

A Strategic Approach to Planning in Land-locked Suburbs

APA Cleveland
Planning & Zoning Workshop

November 13, 2015

planning
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moving communities forward.

Introduction & Context

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Speakers

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Session Overview

1. The complexities of being “locked in”
2. A Master Plan in North Olmsted
3. An Economic Strategy leads to Area Plans in Independence
4. Lessons learned

On being “Locked” in

Challenges & Reactions

Living without a frontier

- *Different / less obvious opportunities*
- *Fewer greenfields*
- *An inward focus, redevelopment*
- *Paying attention → Getting creative → Placing small bets*

On being “Locked” in

Challenges & Reactions

Aging buildings, aging people

- *Taking an inventory: What’s historic, what’s old? (the buildings we mean 😊)*
- *Building buy-in, and urgency among a constituency who may only treasure the status quo*
- *Addressing the 18 to 35 question, the empty nesters...*

On being “Locked” in

Challenges & Reactions

Competition, Cooperation, Competition

- *So many communities just like you*
- *The tide is going down*
- *Working together makes sense, but its structurally difficult*
- *The approach to Economic Development*

On being “Locked” in

Challenges & Reactions

Keeping the lights on

- *Dealing with diminishing returns*
- *Playing the tax game*
- *The daytime vs. nighttime population*
- *Planning for a new normal*
- *Looking, again, beyond your borders*

On being “Locked” in

Challenges & Reactions

Problems with the pattern

- *Loosing the “Bedroom” in front of “Community”*
- *Creating walkable (read: marketable) places within a set pattern...that isn’t*
- *Confronting the code...*

On being “Locked” in

Challenges & Reactions

Looking for leaders, at all levels

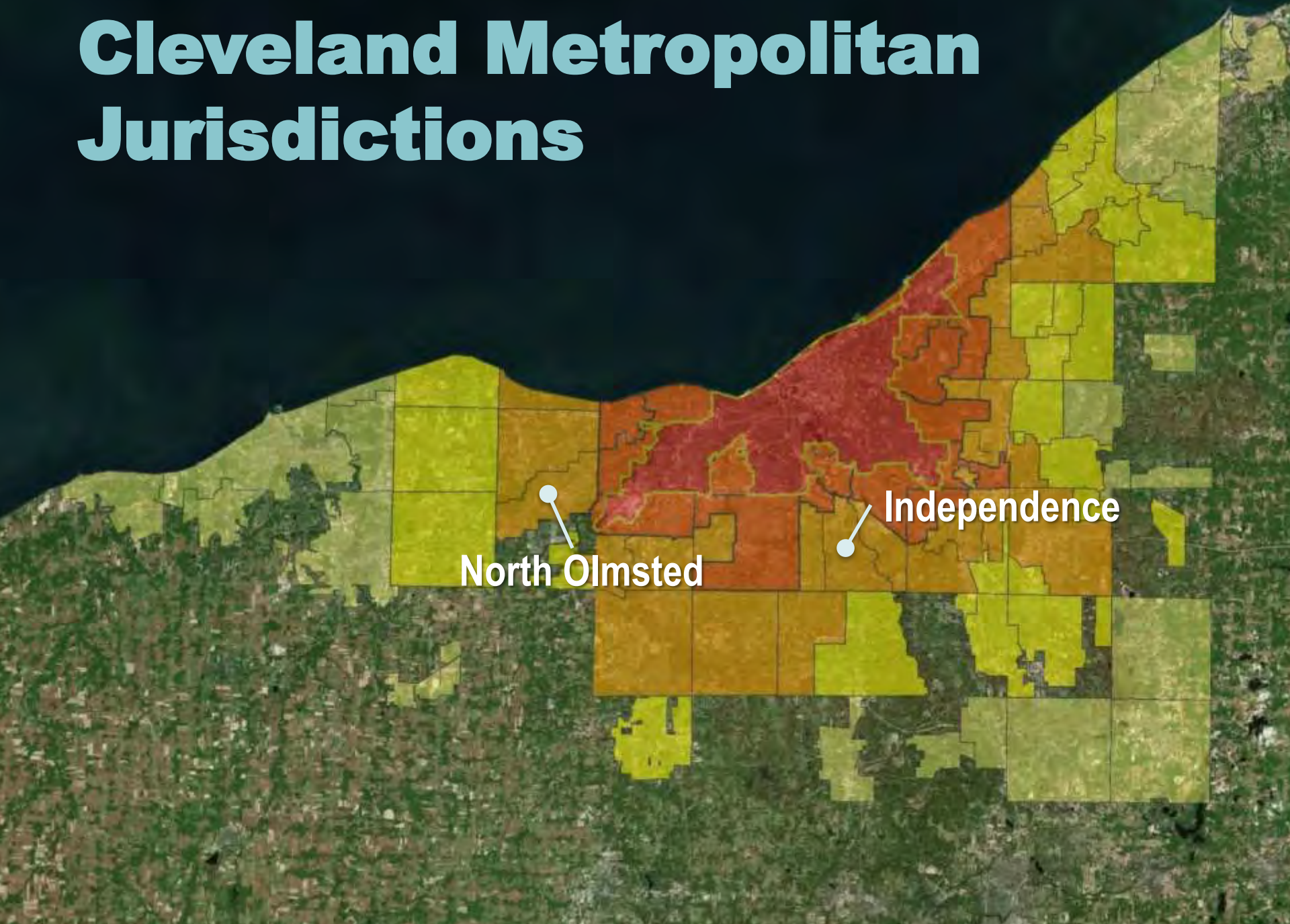
- *The courage to say the obvious:
Nothing stays the same*
- *Stewardship and planning, one in the same*
- *Building a coalition within the community -
“When the eagles are silent, the parrots begin to jabber.” -Churchill*

