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community small area study

City of Independence, Kentucky
July 2007



**City of Independence, Kentucky
Northern Kentucky Area Planning Commission**

Kinzelman Kline Gossman
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Taylor and Taylor

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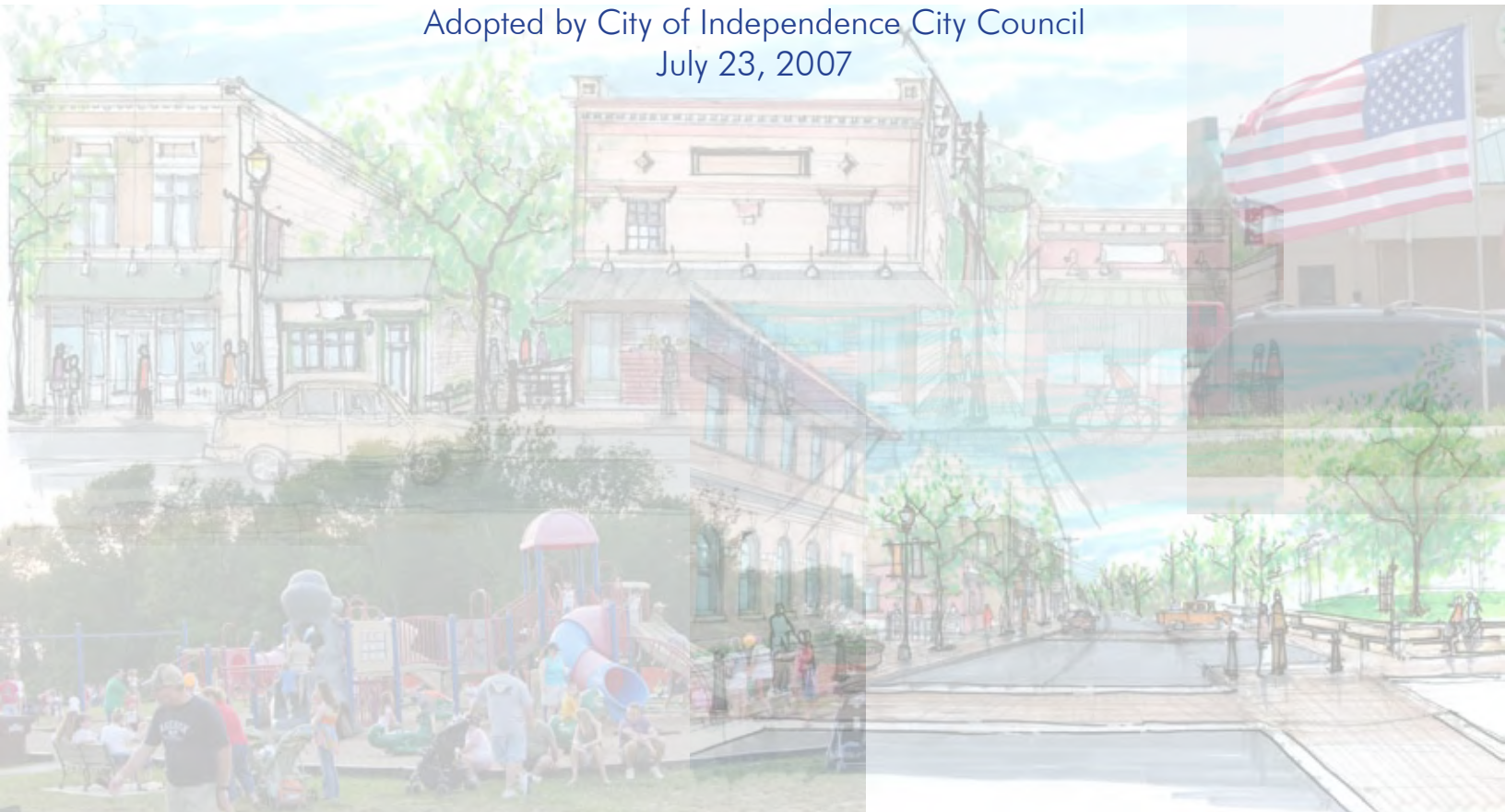
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Independence

Community Small Area Study

Adopted by City of Independence City Council
July 23, 2007



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How This Document is Organized

This document was put together with the intent to be incorporated into the *Kenton County Comprehensive Plan Update 2006-2026*. The Comprehensive Plan is a guide for future development and a regularly utilized reference tool for discussing future land use and development decisions. While one can quickly reference the recommendations and implementation charts near the end of the document, users should understand that this document, as a whole, is designed to walk readers through the project process and create a foundation for understanding how the recommendations were derived. The structure of this document essentially parallels the process for the project in sequential order. In addition, a glossary is included in the appendices to clarify terms utilized throughout the document that may not be common to the everyday user.

Chapter 1.0, the Introduction, provides general background information for the audience to quickly understand the project parameters which include the purpose, timing of the study, boundary description and methodology.

Chapter 2.0 describes the inventory phase of the study and is referred to as the **Urban Audit**. The Urban Audit supplies an understanding of the historic and physical components of the community. It includes a brief history of the area, summary of findings from the Market and Demographic Analysis, description of the physical and environmental composition of the community, and transportation analysis.

Chapter 3.0, the Public Process phase of the project provided information on the social atmosphere and character of the community. Members of the public were involved in a variety of ways to present concerns and ideas about the future of the study area. The Public Process section documents various groups of individuals who helped guide the process and how they were involved. It also includes input received from property owners and citizens who filled out surveys and attended public workshops and meetings. A chart included in the appendices documents comments received after draft #1 was released. It lists the statement and identifies how/where each comment is addressed in the body of the text.

Chapter 4.0 includes the **Design Concepts**. The conceptual development plan takes the vision described by the community and combines it with factual information gathered in the inventory phase of a project to create design concepts for addressing development issues. For the sake of this study, design concepts are ideas illustrating how the objectives identified by the community may be achieved. The design concepts are a visual exercise for understanding how a community functions and where different activities may occur in the future.



Chapter 5.0, includes the **Design Recommendations** and many of them are general in nature to allow the community the flexibility to further discuss zoning, design guidelines, programmatic techniques, and a variety of other implementation measures in more detail. A recommended land use plan is included in this chapter. Recommendations for each land use area calls for a more detailed discussion about how development may occur through creation of design guidelines and amendments to the existing zoning code.

Chapter 6.0, the **Implementation** begins to prioritize recommendations presented in Chapter 5.0 according to short, medium, and long term and on-going recommendations. It also identifies some implementation measures for the recommendations which are organized according into “design guidelines”, “infrastructure”, and “programmatic” categories.

Chapter 7.0, the **Appendix**, includes the glossary of terms used throughout the document. It also lists all the public comments as received after the open house on May 31, 2007 and how those comments are addressed in the document.

Chapter 8.0 is a section of **Exhibits**, or enlarged map printouts. They are included at the end of the document for reference purposes.

It has to be noted that the source of all images included in the document are from Kinzelman, Kline Gossman unless otherwise noted.

Executive Summary

The Community Small Area Study for Independence, Kentucky is the outcome of the recommendation of the 2006 Areawide Comprehensive Plan Update for Kenton County. The study boundary for the Community Small Area Plan consists of approximately 2600+ acres located in the heart of the City where it is experiencing rapid growth pressures due to the relocation of KY 17. The City's vision to guide growth in the region led to the comprehensive nature of the study which focuses on the integrated long-term and area-specific future recommendations, as well as the redevelopment and revitalization of the historic downtown. The study was driven by the assessment of market and demographics and analysis for future market conditions as performed by GEM Public Sector Services. The completed Community Small Area Study will be a supplement to the Kenton County 2006 Areawide Comprehensive Plan Update.

Throughout the planning process, emphasis has been placed on soliciting community input through advisory committee meetings, public survey, design workshop, public open house, web site comments, and multiple public presentations. The foundation of this project was shaped by the specific needs and wishes as expressed by the residents, within the community and in the immediate vicinity of the study area. Through the process of community outreach and public participation, the "Rules for Independence" and a series of supporting planning objectives were developed by the Advisory Committee.

The Community Small Area Study involved a number of steps which were critical to the satisfactory completion of the project. These steps were:

- + The inventory and analysis of existing land use, buildings, environmental characteristics, proposed developments, gateways, streetscape and open space character, historical and cultural assets, transportation linkages, and infrastructure. This in-depth investigation was essential to the planning process to ascertain the character and condition of the study area to in order to evaluate potential constraints and opportunities to guide future developments, redevelopment and revitalization.
- + Review of existing reports and documents to gain insight into the initiatives that are waiting to be adopted or are underway.
- + Review of existing regulatory framework, including the City and Kenton County Planning Commission to have a better understanding of the process of approvals of future developments within the study area.
- + Development of land use concepts based on the input by the public, advisory committee and analysis of the urban audit.
- + Focus areas were identified within the study and emphasis was placed on developing concepts for such areas. The focus areas are named "districts" within the document:
 - + North Gateway Area
 - + McCullum Pike and "New" KY 17

- + Historic Downtown
- + South Gateway Area
- + The concepts led to sustainable design solutions and recommendations that are supported by the market study findings. The plan includes recommendations to address community needs as identified through public participation process. These are:
 - + The support of pedestrian oriented streets and neighborhoods
 - + Reinforcing the “sense of place”
 - + Quality of life issues
 - + Design guidelines for new development
 - + Allocation of land uses
 - + Appropriate tenancing techniques
 - + Specific recommendations apply to development models, which include :
 - + Conservation development
 - + Mixed use development
 - + Higher density residential development (multi-family)
 - + Green infrastructure
 - + Recommendations are also specified for the different districts/focus areas as identified in the concepts of the study area.

The important findings of the market study are:

- + The City of Independence is in the midst of unprecedented growth and urbanization and this trend is projected to continue until at least 2011.
- + Most of the residents commute to and from their place of work outside of the City thus attributing it as a “bedroom community”.
- + The downtown could become the location of a number of small locally owned, site based service businesses and specialty retailers to sustain the needs of the community residents.
- + The City appears to have sufficient land for large scale commercial and retail development specifically in the south gateway area.

Based on the market study, the public process, and urban audit the following are the recommendations for allocation of land uses:

- + Most of the development recommended is in the form of residential development with nodes of commercial retail activity along the Madison Pike (KY 17)
- + Residential development should follow the tenets of conservation subdivision model which focuses on the preservation of critical natural resources in an area.

Executive Summary Continued

- + The corridor between Madison Pike (KY 17) and “New” KY 17 has been identified as a high growth area, and as such, the higher density of residential development is recommended in this zone. The lower density of residential development is recommended in the fringe areas outside of the high growth zone. This is recommended to help preserve the “rural feel” of the community.
- + Commercial/retail development should occur in nodes specifically in the South Gateway Area and at the intersection of McCullum Pike and “New” KY 17, which will mainly cater to mixed use kind of development.
- + Commercial development at the South Gateway Area should achieve its highest build-out and occupancy potential before exploring other areas in the City.
- + All single family residential development should have a land use transition to commercial areas with mixed use developments and higher density residential sectors.
- + The historic downtown should achieve full occupancy potential through façade improvements, new uses for existing buildings and new infill opportunities. It should develop as a cultural core of Independence and should portray an image of a “small town character” with small scale shops appropriate to the context of the surroundings and the image of the City.

Upon adoption of the final study by the City Council and Kenton County Planning Commission, the City should solicit cooperation from appropriate State and Local agencies, property owners, both residential and commercial, and organizations. A Strategic Action Plan Committee should be set-up to guide the City through the implementation process. Also it is recommended to hire a City Manager to assist the City Council to make informed decisions and research funding for economic initiatives. The duly adopted study will serve as a general policy document to guide future growth. The study should be consulted frequently and future conditions should be monitored to ensure timely, effective, and efficient implementation of recommendations. All future activities should be consistent with the strategies established in the study. It should also act as a guide to update other planning documents and regulations in order to portray the visions of this study, to guide the rapid development, while helping to preserve the “rural feel” of Independence.



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How This Document is Organized

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List of Exhibits

Please note that the exhibits referred to throughout the study document are located in chapter 8. Below is the list of the exhibits in relevant order as referenced in the document.

Existing Conditions

- EC-1 City Wide Map
- EC-2 Existing Land Use
- EC-3 Existing Zoning
- EC-4 Parks, Recreation & Open Space
- EC-5 Sub-Watershed
- EC-6 Topography
- EC-7 Madison Pike (KY 17) Viewsheds
- EC-8 Oliver Road Viewsheds
- EC-9 McCullum Pike Existing Conditions
- EC-10 Composite Sensitivity Analysis

Market Study

- M-1 Market Study Housing & Household Income Tables
- M-2 Market Study Population & Market Capture Tables
- M-3 Market Study Drive-Time Figures



Inventory

- IN-1 Focus Areas
- IN-2 North Gateway
- IN-3 Downtown Area
- IN-4 South Gateway Area
- IN-5 Other Focus Areas

Transportation

- T-1 Functional Classification & Traffic Volumes
- T-2 Level of Service
- T-3 Total Accidents
- T-4 Outbound Workers
- T-5 Inbound Workers

Concepts

- C-1 Charrette Board
- C-2 Concept Diagram
- C-3 Recommended Land Use Plan
- C-4 North Gateway Concept
- C-5 McCullum Pike Concept
- C-6 Downtown Concept Plan
- C-7 Downtown Sketch A
- C-8 Downtown Sketch B
- C-9 Downtown Sketch C
- C-10 South Gateway Concept
- C-11 Development Review Process Modifications

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introduction



1.1 Purpose of Study

The **2006 Areawide Comprehensive Plan Update** for Kenton County, as prepared by the Northern Kentucky Area Planning Commission (NKAPC) provides general recommendations for land use, transportation, environment and community facilities. One aspect of the recommendation is comprised of “small area studies” which involves taking an in-depth look at designated areas from the socio-economic, land use and transportation perspective. These studies, according to the recommendations of the Comprehensive Plan, must have a planning effort that is derived through the public input process focused on the designated study area.

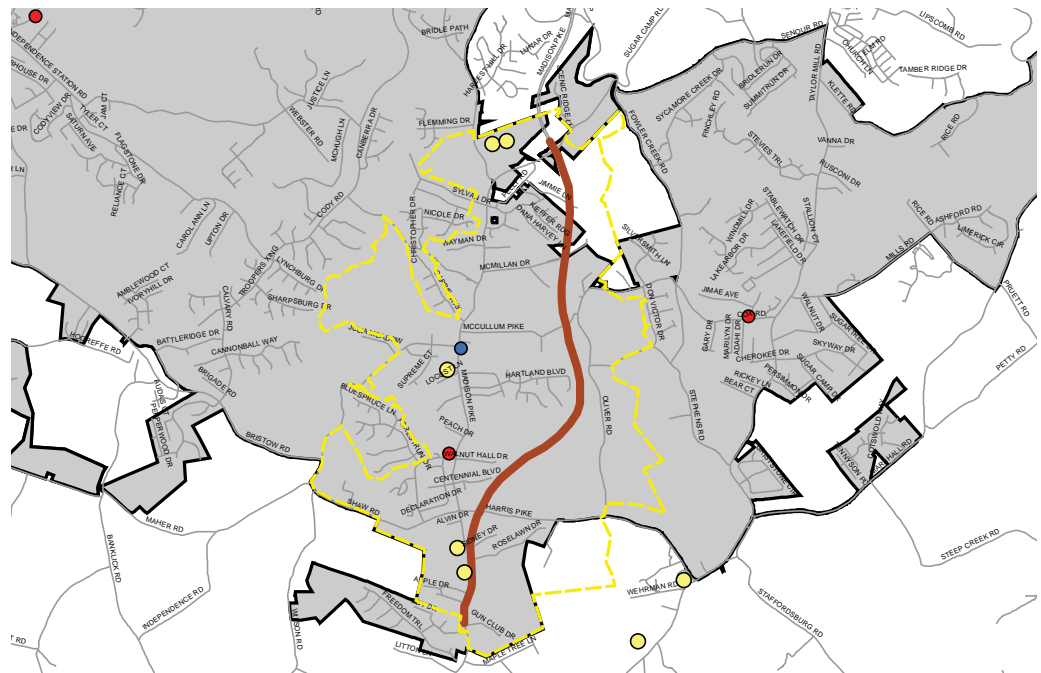
The small area study for the City of Independence is the outcome of the Comprehensive Plan Update recommendation and the City’s initiative to create a community based vision and land use plan. The purpose of the land use plan is to recommend the location, extent and type of land use suitable for the “historic downtown” and adjoining areas within the study area. It also identifies the potential type of uses that can be sustained in the area and the related constraints. The small area study is a community oriented process. The plans and its recommendations are guided by the existing reports and studies, by utilizing surveys, public presentations, workshops, stakeholder input and public open house. It is also guided by factual information provided by market analysis and physical inventory, which was reviewed by an Advisory Committee, set up to oversee the study process.

1.2 Why Now?

The City of Independence has been experiencing rapid growth as a result of relocated KY 17 and its proximity to downtown Cincinnati and the interstate highway system. The City desired a market driven land use plan to be produced prior to the opening of “New” KY17 to help organize current developments and guide future growth patterns.

Study Area in context of City Boundary

*(City of Independence-shown in grey color
Study Boundary-shown in green outline)
Source: NKAPC*



The study is comprised of two components: a market analysis and a land use study. The market analysis portion of the study was prepared by GEM Public Sector Services. The market analysis looked at population projection and the needs for various types of land uses to support the projection. It also identifies community opportunities and businesses that are likely to be successful in the current and future market of Independence.

The Kinzelman Kline Gossman (KKG) multi-disciplinary planning team was contracted in September 2006 by the City of Independence along with NKAPC to prepare the land use study to be known as the Community Small Area Study. This study is focused around the “downtown” of the City of Independence and adjoining areas. It is intended to guide revitalization and new development based on the public process and the market study findings. The KKG planning team is also comprised of URS Corporation, a transportation engineering firm to evaluate existing traffic conditions and recommend future transportation needs. Taylor & Taylor Associates provided recommendations related to historic preservation.

Land Use Planning Team

- Kinzelman Kline Gossman-Urban Design
- URS Corporation-Transportation
- Taylor & Taylor Associates-Historic Preservation
- Northern Kentucky Area Planning Commission (NKAPC)

1.3 Study Area

The study boundary was drawn to include the area from “New” KY 17 and Madison Pike (KY 17) corridor essentially from Summit View Elementary School to just south of Simon Kenton High School. Key nodes of development, significant entry points, and transition areas into the study core have all been identified. The study area includes the highly developed area of Independence which is experiencing additional growth pressure. This area includes the developing shopping center (Independence Towne Center) at the intersection of Madison Pike and Harris Pike, the historic downtown area surrounding the courthouse, the intersection of Madison Pike and “New” KY 17 intersection, and the area between the Madison Pike and “New” KY 17 corridor. It also includes significant properties immediately surrounding the area between the “New” KY17 and Madison Pike (KY17).

Madison Pike (KY 17) is the predominate north-south route with Oliver Road located to the east and Independence Station Road located to the west. The “New” KY 17 between Madison Pike and Oliver Road will

Study Area

Source: NKAPC



serve in this capacity when opened to traffic. East-west travel is primarily served by KY 536 at the southern portion of the study area. Other significant east-west routes include Independence Road, McCullum Pike (KY 2045) and Independence Station Road.

The boundary has been delineated based on the following considerations:

- + Physical features of the area including but not limited to topography, roadways and streams
- + Existing land use issues (roadways, residential, commercial and institutional locational issues)
- + Parcel boundaries

General Boundary Limits:

North: Summit View Elementary School and Pelly Road
South: Vicinity of Simon Kenton High School and Apple Drive
East: Parcels adjoining Oliver Road on the eastside
West: Brushy Fork Creek

1.4 Study Goals and Objectives

The City desired to create a plan, based on input from residents and stakeholders to revitalize the historic downtown core. It is hoped that the recommendations and implementation measures will help sustain socio-economic needs using context sensitive solutions. It is also intended that the historic downtown will connect to different parts of the City using newly planned developments catering to the needs of both residents and business owners.

Anticipating population growth within the City of Independence coupled with the re-alignment of the “New” KY 17, there are opportunities for more development within the City. The developments, if not planned and properly implemented, can be a detriment to the overall growth of the City.

This study provides an inventory of existing conditions including types of uses along the Madison Pike corridor in the historic downtown and adjoining areas highlighting the historical resources along with existing infrastructure, open space/recreational areas, natural features, building sizes and architectural styles, image of the study area and transportation facilities. The study will also delineate the implementation strategies for new infill development along with design and development, infrastructure and programmatic recommendations.

The following issues highlight the objectives of the study:

- + Context sensitive revitalization of the Madison Pike Corridor within the study area
- + Market driven implementation strategies for “downtown” area to re-invent the historic core and destination
- + Sustainable infill development with planned residential and commercial growth
- + Recommendation of improvements to transportation network and facilities
- + Recommendation of future land use
- + Creation of a “sense of place” within the study area

1.5 Planning Process

The following list outlines the process for the Community Small Area Study:

- + Urban Audit
 - Base Mapping, Photography
 - Physical Conditions Site Analysis
 - Market Research (GEM)
 - Transportation Analysis

- + Public Process
 - Stakeholder Interviews
 - Survey
 - Interactive Design Workshop

- + Design Concepts

- + Recommendations

- + Implementation

- + Delivery
 - Draft I - Public Open House
 - Draft II - City Council
 - Draft III - Kenton County Planning Commission

A graphical representation of the planning process outlined at the beginning of the process and schedule is as follows:





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urban audit



2.1 History of Independence

The City of Independence was incorporated in 1842 and originally included the block surrounding the Kenton County Courthouse. Independence had been designated as the county seat two years earlier when Kenton County was established. At this time there were no paved roads in the area and the primary means of travel was the "Independence Turnpike" a precursor to today's Madison Pike (KY 17). This road was a privately operated toll road following the Banklick Creek and linking Independence with the City of Covington. Covington is directly across the river from Cincinnati, Ohio and had significantly more population and commercial activity.

The boundaries of the City were enlarged in 1858 to include a 165 acre area surrounding the Courthouse. At this time a small commercial district had developed to serve the needs of the local residents as well as the administrative functions associated with the Courthouse.

In 1860 the Kentucky General Assembly divided the county into two districts and established a courthouse in the City of Covington making Covington the second county seat.

While Churches and schools were established to serve the local community, the railroads were constructed to link the City of Covington with central Kentucky and bypassing Independence. However, in 1898 Independence Turnpike was purchased by the Louisville and Nashville (L&N) Railroad providing stage coach services between Independence and Covington. This route served as the primary means for local residents to access markets in Covington and Cincinnati. The railroad also established a station approximately 2 miles west of the Courthouse which led to the construction of Independence Station Road linking the station with the Courthouse Square. Covington and Cincinnati could be reached in approximately 30 minutes via railroad.

Through the beginning of the twentieth century the City remained predominately rural except for a small commercial district surrounding the Courthouse located at the corner of Madison Pike and McCullum Pike. By the turn of the century the major routes which at that time served the city had been established as private unpaved toll roads. This included Big Bone Turnpike (KY 536), Madison Turnpike (KY 17) and Banklick Turnpike (KY 2045).

During the first half of the twentieth century the Commonwealth of Kentucky and Kenton County began to purchase the private toll roads serving the area. The tolls on the Independence Turnpike were eliminated in 1912. By 1916 the Independence Turnpike had been extended south to Harrison County and was paved between Independence and Covington.

Tinted post card view of Kenton County Court House, c.1910

Source: www.wikipedia.org



During the early decades of twentieth century automobile travel became commonplace. Independence gradually grew in population and area. Electricity was brought to the area in 1925. The individual schools were consolidated. Simon Kenton High School opened in 1937. As automobile use increased railroad passenger traffic declined and service from Independence was discontinued.

Independence grew significantly between 1960 to 1984 as a result of annexation. The City experienced a surge in population when water distribution lines were extended to the area in 1961. The annexations initially followed Madison Pike and then areas to the east and west from Taylor Mill Road to the Boone County line. The section of the city known as Cherokee was annexed in the 1960's. This area included large portions of Taylor Mill Road (KY 16). Independence then expanded towards the west, annexing the Beechgrove area in the early to mid 1970's. In 1981, the City extended westward to the Boone County line, annexing all of the area from Turkeyfoot Road to the railroad over pass on Industrial Road. The city now encompasses an area of approximately 23 square miles.

Tinted post card view of the Metcalfe-Stephens House, c. 1910

Source: www.wikipedia.org



During the 1960's and 70's the city began to transform from a predominately rural agricultural area to a bedroom community. This was aided by the construction of the Interstate system including I-75 and I-275. Although the interstates did not provide direct access, it created vastly improved access to and from the west via I-75 and to and from the north via I-275. A full service interchange on Madison Pike from I-275 also helped in access to the City. Travel times to the surrounding areas of Northern Kentucky and Greater Cincinnati were substantially reduced.

Residential growth continued to accelerate toward the end of the twentieth century and continues today. The population of the City has doubled in the past 20 years, making it the fastest growing city in Northern Kentucky. The population according to the 2000 census was 14,981 and 2006 population estimate, according to U.S. Census Bureau, was 22,807 for an estimated 52 percent increase in population.

2.2 Summary Market Study and Demographics *(as provided by GEM Public Sector Services)*

Definition of the Study Area

It was felt a market and demographics study could provide accurate information about economic conditions and growth patterns in the study area. These facts have supplemented the design recommendations presented later in this document. The following text summarizes the findings of the market study as provided by GEM Public Sector Services. While the study area outlined in Chapter 1 Section 1.3 is the focus of attention for development purposes, the following market analysis encompasses a much larger area that extends beyond the City Limits of Independence into several adjacent communities. The importance of the “New” KY 17 corridor as a primary north-south transportation route through Kenton County requires the analysis of a larger area that comprises the potential trading area for commercial enterprises that are, or will be, located along the “New” KY 17 or along the traditional Madison Pike corridor in Independence.

Purpose of the Market Study Analysis

The purpose of the analysis is to determine the range of potential land uses that can be accommodated throughout the study area in the City of Independence, now and in the future, based on the needs demonstrated by the marketplace.

Objective of the Market Study Analysis

The objective of the analysis is to provide market-based information that will enable officials of the City of Independence to develop plans for the future of the city, and its environs. The analysis will assist the City in developing strategies, initiatives, and plans to serve the needs of residents of the community and provide for business opportunities that meet market demand.

The Specific Question(s) To Be Answered

The analytical questions to be answered in the following report are:

1. What is the current status of the City and how competitive are existing developments?
2. What are the consumer and business needs in the community?
3. What business opportunities could be developed on the basis of market demand?
4. How will future trends influence land use needs in the study areas of the City?
5. Are there business opportunities for revitalized and/or redeveloped properties on Madison Pike?
6. Is there anything that the City can do to encourage commercial uses on Madison Pike (KY 17) in the future?

What Analytical Methodologies Have Been Used in This Market Study Analysis

The methodologies applied during the course of this analysis include the use of both primary research and secondary data. Demographic data has been obtained from several public and proprietary sources that have been identified throughout this report. Basic quantitative methods have been applied to develop useable information from the data that has been obtained. Of course, the analyst's observations, judgment and conclusions are also contained in this report.

Demographic Highlights

The demographic and economic composition of a community relates directly to the market opportunities that exist. The characteristics of every community are unique. Identifying and understanding the composition of a community is the first step to uncovering opportunities for growth, development, reuse and redevelopment.

Even if a community faces challenges it is important to understand the exact nature of these challenges in order to develop policies, programs, and initiatives that are designed to address community needs.

It is important to note that field observations regarding future growth in Independence are significantly more robust than the projections provided by secondary, proprietary sources. In some cases the information provided by field observation is sufficiently reliable and important to cause revisions in the demographic projections. In other cases, the data provided by the proprietary demographic sources is the best information available. The reader is advised to review the demographic tables in the Appendices of this report. Field observations that have been used to amend proprietary projections are clearly stated. Some details regarding the make-up of the substantial growth that is in progress in the City of Independence will only be revealed after the next decennial census. In the meantime, it has been assumed that the composition of the community will be essentially consistent with the data provided by proprietary sources at this time.

Field observations strongly suggest that the City of Independence may be challenged to expand the capacity of City services to keep pace with development. Opportunities for growth and development will be abundant. The City appears to be in a position to be selective regarding its future growth. Managing the pace and types of future growth appears to be the City's dilemma. There are likely to be more choices for future growth than the City will be able to accommodate.

Population and Household Summary Demographics

Population and household demographics represent the most basic building block of data for any market study. The numbers of individuals and households are the two most basic decision making units in the marketplace. Their number and the growth trend for population and households in the near future hold the key to the attractiveness of any market for the full range of goods and services the population, and households, seek in the marketplace.

A field estimate of population is based on an imputation drawn from housing data compiled by the City of Independence. The overall number of housing units has grown so dramatically since 2000 that the 2006 population estimate imputed from housing growth suggests a total 2006 population in the City of Independence of approximately 22,807. This represents an increase of 7,826 persons since 2000 with the near-term projection for 2011 totaling approximately 28,284. Based on the pace of housing growth in the City, which is projected to continue at the same pace as the time period between 2000 and 2006, the population of Independence is projected to almost double from 2000 through 2011.

The population estimate for 2006 and the projection for 2011 were both based on actual and projected housing growth in the City with the number of persons per new household based on the City average estimated by proprietary demographic sources. It should be noted that the average number of persons per ownership household is slightly higher than the average for all households, as indicated by Census data, but the overall average has been applied, nevertheless.

The pace of growth is robust. The pace of growth also indicates the significance of the City's location along the primary local transportation corridor; KY 17. The opportunities for economic development in the future are substantial, and the challenges for growth management are equally challenging for the City. A population in 2011 of almost twice as many persons as lived in the City in 2000 is difficult for any City to absorb and expand its capacity to deliver urban services at the levels the City's inhabitants have grown accustomed to receiving.

Population Trends Analysis (Refer Exhibit M-2), summarizes the population, household, and population age demographic trends for the City of Independence.

Population Age Demographics

Growth has been projected for all age brackets of the population between 2000 and 2011 with the largest growth in the age brackets from 20 to 64. The second largest growth bracket is between the ages of 5 and 19. These statistics suggest that population growth appears to be consistent with housing growth in the City and its environs which has been predominantly focused on the "move-up" market for housing. Worthy of mention is growth in the age bracket from 25-34. Independence is projected to experience growth in this age bracket through 2011. The projected trend is the opposite of projections for Kenton County. Independence also runs counter to the downward trend estimated through 2006 for the Cincinnati MSA, but consistent with projected growth in the 25 to 34, age bracket in the Cincinnati MSA between 2006 and 2011. Statewide estimates and projections suggest that a decline in this age bracket over the period from 1990 through 2000 years will begin to reverse itself between 2000 and 2011. National trends are similar to those observed in the state and local areas. This segment of the population is important because it has been the age bracket of the largest population declines in recent decennial censuses.

The estimates and projections strongly suggest that new residents are families with children. The numbers of children in the City is estimated to have grown over 2,400 persons between 2000 and 2006. The bulk of this growth has occurred in the age brackets of "school age" children. The estimates indicate that the local schools may be having trouble keeping pace with the growth of the student population. Preschool age

children are also growing substantially as a part of the population indicating that the schools may have to add capacity for an extended period of time.

While the numbers of households and the population are important indicators for business, age brackets are important for the marketing of specific categories of goods and services. The more youthful segments of the population tend to be stronger consumers of retail goods and services as well as entertainment and food service. Therefore, market demand is influenced by the dominant age brackets of the population along with the actual numbers of people in the market area under study.

The senior age brackets of the population may not be as strong for consumer goods and entertainment, but they are in the significant age brackets for health care, retirement housing products and household services. The City is projected to see growth in the senior segments of the population; defined as the age brackets from 55 up. However, the City of Independence is projected to be somewhat more youthful than Kenton County or the Cincinnati MSA in the future. This observation is drawn from median age estimates and projections for the various geographic areas included for context.

Population Trends Analysis (Refer Exhibit M-2), summarizes the population, household, and population age demographic trends for the City of Independence.

Household Income Demographics

Household income demographics speak to the ability of households to meet the economic necessities of living as well as the ability of households to expend portions of their income on discretionary consumer goods and services.

The household income demographics for the City of Independence are mixed relative to Kenton County, and comparable household statistics for the Cincinnati MSA and the nation. Household income numbers in Independence compare favorably with the Commonwealth of Kentucky. These statistics are somewhat surprising given the relatively low percentage of single person households in Independence. It must be noted that the household income estimates and projections are based on proprietary demographers' numbers. Local housing growth suggests that the City's household income numbers should compare more favorably with the context geographic areas, but there is no way to accurately validate this assumption in the marketplace.

Some of the most important information that can be drawn from household income demographics revolves around the combination of household growth and household income. The combination of these two demographic characteristics indicates the magnitude growth in the local economy and the magnitude of untapped consumer expenditure potential. In the City of Independence, Kentucky, demographers have indicated that 561 households should have been added between 2000 and 2006. Field measurements, taken from building and demolition records of the City for these years far exceed the demographers' estimates; approximately 2,878 households have been added to the City. Based on the number of households in the City in 2000; 5,181, and an average household income of \$56,264, total income of City households was \$291,503,784. Growth, by field observation, between 2000 and 2006 has increased

total households in the City to 8,059 with average household income of \$59,693; a total City wide household income of \$481,065,887. Total income of households in the City has increased as the result of the combination of these two growth factors by \$189,562,103; growth of 65% in six years. Growth is projected to continue at a similar pace between 2006 and 2011. An additional 2,115 households are to be added in the next five years bringing total households to 10,174 in 2011. Average household income is projected to grow \$64,803 in 2011. Total household income in the City of Independence is projected to be \$659,305,722 in 2011; an increase of \$178,239,835 or 37% in the next five years. The total household income of Independence is estimated to grow by \$367,801,938 between 2000 and 2011. Growth between 2000 and 2011 is divided between increased household incomes of households in Independence in 2000; \$44,240,559, and \$323,561,379 added to the total household income in Independence by new households.

Household Income Trends Comparison Index: Average Income

Source: GEM Public Sector Services, data provided by demographicsnow.com

	CITY OF INDEPENDENCE	KENTON COUNTY	CINCINNATI MSA	STATE OF KY	UNITED STATES	CPI-U
1990						
Average Household Income	\$37,841	\$36,436	\$37,936	\$29,357	\$38,464	128.9
Change Index	N/A	N/A	N/A	N/A	N/A	N/A
Median Household Income	\$35,849	\$30,558	\$30,688	\$22,568	\$30,102	
Change Index	N/A	N/A	N/A	N/A	N/A	
Per Capita Income	\$12,402	\$13,575	\$14,271	\$11,137	\$14,381	
Change Index	N/A	N/A	N/A	N/A	N/A	
2000						
Average Household Income	\$56,264	\$55,828	\$58,274	\$45,246	\$56,643	171.3
Change Index	1.49	1.53	1.54	1.54	1.47	1.33
Median Household Income	\$51,065	\$44,092	\$44,853	\$33,831	\$42,257	
Change Index	1.42	1.44	1.46	1.50	1.40	
Per Capita Income	\$19,458	\$21,910	\$22,596	\$17,807	\$21,231	
Change Index	1.57	1.61	1.58	1.60	1.48	
2006 Estimate						
Average Household Income	\$59,693	\$62,903	\$65,305	\$50,373	\$63,629	201.5
Change Index	1.06	1.13	1.12	1.11	1.12	1.18
Median Household Income	\$57,896	\$50,333	\$51,873	\$38,022	\$48,271	
Change Index	1.13	1.14	1.16	1.12	1.14	
Per Capita Income	\$21,072	\$25,808	\$26,098	\$20,698	\$24,529	
Change Index	1.08	1.18	1.15	1.16	1.16	
2011 Projection						
Average Household Income	\$64,803	\$67,971	\$70,715	\$54,496	\$68,881	227.4
Change Index	1.09	1.08	1.08	1.08	1.08	1.13
Median Household Income	\$62,816	\$54,676	\$56,918	\$41,523	\$52,633	
Change Index	1.08	1.09	1.10	1.09	1.09	
Per Capita Income	\$23,236	\$28,247	\$28,377	\$22,609	\$26,492	
Change Index	1.10	1.09	1.09	1.09	1.08	

Income comparisons suggest that household income measures for Independence outpaced the rate of inflation between 1990 and 2000, have struggled to keep pace with inflation between 2000 and 2006, and may lag inflation between 2006 and 2011. This comparison, by itself does not reveal the dynamic growth fueled by new households in the City.

These projections play a significant role in the market for retail space and/or land for new retail development. Of course, markets are not confined to political subdivisions, so similar demographic data for Kenton County, and beyond, is important in retail land use projections as well. This discussion will be resumed in the following sections of this report.

For more details regarding household income demographics for the City of Independence and the markets that comprise the context for this discussion and report see Household Income Trends by Age of Head of Household 2000-2011 (Refer Exhibit M-1), and Household Income Trends Comparison Index (Refer Table on the previous page).

Housing Market Observations and Conclusions

Based on the current and projected pace of housing growth in Independence, the city should be approximately 1.92 times the size it was in 2000. The housing inventory will have grown from 5,387 units in 2000, to approximately 8,251 units, today, and to approximately 10,366 housing units by 2011. For more details regarding housing unit growth, see Housing Units Comparison; 1990-2011 (Refer Table on the next page).

Based on observation and field-based estimates and projections, vacancy rates in Independence should be at, or below, 2.0% from now through 2011. This indicates a very strong housing market with a supply constraint. Traditionally, a 5% market vacancy rate has been regarded as representative of a stable (supply/demand balanced) market.

The overwhelming market for new growth is the owner-occupied housing segment comprised of freestanding, single-family homes on suburban lots. This is the segment of the housing market that is expected to continue to propel the Independence housing market through 2011.

While it would be a break with the dominant form of housing being built in Independence today, more diverse housing products should be considered in the future. Higher density housing products for younger persons as well as senior citizens could have roles in Independence. There is no question, Independence has a robust

Typical Housing Development in Independence



Housing Units Comparison: 1990-2007

Source: GEM Public Sector Services, data provided by demographicsnow.com

	CITY OF INDEPENDENCE		KENTON COUNTY		CINCINNATI MSA		STATE OF KY		UNITED STATES	
1990 Housing Units										
Total Housing Units:	3,621		56,074		732,556		1,506,836		102,264,033	
Owner-Occupied	2,748	75.90%	34,654	61.80%	212,100	60.90%	2,758,162	63.70%	59,006,347	57.70%
Renter-Occupied	713	19.70%	18,000	32.10%	111,281	33.20%	1,329,401	27.80%	32,929,019	32.20%
Vacant	159	4.40%	3,421	6.10%	18,873	6.00%	284,407	8.40%	10,328,667	10.10%
2000 Housing Units										
Total Housing Units:	5,387		63,571		833,067		1,750,927		115,904,641	
Owner-Occupied	4,078	75.70%	39,478	62.10%	227,299	62.90%	3,072,522	64.30%	69,774,594	60.20%
Renter-Occupied	1,099	20.40%	19,961	31.40%	111,772	30.60%	1,373,251	26.60%	35,698,629	30.80%
Vacant	205	3.80%	4,132	6.50%	25,336	6.50%	337,278	9.20%	10,431,418	9.00%
2006 Housing Units by Observation										
Total Housing Units	8,251		68,681		903,195		1,886,641		125,895,757	
Owner-Occupied	6,926	83.94%	40,316	58.70%	236,950	61.20%	3,187,269	62.00%	75,537,454	60.00%
Renter-Occupied	1,133	13.73%	21,428	31.20%	103,415	28.40%	1,314,538	26.70%	36,257,978	28.80%
Vacant	192	2.33%	7,005	10.20%	35,502	10.40%	440,423	11.30%	14,100,325	11.20%
2011 Housing Units by Observation										
Total Housing Units	10,366		72,722		962,393		1,997,696		134,192,370	
Owner-Occupied	9,001	86.83%	40,942	56.30%	246,321	60.00%	3,294,858	60.30%	80,112,845	59.70%
Renter-Occupied	1,173	11.32%	22,471	30.90%	95,537	26.80%	1,260,316	26.80%	36,902,902	27.50%
Vacant	192	1.85%	9,308	12.80%	44,869	13.20%	445,644	12.90%	17,176,623	12.80%

housing market, but it is concentrated in essentially one product type; freestanding, single-family homes in low density residential subdivisions. There is also no question that the housing in Independence appears to be popular with upwardly mobile families. Once again this is only a segment of the population that could find Independence to be a desirable place to live. Younger persons who have not yet reached the family formation years and seniors who may no longer want the responsibilities of freestanding homes are two large segments of the population that appear to be without new housing alternatives in Independence. The point of this observation is that there are higher density housing products that could be developed to serve more segments of the housing market for ownership and for rental. These housing products are higher density products that can be interspersed in a suburban community like Independence without changing the character of the community, in general. New, higher density residential products for specific segments of the housing market should be a part of the future in Independence whether for sale or for rent.

The magnitude of residential growth in Independence is very likely to be followed by equally dynamic commercial development. The pace of growth in the housing market and that projected for the commercial development market may strain City services and school capacity in Independence. The magnitude and possibly the range of City services will have to expand in the coming years.

Office and Industrial Market Observations and Conclusions

At the present time Independence does not appear to have much of a competitive market supply of existing office or service business buildings to address any potential market demand that comes its way.

The analysis above suggests that a dynamic market for office and service business space is on the horizon in Independence. A simplified calculation suggests that the underserved segments of the medical, professional, and service business markets could require as much as 600,000 square feet, more or less, to balance market supply of businesses with indigenous market demand. This calculation only takes into account the demand generated by Independence residents. The market can easily expand well beyond the limits of the City based on the improved roadway access that will be afforded by the new State Route 17. Of course, the City will never retain all of the indigenous demand its residents generate for services, but the trade off between residents going elsewhere for services and the influx of non-residents to well located businesses in Independence will hopefully balance or be skewed in favor of Independence based businesses in the future. This favorable balance is dependent on recruiting the “right” businesses to the “right” locations in Independence. Much of this direction will be to new improvements on newly developed sites. Managing the development process will be crucial to the outcome for the City.

Based on current market conditions and what appear to be significant future market opportunities, the City may wish to position itself to address market opportunities when presented through cooperative relationships with property owners who understand and embrace the desires of the City to enhance employment opportunities within Independence while not just yielding to development pressure to build any project that comes along. This approach to commercial development of all types will be necessary in order to manage the growth and future development of Independence to retain as much of the current “feel” of the community as possible while it continues to grow and evolve.

Retail Market Observations and Conclusions

The City of Independence has an established, but limited retail business base within a recognized trading area. The trading areas in this market analysis have been defined by drive-times from an epicenter at the intersection of Madison Pike (KY 17) and McCullum Road. Trading area measurement points have been established at the five minutes, ten minutes, and fifteen minutes drive-times from the epicenter. For more details regarding current market capture for retail and service businesses in the City of Independence and the drive-time markets, see 2006 and 2011 Field Estimates for Retail and Service Business Market Capture (Refer Table in Exhibit M-2), and maps of the Drive-time Areas from Madison Pike (KY 17) and McCullum Road.

Retail Development in Independence



The City has been experiencing dramatic growth, now as a part of the rapid urbanization of Kenton County. The retail centers on the landscape in the City are no longer current for many of the large-scale retailers that comprise the anchor tenant base in the region and the nation. In addition, the urbanization of the County in general means that retailers have a more widely dispersed customer base than in the past and new retail venues are emerging elsewhere in Kenton County to compete with the older, established centers in the City of Independence and elsewhere.

The City has added limited retail developments as needed in the past, but is now at the point where it may be the epicenter of future retail market growth for a trading area that is broader than the City's jurisdiction. New competition and planned introductions of new retail venues in close proximity to existing retail venues in the City may overshadow the existing retail business base potentially destabilizing the markets for these existing retailers and/or the locations they currently occupy.

The relocation of Kentucky Route 17 to a new right-of-way away from the Madison Pike corridor, except at the southern edge of the study area and the City, will almost certainly make many existing retail venues on the corridor functionally obsolescent forcing the relocation of many existing merchants. The "traditional downtown" on the Madison Pike (KY 17) corridor could become the location of a number of small, locally owned, site based service businesses and specialty retailers. The successful transition of this "downtown corridor" in Independence while there is a significant amount of commercial expansion in the City could be crucial to the future success of this business district.

The City must focus on facilitating reuse and redevelopment of functionally obsolescent retail, and other, space in the City while urban growth is in progress. Otherwise, new retail venues will emerge on the landscape in the City, or in close proximity to the City, thus serving the retail demand of the population and households in the Independence. Existing locations could languish in the marketplace because these new retail locations, inside and outside the City, adequately serve the retail market and eliminate the need to use rejuvenated and/or redeveloped space in the City.

The reader should be advised that retail establishments typically follow growth in progress. Therefore, the retail developments being observed in the area today are in response to the growth estimated between 2000 and 2006. This expansion of retail development should continue through 2011 if the projected population and household growth for the City and the trading area are realized. This observation reinforces a statement made above that the City should be facilitating redevelopment of obsolescent retail sites now while the overall market is still growing.

Specialty retailers have to commit the long hours to manning their stores waiting for consumers to buy something in order for the store to be able to pay its bills and remain open. This can be a "long hours for low reward proposition" for the store operators. In essence, specialty retailers may be in their twilight to be replaced by cyber merchants and even charitable organizations that have expanded vigorously into the retail market. The point of this observation is that there is a limited market for specialty merchant space in any community, but it may be extremely limited while the market is undergoing substantial growth led by established chain retailers.

When new competitive retailers emerge in close proximity to the City in the future, their retail gravity may pull small retailers, dependent on the traffic generated by strong anchor tenants, to locations in closer proximity to the epicenter of new high-traffic retail outlets. The effect would be to erode the retail merchant base in the City, most likely drawing from merchants in the new Kentucky Route 17 corridor.

A likely long-term scenario is that the City of Independence will decline in its importance as a retail center in Kenton County and beyond. This is likely be an outcome of the widespread urbanization of the southern portion of Kenton County in the future and the possible relocation of merchants who may come to Independence in the near-term, but want to be closer to the leading edge of growth in the future.

The City must try to find the elusive balance between the demand of consumers in the market today; many of whom are Independence residents, and the needs of a population and households in the future that will have more and newer choices. A projection of 322,911 square feet of new retail space would likely reduce the trading area's competitive market share by approximately one half of its relative contribution to retail expenditure potential in the future. This may be a "safe cap" on retail growth for the long term, but there will be a great deal of pressure in the short run to exceed this limit to meet current consumer demand within the context of current, competitive venues on the landscape.

While some decline in importance can be anticipated for the City's retail business base in the future, the magnitude of decline can be mitigated by aggressively positioning new and existing retail centers with uses that appeal to the convenience, neighborhood and community levels of consumer demand. These uses, described by their typical sphere of market influence could represent a relatively stable merchant base even if more competitors enter the immediate market in the future.

The Madison Pike (KY 17) corridor is a likely location for specialty merchants, but may hold even more potential for site based, consumer service businesses. While these may be small-scale businesses they will still require easy access and off-street parking. The access and parking will help to offset the inability to park on the street and the inconvenient access this condition creates. Even if these prerequisites are met, it still takes local entrepreneurs to address the potential market for their goods and/or services.

It is unlikely that start-up businesses can afford to buy and renovate space for their use. Start-ups are risky for landlords as well. It is more likely that local businesses will originate in another location in the vicinity and relocate to the Madison Pike (KY 17) corridor once their market success is assured.

General Market Observations

The City of Independence and Kenton County are in the midst of an unprecedented period of growth and urbanization. Much of the growth has come from households seeking new homes in suburban settings that offer a quality lifestyle and close proximity to urban amenities and workplaces. Much of the growth has come to the City and the County from within the metropolitan area. Kenton County and Independence are ideal residential locations for two income households in which one spouse works in the City of Cincinnati and the other works in Northern Kentucky.

