Campus' proximity to recreational amenities, available land, and natural setting make it an appropriate possible location for such a project.

Danbury Independent and Assisted living facility in Cuyahoga Falls



ASSISTED LIVING MARKET FEASIBILITY ANALYSIS (2014)

The feasibility study completed by the Kemper Companies tested the market potential and demand for assisted or independent senior housing within the Independence market area. The Community Campus has been identified through the community workshop, and stakeholder interviews as a possible location for such a use. Some of the highlights from the study's findings include:

- The Independence preliminary market area identified close to **22,000** residents over the age of 75.
- The group will grow by **20%** over next five years.
- There are currently **980** beds or units within the area, these have very low levels of capacity with a current occupancy of **94%**.
- At a required household income of \$55,000 per year, the estimated additional demand within the study area included **645** units in 2016, and **736** units in 2019.

NOTES FROM THE COMMUNITY WORKSHOP

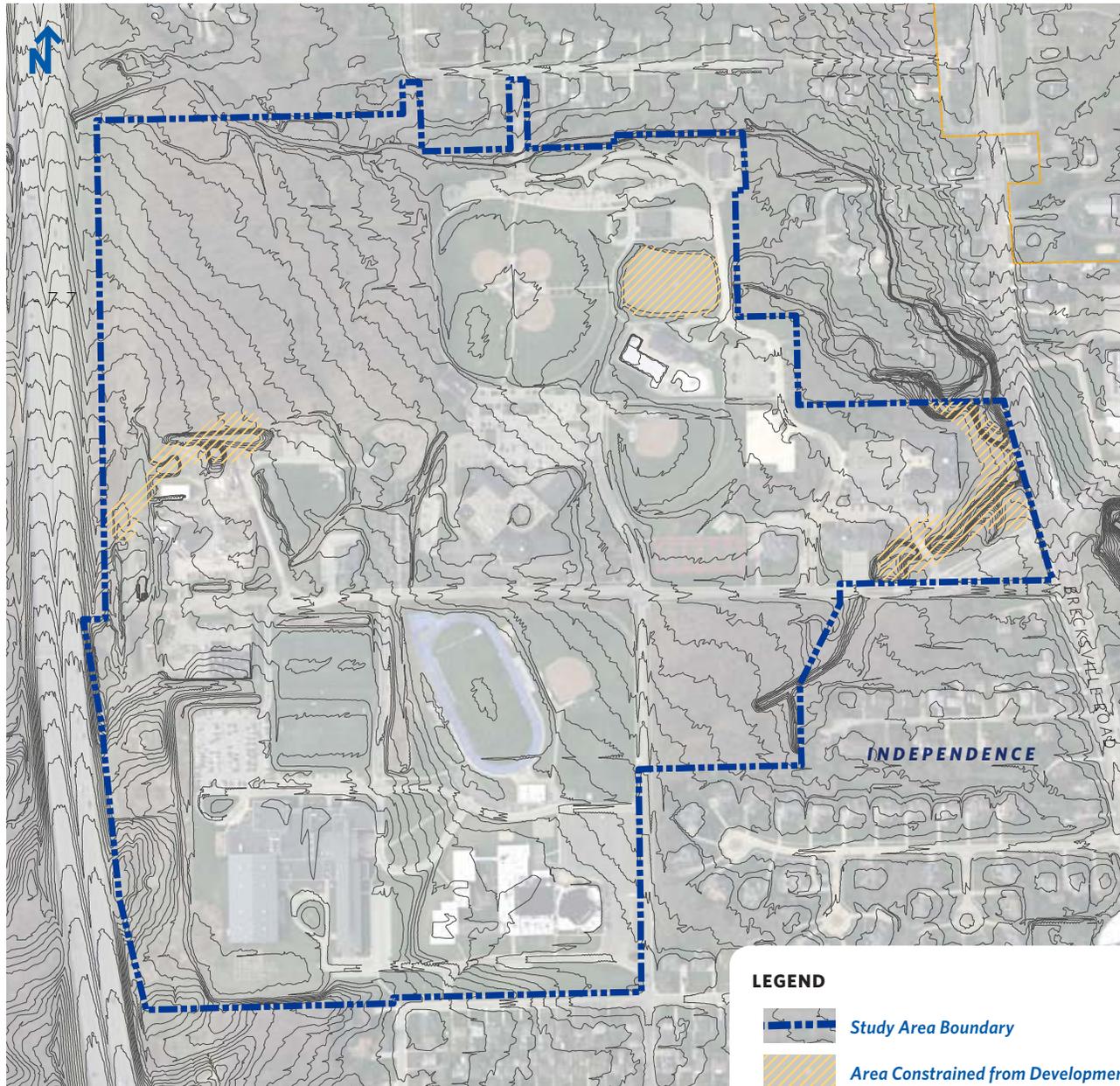
As a component of the Area Planning process, two community planning workshops were held to understand the public's vision for the planning areas. The conversations and collected comments offered several themes for participant's view for the future of the planning area. These include:

- Consider the planning area as a priority area for senior housing projects like assisted and independent living facilities.
- Purchase surrounding private lots for the expansion of the Community Campus for future generations.
- Continue to maintain strong community events and recreational offerings at the Civic Center while considering and adding new conforming uses.
- Work on trail connections between the campus and surrounding regional bike trail system.



Development Constraints

Few constraints exist within the area. There are few environmental constraints on the land already controlled by the city within the campus. The parcel zoned residential to the northwest has a gas easement, topographical changes, and a small network of meandering streams. If the existing service department area is to be relocated, there would likely be remediation processes required before any development could take place.



LEGEND

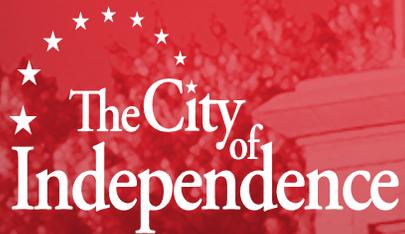
-  Study Area Boundary
-  Area Constrained from Development

ENVIRONMENTAL CONSTRAINTS

Total Acreage	161
Constrained	7
Slope	5
Wetland	2
Non-Constrained	154
Percentage Developable	95%

Development Constraints Map

Recommendations



RECOMMENDATIONS

The following chapter outlines a set of key physical and policy recommendations for the Community Campus. The collective aim of these actions is to produce a stronger, more resilient planning area that serves as an asset to the City of Independence, and provides a more diverse, amenity rich planning area for residents. The recommendations are both physical, and policy driven. Each high-level recommendation includes several targeted strategies for achieving the larger objective.



High Level Recommendations

1 Evaluate acquisition opportunities for vacant or undeveloped land adjacent to the campus

Undeveloped parcels adjacent to the campus should be considered for purchase by the city when available to improve the land area and flexibility of the campus in the future.

2 Consider relocating the city's service facility

Moving the city's service facility to a more appropriate area of the city would remove any potential conflicts and also create an opportunity for re-purposing the site's ten acres.

3 Connect the campus to local and regional bike trails

A connection across the Campus to the Hemlock Creek Trail could be provided along Selig Boulevard, run southwest to Hillside and continue into the City of Seven Hills.

4 Improve access and navigability

A new roadway should be considered to connect the campus to Chestnut to the north and south to Hillside. The connection should be tested within affected neighborhoods, and scaled (full service road or multi-use path) based on the leadership's best judgement.

5 Consider developing an independent/assisted living opportunity

The city should carefully explore the development of an independent and/or assisted living housing facility in the Community Campus study area.

Civic Hub

Expanding upon and strengthening the civic core which currently exists in Community Campus.

1. Evaluate acquisition opportunities for vacant or undeveloped land adjacent to the campus

Several vacant or undeveloped parcels border the existing campus. These should be considered for purchase by the city, when available, to improve the land area and flexibility of the campus in the future. The parcels would offer the city room to expand its current recreational amenities or explore the addition of new complementary uses. Ownership by the city would also help to ensure any new development emulates the current character of the campus.