Our focus: Cuyahoga County

Claustrophobic in Cleveland

- 1. Dozens of jurisdictions in Cuyahoga County alone**
- 2. Very little unincorporated land, even less undeveloped (township growth)**
- 3. Significant competition, especially with a re-emergent downtown**
- 4. Playing out the trends, the need for a long-view or planning**

Cleveland Metropolitan Jurisdictions



Looking down: 1984 - 2012

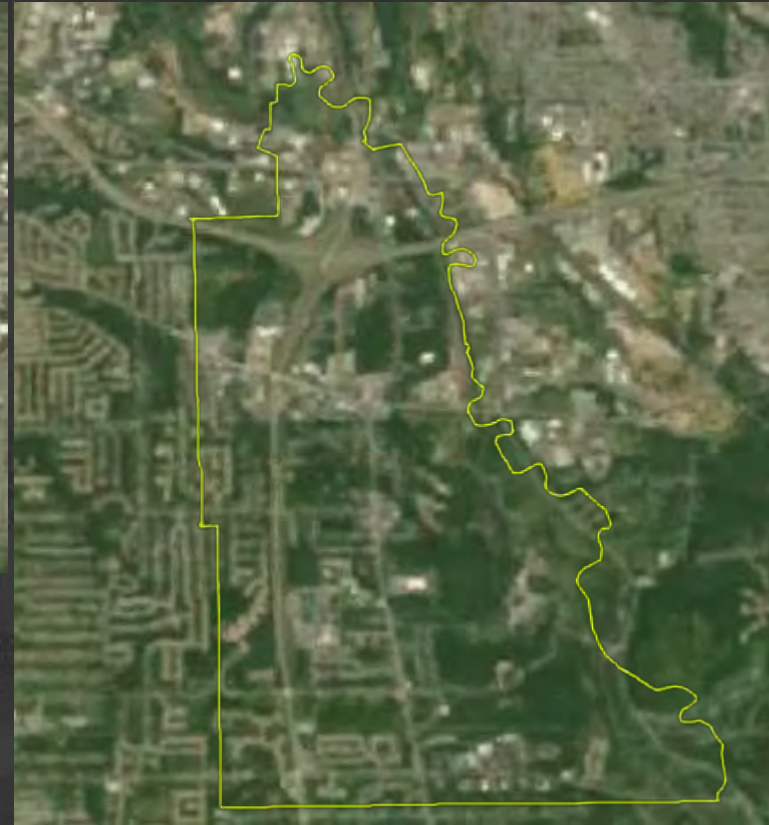


Looking down: 1984 - 2012

North Olmsted



Independence



Case Studies

North Olmsted, Ohio
Independence, Ohio

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North Olmsted

2015 MASTER PLAN

SETTING THE STAGE



Obstacles to Success

- Outdated development patterns and codes
- Mature housing stock
- Aging infrastructure
- Can't-do attitudes

Planning Drivers

City charter obligation to update master plan every 10 years

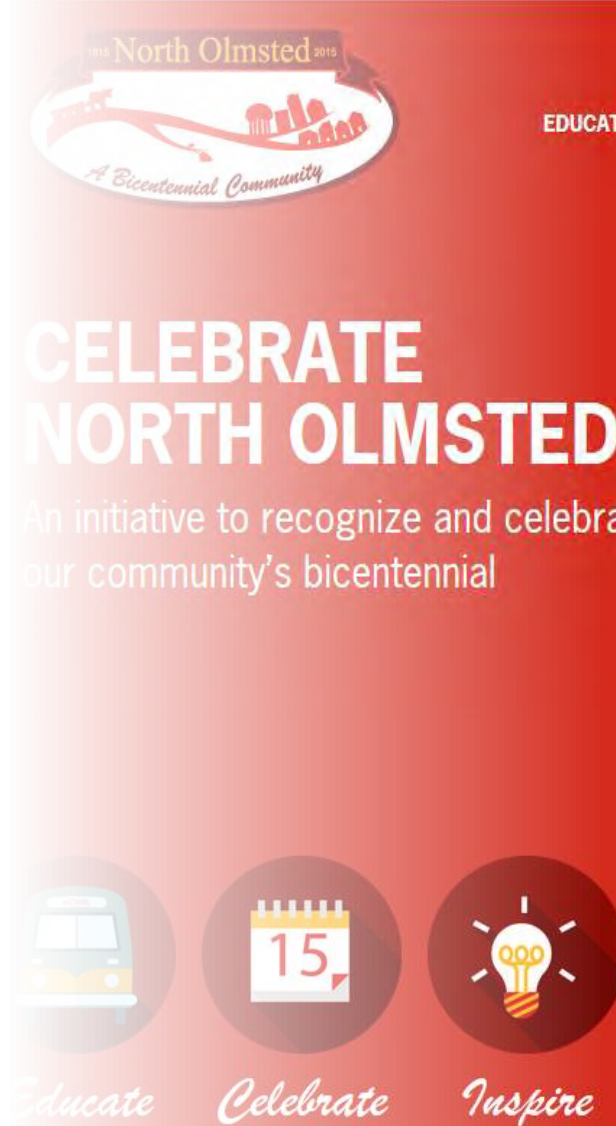
Planning in the new normal

Expression of leadership and desire for change



Leveraging Opportunities

Leveraging a special moment in time and parallel community efforts to create positive long-term impacts



THE PROCESS



Building the Foundation

**Sitting the right people
at the table**

**Putting your steering
committee to work**

**Creating engaged
citizen planners**



Creating a Mantra

Branding the process

Key messages

Publicity v. outreach

www.GoNorthOlmsted.org

[#gonortholmsted](https://twitter.com/gonortholmsted)



Engaging in a fresh way

Getting beyond the
usual suspects

Making it fun (yes, we
said FUN)



STRATEGIC APPROACH



WHAT'S NEXT WORKSHOP

May 2014

Two Key Inputs:

1. Treasure Cards

- *Yielded 5 Community Value Statements*

2. Greatest Opportunity Cards

- *Yielded 5 Goal Statements*
- *Became the chapters of the 2015 Master Plan*



GOALS

- 1. Strengthening Quality of Place**
- 2. Advancing Prosperity**
- 3. Improving Housing Choices**
- 4. Retrofitting Infrastructure**
- 5. Enhancing Amenities**



VISION

The North Olmsted community aspires to be...a more attractive place to live, visit and invest.