The pace of growth in Independence is projected to continue through 2011 only slightly off the pace of growth between 2000 and 2006. Within this time period, the City of Independence will likely near the point of almost complete “build out” within its existing corporate boundaries. The capacity of Kenton County to accommodate additional growth once Independence has reached “build out” could dilute the influence the City currently has as a portion of the Kenton County. Certainly, the population of Independence may comprise a smaller share of the population of Kenton County than it has historically or does now given the pace of growth. Independence is witnessing fast paced growth, but it is also one of the oldest established communities in the County. Therefore, Independence must address new development while also addressing issues of age and urban decline in its “traditional downtown” on the Madison Pike (KY 17) corridor.

The City has been able to maintain much of the character and vitality of its traditional “downtown”, but the relocation of Kentucky Route 17 will bring new commercial venues that are likely to erode the consumer base of the existing commercial corridor. The shift of traffic away from the existing Madison Pike (KY 17) corridor alone is likely to force the relocation of some merchants who are dependent on the daily traffic volume for their business. Specialty merchants that populate the downtown corridor will also be challenged to maintain their business viability in the same way many locally owned retail businesses were challenged in the past to maintain their customer base in the face of intense chain retail competition. The older buildings in the Madison Pike (KY 17) corridor will require substantial investments in maintenance and renovation in order to retain their character in the future. The Madison Pike (KY 17) corridor expresses the tradition and heritage of Independence or it would not be the central corridor in the study area for which this market analysis has been conducted. The character expressed by this “traditional downtown” corridor, in part, translates into the lifestyle that brings new households to the City. As such, the downtown will require continued monitoring, private investment, and possible public intervention in order to retain its vitality in future years.

Residential growth is seen as almost a given in the next five years. Commercial growth; however, is directly related to the City’s capacity to address the needs of business and industry within the City limits. The City does not appear to have an adequate supply of existing, modern, fully functional, commercial buildings of any type for prospects who do not wish to build new buildings. Conversely, the City appears to have sufficient land for future commercial, industrial, and retail development. It will be incumbent on City officials to oversee the development of the available land in the City for the most productive, long-term benefit of the City of Independence.

In general, efforts should be made to facilitate revitalization, reuse or redevelopment of existing space or sites in the Madison Pike (KY 17) corridor while the consumer market is still growing and all potential competitive venues are not yet in operation. Major developments proposed in close proximity to the Madison Pike (KY 17) corridor will draw demand away from existing locations and overshadow the competitive position of this corridor, as it exists today. These new venues could make it difficult to maintain quality tenants in existing locations along the Madison Pike (KY 17) corridor in the future. Efforts should begin before competition emerges to work with existing property owners and the developers of new venues to mitigate the impact of new locations on established locations within the City.

During the process of revitalizing the Madison Pike (KY 17) corridor and the “traditional downtown” area of Independence, a mix of land uses is likely to emerge. This mix will help facilitate the revitalization and/or restoration process in the Madison Pike (KY 17) corridor, but the concept of mixed uses should not be

overlooked in the development of new land uses in the City. There may be opportunities to introduce mixed-use commercial and residential projects that include components of retail and office uses in conjunction with high-density residential products for the local market.

In general, there are two ways to create mixed-use developments. The first way is to mix uses within the shell of a single, multi-story building. This is a vertical mix of uses; retail on the first floor, office space on the second floor, and residential units on the third floor for example. The second way to mix uses is in the form of a multi-purpose campus in which individual development pods may be of single use, but the combination of pods in the development create a mix of retail, office and residential uses on the “campus” of the overall project. Both methods of creating mixed-use developments could be applicable to Independence. This type of development would be a break with the traditional form of development experienced in Independence to date, but this form of development can provide an array of uses in any new development project. Even if a mixed-use project proves desirable in Independence, market indicators should not be ignored and the scale of the development should reflect the magnitude of market demand anticipated for the products to be offered.

Specific Recommendations for Madison Pike (KY 17) and the Study Area

Madison Pike (KY 17) is the traditional “downtown” corridor of Independence and should be a natural corridor for expansion of the image and character that is what the City of Independence wants to project in the future.

Prospects for revitalized and restored historic structures and small-scale commercial buildings are a small niche of the market. Frequently, the cost of revitalizing or restoring an old structure is more expensive than building a new structure of equivalent size. Buyers can be surprised by the oversight of “landmarks commissions” or “historic preservation” groups that may have regulatory authority over restoration projects. These surprises usually result in additional time and money than was originally planned for restoration projects. Because of the number of unknowns in any revitalization or restoration project, financial institutions are reluctant to lend on these projects.

When completed, a project may have historical appearance, but it must be fully functional space in the context of the occupant’s competitive market. This means the restoration must have modern climate control with energy efficiency. ADA compliance is a requirement. Telephone, communications and data linkages must be state of the art. Signage must be clearly observable from the street at normal speeds. The occupant must have easy access along with an identity and visibility. The Madison Pike (KY 17) corridor does not accommodate “on street” parking. Employees and customers are likely to arrive by car. Contiguous, on-site parking and access from the primary thoroughfare or side streets is an absolute prerequisite to successful restoration/revitalization. Parking and its access must be clearly labeled with way finding directional signage if necessary. The parking and access requirements may be among the most important prerequisites to restoration/revitalization of the corridor.

If restoration is not possible, new construction utilizing complementary architectural cues and building materials should be permitted. Some effort should be devoted to maintaining a consistent scale between restored and new structures in the corridor if this situation arises. A complementary new structure in the corridor will be better in the long term than languishing properties interspersed with restored properties.

The City should be proactive in setting the stage for restoration, revitalization, and/or redevelopment by securing reciprocal easements for access and off-street parking. The City should consider facilitating financing for restoration projects in conjunction with local financial institutions. In addition, the City should be willing to “buy down” costs in excess of new construction and/or appraised values as restored. A “loan convertible to grant” type program secured by a junior lien may be the means to accomplish this goal. Obviously, some of the regulatory and oversight concerns expressed above should be clearly stated so that potential buyers know precisely what hurdles they will have to clear and who will be responsible for approving their plans. A “how to” guide may be in order. Finally, the City may want to consider a demonstration project. This is essentially speculative development, but it may be useful as a “pump priming” exercise. This step should only be taken if none of the other steps results in any market interest.

The reader should remember prospects for restored and revitalized properties represent a niche in the general market. Many users of professional or general office space want “new” space. This segment of the market will not be attracted to existing buildings in the Madison Pike (KY 17) corridor, but could be attracted to the corridor if redevelopment opportunities also exist. Maintaining the scale of new projects will be important to the overall character of the corridor, so some market participants will not fit in the corridor under any circumstances.

Finally, revitalization, reuse and/or redevelopment projects are long-term projects. In many cases it has taken over twenty years to effect broad change in a targeted area. The rapid pace of growth in, and in the vicinity of, Independence should be helpful to accelerate the pace of revitalization in the Madison Pike (KY 17) corridor but, the City should not count on development elsewhere in the City benefiting the Madison Pike (KY 17) corridor or its vicinity. Some candidates for the corridor are likely to be lured to new developments based on the prospect of market growth and activity in these evolving areas as opposed to maintaining the vitality of an existing area. Nevertheless, the opportunities are definitely more plentiful when the market is in a state of general growth. This appears to characterize the circumstances of Independence today and in the near future.

2.3 Previous Reports and Plans

One intention of the Community Small Area Study is to identify the existing planning studies and the documents affecting the development in this study area. It is imperative to look for possible adjustments that need to be undertaken to keep the plans and documents effective. It is also important to acknowledge modifications to comply with the study goals of revitalization of downtown Independence and Madison Pike (KY 17) corridor. The following are the existing planning initiatives and relevant sections that the Planning Team consulted as a part of the preliminary research.

+ **2006 Areawide Comprehensive Plan Update for Kenton County by NKAPC**

The 2006 Areawide Comprehensive Plan Update covers issues such as land use, environment, public utilities etc. and recommends certain policy and implementation procedures. Pertinent recommendations are:

- Land use regulations and future developments should encourage clustering and preservation of open space areas.

- Development guidelines to be formulated to assist in the development/redevelopment of commercial areas to address unique needs such as adequate off-street parking, landscaping, building and site design.
- Conservation of agricultural land uses and historic preservation.
- Preservation of existing and creation of integrated recreational/open spaces to be achieved with conservation subdivisions, hillside protection, riparian buffers, viewshed protection and regulatory zoning ordinance. Creation of county-wide park/link system to manage the parks and acquire additional land through Kenton County Conservancy and other organizations.
- School sites and planned park and recreational facilities to be integrated whenever possible.
- Implementation tools like subdivision regulation, zoning ordinance, building and housing codes to be applied for planned growth along with assistance from governmental funding and public infrastructural improvements.
- Specific transportation recommendations are:
 - Reducing the need for expansion of vehicular facilities.
 - Need for alternative methods of transportation including but not limited to trails and sidewalks.
 - Integration of a transportation network that effectively incorporates roadways, mass transit, ride-share programs, bicycling, and pedestrian facilities.
 - Improving mobility along arterial and collector streets.
 - Managing congestion along major roadways.

Previous Reports & Plans

Source: NKAPC



+ **City of Independence Zoning Ordinance**

- The zoning map (Exhibit EC-3) shows mostly Single Family Residential zones of various densities (R-1A, R-1B, R-1C, R-1C*, R-1D, R-1DD). The only Multi-Family Residential zone (R-2) is on Shaw Road just to the west of Independence Shopping Center. A Planned Unit Development zone is utilized for development on the east side of Madison Pike (KY 17) just north of the shopping center area. The retail center located on the southern end of study area is zoned Commercial [NSC (DP-3), NC, NC (DP-17)]. Other commercial zones are located along Madison Pike (KY 17) at the intersection of McCullum Pike [NC, NC (DP-14)], intersection with Independence Station Road (NC) and at the intersection of Sylvan Drive/Patriot Way [NC, NC (DP-4), NC (DP-7)].

- + **Kenton County Subdivision Regulations** (adopted August, 1978 and most recently amended October, 2006 by NKAPC) includes standards for creation of subdivisions with Planning Commission approval.

- + **Strategic Regional Policy Plan** by OKI Land Use Commission, adopted April, 2005
 - General recommendations are based on relation to regional transportation network and to support green infrastructure. It encourages diverse mix of housing, transit-friendly pedestrian-oriented development to minimize per unit cost of public facilities and services.

- + **A Vision of Independence 2006** prepared by the City of Independence Visioning Committee

The tremendous growth within the City of Independence led to the desire of the city leadership to engage in the visioning process. Although the recommendations from the process was subdivided based on identity, land use, economic development and quality of life issues, the broad-based recommendations are as follows:

 - Develop the brand identity of Independence as “small town character”, rural feel”, and “family friendly”
 - Re-invent the historic downtown through market analysis followed by land acquisitions, funding and grant opportunities and business incentives
 - Establish a master plan through a land use study process
 - Develop a strategy to proactively implement zoning decisions based on advanced planning and market/transportation indicators to address urban sprawl and inefficient land use.
 - Hiring a City Administrator responsible for economic development, marketing and business recruitment
 - Establish a marketing plan for new businesses with business incentive strategies
 - Improve City parks and add public spaces
 - Invest in professional signage (city entrances, street signs)

- + **Independence Citizen Survey 2005** polled the citizens on their feelings about community issues that faced the City. The major findings are outlined below:
 - Rapid growth along with traffic flow were identified as the major issues facing Independence.
 - The residents expressed that low crime makes a city a dynamic and great place to live.
 - The survey reflected that the City was considered to be a bedroom community with majority of residents either working in Cincinnati or are retired.
 - Major routes of travel were Madison Pike (KY 17) and Taylor Mill Road (Route 16).
 - Priority for commercial developments included restaurants, retail shopping, entertainment options and professional office spaces.
 - The residents indicated that police protection and public works were the most important services provided by the City.

+ **Report of the City of Independence, Economic Development Committee, 2005**

This report was prepared with the purpose of reviewing the city's finances and developing strategies to encourage economic development. The recommendations were divided in broad categories as mentioned below:

Zoning

- Retail zoning was recommended to be centralized, starting with Town Center area and spreading from there.
- With limited amount of property zoned for professional office spaces, changing the zoning in the historic downtown area would encourage small office development.
- Encouraged planned unit development zoning to combine residential and commercial properties into one development
- Contiguous residential development over various spots of development across the city was recommended. Development plans for multi-unit homes such as apartments, condominiums, and town homes was recommended to be scrutinized for appropriateness prior to approval or zoning changes.

Annexation

- It was recommended that the city should consider annexation of property for residential development if it is contiguous to the city and is mutually beneficial to the property owner and the city.

Other recommendations were for infrastructural improvements with regards to sewer extension and marketing through open communication, hiring a Director of Economic Development and enhancing the City web page. The quality of life recommendations dealt with issues of safety, convenience (proximity to places of worship, work, school, recreation, retail and entertainment), wealth creation (jobs and investments), taxes (lower commercial taxes to attract businesses, lower real estate taxes to increase value of homes) and beauty (public works and enforcement of zoning)

Transportation Studies

The transportation system within the study area has been included in several regional and county wide planning documents which provide guidance on achieving the transportation goals. Planning Documents concerning transportation which are applicable to the Study Area include the following:

Ohio-Kentucky-Indiana Regional Council of Governments (OKI) 2030 Long Range

Transportation Plan (LRTP) was adopted in 2004 and also includes subsequent updates, is the official document summarizing the long term transportation needs of the metropolitan region.

Kenton County Transportation Plan - Completed in March 2003, an initiative of the Kenton County Fiscal Court, by the Ohio-Kentucky-Indiana Regional Council of Governments in partnership with the Northern Kentucky Area Planning Commission, the Transit Authority of Northern Kentucky and the Kentucky Transportation Cabinet. The plan places a strong emphasis on the need for multi-modal transportation

improvements in the County. Within the study core area recommendations were made for the widening of KY-536 as well as the reconstruction of McCullum Pike (KY-2045) between KY-17 and KY-16. With respect to improvements of County Roads, Independence Station Road and Oliver Road were highly ranked for needed improvements to safety, geometry and capacity.

Kenton County Pedestrian Plan - In June 2001, the Kenton County Pedestrian Plan was completed by the Northern Kentucky Area Planning Commission for the Ohio-Kentucky-Indiana Regional Council of Governments. The study was initiated as an effort to begin to improve the walking conditions for residents throughout Kenton County. The specific goals of the plan are as follows:

- + Development of a countywide pedestrian system that is integrated with other transportation system.
- + Provide a safe and convenient pedestrian environment.
- + Advocate and encourage land development that is compatible with and incorporate conveniently located (essential) services, accessible by pedestrians and other non-motorized transportation.

Observations of the study area include absence of sidewalks along Madison Pike (KY 17) which may connect the Summit View Elementary and Middle Schools located at the north gateway of Independence. Specific recommendations include using the Ped Shed approach for new development and evaluate sidewalk improvement of existing development to ensure maximum accessibility.

Kenton County Bicycle Plan - The Kenton County Bicycle Plan was completed in June 1999 by the Northern Kentucky Area Planning Commission for the Ohio-Kentucky-Indiana Regional Council of Governments. In an effort to make Kenton County a more multi-modal friendly community, this study aims to lay the framework for a comprehensive bicycle network throughout Kenton County. Plans for the "new" KY-17 mentions the paved shoulder to be a shoulder bikeway through Harris Pike within the study area. Also the Proposed Bikeway Plan depicts a "Primary Bikeway" in the north end along Madison Pike (KY 17) from the intersection with "New" KY-17 till Independence Station Road and a "Secondary Bikeway" along Madison Pike (KY 17) from Independence Station Road till Harris Pike.

Kentucky Transportation Cabinet 6-Year Highway Plan 2006-2012 - This plan is the official planning document listing Cabinet funded transportation projects for the next six years. These projects include both maintenance and system preservation as well as selected capacity addition projects. This plan is updated on a biannual basis. The only project within the study area in the current plan is the widening and reconstruction of KY-536 from Boone County to KY-17.

Kenton County Unscheduled Project Needs List - The Kentucky Transportation Cabinet seeks to identify and prioritize local transportation projects in the development of its biannual update to the Six-Year Highway Plan. The Cabinet in conjunction with the local communities and Area Development District or Metropolitan

Madison Pike near Independence Station Road



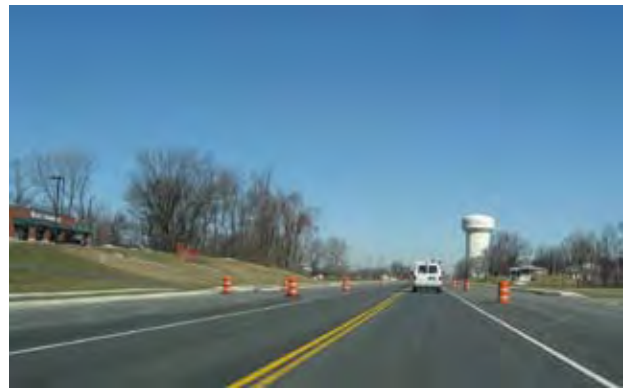
Planning Organization (OKI) develops an unscheduled needs list by County which documents potential projects identified by local communities. There is not a commitment to fund or implement the listed projects but they serve as a precursor to additional project development. Within the study area there are two projects on the Unscheduled Project Needs List:

1. The reconstruction of Madison Pike (KY 17) with curbs and sidewalks from Independence Station Road to Locust Lane
2. The widening and reconstruction of Harris Pike (KY-536) from Madison Pike (KY 17) to Taylor Mill Road (KY 16).

2.4 Existing Transportation Analysis

Transportation analysis gives information about existing conditions and identifies opportunities to suggest roadway and access improvements such as: providing better lighting to prevent accidents at intersections, traffic calming techniques, providing stop lights and limiting access.

“New” KY-17 Corridor



Functional Classifications

Functional classification is the process by which streets are grouped into classes or systems, according to the character of service they are intended to provide. Basic to this process is the recognition that individual roads and streets do not work independently of each other. Most travel involves movement through a network of roads. It becomes necessary to determine how this travel can be channelized within the network in a logical and efficient manner.

Functional classification defines the part that any particular road or street should play in serving the flow of trips through a roadway network. The functional classification system used in Kentucky is maintained by the Kentucky Transportation Cabinet following guidelines established by the Federal Highway Administration. The functional classification of the street system is also a criterion determining the applicable design standards included in the Kenton County Subdivision Regulations.

The four functional systems for urbanized areas such as Independence are: principal arterials, minor arterial streets, collector streets, and local streets. Refer to Exhibit T-1 for a map of the functional classification of streets in the study area.

Arterials

Principal Arterial

The principal arterial system carries the major portion of trips entering and leaving the urban area, as well as the majority of through movements desiring to bypass the central city. The principal arterial system will carry important intraurban as well as inter-city bus routes and should provide continuity for rural arterials. Madison Pike (KY 17) is the only principal arterial within the study area.

Minor Arterials

The minor arterial places more emphasis on land access than the higher system, and offer a lower level of traffic mobility. Such facilities may carry local bus routes and provide intra-community continuity, but ideally should not penetrate identifiable neighborhoods. The spacing of minor arterials is generally spaced at 2-3 miles in the suburban areas such as Independence. Harris Pike/Shaw Road (KY 536) is the only minor arterial in the study area.

Collector Streets

The collector system provides both land access service and traffic circulation within residential neighborhoods and commercial areas. It differs from the arterial system in that facilities on the collector system may penetrate residential neighborhoods, distributing trips from the arterials through the area to the ultimate destination. The collector street also collects traffic from local streets in residential neighborhoods and channels it into the arterial system. Madison Pike (KY 17) is the only collector within the study area.

Local Streets

The local system serves primarily to provide direct access to abutting land and access to the higher order systems. It offers the lowest level of mobility and usually contains no bus routes. Service to through traffic movement usually is deliberately discouraged. The majority of the municipally maintained streets within the study area are classified as local streets.

Traffic Volumes

The existing traffic volumes have been estimated based on the most recent traffic count information provided by the Kentucky Transportation Cabinet. These counts are regularly conducted on the state maintained routes within the study area including Madison Pike (KY 17), Old Madison Pike KY 3035, Harris Pike/Shaw Road (KY-536) and Independence Road/McCullum Pike (KY 2045). Recent traffic volume counts for the local street system have not been conducted. Please refer to Exhibit T-1 for the average daily traffic volume on the state maintained routes.

A planning level analysis was conducted for the state maintained roads within the study core area, to determine level of service of the individual roadway segments based on existing roadway conditions and traffic volumes. The level of service (LOS) is a qualitative assessment of a road's operating conditions with the best being "A" and worst being "F". Generally a roadway with an LOS of "D" or lower indicates a capacity problem that may be leading to congestion during peak travel times. Please refer to Exhibit T-2 for the current level of service on the state maintained routes. As can be seen the level of service for Madison Pike (KY 17) and KY 536 (Shaw Road) are operating at a level of service "D". The capacity of these two roadway segments will be significantly increased following the planned widening and reconstruction by the Kentucky Transportation Cabinet. The remainder of Madison Pike (KY 17) as well as KY 2045 is operating at an acceptable level of service.

Physical Conditions

The City of Independence has established an inventory and condition rating system for its municipally maintained street system. The design and construction standards for municipally maintained streets are contained in the Kenton County Subdivision Regulations.

Several streets within the study area predate the current Kenton County subdivision regulations or current design standards of the Kentucky Transportation Cabinet. These roads are those that were originally established in the 19th or early 20th century and include Madison Pike (KY 17), McCullum Pike, Independence Station Road, Independence Road, Shaw Road and Harris Pike. There are several segments of these roads that do not meet one or more of aspects of current standards such as geometry, drainage, and roadside conditions.

Through a recent court decision it has been determined that the City of Independence is responsible for the maintenance of roadways located within formal unincorporated Kenton County that it has annexed. These roadways were formerly maintained by the County.

Access Management

In general there are no stand-alone access management controls on the local street network aside from the Kenton County Subdivision Regulations. Access to state maintained roads are by permit with the exception of the relocated KY-17 which is to be a partially controlled access highway. "Partially-controlled access" refers to highways that give preference to through traffic. However, access to selected public roads and streets may be provided and there may be some highway at grade intersections and private driveway connections as shown on the Kentucky Department of Highways' plans.

The development of effective access management regulations and their application to the existing arterials and collectors in the area as well as the relocated KY 17 are important determinates of the future level of service, safety, and operation of these facilities.

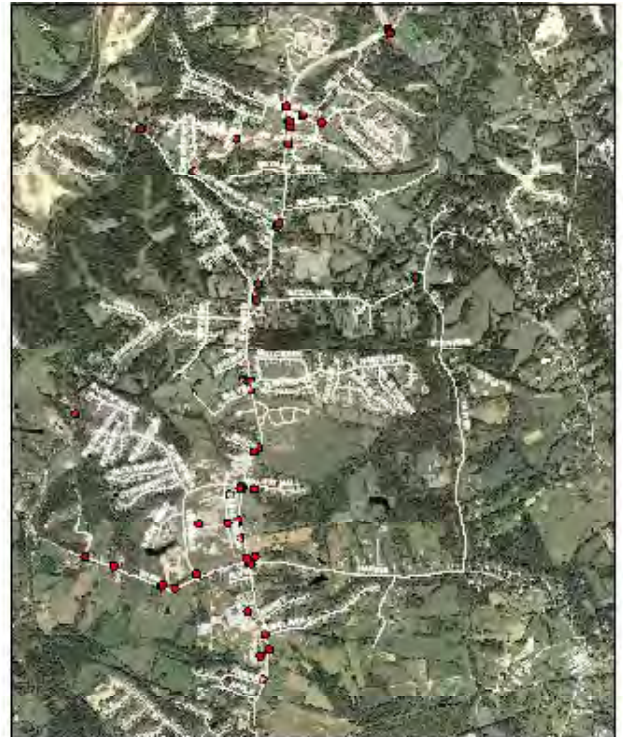
Vehicular Accidents

Accident data was obtained from the Kentucky State Police Collision Report Analysis for Safer Highways (CRASH) database for a three year period (2004-2006). An analysis of the accident data was performed on all roads within the study core area. The individual accident locations were approximated by the latitude and longitude included in the accident reports. A total of 487 crashes occurred within the study area during the time period.

The highest occurrence of any crash type was collisions in parking lots, most of which occurred in the vicinity of the Kroger's store in the Independence Towne Center located on Declaration Drive. This type of accident compromised 119 of the 487 total crashes. It should be noted that the determination of roadway crash rates discussed below do not include crashes that occurred off the road. Rear end crashes were the second most common crash type with 99 in the three year period.

Injury Accidents

Source: URS and Kentucky Transportation Cabinet



Crash types were also categorized based on what time of day the accident occurred, whether or not someone was injured and if the vehicle left the roadway. Approximately 75 percent of the collisions in the study occurred in daylight. Exhibit T-3 and the illustrations “Injury Accidents” (previous page) and “Lane Exit Crashes” (next page) shows the different types of crashes. There were no discernable patterns which would indicate crashes being primarily attributable to lighting conditions.

A total of 67 crashes resulted in 99 injured people and 1 fatality. Please refer to the table below for the location of injury crashes.

Section	Route	Description	Avg AADT	Begin MP	End MP	Segment Length (mi)	Number of Crashes	Section Crash Rate	Functional Class	M (100 MVM)	Calculated Critical Crash Rate	CCRF
1	Madison Pike (KY-17)	From KY-3035 to KY-17	12,220	12.08	13.07	0.99	41	310	Major Arterial	0.22	330	0.94
2	Madison Pike (KY-17)	From KY-536 to KY-3035	12,800	10.97	12.08	1.11	31	199	Major Arterial	0.16	445	0.45
3	Madison Pike (KY-17)	South of KY-536	9,000	10.35	10.96	0.61	15	250	Major Arterial	0.06	517	0.48
4	Shaw Road (KY-536)	West of KY-17	6,320	3.69	4.48	0.79	33	601	Minor Arterial	0.05	526	1.14
5	Harris Pike (KY-536)	East of KY-17	4,960	4.48	6.09	1.61	12	137	Minor Arterial	0.09	485	0.28
6	Independence Road (KY-2045)	West of KY-17	2,190	0.55	1.35	0.80	17	889	Local	0.02	664	1.34
7	McCullum Pike (KY-2045)	East of KY-17	2,610	1.35	2.4	1.05	10	333	Local	0.03	596	0.56

Source: Kentucky State Police CRASH database 2004-2006

As would be expected, the vast majority of crashes occurred on the state road system and not on local residential streets. Seven roadway segments on the state road network were identified for more detailed evaluation.

Three sections along Madison Pike (KY 17) were isolated for the crash analysis. The first section of KY 17 examined a stretch from the northern border of the study area to the intersection at KY 2045. The next section stretched from KY 2045 south to KY 536. The third section extends from KY 536 to the southern border of the study area. The remaining areas selected to examine in detail are Shaw Road/Harris Pike (KY-536) and Independence Road/McCullum Pike (KY 2045).

The Kentucky Transportation Center (KTC) at the University of Kentucky has developed a systematic procedure for identifying locations that have abnormally high numbers or rates of crashes. The table above presents the crash rate calculations for the main roads in the study area. A statistically critical crash rate is calculated based on average crash rates for similar roadways. The average crash rates are determined by the KTC on an annual basis. The actual crash rates are then divided by the critical crash rate to arrive at a Critical Crash Rate Factor (CCRF). If the actual crash rate is greater than the calculated Critical Crash Rate, the resulting CCRF will be greater than 1.0. This indicates that the roadway segment has a statistically high occurrence of crashes and the segment may warrant further investigation to determine what, if any, safety improvements could be

Lane Exits Crashes

Source: URS and Kentucky Transportation Cabinet



made. As shown in the following table, two segments resulted in a CCRF greater than 1.0. The locations are on KY 536 and KY 2045 west of Madison Pike (KY 17).

Among crash types, those classified as lane exit crashes where the vehicle leaves the roadway, require evaluation to determine if roadway geometry, lighting conditions or roadside conditions may have further contributed to occurrence of the crashes. Roadside treatments, such as a guardrail, may be needed to address potential safety issues. Please refer to the illustration for the locations of lane exit crashes.

Pedestrian/Bicycle Facilities

The Kenton County Subdivision Regulations require that sidewalks be constructed as part of all new residential or commercial construction. Most local streets constructed during the last twenty years include pedestrian sidewalks. The older local streets and state maintained routes were not originally constructed with sidewalks. This has led to a fragmented pedestrian network where individual residential developments are not connected to one another with pedestrian facilities. The City of Independence has

made efforts to address this issue by seeking Transportation Enhancement funding to construct sidewalks on Madison Pike (KY 17) creating linkages along the east side of the street where sidewalks are currently missing. There are remaining gaps in the sidewalk network along several other roadways.

There are no stand alone designated bike paths or shared use trails within the study area. The portion of relocated KY 17 currently under construction between Pelly Road and KY 536 does include a shoulder bikeway for pedestrians and bicyclists. Additionally, sidewalks will be constructed on both sides of the road south of KY 536.

Public Transit

Public Transit service to the study area is provided by the Transit Authority of Northern Kentucky (TANK). TANK operates an express fixed route bus service (Route 30X) between Independence and its Covington Transit Center and Cincinnati's central business district. It operates on Madison Pike and portions of Harris Pike (KY 536) and Taylor Mill Road (KY 16). Park and Ride lots served by the route are located near the intersection of Hands Pike (KY 1501) and KY 17 north of the study area as well in the Independence Towne Center located northwest of the Intersection of Madison Pike (KY 17) and Shaw Road .

There are four inbound trips in the morning peak period and five outbound trips in the evening peak period. Average daily Ridership during 2006 was approximately 193 trips with a yearly total of 49,000 trips. Please refer to the tables below for additional details. TANK also provides paratransit services to the qualified elderly or disabled residents who are not able to use its regular fixed route bus service.

The Transit Authority of Northern Kentucky (TANK) initiated the Transit Network Study (2006) of its system to analyze trends, challenges and opportunities facing Northern Kentucky and to create a long-range plan for public transportation. This plan will serve as TANK's guide for future operation and investment to the year 2030. The Transit Network Study does not recommend additional transit service within the study core area. It does include recommendations for new east-west radial routes connecting Boone, Kenton and Campbell counties which would improve east-west connectivity for transit riders from the study area. TANK planning staff has indicated that if landuse within the study core area increase in density that consideration of future service enhancements to the area could be considered.

Route 30X - Independence Express
2006 Ridership

	Ridership by Month												Ridership 2006 Total (12 mos.)
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
Ridership Per Month	4,158	3,917	4,287	3,959	4,380	4,324	3,930	4,689	4,108	4,331	3,866	3,364	49,313

	Average Daily Ridership												2006 Daily Average
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
Weekdays Per Month	22	20	23	20	22	22	20	23	20	22	21	20	
Avg. Ridership Per Weekday	189	196	186	198	199	197	197	204	205	197	184	168	193

	Bike Boardings by Month												Boardings 2006 Total (7 mos.)
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
Bike Boardings						0	4	2	0	0	3	1	10

Source: Transit Authority of Northern Kentucky, January 2007

Route 30X Ridership by Trip Time
(Sample Travel Day - 1/9/07)

Inbound - to Cincinnati	Trip Begins in Independence	Trip Ends in Cincy/Covington	Total Riders
	5:53 a.m.	7:00 a.m.	23
	6:23 a.m.	7:30 a.m.	38
	7:13 a.m.	8:20 a.m.	21
	7:18 a.m.*	8:00 a.m.	31

*from Hands Pike P&R Only

Outbound - to Independence	Trip Begins in Cincy/Covington	Trip Ends in Independence	Total Riders
	6:40 a.m.	7:20 a.m.	4
	4:03 p.m.	5:01 p.m.	42
	4:33 p.m.	5:31 p.m.	36
	5:03 p.m.	6:01 p.m.	41
	5:43 p.m.	6:25 p.m.	2

Source: Transit Authority of Northern Kentucky, January 2007

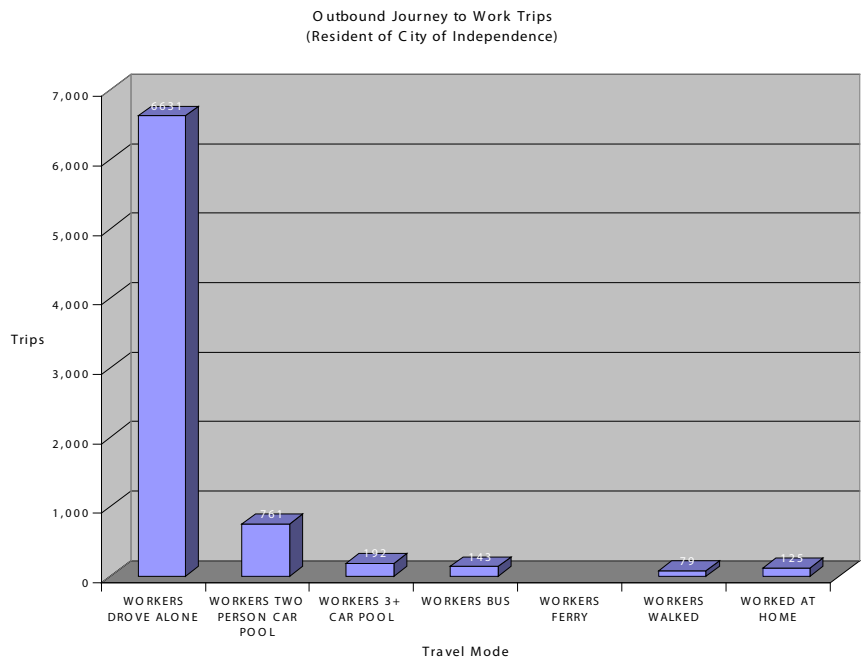
Commuting Patterns

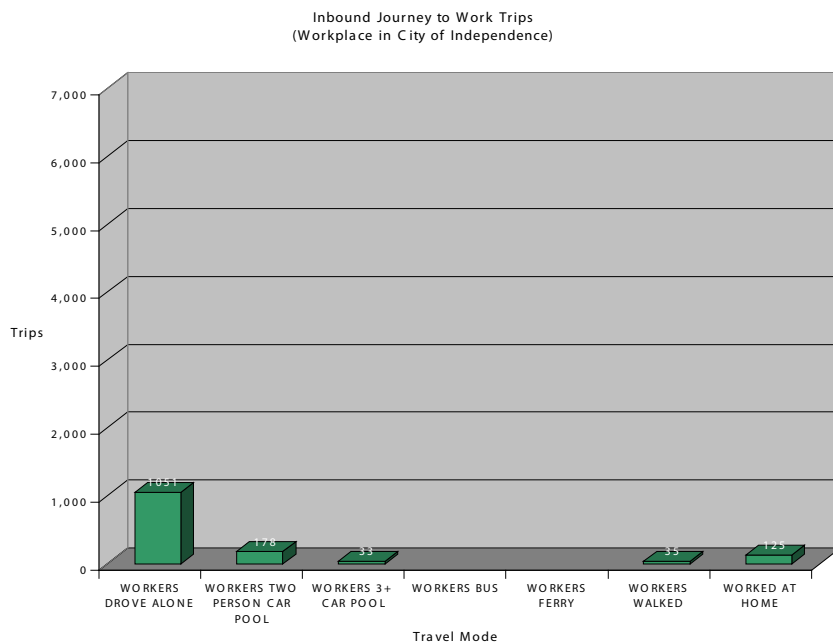
To review commuting patterns for the study area data has been obtained from the United States Census Bureaus' 2000 Census Transportation Planning Package (CTPP). The CTPP is based on responses including place of residence, place of work as well as journey to work.

The 2000 journey to work data indicates that approximately 8,000 workers were residing in the City during the 2000 Census. Of this total, approximately 600 workers were employed within city limits with the remainder commuting outside the City to their place of work. Conversely there were approximately 1,400 workers employed within the City of Independence; therefore approximately 800 workers residing elsewhere in the region commuted to their place of work inside the City. Please refer to Exhibits T-4 and T-5 for the Outbound and Inbound distribution of the Journey to work trips among "Census Places" in the area. From the outbound distribution of trips shown on Exhibit T-4 it is clear that the vast majority of Independence residents were employed at a location north of the City. Cincinnati and Covington account for nearly a quarter of all work trips. Most Independence residents would be expected to use the north-south arterials (KY 17, KY 16 and KY 1303 to reach I-275 and I-75/71 for their commute to work. For residents of the region commuting to Independence for work, the distribution is somewhat different (Refer Exhibit T-5). The highest concentration of workers employed in Independence also resided in Independence.

The vast majority of trips originated in Kenton County with a significant portion originating in Florence and surrounding areas of Boone County. Relatively few trips to work in Independence originated in Hamilton County, Ohio.

General commute characteristics for the City of Independence as a whole are presented in the tables on previous page and the following graphs.





Source: URS, 2000 Census Transportation Planning Package, Part III- Journey to Work , City of Independence

Data on the commuting time for the Transportation Analysis Zones within the study area indicate that approximately 3,500 of the 8,000 workers residing in the City of Independence were located within the core study area at the time of the 2000 Census. The peak time that workers left for work not unexpectedly occurred between 7:00 and 8:00 AM.

Sewers

Infrastructure for Independence like the roadway, water and sewer services are important. Sewer and water services

are provided to portions of the study area with additional service is desired by many residents. The City should work with Sanitary District 1 and Northern Kentucky Water Distribution to acquire these services (please refer Chapter 5 for recommendation).

2.5 Physical Site Inventory

2.5.1 Environmental Aspects of the Study Area

The importance of sound environmentally sensitive development cannot be over stressed. Past experience has shown that insensitive development can incur large amounts of clean-up costs, imperil the safety of residents, and destroy the natural environment requiring decades to mend. For this reason it is extremely important to understand the natural environment of the study area. Five aspects of the environment have been classified for their sensitivity to development. The higher a site's sensitivity the more care and study is necessary to ensure structural stability and the preservation of the environment. Slope and soils are rated on a 3 level scale shown below. Stream buffers, Canopy Cover, and Flood plain are rated with two categories; (1) for not being in the area or (3) for being within the area.

General Rating System

- 1 = low environmental sensitivity
- 2 = moderate environmental sensitivity
- 3 = most environmental sensitivity

Slopes

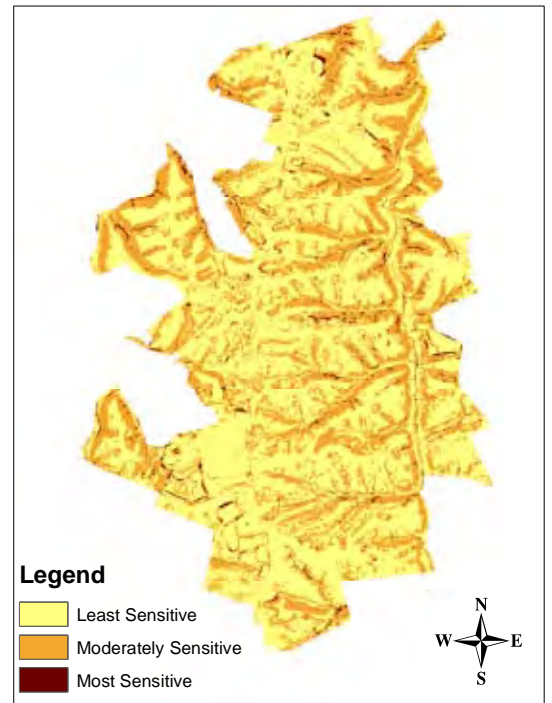
Slope is a particular problem for northern Kentucky and thus one of the most important environmental considerations for development in the area. All sites are subject to erosion and settlement. However, as the steepness of the site increases, greater measures are necessary to prevent erosion and to ensure structural stability. Kenton County recommends a geotechnical report for sites with slopes 20% and over.

Map Key:

- 0-10% = Least sensitive
- 10-20% = Moderately sensitive
- 20% + = Most sensitive

Slope

Source: NKAPC



Soils

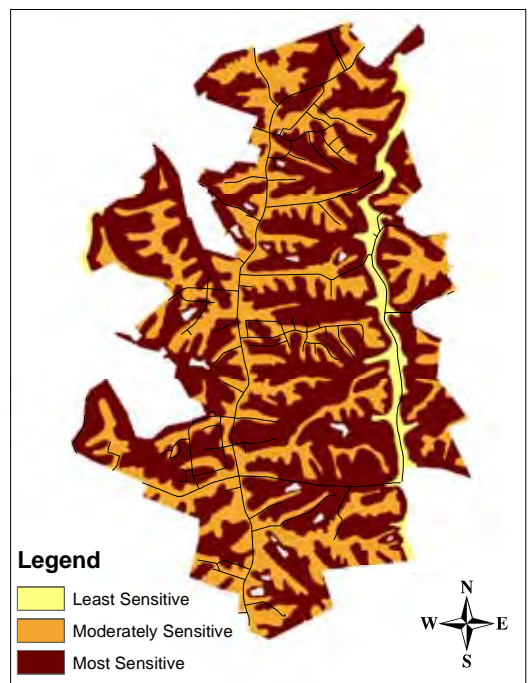
According to the Kentucky Geological Survey, the most environmentally sensitive soils are those consisting of colluvial material left over from ancient river deposits. Many of these exist on steep hillsides and are prone to landslide activity. In addition, many of the most sensitive soils have a high clay content giving them a high shrink/swell rate causing instability in foundations. Geotechnical investigations are recommended for such sites.

Map Key

- High Silt/loam content = Least sensitive
- Silt/loam content with some clay = Moderately sensitive
- High shrink/swell and high clay content = Most sensitive

Soils

Source: NKAPC



Stream Buffers – 50ft

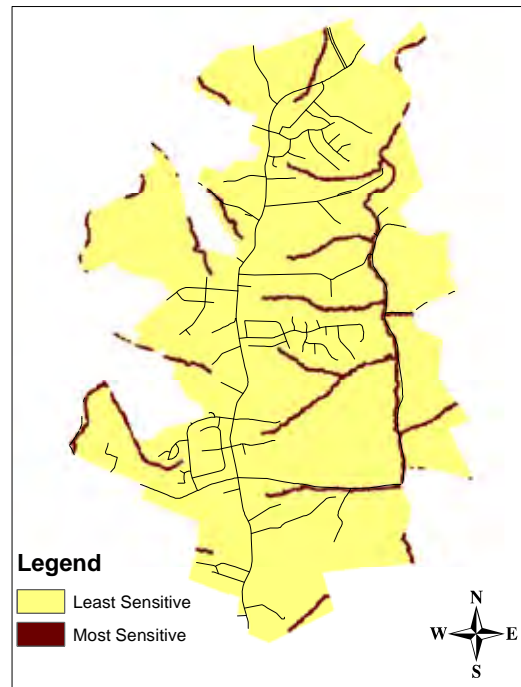
Buffers are naturally vegetated land along streams and other bodies of water. These buffers prevent pollution from entering the stream and erosion of the stream banks. Much of the water pollution in Kenton County enters the water system through run-off and/or infiltration into the water table close to streams. Examples are fertilizers and pesticides from agricultural fields and residential neighborhoods, oil and grease from parking lots and roadways, bacteria and nutrients from livestock and pet waste, and sediment from construction sites. No development or agricultural use should occur within the buffer. It is suggested that a buffer of at least 50ft be rewired on both sides of a stream.

Map Key:

- Not in stream bed or 50' buffer = Least sensitive
- In stream bed or 50' buffer area = Most sensitive

Streams

Source: NKAPC



Canopy Cover

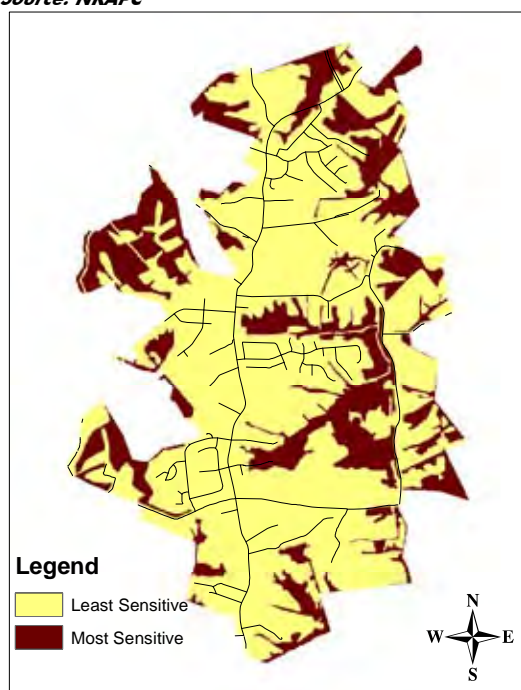
The tree canopy provides many benefits to an area. Trees clean the air of pollutants, reduce floodwaters and erosion, clean the water, reduce energy consumption, and increase real estate values. Large forests provide wildlife habitat and improves the visual aspect of an area. The American Forests, a non-profit organization, recommends 40% canopy cover. This ratio is considered the standard by other environmental groups and the EPA.

Map Key:

- Not in Canopy Cover Area = Least sensitive
- In Canopy Cover Area = Most sensitive

Tree Canopy

Source: NKAPC



Flood Plain

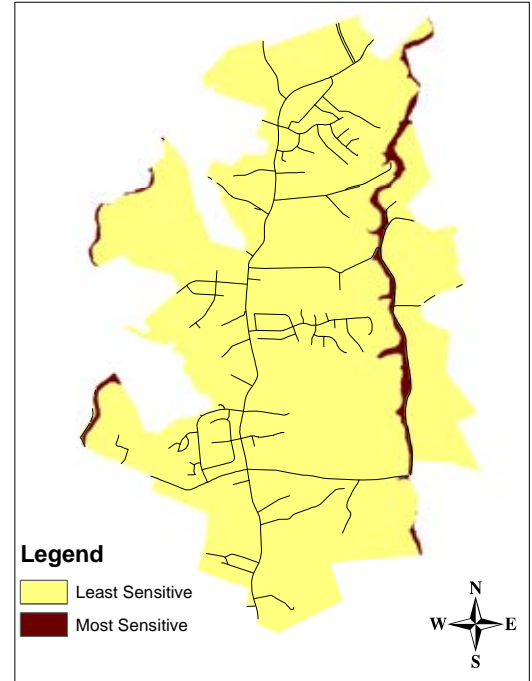
Development within a flood plain may cause economic, environmental and social problems. Anything built in a flood plain is subject to being severely damaged incurring high repair costs. Development close to a body of water increase the amount of pollution entering the water. Structures reduce the flood plain’s ability to move water quickly, thus lengthening the time of flooding; raise the level and enlarging the size of the flood plain. To build within the hundred year flood plain requires a permit.