Potential Parcel Acquisitions

STRATEGIES

1. Prioritize acquisition opportunities

The city should consider all undeveloped, underdeveloped, or vacant parcels contiguous to the Community Campus as opportunities for future expansion. There are several of these sites adjacent to existing city property. They range in size from 1.5 to 26 acres. Access, cost, usability, and other pertinent criteria should be studied to prioritize the acquisition of these parcels. The city should not allow these parcels to be sold to a private interest.

2. Develop a site plan for the 26-acre parcel

If the city chooses to pursue the purchase of the largest available parcel contiguous to existing city property, it should develop a plan that clearly indicates its intended use and the character of any future development.

3. Create a land bank for future community use

The city should consider acquiring adjacent properties when feasible and assemble a land bank for future expansion. There are roughly 30 acres of undeveloped or partially developed parcels surrounding the campus. This additional land would offer the city greater flexibility in its facilities planning, and more room to expand its services and features in the future. Conversely, the land bank might also allow the city to maintain the natural state of these parcels and preclude any non-conforming private development.

2. Consider relocating the city's service facility

The current location for the service facility, at the far west side of the Community Campus, does not fully conform with the civic uses of the area. Heavy trucks and equipment are forced to cross the campus and pose potential safety hazards as they interact with recreational users, students, and others. Moving the facility to a more appropriate area of the city would remove any potential conflicts and also create an opportunity for repurposing the site's ten acres. **It should be stressed that any consideration of moving the facility should be carefully examined and a clear benefit outlined before such a process be initiated.**

STRATEGIES

1. Identify suitable locations for a future site within better conforming planning areas

The city should identify suitable locations for the relocation of the ten-acre service facility. An appropriate district will be capable of supporting heavy truck traffic, noise, and other potentially disruptive uses. Based on these requirements, a planning area oriented toward industrial or manufacturing uses would be ideal. The Cloverleaf and East Pleasant Valley Road corridor planning areas align closely with the

needs of the service facility. Once an area has been identified, a more targeted site assessment should be conducted. Parcels that meet the need requirements outlined in the feasibility study will be prioritized from most to least suitable based on cost, location, accessibility, and other criteria.

2. Perform a feasibility study for moving the city's service facility

A rational and objective study into the feasibility of relocating the existing service facility should be performed. This study would first establish the needs of the facility including its access requirements and the space required for its operation- the current facility uses just over ten acres. The study would then establish relocation scenarios based on facility needs. Conforming planning areas for the service facility should be oriented toward industrial or manufacturing uses. The Cloverleaf and East Pleasant Valley Road planning areas should be a focus. Cost estimates should be developed based on the complexities of each scenario. Finally, it is recommended a time frame for executing each scenario be developed, including a rough outline of necessary tasks.



Independence Service Facility

The existing facility resides on roughly 10 acres and houses a garage, office space, and several acres of yard storage facilities. Visible from I-77, there are some concerns about the visual appeal of the working area.

3. Connect the campus to local and regional all-purpose trails

The completion of the Hemlock Creek Trail, just east of the Campus, will allow cyclists to ride from the center of Independence to the Towpath Trail. A connection across the Campus to this new trail could be provided along Selig Boulevard and run southwest to Hillside, continuing into the City of Seven Hills. This would represent a critical east-west connection from the Towpath Trail into Independence, Seven Hills, and Parma.

STRATEGIES

1. Connect the Community Campus to the regional trail network with a new multi-use trail along Selig Boulevard

The Hemlock Creek Trail connection will end just east of Campus. This offers a logical opportunity to extend the trail into the district along Selig Boulevard, and potentially further west into Seven Hills. A trail extension would improve the connection of the community to the regional trail network, and allow for direct access into the National Park from the Campus. The alignment of the trail would need to be determined. This east-west linkage would meet a regional need pointed out in the West Creek Greenway Trail Plan.