The North Olmsted community desires to be more attractive. The Master Plan chapter topics of strengthening quality of place, advancing prosperity, improving housing choices, retrofitting infrastructure and enhancing amenities will each reinforce this overall goal of the community to be a more attractive place for its residents, visitors and investors.

WHAT DO YOU THINK WORKSHOP

July 2014

Three Key Inputs:

1. Value and Goal
Statement Validation
2. Strong and Weak Mapping
 - Informed Conceptual Framework Map
3. Idea Generation
 - Informed Action Agenda



WORKSHOP ON THE ROAD

August & September 2014

Reaching new audiences:

1. Homecoming Festival
Big Tent Event
2. NOHS SITES Program
Seniors

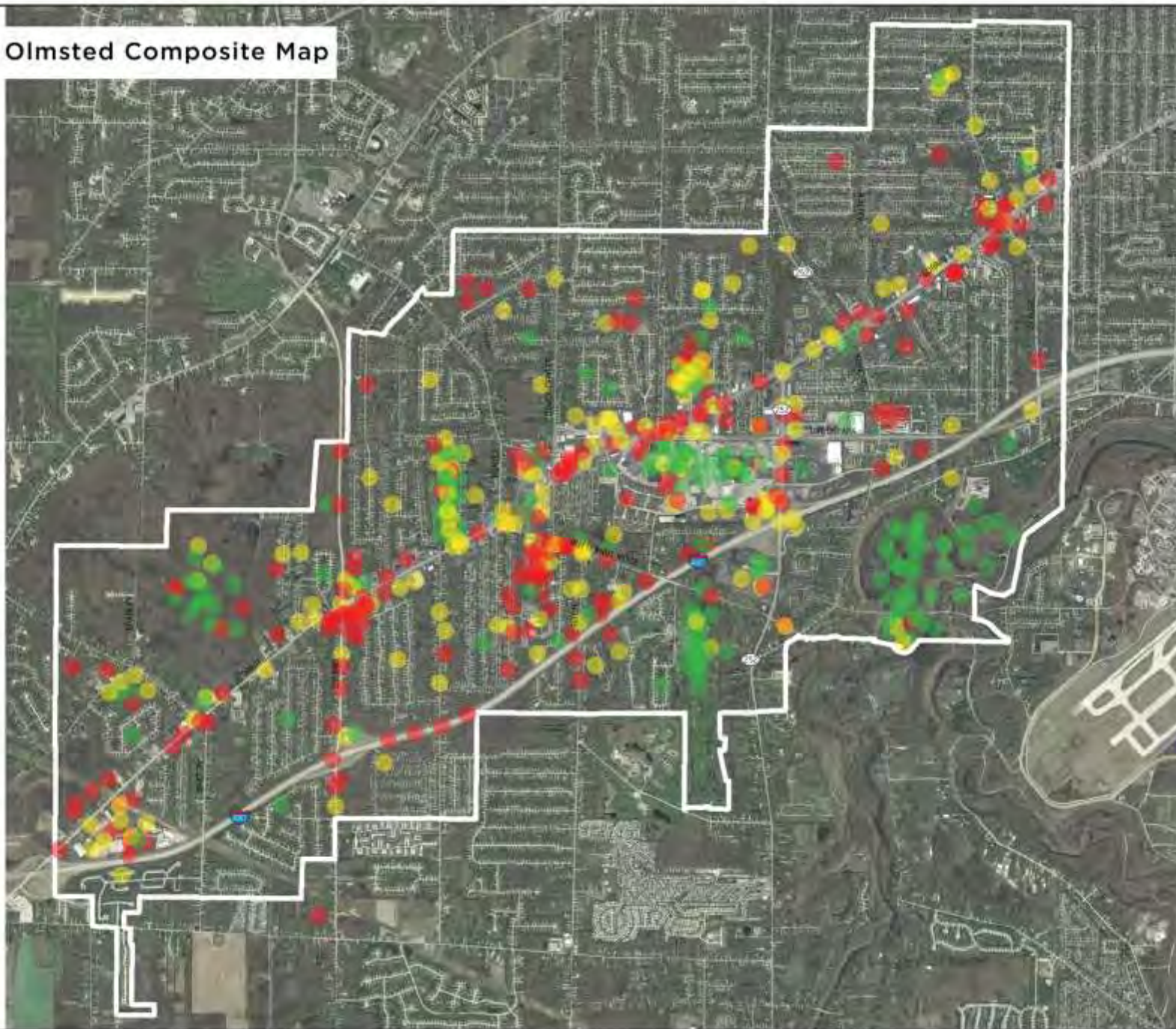
- Target missing age groups
- Build process awareness
- Validate workshop input