Map Key:

- Not in Flood Plain = Least sensitive
- In Flood Plans = Most sensitive

Flood Zones

Source: NKAPC

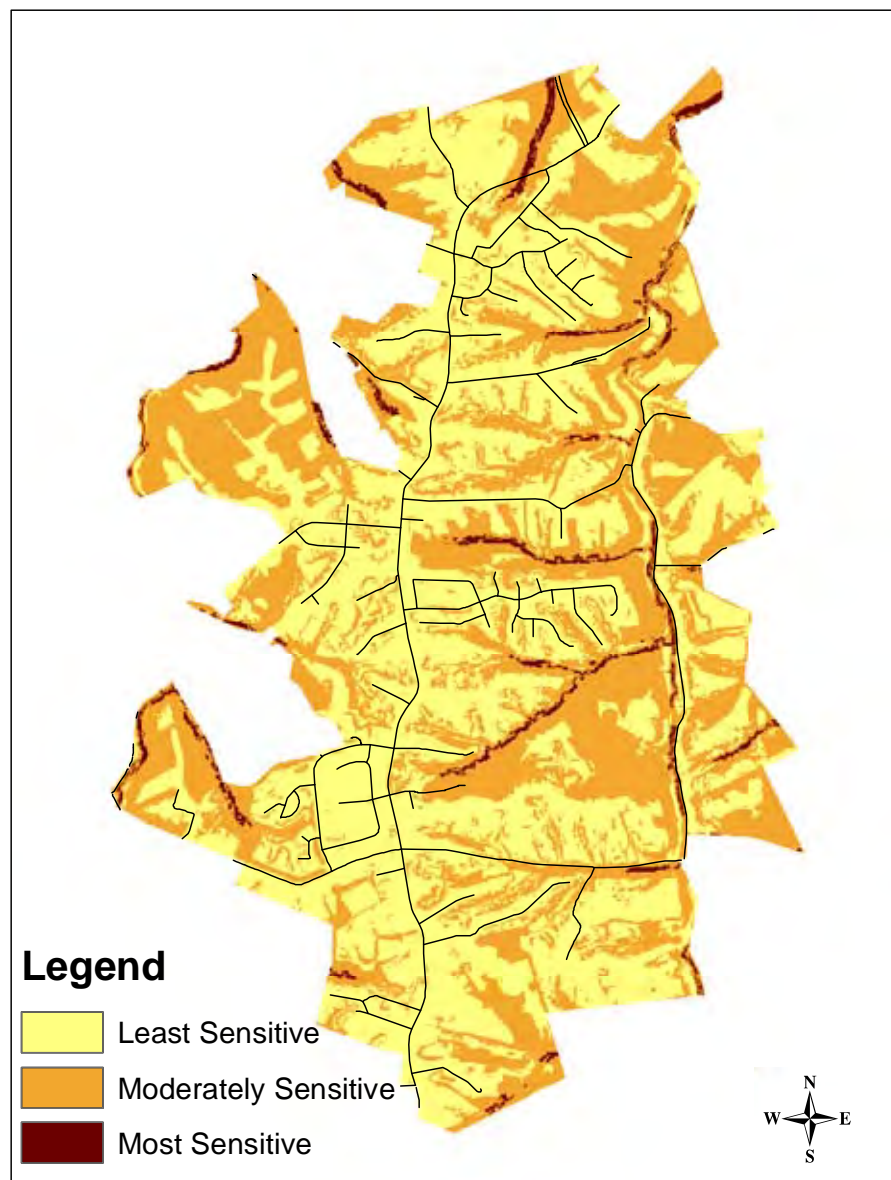


Composite Sensitivity Map

A computerized overlay method was used with the five previous maps to form the overall sensitivity map. Those areas with several high sensitivity ratings are considered the most environmentally sensitive and should be developed with caution. Those with only a few high sensitivity ratings or several moderate ratings are the moderately sensitive areas. The remaining areas are considered low sensitivity and should be suitable for most development. Please refer to Exhibit EC-10 in Chapter 8 for larger view.

Composite Sensitivity Analysis

Source: NKAPC



2.5.2 Site Inventory of Focus Areas

As a precursor to a community study, it is of prime importance to carry out the urban reconnaissance of the study area. Envisioning the urban design requires a thorough analysis of the existing physical characteristics and conditions prevalent in the “downtown” area and along the Madison Pike (KY 17) corridor to identify opportunities for future physical and socio-economic revitalization.

The Planning Team along with the NKAPC staff made several site visits to document the characteristics and types of buildings, architectural styles, historic value, land uses, gateways, recreation/open space areas and hydrological features along Madison Pike (KY 17) and the “downtown” area. The City of Independence, specifically the study area, has changed in character significantly due to settlement patterns and the transportation network modification. The main observations of the physical conditions within the study area are as follows:

Downtown Independence



Downtown

- + The character of historic downtown of Independence is predominately influenced by the strong presence of the historical landmark, the Kenton County Courthouse. Although most of the governmental functions have been shifted to the courthouse in Covington, it still carries out operations like tax payment and licensing etc.
- + The US Bank building and the “old” fire station flank both sides of the courthouse on the east side of Madison Pike (KY 17). On the west, renovated buildings house professional office spaces and a variety of businesses including realtors, a remodeling agency, an attorney’s office, a dance studio, salons and barber shops. The physical condition site analysis of the downtown area is shown in Exhibit IN-3.
- + The downtown area is serviced by a network of roads including Madison Pike (KY 17), the area’s principal north-south connector. McCullum Pike creates an alternate gateway to downtown from the east and Independence Road serves the “downtown” from the west neighborhoods. Pedestrian sidewalks connect the “downtown” to some northern and southern parts of the City. Significant amount of sidewalks are under construction, which will provide increased pedestrian connection to the north.
- + Streetscape character in front of the courthouse includes on-street parking adjoining the courthouse lawn and deteriorating sidewalks on both sides.
- + Although businesses line Madison Pike (KY 17) across from the courthouse, there is a “perceived” lack of public gathering spaces and area identifications.
- + The downtown lacks public activity both during the day and evening hours.
- + Aesthetic character of the area lacks prominent streetscape elements such as trees, pavers etc.
- + Lack of design guidelines, maintenance and upkeep has led to the deterioration of the character of the downtown core.

South Retail Area

- + The relatively new Independence Towne Center located on the southern part of the study area anchored by Kroger is outlined with banks, fast food restaurants and public facilities such as the senior community center and the fire station.
- + There is a perceived division of the City by the Independence cemetery located just south of Hartland Subdivision. Newer developments like the Independence City Hall and the Towne Center line Madison Pike (KY 17) on the south seems to be disconnected from the older areas near the downtown.
- + Construction is on-going for the realignment of KY 17 to connect the Shaw Road/Harris Pike (KY 536) to the south. More commercial and housing developments are proposed along Madison Pike (KY 17) across from the Kroger shopping center.
- + There is no discernible gateway to the community from the south.
- + Residential use is mainly in the form of single family dwellings with a newer apartment complex just to the west of the Independence Towne Center.
- + The transitions between land uses are not compatible with the adjoining development mainly due to the lack of overall planning coordination to offset the population and related commercial growth.
- + There is a visible absence of alternative methods of transportation although the City is constructing new sidewalks for better connectivity. Exhibit IN-4 shows the existing land uses near the south retail area.

South Retail Area



North Gateway Area



North Gateway Area

- + This area currently acts as the main entrance to Independence from the north, although there is a perceived lack of a gateway to the community.
 - + This area is characterized by institutional, commercial and recreational uses, which are concentrated near the northern part. Summit View Elementary and Junior High School, Sterling Staggs Park and several commercial/retail establishments including gas stations, US Postal Service Office etc. line Madison Pike (KY 17).
 - + Residential development is mostly single-family homes.
- + There is a visible absence of alternative methods of transportation along the Madison Pike (KY 17) corridor and in other parts of the study area. Exhibit IN-2 shows the existing land uses near the north gateway.

Open Space and Development



Other Characteristics

- + Commercial development and institutional is lined along Madison Pike (KY 17). Summit View elementary school and junior high schools, Simon Kenton High School and Kenton elementary school are located at the north and south end of the corridor, respectively. Several churches including St. Cecilia, a funeral home just north of “downtown” and professional office spaces are located along the corridor.
- + Three parks are included within the study area-Sterling Staggs Park (5 acres), Memorial Park (26 acres) and Independence Park (4 acres). The parks are lacking connection with each other and also with adjacent residential and commercial development.
- + A viewshed may be defined as an area with scenic or historic value that is viewed from a specific point. In the case of Independence, rural viewsheds are also of significance to local residents. The White Farm located just north of McCullum Pike on Madison Pike (KY 17) has one of the largest open space view corridors in the study area. Also, the open space just behind the Hartland subdivision on McCullum Pike provides an uninterrupted view of the corridor.

The land use map (Exhibit EC-3) within the study area depicts mostly Single Family Residential uses with Retail/Service uses along Madison Pike (KY 17). Agricultural uses are concentrated primarily in the adjoining areas of downtown on both sides of McCullum Pike; the White farm to the north and an area to the south, just east of Madison Pike (KY 17). Another large agricultural use is located to the west of Madison Pike (KY 17) north of McCullum Pike and extends towards the study boundary. Public/Semi-Public uses are located where the schools, cemetery and the courthouse are located. A large Retail/Service area and a Multi-Family development is located near the shopping center toward the southern end of the study area near the intersection of Madison Pike (KY 17) and Harris Pike.

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3.0
public process



3.0 Public Process

The planning process for the Community Small Area Study involved intensive public participation. A goal of this planning process was to include citizen and stakeholder vision to strategically direct the revitalization plan for the study area. The concepts, as presented, are an outcome of extensive research and input from residents both inside and outside of the study area, public officials, and business owners.

The public involvement was in the form of:

- + Advisory Committee
- + Stakeholder Interviews
- + Survey
- + Interactive Design Workshop
- + Public Presentations

Introductory Design Workshop Informative Presentation February 22, 2007



3.1 Advisory Committee

At the inception of the planning process, the City of Independence nominated members of the community to participate on an advisory committee. It included property owners from both inside and outside of the study area, public officials, representatives from various organizations and business owners.

The Advisory Committee convened for the first time on December 2, 2006 to discuss the various issues and opportunities as a part of the urban audit process of the study. The Committee met again on January 6, 2007 to plan for the "Interactive Design Workshop" and to gather comments for the preliminary urban audit. The Advisory Committee meeting on April 23, 2007 was convened to present the findings of the stakeholder interviews, survey and the charrette. The following meeting of Advisory Committee on May 14, 2007 was a working meeting to discuss the draft recommendations and implementation techniques. With the guidance of the Advisory Committee members, the planning team also finalized the "Rules for Independence", which was created to more adequately describe the vision and guide the recommendations for this project. The final Advisory Committee meeting was held on May 31, 2007 following a public open house to provide feedback of the draft study document by the Advisory Committee members to the planning team. A property owner's meeting was also convened on May 29, 2007 to explain the study process and the specific recommendations to the residents of the study area.

3.2 Stakeholder Interviews

A stakeholder is any person who has vested interest in the community and has the ability to affect the outcome of the study. They can range from large lot landowners, real estate person, small and large business owners, industrialists, representatives from neighborhood groups, members from service profession, political leadership, institutional representatives etc. It is imperative to gather their thoughts regarding issues and opportunities within the study area.

The Planning Team scheduled interviews with the stakeholders throughout a one week period from February 10 to February 14, 2007. Issues were put forward during the individual interviews to be discussed with the stakeholders. The topics of discussion included:

- + Area of residence with respect to study area and specific interest related to the study
- + Items that need to be preserved along Madison Pike (KY 17) and specifically in the downtown area
- + Items that needed to be changed in the Madison Pike (KY 17) and downtown area to create a sustainable socio-economic condition
- + Issues covered were quality of life, aesthetics, land uses as it relates to farmland, housing, business, demographics, road condition, traffic situation, and public facilities.

The following are important comments, as expressed by the stakeholders, which are categorized by growth, amenities, appearance and downtown core:

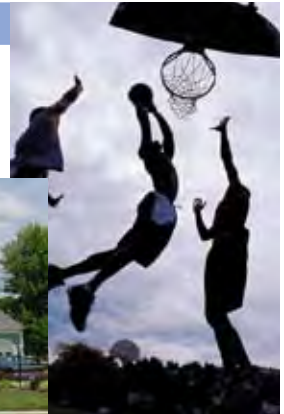
Growth Management & Character

- + Retain the rural, small-town feel of the City
- + Adjoining land uses to be harmonious
- + Balance of residential and commercial development with buffers
- + Retail growth outside of residential area but with quick access, should not be like strip malls
- + Clustering of development along "New" KY 17
- + Not a good market for industrial development
- + Farmland preservation from sustainability viewpoint
- + Historic nature of downtown to be preserved with opportunity to create cultural corridor along Madison Pike (KY 17)
- + Lesser traffic and more walkable
- + Mixed responses regarding "big box" stores



Amenities

- + Need more neighborhood services and restaurant/entertainment choices
- + Develop higher end housing to expand tax base
- + More recreational choices for the youth
- + Need more medical facilities



Neighborhood Appearance

- + Sidewalks to connect “newer” and “older” parts of the City
- + Preservation of existing park system with interconnected trails/ bikepaths with safety measures such as well lit and paved paths etc.
- + A wayfinding program



Downtown Core

- + Emphasize rural town center with public activities
- + Historic preservation and new infill
- + Buildings need facade improvements
- + Convenience shops
- + Concept of one-stop with coffee shops, banks, post-office, antiques, ice-cream, hardware store, professional offices etc.
- + Walkable
- + Charming, nice, classy, and creation of “niche” character for the community
- + Develop a “cultural trail”



3.3 Survey

A survey was conducted to expand the public involvement process of the study. It was formulated to gather opinions of the issues and opportunities within the study area as expressed by the survey respondents, which included residents and other stakeholders. A sampling of 650 surveys were mailed to local residents. Additional surveys were available at the Library, Senior Center and City Hall. It was also posted on the internet on the City of Independence’s website with a link to the NKAPC website where there was both a fillable (to be submitted online) and a printable format. The following process outlines the way how the sample size was arrived at:

Sample size info for survey: Total population within study area = 1914
 Total population within 1/2 mile of study boundary = 1627

For appropriate sample size calculation go to <http://www.raosoft.com/samplesize.html>

Margin of error = 5%

Confidence level = 95%

Response distribution = 50%

Total sent a survey in study area = 321

Total sent survey in area 1/2 mile outside boundary = 311

Total = 632

Total sent survey = 650

The survey provided a short explanation of the study and listed additional opportunities for public involvement. The survey was categorized and based on three important aspects of existing conditions and future efforts of revitalization. The issues are explained below:

Amenities

- + Features of neighborhood to make it a desirable place to live like parks, playgrounds, retail, convenience shops, restaurant/entertainment etc.

Neighborhood Integrity & Appearance

- + Surroundings and general community character like street, sidewalks, lighting, wayfinding, open spaces etc.

Growth Management/Development

- + Restrictions, recommendations and/or design guidelines that affect the character of the community like location, extent and type of land use etc.

Community Small Area Study Survey

Project Summary:
 The City of Independence is the largest City, geographically, in Kentucky and is experiencing unprecedented growth and development due to improved road systems and its location. The goal of this study is to provide more detailed guidance for future land use in the study area surrounding the Madison Pike corridor. The small area plan will build upon, augment, and refine the policies and vision of the City that will be folded into Kenton County’s comprehensive plan.

Independence Small Area Study

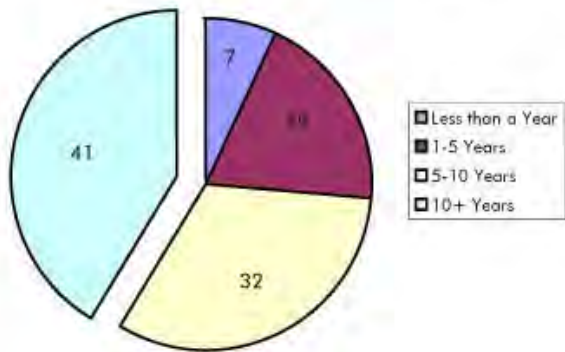
As part of this community planning effort, the design team seeks your comments regarding your ideas and opinions of issues and opportunities within the Independence Small Area. We have divided the questions into three areas:

- Amenities:** The features of a neighborhood which make it a desirable place to live such as nearby parks, playgrounds, retail, grocery, restaurants, community centers, health care, banks etc.
- Neighborhood Integrity and Appearance:** These are the surroundings, the circumstances, objects, and conditions such as general community character, street and sidewalk design, street lighting, wayfinding, green spaces, landscaping etc.
- Growth Management/Development:** Examples are restrictions, recommendations and/or design guidelines that affect the character of community. These can include the location, extent and type of land use suitable for an area.

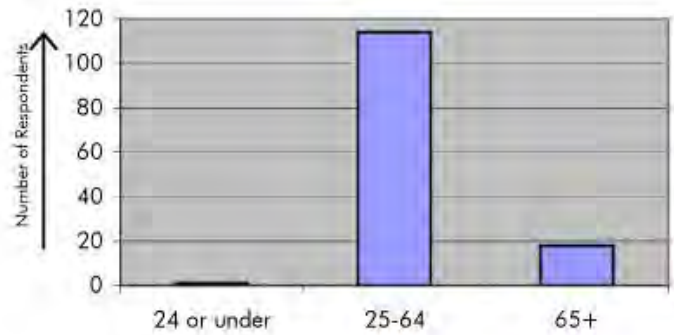
Your input regarding the following questions will be invaluable to the design team for drafting principles and making recommendations for the downtown development.

With a response rate of over 20%, it was evident that the majority of the survey respondents were homeowners within the study area for over 5 years or more. The following graphic reflects the information with relation to time of residence, employment and homeownership of survey respondents.

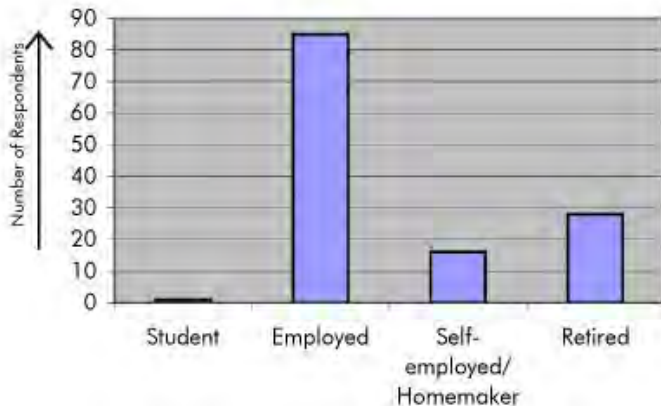
Number of Survey Respondents Living in the Area



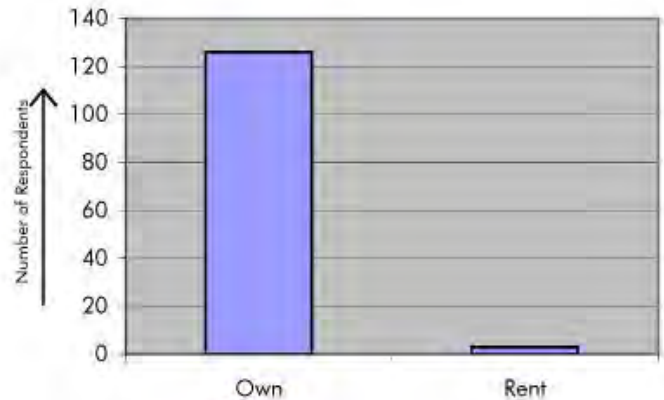
Age



Occupation



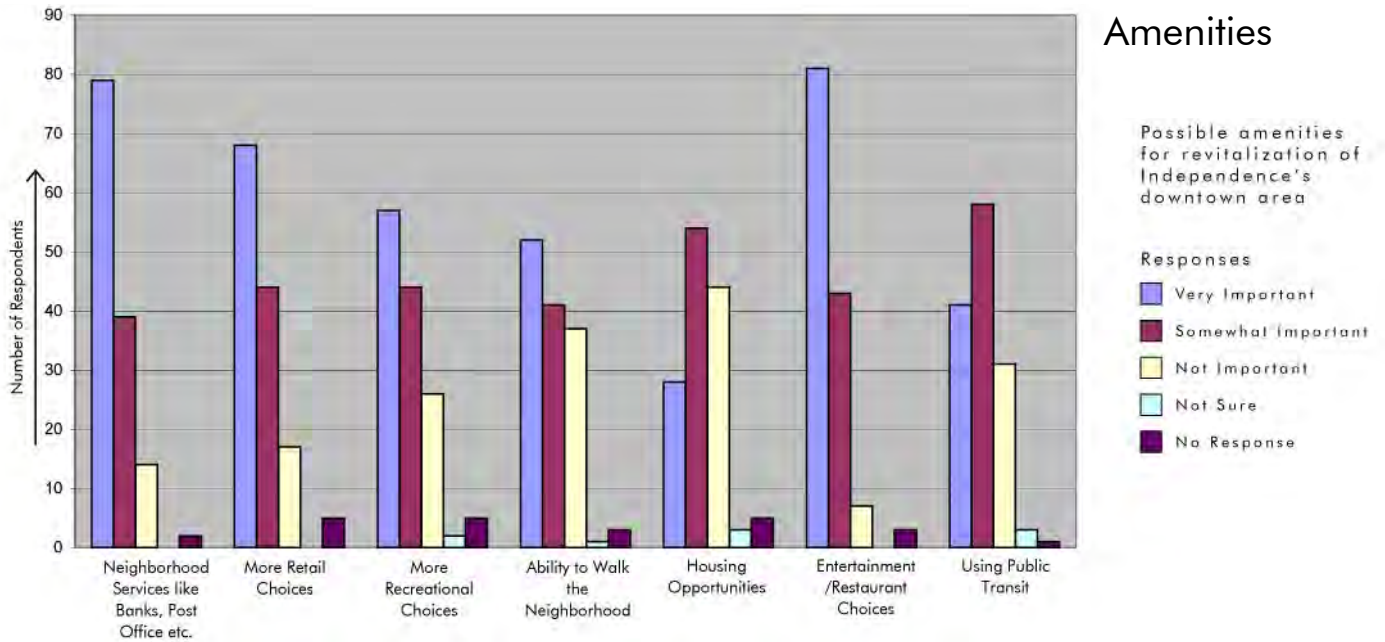
Ownership



Survey Analysis

The following graphs on the next couple of pages summarize the important outcome of the survey based on the chosen categories as it relates to the Community Study. The categories also list the important visions as shown in the graphs.

Amenities

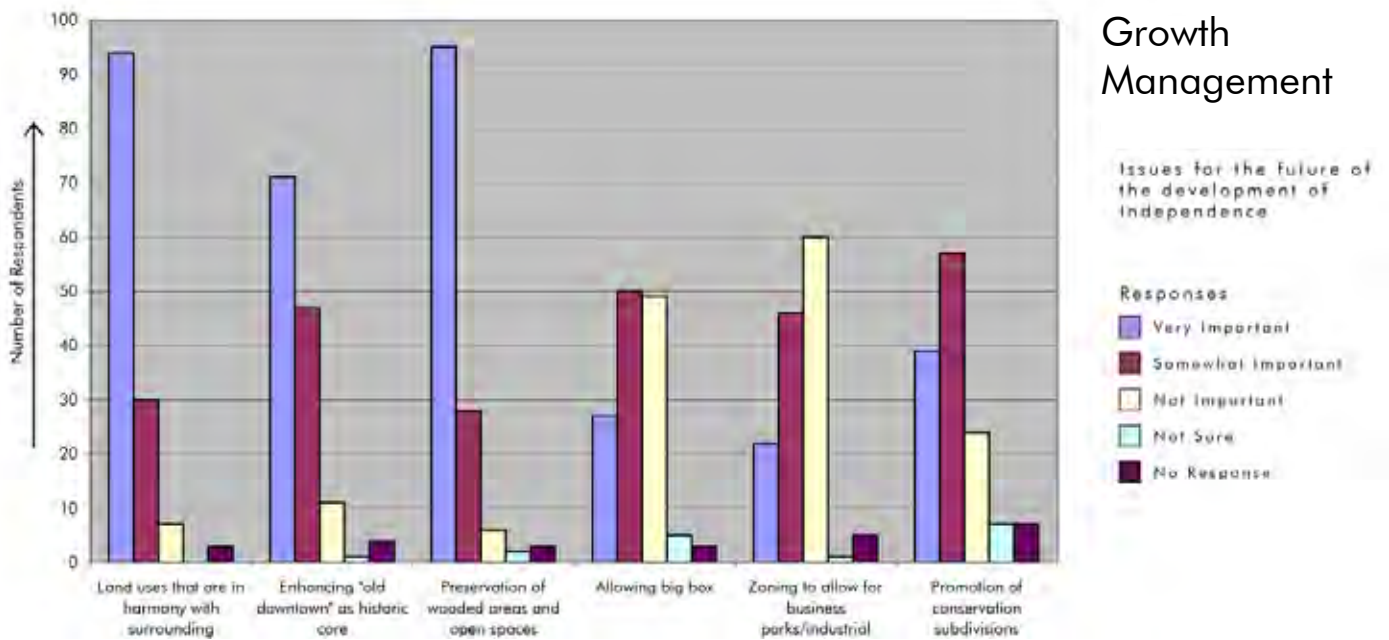


- Need for more entertainment/ restaurant, recreation choices

- More neighborhood services like banks, post office, professional offices etc.

- More retail

Growth Management

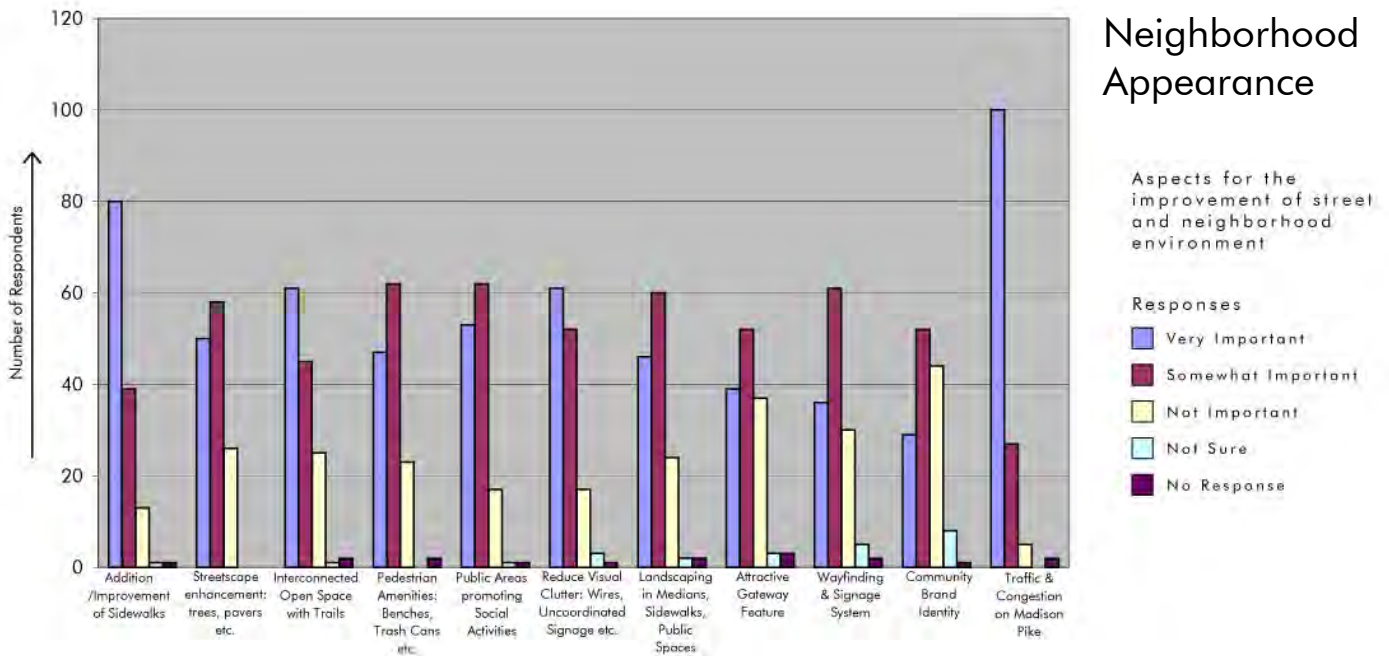


- Harmonious surroundings

- Preservation of open spaces & "old downtown"

- Not in favor of "big box" retail commercial centers

Neighborhood Appearance



- Reduce traffic congestion on Madison Pike (KY 17)
- Open Space & Sidewalks connecting the community
- Public areas for social activities
- Reduction of visual clutter
- Need for wayfinding but not very much for developing brand identity

3.4 Interactive Design Workshop

The Planning Team conducted an Interactive Design Workshop to engage the residents, business owners, public officials and stakeholders in creating a vision for the Community Small Area Study. The purpose for the Interactive Design Workshop was to further involve the community in visualizing alternative concepts of development. Citizens were involved in the process for planning their own community and were given the opportunity to give their opinion through visioning and critique.

Design Workshop at St. Cecilia School February 24, 2007



The interactive design workshop was divided into three parts. The first part was the “Introductory Presentation” which was held at the Independence Municipal Building on February 22, 2007. It involved Doug Harnish from GEM Public Sector Services, who provided a summation of the executive summary of the Market study. This summary was followed by a presentation on the existing conditions urban analysis audit by KKG. The urban audit, among other things, included the formal introduction of the Planning Team, the problem statement and related issues and opportunities as expressed by the stakeholders, the survey responses, and a physical site inventory.

The Planning Team also gave visual examples of different community aspects, which would act as ideas for future consideration for the participants of the workshop to give their viewpoints on.

These aspects included:

- + Community Values
- + Growth Management, Land Use & Sustainability
- + Downtown Values & Historic Resources
- + Comfort, Safety & Transportation Issues

Examples of three similar and significant projects in the regional geographical area were presented to illustrate issues involving concept development and relative success factors.

The second part constituted the “Interactive Design Workshop” and was held in the St. Cecilia School Cafeteria on February 24, 2007. It involved the participation of community members in reviewing the existing conditions report exhibits which included maps of land use, zoning, physical elements and transportation data. Workshop participants were asked to review photographic examples illustrating potential development character elements for the study area. Participants were then asked to indicate their preference.

Each of the categories included 3-4 images of differing character styles or prototypes for residential, commercial and recreational spaces. The participants chose what they thought would be most appropriate for the City of Independence, in each specific category. The outcome of the image preference survey is shown below which includes the “most preferred” image followed by similar type of images, in each category.

The workshop participants were engaged in sketching their vision of development for different sections of the study area. The Planning Team used the sketches in evolving conceptual designs of the study area.

Design Workshop at St. Cecilia School
February 24, 2007



The categories for the photographic examples included the following:

- + Residential Type & Density
- + Single family residential character and streetscape
- + Commercial character and streetscape
- + Downtown character and streetscape
- + Recreational areas and gateways

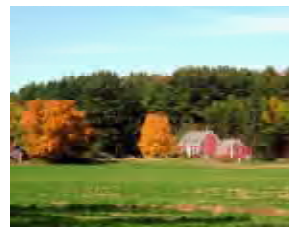
Residential Type

Preferred Design - Conservation subdivision



Residential Character & Density Mix

Preferred



Residential Streetscape

Preferred



Similar to the Preferred



Kettering, OH



Norton Commons, KY

Commercial Character

Preferred



Similar to the Preferred



Mariemont, OH



Davidson, NC

Commercial Streetscape

Preferred



Similar to the Preferred



Oxford, OH



Downtown Character

Preferred



Similar to the Preferred



Lebanon, OH



Granville, OH

Downtown Streetscape

Preferred



Similar to the Preferred



Oxford Uptown, OH



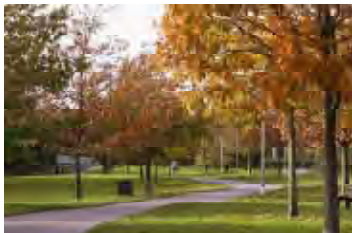
Granville, OH



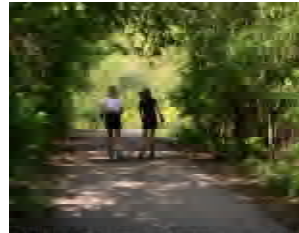
Shelbyville, KY

Parks & Recreation

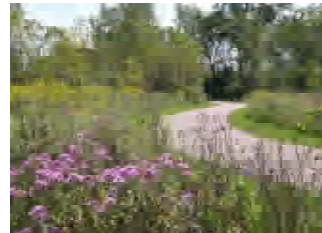
Preferred



Similar to the Preferred



M.L. "Red" Trabue Park
Dublin, OH



Englewood Metro Park
Englewood, OH

Gateways

Preferred



Similar to the Preferred



Bristol Village
Waverly, OH



As a follow-up to the Design Workshop the Planning Team presented the findings of the Image Preference Survey and the conceptual designs to the public for critique and refinement process. This presentation was held in the Independence Municipal Building on February 26, 2007, and was recorded and broadcasted on cable television and posted on the NKAPC website.

3.5 Rules for Independence

After the conclusion of the Design Workshop, the design team, along with the Advisory Committee, developed “Rules for Independence” to help guide and promote an overall vision for the study area. The “Rules” were a summation of the public input process capitalizing on the wants and needs of the community. These should act more as visions to enhance the overall character of the study area. New development should look to these rules as a guidance mechanism to compliment the existing context within the City. The “Rules for Independence” include: Community Scale, Connectivity/Circulation, Destination/Sense of Place, Variety of Land Use, Landscape, Use of Materials and Massing, Multi Purpose Recreational Spaces, and Maintenance.

Community Scale

Encourages the new development to be in harmony with the existing neighborhood. The design should consider context sensitive setback and building height. The architecture and site design should be given significant thought and equal consideration. While retail and commercial development is a critical component to the success of the community, large lot development designs have the tendency to segregate the relationships between the building, parking lot, and streetscape. Developers should work closely with the city and involve a variety of design professionals early on in the project to ensure that community scale standards are met.



Connectivity/Circulation

While the automobile may be the most common mode of transportation in Independence, citizens should have a variety of transportation alternatives available. The average person will walk a half of a mile to a destination (American Association of State Highway and Transportation Officials). Community amenities should be strategically placed so they are within reasonable distance to each other and residential neighborhoods. A complete transportation system includes bike facilities, walking paths, sidewalks, trails, and roadways that simultaneously connect points of destination. They can be used as functional facilities as well as recreation facilities.

Destination/Sense of Place

If there is nowhere to go, then why go there? People are naturally drawn to areas of activity. They are social beings. As Independence continues to grow it is important to encourage and demand that new development and proposed activity destinations are complimentary to the community. New businesses should be designed and strategically located to help strengthen the existing commercial/institutional corridor. A sense of place is community identity with a consistent theme, use of materials, building size and scale. Independence should create a variety of accessible destinations with consistent community character and hierarchy of spaces utilizing the concepts of scale, and consistent materials, complimentary land use activity, and connectivity.



Variety of Land Use

A variety of land use promotes a healthy sustainable community consistent with a walkable community. As evident in the Market study produced by GEM Public Sector Services, Independence is growing and is in need of a greater variety of land uses and activities. Expanding the housing market is one way to enhance the quality of the community. Providing places for young professionals, newly weds, and elderly populations to live will help the community to continue the sense of pride and sense of belonging so evident in the community today. Offering a variety of activities for citizens to do in their leisure time can also be attractive to people wanting to become part of the community. A good mix of land use and activity destinations helps provide economic stability and continued interest in the well being of a community.

Landscape

The rural landscape is one of the most significant aspects of Independence. However, what is the rural landscape? While agricultural activity is not the economic backbone of Independence, the rural aesthetic is still attributed to the open fields and forested lands visible while traveling through the community. Independence is characterized by a series of ridge tops and pastoral views. Preserving these ridges and views is important to maintaining the rural character. Roadway treatments, tree plantings, strategic landscape screening, and use of conservation subdivisions can all be used to enhance the rural feel and preserve the natural landscape.



Use of Materials and Massing

A palate of compatible materials can help minimize visual clutter and enhance neighborhood character by establishing a consistent theme and a balanced variety of building techniques and styles. The uniqueness of Independence can be expressed by using a complimentary set of building materials inspired by existing structures and landscape elements. Currently, many of the historically significant buildings in the study area are composed of brick and stone facades. Older farmhouses have large front porches, siding, and many windows. The use of color and texture can improve the look of simple buildings and help define entryways. Individual building components such as awnings, storefront windows etc. contribute to the human scale and enable the pedestrian to relate to the built environment. Special paving, lighting and planting patterns can also be used to create a more pronounced theme appropriate for Independence.

Multi Purpose Recreational Spaces

Recreational spaces are a key component in maintaining a quality of life that all residents can enjoy. They can be used for active and passive recreation and both spontaneous activities and organized sports. They can also be used simultaneously for environmental enhancement and transportation. With the increasing number of newcomers moving to Independence there has to be a balance of open space and developed areas. Independence already has a great resource of green open spaces, however, these spaces should be accessible to people of all ages and located in close proximity to residential areas. They should also be incorporated into a regional park and trail system promoting walking, running, and bicycling activities.

Sports and recreational facilities help cultivate a sense of community by bringing residents and families together at a common place of interest. Parks should be designed as social spaces to help foster a feeling of community by promoting opportunities for public gatherings and interaction.



Maintenance

Deteriorating buildings, unkempt lots and trash detracts from a positive community identity and quality of life. Proper care and maintenance of existing buildings and public spaces shows the pride and overall vitality of Independence. Property owners should take responsibility and pride in showcasing Independence as a sustainable, inviting, and community-based city.

Maintenance is the key to preservation. The historical essence of the downtown is evident in the design, layout and size of the existing buildings. These buildings are a part of the history of Independence and should be preserved as a cultural downtown with in-fill buildings being of the complimentary quality and character. It should include public areas such as the front lawn of the court house, sidewalks and parking lots. The landscape should compliment the surrounding areas and buildings while being maintained on a regular basis. Continual efforts to improve and maintain both private and public properties should be a priority.

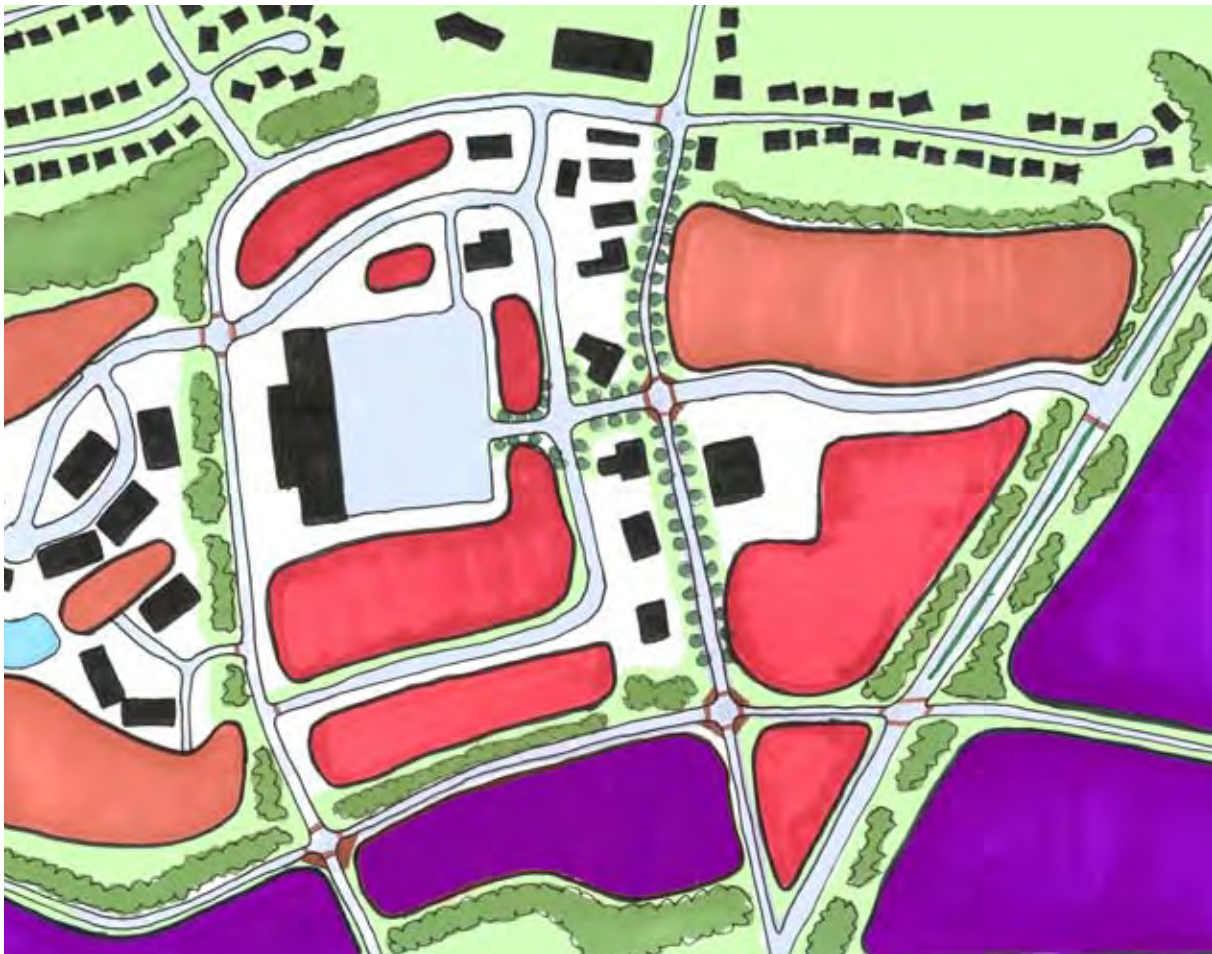


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4.0
design concepts



4.0 Design Concepts

The City of Independence is not unlike many other communities around the nation. In the past 20 years, bedroom communities have formed around major cities in the U.S. thus expanding the urban perimeter. For many communities this has resulted in an irregular growth pattern and unplanned development. Upon the landscape this type of growth has been interpreted into the proliferation of fast food restaurants, gas stations, and strip malls whose lives are often short lived due to additional growth and the construction and relocation of new roadways and bypasses. While Independence may be considered a bedroom community, it has the opportunity to differentiate itself from other communities. Gas stations, fast food restaurants, and additional commercial and residential developments can significantly benefit a community when they are placed in strategic locations and implemented in such a manner that physically and functionally enhances the surrounding area.

What are the circumstances for the study area?

- + The “New” KY 17 corridor located to the east of the Madison Pike (KY 17) is nearly complete. The design and location of this corridor should essentially allow travelers to quickly bypass all of the established businesses and services located along the Madison Pike (KY 17) corridor (refer exhibit T-1).
- + Population projections from the market study suggest that the number of houses in Independence should nearly double from the year 2000 to 2011 (refer chapter 2.2).
- + There is a limited amount of commercial and retail services currently provided within the core study area thus leaving the market for commercial growth wide open (refer chapter 2.2).
- + Citizens in Independence have stressed the importance of (see chapter 3.0 and A Vision of Independence, 2006):
 - + Maintaining the rural character and preserving open space
 - + Revitalization of historic downtown and preservation of historically significant structures
 - + Connectivity throughout the corridor and improvement of sidewalks
 - + Need for additional entertainment/restaurant amenities, recreation facilities, retail, and neighborhood services
 - + Improved traffic conditions

With current conditions and regulations what happens?

As development pressures persist for the area, the community will be faced with a greater number of decisions to make about how development occurs. Current regulations provide the minimum amount of information endorsing development and layout standards and very little discussing the quality of the development and use of an appropriate style, materials, orientation, scale, and other design elements. The lack of description and identification of goals and objectives by the community often results in a hodgepodge of development clustered in arbitrary locations. Providing additional information assures the community a higher standard of development and may also enhance the planning process by eliminating much of the “guess work” conducted between developers and city officials when proposals and approvals are sought for residential, commercial, and mixed use projects.

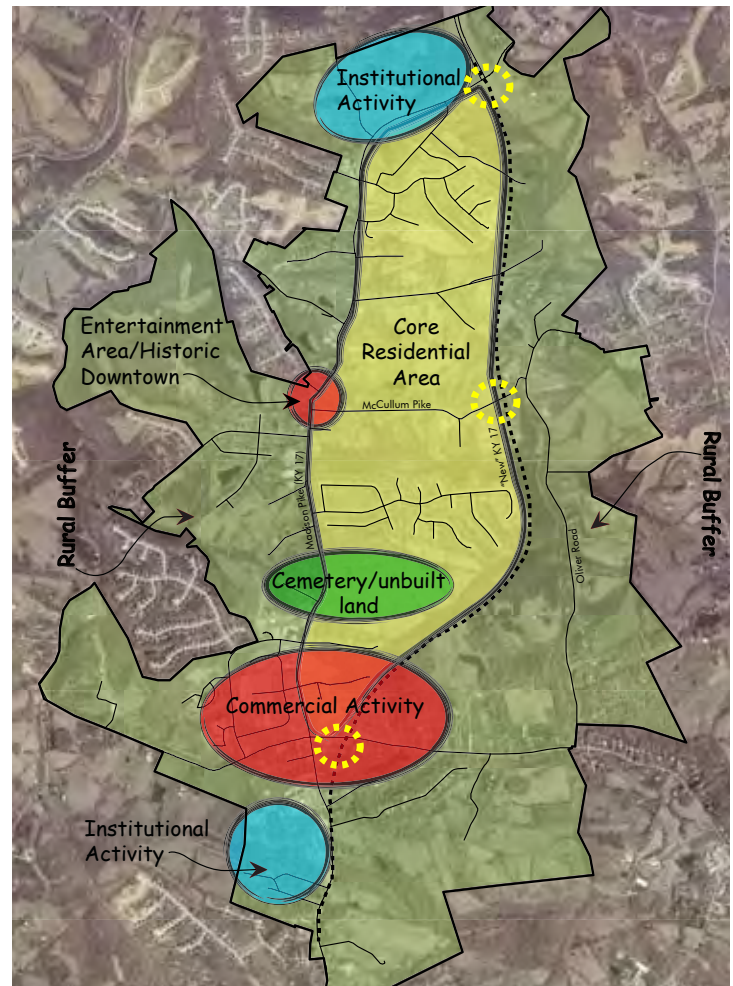
Concept for Achieving Vision and Addressing Current Circumstances

Independence is a community currently facing many issues. In order to address current circumstances it is important for the community to develop a vision and a concept for guiding future growth. The conceptual land use diagram is one concept for addressing current growth issues in the study area. The following text explains this image.

The roadway systems are often the backbone for many communities, for this study area they are the life blood. On a community scale they provide access to local services and amenities such as schools, grocery stores, banks, and city buildings. On a much larger scale, the roadways traversing the community are significant part of Kenton County and the Cincinnati metropolitan region. KY 17 is a primary north-south route for the county and provides most of the population in the study area the means for getting to and from work on a daily basis (refer chapter 2.4: principal arterials). As the area has become more populated and the corridor more developed, new roadways have become necessary to enhance access to existing development and alleviate congestion. The “New” KY 17 serves this purpose.

As the purpose of KY 17 is to improve accessibility it is important to stress the importance of maintaining the roadway hierarchy of all roads within the study area (refer chapter 2.4 and Exhibit T-1). One way to maintain efficiency of the “New” KY 17 corridor is to enhance the existing east west corridors (McCullum Pike, Shaw Road/Harris Pike, and the short jog along Madison Pike (KY 17) that travels east/west near the north end of the study boundary) between Madison Pike (KY 17) and “New” KY 17 as entries to the community. This will encourage development to continue to prosper along Madison Pike (KY 17) corridor and preserve the intended function of “New” KY 17.

Madison Pike (KY 17) may be referred to as the “front door” of the community. The corridor is the primary public activity area for the community. It currently has several businesses, schools, churches, historic establishments, and other community services located along its path. Significant clusters of activity are identified on the map, they include the institutional areas (blue circles) and entertainment/historic downtown and commercial areas (red circles). The cemetery holds a significant amount of space in the study area that will remain



Conceptual Land Use Diagram
Source: NKAPC

undeveloped. It is represented by the green circle. With exception of the cemetery, these activity nodes hold significant opportunity for continued development and revitalization within the study area.

By market forces the study area is transforming into a more urbanized area. Evidence from the market analysis confirms that Independence is primarily a commuter community. Agricultural activity is no longer the economic foundation supporting the area. There is, however, a significant amount of forest land and open fields visible from the Madison Pike (KY 17) corridor which presents a rural feel (see exhibit EC-7). The land seen in the distance when driving along Madison Pike (KY 17) corridor and containing these forested areas, is what is labeled on the concept map as “rural buffer”. It is shown in light green. Most of these properties are currently zoned for residential use (see exhibit EC-2) and can potentially be developed into residential communities. When new development occurs, there are a number of ways an area may preserve the rural character. It can be implied through the scale of buildings, materials used along roadways, and layout and orientation of new development. One method that employs primarily a site orientation approach is the use of a conservation subdivision. It enables property owners to develop land and simultaneously ensure the integrity of the rural/natural landscape if and when land is developed (for a more thorough explanation refer chapter 5.3.1). Allowing residential development to occur in these areas and encouraging the use of techniques like conservation subdivision helps satisfy the need for additional housing and yet preserve the rural character.