The Cleveland region maintains more than 100 miles of paved multi-use trails that help to connect communities. One key recreational corridor, the Towpath Trail, runs along the Ohio & Erie Canal just east of Independence. This path connects Independence with downtown Cleveland and is part of the larger Ohio-to-Erie trail system, a trail from Cincinnati to Cleveland. The city's proximity to this trail is a unique asset and should be leveraged by improving the connections from the Community Campus.

2. Build a cycling station or trailhead to serve local and regional trail users

A campus cycling station could be located along the new connection to the Hemlock Creek Trail along Selig Boulevard. The station could serve as a highly visible hub for local and regional bike excursions to and along the Towpath Trail. Cycling stations such as this typically provide trail users with a number of helpful amenities including: parking for cars and bicycles, rest room and changing facilities, tethered tools for bike maintenance, water and vending machines, maps for the local and regional trail network, along with other helpful uses. Beyond this more practical function, the station would also stand as a visual gateway to the city for cyclists using the regional trail network.

XENIA BIKE STATION

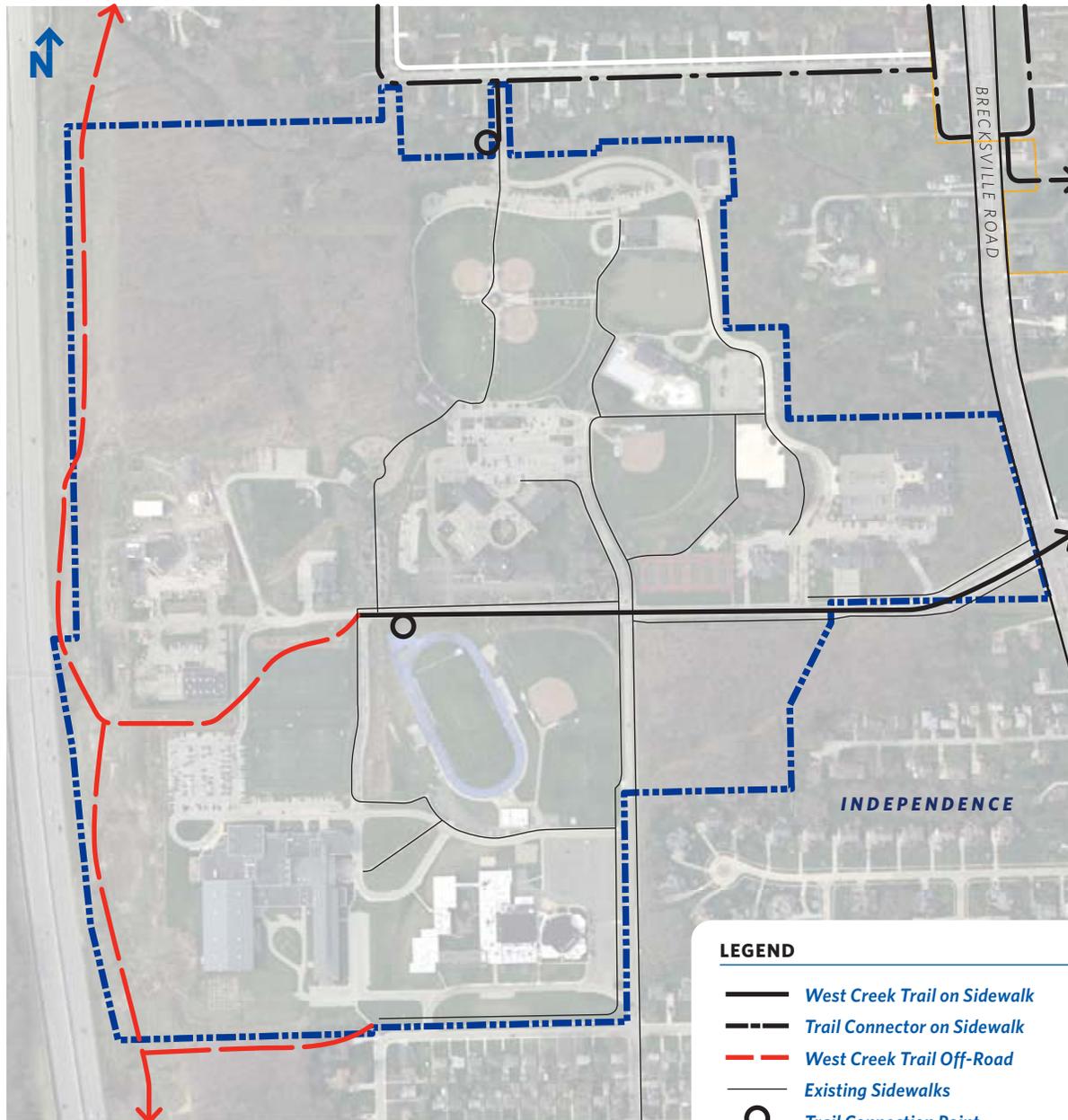
Serving as a trailhead and central gathering space, the Xenia Bike Station provides several amenities not only to the five regional trails to which it connects, but also to the surrounding nine acre park. The structure is a replica of an 1880's railroad station once located nearby. Today, it houses restrooms, a water source, railroad museum, event room, and rooftop overlook space, as well as ample parking.