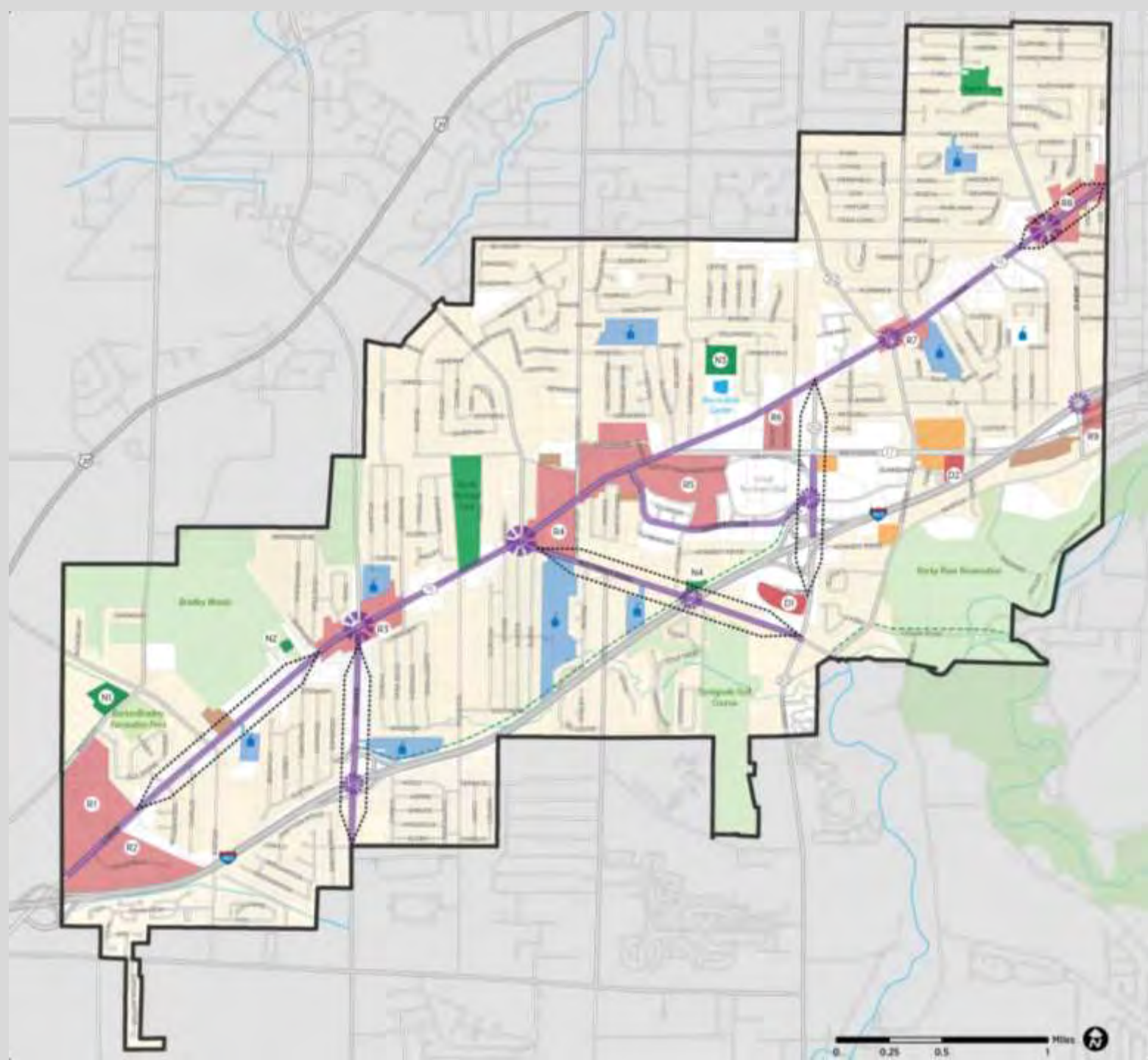


Mapping North Olmsted Composite Map

- Strong Place
- Attention Area
- Opportunity Area

*The dots represent individual dots placed on the group map during the What Do YOU Think Workshop on July 31st and submitted by people at the Homecoming Event on August 22nd.





LET'S GO! OPEN HOUSE

November 2014

Three Key Inputs:

1. Identify community priorities
2. Share specific comments
3. Kick off implementation!



IMPLEMENTATION



Success so far...

Having a clear implementation strategy generates momentum and creates accountability

IMPLEMENTATION MATRIX

Strengthening Quality of Place					
ITEM	KEY RECOMMENDATION	TIMEFRAME	FUNDING SOURCE	LEAD COORDINATOR	ADDITIONAL ORGANIZATIONS
1.1	Develop a Design Center	Long Term	Public/Private Partnership	City (Planning)	City (Mayor's Office)
1.2	Create a Town Center Zoning District Overlay	Short Term	City	City (Planning)	Planning & Design Commission, BZA
1.3	Review, Audit and Update the Current Zoning Code	Short Term	City	City (Planning)	Planning & Design Commission, BZA
1.4	Review and Update the 2006 Design Guidelines and Streetscape Plan	Immediate	City	City (Planning)	Planning & Design Commission
1.5	Create a Neighborhood Identity Program	Short Term	City	City (Planning)	Local realtor group, homeowner's association
1.6	Expand North Olmsted City Gateway Signage Program	Long Term	City	City (Planning)	Planning & Design Commission
1.7	Facilitate a Business Beautification Program	Short Term	Local Businesses (front costs) City (maintenance costs)	City (Planning)	Local businesses, Chamber of Commerce, other businesses (if created)
1.8	Create a Beautification Recognition Program	Short Term	City	City (Planning, Mayor's Office)	Create a new Beautification Commission for city. Precedent: Brookfield Illinois Beautification Commission
1.9	Create a Training and Education Program for Boards and Commissions	Short Term	City	City (Planning)	City (Law), chairs of all boards and commissions
1.10	Create a "Go North Olmsted Day"	Short Term	City	City (Mayor's Office)	Civic organizations (Kiwanis, Community Council, etc.), Schools/PTA
1.11	Identify Best Practices for Controlling Deer Population	Short Term	City	City (Service)	ODNR, Cleveland Metroparks

In progress...