In addition to conservation subdivision development on the outskirts of the community, housing needs may also be fulfilled by allowing additional residential development to occur between Madison Pike (KY 17) and “New” KY 17. This is the yellow area labeled on the map “core residential area”. Creating housing in this area will provide an added number of residences to help support commercial development in the entertainment area/historic downtown and further to the south at the Shaw Road/Harris Pike intersection. Providing adequate and improved sidewalk connections in existing and future residential areas to commercial and institutional areas will also enable people to access amenities and services more effectively.

The Madison Pike (KY 17) corridor acts as the central spine of the City and the main north-south connector. Connection throughout the the study area may be possible with sidewalks along main north-south and east-west connector roads. The Madison Pike (KY 17) corridor, apart from being a main connector road, also abuts different types of land uses which contribute to the cultural heritage of the City such as the historic downtown district and open space. The “historic downtown” of Independence includes several historic structures including the Kenton County Courthouse. The Memorial Park along with the Cemetery creates enchanting view corridors and relief to the south retail area. Development being proposed at the intersection of “New” KY-17 and McCullum Pike and the intersection will act as one of the entrance gateway opportunities of Independence.

Conceptual Design of Focus Areas

The conceptual designs reflect desired improvements to enliven historic downtown Independence into a vibrant center of the community as it used to be and re-establish it as a central connecting piece to unify the different parts of the community. The following concepts also help to render an aesthetically pleasing revitalized areas within the study boundary that not only preserves the historic character and embraces the rich heritage but also creates a market and economically driven land use plan.

The conceptual designs have been subdivided into the following:

- + North Gateway Area Concept
 - + McCullum Pike and “New” KY-17 Area Concept
 - + Downtown Concept
 - + South Gateway Area Concept
- * All concepts are shown at a larger scale in Chapter 8.0: Exhibits at the end of this document. Explanations of land uses and development models are given as well as imagery to depict possible character.

4.1 North Gateway Area Concept

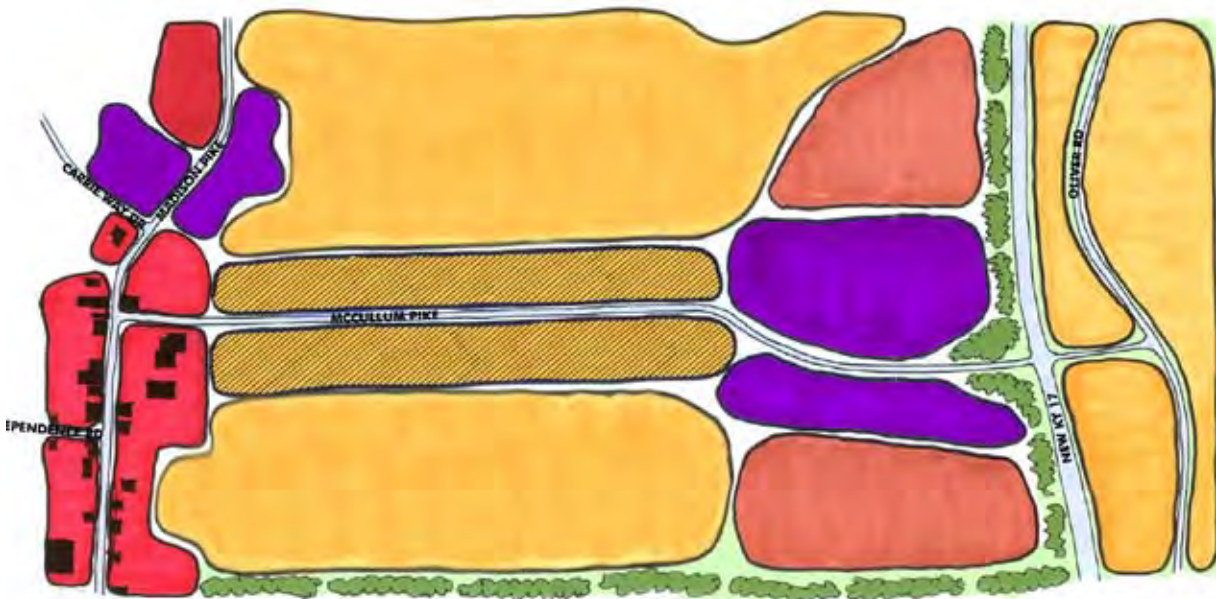
- + This area acts as the “gateway” to the City of Independence. Hence the intersection of “New” KY 17 and Madison Pike (KY 17) should be enhanced with “rural” gateway concept.
- + The identity of Independence should be embellished through appropriate signage for wayfinding and branding.
- + The “New” KY-17 should have an immediate greenway buffer on both sides. Residential developments may occur outside the immediate greenway in the form of a conservation subdivision.
- + Commercial development should be restricted to the nodal area at the intersection of Madison Pike (KY 17) and Sylvan Drive (refer exhibit C-4).
- + Summit View Elementary and Middle School should have walkable connections from adjoining residential neighborhoods.
- + All developments should be of a pedestrian scale appropriate to the character of the City and should be connected through sidewalks, trails etc. to the neighborhood-oriented retail and institutional uses.



North Gateway Area Concept
(refer exhibit C-5 for detailed view)

4.2 McCullum Pike (KY 17) and “New” KY-17 Concept

- + The intersection of McCullum Pike and “New” KY-17 should act as a gateway and connection to “historic downtown” of Independence. Hence, the intersection improvement is necessary to create a welcoming effect along with significant green buffer (refer exhibit C-5).
- + Appropriate signage to foster the identity of Independence and possible boulevard entry is the highlight of this concept which should help to emphasize the gateway concept.
- + The “New” KY-17 should have heavy buffering on both sides and conservation subdivisions to be integrated with housing not to disturb Fowler’s Creek and existing natural areas, which should be connected through alternative methods of transportation.
- + To accentuate the gateway concept, any development near the intersection should have a scale in keeping with the same character of the City and should be a part of the City’s brand identity.
- + A corridor of mixed use is recommended as an overlay along McCullum Pike from “New” KY 17 towards historic downtown. The underlying use should be higher density residential in a conservation subdivision model. If mixed use development occurs, it should happen in a cluster form with aggregate land area of at least two plus acres.
- + The White Farm with its open greenspaces located to the north of the McCullum Pike corridor and being a cultural icon in the heart of the City should be preserved. This area along with the open/ green space to the south of McCullum Pike should be conserved through the conservation development model.



McCullum Pike and “New” KY-17 Concept
(refer exhibit C-6 for detailed view)

4.3 Downtown Concept

- + The reinvention of Downtown Independence may not only require market sensitive infill developments but also selective replacement of existing ones to achieve a sustainable design approach.
- + The presence of historic buildings needs preservation efforts. The Kenton County Courthouse and its surroundings should help recreate the cultural center of the City.
- + Context sensitive infill development should be built to suit the modest scale of architecture present in the downtown area.



Downtown Concept
(refer exhibit C-7 for detailed view)

- + Providing infill commercial mixed-use buildings as shown in the concept plan should help to eliminate voids and add streetscape character to the area as shown in the image above. Providing infill buildings on McCullum Pike may assist in accentuating the gateway to the downtown and transition of uses from single family residential towards more commercial character of downtown.
- + The courthouse square should be developed to act as a public gathering space with parking spaces lining the boundaries of the courthouse lawn with deeper setbacks towards courthouse from Madison Pike. This not only helps to increase convenience of the gathering space but should help to market the commercial spaces on the other side of Madison Pike (KY 17). To see a more detailed example refer to Exhibit C-6.
- + The perceived lack of parking spaces may be offset by providing additional parking spaces behind existing structures on Madison Pike (KY 17). This area also may open up into a community gathering space with amphitheatre and park-like setting with enhancement of the pond.
- + Parking should be also provided behind the courthouse on the east side and also on the south side with tree buffers to the residential area.
- + Addition of streetscape elements such as pavers, crosswalk, larger sidewalks, trees, street furniture including benches and trashcans should help to revive the character of the area and create a "sense of place".
- + Signage and wayfinding may be added to foster the feeling of destination within the community.
- + Selective organization of utility poles and repositioning lines underground may also help to create an aesthetically pleasing corridor.



Existing View of Buildings on Madison Pike (KY 17) as seen from McCullum Pike



Possible "After" View
(Refer Exhibit C-7 for proposed improvements)



Existing View of McCullum Pike Corridor looking east from Madison Pike (KY 17)



Possible "After" View
(Refer Exhibit C-8 for proposed improvements)



Existing View of Courthouse

Possible "After" View with Farmer's Market Concept
(Refer Exhibit C-9 for larger view)



4.4 South Gateway Area Concept

With the presence of Independence Town Center, the southern part of the study area near the intersection of Madison Pike (KY 17) and Harris Pike/Shaw Road has developed to be the commercial node for the residents. This is also the location for the future intersection with the “New” KY-17 as shown in the image below and C-10.

- + More developments are being proposed and are under construction north east corner of the intersection of Madison Pike (KY 17) and Harris Pike/Shaw Road. Because of the area’s adjacency to “New” KY-17, this can be deemed as another gateway to the City.
- + The gateway feature should be at all the major intersections in this area to project the area’s identity and also accentuate the street identity with wayfinding.
- + Lighting in the commercial areas should be appropriate to the scale of the City and should not affect the residential areas.
- + All the future projects in this area abutting “New” KY-17 should have deep setbacks with heavy buffers in the form of landscaping, berm and/or fencing appropriate to a small-town feel.
- + Significant landscaping should line up along “New” KY-17.
- + Internal walkability should be promoted to include bikeways and bus stops at key locations.
- + Mixed use and higher density residential should be adjacent to existing single family residential for better land use transition.



South Gateway Area Concept
(refer exhibit C-11 for detailed view)

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5.0
design recommendations



5.0 Design Recommendations

5.1. General Recommendations

The character of the City of Independence is the visual impression and personality that defines the City. The historic downtown, the gateway to the north, the retail center located to the south, the fringe area developments and the scenic view corridors mold the character of the City.

As per the recommended land use plan, the recommended policies and implementation procedures are focused on the specific opportunity areas and development models. The desire of the plan is to revive the historic fabric and develop a cultural core for the downtown with appropriate design standards to reverse the trend from underutilized, unkempt structures of the center city. There was a general shifting of activity from historic downtown towards the retail area located in the south. The recommendation of this plan is to create more activity in the downtown with specialty retail to render the “small town” feeling as expressed by majority of stakeholders. The concepts and land use vision reflect the historic preservation of downtown, expansion of south retail areas and residential development in the mold of conservation development. It is the intention of these guidelines to continue to support the immense growth of the City through residential development and create neighborhood oriented retail opportunities to cater to the basic needs of the community.

To achieve the visions of this study, as developed through public involvement process, advisory committee inputs, stakeholder participation and design workshop findings, the following broad-based initiatives are recommended. It has to be noted that the following recommendations are also discussed under the developmental models and opportunity area specific recommendations.

- + A Strategic Action Plan Committee (SAPC) should be instituted by the City Council to assist in the implementation of the visions and recommendations of this study. The SAPC will be responsible to create additional review boards and/or agencies like design review board, business council, tree board etc. as and when needed. All the decisions made by the sub-groups as created by SAPC will be reviewed and approved by the SAPC before being informing the City Council prior to implementation.
- + It is recommended to create a City Manager/Administrator position who will be acting on behalf of the City to implement the recommendations of this plan and long-term sustenance. The position will also act as an interface with the City Council and the Strategic Action Plan Committee (SAPC) and will review all developmental applications, regulations, permits to help the City Council make better informed decisions. This position will have additional responsibility for research regarding various funding sources available to implement the visions of this study and make strategic decisions with SAPC in creation of additional review boards and/or agencies. Economic development initiatives will be a key responsibility for this position.
- + The historic downtown area should be developed as the cultural core of the City with public gathering spaces, small-scale shops to enhance the “small town” feel as expressed by stakeholders, advisory committee members and residents in general. Appropriate context-sensitive infill developments along with facade improvements of existing buildings in the downtown area will help to establish it as a cultural core. Also appropriate tenanting strategies should be put in place to market the potential of the downtown and its existing buildings.

- + Residential development should occur in a conservation development model with higher density in the core residential area within Madison Pike (KY 17) and “New” KY 17 to help support the additional commercial/retail developments as suggested by the market study. Lower density development is encouraged in the fringe areas in a conservation development model to conserve critical natural resource areas to help preserve the “rural feel”.
- + As the market study suggests the need for additional retail and businesses, the south gateway area should be utilized to full potential before large-scale commercial establishments explore other areas for location within the study area.
- + Mixed use and higher density residential developments along the “New” KY 17 should happen in nodal points near the intersection with McCullum Pike and Harris Pike/Shaw Road. Residential development is encouraged in other areas along the “New” KY17 corridor with heavy landscape/tree buffer between the residential developments and “New” KY17.
- + Pedestrian connectivity should be the focal point of design direction for all future developments and physical improvements.
- + Appropriate design and development guidelines should be developed to implement the recommended policies. The existing zoning and subdivision regulations should also be modified based on the recommendations.
- + Extension of infrastructural services are important to support the growth of the City. The City should establish dialog with Transit Authority of Northern Kentucky (TANK) to expand existing transit service within the study area. Also sewer and water service are provided to portions of the study area . The City should work with Sanitation District 1 and Northern Kentucky Water District to acquire additional services.

General Transportation Recommendations

The most important transportation recommendation contained in this study is the maintenance of “New” KY 17 as the major north-south arterial serving the City of Independence and southern Kenton County. Controlled access on this route, serving as a bypass around the core of the study area is important to insure that traffic can pass through with minimal delays and not contribute to congestion within the study area. Land use recommendations within this study are intended to minimize conjection along this route.

The intent of the recommended land use plan is to promote more compact development patterns with expansive open space preservation. Recommendations for clustered higher density housing and mixed use development in the downtown district, McCullum Pike/KY 17 development area as well as the north and south gateway areas may consolidate trips in a smaller area but it is assumed that the overall numbers of vehicular trips generated will not vary significantly from current plans. Therefore, traffic along Madison Pike (KY 17) through the study area should not increase significantly. However, the change in land use patterns and use of higher density commercial and residential development will affect traffic patterns, concentrating vehicle activity at different locations within the study area. This shift in traffic patterns will require that ongoing

transportation projects in the study area (e.g. KY 536) be evaluated to ensure that proposed improvements do not need to be adjusted for the proposed changes in land use patterns.

The highest traffic volumes will be concentrated in the south gateway area surrounding the intersection of Madison Pike (KY 17), KY 536 and "New" KY 17. The capacity provided by the planned reconstruction of KY 536 and soon to open "New" KY 17 should be sufficient to accommodate the forecasted traffic volumes during the next 10-20 years. However the concentration of commercial activity near this major intersection presents concerns that should be addressed within the design of the intersection. Balancing access needs to the primary commercial center and maintaining traffic flow on KY 536 and "New" KY 17 is a critical element of this plan. It is recommended that the City begin collaborating with the Kentucky Transportation Cabinet for the KY 536 project to coordinate design and capacity issues.



"New" KY 17
Taken mid May 2007

The study area is proposed to remain predominately residential with the vast majority of residents commuting to work in neighboring cities. Only a small number of commuters travel from their residence outside the City to their place of work located in the study area.

The opening of the "New" KY 17, will result in a shift of through traffic from the existing Madison Pike (KY 17), which will be redesignated as KY 3035, resulting in a reduction in its future volumes on Madison Pike (KY 17) between Summit View Elementary and KY 536. Given the shift in travel patterns it is anticipated that McCullum Pike (KY 2045) will experience some growth in traffic volumes as it becomes a more centrally located gateway from the downtown district to the relocated KY 17. This change is reflected in the recommendations for transition from the current medium and low density residential land use to mixed use and higher density residential uses.

The construction of "New" KY 17 presents an opportunity and a challenge for fostering a community identity for the study area. The construction of "New" KY 17 to the east of the current commercial and institutional land uses along Madison Pike (KY 17) will effectively separate the through traffic from those with local destinations within the proposed study area.

To alleviate confusion between the "Old" 17 or Madison Pike (KY 17) and the "New" 17 consideration should be given to naming the "New" KY 17 in the study area and utilizing the name in maps, community branding efforts, signage etc.

The specific recommendations of the study are divided into the following:

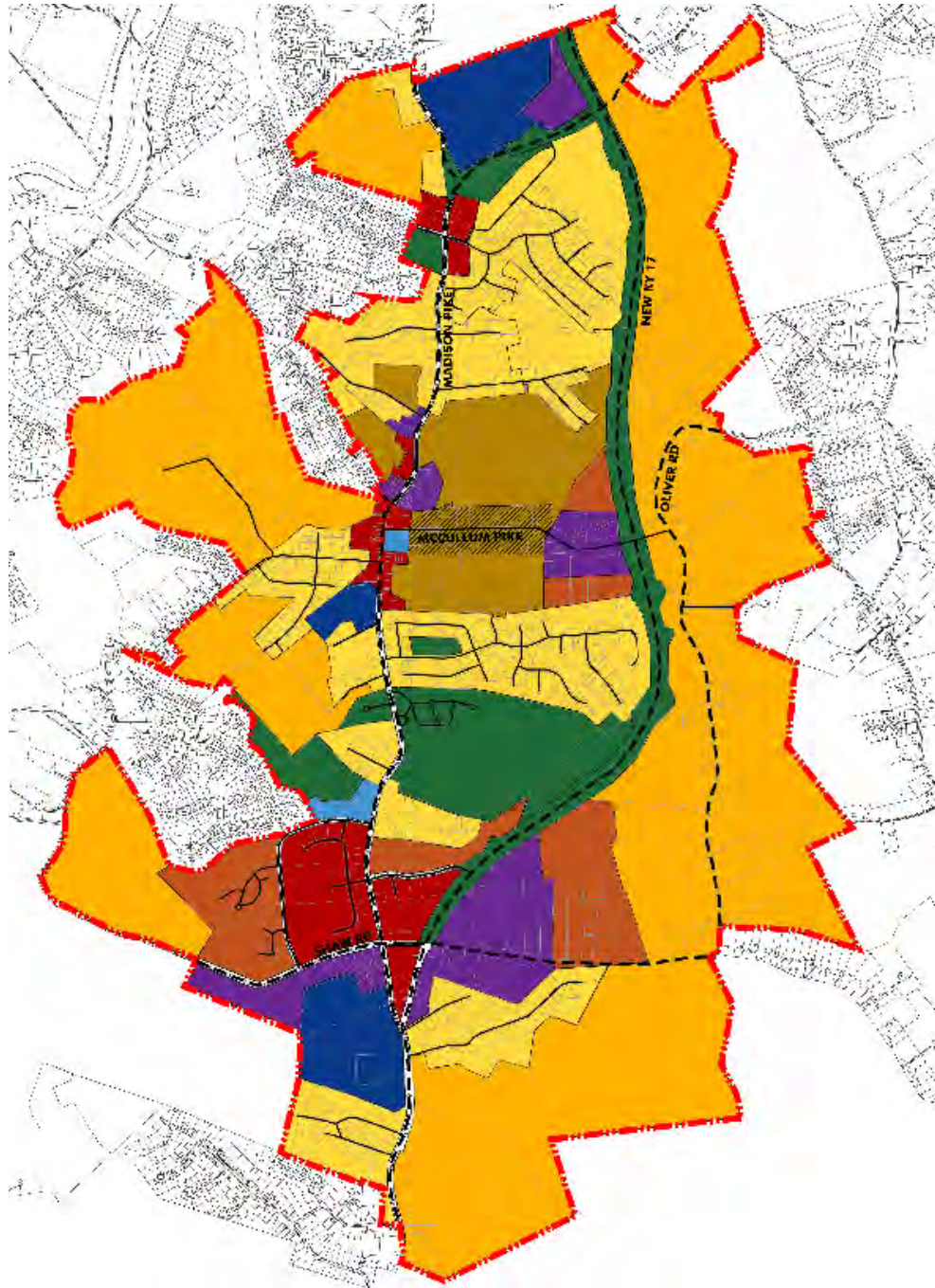
- + Recommended Land Use Plan
- + Land Use Development Models
 - + Conservation Development
 - + Mixed Use Development
 - + Higher Density Residential Development
 - + Open Spaces and Recreational Uses
- + Opportunity Areas
 - + Downtown District
 - + South Gateway Area
 - + North Gateway Area
 - + McCullum Pike and KY 17 Area
- + Specific Transportation Recommendations
 - + Pedestrian
 - + Public Transit
 - + Bicycle Facilities
 - + Access Management
- + Financing Programs
- + Development Review Process

5.2. Recommended Land Use Plan

The recommended land use plan is based on the visions of the residents and Advisory Committee as expressed through several public meetings, surveys and workshop. The recommended land use plan has been developed through the conceptual land use development process as described in Chapter 4.0, Design Concepts. The following are the land use categories used in the plan:

- + **Commercial**

This category of land use is concentrated at nodes and contains exclusively retail and neighborhood oriented businesses. There are a variety of ways commercial development can occur. It can be in the form of small shops and stores, restaurants, and larger scale department stores, grocery stores and other large scale buildings. Within this plan there are several areas recommended for commercial land use, however the type of commercial development recommended for each area is very different. The South and North Gateway Area areas and Downtown District include areas recommended for commercial use. With the location of the Independence Town Center in the South Gateway Area it is recommended that this area should continue to develop as the primary commercial node capable of handling a higher intensity of use and activity (refer to Section 5.4.2 for detailed explanation). The North Gateway Area includes the area between Sterling Staggs Park and the stop light at Madison Pike and "new" KY 17 near Summit View School. Commercial development in this section of town is recommended for small neighborhood oriented businesses such as a dry cleaner or a florist. For further detail on this area refer to Section 5.4.3. The Downtown District may include commercial development in the form of small locally owned and run businesses, specialty



Legend

Study Boundary	Institutional	Conservation Development Residential with Mixed Use (Clusters 2+ Acres)
Major Roads	Open/Recreational Space	Single Family Residential (Existing)
Minor Roads	High Density Residential (Multi-Family)	Civic
Commercial	Conservation Development Residential (Single Family Low Density)	
Mixed Use	Conservation Development (Single Family-High Density)	

Recommended Land Use Plan
(refer exhibit C-3 for detailed view)

shops and restaurants. This area may develop into a social core/destination and cater to more specialized markets. For additional information on the Downtown District refer to section 5.41.

+ **Mixed Use**

This is recommended land use category for transition of commercial category to residential uses. The orientation and layout of mixed use development should present a balanced proportion of commercial, office and residential activity. For detailed explanation refer section 5.3.2.

+ **Institutional**

This type of use is located at both ends of the study area and is recommended to develop in a similar manner as existing institutional uses. Additional areas have been recommended around the existing schools for further development and/or extension of existing facilities.

+ **Open/Recreational Space**

It is recommended to have connectivity of residential and commercial areas with parks and recreational open spaces through sidewalks, shared use path and/or trails. Also, the "New" KY 17, being a limited access highway, should have greenway buffers along the right-of-way. It is important to note that the cemetery is a sacred burial ground and should be maintained as such. It provides a significant amount of preserved land and therefore has been included in the open space land use category. For more information refer section 5.3.4.

+ **High Density Residential (Multi-Family)**

High density residential land uses are located adjacent to or with convenient access to arterial roads that can accommodate the higher traffic generated and avoid the need for this traffic to pass through areas of lower density residential land uses. Residential density within these areas should be within the range of 7.1 to 30.0 dwelling units per net acre. Development within this range requires design sensitive to adjoining land uses (ie. buffering, connectivity, etc.) For further description of design and location refer to section 5.3.3.

+ **Conservation Development Residential (Single Family-Low Density)**

Residential land uses within these areas should maintain the current density identified in existing zoning, with provision for moderate density increases equivalent of no more than 10 percent to encourage the use of the conservation style of subdivision development. For further description refer to section 5.3.1.

+ **Conservation Development (Single Family-High Density)**

Areas identified within this land use category are located near nodes planned for mixed uses and/or commercial land use and arterial roads. The purpose of higher density within these areas is to help create the synergy of population needed to be supportive of nearby commercial land uses. Because of these factors, residential densities within these areas can be increased up to 30 percent above the density of the underlying residential zone. For further description refer to section 5.3.1

- + **Conservation Development Residential with Mixed Use Overlay**
Areas identified within this land use category are located along McCullum Pike between the nodes of mixed use located at McCullum and Madison Pike (KY 17 and new KY 17). The primary land use is conservation development/single-family high density to match the adjoining land use designation. Alternatively, however, this area may be developed to include clusters of mixed use development designed to provide continuity between the two mixed use nodes on McCullum Pike. Key to this approach is the design of the mixed use areas in coordination with adjoining residential uses. For example, one key consideration is connectivity to residential areas and to existing mixed use nodes. For further description refer to section 5.3.2 and MU1.3.
- + **Single Family Residential (Existing)**
This category contains the existing single family homes.
- + **Civic**
This category contains the existing government buildings and facilities such as City Hall, Fire House and the Senior Citizens building.

Please refer the map on opposite page and exhibit C-3 for detailed view.

5.3 Land Use Development Models

The following are development models that should be implemented within the study area in the recommended locations as indicated in the land use map.

5.3.1 Conservation Development Model

The conservation subdivision model should be provided as an option in addition to the conventional development model in all residential areas including single-family and multi-family, within the study area. The conservation subdivision model allows the same amount of density as a conventional model but requires land to be set aside within a development for open space. Woodlots, stream buffers, floodplains, steep slopes may constitute open space. A density similar to that allowed in conventional subdivisions is achieved in spite of the open space requirement by designing more compact developments with narrower lots. Development based on this model should focus around the principle of preservation of natural lands which will eventually create a network of community-wide open space.

The conservation subdivision model should include incentives such as density bonuses, flexibility in lot sizes and design, quicker approval process and so on to make it a better option for development as compared to the conventional development model.

Economic Advantages

- + Developers should follow site design guidelines and conservation criteria making it a comprehensive review process.
- + As the home sites are clustered, it reduces the cost of infrastructure and construction.
- + Marketing becomes easier as the positive features are highlighted such as benefits of living in a community where wooded lots, farmlands have been preserved.
- + Based on experience elsewhere homes in conservation subdivisions tend to appreciate faster than their counterparts in conventional developments.
- + The natural areas that are preserved and the recreational amenities that are provided help to reduce the demand for public open space, parkland, playing fields and other areas for active and passive recreation.



Conservation Development Examples



Environmental Advantages

- + Conservation development protects the upland buffers alongside waterbodies and watercourses that help to filter stormwater flowing into the ponds, streams, creeks etc.
- + Layout flexibility makes it easier for site designers to locate subsurface septic systems on those parts of the property that are best suited for such facilities.

Social and Recreational Advantages

- + The basic elements of conservation design enhance a pedestrian-friendly neighborhood.
- + More opportunities for community oriented activities thus implementing a stronger sense of community pride and quality of life.

Some of the difficulties in designing a conservation development are procedural modifications in the sense it is more time consuming than a conventional process. More upfront information has to be processed during the initial phases of the design, which might be labor intensive for developers and designers. In the long run the conservation development process helps in evaluation of existing conditions of a site and its surroundings in a pro-active way and avoids incorporation of design elements after the site review process by governmental agencies.

The following is a description of the *four (4) Step Process for Conservation Design as proposed by Randall Arendt*, renowned landscape architect and conservation development proponent:

- + Identifying all potential conservation areas
The process begins with identifying the conservation land that should potentially be protected. These features include unbuildable wetlands, floodplains, steep slopes, hydric soils, structures that are culturally and historically significant, scenic viewsheds or any other characteristics that are environmentally sensitive. This will identify where the core areas of future development is likely to lie on the property.

- + Locating the House Sites
The next design step is to identify the potential house site locations. For economic viability and also to increase the “quality of life” for residents, it is advisable to create as many “view lots” as possible and to ensure that usable open space is located within convenient walking distance from other houses in the subdivision. Identifying house site before lot lines and streets allows building locations to be carefully selected so that natural features worth preserving can be avoided, including large trees, prominent rock outcrops, as well as historically and culturally significant features.

- + Designing Street Alignments and Trails
The third logical step is to determine the best way to access every residence with street system. Areas with relatively level or rolling topography pose few street design challenges from an engineering standpoint, the major considerations being to avoid crossing wetlands and to minimize the cost and length of new streets. Every effort should be made to connect each street with another so that the dead ends will be minimized. Interconnected streets provide easier and safer access for emergency vehicles, school buses, while distributing traffic evenly. Streets serving new developments should, whenever possible, be designed to connect with adjoining properties that are potentially developable in the future. If possible street systems should be designed so that their curvature or alignment produces “terminal vistas” of open space elements, such as village greens, water features, meadows or playing fields.



Conventional Subdivision Design



Same Land with Conservation Subdivision

- + **Drawing in the Lot Lines**

The fourth and the final step is to delineate the lot lines based on the location of the house sites and streets. The issue of appropriate lot depth is related directly to the presence or absence of open space along rear lot lines. Architects, landscape architects and site designers have for many years recognized that the most efficient use of a house lot occurs when the house is located “off-center and up front”. Placing homes where front porches or stoops are within conversational distance of sidewalks helps create conditions for friendlier neighborhoods.

More information regarding design of conservation subdivisions, its advantages and disadvantages can be referred from Randall Arendt’s book on *Conservation Design for Subdivisions: A Practical Guide to Creating Open Space Networks*.

The following are the design recommendations for single family residential developments:

- + **Conservation Development Residential (Single Family-Low Density)**

Single family development is recommended to develop in a low density design in the fringe areas of the study outside of the prime transportation corridors of Madison Pike (KY 17) and “New” KY 17. This type of development should emphasize the preservation of critical natural resources such as woodlots, streams, floodplains, hydric soils, steep slopes and should develop in a cluster format to protect scenic rural views. The clustering technique can be achieved through the four step approach as described above.
- + **Conservation Development (Single Family-High Density)**

This type of single family development is recommended inside the Madison Pike (KY 17) and “New” KY 17 to cater to the increased growth as reflected by the market study. Preservation of natural resources is recommended with clustering techniques.

Recommendations for conservation development

- CD1. Develop residential design in a conservation subdivision model
 - CD1.1. Local zoning code should be revised to include the parameters of conservation development model, such as clustering techniques and protection of critical natural resource areas, to be implemented for designated areas as indicated in the land use plan.
 - CD1.2. Subdivision regulations to be revised to include the tenets of conservation subdivision model such as protection of critical natural resource areas.
 - CD1.3. The ordinance should include a provision where a certain percentage of the development should be set aside as open space or parkland. In the low-density conservation subdivision areas passive open space should be required while in the higher density conservation areas either open space or parks may be required. A fee-in-lieu mechanism may be instituted for parks wherein the fee can be used to improve existing parks or purchase land for new parks in the vicinity of the development.

- CD1.4. A Design Review Board is recommended to review all future proposals for developments designed in conservation residential model. Review process should be streamlined to include applicable technical staff such as civil, transportation, structural and environmental engineers, planning professionals etc. for better and informed decisions by Planning Commission and City Council. Alternatively, consider instituting a “conservation organization” (non-profit) for the area to review the developments.
- CD1.5. Establish with incentives like density bonuses to include workforce housing and other amenities.
- CD1.6. Protection of land can be achieved through “conservation easement” that might be maintained by organizations such as the Kenton Conservancy.
- CD1.7. Preserved lands can also be handled by home owners associations and in such case zoning regulations should state automatic ownership of such land for homeowners and should have a lien authority. It should also be a requirement that the developer submit a detailed management plan for conservation land and other open spaces.

5.3.2 Mixed Use Model

Independence is growing at an exceptional rate and outgrowing their existing housing stock. Mixed use development will offer opportunities to create live/work nodes within the city. These buildings will incorporate the essence of downtown livability with retail/office on the first floor and office/housing on the second floor. Young professionals are attracted to this type of development offering entertainment and places of work within walking distance. These areas should create transition from commercial to higher density housing.

Mixed use development can occur in both the horizontal and vertical pattern. A horizontal mixed use occupies larger land area and various uses are incorporated in low rise buildings, maybe not more than 2-3 stories. While retail/commercial uses occupy the first floor, the upper floor/s are occupied by either residential units and/or professional office spaces. Parking spaces for this type of uses are clustered together in a surface parking lot. A vertical mixed use consists of several stories and in typically more than 3 stories. Parking structures are located either in the basement or in a parking deck. Various uses occupy the upper stories and typically retail/commercial uses fill in the lower floor. Vertical mixed use is designed in places where the land area is restrictive to form a horizontal category of mixed use.

As commercial developments in Independence are recommended to portray “small-scale” developments, horizontal mixed use is recommended in most areas with very few vertical mixed use. If it occurs, the vertical mixed use is recommended near the south gateway area, with developmental guidelines restricting high-rise construction and appropriate allocation of commercial, office and residential use. Parking and access requirement guidelines should also be in place for efficient design directions.

Mixed use is also recommended at the intersection of “New” KY 17 and McCullum Pike. The McCullum Pike area is recommended to have an underlying conservation style single family residential with mixed use overlay. If mixed use happens, it should happen in a linear cluster format with an aggregation of two plus acres. Such development should have guidelines for a fair share of residential, small-scale commercial and parking requirements. The scale of the commercial/retail development should be neighborhood oriented businesses with homes/apartments/professional office spaces on the upper floors. The height of the buildings should comply with the surrounding structures. Refer section 5.4.4 for more detailed information.

Recommendations

MU1. Establish design and development guidelines

- MU1.1. Establish design guidelines to integrate housing into the retail areas (horizontal mixed use).
- MU1.2. Development guidelines should be in conformance with a coherent plan which stipulates the type and scale of uses, permitted densities and related items (form based code).
- MU1.3. Zoning regulation should be revised to include the design development principles of mixed use development.
- MU1.4. Flexible and/or incentive zoning system should be in place where bonuses are granted to developers for providing certain amenities.
- MU1.5. Guidelines should include phasing plans.
- MU1.6. Building material and color should exhibit quality and help establish a human scale while providing visual interest.

MU2. Develop identity and wayfinding

- MU2.1. Implement a comprehensive signage plan for identity and wayfinding.
- MU2.2. Revise zoning and sign ordinance to include provisions for mixed use district signage.

MU3. Pedestrian-oriented development

- MU3.1. Pedestrian connections should be the focal point of design of mixed use developments providing connections from adjoining residential neighborhoods.
- MU3.2. Establish a pedestrian and bicycle plan for designated mixed use areas.
- MU3.3. Establish guidelines for traffic calming design and activities.
- MU3.4. Develop a trails program for pedestrian and bicycle connections from open spaces into these areas.

MU4. Context Sensitive Design

- MU4.1. Preservation of scenic view corridors should be encouraged.
- MU4.2. Compliment the architectural style and form with existing buildings.

MU5. Economic Incentives

- MU5.1. Pursue funding mechanisms for development and maintenance of these areas through sources such as federal and state Community Development Block Grant, Tax Increment Financing Districts, Area Development District etc.
- MU5.2. Provide incentives for developers to develop mixed uses. Incentive zoning allows a developer to exceed a zoning ordinance's limitations if the developer agrees to fulfill conditions specified in the ordinance such as the percentage share of uses, parking requirements etc. The developer may be allowed to exceed height limits by a specified amount in exchange for providing open spaces or plazas adjacent to the building.
- MU5.3. Market potential sites for mixed uses to attract tenants, consumers and residents.

5.3.3 Higher Density Residential Model (Multi-family)

With its ever-growing population and increased accessibility due to “New” KY 17 within the City of Independence, the need for variety of housing stock is of prime importance. As the market study by GEM Public Sector Services suggests the City does not have variety of housing in sufficient quantity and recommends additional housing for the elderly and young professionals. Higher density housing is meant to be in a multi-family unit design either as a condominium and/or apartment complex. Design should be respectful of critical resource areas and should foster good connectivity within and outside of the neighborhood.

Recommendations

HD1. Develop transitional residential as high density multi-family developments

- HD1.1. Encourage multi-family development for transitional areas between commercial and single family residential growth.
- HD1.2. Develop design guidelines for higher density housing with preservation of critical resources through clustering techniques.
- HD1.3. Create density bonuses and incentives for development for protection of natural resource areas.
- HD1.4. Develop a pedestrian plan.
- HD1.5. Connect these developments with adjacent areas through sidewalks, trail connections and other alternative methods of transportation, i.e. public transportation.
- HD1.6. Zoning and subdivision ordinances should be modified based on guidelines of development for these areas.
- HD1.7. Pursue financing mechanisms to encourage these types of developments.

5.3.4 Open Spaces and Recreational Uses

The City of Independence should continue to invest in varied and ample recreational opportunities to meet the needs of its citizens. The city will always value, preserve and protect much of its rural landscape striving to connect all its open green spaces to all citizens. The city should recognize the connectivity of parks and green space as an important part of a sustainable community. There are a variety of ways to create open space areas even with in residential and commercial developments such as clustering techniques which preserves the critical resource areas and creating parkland buffers.

Recommendations

OS1. Create a healthy environment through recreational spaces and preservation of open spaces

- OS1.1. Connect existing park systems and open spaces through trail system.
- OS1.2. Develop design standards for trail system with consideration to geometry, materials, amenities, safety, lighting, and maintenance.
- OS1.3. Develop sidewalk connectivity within neighborhoods to connect to adjacent areas.
- OS1.4. Pursue trails and conservation funding for development and maintenance.

- OS1.5. Preserve open spaces through land grants, conservation mechanisms to maintain scenic view corridors.
- OS1.6. Encourage development of small “pocket” parks by City of Independence Parks and Recreation department.
- OS1.7. Connect parks and open spaces with potential regional park system-establish dialogue with Kenton County Parks and Recreation Department.
- OS1.8. Create a hierarchical system of parks catering to different age groups.
- OS1.9. Provide a variety of recreational amenities for the park system such as playscapes, baseball and soccer fields, swimming pools and/or small scale water park etc.
- OS1.10. Create strategic alliance with YMCA and other organizations to explore different recreational opportunities.
- OS1.11. Create a Tree Board to oversee Urban Tree Renewal Program.
- OS1.12. Organize a City Beautification program assisted by the City of Independence Parks and Recreation department to maintain the aesthetic quality of the community.

5.4 Opportunity Areas

Four (4) development opportunity areas have been developed. According to American Association of State Highway and Transportation Officials (AASHTO) standards, an average person will walk within a half mile radius for basic amenities. The following areas are highlighted for location of basic amenities from different residential areas based on the walkable strategies:

- + Downtown District
- + South Gateway Area
- + North Gateway Area
- + McCullum Pike and KY 17 Area

5.4.1 Downtown District

The downtown of Independence should evolve into a cultural center offering a place for unique entertainment and gathering spaces. The city should value and preserve the existing historical structures showcasing the historical significance of Independence as the county seat. Downtown Independence should be inviting to pedestrians with aesthetically pleasing and walkable sidewalks, quaint storefronts, and pleasurable public spaces. Motorists will be attentive to pedestrians with enhanced intersections and sidewalks. Downtown will transition into a destination offering well-maintained properties, ample parking away from the street, a variety of small shops and businesses, and a sense of community year-round, capitalizing on the historic character of the area.

Recommendations

DD1. Encourage Historic Preservation

- DD1.1. Collaborate with Kenton County Historical Society and historic preservation groups to provide educational forums in order to discuss the advantages of historic resource

registration. Alternatively, organize a historical society to initiate and oversee proposals for nominations under the National Register of Historic Places.

DD1.2. Register appropriate structures in the Downtown District under the National Register of Historic Places. The National Register of Historic Places is the Nation's official list of cultural resources worthy of preservation. Authorized under the National Historic Preservation Act of 1966,



Downtown Independence

the National Register is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect our historic and archeological resources. Historic places are nominated to the National Register by the State Historic Preservation Office (SHPO), "Kentucky Heritage Council" or by the Federal Preservation Officer (FPO) for properties under Federal ownership or control.

In addition to honorific recognition the listing in the National Register results in the following for historical properties:

- + Consideration in planning for Federal, federally licensed, and federally assisted projects.
- + Eligibility for certain tax provisions (Owners of properties listed in the National Register may be eligible for a 20% investment tax credit for the certified rehabilitation of income-producing certified historic structures such as commercial, industrial, or rental residential buildings. This credit can be combined with a straight-line depreciation period of 27.5 years for residential property and 31.5 years for nonresidential property for the depreciable basis of the rehabilitated building reduced by the amount of the tax credit claimed. Federal tax deductions are also available for charitable contributions for conservation purposes of partial interests in historically important land areas or structures - Source: National Register of Historic Places).

DD1.3. Apply for historic tax credits for maintenance of existing structures. Tax credits can be in the form of "Certified Historic Structures Income Tax Credit" as mentioned in the financing section.

DD1.4. Seek a Determination of Eligibility for the National Register of Historic Places for a historic district within "downtown" Independence. The Kentucky Heritage Council is the State Historic Preservation Office and a site visit should be arranged with Heritage Council staff to evaluate the area for its historic district potential.

DD1.5 Develop educational programs to interpret the history of the community by investigating a school-age education program and a walking/driving tour aimed at an awareness of local history within the Independence area (refer illustration). An example of such an activity is the production of a coloring book of historic architecture within Independence (refer illustration). Installing interpretive devices could highlight important features, vistas, or buildings important to the history of the community. This could include a building plaque program, the installation of free-standing interpretive plaques, or street signage.



Example of Walking Tour of Historic District

DD2. Develop Brand Identity and Wayfinding
This will assist in developing a sense of place for downtown Independence as well as rendering a lasting impression of the City through appropriate branding. The theme should preserve the existing rural character of the City.



Example of Coloring Book for Historic Architecture

DD2.1. Develop comprehensive Wayfinding Plan for Downtown with appropriate signage and lighting. Signage should be respectful of the historical character and is recommended to be context sensitive community scale. Lighting in the area should be at a pedestrian scale and foster a safe environment.



DD2.2. Engage professionals to develop brand identity and wayfinding.

DD2.3. Revise the current Sign Ordinance to reflect the recommendations of branding and wayfinding.

DD3. Develop Strategies for Marketing

DD3.1. Market the existing assets of downtown to consumers, potential investors, residents and visitors. The Market Study recommendations by GEM Public Sector Services should be a part of the marketing initiative. This will help in understanding the potential of the market with respect to the need of the community.



Historic Identification Plaque

DD3.2. Encourage consensus building process and cooperation among many groups and/or individuals having a role in the revitalization process. This process can be between interested residents, professionals and representatives from different governmental agencies to brainstorm various ideas of development and economic incentives.



Historic Preservation and Mixed Use

DD3.3. Encourage specialty retail businesses as recommended by the Market Study conducted by GEM. Businesses recommended for the downtown district should be neighborhood-oriented business such as small coffee shops and restaurants, antique and floral shops, and professional office spaces.

DD3.4. Coordinate marketing of all cultural activity through newsletters, websites, radio and television

DD3.5. Develop a Downtown Business Council for the management of downtown area businesses. Their responsibility can extend to include other areas of commercial uses and their business owners for recruitment of new businesses, retention of existing ones, maintenance and upkeep.

DD4. Establish Downtown as Cultural Center to revive the character and image of center city.

DD4.1. Promote neighborhood oriented retail businesses (specialty stores) with shop window enhancement and display programs.

DD4.2. Promote resident involvement and community gathering through efforts such as the institution of a Farmer's Market. Promote existing public gathering spaces and create new ones as shown in the downtown concept plan. This will help foster a feeling of togetherness and community feeling.

DD4.3. Build on community festivals such as Independence Day Celebration, Christmas Parade etc.

DD4.4. Establish dialogue with Transit Authority of Northern Kentucky (TANK) to enhance the stop locations for existing routes and to add more trips to the downtown area and improve the transit stop. As the market study suggests Independence is a "commuting community", extension of the bus route and adding more trips during peak hours will help offset the congestion in the roadways and improve the quality of life by reducing personal drive time.

DD5. Pursue Funding Mechanisms for implementation of guidelines and recommendations.

DD5.1. Strengthen the district's existing economic base and pursue ways to expand through different funding mechanisms. Creation of Tax Increment Financing Districts, revitalization through state funds or Area Development District funds are some of the available sources of financing mechanisms.

DD5.2.Pursue public/private partnership for maintenance of existing structures and new infill. As the governmental agencies will be providing for public improvement through right-of-way and streetscape improvement, it is a healthy policy for the private property owners to maintain their real estate thus working in a holistic approach for revitalization.

DD5.3.Promote tax breaks for downtown housing and retail.

DD5.4.Develop a property owner incentive program for rehabilitation.

DD6. Establish Design Guidelines for overall improvement in character

DD6.1.Establish design guidelines for façade improvements of existing buildings.

DD6.2.Create a context-sensitive (rural suburban downtown) streetscape plan to include elements such as sidewalks, street trees, and pedestrian amenities.

DD6.3.Implement a form-based zoning code that will regulate location, size, height, setback, off-street parking, landscaping, and streetscape requirements.

DD6.4.Establish guidelines for infill development with respect to form, materials, massing, colors etc. to compliment the character of the historic downtown.

DD6.5.Explore feasibility and create guidelines for utility relocation underground in this District.

DD7. Maintenance of existing buildings

DD7.1.Employment of City Manager to oversee the implementation process, infill development, redevelopment and maintenance. The City Manager will be able to assist the City Council to make informed decision through prior review of all applications for proposed developments.

DD7.2.Utilize existing buildings to full potential to minimize vacant spaces, which leads to unkempt character.

DD7.3.Establish guidelines with County to ascertain long term use/re-use of the Courthouse and potential county operations in the vicinity.

DD8. Institute Review Boards

DD8.1.Institute a design review board to oversee the development process.

DD8.2.Organize a City Beautification program to help maintain quality of community and recognize opportunities for enhancing aesthetic quality.

DD8.3.Institute a Tree Board to oversee an Urban Tree Renewal Program.



Existing Building Downtown on Madison Pike (KY 17)

DD9. Pedestrian-Oriented Vision

With the neighborhood-oriented retail developments, every effort should be given towards development with walkable strategies in mind for sustainable solutions.

DD9.1. Incorporate traffic calming design elements to increase safety and encourage pedestrian use. Use of pavers for pedestrian crossing lanes and extended curb at intersections are encouraged as a design element.

DD9.2. Provide for outdoor seating and pedestrian gathering spaces.

DD9.3. Promote walkable strategies through creation of continuous facades which will render a safe walkable feeling for pedestrians.

DD9.4. Provide safe well-lit environment in a pedestrian scale. The goal of the general lighting should be to achieve uniformity of light coverage, type and color of lighting, location, fixture style, appropriate lighting levels, the correct height and angles of lights.

DD9.5. Establish a Pedestrian and Bicycle Plans and modify the current Kenton County Pedestrian and Bicycle Plan to show the connectivity network and recommend associated design elements.



Pedestrian Oriented Downtown

Downtown District Transportation Recommendations

In conjunction with the recommendations of the land use plan, the primary recommendations for the downtown district are intended to provide a more cohesive sense of place and provide improved accommodation for pedestrians as well as provide for off-street parking in a more formal arrangement. It is not anticipated that additional roadway capacity will be required in the downtown district beyond that discussed below.

This area is targeted for historic preservation and infill mixed use development. There is limited right of way to expand the current roadway cross section in the downtown area. As noted in the Urban Audit the Kenton County Unscheduled needs list includes a project to create a three lane cross section with curbs and gutters along Madison Pike (KY 17) from Independence Station Road to Locust Lane. The Comprehensive Plan Update 2006-2026: An Area-Wide Vision for Kenton County identifies Madison Pike (KY 17) from the North Gateway Area to the South Gateway Area as a 'congestion management area'. This designation has been used to identify an area where widening of a roadway to manage additional traffic may not be the best solution given existing development patterns and costs. Widening in the Downtown District would endanger the existing character of the district.