photo by Ken Ratcliff



photo by David Hoskin



Roadway Connections Map

OHIO & ERIE CANAL TOWPATH TRAIL

Covering over 85 miles and connecting four county populations, the Towpath Trail offers a valuable recreational amenity to the region. Using the historic framework established by the Ohio and Erie Canals, the trail offers many opportunities such as: hiking, biking, birding, kayaking, horseback riding, running, and canoeing. With 50 trailheads, there are ample opportunities to access communities along the trail.

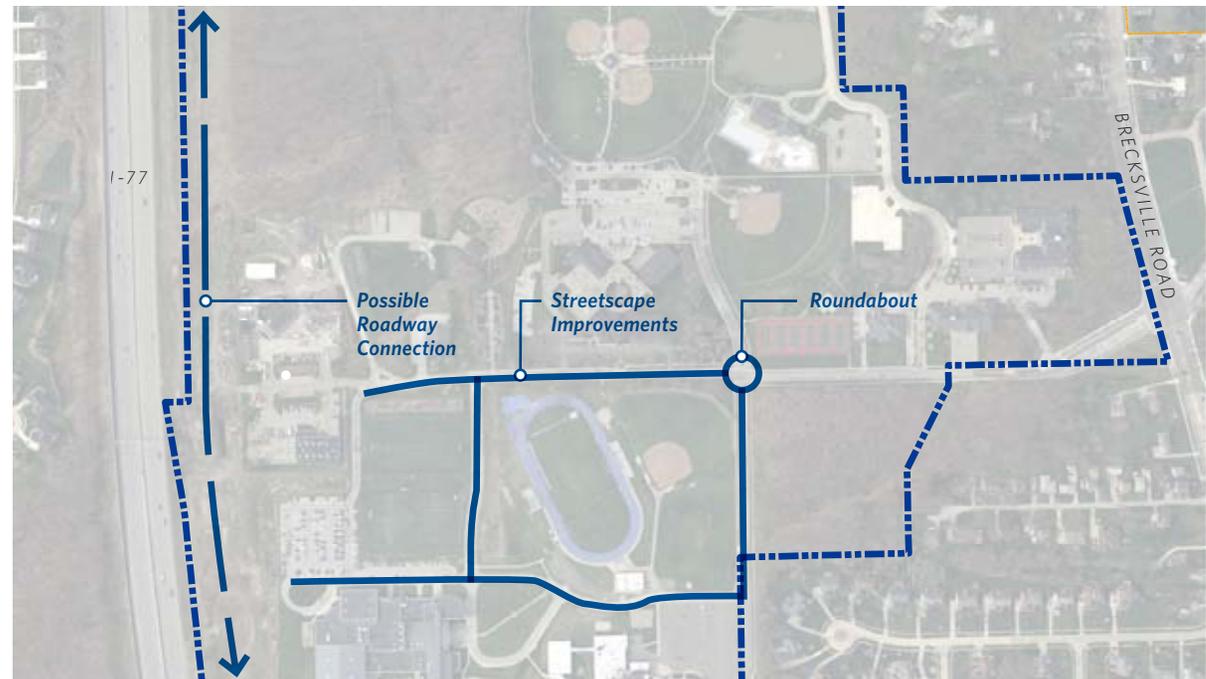
Following a trade route which dates back to 1827, the trail will span over 100 miles when it achieves its fully planned vision. The Towpath Trail partners with organizations such as; Cleveland Metroparks, Summit Metroparks, Stark Parks, Tuscarawas County Park Department and the Cuyahoga Valley National Park. These partnerships ensure the longevity and success of the trail.