Property maintenance
tools

Zoning Code update

Storm water
management projects

Rec Center planning
study

A8 WEST LIFE August 19, 2015

Officials
consider best
ways to regulate
rental property

BY JEFF GALLATIN

North Olmsted

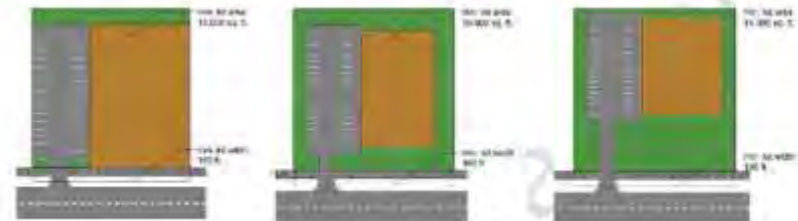
1139

Business Districts

lots shall not be created, except in conformance with these requirements.

Table 1139-3. Lot and Width Requirements, Business Districts

Zoning District	Minimum Lot Area (sq. Ft.)	Minimum Lot Width (ft.)
C-1, Office/Service	10,500	70
C-2, Community Business	20,000	100
C-3, General Retail	20,000	100
C-4, Motorist Service	20,000	100



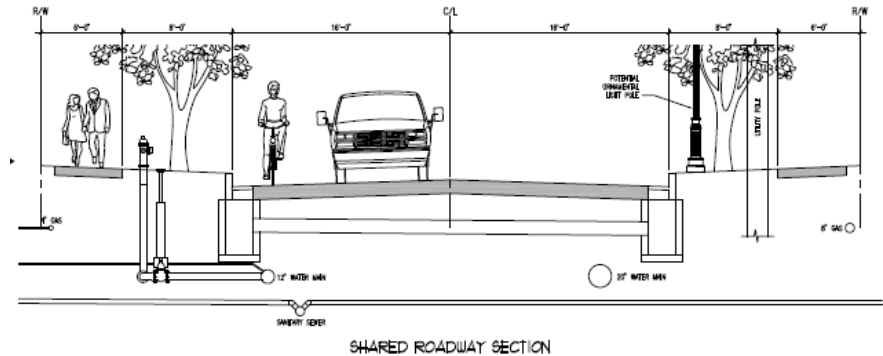
In progress...

Branded facility signage

Planning for Butternut Ridge Road corridor

Bicycle racks at city facilities

Deer management





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your INDEPENDENCE





Independence...at a glance



- 10 square miles
- 7,100 residents
- Single-family community
- 4 business districts
- Lowest property tax rate
- Considerable National Park presence
- Nearing build-out
- Superior services

** Focus on Rockside & Downtown*

DOWNTOWN CLEVELAND

North



Lombardo Center

Rockside Rd

Oak Tree Blvd

Rockside Woods Blvd

Brookville Road

CELEBRATE / FIND / DISCOVER / EXPLORE

Independence Commercial Statistics

- 4 million square feet of Class A & B office space
- 14 hotels providing 2,000 rooms and more than 40 restaurants
- 7 educational institutions, including a Kent State University regional campus
- Cleveland Cavaliers practice facility
- More than 150 acres available for commercial development
- Average daily traffic 50,000 vehicles
- Approximately 1,000 businesses
- Daytime population of 20,000 – 25,000
- Income tax collection: \$25.8 million (2014)
\$27.0 million (2015) est.



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your INDEPENDENCE

Economic Development Strategic Plan



Strategic Plan – Why Now?

1. Rockside Road is healthy....but aging and could gradually become less competitive
2. Regional trends
3. Paradigm shift
4. Ability to evolve and capture emerging trends
5. Increased competition

Strategic Planning Process

Primary tasks

- Local economic analysis
- SWOT analysis / Issue identification
- Guiding principles
- Opportunities identification
- Stakeholder participation
- Economic Development Strategic Plan

Public Input

- Steering Committee
- Public Meetings
- Council Workshops and Adoption Process

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Strategic Plan Recommendations

1. Build on strengths through target business recruitment

- Location and transportation accessibility
- Supportive government with high-quality services

2. Enhance amenity value

- Retail / Restaurants
- Housing to support the market
- Walkable streets and recreation amenities