Traffic flow along Madison Pike (KY 17) is anticipated to decrease with the opening of “New” KY 17 and the potential negative impact of widening to three lanes per the project currently identified on the unscheduled needs list for Kenton County. Hence this plan recommends that the City investigate alternative solutions and that this project be removed from the unscheduled needs list.

As previously noted, McCullum Pike (KY 2045) is likely to experience some growth in traffic volumes as it becomes a gateway from “New” KY 17 to Madison Pike (KY 17). A portion of McCullum Pike was realigned and modified during the construction of “New” KY 17. From the terminus of this reconstruction west to Madison Pike (KY 17) this corridor contains a land development pattern similar to Madison Pike (KY 17) that constrains widening if the City desires to maintain the current character. Land use recommendations for this area portray future development conducive to generally maintaining this current type of land use form as new development occurs. This plan recommends that this route be modified only slightly. Modification could include minor widening to increase existing lane widths, improve geometry and provide for curb, gutter, sidewalks and bicycle facilities to accommodate non-motorized traffic. It is not recommended that additional travel lanes or a continuous center turn lane be added in the vicinity of the Downtown District.

The existing signalized intersection at McCullum and Madison Pike (KY 17) is currently operating at an acceptable level of service. This intersection currently has a single lane on all approaches with no turn lanes. Significant impacts would be associated with any major improvements capable of increasing capacity at the intersection as the intersection is abutted by buildings close to the right of way on the north and west sides of the intersection. Therefore, primary gateways to the downtown area should be maintained and concentrated at the north and south gateways with McCullum Pike designed to serve local traffic. It is for this reason that widening of McCullum Pike is not recommended in the vicinity of the Downtown District.

Existing sidewalks in the downtown district area are in fair to poor condition and are recommended for replacement to bring uniformity to the sidewalk width, curb height, and patterns. The design of new sidewalks should be in accordance with the applicable regulations and design standards. As the downtown area is envisioned as a pedestrian centered activity area the use of wider sidewalks would provide adequate mobility for pedestrians and present a priority on pedestrian movements in the area. The use of wider sidewalks may also be a design that would attract and accommodate other activities within the streetscape. Sidewalk reconstruction would be done in coordination with the implementation of other streetscape elements recommended including but not limited to street trees, lighting, outdoor seating and wayfinding.

Existing and future parking is a key component of development in the Downtown District. There should be adequate parking available, but not excessive so that sufficient area is maintained for public open spaces and new building development.

It is recommended that parking entrances be consolidated where feasible and that off-street parking be provided behind existing or proposed structures. No formal analysis of existing off-street parking or forecast parking needs has been conducted. On street parking fronting the east curb of Madison Pike (KY 17) and the south Curb of McCullum in front of the Kenton County Courthouse should be

reconstructed with formal permanent markings and signage. The quantity of parking in the area will be dependent on the future intensity of use of the Courthouse and surrounding commercial areas.

A review of the applicable section of the current zoning ordinance is recommended to specifically encourage the use of collective or shared parking arrangements and to potentially reduce ratio based prescriptive off-street parking requirements for individual parcels within the Downtown District. Development of off street parking in the downtown district could be undertaken by the City and/or County to facilitate higher density pedestrian scaled commercial infill development.

5.4.2 South Gateway Area

The south gateway is becoming a one stop destination offering convenient amenities to the residents of Independence. The south gateway should offer multi family housing for those who need and/or want to be close to amenities such as young professionals, low to moderate income, and senior citizens. Streetscape enhancements and buildings brought closer to the road can promote a better pedestrian scale. Outside of the commercial node this area should develop into a mixed use and higher density of housing character thus increasing Independence’s tax base and satisfying pedestrians and motorists while connecting to the rest of the city.



South Gateway Commercial Area

Recommendations

- SG1. Encourage variety of land uses for sustainability
This area is recommended to develop as the major commercial node of Independence and should develop at higher commercial density than existing development. It should also have the variation in land uses at the edges of the commercial areas predominantly mixed use and higher density housing. The mixed use will help sustain of the businesses and also to buffer variable densities of land uses.
 - SG1.1. Modify existing zoning and subdivision regulations for this area according to the future land use concept.
 - SG1.2. Encourage mixed use and higher density residential buffer zone from single family residential growth.
 - SG1.3. Encourage strategic collaboration with YMCA and/or organizations and the City for development of potential site for recreational use.
- SG2. Establish design and development guidelines
To improve the character of the area and overall quality of life of the residents, guidelines of development is of prime importance in this area.

- SG2.1. Establish development guidelines which relates to location, setback, height, size, color, landscaping, parking requirements. The small scale commercial areas i.e. the outlots should have lesser setback from the main access street along with proper landscape requirements thus providing for a scale of development appropriate to the image of the City. Parking areas should be designed with buffers using landscaped islands and trees.
- SG2.2. Establish streetscape design standards for the area. Pedestrian elements such as benches, trash cans, newspaper stands bike racks etc. should be included.
- SG2.3. Create flexible and incentive/bonus based design and development standards.
- SG2.4. Establish regulations to create buffer areas such as mixed use and higher density residential between single family residential and commercial uses.

SG3. Pedestrian-oriented approach which promotes walkable strategies

- SG3.1. Establish a pedestrian plan for the area and modify the current Kenton County Pedestrian Plan to show the connectivity network and recommend associated design elements.
- SG3.2. Incorporate design elements for traffic calming design and activities such as use of pavers etc.
- SG3.3. Establish a bicycle plan for this area and incorporate the recommendations into Kenton County bicycle plan.
- SG3.4. Develop a trails program for connection of recreational spaces to this area.
- SG3.5. Promote connection to the Simon Kenton High School and Kenton Elementary School with sidewalks and bicycle facilities.



Pedestrian-Oriented Design

SG4. Develop comprehensive parking plan

Most often commercial areas tend to develop in a way where the development ends up creating poorly designed parking spaces to comply with the requirements of the local zoning codes. This area has experienced a high number of vehicular accidents in off street parking lots. Guidelines should be developed for commercial areas wherein parking spaces are buffered and landscaped.

- SG4.1. Provide incentives for shared parking between adjacent commercial uses. This helps in alleviating the problem of underutilized parking spaces in a commercial area.
- SG4.2. Use landscaping treatments to create visual buffer and develop guidelines for incorporation of landscape islands and trees in existing and new parking lots. Design of light fixtures should be attentive to the scale of development and downward facing to avoid glare into adjoining areas.
- SG4.3. Incorporate provisions for bicycle parking.

SG5. Develop Brand Identity and Wayfinding

This promotes the character of the area as it relates to proper signage for easier access and wayfinding. This instills a sense of community pride and creates a lasting impression of the character of the community.

SG5.1. Develop comprehensive wayfinding and branding program for South Gateway Area through physical improvements and signage standards.

SG5.2. Engage professionals to develop a wayfinding and branding program.

SG5.3. Implement the recommendations of wayfinding and branding program through revisions in sign and zoning ordinances.

SG6. Further develop identity for South Gateway area through innovative marketing strategies

SG6.1. Promote new retail businesses and encourage expansion of existing ones with marketing strategy to support the needs as reflected by the market study conducted by GEM. Some effective ways of marketing are:

- + Letter of introduction including compelling reasons why the district makes economic sense for a particular store.
- + General information and photos of the community highlighting its assets.
- + Market position as prepared by GEM and vision statements.
- + Wish list of new businesses supported by market demand and supply data as prepared by GEM.
- + New developments demonstrating investment in the South Gateway Area.
- + Information on past openings and closings of businesses.
- + Trade area geographic definition and demographic and lifestyle data.
- + Trade area economic data including actual and potential sales data (including available sales area).
- + Nonresident consumer data (including daytime population and tourism visitation).
- + Descriptions of target market segments specific for Independence.
- + Significant employers and institutions.
- + Vehicle and pedestrian traffic volume.
- + Mix of existing retail, service, dining, housing, office and lodging in the district and adjoining areas.
- + Press coverage and testimonials highlighting success stories.
- + Summary of incentives and other business assistance available in the business district.

SG6.2. Develop a Business Council to overview the management and development of businesses.



Commercial District Identity

- SG6.3. Pursue an aggressive retention and expansion of existing stores and new store development policy. Prepare an incentive based system that can include the following:
- + Technical assistance including market and feasibility analysis (market study prepared by GEM), business plan development, governmental regulations, advertising and physical design. A Business District Manager should be responsible for managing the tenanting opportunities appropriate for the City.
 - + Negotiation and leasing of space if the prospect is not working with a broker not familiar with the area.
 - + Centralized retail management in which business district organization gains the right to lease property from owners and place businesses in locations prescribed by an overall commercial center plan.
 - + Financing of building improvements, facades, displays, fixtures, inventory and start-up costs including a low-interest loan pool.
 - + Counseling with local financial institutions and assistance in completing loan applications.
 - + Financing options and incentives appealing to developers such as low-interest loan, TIF or CDBG funding programs.
 - + District wide image and marketing programs and advertising and promotion assistance for individual firms.
 - + Private development partnerships made up of local investors who might develop, own and operate a needed business.
 - + Business incubator(s) to help establish new businesses at a reasonable cost and provide them with space and common services.
- SG6.4. Organize a City Beautification program to help maintain quality of community and recognize opportunities for enhancing aesthetic quality.
- SG6.5. Institute a Tree Board to oversee an Urban Tree Renewal Program. Trees with green spaces help to soften the image of the extensive paved areas and are also recommended for environmental reasons including quality of runoff.
- SG6.6. Establish dialogue with TANK authorities to add more trips to this area, improve the transit stop and add targeted marketing campaign towards potential riders in the area.
- SG7. Economic development initiatives should be undertaken for marketing, tenanting strategies and assist in implementation of the recommended policies.
- SG7.1. Develop a comprehensive plan for business recruitment and retention.
- SG7.2. Establish a Tax Increment Financing (TIF) District.
- TIF is a tool to use future gains in taxes to finance the current improvements that will create those gains. When a public project such as a road, school, or hazardous waste cleanup is carried out, there is an increase in the value of surrounding real estate, and often new investment (new or rehabilitated buildings, for example). This increased site value and investment creates more taxable property, which increases tax revenues. The increased tax revenues are the "tax increment." Tax Increment Financing dedicates that increased revenue to finance debt issued to pay for public improvement projects (also refer "financing section").

- SG7.3. Pursue the applicable funding mechanisms as mentioned in the financing section.
- SG7.4. Provide incentives for business recruitment.
- SG7.5. Provide development incentives for mixed use, commercial and high density residential.
- SG7.6. Develop marketing package and market the potential of the area to investors, developers and real estate groups.
- SG7.7. Employ a City Manager to oversee implementation process, maintenance of existing buildings and recruitment of new businesses. The City Manager will also assist the City Council in making informed decisions by reviewing any proposed development application.

South Gateway Area Transportation Recommendations

The South Gateway Area currently experiences the highest traffic volumes in the study area and is anticipated to continue to do so into the future. This plan identifies this area for the largest concentration of commercial land uses within the study area. Additionally, it is the location of major education facilities including Simon Kenton High School and Kenton Elementary School.

The intersection of Shaw Rd/Harris Pike (KY 536)/Madison Pike (KY 17) and "New" KY 17 is being reconstructed as part of the construction of "New" KY 17 and the reconstruction of KY 536 by the Kentucky Transportation Cabinet. KY 536 is being reconstructed from I-75 to the AA Highway (KY 9) in Campbell County over the next 10 to 20 years and will serve as the primary east-west roadway south of I-275. KY 536 will be widened from its current two lane cross-section to a multi-lane divided section with provisions for pedestrian and bicycle transportation. The final geometric details of KY 536 remain to be determined as it proceeds into successive stages of design. As noted previously, it is important that the City begin coordination with the Kentucky Transportation Cabinet to insure that the most efficient design is planned in accord with anticipated land uses within this area.

To the extent possible the roadway reconstruction planned for this area should incorporate wayfinding, street tree plantings and appropriate gateway elements. The widening of KY 536 within the study area will provide a challenge to pedestrians. Incorporation of islands for pedestrian refuge and adequate pedestrian travel time in the intersection signal phasing are recommended.

Based on the recent vehicular accident data (2004-2006), over 100 accidents occurred within the vicinity of Declaration Drive within the Independence Towne Center. It is recommended that a study be undertaken to evaluate the potential to improve internal vehicular circulation. This may result in recommendations for physical channelization of traffic flow, (curbs, islands, etc), improved lighting, signage and pavement markings, refer to SG4 for recommendations to develop a comprehensive parking plan.

Surface parking and pedestrian linkages should be accessible among adjoining developments such that internal vehicular and pedestrian circulation can be accommodated without use of KY 17 and KY 536 or Madison Pike (KY 17) to the extent feasible. Direct access to "New" KY 17 should be discouraged in favor of access from Centennial Boulevard and existing Madison Pike (KY 17).

5.4.3 North Gateway Area

The north gateway area is the main entrance into Independence and is also the location of the Summit View Elementary and Middle School. This area has a limited number of commercial uses and is the location of the Sterling Staggs Park. Further commercial uses should be restricted in this area and connectivity of the park system through trails and neighborhood connections through sidewalks is encouraged. A unified theme of branding should be developed for this area which will create a lasting impression of image of Independence.



North Gateway Area

Recommendations

NG1. Establish design and development guidelines

- NG1.1. Establish development guidelines which relates to location, setback, height, size, color, landscaping, parking requirements. This will render a unified image of the district that will attribute to the quality of life of the residents.
- NG1.2. Establish streetscape design standards for the area that includes auto lanes, pedestrian sidewalks, pedestrian amenities etc.
- NG1.3. Create flexible and incentive/bonus based design and development standards.
- NG1.4. Modify zoning and subdivision regulations to reflect the land use concept.
- NG1.5. Promote clustering techniques of residential developments. Refer to the Conservation Development Model for detailed information.
- NG1.6. Provide guidelines to preserve scenic view corridors. The viewshed analysis map will assist in preserving the areas during the physical design phase of development.

NG2. Pedestrian-Oriented Approach

- NG2.1. Establish a pedestrian plan for the area and modify the current Kenton County Pedestrian plan accordingly.
- NG2.2. Develop sidewalks along roads to connect to destinations. Although many roads including Madison Pike (KY 17) currently has sidewalks, many local streets need the pedestrian connections to surrounding areas to comply with the walkable community vision of the City.
- NG2.3. Incorporate design elements for traffic calming. Use of pavers for pedestrian crossing lanes and extended curb at intersections are encouraged as design element.
- NG2.4. Establish a bicycle plan for this area and incorporate the recommendations into Kenton County Bicycle Plan.

NG2.5. Develop a trails program for connection of recreational spaces, specifically to Sterling Staggs Park.

NG2.6. Promote connection to the Summit View Elementary School with sidewalks and bicycle facilities.

NG3. Develop Brand Identity and Wayfinding

NG3.1. Develop comprehensive wayfinding and branding program for North Gateway Area.

NG3.2. Engage professionals to develop the wayfinding and branding program.

NG3.3. Implement the recommendations of wayfinding and branding program through revisions in sign and zoning ordinances.

NG4. Enhance the Gateway to Independence

NG4.1. Organize a City Beautification program to help maintain quality of community and recognize opportunities for enhancing aesthetic quality.

NG4.2. Institute a Tree Board to oversee an Urban Tree Renewal Program. This should be encouraged to enhance the image of the City mainly at the entrance gateway.

NG4.3. Establish guidelines for creation of a “rural” gateway to Independence.

NG4.4. Establish dialogue with Transit Authority of Northern Kentucky (TANK) to extend transit service to the study area specifically to intersection of McCullum Pike and “New” KY17 area in addition to its existing route that includes other nodal areas and downtown. More trips during peak hours will help offset congestion in roadways.



TANK Bus

NG5. Economic development initiatives

NG5.1. Provide development incentives for residential conservation development in the area and for limited commercial use.

NG5.2. Pursue applicable funding mechanisms (Refer to the financing programs section).

NG5.3. Employ a City Manager to oversee implementation process, maintenance of existing buildings and assisting the City Council in making informed decisions.

According to Kenton County Jail Site facts (http://www.kentoncounty.org/kenton_county_jail_site_facts/index.html) there is a possibility of relocation of the Kenton County Jail to a 25+ acre site near the the intersection of Pelly Road and “New” KY17. If the jail is relocated to this site the following are the recommendations for site development:

- + As it is not a destination-oriented use, the jail-house building should be located as far back as feasible depending on the site constraints.

- + The site should be screened with heavy tree buffers.
- + The entrance drive should be tastefully designed to be in context with the surroundings.
- + Any guard house should also be located as far back as possible. The site frontage should be screened with either tree buffers or landscaped mounds or other ways of aesthetically pleasing environment.
- + Development guidelines should be formulated for the site to address building pad location, buffering and screening from the access road and adjoining properties, access drives, effective ways of screening noise pollution etc.

The recommended land use plan suggests that the area develop as a residential area in a conservation subdivision model. If the County jail is not located in this site, then the site should be a part of the overall development plan and continue to be a part of the residential development. Alternatively, opportunity for development as a nature preserve should be explored considering the physical features of the site. In that case the City of Independence Parks and Recreation department should explore possible ways to develop the park and connecting it with other parks in the area.

North Gateway Area Transportation Recommendations

This area currently serves as the primary gateway to the study area from the North. With the opening of the “New” KY 17 it is likely that traffic volumes on Madison Pike (KY 17) will decrease somewhat. It is not envisioned that any significant improvement will be required to the street network in this area in order to accommodate existing or future traffic. As noted previously, this area has been identified in the *Comprehensive Plan Update 2006-2026: An Area-Wide Vision for Kenton County* as a ‘congestion management area’.

The City of Independence has funded construction of a sidewalk on the east side of Madison Pike (KY 17) linking this area with the downtown district to the south. However the older residential streets within the area are lacking sidewalks. As a result, it is important that sidewalk and/or shared use path connections from surrounding residential areas within the North Gateway Area to facilities such as Sterling Staggs Park, Summit View School, the Post Office and commercial land uses be established. Any improvements should also include wayfinding/gateway elements as called for in the land use recommendations. Refer to NG2 for additional recommendations.

5.4.4 McCullum Pike and “New” KY 17 Development Area

As a gateway into the downtown, the McCullum Pike and “New” KY 17 area boasts key opportunities to draw people into Independence. Development should respect the surrounding context with regards to location, critical resource features, pedestrian accessibility, buffer between variety of uses and limited access highway. Connectivity of this area with downtown Independence and adjacent residential areas is of prime importance for long term sustainability.

Recommendations

MC1. Encourage variety of land uses for sustainability

MC1.1. Modify existing zoning and subdivision regulations for this area according to the future land use concept.

MC1.2. Promote mixed use development at the intersection of McCullum Pike and "New" KY 17 and limit expansion of development.

MC1.3. Encourage a corridor of mixed use as an overlay along McCullum Pike from "New" KY 17 towards downtown. The underlying use shall be higher density residential in a conservation subdivision model. If mixed use development occurs, it should happen in a cluster form with aggregate land area of at least two plus acres. Such development should have guidelines for a fair share of residential, small-scale commercial and parking requirements. The scale of the commercial/retail development should be neighborhood oriented businesses with homes/apartments/professional office spaces on the upper floors. The height of the buildings should be compatible with the surrounding structures.

MC1.4. Encourage higher density residential (multi-family) buffer zone from single family residential growth.

MC1.5. Promote farmland conservation of White Farm through dialogue with the Agricultural Extension, University of Kentucky, and other organizations to provide educational outreach for innovative farming techniques. Alternatively, if residential development occurs, it should be designed in the conservation subdivision model by clustering of home sites and preserving the critical natural resources.

MC2. Establish design and development guidelines

MC2.1. Establish development guidelines which relates to location, setback, height, size, color, landscaping, parking requirements.

MC2.2. Establish standards and to create housing for elderly and for young professionals.

MC2.3. Establish guidelines for creation of mixed use.

MC2.4. Create guidelines for phasing of mixed use development in this area.

MC2.5. Establish streetscape design standards for the area that includes vehicular lanes, pedestrian sidewalks, bicycle facilities, pedestrian amenities etc.

MC2.6. Create flexible and incentive/bonus based design and development standards.



McCullum Pike and "New" KY 17 Area

- MC2.7. Promote clustering techniques of residential developments through preservation of critical natural resources (Refer to the Conservation Development Model for further information). Residential development should be of higher density to comply with the vision of additional growth within the Madion Pike and "New" KY17 corridor.
 - MC2.8. Provide guidelines to preserve scenic view corridors. The viewshed analysis map (refer exhibit EC-8 and EC-9) will assist in preserving the areas during the physical design phase of development.
 - MC2.9. Establish regulations to create buffer areas between residential and commercial uses.
- MC3. Develop comprehensive parking plan for mixed use and multi-family housing
- MC3.1. Provide incentives for shared parking.
 - MC3.2. Use landscaping treatments to create visual buffer.
 - MC3.3. Develop guidelines to avoid creation of large parking lots in lieu of small pockets of off-street parking in the higher density areas.
- MC4. Pedestrian-Oriented Approach
- MC4.1. Establish a pedestrian plan for the area and modify the current Kenton County Pedestrian plan accordingly.
 - MC4.2. Incorporate design elements for traffic calming design and activities.
 - MC4.3. Establish a bicycle plan for this area and incorporate the recommendations into Kenton County Bicycle Plan.
 - MC4.4. Develop a trails program for connection of open spaces in this area.
- MC5. Develop Brand Identity and Wayfinding
- MC5.1. Develop comprehensive wayfinding and branding program for North Gateway Area.
 - MC5.2. Engage professionals to develop the wayfinding and branding program.
 - MC5.3. Implement the recommendations of wayfinding and branding program through revisions in sign and zoning ordinances.
- MC6. Enhance this area as gateway to Historic Downtown
- MC6.1. Promote retail businesses and housing stock to support the needs as reflected by the Market Study conducted by GEM.
 - MC6.2. Develop a Business Council to overview the management and development of businesses.
 - MC6.3. Organize a City Beautification program to help maintain quality of community and recognize opportunities for enhancing aesthetic quality.
 - MC6.4. Institute a Tree Board to oversee an Urban Tree Renewal Program.
 - MC6.5. Establish dialogue with Transit Authority of Northern Kentucky (TANK) to expand existing service to this area and add transit stops as development proceeds and demand develops.

MC7. Economic Development Initiatives

- MC7.1. Pursue the applicable funding mechanisms as explained in the financing section.
- MC7.2. Provide incentives for development for businesses and higher density residential.
- MC7.3. Provide development incentives for mixed use and high density residential.
- MC7.4. Identify key tenancing opportunities.
- MC7.5. Develop marketing package and market the potential of the area to investors, developers and real estate groups.
- MC7.6. Employ a City Manager to oversee implementation process, maintenance of existing buildings and recruitment of new businesses. The City Manager will also assist the City Council in making informed decisions by reviewing any proposed development application.

McCullum Pike And "New" KY17 Area Transportation Recommendations

This area will likely experience significant change from its current land use in the future. The opening of the "New" KY 17 will allow McCullum Pike (KY 2045) to function as a connection to the Downtown District and surrounding residential areas. McCullum Pike has been reconstructed and partially relocated in the vicinity of "New" KY 17. There are currently no sidewalks along McCullum. As mentioned previously, McCullum Pike from this new construction into the Downtown area should only be modified slightly, maintaining its existing capacity as a collector to accommodate local traffic.

This area is envisioned to develop with balance of mixed use commercial and surrounding high density residential development. At this time there is no secondary roadway network to service and link these developments. Vehicular access to this development should not be provided directly from "New" KY 17. Access to McCullum (KY 2045) should be controlled to discourage multiple curb cuts. Vehicular access should be provided through a secondary road network that also includes pedestrian accommodations to allow for community scaled pedestrian oriented development. Surface parking should be distributed in small to moderately sized lots located to the rear of commercial and residential structures as feasible.

All new transportation facilities would incorporate wayfinding, street trees and urban design elements fostering a sense of community identity and to reinforce the area's gateway status. These details should be incorporated into the infrastructure serving proposed developments in the area and be capable of being phased over time to result in a cohesive environment as the area matures.

5.5 Specific Transportation Recommendations and Roadway Hierarchy

5.5.1 Public Transit

Public Transit service to the study area is provided by the Transit Authority of Northern Kentucky (TANK). TANK operates an express fixed route bus service (Route 30X) between Independence and its Covington Transit Center and Cincinnati's central business district. It operates on Madison Pike (KY 17) and portions of Harris Pike (KY 536) and Taylor Mill Road (KY 16). Park and Ride lots served by the route are located near the intersection of Hands Pike and KY 17 north of the Study Area as well in the Independence Towne Center, in the South Gateway Area.

While the use of public transit among residents is modest, the goals of the land use plan are to provide accommodation for alternative modes of transportation. Improved accommodation of public transit is part of this strategy. New development, particularly non-residential development, should provide for access to TANK. Projected population growth within the area will be a catalyst for additional transit service and accommodations should be provided as new development occurs. Stops should be relatively level and ideally would include paved areas, shelter, seating and adequate lighting. Wayfinding, signage and other streetscape elements of the surrounding areas should include bus stops as needed. Recommended improved transit stops are the one near the north gateway area on Madison Pike (KY 17), one at the downtown area preferable on Madison Pike (KY 17), one on Madison Pike (KY 17) near the intersection with Harris Pike/Shaw Road and a new stop on McCullum Pike near the intersection with “New” KY 17. Also a park n’ ride facility should be provided within the study area near one of the transit stops to give access to commuters from outside of the recommended route to the bus transit.

5.5.2 Bicycle Facilities

The following is taken from the Kentucky Transportation Cabinet’s Policy on Bicycle and Pedestrian Travel Policy July 2002.

The Commonwealth of Kentucky considers bicycles, by statute, to be legal vehicles and as such are permitted on all roadways within the state, except on those where they are specifically prohibited (e.g., parkways, interstate highways). Bicycles, unlike pedestrian transportation, can safely share the roadways with motor vehicles when appropriate consideration is made during the design and construction of new or reconstructed roadways. Bicycle traffic may be expected on all roadways except interstate highways and other fully controlled access highways, but each location merits a different type of accommodation.



The Kenton County Transportation Plan has designated KY 536 and “New” KY 17 as primary bikeways as well as McCullum Pike/Independence Road (KY 2045) as secondary bikeways within the study area. There are no stand alone designated bike paths or shared use trails within the study area. The portion of “New” KY 17 currently under construction between Pelly Road and KY 536 does include a shoulder bikeway for bicyclists. Additionally, sidewalks will be constructed on both sides of the road south of KY 536 to Nicholson.

Opportunities to create dedicated facilities for bicyclists are limited with the study area due to the confined width of the existing roadway cross sections. On street bike lanes may be feasible along Madison Pike (KY 17), but minor widening and/or restriping would likely be necessary. The reconstruction of KY 536 will provide opportunities for inclusion of dedicated bike lanes. Several of the older arterial streets within the study area present challenges to bicyclist due to the lack of paved shoulders, open drainage ditches and steep side slopes.

Where new roadway construction is undertaken for both publicly dedicated streets as well as private commercial or residential developments, accommodations to assist bicyclists should be included and can include a range of measures from signage, pavement markings, bicycle parking/lockers as well as drainage grates designed to prevent potential entrapment of bicycle wheels. Signage and pavement markings for all bicycle facilities should be in accordance with the applicable sections of the current Manual on Uniform Traffic Control Devices.



It is recommended that a study of the existing street network be undertaken to evaluate the potential for designated bike routes linking community institutions, recreational facilities and residential areas. These designated bike routes should be signed accordingly.

The land use recommendations include provisions for the creation of a separate network of public shared use trails or paths linking residential areas, conservation development reserved areas and recreational facilities. Such paths/trails if developed could also potentially accommodate bicyclist and pedestrians if properly maintained, signed and providing adequate width. The development of this network will require a long term commitment on the part of the City, residents, property owners and users. Such a system could be owned and maintained by the City with fee simple ownership, easements, lease or other joint agreements with property owners. The costs associated with ongoing maintenance of the network and its integration into future developments will require additional study. The facilities included in the trail/path network should be designed in accordance with the proposed connectivity network.

5.5.3 Access Management

In general there are no stand alone access management controls on the local street network aside from the Kenton County Subdivision Regulations. Access to state maintained roads are by permit with the exception of the "New" KY 17 which is to be partially controlled access highway. "Partially-controlled access" refers to highways that give preference to through traffic. However, access to selected public roads and streets may be provided and there may be some highway at grade intersections and private driveway connections as shown on the Kentucky Department of Highways' plans.

The development of effective access management regulations and their application to the existing arterials and collectors in the area with specific focus on "New" KY 17 between Pelly Road and KY 536 as well as KY 536 within the study area is an important determinant of the future level of service, safety, and operation of these facilities. Access points to these routes should be controlled and minimized to the extent possible. It is further suggested that the City consider, as an extension of this study, the preparation of conceptual plans for access to land areas where development/redevelopment is anticipated to occur. The intent of this type of study would be to have a strategy available to work with existing and future land owners/developers to create effective access to all properties.

Kenton Station Road and Independence Road (KY 2045)

Based on analysis of recent vehicular accidents Kenton Station Road and Independence Road (KY 2045) within the study area have higher than average accident rates. Both roads include segments which do not meet current standards for roadway geometry and roadside conditions. In the near term an evaluation of the need for guardrails or other roadside improvements is recommended. In the long term it is recommended that both roadways be reconstructed to improve the existing geometry and roadside conditions. The capacity of the intersection with Madison Pike (KY 17) for both facilities should be evaluated in the future as residential development to the west continues.

5.5.4 Roadway Hierarchy

Based on the connectivity network, a hierarchy of road systems have been generated with specific design guidelines and recommended street cross-sections. Roadways serve a variety of functions, including but not limited to the provision of direct access to properties, pedestrian and bicycle paths, bus routes and in some instances catering for through traffic. A roadway hierarchy is a means of defining each roadway in terms of its function such that appropriate objectives for that roadway can be set and appropriate design criteria can be implemented. These objectives and design criteria are aimed at achieving an efficient road system where conflicts between roadway and the adjacent land uses are minimized.

In general the road way system within the study area should be designed to efficiently move vehicular traffic, bikes and pedestrians and provide accommodations for bus transit. New streets should be so designed to interconnect into a road grid system and careful consideration should be given to minimize roads ending in a cul-de-sac.

The hierarchy of the roads is as follows:

- + Arterial Character
- + Rural Road Character
- + Historic Downtown Roadway Character
- + Commercial/Retail Character

These roadway characteristics along with recommendations for specific sections will assist in developing a unified theme for each district/neighborhood within the study area. The City should plan for and maintain a roadway network that links residents to their destinations within and beyond the boundaries of the study area in a safe and efficient manner and should encourage alternative modes of transportation.

Arterial Character

This category of roadway hierarchy includes roads which provide regional connection and continuity of the road system through the study area. The "New" KY17 is included under this hierarchy as it will provide north-south thoroughfare connecting the study area with other areas within the City, adjoining municipalities and the region. Design character of this type of road should include channelized intersections and limited access to adjoining land uses except at nodes such as the north gateway area near the intersection with Pelly Road, intersection at McCullum Pike and south gateway area near the intersection of KY 536. Curb cuts, crossings

and stops should be minimal to help continuous flow of traffic. The roadway as it exists now is a five lane cross-section with a paved center median. Efforts should be made to create a landscaped median, if possible that will provide character and will create a “sense of place” to the study area. Bicycle lanes can be provided which may be integrated with shoulder design. The following graphic illustrates the current roadway character with a recommended cross-section.



Arterial Character

While “New” KY 17 is meant to be a arterial, pedestrian connections between properties east and west of the roadway should be provided at signalized intersection such as at the intersection with Mc Cullum Pike and Harris Pike. At these key locations, the median on “New” KY 17 will provide a refuge for pedestrian attempting to cross the divided highway. Hence careful consideration should be given to the design of crosswalks and pedestrian cross-signals at these intersections.

Rural Road Character

This character of roadway hierarchy is recommended for most local streets. Local streets guide traffic from homes, offices and businesses into collector streets which in turn provide access to major arterial roads for faster access to destinations. Rural roads should be designed with optional parking on one side of the street, if

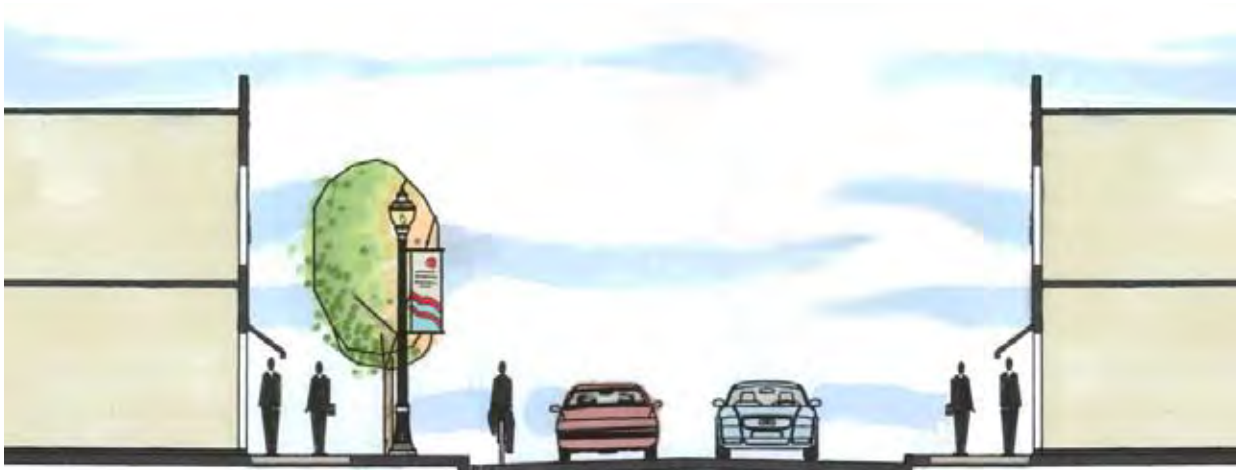


Rural Road Character

the right-of-way permits. Efforts should be made to connect this network in a pattern so as to minimize roads ending in a cul-de-sac. Sidewalk connectivity should be provided in this type of roadway within the study area. McMillan Drive, Roselawn Drive, Carrie Drive etc, reflects the character of these kinds of roads.

Historic Downtown Roadway Character

This character includes Madison Pike (KY 17) and McCullum Pike that connect historic downtown to the rest of the City of Independence. On Madison Pike (KY 17) this character is evident starting from Independence Station Road to the north to intersection of Locust Lane to the south. Streetscape profile should reflect pedestrian friendly design with sidewalks and various amenities such as benches, trashcans, lighting fixtures, planters, news paper kiosks and so on. Streets should be tree-lined to render an aesthetic value to the corridor. Traffic calming activities such as bump-outs at intersections and use of brick pavers at pedestrian crossings should be part of the overall design character. Storm water management along this segment may include innovative practices or curb and gutter design. Bicycling activity is encouraged in this type of road. Building setbacks from the right-of-way should be minimized to create a continuous façade of building with store-front windows to create an engaged street character. Parking should be encouraged to be located at the rear of buildings and should be designed so as to cluster and provide for multiple uses.



Historic Downtown Roadway Character

Commercial/Retail Character

This character corresponds to Madison Pike (KY 17) near the north and south gateway areas. McCullum Pike near the intersection of “New” KY17 also reflects this character. This character is attributable to collector streets which provide connectivity from local roads to major arterials. Although the setbacks of building facades might be more than that in the “historic downtown roadway character”, efforts should be made to minimize setbacks by locating parking lots at the rear of buildings away from the streets. Sidewalks should be

integrated into the roadway. Storm water management may include innovative practices or curb and gutter design. Specific sections of roadway like Madison Pike (KY 17) near Summit View Elementary School have the opportunity for a landscaped median. Pedestrian friendly design integrated with traffic calming measures is encouraged as mentioned in the “historic downtown roadway character”. The illustration reflects the recommended street cross-section for these types of roads.



Commercial/Retail Character

5.6 Financing Programs

The following financing programs are available through the Kentucky Cabinet for Economic Development that is applicable to implement the recommendations of the study.

For more information contact:

Kentucky Cabinet for Economic Development

Old Capitol Annex

300 West Broadway, Frankfort, KY 40601-1975

Ph: 502.564.7140; Fax: 502.564.3256; www.thinkkentucky.com

Specific information on these programs is available from:

Kentucky Heritage Council

300 Washington Street

Frankfort, KY 40601; e-mail: scot.walters@kentucky.gov.

+ Renaissance on Main

Rewards communities that take steps to revitalize and maintain vibrant, economically sound development in downtown areas. Eligible cities to receive priority status when applying for funds through state government agencies.

+ Certified Historic Structures Income Tax Credit

Tax credit on income, license or franchise tax for financial institutions for the rehabilitation of a certified historic structure. The credit is 30% of the qualifying expenses for an owner-occupied residential property with a minimum investment of \$20,000, with the total credit not to exceed \$60,000. 20% tax credit is available for all other properties, requiring a minimum investment of \$20,000 or the adjusted basis, whichever is greater.

+ Insurance Coverage Affordability and Relief to Small Employers (ICARE)

Establishes a consumer-driven health plan for small businesses with 2-25 employees. Wages must be less than 300% of the federal poverty level wages and the employer must pay at least 50% of the premium.

+ Kentucky Economic Development Finance Authority (KEDFA)

Encourages economic development, business expansion and job creation by providing business loans to supplement other financing. Loans are below market rates and must be used to finance projects in agribusiness, tourism, industrial ventures or the service industry with retail project not of eligibility.

+ Small Business Direct Loans

Direct loan program specifically for high risk loans to small businesses with 50 or fewer employees. The maximum loan amount is \$100,000 and there must be at least one new full-time job created or maintained to be eligible.

Tax Increment Financing (TIF)

+ Local Revenue Only Development Areas

Available for facilities contributing to economic development as determined by the local government. Eligible costs may be covered by up to 100% of incremental property taxes with some exclusions.

+ Infrastructure Development Areas

Limited to a geographic area of at least 50 acres of undeveloped land or one acre for brownfield sites. Includes real estate acquisition and the construction or improvement of roads or facilities needed for improvements to the real estate including site preparation and utility extensions.

+ Project Specific Development Areas

Must be tied directly to a single project or investment resulting in a unique contribution to or preservation of economic vitality and quality of life of a region in the state that represents new economic activity in the state. Twenty-five percent (25%) of project revenues must originate outside of Kentucky and a minimum capital investment of \$10 million and 25 new full-time jobs must be created for Kentucky residents.

+ Kentucky Enterprise Zone Program (KEZP)

Funding is offered to bring new or renewed development to targeted economic development areas. State and local tax incentives are offered to businesses located in the enterprise zones.

The following financing programs are available through the Governor's Office for Local Development that is applicable to implement the recommendations of the study.

For more information contact:

Governor's Office for Local Development

1024 Capital Center Drive, Suite 340, Frankfort, KY 40601

Ph: 800.346.5606; Fax: 502.573.2939; www.gold.ky.gov

+ Community Development Block Grants

Funds are allocated for a variety of developments including economic revitalization, housing, public facilities and public services.

+ Land and Water Conservation Fund

These funds may be used to acquire land for recreational development, construct new outdoor recreational facilities or the renovation of existing facilities.

+ Recreational Trails Programs

Funds may be used to acquire land for recreational trails and to develop and renovate trails for both motorized and non-motorized use.

+ Area Development Funds

Available to governmental agencies funds may be used infrastructure needs including building construction, property and major equipment purchase and water, gas, sewer, electric and solid waste management.

The following financing program is available through the Division of Conservation, Soil Conservation Districts of Kentucky that is applicable to implement the recommendations of the study.

For more information contact:

Division of Conservation, Soil Conservation Districts of Kentucky

375 Versailles Road, Frankfort, KY 40601

Phone: 502-573-3080; Fax: 502-573-1692; www.conservation.ky.gov/programs/pace

+ Purchase of Agricultural Conservation Easements (PACE)

Kentucky Division of Conservation provides soil survey, land use and Geographical Information System data to assist the PACE Board with the ranking of landowner applications to offer their land to be eased under the program. The chair of the Kentucky Soil and Water Conservation Commission serves as a member on the PACE Board. Likewise, local conservation districts provide assistance to landowners in making application to the program.

The following financing program is available through the Natural Resource Conservation Service, USDA that is applicable to implement the recommendations of the study.

For more information contact:

Natural Resource Conservation Service, United States Department of Agriculture
www.nrcs.usda.gov/programs/farmland/2002/

- + Farm and Ranch Lands Protection Program

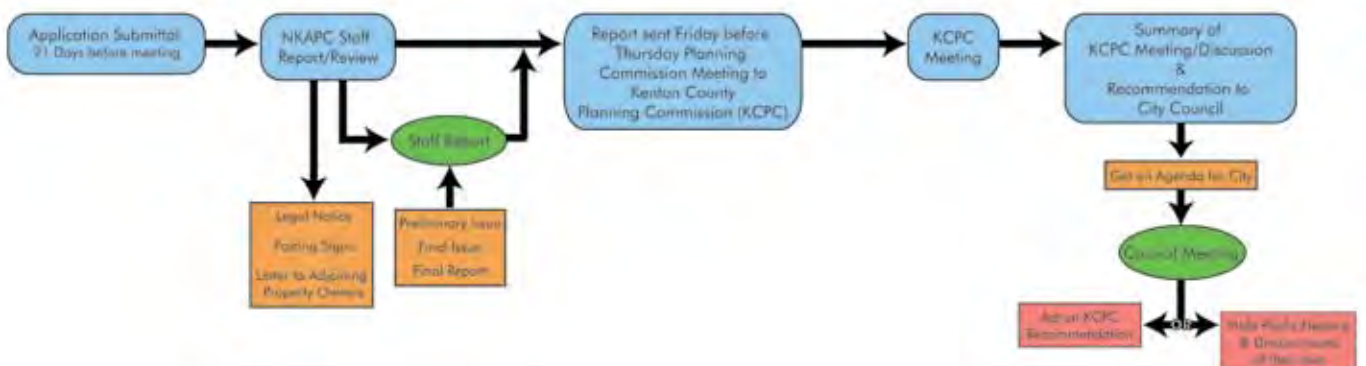
The Farm and Ranch Lands Protection Program (FRPP) is a voluntary program that helps farmers and ranchers keep their land in agriculture. The program provides matching funds to State, Tribal, or local governments and non-governmental organizations with existing farm and ranch land protection programs to purchase conservation easements.

5.7 Development Review Process

The development review process for future development, pertaining to zoning review, is important to efficiently implement the visions of this study. Appropriate review process should be carried out by experienced staff of various technical agencies. A thorough report of facts and findings should be presented, for each new development, to the decision making administrative commissions and councils to assist in making better informed decisions. The proposed developments in the study area should be evaluated in the light of the recommendations of this study and applicable plans and regulations. Overall effect of the development should be reviewed carefully with regards to physical design related, environmental, infrastructure and regional impacts.

The current development review process involves submittal of application followed by NKAPC review as shown in the attached graphic. The NKAPC staff is responsible for providing a staff report to Kenton County Planning Commission (KCPC) members after review of the development plan and application. The recommendation of the KCPC is forwarded to the City Council for making the final decision based on KCPC recommendations or through public hearing.

Current Planning Application Process

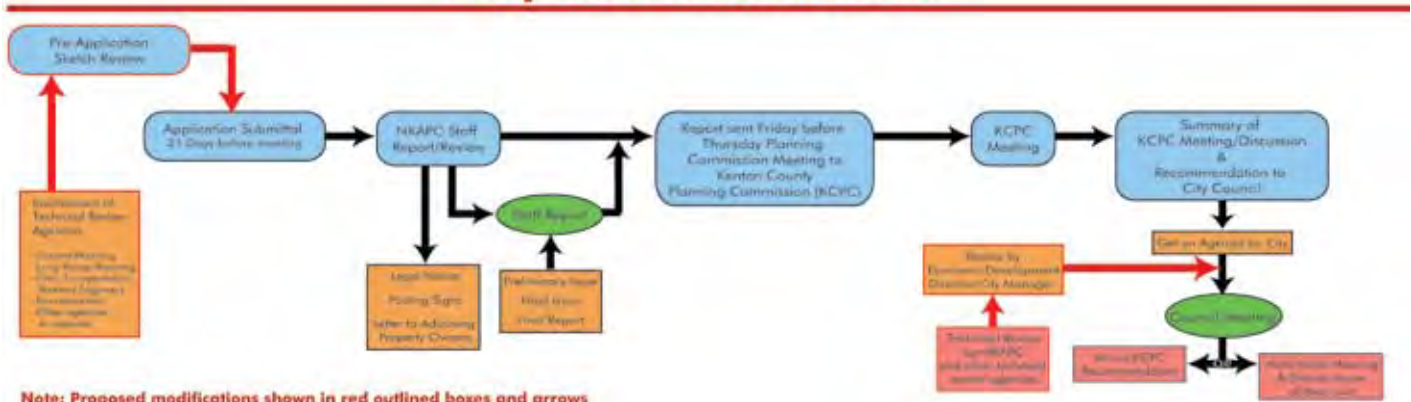


To assist the KCPC and City Council members make better informed decision, more in-depth review of an application is recommended. This can happen at the initiation of the application process through “Pre-Application Sketch Review” by appropriate technical review agencies including but not limited to current and long range planning department, civil, transportation and sanitary engineers, and environmental agencies. This step will be to ensure that the developer understands the requirements of application submittal for a thorough review.

It is also recommended to initiate dialog with the City officials, preferably the City Manager, in order for the City to understand the application in light of the rules/visions, recommendations and implementation policies of this study. This added step will pave the way for a more complete application submittal and following efficient review. Following the inputs from the different technical review agencies, the developer has to submit a comprehensive plan that will incorporate documents, maps, plans and other necessary information as per the review comments and/or suggestions by the technical review committee in the “pre-application sketch review” process. These information can range from thorough traffic analysis, comprehensive architectural guidelines according to the design and development regulations, environmental impacts, economic analysis like the need for a particular use and other requirements to help in the complete review of the development. This holistic approach towards development review will help reduce the review time after the application of the development is submitted for review by NKAPC staff and subsequently by the Kenton County Planning Commission and the City Council, as it will reduce the need for additional information. This additional information would otherwise have been provided during the application submittal per the review comments during the pre-application process.

It is also recommended for review by the appropriate NKAPC staff and City Manager prior to hearing by the City Council for better and thorough review. The current development review process and one with proposed additional review steps are shown in these charts. This is also enclosed in the exhibit section as C-11.

Proposed Modifications



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implementation



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6.0 Implementation

6.1 Implementation Matrix

An implementation matrix has been provided for better interpretation of the recommendations of this study which are based on the rules/visions, input from residents and advisory committee and suggestions from stakeholders. As denoted in the design recommendations chapter, it is recommended to create a Strategic Action Plan Committee (SAPC) to implement the various tasks of these recommendation policies to achieve the visions/rules of this study. It is also recommended to hire a City Manager to oversee the implementation process and create an interface with the SAPC and the City Council. The position should be responsible for economic development initiatives.

The implementation table consists of four (4) columns as below:

- + Number-Relates to the recommendation number as denoted in the “Design Recommendations” chapter
- + Tasks-Relates to the specific implementation techniques
- + Assisting Agency-Shows the responsible party that will oversee/assist in the implementation of the specific task
- + Priority Level-Shows the priority of the tasks to be undertaken for successful implementation of the study. The priority level has been categorized as “short term” (0-2 years), “medium term” (2-10 years), “long term” (10-20 years), and on-going which refers to any tasks that are being currently carried out but needs further development.

The implementation techniques have been subdivided into the following categories:

- + Design and Development
- + Infrastructure Needs
- + Programmatic Needs

The *design development* deals with design related issues such as future modifications of zoning and other applicable regulations, possible development of a form-based code for architectural, streetscape, branding and wayfinding techniques.

The *infrastructure needs* includes the specific implementation tasks that pertains to the infrastructure improvements like sidewalk connection, development of existing and future parks, sewer extension, bus transit extension etc.