Map Courtesy of
Ohio and Erie Canalway



4. Improve access and navigability

Access in and out of the area could be improved with the introduction of a north-south road or multi-use path along the I-77 corridor at the far west of the planning area. The new route would run north to Chestnut and south to Hillside. The connection should be tested within affected neighborhoods, and scaled (full service road or multi-use path) based on the leadership's best judgement. A full vehicular connection would push cross traffic out of the internal campus street network, and could include a bike lane and sidewalks to improve pedestrian and cycling access into the campus.



Potential Vehicular Improvements

STRATEGIES

1. Explore the feasibility of a new road connection between Chestnut and Hillside flanking the I-77 corridor

Access in and out of the area could be improved with the introduction of a north-south road along the I-77 corridor at the far west of the planning area. The new road would connect in the north at Chestnut and to the south at Hillside and include bike lanes and sidewalks to improve pedestrian and cycling access into the campus. The feasibility of the connection should be explored by the engineering department, and tested with affected neighborhood residents and other key stakeholders.

2. Consider implementing roundabout features at key intersections

The city should consider moving away from four-way stop intersections and toward roundabouts. This transition would improve pedestrian safety, slow traffic, and provide an opportunity for landscaping and gateway features throughout the campus. Roundabouts manage peak-traffic loads more efficiently than standard four-way intersections by allowing a constant stream of traffic. For a planning area like the campus, which plays host to many large-scale sporting events, this model would better facilitate the movement of vehicles into and out of the planning area.

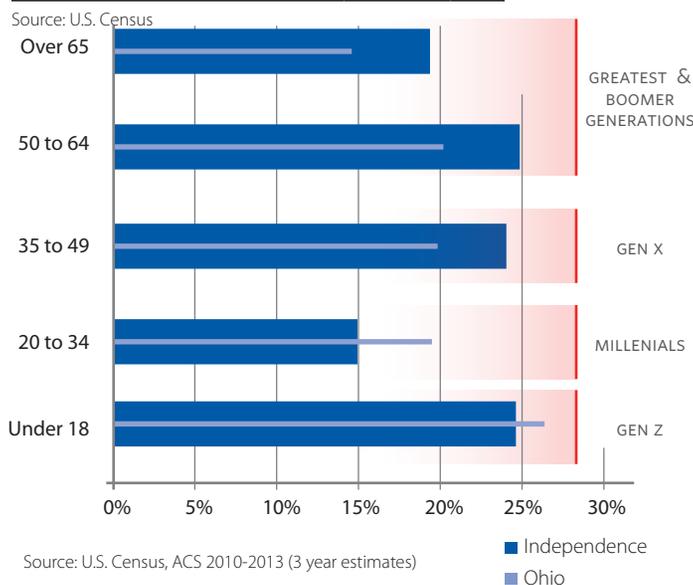
3. Improve streetscape features throughout the Campus

As improvements are considered for the western portions of Selig Boulevard, careful consideration should be given to match the character and aesthetics established at the boulevard entryway. Any improvements should be consistent in hardscape materials, lane widths, signage, and plant materials. Consistent street trees would help to improve the pedestrian experience and could be designed to improve the performance of the stormwater system through the retention of rainwater.