3. Update the office product

- Office/mixed-use environments
- Upgrading and redevelopment

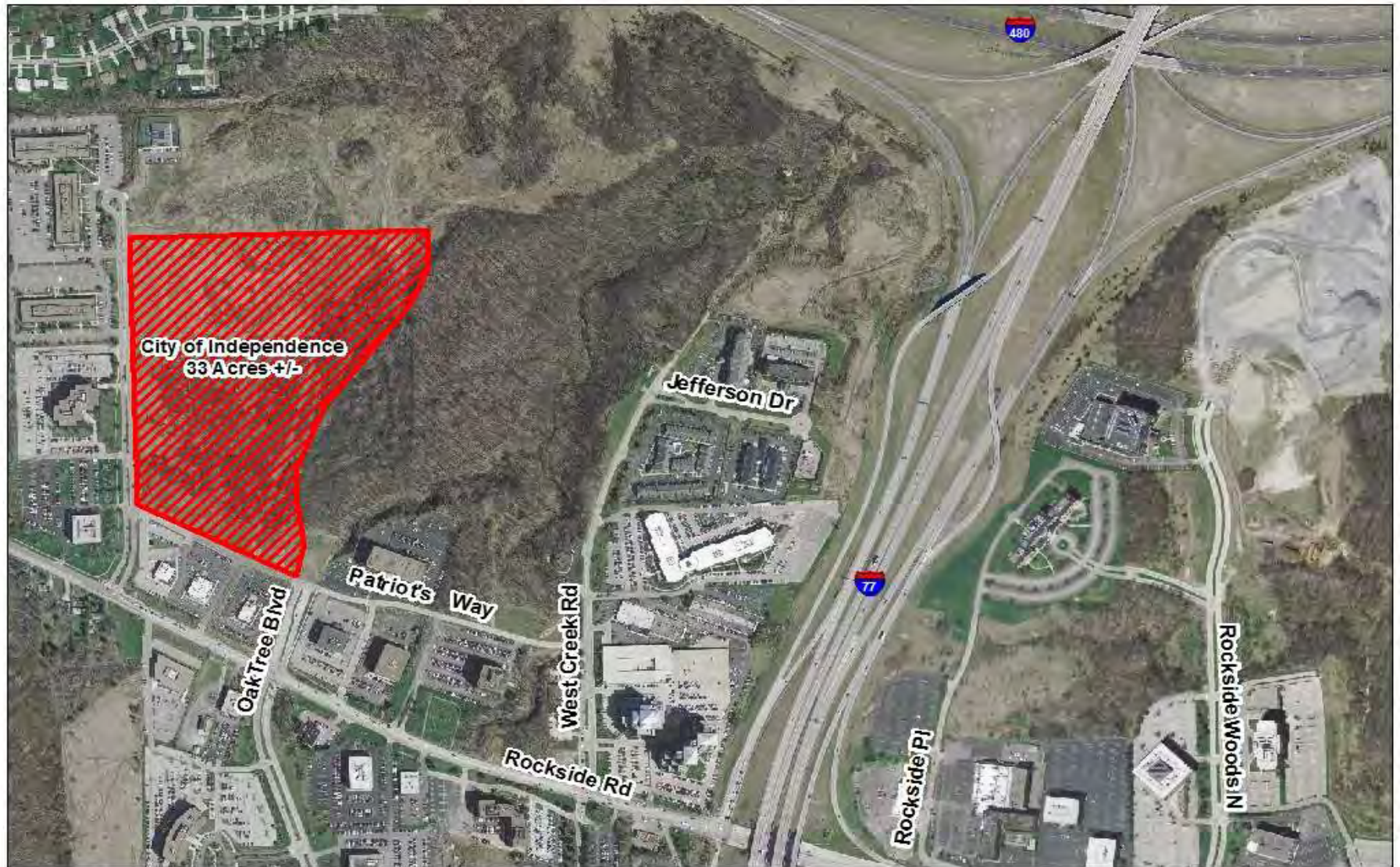
4. Enhance infrastructure & site “readiness”