The *programmatic needs* are for the activities and initiatives such as organization of boards and/or agencies to implement rules/visions of this study, financing recommendations etc.

It has also to be noted that the implementation techniques under broad headings of design, infrastructure and programs are further classified to be under “study-area wide”, “land use development models” such as conservation development, mixed use etc. and “opportunity areas” such as downtown district, south gateway area etc.

Design and Development			
No.	Tasks	Assisting Agency	Priority Level
	Study Area Wide		
CD1, MU1, HD1.4, DD6, SG2, NG1, MC2	Each of the following land-uses should have its own development and design guidelines - mixed-use, commercial, downtown, conservation residential, and multi-family. These guidelines should be in conformance with a coherent plan which stipulates scale of uses, permitted densities, building location, setback, height, size, color, landscaping and parking requirements.	Strategic Action Plan Committee (SAPC), City Manager	Short/Medium Term
CD1.3	Preserve open spaces through land grants, conservation mechanisms to maintain scenic view corridors	SAPC, Kenton Conservancy, City of Independence	Medium Term
DD6.2, SG2.2, NG1.2, MC2.5	Establish streetscape design standards appropriate to adjoining development areas. Incorporate design elements for creation of traffic calming such as the use of pavers for pedestrian crosswalks and extended curb at intersections	SAPC, City Manager	Medium Term
	Design a pedestrian/bike way plan starting with the Kenton County Pedestrian and Bicycle plans. Besides routes, this plan should include design standards for geometry, materials, amenities, safety, lighting, etc.	SAPC, NKAPC, City Manager	Medium Term
	Establish regulations to create buffer areas between residential and commercial uses	SAPC	Short Term
DD2, SG5, NG3, MC5	Develop brand identity and wayfinding and revise appropriate sign regulations, utilizing professionals if necessary.	SAPC, City Manager	Short Term
	Provide incentives for shared parking for commercial and mixed use areas	SAPC, City of Independence	Medium Term
	Establish guidelines for gateways into Independence	SAPC	Short Term

MU, HD	Provide development incentives for mixed use and high density residential	SAPC, City Manager	Medium Term
	Flexible and/or incentive zoning system should be formulated where bonuses are granted to developers for providing certain amenities	SAPC, City Manager, NKAPC	Medium Term
	Conservation Development Model		
CD1	Revise zoning and subdivision regulations to include the tenets of conservation subdivision model such as the protection and maintenance of open space. Develop guidelines and mechanisms for each conservation development to protect and maintain the open spaces through either “conservation easement” or by home owner’s association	City Manager, NKAPC, Kenton County Conservation District	Short Term
CD1.3	The ordinances should specify buffers such as preservation of existing woodlots etc. and passive open spaces as one of the required design elements of open space systems proposed in the higher density conservation design. In lower density models a fee-in-lieu mechanism can be implemented to be used as funding sources for open spaces	City Manager, NKAPC	Short Term
	Mixed Use Development Model		
MU1	Mixed use development guidelines should include phasing plans as well as description of issues of parking, residential and commercial character	SAPC	Short/Medium Term
MU1	Building material and color should exhibit quality and help establish a human scale while providing visual interest	SAPC	Medium Term
	Higher Density Residential Model		
HD1	Encourage multi-family development for transitional areas between commercial and single family residential areas through development incentives and bonuses	SAPC, City of Independence	Medium Term

HD1	Create guidelines for design and development with preservation of critical resources criteria through clustering techniques	SAPC	Medium Term
	Recreational Use		
OS1	Encourage development of small “pocket” parks	City of Independence	Medium Term
OS1	Provide a variety of recreational amenities for the park system	City of Independence	Short Term
	Downtown District		
DD6	Guidelines for the downtown district should include - outdoor seating and pedestrian gathering spaces; walkable strategies through creation of continuous facades, infill development with respect to form, materials, massing, colors etc; façade improvements to existing buildings; parking, safety and lighting.	SAPC, City Manager	Medium Term
DD7.3	Establish guidelines with County to ascertain long term use/re-use of the Courthouse	City of Independence, Kenton County	Short Term
DD7.2	Encourage use of existing vacant buildings to full potential with incorporation of new tenants	SAPC, City Manager	On-going
	South Gateway Area		
SG1	Encourage mixed use and higher density residential as a buffer zone between commercial land uses and single family residential uses and establish regulations for such buffer zones	City of Independence, SAPC	Medium Term
SG3	Guidelines should encourage cluster development for creation of destination for a more walkable experience	SAPC	Medium Term
SG4	Use landscaping treatments to create visual buffer and develop guidelines for incorporation of landscape islands and trees in existing and new parking lots	SAPC, Tree Board	Medium Term
SG6	Promote retail businesses to support the needs as reflected by the Market Study conducted by GEM	SAPC, Business Council	Medium Term
SG6	Encourage expansion of existing businesses as recommended by the Market Study	SAPC, Business Council	Medium Term

	McCullum Pike and "New" KY17		
	Encourage higher density residential (multi-family) buffer zone of mixed use development and "New" KY17 from single family residential growth	SAPC, City of Independence	Medium Term
MC3	Develop guidelines to avoid creation of large parking lots in lieu of multiple smaller off-street parking area located within higher density developments	SAPC	Short Term
	Establish standards and to create housing for elderly and for young professionals	SAPC	Medium Term
	Create guidelines for phasing of development in this area	SAPC	Short Term

Infrastructure Needs

No.	Tasks	Assisting Agency	Priority Level
	Study Area Wide		
	Maintain "New" KY 17 as the major north-south arterial serving the City	KYTC, NKAPC	On-going
	Connect neighborhoods of the study area with activity zones like downtown, south gateway, north gateway through pedestrian linkages	SAPC, City of Independence	On-going/ Long Term
OS1	Promote trail connectivity between open spaces and activity zones like playgrounds, picnic shelter etc.	City of Independence	Long Term
	Promote uninterrupted pedestrian connections as the focal point of design of all existing and future developments to connect from adjoining residential neighborhoods	SAPC	Medium Term
DD	Create guidelines and explore funding opportunities for utility relocation underground in the Downtown District	SAPC, City Manager	Medium Term
DD4.2	Promote existing public gathering spaces and create new ones like farmer's market possibly in the downtown district etc.	SAPC	Short Term
	Provide incentives for shared parking in commercial/mixed-use areas	SAPC, City of Independence	Medium Term
OS1	Encourage interaction with City of Independence Parks & Recreation and the Kenton County Parks and Recreation District for development of new pocket parks and connectivity of the parks with the regional park system	SAPC, City of Independence	Short Term
	Establish dialogue with Kenton County Sanitation District No. 1 to coordinate future sanitary and stormwater facility planning and construction	SAPC, City of Independence, Sanitation District No. 1	On-going/ Long Term
OS1	Connect parks and open spaces with regional park system	SAPC	Long Term

OS1	Create a hierarchical system of parks catering to different age groups and providing various amenities like play equipments, ball field, kids activity area etc.	SAPC, City of Independence	Short Term
DD9.1, SG3.2, NG2.3, MC 4.3	Establish guidelines for traffic calming design & activities to increase safety and encourage pedestrian use	SAPC	Medium Term
DD4.5, SG6.6, NG4.4, MC6.5	Establish dialogue with Transit Authority of Northern Kentucky (TANK) to extend transit service to the study area specifically to intersection of McCullum Pike & "New" KY17 area in addition to its existing route that includes other nodal areas and downtown. More trips during peak hours will help offset congestion in roadways	SAPC, City of Independence	Medium Term
	Improve the transit stops at the existing locations in downtown, north gateway area and south gateway area. Transit stop is also recommended on McCullum Pike near the intersection of "New" KY17 in the future based on the growth in the area.	SAPC, City of Independence, TANK	Short/Medium Term
	A park n' ride is recommended near the intersection of McCullum Pike and "New" KY17	SAPC, City of Independence, TANK	Medium Term
	Rename "New" KY 17 to avoid confusion with Madison Pike	KYTC, City of Independence, Kenton County	Short Term
	Investigate alternative solutions of Madison Pike traffic flow after "New" KY 17 opens and remove it from the unscheduled needs list for adding a third lane	OKI, KYTC, City of Independence	Medium Term
	Modify McCullum Pike to include a wider two-lane section with facilities for non-motorized traffic	KYTC, OKI, NKAPC, City of Independence	Medium Term
	Coordinate KY 536 design and construction with anticipated land uses	KYTC, NKAPC, City of Independence	Short Term

Programmatic Needs

No.	Tasks	Assisting Agency	Priority Level
	Study Area Wide		
	Create a Strategic Action Plan Committee (SAPC) to oversee the implementation of the plan.	City of Independence	Short Term
DD7.1, SG7.7, NG5.3, MC7.6	Employ a City Manager to oversee implementation process, maintenance of existing buildings and recruitment of new businesses	City of Independence	Short Term
DD8.2, SG6.4, NG4.1	Organize a City Beautification program to help maintain quality of community and recognize opportunities for enhancing aesthetic quality	SAPC	Medium Term
DD8.3, SG6.5, NG4.2	Organize a Tree Board to oversee an Urban Tree Renewal Program	SAPC	Medium Term
DD3.5	Develop a business council for management of businesses in the downtown area, south gateway area, north gateway area and near the the intersection of McCullum Pike & "New" KY17	SAPC	Medium Term
DD3.4	Coordinate marketing of all cultural activity through newsletters, websites, radio and television	City of Independence, SAPC	Short Term
DD8.1	Institute a design review board to oversee the development process	SAPC	Short Term
DD1.5	Develop educational programs to interpret the history of the community like developing driving/walking tour of the City and investigating a school-age education program aimed at awareness of local history	SAPC, Historical Society	Medium Term
	Development review process should be streamlined to include applicable technical staff for better and informed decisions by Planning Commission and City Council	City of Independence, NKAPC	Short Term

DD1.1	Collaborate with the Kenton County Historical Society to discuss possible ways to provide educational forums in order to discuss the advantages of historic resource registration.	SAPC	Short Term
DD1.3	Seek a Determination of Eligibility for the National Register of Historic Places for a historic district within downtown Independence. Apply for historic tax credits for maintenance of existing structures	SAPC, Historical Society, City of Independence, KY Heritage Council	Medium Term
	Encourage the preservation and re-use of the historic buildings within the study area	SAPC, Historical Society	Medium Term
SG6.1, SG7.6, MC7	Develop marketing package and market the potential of each opportunity area to investors, developers and real estate groups	City Manager, SAPC	Short Term
5.5	Pursue the applicable funding mechanisms available such as historic tax credits and funding available from Kentucky Cabinet for Economic Development, Governor’s Office for Local Development, Soil Conservation Districts of Kentucky, Natural Resource Conservation Service etc.	SAPC	Short Term
	Conservation Development Model		
NG1.5, MC2.7	Provide development incentives for residential development to be designed according to the conservation development model	City Manager, SAPC	Short Term
CD1.5	The Design Review Board should review all future developments. Alternatively, consider organizing a “conservation development organization” (non-profit) for the area to review the developments	SAPC	Medium Term
	Higher Density Residential Model		
HD1	Provide incentives for developers to develop high density housing	SAPC, City of Independence	Short Term

	Mixed Use Development Model		
MU5.1	Pursue funding mechanisms for development and maintenance of these areas such as Tax Increment Financing, Enterprise Zone Program as offered by the Kentucky Cabinet for Economic Development	SAPC, City Manager	Medium Term
MU5.2	Provide incentives for developers to develop mixed uses	City Manager, City of Independence	Medium Term
	Recreational Use		
OS1.10	Create strategic alliance with YMCA to explore a wide range of recreational opportunities	SAPC	Short Term
	Downtown District		
DD3.2	Encourage consensus building process and cooperation among many groups and/or individuals having a role in the revitalization process	SAPC	Medium Term
DD4.1	Promote neighborhood oriented retail businesses (specialty stores) with shop window enhancement and display programs. Prepare an inventory of vacant buildings in the downtown with information pertaining to area, location etc. and create brochure for recruitment of small businesses to occupy the vacant spaces	City Manager, SAPC	Short Term
DD4.2	Promote resident involvement and community gathering through efforts like institution of Farmer's Market	City of Independence	Medium Term
DD4.3	Build on community festivals like Independence Day Celebration, Christmas Parade etc.	City of Independence	Medium Term
DD5.1	Strengthen the district's existing economic base and pursue ways to expand through different funding mechanisms like tax increment financing, Renaissance KY grants etc.	City Manager, SAPC	Short Term
DD5.2	Pursue public/private partnership for maintenance of existing structures and new infill	City Manager, SAPC	Short Term
DD5.3	Promote tax incentives for downtown housing and retail	Kenton County, SAPC	Short Term

DD5.4	Develop a property owner incentive program for rehabilitation	SAPC	Medium Term
	South Gateway Area		
SG7.1	Develop a comprehensive plan for business recruitment and retention	SAPC	Medium
SG7.2, 5.5	Establish a Tax Increment Financing District or create a Kentucky Enterprise Zone	City of Independence	Medium
SG6.3, SG7.4	Provide incentives for development for business recruitment	City Manager, SAPC	Short Term
	McCullum Pike & "New" KY17		
MC7.4	Identify key tenanting opportunities for this area	City Manager, SAPC	Short Term

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appendix



7.1 Glossary of Terms

A

Architectural Character: The distinguishing appearance of a building or structure's architectural features, such as roof slope, materials, openings, color, and scale. The character is based on historical and cultural influences.

B

Brownfield: Abandoned, idled, or under-utilized industrial and commercial property where expansion or redevelopment is complicated by real or perceived environmental contamination from past business practices.

Buffer: An area of land that separates two distinct types of land uses to soften or ease the effects of one land use on another, acting as a transition. A type of buffer can be landscaping treatment in which varied plant materials, including trees and evergreens, and earthen mounds buffer land uses from each other or from other impacting uses (i.e. roadway, parking lot, etc.). Another example can be the transition of land uses from commercial to mixed use (the buffer) to residential. (see also Land Use Transitions)

Built Environment: The part of the environment formed and shaped by humans, including buildings, structures, landscaping, earth forms, roads, signs, trails, and utilities.

C

Clustering: By clustering the buildings and accessory uses are together into one or more groups this promotes walkability and more community open space.

Community Character: The features that define the built and natural environment within the community and help to create its character. These include the historic buildings in the Downtown and adjacent neighborhoods, themed architecture natural waterways or landforms that define parts of the City, woodlands, residential neighborhoods of different types, building density and orientation (auto- or pedestrian-oriented), and the scale and quantity of signage.

Community Development Block Grant (CDBG): Federal government funded programs and projects that include a wide range of community and economic development activities aimed at revitalizing decayed urban areas and benefiting low- and moderate-income persons.

Concept: A general statement of an idea that is not mandatory. A concept can either be expressed visually through graphics or through text.

Connections (Pedestrian): It is critical for a community to build connections as it grows. Examples of pedestrian connections are streets, sidewalks and bike paths that interlink neighborhoods, schools, parks, retail areas, and businesses. Major parts of the community should be linked to ensure a whole community is being developed.

Conservation Subdivision: Conservation subdivisions are described by common open space and clustered residential lots. The purpose of a conservation subdivision is to protect open space and/or natural resources while allowing for the maximum number of residential units under current community zoning and regulations. A greater density may be offered in the local ordinance to encourage this approach to residential development planning.

Corridors: A corridor is a path used by people as they traverse the community. Corridors can include roads, sidewalks, bike paths, rivers, streams, and roadways. The quality of the experience of the traveler along these corridors helps to define the image of the community.

D

Density: For non-residential development, density may be expressed either as the gross square footage of a building per acre or as the floor area ratio. For residential development, density is measured by the number of housing per acre and may be expressed in terms of either gross or net density. Gross density measures the density of a development using the entire site acreage whereas net density reduces the site acreages by an amount for right-of-way and any parkland dedication. From a community wide perspective, gross density is a more accurate measure since it recognizes the value of open-space set-aside while preserving the same development yield. This serves as an incentive for a public benefit and better development practices.

Design Guidelines: Provisions guiding the design of buildings, lots, and streetscape that are not mandatory but help direct builders, developers, and the City to create an overall character envisioned by the City. These guidelines may be used by Staff, the City's advisory boards and commissions, and the City Council in evaluating potential projects.

District: Districts are unique parts of a community in which the uses, buildings and landscape share common features. The features of these districts that support their viability should be protected and enhanced.

E

Economic Base: The economic base of a city is defined by the variety of businesses and employers located in the community. A broad base of businesses and employers is critical to minimize impacts on the community from economic downturns, as well as the potential of businesses leaving the community.

F

Floodplain: Flooding is a natural and recurring event for a river or stream. Statistically, streams will equal or exceed the mean annual flood once every 2.33 years (Leopold *et al.*, 1964). Flooding is a result of heavy or continuous rainfall exceeding the absorptive capacity of soil and the flow capacity of rivers, streams, and coastal areas. This causes a watercourse to overflow its banks onto adjacent lands. Floodplains are, in general, those lands most subject to recurring floods, situated adjacent to rivers and streams. Floodplains are therefore "flood-prone" and are hazardous to development activities if the vulnerability of those activities exceeds an acceptable level (<http://www.oas.org>).

Form-Based Codes: A set of regulations that help achieve a specific building form. They focus on the relationship between building facades and public space, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. These codes have simple numerical parameters such as residences per acre, height limits, setbacks, parking ratios (www.formbasedcodes.org).

G

Gateways: A gateway is a point at which someone enters the community, typically by automobile. Gateways are very important because the condition of the road, landscape, buildings and signage help to establish an identity for the community. Districts and corridors can also have gateways.

Greenway: Corridors of land that serve as linkages among high priority natural resources or manmade features. They can be either land or water based and serve a variety of functions and benefits, including community revitalization and economic development, natural resource conservation, environmental protection, wildlife habitat, and migration (www.chaddsfordpa.net).

H

Historic District: A historic district in the United States is a group of buildings, properties or sites that have been designated by one of several entities on different levels as historically or architecturally significant. Buildings, structures, objects and sites within a historic district are normally divided into two categories, contributing and non-contributing. Districts greatly vary in size, some having hundreds of structures while others have just a few (en.wikipedia.org).

Household: A household includes all the persons who occupy a housing unit. The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living arrangements.

I

Incentives: Reward for a specific behavior, designed to encourage that behavior.

Infill: The development of vacant or underdeveloped land (i.e., land that is not developed to the intensity allowed by the existing zoning) in areas that are otherwise substantially developed. This may range from the construction of a new house on a vacant lot in a 50-year-old subdivision to a new commercial building on a vacant lot in the downtown.

Infrastructure: The underlying foundation or basic framework of a city, including streets, parks, bridges, sewers, streetlights, and other utilities.

Inventory: A detailed list of items (i.e. buildings) that are in a City or a particular area. The list can describe use, condition, stories, owner, occupants, etc.

L

Land Use Transitions (Buffer): A means of buffering between higher and lower intensity uses. It is generally considered desirable to shield residential areas from the effects of intense land uses, such as noise, bright lights and traffic congestion. This goal can often be achieved by locating a transitional land use between intense and less intense land uses, such as low intensity offices between a shopping center and single-family houses, or through buffering and screening, and additional setbacks (See also “buffer”).

Landmark: Distinctive natural or built feature which provides orientation or recognition, helping to give a location some distinction from other places.

M

Market Analysis: Market analysis is the process of gathering, analyzing, and observing data about the interaction of supply and demand. The information developed is then condensed into a report that describes the analyst’s procedures, techniques and tools for converting the input obtained into the conclusions and recommendations that comprise the market study report that is produced. (from GEM Public Sector Services Market Study)

Mixed Use: A building can include mixed uses either horizontally (first floor – retail, second floor – office, third floor –residential) or vertically (individual tenant spaces dedicated to retail, office, and residential uses) (page 22, 85).

N

Natural Environment: Land characterized by having minimal to no alteration of appearance by people.

Natural Resource Areas: Natural resource areas and preserves are open spaces or parkland that are set aside for preservation due to significant natural characteristics, as an open space buffer for other development, or to save remnants of landscapes that are unique to a particular place.

O

Open Space: Land reserved from development as a relief from the effects of urbanization. It is often intended to be used for passive recreation purposes, but may also include pedestrian plazas or active recreation areas.

Overlay: A type of zoning district that modifies another, underlying zoning district. All property that has an overlay zoning district also has an underlying, basic zoning designation. Overlay zoning districts are usually concerned with only a few regulatory aspects of the total zoning of the property.

P

Pedestrian-Oriented Development: A kind of urban form and land development pattern that is conducive to pedestrian access and circulation rather than or in addition to automobile or transit service. Buildings connect to the sidewalk system and provide facilities for bikes. Density is often higher than

suburban environments. These developments are typically higher in density to ensure there is sufficient development to encourage walking. Most people will not walk further than 10-minutes, which can be a distance of ¼ to ½ mile.

Q

Quality of Life: The attributes or amenities that combine to make an area a good place to live. Examples include the availability of political, educational, and social support systems; good relations among constituent groups; healthy built and natural environments; and economic opportunities for individuals and businesses.

R

Regulatory: The control of something by rules or governing actions controlled by the law originating from policy.

Retail, Big Box: A single-tenant, freestanding retail building that can range in size from 50,000 square feet to over 125,000 square feet in gross floor area.

Right of Way (ROW): The ROW is the total public strip of land within which there is public control and common right of passage and within which pavement, sidewalks, bike paths and some utility lines are located.

S

Scale: The size of a building or structure in relation to a human, varying from intimate to monumental.

Suburban: Pertaining to low to medium density development patterns that surround the urban areas of a city. The suburbs are often residential in character, with single-family detached houses being the primary use of land. However, increasingly the suburbs contain employment and services centers, as well as residential areas.

Sustainability: (1) A concept that allows for a comfortable way of living by achieving a realistic and achievable balance between the resource demands of environmental, economic and social requirements. (2) An aspect of development and land use that minimizes the use of resources, conserves ecosystems, and creates healthy built environments and landscapes for present and future generations.

T

Tax Increment Financing (TIF): An infrastructure funding mechanism by which the net increase in property taxes resulting from private development is captured for a limited period of time and used to fund related public infrastructure, such as road and utility improvements.

TIF District: TIF districts are aimed at eliminating blight, rehabilitating declining property values, and promoting industry.

Traffic Calming: Usually a component of traditional neighborhood design, traffic calming uses physical design features, such as street trees, landscaping bump outs, and textured pavement to slow automobile traffic passing through neighborhoods. The intention is to improve the quality of life in neighborhoods and to make them more pedestrian friendly by slowing or discouraging traffic.

Transit: The conveyance of people locally from one place to another in multi-passenger vehicles along determined routes on a fixed schedule. Usually this term applies to ground transportation other than the automobile. Buses, trains and trolleys are forms of transit. Autos and vans can also be used to provide transit service such as car- or vanpooling, if those vehicles contain more than one occupant.

U

Urban Audit: An inventory of the physical characteristics of an area including but not limited to buildings, traffic analysis, natural features such as topography, soils, water, etc.

Urban Sprawl: Urban sprawl is a term used to describe a pattern of low density, decentralized development spread over a wide area. Sprawl usually involves -automobile- dependent development patterns, and less efficient use of land or capital facilities. It is costlier to maintain infrastructure and provide services to lower density development than to higher density development.

W

Watershed: The area that drains into a particular river, stream or lake.

Wayfinding: Wayfinding is the ability of a person to find his or her way to a given destination.

Workforce Housing: A housing unit (owned or rented) for individuals or families who are from a stable and skilled workforce that are entry-level and moderate-wage workers. These individuals might include teachers, officers, recent college graduates, skilled-trade workers, etc.

Z

Zoning: Zoning is a map-based system of guiding land use development that divides a city into land-use zones. It specifies the types of land use, setbacks, lot sizes, and restrictions for each piece of property, and affects what an individual can do with the land and the way a neighborhood develops. For example, land can be zoned for residential, commercial, or industrial uses.

7.2 Public Comments

The draft document was presented in an “open house” format to the residents and general public on May 31, 2007. Attendees were requested to submit comments on the document as a whole along with their thoughts on concept plans, recommendations and implementations. The following chart lists the comments received by the planning team. The chart also mentions the ways the comments have been complied in the document in the form of chapter and/or page numbers or by mentioning “comment acknowledged”, for comments that are self-explanatory. It has to be noted that additional comments regarding general opinion for the study and the process have been on file at the offices of Northern Kentucky Area Planning Commission for future reference.

COMMENTS	PAGE #/COMMENT ACKNOWLEDGED
Discourage rental units	Comment Acknowledged, Refer Chapter 2.2 Market Study
Against shopping center @ McCullum & New 17	Page #68, 102 (MC1)
They are developing a shopping center on Mt. Zion Rd	Comment Acknowledged
Don't want zoning changes on my property	Comment Acknowledged
Against regulatory taking of peoples property	Comment Acknowledged
Downtown plan is unrealistic with New 17 opening & cutting traffic by 90%	Comment Acknowledged, Page #69, 88-94 (DD)
Very few businesses could survive, maybe offices or a specialty district like antique shops could survive in the downtown, start over with something more realistic	Comment Acknowledged, Page #90 (DD3.3)
Believe eminent domain will be next	Comment Acknowledged, Document is a guideline and NOT regulatory text
Don't believe stakeholders are having much input	Comment Acknowledged, Page #47 (Chapter 3.2)
Make south gateway area the primary commercial area	Page #94 (Chapter 5.4.2)
Big box development @ McCullum & New 17 is too big & isn't needed	Comment Acknowledged, Page #68, 102 (MC1)
Reduce parking space codes to allow development to be more pedestrian friendly & create less concrete areas	Page #77, 92 (DD9), 95 (SG3), 100 (NG2), 103 (MC4)
Shopping @ McCullum & New 17 is a bad idea	Comment Acknowledged

Need to improve narrow roads	Page #93-94
Need shopping & companies to take the burden off the property owner	Refer Chapter 2.2 Market Study
No more parks, puts burden on taxpayer	Comment Acknowledged
No walking trail through my subdivision (Hartland)	Comment Acknowledged
Put signs stating you are in Independence	Page #100 (NG4)
Great Concept	Comment Acknowledged
City needs a facelift	Page #91 (DD6.1)
Would like to see McCullum full of stores.	Page #102 (MC1)
People don't understand that multi-family doesn't necessarily mean "rental"	Comment Acknowledged
Will proposed design protect our watershed?	Future developments proposed to protect critical natural resources thus protecting watersheds
Many people see increase retail & environmentally friendly as incompatible	Comment Acknowledged
Overheard people saying they're afraid that development like this will raise taxes	Comment Acknowledged
Want a more detailed timeline & a priority list of what will happen first	Refer Implementation Matrix, Chapter 6.0
McCullum Pike should be left alone & left to the residents	Comment Acknowledged
Don't change zoning on McCullum	Comment Acknowledged
Improve sidewalks through downtown	Page #91 (DD6)
Make derelict building owners improve them or tear them down	Page #91 (DD6.1, DD7)
Remove car & junk from properties	Comment Acknowledged
Need urgent care centers & family practice	Page #90 (DD3.3)
Large retail centers, more green space & trees	Page #96-97
Large apartment developments need their own park & playground facilities	Page #87 (HD1), 103 (MC3.3)

No conservation subdivisions	Refer Chapter 5.3-advantages of conservation subdivisions
Want commercial @ McCullum & New 17	Page #102 (MC1)
Extend commercial to subdivision (McCullum & New 17) would bring in tax dollars & provide a good place to shop	Page #102 (MC1)
Like North gateway concept	Page #67
Neighborhood connectivity through sidewalks	Page #77
Love to see trails/bike path	Page #65-66 (Chapter 4.0)
Farmland preservation	Page #102 (MC1.5)
Residential along independence road to stay residential	Page #80 & Exhibit C-3
Impressed by the possibilities of downtown	Page #88-94
To make this plan work we "All" must work together to make this the showplace of Kenton County	Comment Acknowledged, Refer Chapter 5.1-Strategic Action Plan and Chapter 6.0-Implementation
Residential is shown where the proposed jail is located. Our great city has no need to house criminals!	Page #101
Hard time buying into the McCullum Pike/New 17 concept	Comment Acknowledged
Not if there will be a sufficient draw to bring people off of New 17	Page #102 (MC1)
Plans well thought out & study is worth the cost.	Comment Acknowledged
Need retail center @ the end of McCullum	Page #102 (MC1), 80
Retail is needed badly with more subdivisions being built	Page #81
Future residential should be no smaller than 3/4 or 1 acre	Comment Acknowledged
Speed and traffic is an issue	Comment Acknowledged
Looks Good!	Comment Acknowledged
Study is a waste of taxpayers money	Comment Acknowledged
Property owners should have a major say in what happens to their property	Comment Acknowledged
New 17 should be free of shopping to be easy access for workers to get from A to B	Page #79

If new 536 comes through in 10 yrs what will happen to the development of McCullum & Downtown	Comment Acknowledged
Don't touch the courthouse	Page #92 (DD7.3)
If this will take 20-30 yrs will property be tied up under rezoning?	This is a guideline NOT regulatory text
Would not have purchased home on Belle Dr. if I would've known that there was going to be a target in my backyard. I'm going to sell & get out as soon as I can!	Comment Acknowledged
Desperate need of soccer fields	Page #87
Walking & Biking trails are great!	Comment Acknowledged
No mega stores, keep things small as possible	Page #90 (DD3), 104 (MC6.1)
Concepts for new structures are great	Comment Acknowledged
Everything looks good	Comment Acknowledged
Don't like or agree with any of the concepts	Comment Acknowledged
Greenspace where the garbage dump was is unsafe, hope it will stay the way it is	Comment Acknowledged
Money spent on study could've been spent on sidewalks to bring businesses downtown	Comment Acknowledged. Page #90 (DD3)
The thought of a Farmers market should be unheard of	Page #91 (DD4.2)
The change to the courthouse will only take away the beauty	Page #92 (DD7.3)
I'm against the changes I've seen on the "downtown concepts"	Page #69, 88-94 (DD)
Pictures were hard to follow	Comment Acknowledged
Use of acronyms made recommendations unclear	Comment Acknowledged
I saw lots of options, but no clear direction on what was actually being proposed	Refer Implementation Matrix
Good job on Draft 1, meeting was informative	Comment Acknowledged
I would also like to see a funding piece & projection of residents for 5-10-15 years.	Page #110, Refer Implementation Matrix
Deep open ditches on Independence Rd are a hinderance	Comment Acknowledged
We do not have public sewers on Independence Road	Comment Acknowledged
Are future sidewalks & Street widening planned on Independence Rd	Refer Chapter 4.1

Some of the descriptions of existing structures are wrong i.e. St.Cecilia's Church	Comment Acknowledged
Use the money of this study to install sewers on Stephens Road	Comment Acknowledged
No evidence of improving narrow roads	Page #77
Independence is in need of a well thought-out plan that maintains a rural & quality lifestyle, while providing adequate living space for citizens, the required basic services, & businesses, as well as green space & a healthy environment.	Comment Acknowledged
Uncontrolled development will provide little more than houses, strip malls, business districts, congested traffic-jammed roads, environmental pollution and too many humans for the area.	Intent of the Study is to guide future growth
We have inadequate green space for our citizens.	Page #87 (OS1)
Our community will be greatly improved if it has attractive roadways with trees, shrubs, & wildflowers. Bike ways and walk ways. Well-designed parks with good facilities, picnic areas, and fishing ponds. Nature reserve areas consisting of forested areas, fields, wetlands & meadows; accessible by quiet walkways.	Refer Chapter 5.0 Design Recommendations
We don't have enough park facilities with soccer & baseball fields in Independence.	Page #87 (OS1)
Please consider putting a park in at the corner of 16 & 17, this would be within walking distance of Twenhofel, Kenton & Simon Kenton and close to the library and YMCA.	This study is a broad guideline for future growth
Would rather have a park than a Wal-mart.	Comment Acknowledged
All recommended land use "conservation development residential (single family)" with corresponding recommended "conservation subdivision zoning" must be an option as it was in the South Banklick study.	Comment Acknowledged
The survey was flawed regarding question "How important do you think the following issues are for the future development of Independence?" The answers to the questions were a guide for the aforementioned recommended conservation model. Therefore, all residential developments in Independence should be developed in a conservation subdivision model as an option, not just those in the study. To do otherwise would be randomly selective prejudicial zoning regulations that violate our constitutional rights.	Page #49 (Chapter 3.3)

<p>The property of Independence Station Rd with the lake at the end of Rt. 17 & The property of 10 Carrie Way; On the future land use concept map, our entire property is designated as open, recreational space. "We have not been approached by any governmental agency to buy our land. We will defend our land against any regulatory taking, without just compensation, in a court of competent jurisdiction against any governmental agency that tries to do so."</p>	<p>Page #80 (Area Specified for residential development)</p>
<p>The protection of private property rights is foundational principle underlying our constitutional system of government and market based economic system.</p>	<p>Comment Acknowledged; This study is a guideline NOT regulatory document</p>
<p>Taking any portion of our property or rezoning for green space violates foundational principle.</p>	<p>Same as Above</p>
<p>Our property has a potential of being diminished by government intrusion.</p>	<p>Same as Above</p>
<p>How does 99 people of surveys responded speak for over 20,000 residents?</p>	<p>Page #49 (Chapter 3.3)</p>
<p>The survey didn't mention taking private property or the possibility of rezoning some of the properties as open land.</p>	<p>Comment Acknowledged</p>
<p>Why should the private citizen be expected to bear the public burden?</p>	<p>This study is a guideline NOT regulatory document</p>
<p>NKAPC Prove that what they say is what they mean "Interaction with NKAPC is encouraged to make sure that property owners and planners have the same idea for what is to be recommended."</p>	
<p>I believe it is a conflict of interest to have the following people on the study advisory committee: Mr. Bertram (he is the applicant/engineer for Mr. Neyer's proposed shopping center, which properties' proposed land use has been a part of the study), Lisa Placke (Mr. Neyer has an option to buy her property at a premium price), Mr. Little, Ms. Franzen, Ms. Snyder (in their capacity as "advisory committee" member they have given "advice" regarding the proposed shopping center & it's recommended future land use creating a predisposed mindset).</p>	<p>Comment Acknowledged</p>

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Independence Independence Independence
Independence Independence Independence
Independence Independence Independence

8.0

exhibits

**Existing Conditions
Market Study
Inventory
Transportation
Concepts**





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What is a Charrette?



Origin: "Charrette" is french word that means "Little hand drawn cart" At the renowned Ecole Des Beaux Arts in Paris in the 19th century proctors used to use little carts for final work as students put finishing touches to their work.

Contemporary: A (public) charrette is a multi-day event that includes citizen, stakeholders and the design team that cross-references issues and develop alternative design solutions through visioning, critique and refinement.

The Process

1 Charrette Preparation

- Problem understanding
- Base Information
- Inventory Analysis
 - Includes:
 - Physical Conditions Site Analysis
 - Economic Data
 - Transportation Data
 - Historic Data
- Schedule of Project
- Stakeholder analysis
 - Decision Makers
 - People who will affect the outcome
 - People with power to promote the project



2 Charrette Notification

- Through flyers
- Newsletters
- Website, Emails
- Contact Stakeholders



3 Visioning Exercise (Multiple Day)

- Introduction of team members
- Education - Problem Statement
- "Food for Thought" Ideas
- Issues and analysis discussion with Citizens/Stakeholders
- Verbal & graphic presentation of ideas
- Citizen/Stakeholder Critique



4 Vision Development

- Alternative Concept Development
- Design ideas will be created by the Design Team in consultation with advisory committee based on the public vision
- Feedback (Presentation) to Citizen/Stakeholder
- Critique
- Refinement



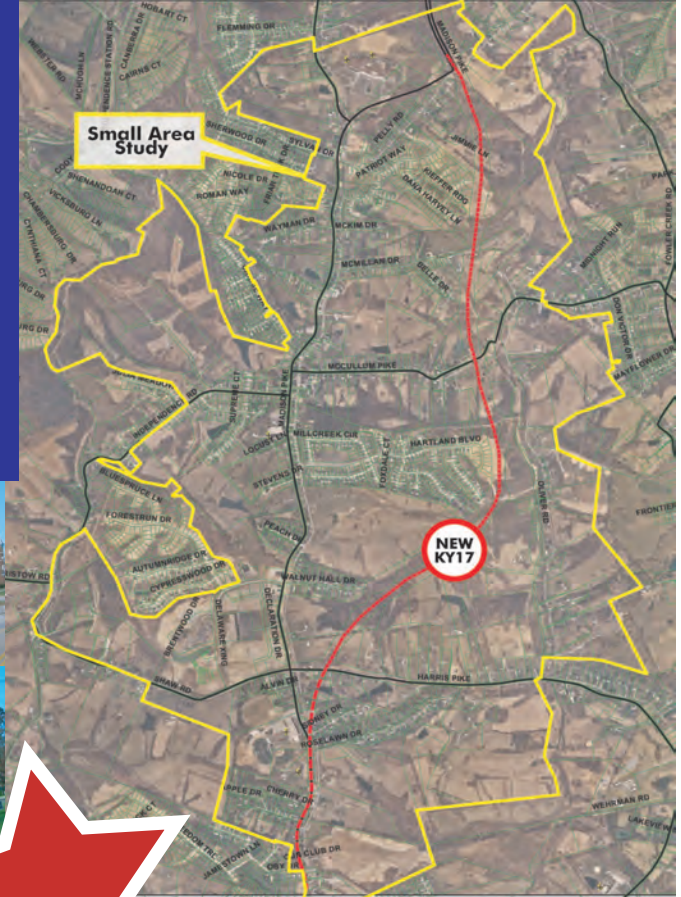
5 Post Charrette Process

- Analysis of issues and alternative concept plan by Design Team in consultation with advisory committee
- Refinement according to public comments, critiques or feedback
- Evolving a sustainable design solution
- Implementation strategies
- Public Presentation



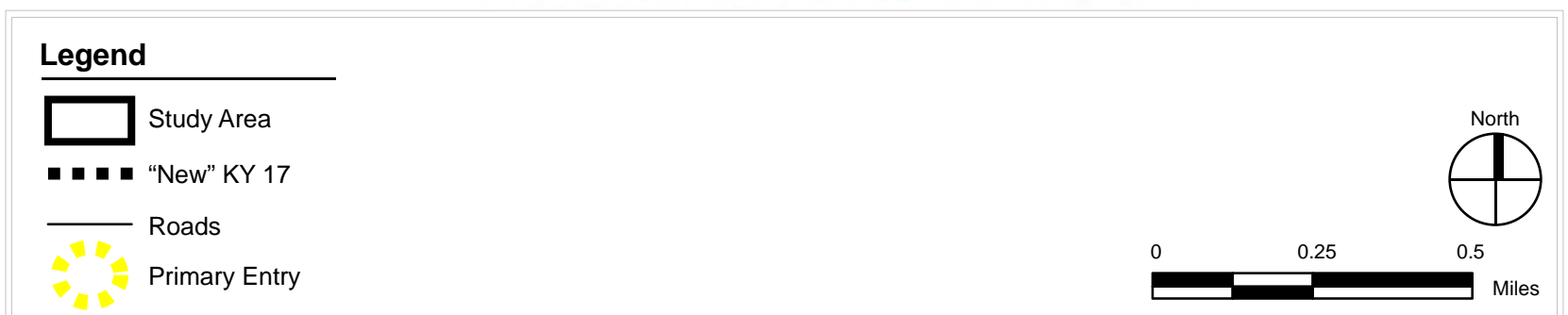
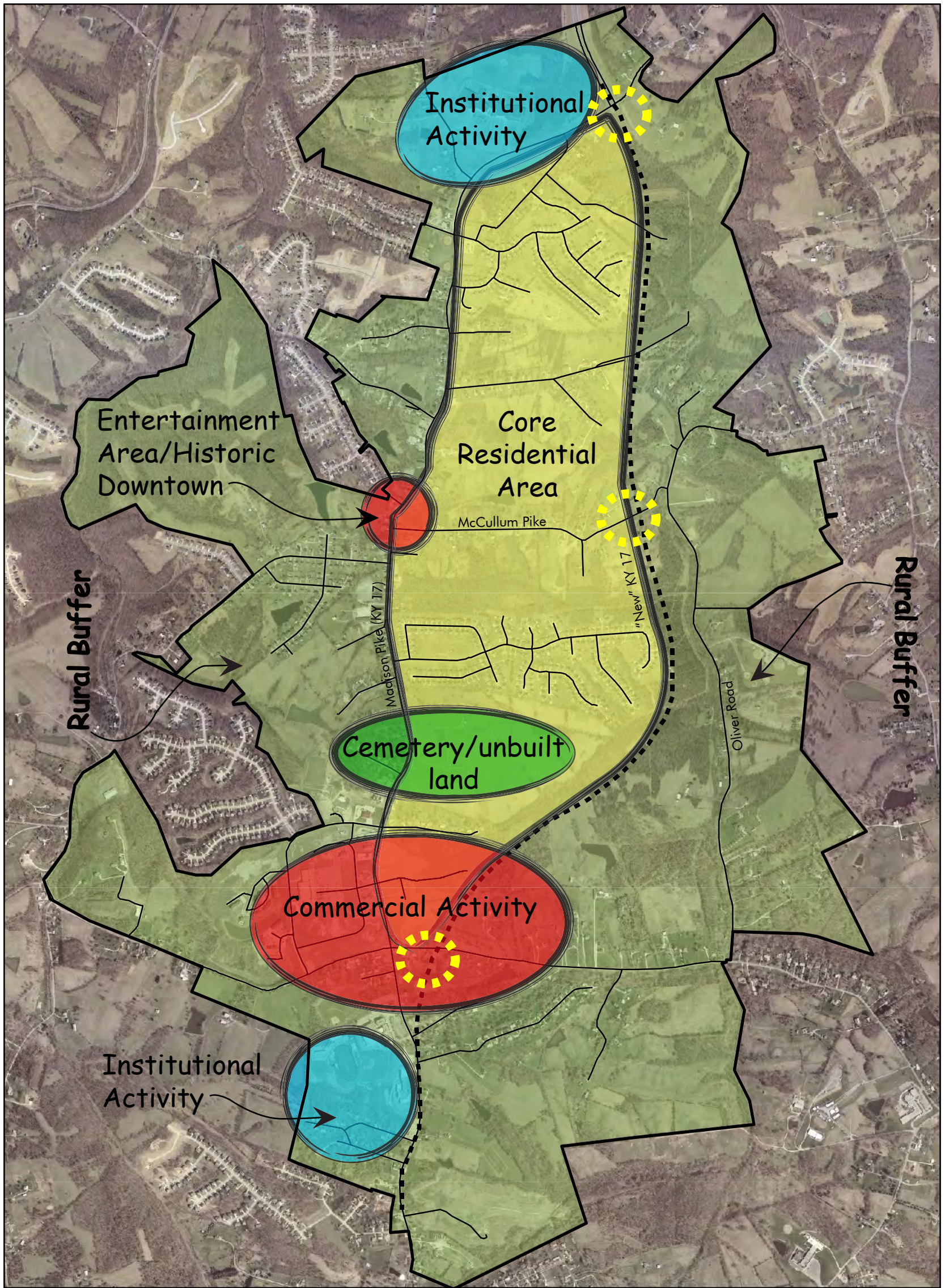
Strategic Planning and Visioning Workshop Explanation and Format

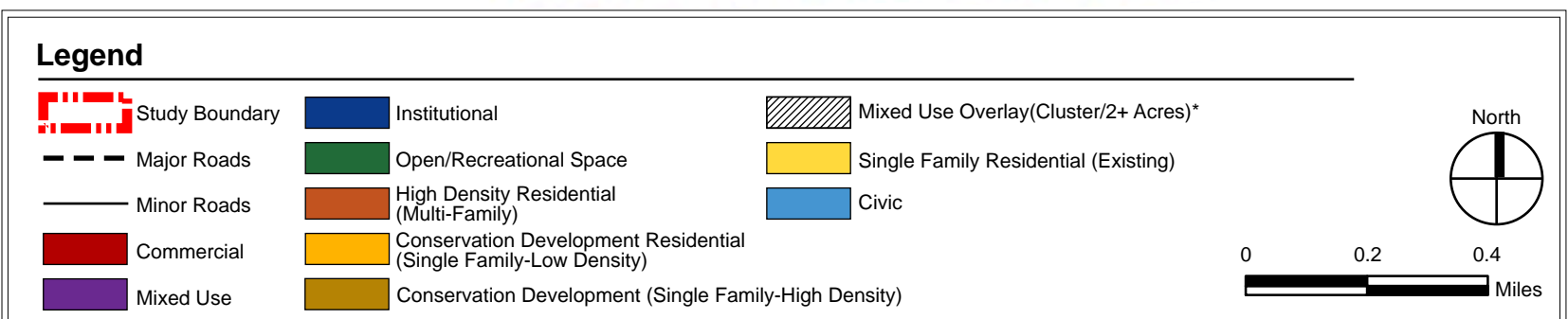
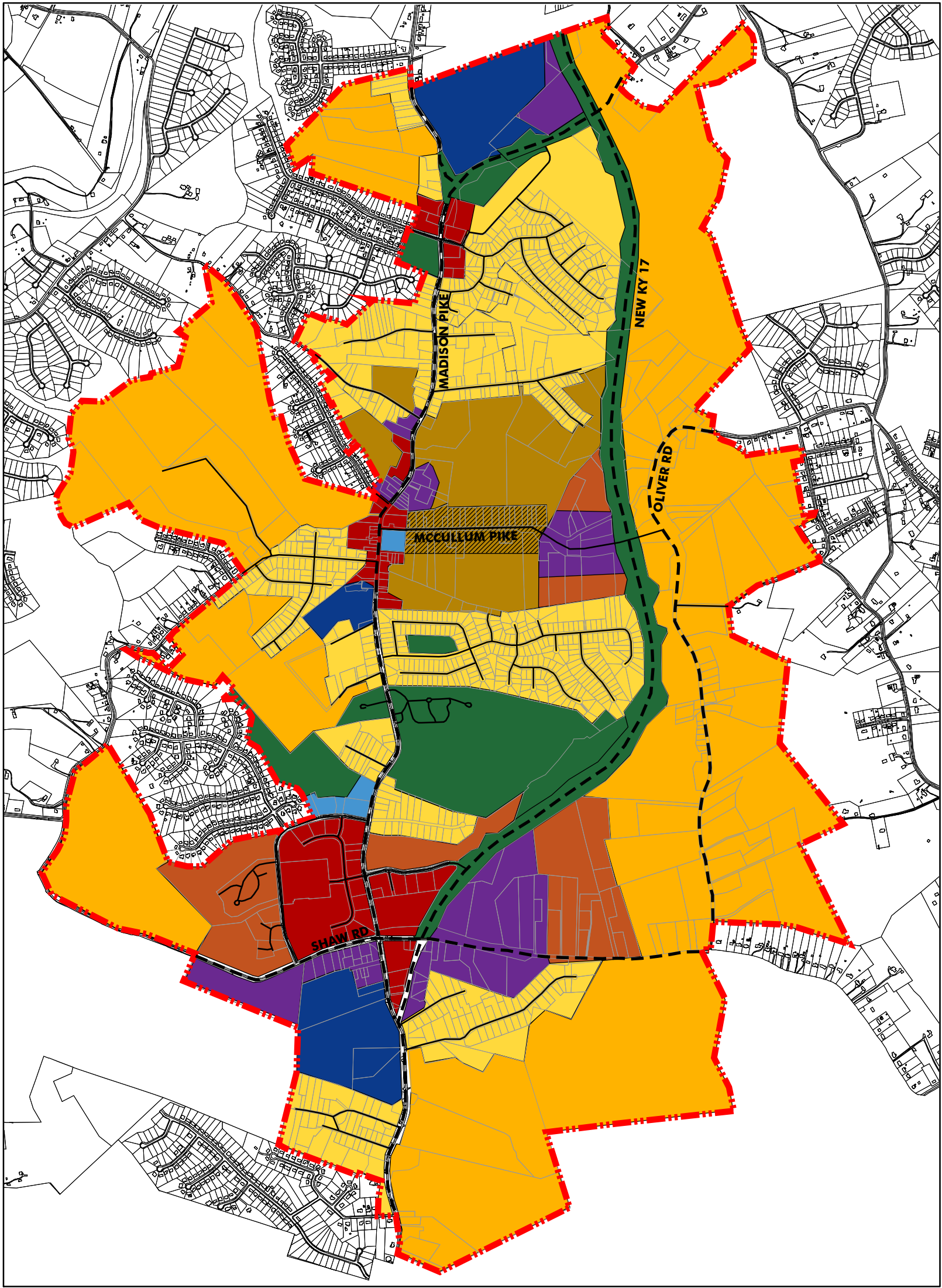
The City of Independence is the largest City, geographically, in Kentucky and is experiencing unprecedented growth and development due to improved road systems and its location. The goal of this study is to provide more detailed guidance for future land use in the study area surrounding the Madison Pike corridor. The small area plan will build upon, augment, and refine the policies and vision of the City that will be folded into Kenton County's comprehensive plan.