5. Develop an approach to the incorporation of an independent and/or assisted living opportunity

The city should carefully explore the development of an independent and/or assisted living housing facility in the Community Campus planning area. The community has a demonstrated demand based on recent analysis and currently offers very few options for this type of housing. With proximity to the community and civic center, recreational uses, and natural setting, the Community Campus provides immediate access to amenities often incorporated into independent and assisted living facilities. **For demonstration and discussion purposes, several options for incorporating this type of facility in the Community Campus have been developed and are outlined below.**

Age Cohort Comparison (2013)



An older population on average

45

MEDIAN AGE

39 Ohio 37 U.S.

An increasing share of residents over 50

44%

PERCENTAGE AGED 50 OR OLDER

35% Ohio

AN AGING POPULATION

A recent study into the housing needs for aging residents, including those living in Independence, revealed the demographic of 65 to 74 year-olds in the study area will grow by more than 20% over the next five years. The study measured the relative demand for assisted living units within a market area or sub-region. A total demand for 645 units in 2016, and 736 in 2019 (for households with an income above \$55,000) was established by the study.

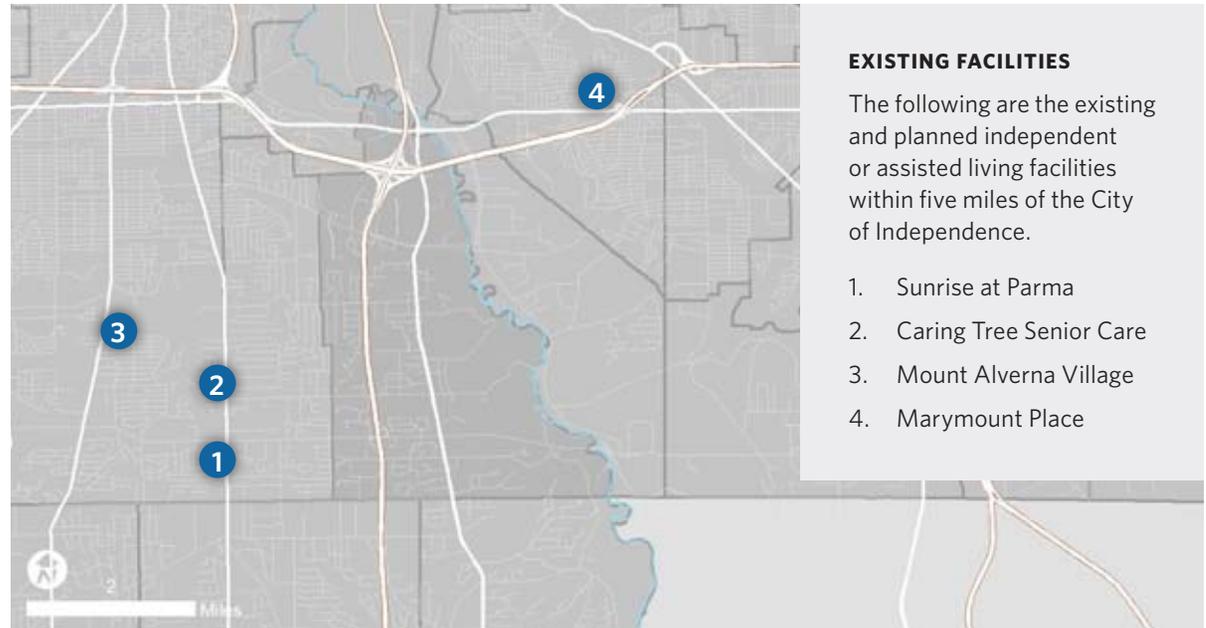
While these findings include the larger sub-region, it can be reasonably assumed that a scaled demand exists within the City of Independence specifically. With a median age of 45, approximately 20% of the city's population is over the age of 65. Considering the next youngest group of residents (between ages 50 and 64) is the community's largest, the city's average age will increase quickly over the next decade.