- Landbanking and fiber upgrades

5. Attract talent & promote entrepreneurship

- Collaborations and partnerships

Rockside Road 33 Acres



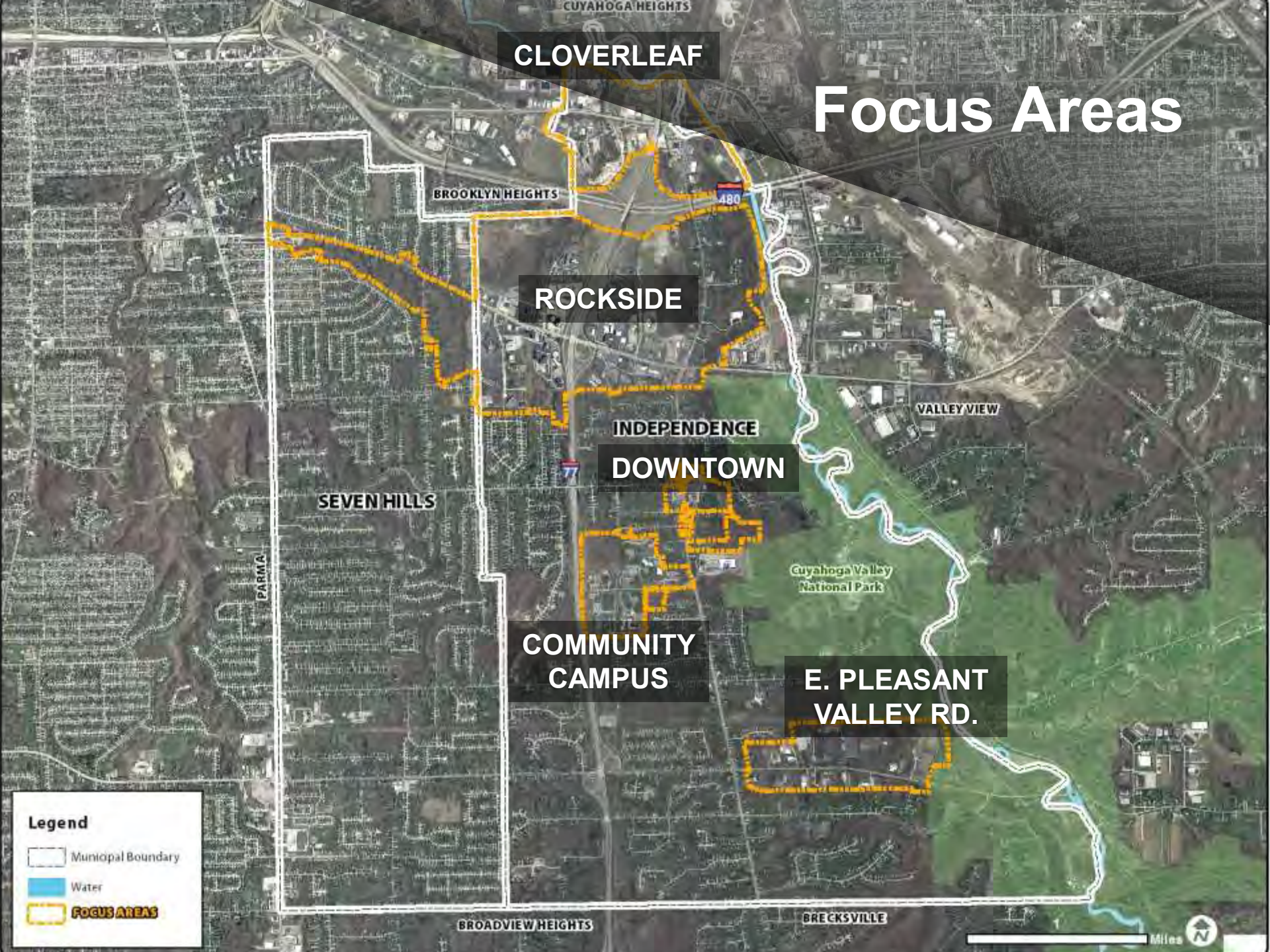


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Area Planning Process



Focus Areas



CLOVERLEAF

BROOKLYN HEIGHTS

480

ROCKSIDE

INDEPENDENCE

DOWNTOWN

VALLEY VIEW

SEVEN HILLS

PARMA

Cuyahoga Valley
National Park

COMMUNITY
CAMPUS

E. PLEASANT
VALLEY RD.

BROADVIEW HEIGHTS

BRECKSVILLE

Legend

Municipal Boundary

Water

FOCUS AREAS

1 Miles

Planning Approach

- **Existing conditions**
- **Market analysis**
 - Office Market
 - Retail/Commercial
 - Housing Assessment
 - R&D Innovation Zone Assessment
- **Strategic recommendations**
 - Development
 - Marketing
 - Management
 - Financing
 - Development Regulations

What We Learned...

From the Market Analysis

- By 2019, the Rockside market has the potential to attract 265,000 sq ft in **new office** space
- The corridor is competitive as a **housing** location, especially among young workers and empty nesters. These demographics could generate a demand for up to 300 housing units in five years
- High demand for **retail** to support existing and future uses
- By 2025, an **Innovation Zone** targeting key science, research and technology sectors will demand for 140,000 – 190,000 sq ft
- **Access** and **proximity** to amenities are driving the office and housing markets

What We Learned...

From the Committee and Public

- Pedestrian access to amenities is important to retain and attract businesses to Rockside
- There is a desire to develop housing options for empty nesters and young professionals
- Develop housing options for community members of advanced age



Rockside Planning Area

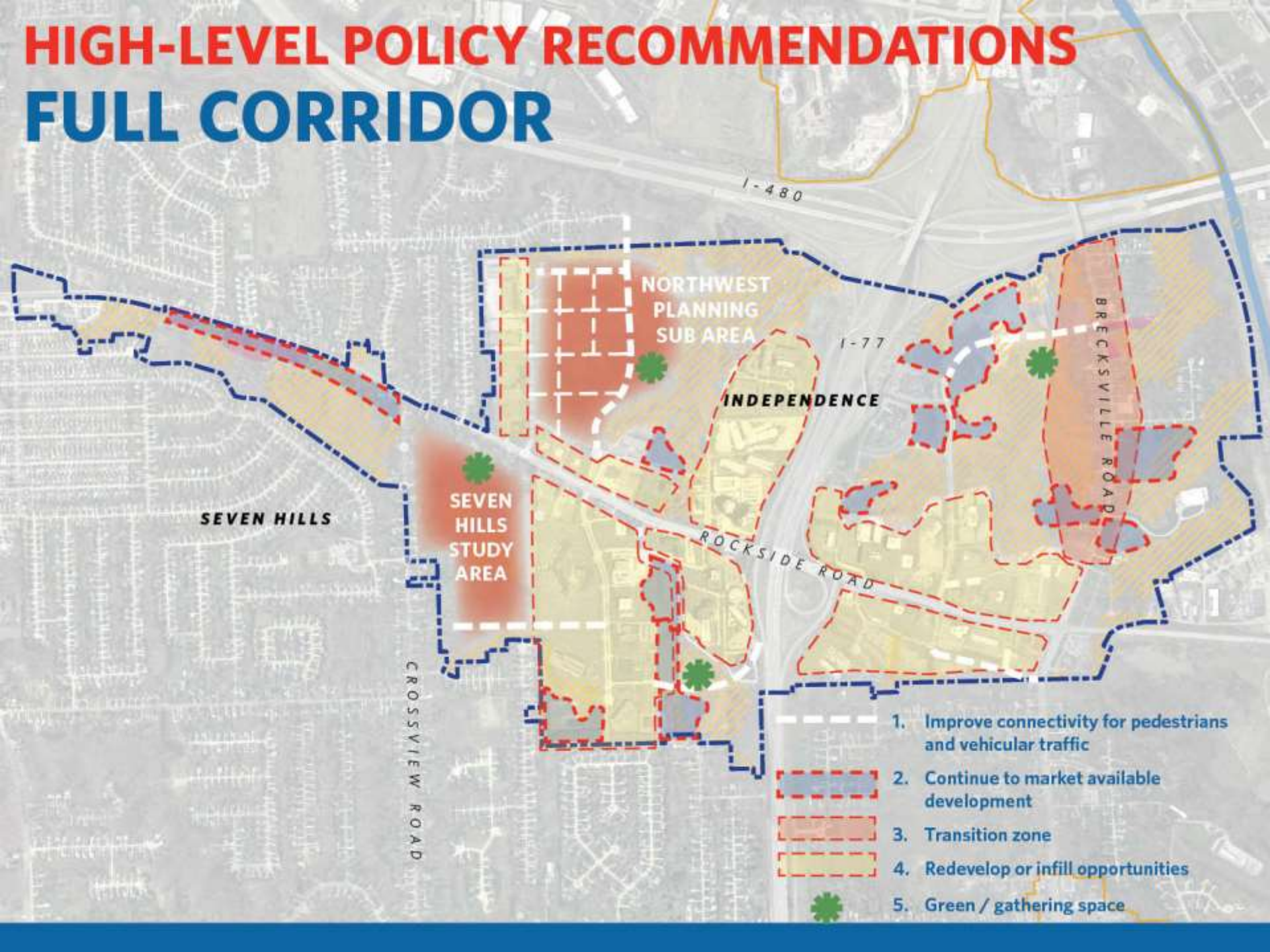


Legend

-  Municipal Boundary
-  Water
-  **FOCUS AREAS**

HIGH-LEVEL POLICY RECOMMENDATIONS

FULL CORRIDOR





Northwest Site Development Intent

1. Develop into a dense, mixed-use district with residential opportunities
2. Implement a transportation framework to enhance connectivity in the area
3. Create a twenty-four district with a myriad of amenities for workers and residents
4. Dedicate green space for active and passive use as well as connection opportunities to surrounding environmental amenities
5. Offer flexibility to accept a drop-in corporate headquarters campus