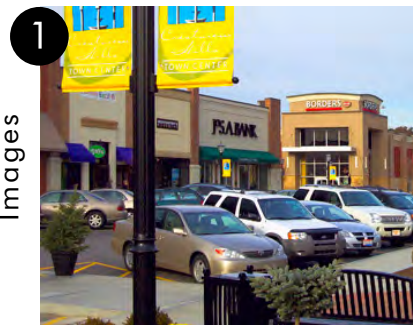


Why do a charrette?

- Citizens are involved in the process
- Development of Concept Plan through citizen visioning and critique
- Designing in public (Transparent Process)
- No need for re-work



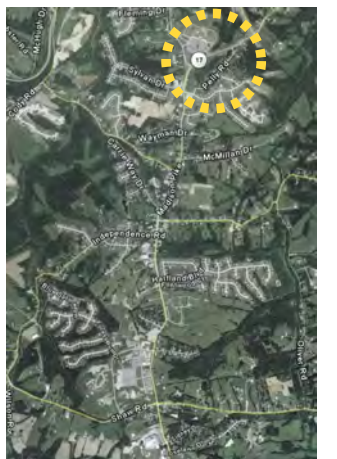




North Gateway Area Concept

Development Concepts

1. Commercial
 - Restrict commercial development at key nodes
 - Bring buildings closer to the street
 - Accessible by pedestrians and motorists
 - Neighborhood oriented businesses
2. Major Arterial Road ("New" KY 17)
 - Use greenway along both sides
 - Development should only happen at key nodes
 - Develop gateway to Independence at "New" KY 17 & Old KY 17 intersection
3. Conservation Development (Single Family)
 - Promote protection of critical resources
 - Establish guidelines for cluster development
4. Existing Single Family Residential
 - Connect with amenities such as retail, recreation, & schools
 - Provide sidewalk connectivity
5. Institutional
 - Connect with park system
 - Neighborhood connectivity through sidewalks
6. Recreational
 - Provide varied amenities of activities
 - Connect with trail system
7. Mixed Use
 - Create transition between commercial & residential with opportunity for more commercial as needed

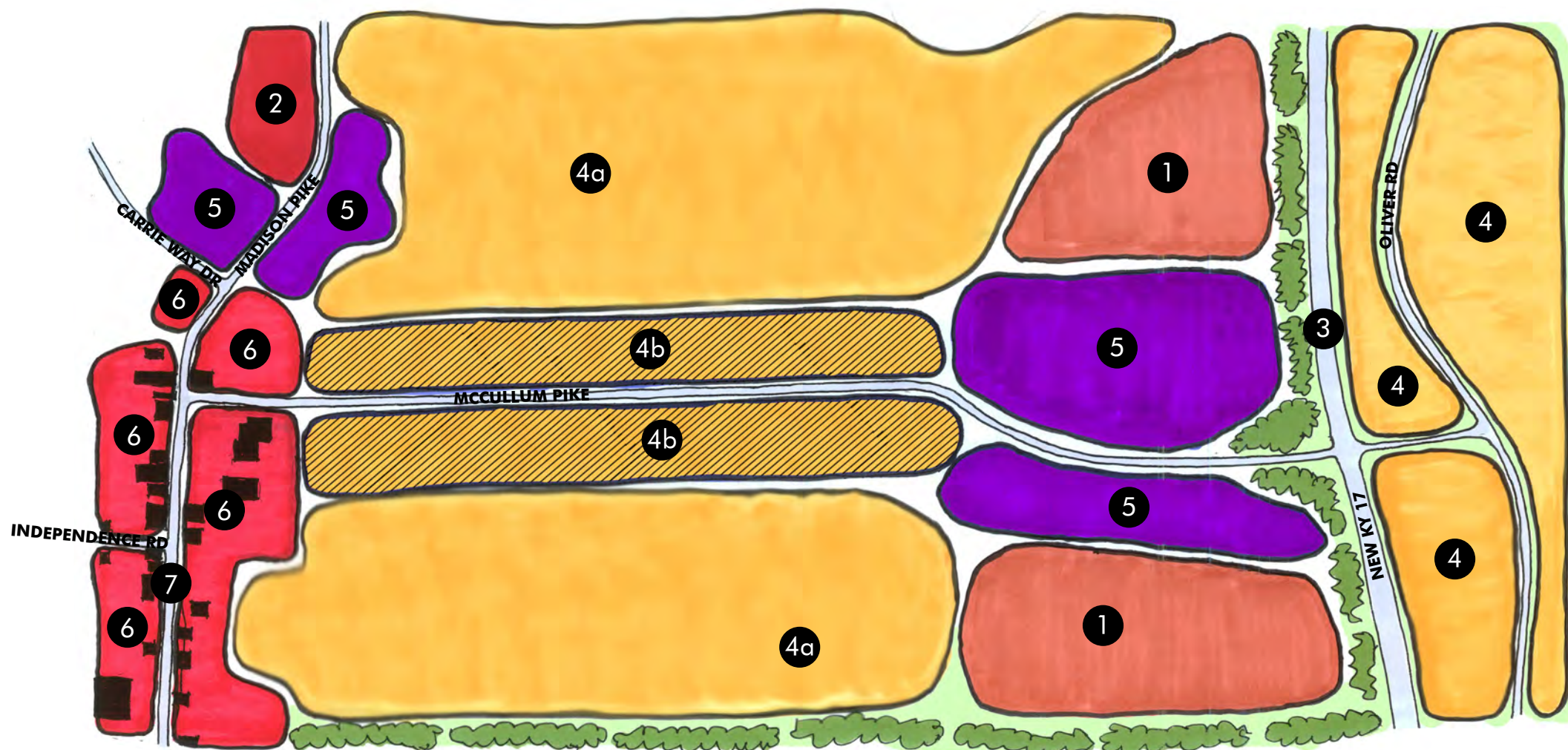




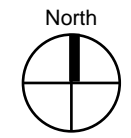
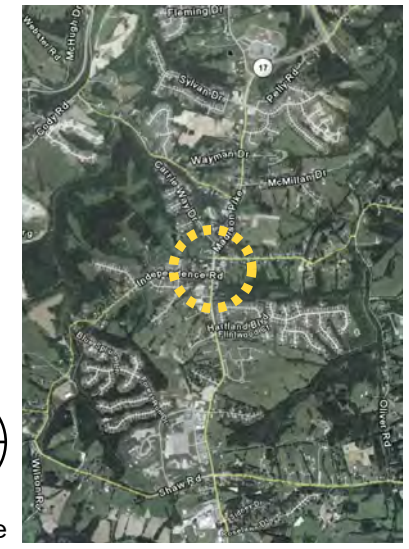
McCullum Pike/New 17 Area Concept

Development Concepts

1. High Density Residential
 - Create higher density multi-family housing
 - Needed as reflected in market study
2. Commercial
 - Bring buildings closer to the street
 - Accessible by pedestrians and motorists
3. Major Arterial Road (New KY 17)
 - Use greenway along both sides
 - Development should only happen at key nodes
4. Conservation Development (Single Family)
 - Promote protection of land
 - Establish guidelines for cluster development
- 4a. Conservation Development - High Density
- 4b. Conservation Development with Mixed Use which if it does occur, must be in cluster/ aggregate of at least 2+ acres
5. Mixed Use
 - Create transition between commercial and residential with opportunity for more commercial as needed with increased demand
6. - Promote walkability
 - Downtown
 - Historic preservation
 - Wayfinding theme and signage
 - Downtown Road
 - Enhance pedestrian crosswalks
 - Add trees & pedestrian scaled light fixtures
7. - Add trees & pedestrian scaled light fixtures



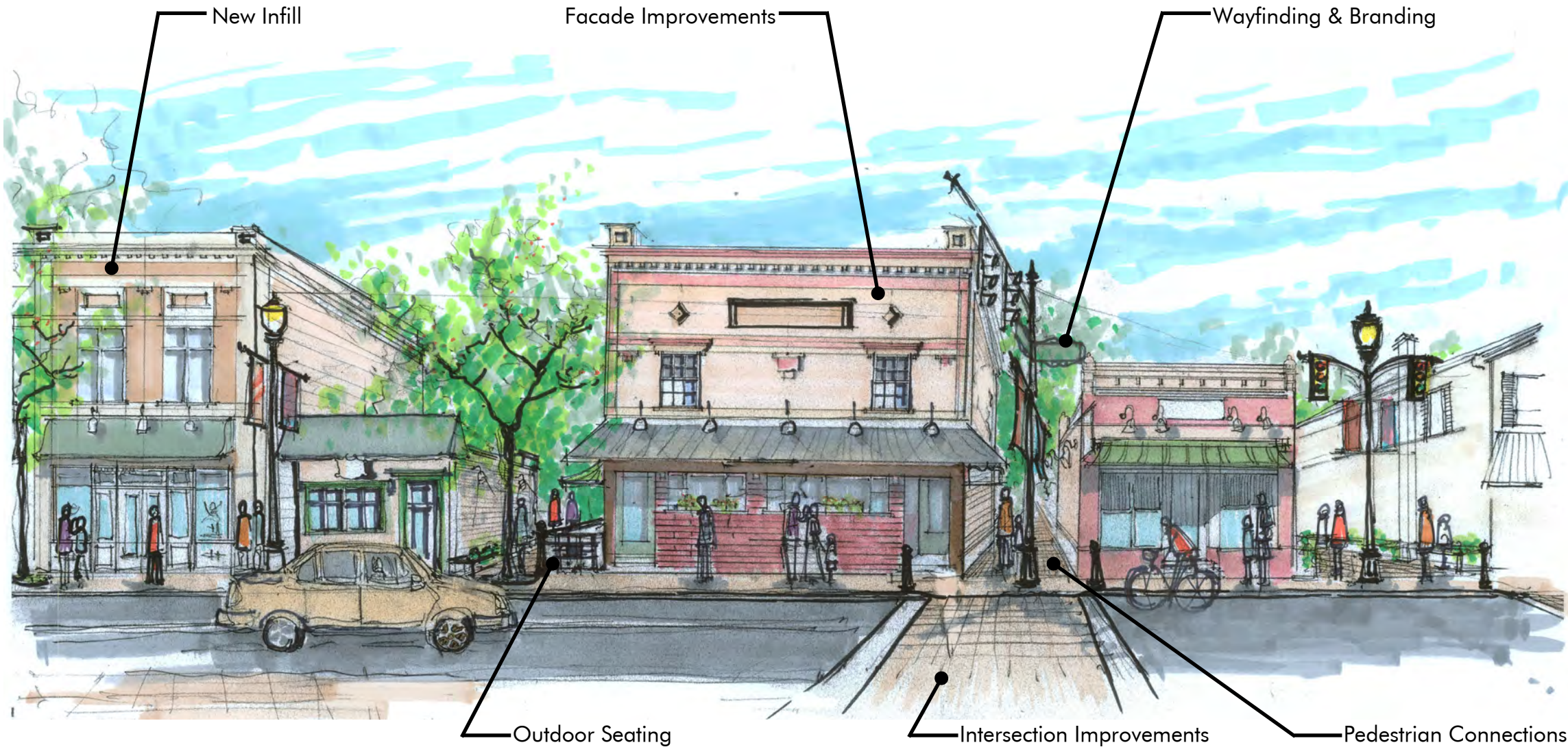
Downtown Concept



Not to a Scale

Downtown Concept Sketch A

View looking west on McCullum Pike towards Madison Pike (KY 17) Street and building character.



Possible "After" View

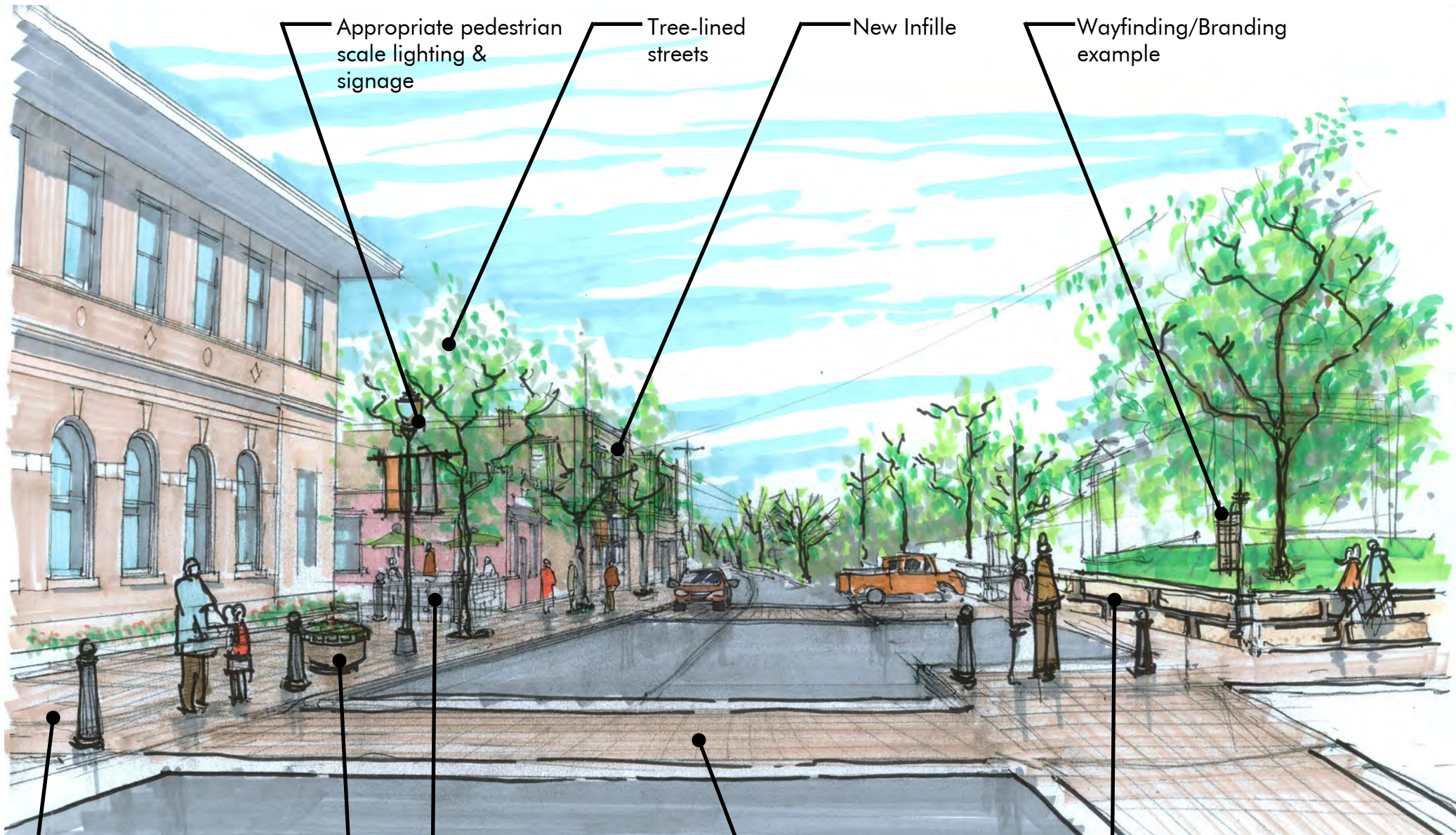


Before

Downtown Concept Sketch B

View looking east on McCullum Pike from the intersection of Madison Pike (KY 17) & McCullum Pike

Possible "After" View



Before



Downtown Concept Sketch C

View looking east on Madison Pike (KY 17) towards the Kenton County Courthouse



Farmer's Market Concept in Front of Courthouse

Possible "After" View



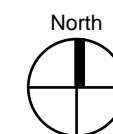
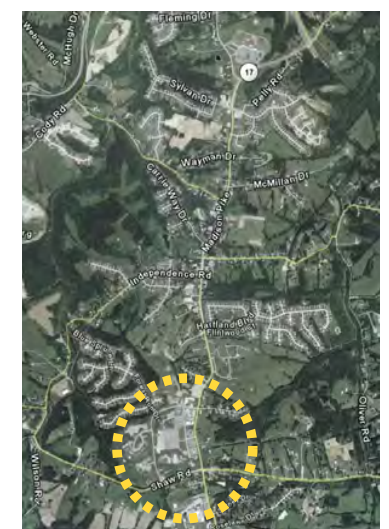
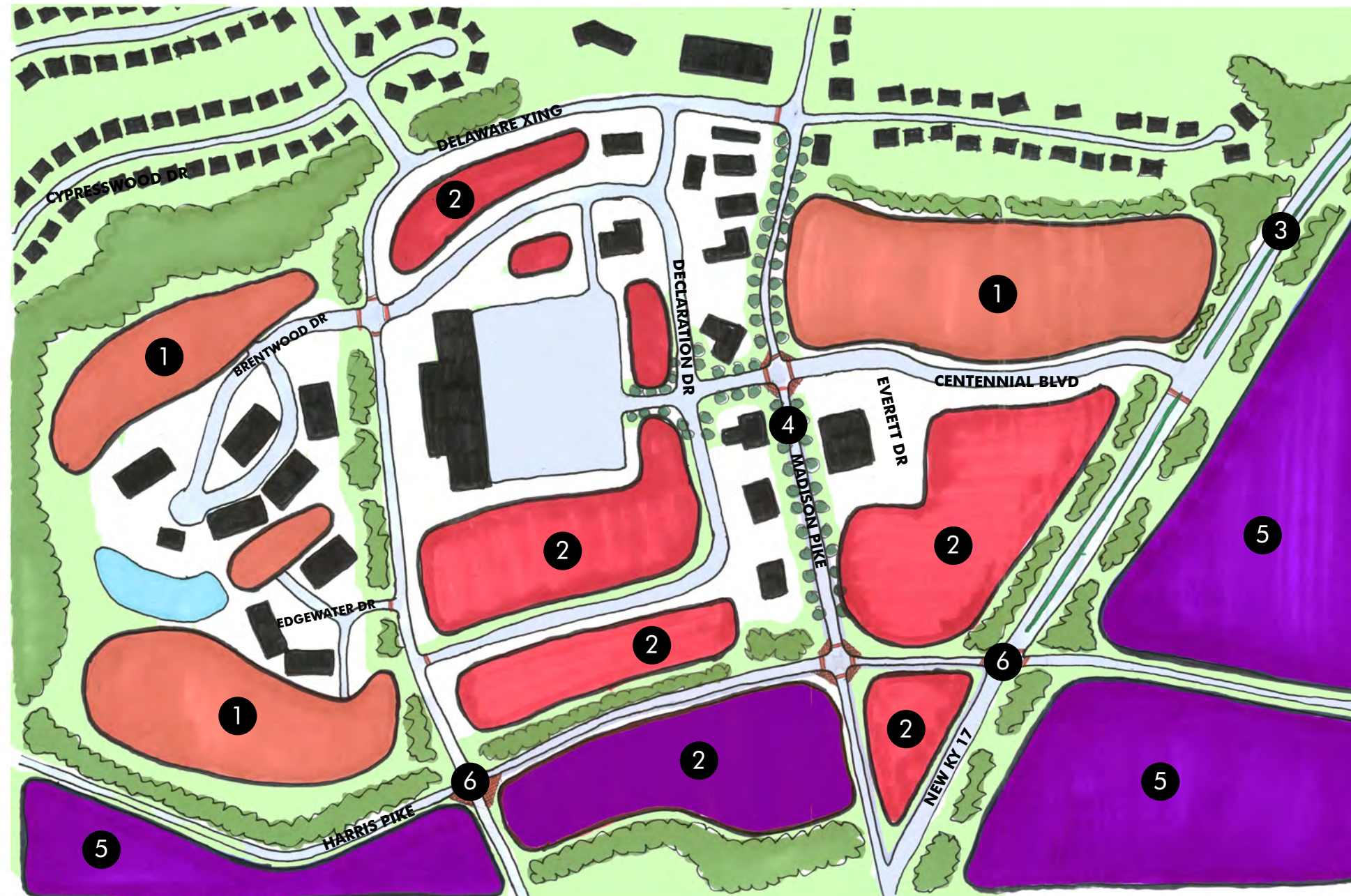
Before



South Gateway Area Concept

Development Concepts

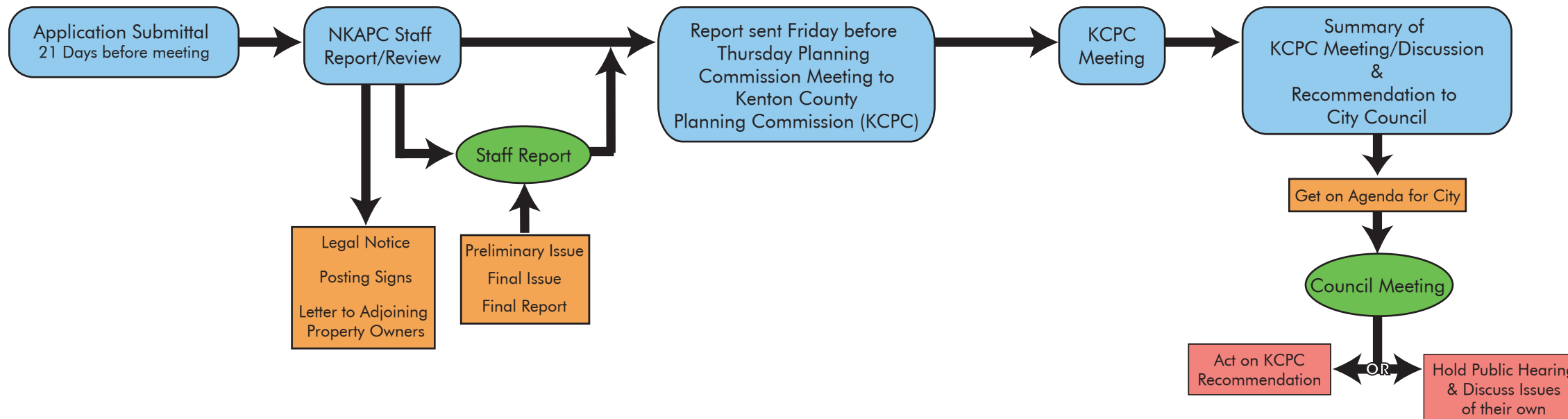
- High Density Residential
 - High Density needed as reflected in market study
 - Buffer between commercial and single family residential
- Commercial
 - Bring buildings closer to the street
 - Accessible by pedestrians and motorists
- Major Arterial Road ("New" KY 17)
 - Use greenway along both sides
 - Development should only happen at key nodes
- Commercial/Retail Road
 - Create a pedestrian oriented environment
 - Intersection enhancements & brand identity, wayfinding, & signage
- Mixed Use
 - Create transition between commercial & residential with opportunity for more commercial as needed
 - Promote walkability
- Gateway/ Intersection Enhancement



Not to a Scale

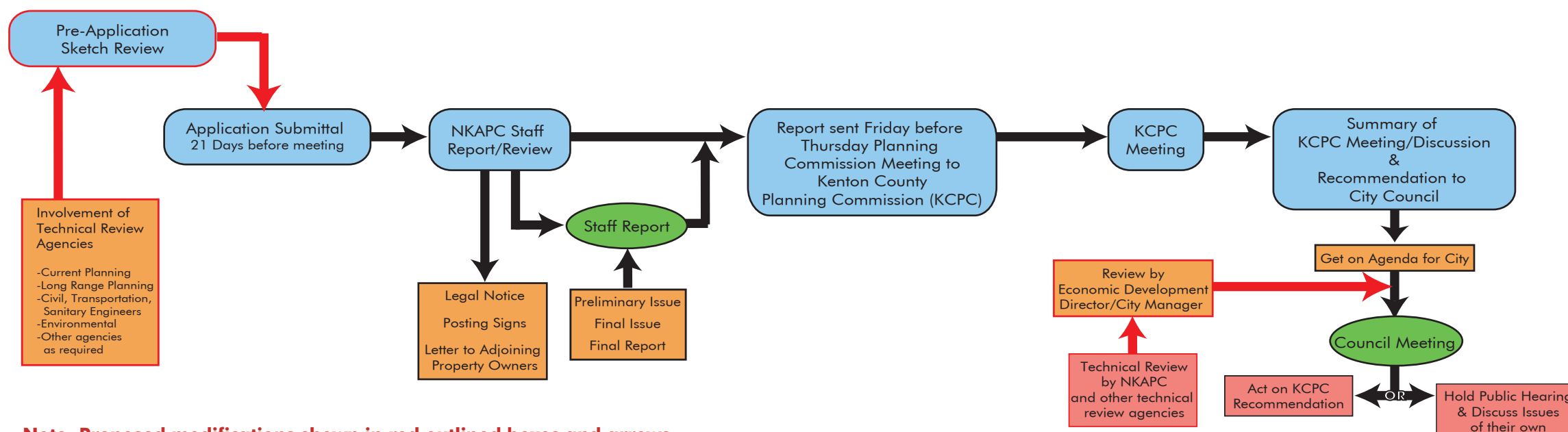


Current Planning Application Process



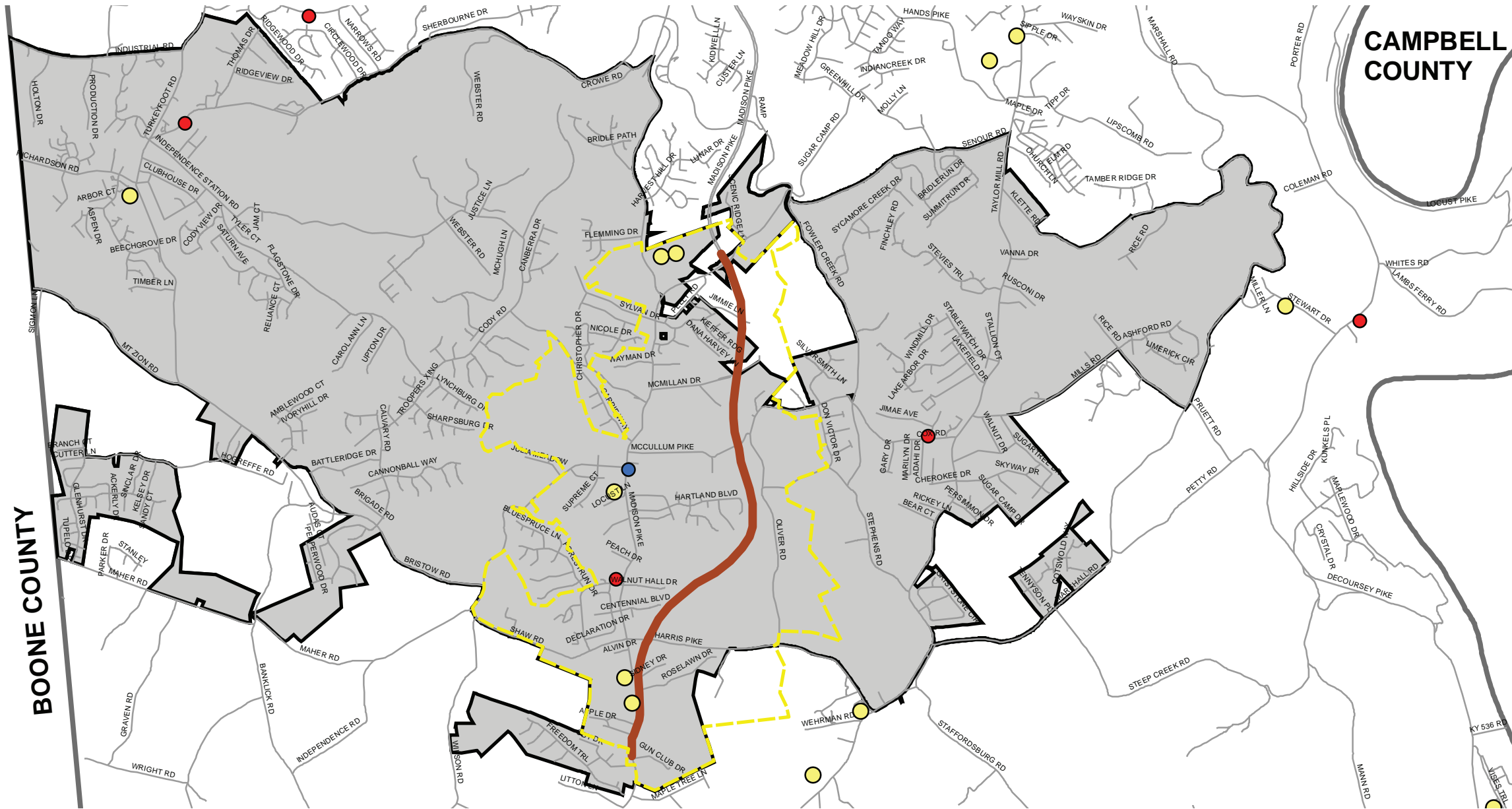
Development Review Process Modifications

Proposed Modifications

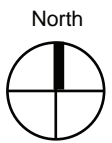


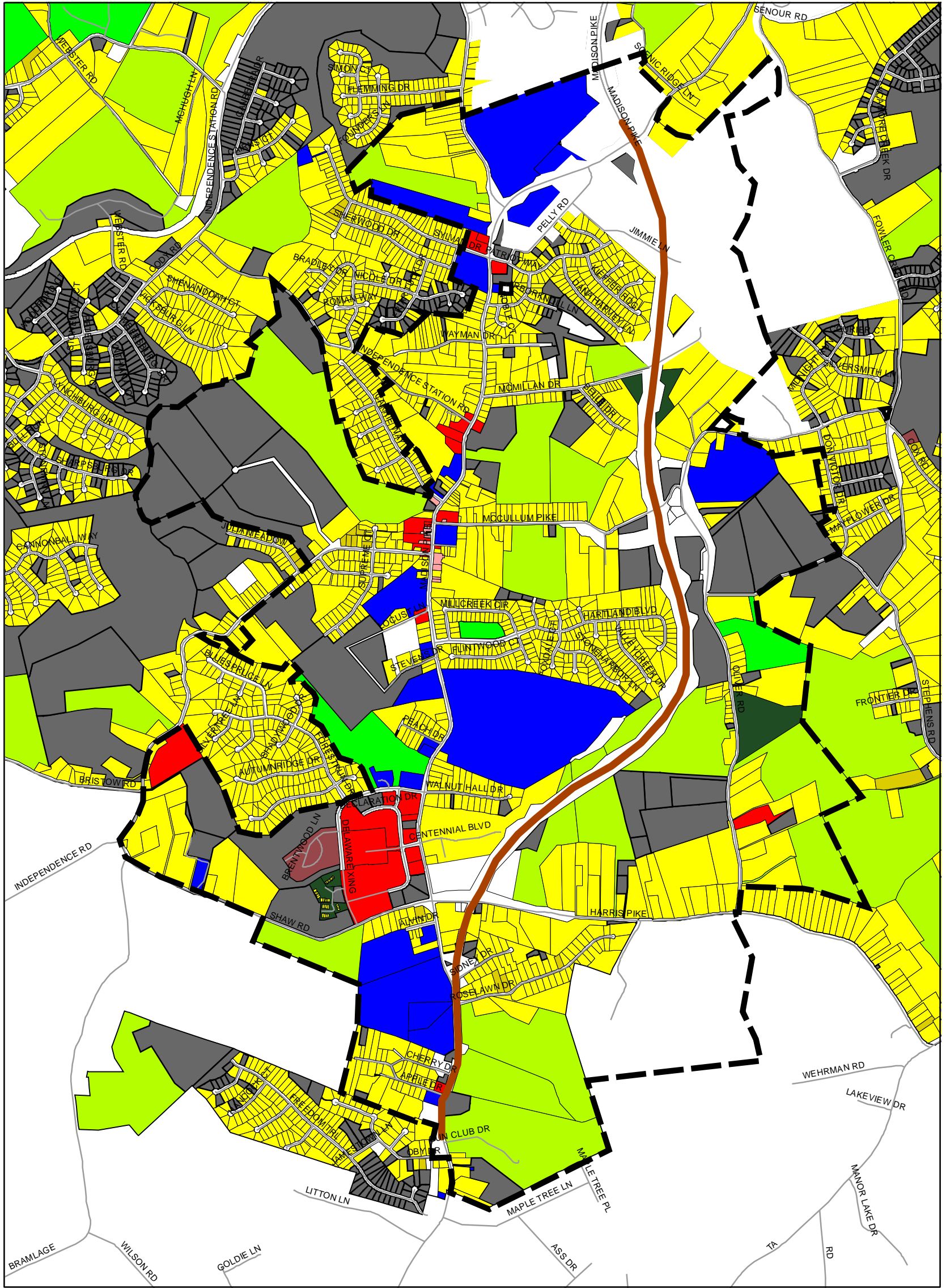
Note: Proposed modifications shown in red outlined boxes and arrows

City of Independence Map



- Legend
- City of Independence
 - General Study Area
 - New KY 17
 - Police Stations
 - Fire Stations
 - Schools





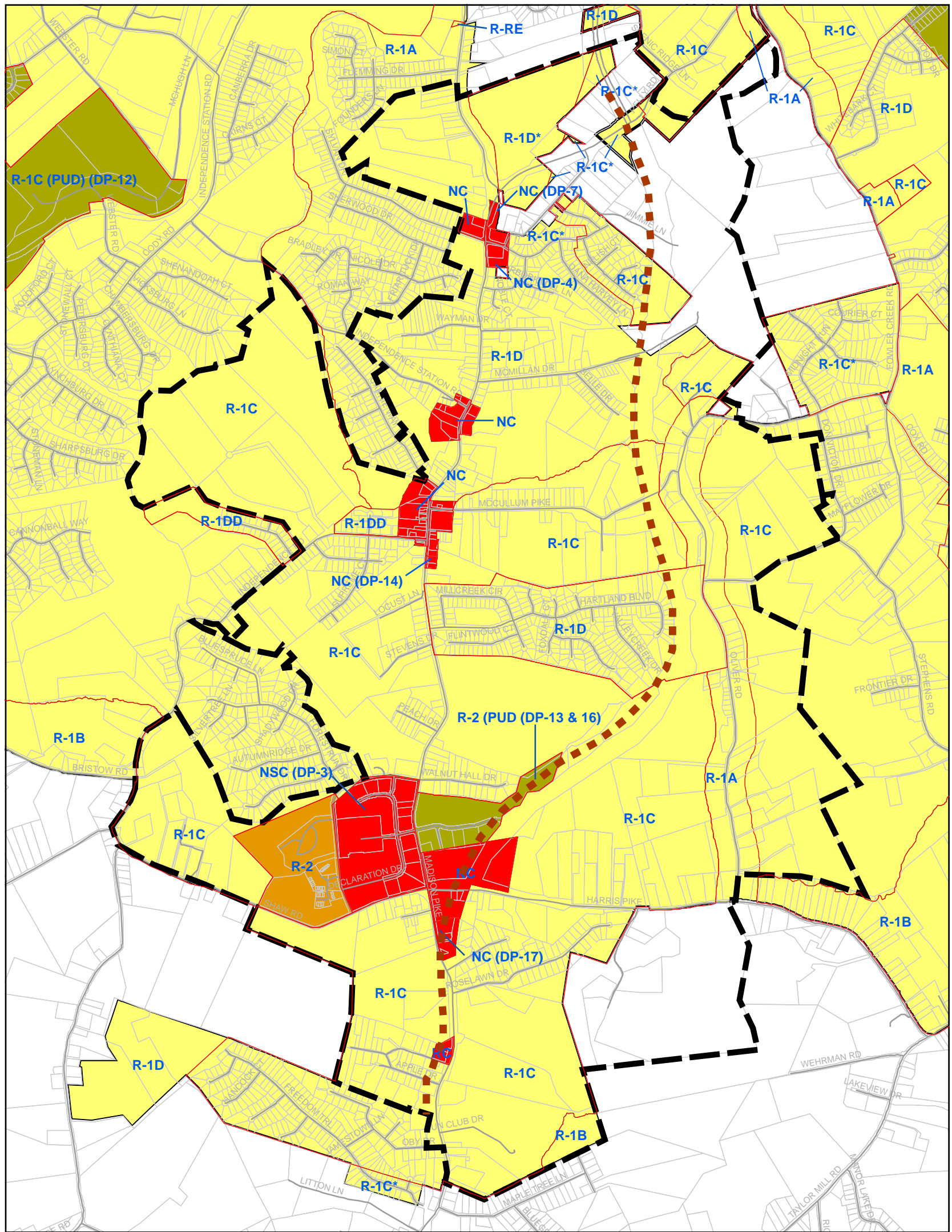
Community Small Area Study

Legend			
	Study Area		HOA Common Area
	"New" KY 17		Vacant
	Right-of-Way		Single-Family
	Agriculture		Two-Family
	Multi-Family		Retail/Service
	Office		Recreation
			Public/Semi-Public

NOTE: Areas in white indicate property located outside Independence city limits.

North

0 0.5 Miles

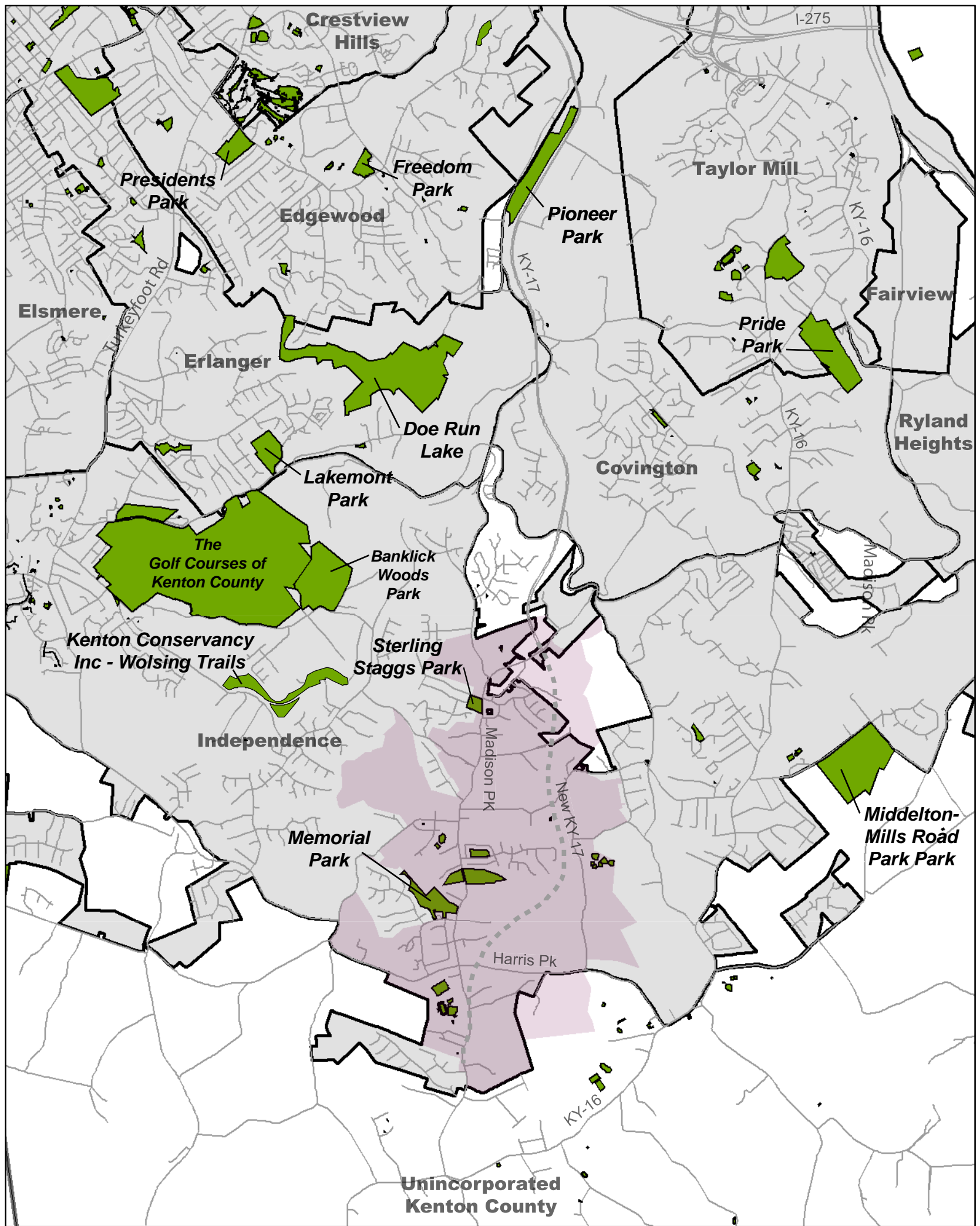


Existing Zoning



Community Small Area Study

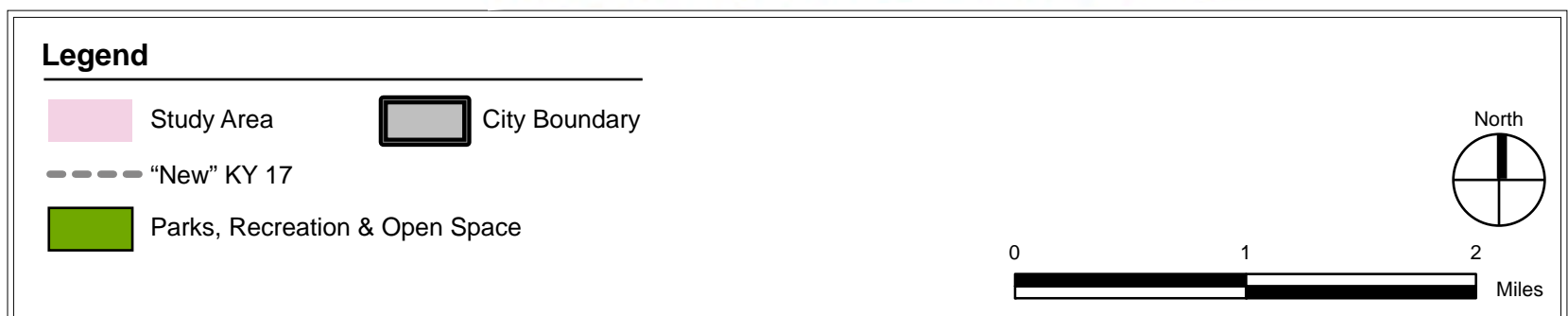
Legend			NOTE: Areas in white indicate property located outside Independence city limits.	North
Study Area	Multi-Family	Commercial		
"New" KY 17	Commercial	PUD	0 0.5 1 Miles	
Property Lines	PUD	Single Family		
		Zone Boundaries		