A LACK OF DIVERSITY IN HOUSING

The city is approaching buildout and with the recent economic downturn the housing market has been primarily driven by re-sales. With an average of only 47 sales per year, there is relatively little turnover in the market, and residents tend to age in place. Given the increasing numbers of empty-nesters (4,870 new households between 55 and 74 in the next five years in the market area) the local market is approaching a demographic profile that is increasingly older and less diverse.

It is well understood that housing needs can vary with age or station in life. The Independence market provides very well for established couples raising a family. As they age, however, and seek to downsize or require assistance in their daily life, the options within the city drastically narrow. Older residents currently have very few, if any, options to meet their smaller space demands inside the city.

Because of this, the city and its residents have expressed an interest in developing housing options for older residents that allow them to stay in the community as they age and reduce their accessibility.



EXISTING FACILITIES

The following are the existing and planned independent or assisted living facilities within five miles of the City of Independence.

1. Sunrise at Parma
2. Caring Tree Senior Care
3. Mount Alverna Village
4. Marymount Place

Many older residents are living alone

15 %

3,148 total residents
PERCENTAGE LIVING ALONE
OVER 65 IN THE MARKET AREA

11% Ohio

There are no independent or assisted living options in Independence

0

FACILITIES WITHIN
CITY LIMITS

AN APPROPRIATE SETTING

The Community Campus' collection of civic and recreational uses, combined with nearby available land, make it an appropriate location for an independent and assisted living development. The city has a number of considerations for such a development, that should be weighed carefully before a project is pursued. Some criteria include:

- The overall number of units or project scale
- The continuum of care provided. Project examples can range from 55+ housing, on-site care, to skilled nursing facilities
- The appropriate location for the facility, within the existing owned parcels or an adjacent unowned parcel
- The impact on existing facilities

Although independent and assisting living developments are discussed for the Community Campus, the city should also consider the merit of these developments in other parts of the community. There may be appropriate locations for independent or assisted living facilities in other commercial districts, as well as existing residential areas.

INTRODUCTION TO THE SCENARIOS

Rather than a single development recommendation, the area plan has provided a set of development scenarios for an assisted/independent living project within the Community Campus planning area. These demonstrations are meant to illustrate possible options to locate a facility within the campus. **Before exploring any of the suggested site options further, city leaders will need to reach consensus on the idea of locating an independent / assisted living facility within the Community Campus.**

Scenarios A, B, C, and D all range in the nature of their aggression. The first would be the least invasive and use currently city-owned property to house an assisted or independent living facility. This first scenario would also leave the service facility in its current location. Subsequent scenarios, which are outlined in the diagrams, propose the displacement of the service facility. This newly vacated facility site could be used for a living facility. Finally, the last scenario requires the purchase of the largest available parcel in the northwest section of Community Campus for an independent or assisted living facility.



SCENARIO A

Assume the site must be placed on city-owned property and that the service facility does not move.



SCENARIO B

Assume the service facility moves and the housing takes its place.



SCENARIO C

Assume the service facility moves and another institutional use relocates to a portion of the site.

MARKET IMPLICATIONS

Since most of the existing facilities house government operations, and the concept is for a “community campus,” marketing is less relevant for this sub-area. A market assessment completed in 2014 indicated demand for the concept of an independent and assisted living facility. However, the city would need to assess the availability of sites, as proposed in the sub-area plan. Then perhaps the city would confer with various graduated care facility developers to identify an approach that best suits the interests and needs of the community.



SCENARIO D

Site a assumes the city moves to purchase the 26 acre site in the north for the purpose of developing this housing. Site b assumes the city moves to purchase the 4.4 acres north of City Hall and potentially repurpose an existing housing structure for a facility.

The city’s leadership, economic development and finance directors would identify prospective graduated care facility developers, gauge interest in the campus and request development proposals from interested teams. A key requirement of the proposals would be a market analysis, financial feasibility analysis, and proposed marketing strategy that addresses the city’s interests and concerns.