Brooklyn Heights

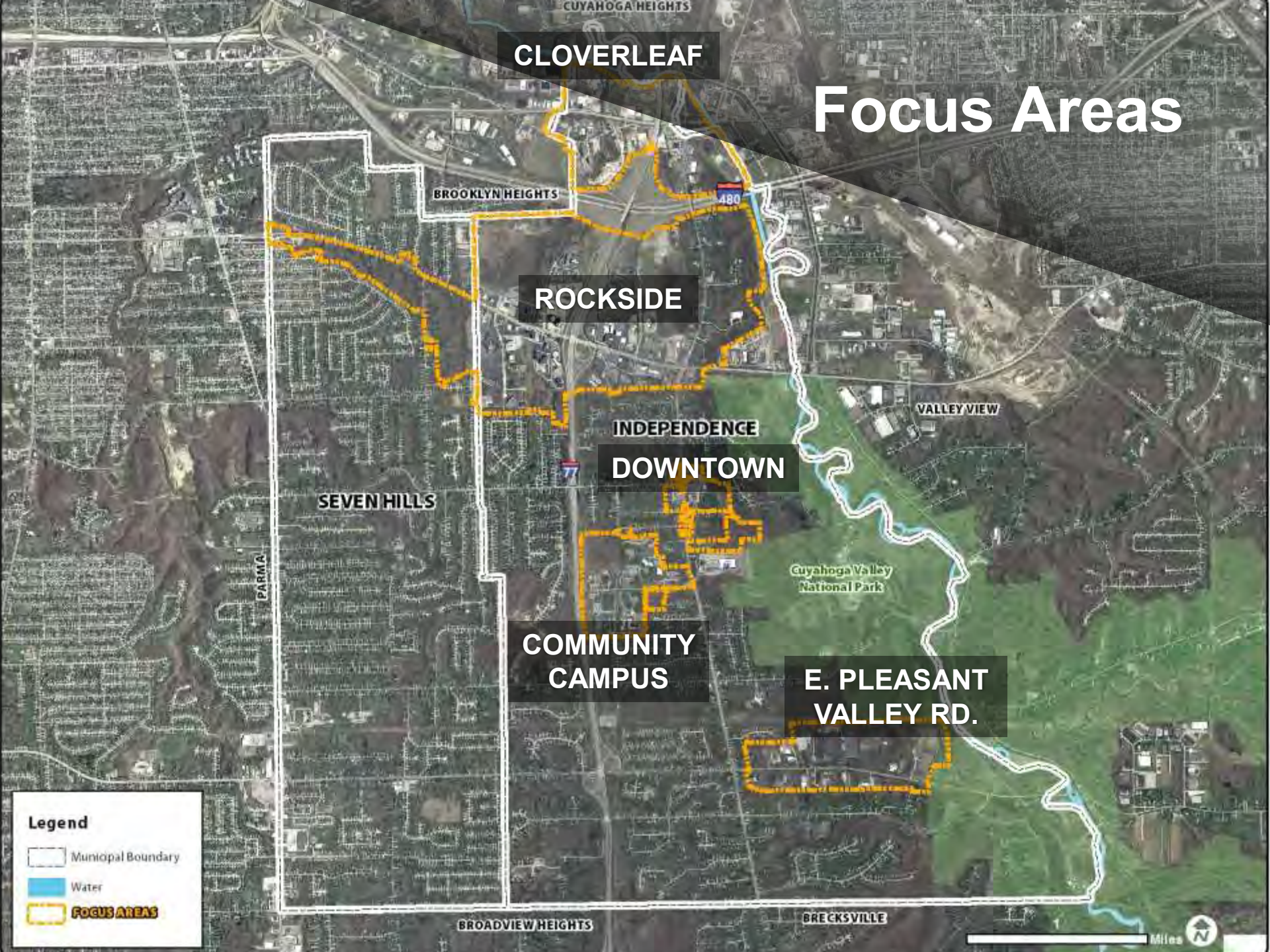
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Aerial Perspective



Focus Areas



CLOVERLEAF

BROOKLYN HEIGHTS

480

ROCKSIDE

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DOWNTOWN

VALLEY VIEW

SEVEN HILLS

PARMA

Cuyahoga Valley
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BROADVIEW HEIGHTS

BRECKSVILLE

Legend

Municipal Boundary

Water

FOCUS AREAS

Miles



Downtown Planning Area





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Implementation



Implementation

Results

- Infill projects of increasing interest
- Infrastructure investments – roadway and fiber network expansion
- Pedestrian mobility an increasing priority...sidewalks and trails
- Reinvestment in existing office buildings
- Increasing collaborations with neighboring communities

Zoning

- PUD legislation adopted for Rockside and Downtown

Developer Partner

- Memorandum of Understanding with Fairmount Properties to implement vision for Downtown and Rockside





Implementation

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Developer Partner

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Lessons Learned

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Lessons Learned

1. Do take a nimble, strategic approach
2. Meaningful public engagement can go a long way
3. Trends don't have to be your destiny

Lessons Learned

4. Don't drown in the data
5. Change your message and people will change their response
6. Do take time to understand the political environment



**Questions?
Thank you!**

Check out the plans!

www.north-olmsted.com
Click on 2015 Master Plan

www.YourIndependence.org
Click on the 2015 Area Plans

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Thank you!

www.planning-next.com
www.north-olmsted.com
www.independenceohio.org

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