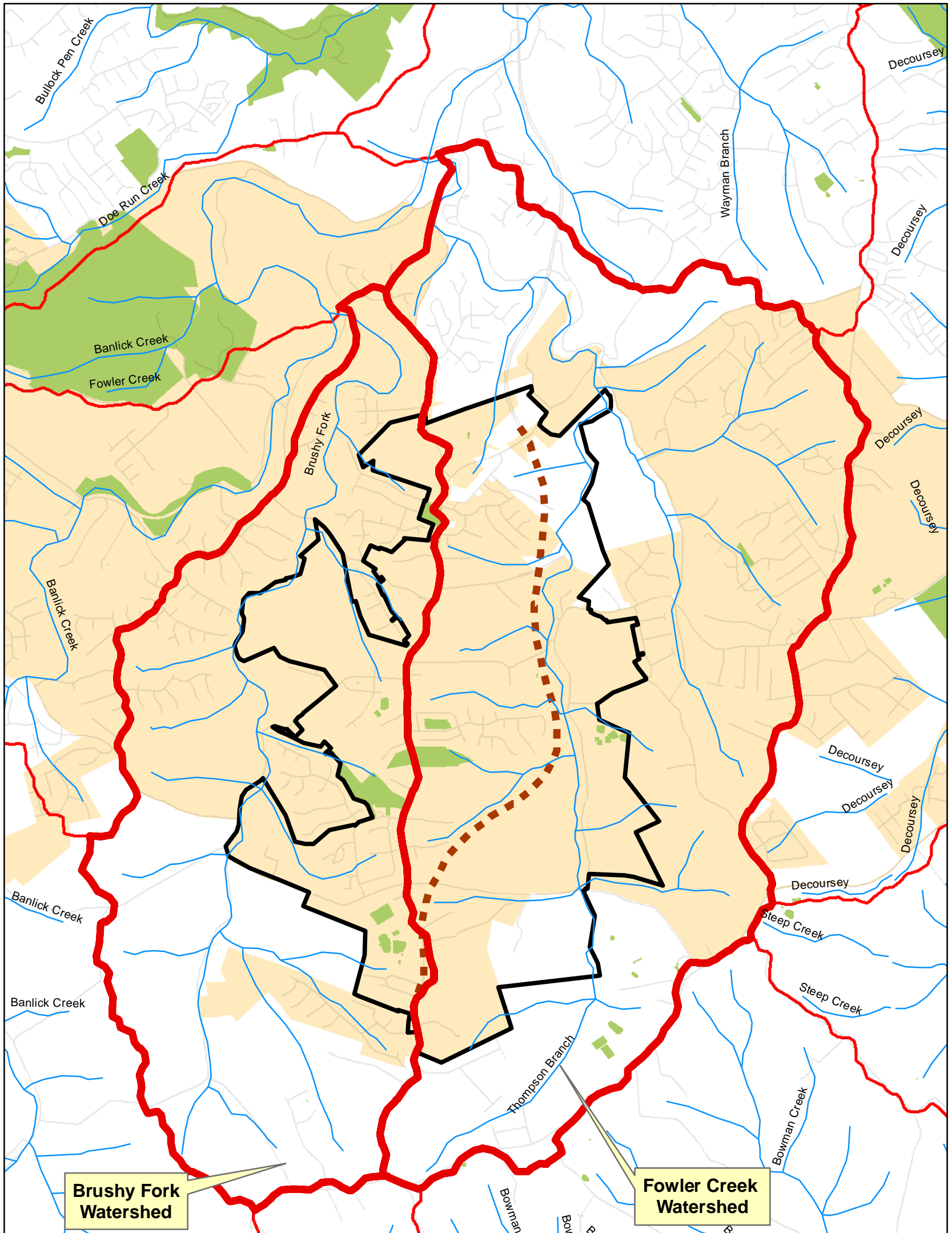
Parks, Recreation & Open Space

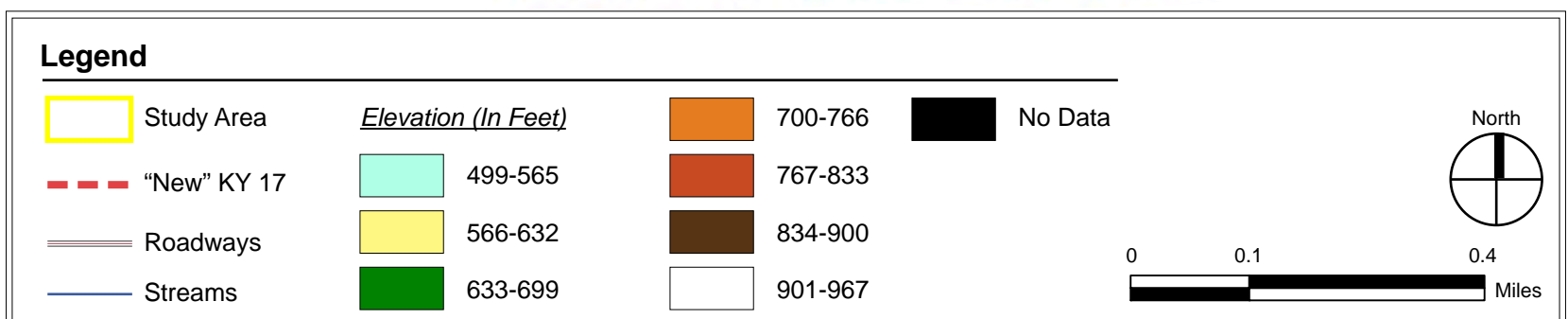
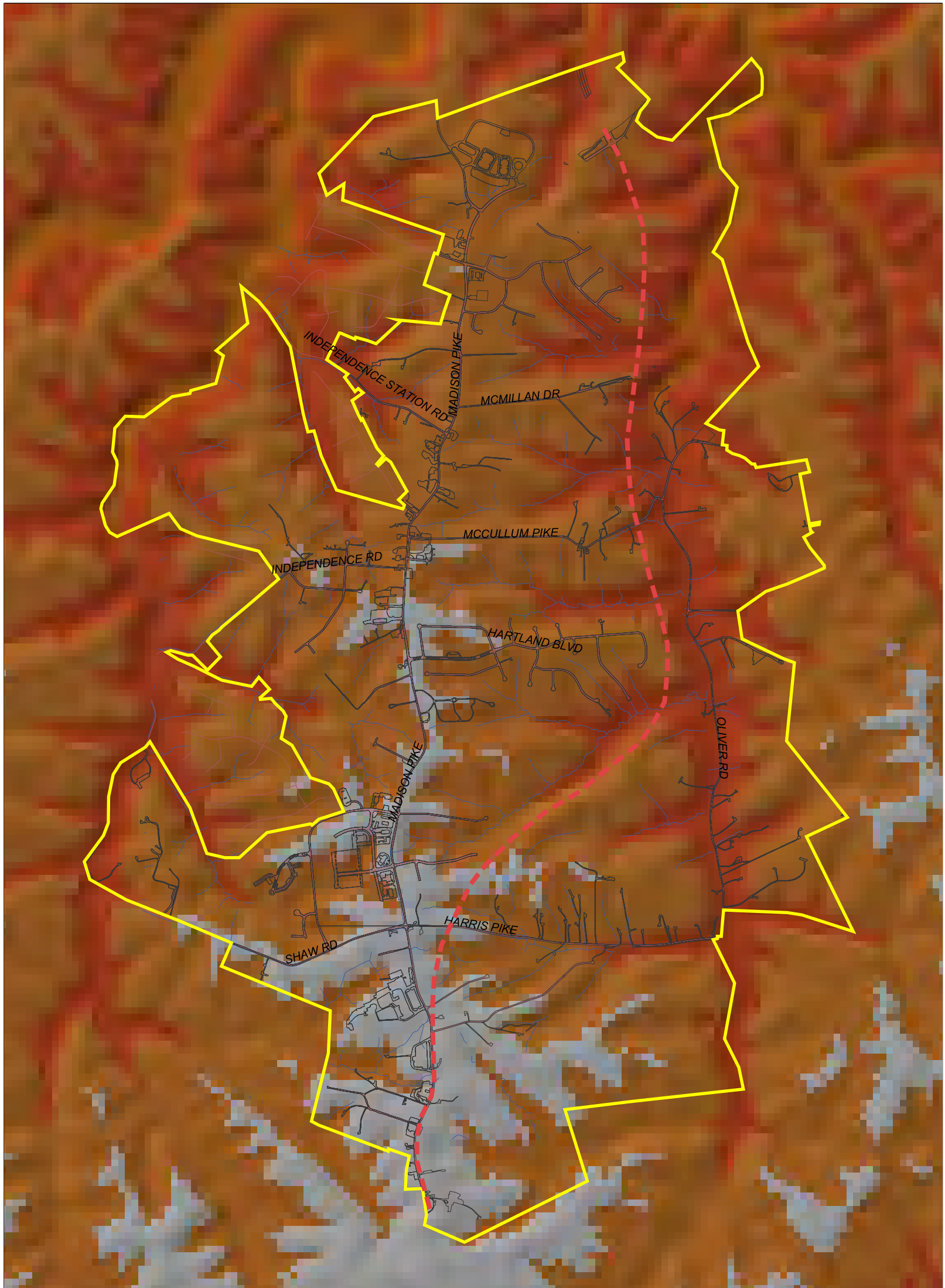


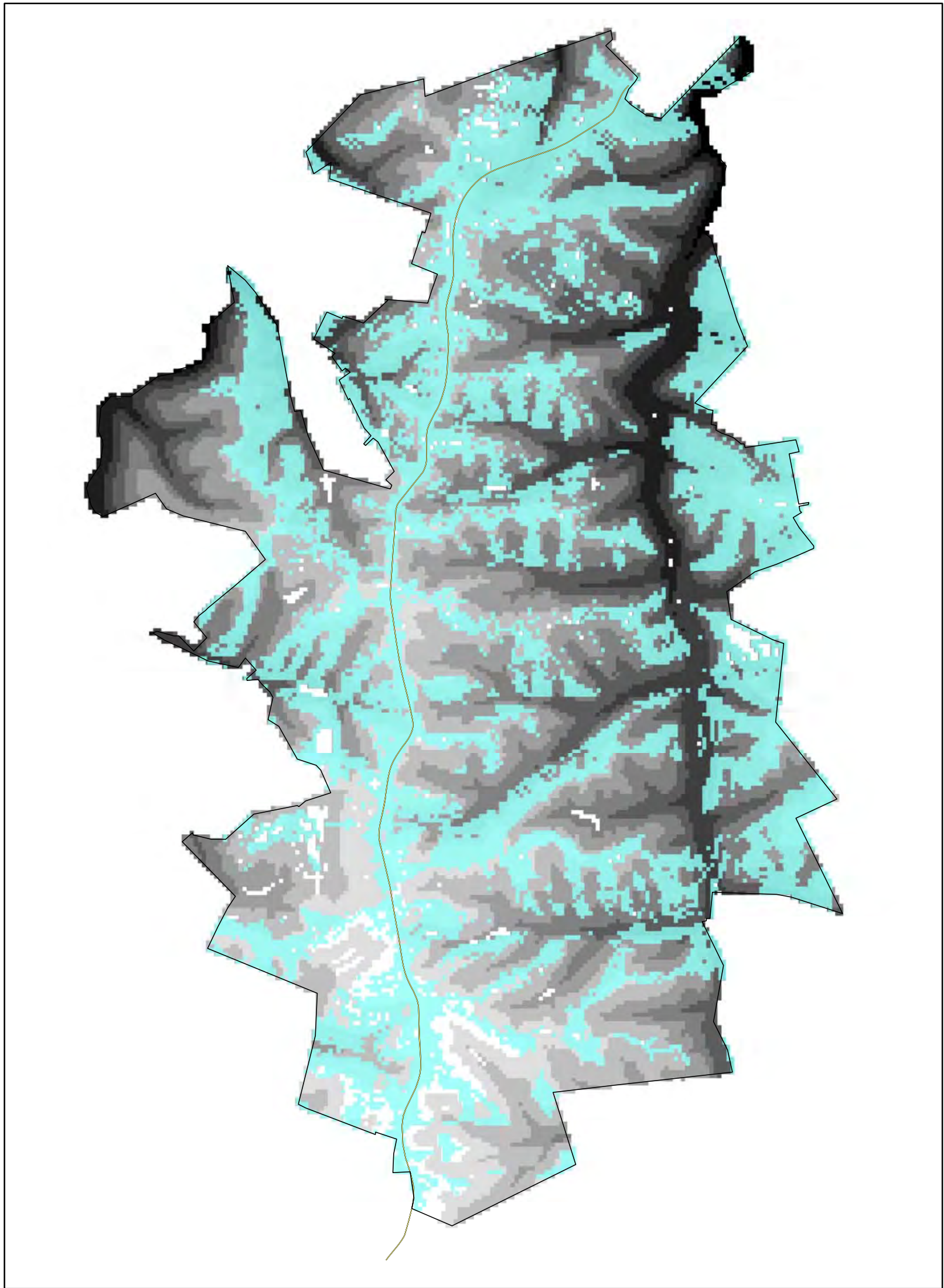
Community Small Area Study



TAYLOR & TAYLOR













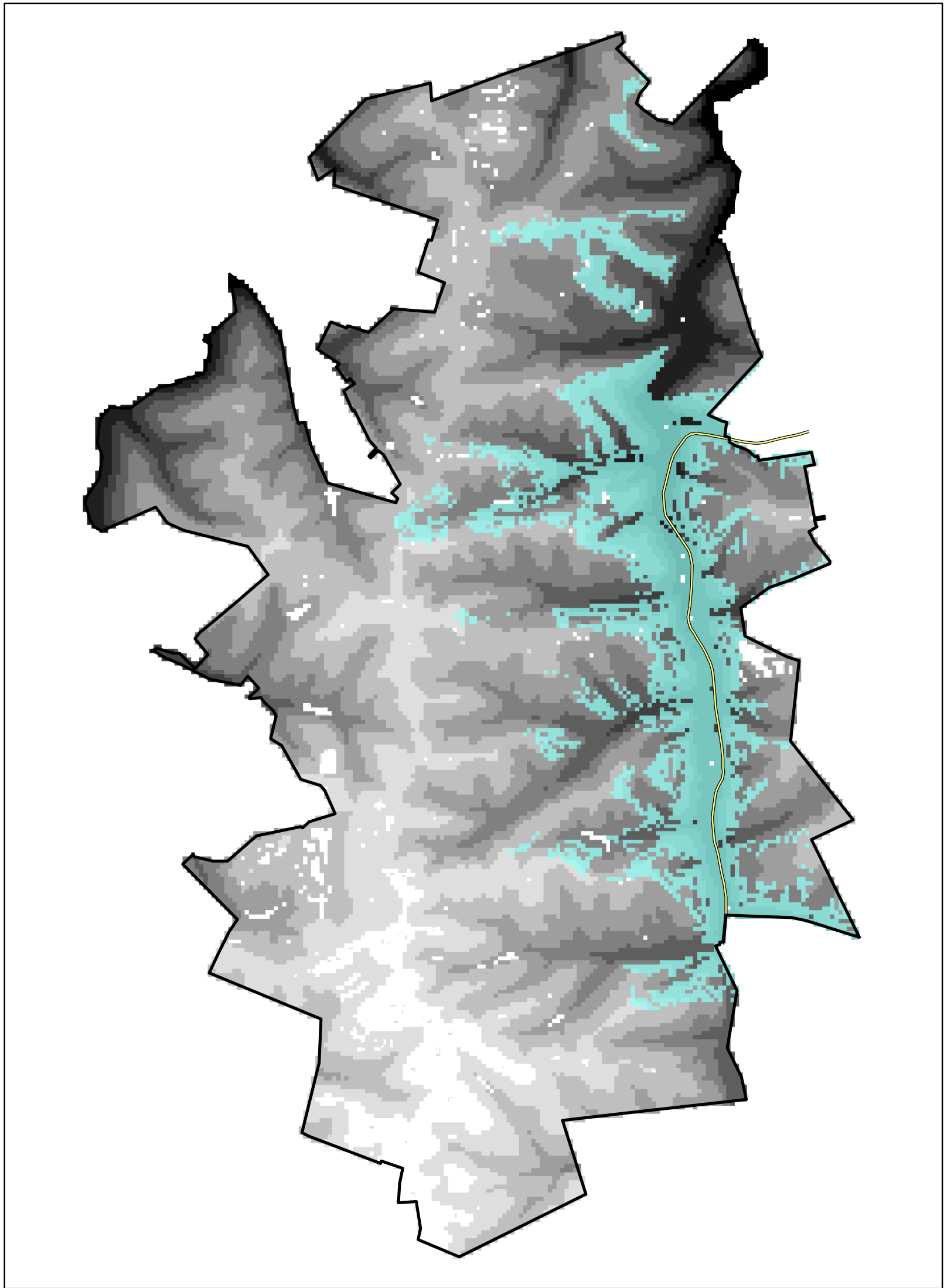
Madison Pike (KY 17) Viewsheds



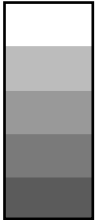



Community Small Area Study

Legend		<p>Note: The Viewsheds are based on the location of the road and the topography showing the darkest shade of gray as the lowest elevation and the lightest as the highest elevation.</p> 	
	Study Boundary		
	Madison Pike (KY 17)		
	Visible (Viewshed)	<p>0 0.25 0.5</p>  Miles	

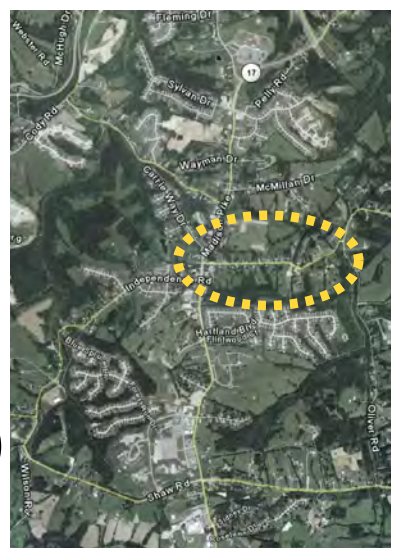
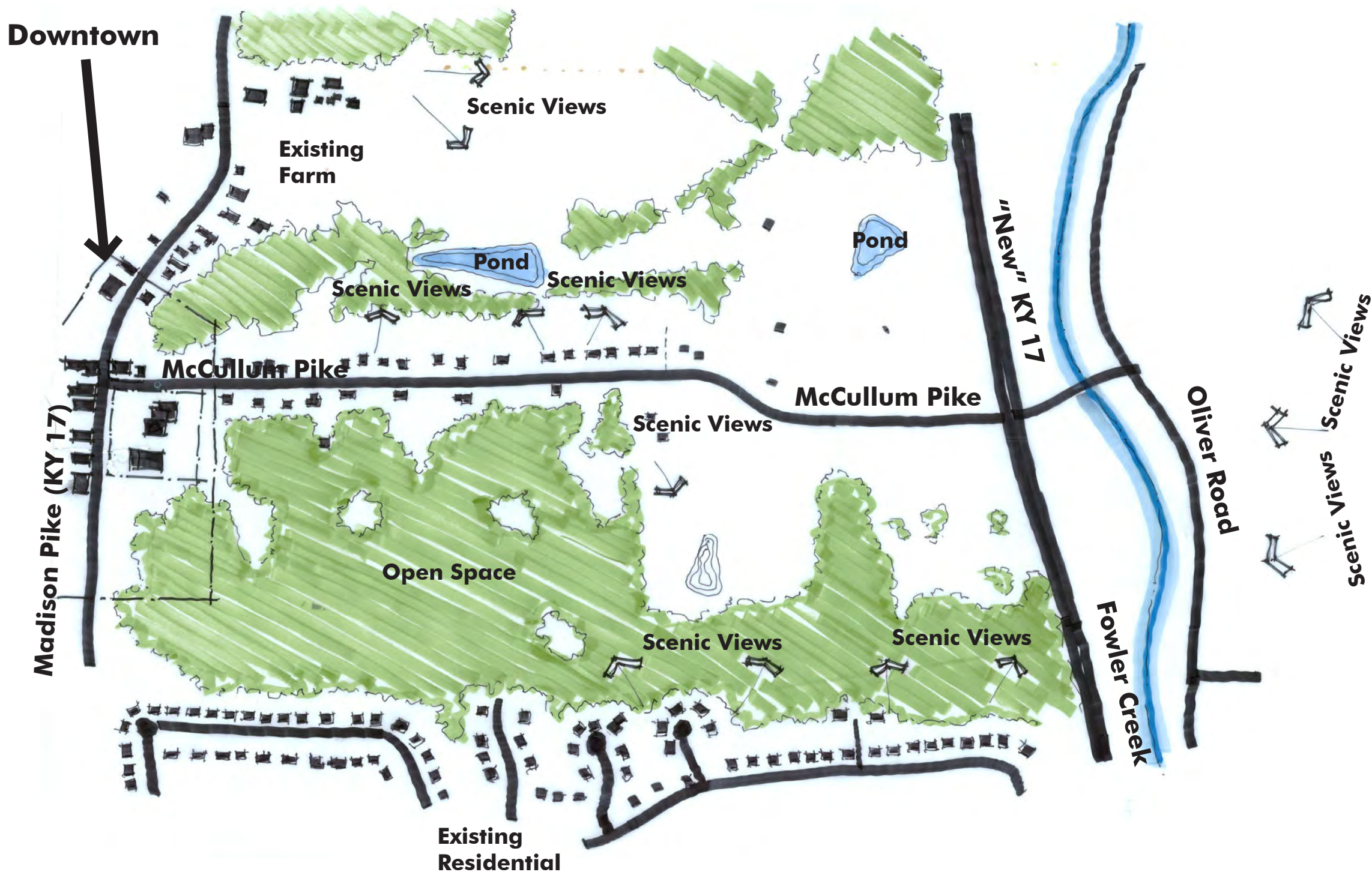


TAYLOR & TAYLOR



Legend		<p>Note: The Viewsheds are based on the location of the road and the topography showing the darkest shade of gray as the lowest elevation and the lightest as the highest elevation.</p> 	
	Study Boundary		 <p>Highest Elevation</p> <p>Lowest Elevation</p>
	Oliver Road		
	Visible (Viewshed)		
		<p>0 0.25 0.5</p>  <p>Miles</p>	

**McCullum Pike & "New" KY 17
Existing Conditions**



Not to a Scale



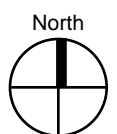
Composite Sensitivity Analysis

Community Small Area Study

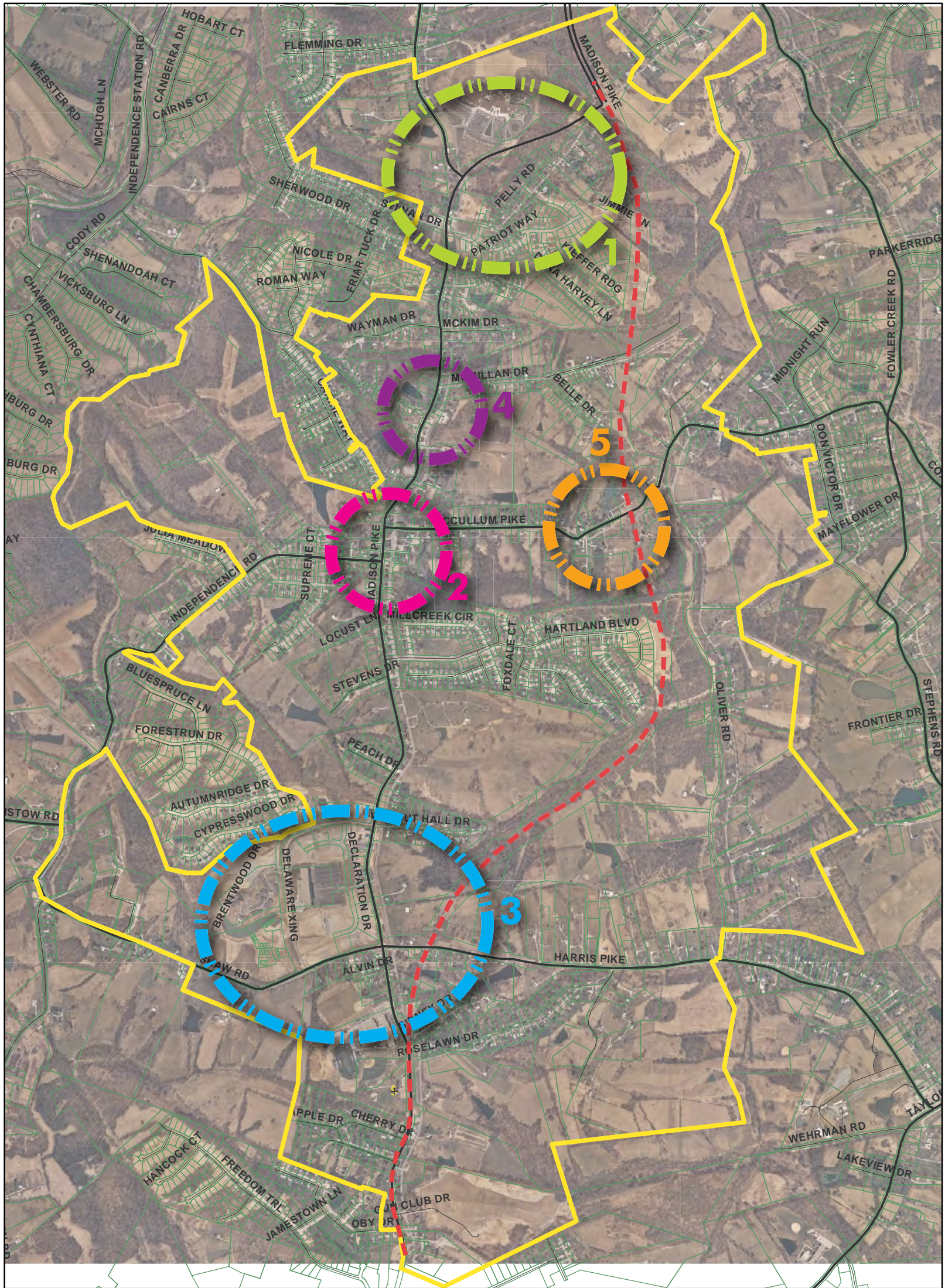
Legend

- Roads
- Least Sensitive
- Moderately Sensitive
- Most Sensitive










* This map was generated from the Sensitivity Analysis performed using various physical characteristics such as: Slopes, Soils, Stream Buffers, Canopy Cover, and Floodplains. Please refer to text in Chapter 2: Urban Audit, Section 2.5.1.



Not to a Scale



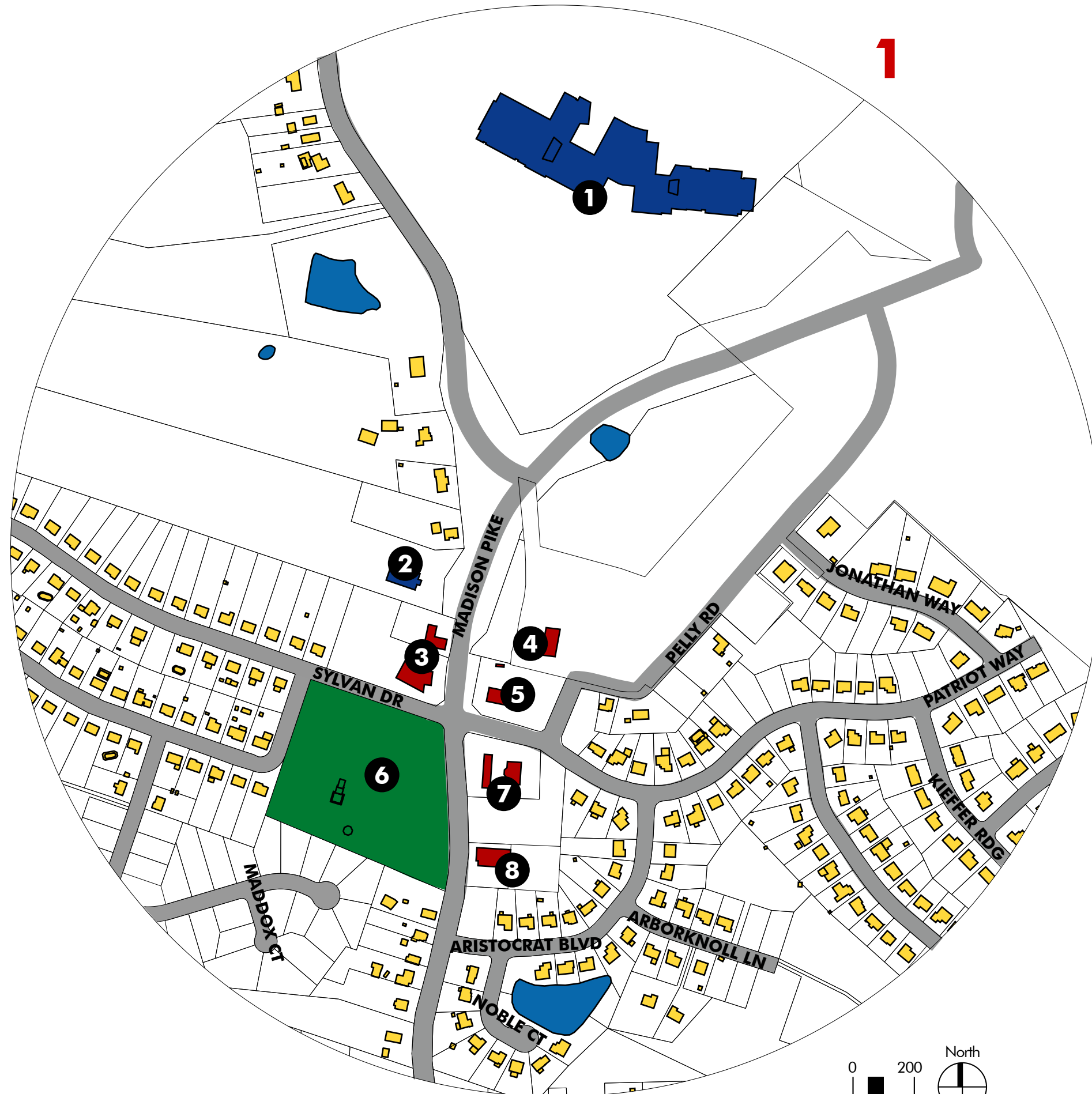
Community Small Area Study

Legend								
	Study Area		North Gateway (1)		Downtown (2)		Independence Station & Madison Pike (KY 17) (4)	
	"New" KY 17		McCullum Pike & "New" KY 17 (5)		South Gateway (3)			
	Property Lines							

Not to a Scale

North Gateway Area Inventory

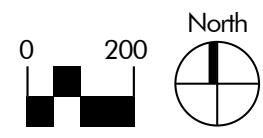
1. Summit View Elementary & Middle School
2. Day Care Center
3. Commercial/Retail Buildings
4. Retail
5. Bank
6. Park
7. Gas Station & Convenience Store
8. Post Office



- First Floor Use
- Single Family
 - Recreation
 - Commercial
 - Institutional



Site Map
Not to a Scale

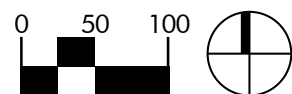
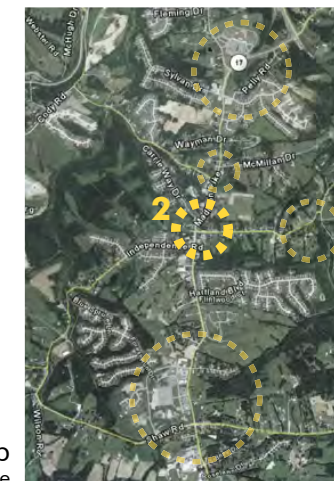
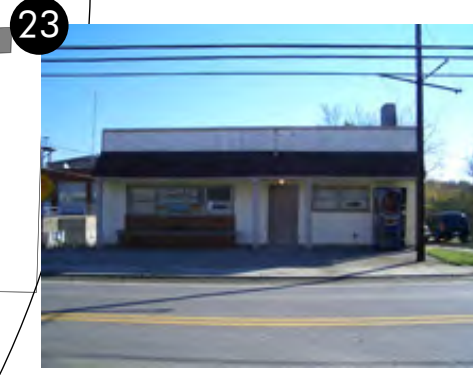
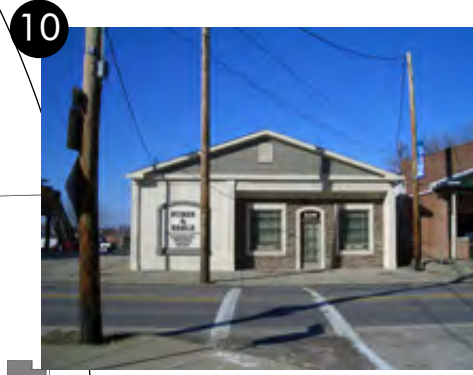
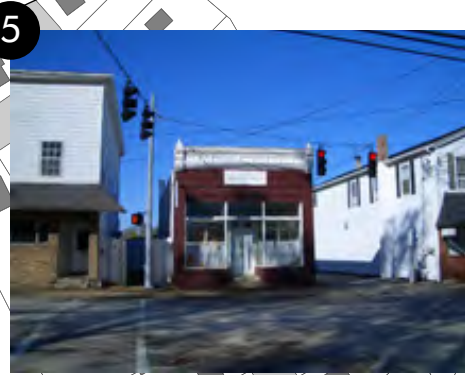


Downtown Inventory

1. Funeral Home - 2 Story
2. Law Office - 1 Story
3. Residential - 2 Story
4. Dance Center - 2 Story
5. Dance Center - 1 Story
6. Hair Salon - 2 Story
7. Law Office - 1 Story
8. Universal Underwriters Ins. - 1 Story
9. Impressions Silk Screen - 1 Story
10. Remodeling/Building Design - 1 Story
11. Century 21 & Chiropractor - 2 Story
12. Hair Salon & Tax Service - 1 Story
13. Residential - 1 Story
14. Residential - 2 Story
15. Residential - 1 Story
16. Church - 2 Story
17. Residential - 2 Story
18. Office - 2 Story
19. Residential - 1 Story
20. Engineering & Surveying - 2 Story
21. Doctor's Office - 2 Story
22. Residential - 1 Story
23. Hair Salon - 1 Story
24. Kenton Co. Office - 2 Story
25. Courthouse - 2 Story
26. Fire Insurance Office - 1 Story
27. Bank & Driving School - 2 Story
28. Residential - 1 Story

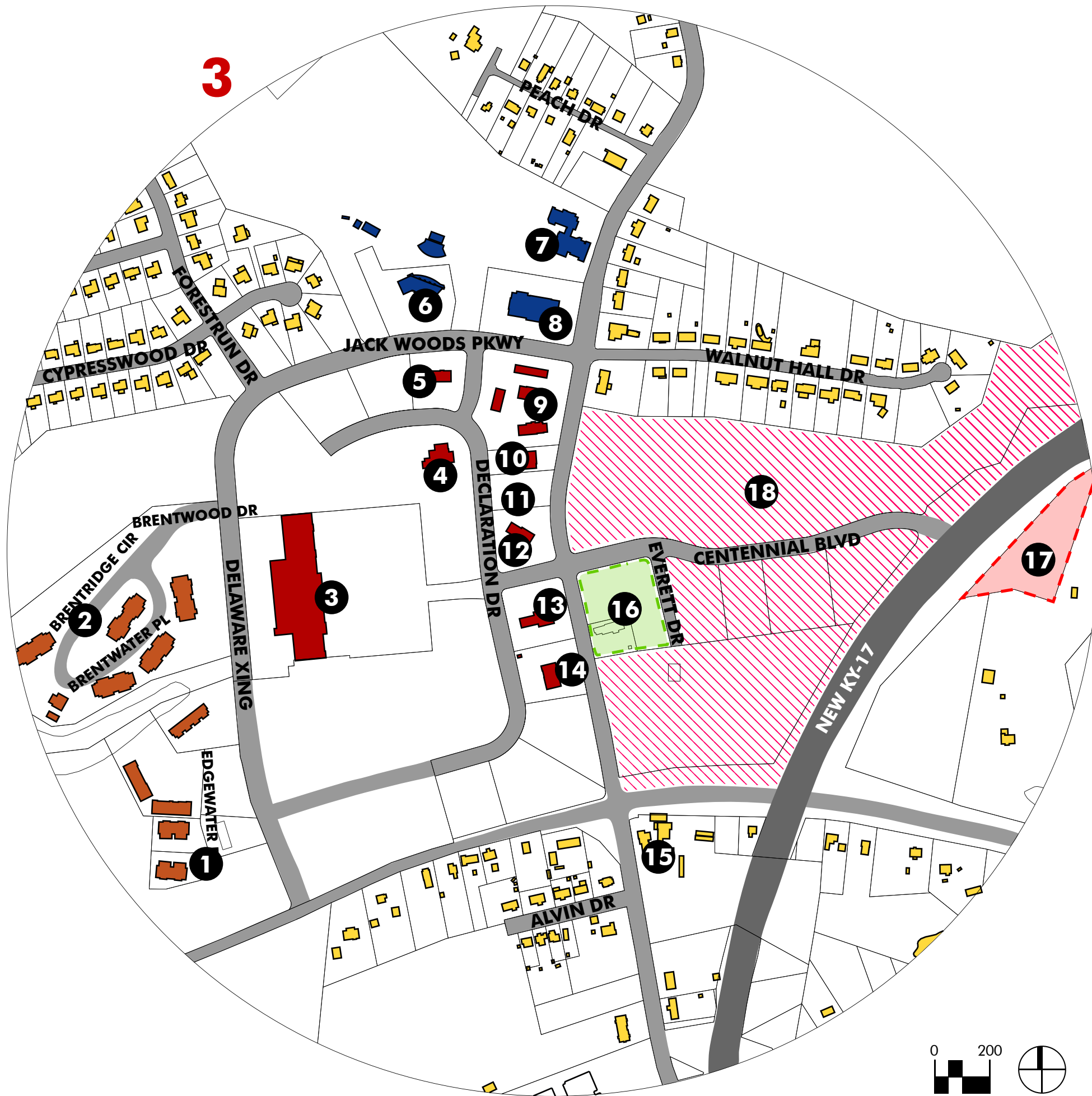
Approximate Age

New Medium Old



Site Map
Not to a Scale

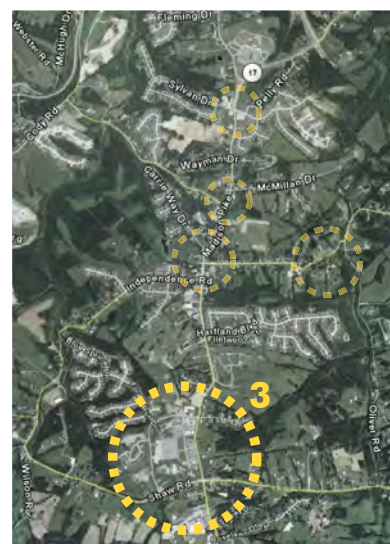
South Independence Retail Area



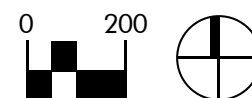
1. Condominiums
2. Condominiums
3. Kroger Shopping Center
4. Restaurant
5. Fast Food Restaurant
6. Senior Community Center
7. Independence City Hall
8. Independence Fire Hall
9. Gas Station
10. Fast Food Restaurant
11. Oil Change
12. Bank
13. Bank
14. Fast Food Restaurant
15. Flower / Garden Center
16. Proposed Drugstore
17. Proposed Commercial
18. Proposed Mixed-Use/Commercial/Residential

First Floor Use

- Single Family
- Multi Family
- Commercial
- Institutional

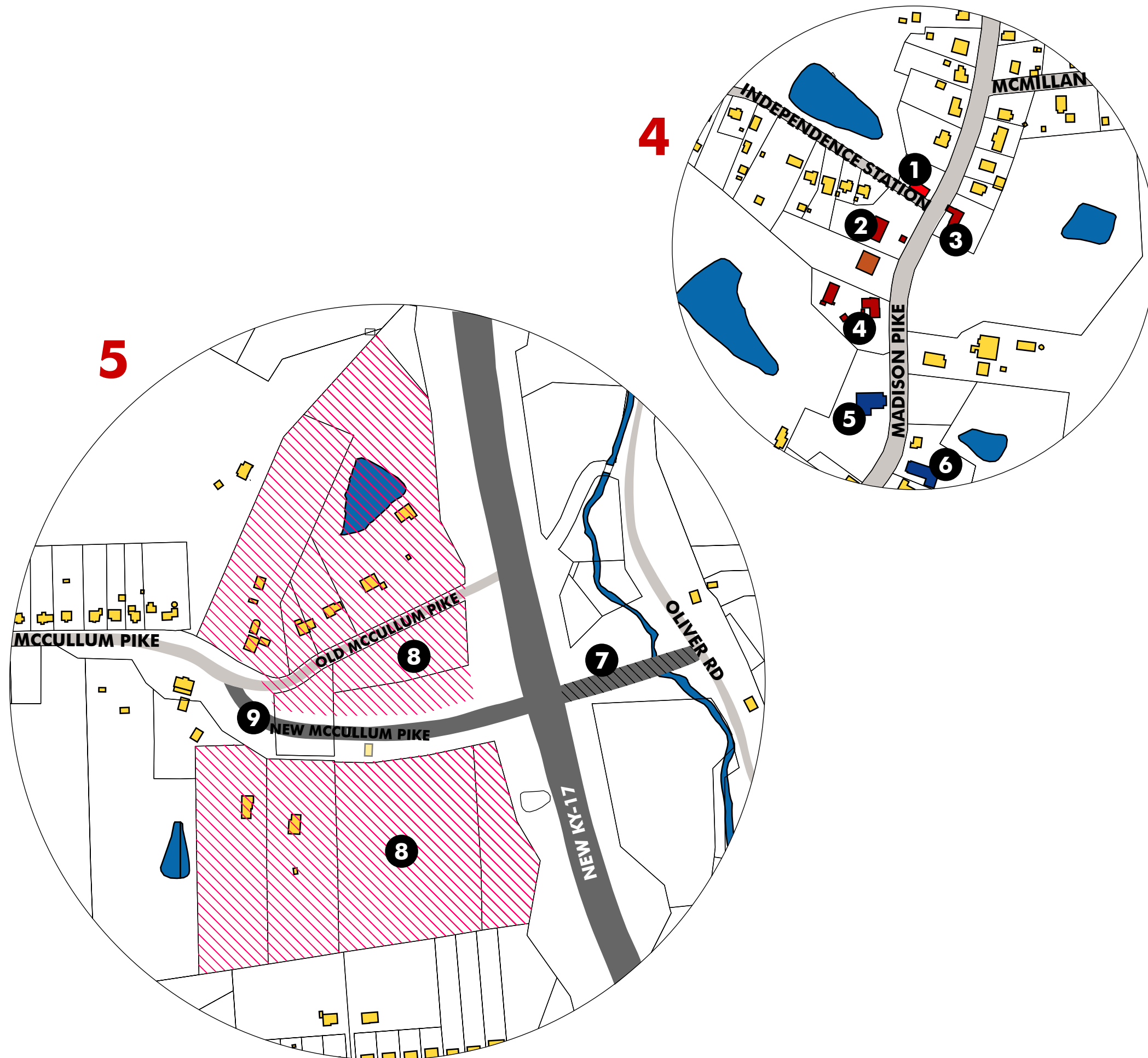


Site Map
Not to a Scale



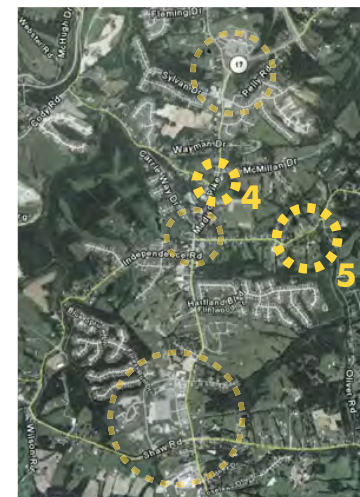
Other Focus Areas Inventory

1. Insurance Office
2. Vacant Gas Station
3. Auto Repair
4. Auto Repair
5. Church
6. Church
7. New Bridge
8. Proposed Retail Development
9. New McCullum Pike Connection



First Floor Use

- Single Family
- Multi Family
- Commercial
- Institutional
- Park
- Proposed Development



Site Map
Not to a Scale

Household Income by Age of Head of Household: 2000

AGE OF HEAD OF HOUSEHOLD	Total 15 - 24	Total 25 - 34	Total 35 - 44	Total 45 - 54	Total 55 - 64	Total 65 - 74	Total 75 +	TOTAL	PERCENT	PERCENT
% Income \$ 0 to \$9,999	21	49	74	32	39	26	18	259	5.00%	5.00%
% Income \$ 10,000 to \$19,999	31	48	59	64	34	53	65	354	6.83%	11.83%
% Income \$ 20,000 to \$29,999	54	115	107	92	66	65	36	535	10.32%	22.15%
% Income \$ 30,000 to \$39,999	43	153	103	84	75	45	28	531	10.25%	32.40%
% Income \$ 40,000 to \$49,999	39	247	204	145	106	61	31	833	16.07%	48.48%
% Income \$ 50,000 to \$59,999	31	144	254	133	60	27	20	669	12.91%	61.39%
% Income \$ 60,000 to \$74,999	11	277	338	140	85	38	4	893	17.23%	78.62%
% Income \$ 75,000 to \$99,999	6	160	218	187	75	21	12	679	13.10%	91.72%
% Income \$100,000 to \$124,999	25	54	55	92	25	14	1	266	5.13%	96.85%
% Income \$125,000 to \$149,999	1	10	22	31	11	13	0	88	1.70%	98.55%
% Income \$150,000 to \$199,999	4	3	1	14	0	7	0	29	0.56%	99.11%
% Income \$200,000 or more	1	5	10	11	11	7	1	46	0.89%	100.00%
TOTAL	267	1,265	1,445	1,025	587	377	216	5,182	100.00%	
PERCENT	5.15%	24.41%	27.88%	19.78%	11.33%	7.28%	4.17%	100.00%		
PERCENT	5.15%	29.56%	57.45%	77.23%	88.56%	95.83%	100.00%			

Market Study Housing & Household Income Tables

Prepared by GEM Public Sector Services from Data provided by demographicsnow.com

CITY OF INDEPENDENCE, KENTUCKY HOUSEHOLD INCOME BY AGE OF HEAD OF HOUSEHOLD; 2006										
AGE OF HEAD OF HOUSEHOLD	Total 15 - 24	Total 25 - 34	Total 35 - 44	Total 45 - 54	Total 55 - 64	Total 65 - 74	Total 75 +	TOTAL	PERCENT	PERCENT
% Income \$ 0 to \$9,999	36	56	75	37	52	24	18	298	5.18%	5.18%
% Income \$ 10,000 to \$19,999	27	40	56	61	49	41	49	323	5.62%	10.80%
% Income \$ 20,000 to \$29,999	42	82	102	85	68	68	36	478	8.31%	19.11%
% Income \$ 30,000 to \$39,999	38	130	91	86	79	43	20	487	8.47%	27.58%
% Income \$ 40,000 to \$49,999	29	160	159	122	96	52	28	646	11.23%	38.82%
% Income \$ 50,000 to \$59,999	42	160	235	171	99	43	25	775	13.48%	52.30%
% Income \$ 60,000 to \$74,999	22	242	287	199	143	60	18	971	16.89%	69.18%
% Income \$ 75,000 to \$99,999	20	196	274	250	173	47	21	981	17.06%	86.24%
% Income \$100,000 to \$124,999	32	105	92	162	48	25	8	472	8.21%	94.45%
% Income \$125,000 to \$149,999	7	14	45	42	38	12	6	164	2.85%	97.30%
% Income \$150,000 to \$199,999	16	12	12	19	16	10	13	98	1.70%	99.01%
% Income \$200,000 or more	2	8	13	15	8	7	4	57	0.99%	100.00%
TOTAL	313	1,205	1,441	1,249	869	427	246	5,750	100.00%	
PERCENT	5.44%	20.96%	25.06%	21.72%	15.11%	7.43%	4.28%	100.00%		
PERCENT	5.44%	26.40%	51.46%	73.18%	88.30%	95.72%	100.00%			

CITY OF INDEPENDENCE, KENTUCKY HOUSEHOLD INCOME BY AGE OF HEAD OF HOUSEHOLD; 2011										
AGE OF HEAD OF HOUSEHOLD	Total 15 - 24	Total 25 - 34	Total 35 - 44	Total 45 - 54	Total 55 - 64	Total 65 - 74	Total 75 +	TOTAL	PERCENT	PERCENT
% Income \$ 0 to \$9,999	41	60	70	43	58	33	18	323	5.25%	5.25%
% Income \$ 10,000 to \$19,999	25	36	50	52	55	48	42	308	5.01%	10.26%
% Income \$ 20,000 to \$29,999	43	78	95	81	73	76	38	484	7.87%	18.14%
% Income \$ 30,000 to \$39,999	38	113	73	77	78	47	17	443	7.21%	25.34%
% Income \$ 40,000 to \$49,999	27	133	130	98	94	51	29	562	9.14%	34.48%
% Income \$ 50,000 to \$59,999	44	154	215	171	119	60	26	789	12.83%	47.32%
% Income \$ 60,000 to \$74,999	28	207	229	186	154	67	22	893	14.53%	61.84%
% Income \$ 75,000 to \$99,999	29	233	306	303	261	75	32	1,239	20.15%	81.99%
% Income \$100,000 to \$124,999	34	121	104	195	67	40	13	574	9.34%	91.33%
% Income \$125,000 to \$149,999	10	30	69	62	77	26	16	290	4.72%	96.05%
% Income \$150,000 to \$199,999	19	21	22	43	20	19	18	162	2.64%	98.68%
% Income \$200,000 or more	3	10	15	19	20	8	6	81	1.32%	100.00%
TOTAL	341	1,196	1,378	1,330	1,076	550	277	6,148	100.00%	

Household Income Trends Comparison Index: Average Income

	CITY OF INDEPENDENCE	KENTON COUNTY	CINCINNATI MSA	STATE OF KY	UNITED STATES	CPI-U
1990						
Average Household Income	\$37,841	\$36,436	\$37,936	\$29,357	\$38,464	128.9
Change Index	N/A	N/A	N/A	N/A	N/A	N/A
Median Household Income	\$35,849	\$30,558	\$30,688	\$22,568	\$30,102	
Change Index	N/A	N/A	N/A	N/A	N/A	
Per Capita Income	\$12,402	\$13,575	\$14,271	\$11,137	\$14,381	
Change Index	N/A	N/A	N/A	N/A	N/A	
2000						
Average Household Income	\$56,264	\$55,828	\$58,274	\$45,246	\$56,643	171.3
Change Index	1.49	1.53	1.54	1.54	1.47	1.33
Median Household Income	\$51,065	\$44,092	\$44,853	\$33,831	\$42,257	
Change Index	1.42	1.44	1.46	1.50	1.40	
Per Capita Income	\$19,458	\$21,910	\$22,596	\$17,807	\$21,231	
Change Index	1.57	1.61	1.58	1.60	1.48	
2006 Estimate						
Average Household Income	\$59,693	\$62,903	\$65,305	\$50,373	\$63,629	201.5
Change Index	1.06	1.13	1.12	1.11	1.12	1.18
Median Household Income	\$57,896	\$50,333	\$51,873	\$38,022	\$48,271	
Change Index	1.13	1.14	1.16	1.12	1.14	
Per Capita Income	\$21,072	\$25,808	\$26,098	\$20,698	\$24,529	
Change Index	1.08	1.18	1.15	1.16	1.16	
2011 Projection						
Average Household Income	\$64,803	\$67,971	\$70,715	\$54,496	\$68,881	227.4
Change Index	1.09	1.08	1.08	1.08	1.08	1.13
Median Household Income	\$62,816	\$54,676	\$56,918	\$41,523	\$52,633	
Change Index	1.08	1.09	1.10	1.09	1.09	
Per Capita Income	\$23,236	\$28,247	\$28,377	\$22,609	\$26,492	
Change Index	1.10	1.09	1.09	1.09	1.08	

Housing Units Comparison: 1990-2011

	CITY OF INDEPENDENCE		KENTON COUNTY		CINCINNATI MSA		STATE OF KY		UNITED STATES	
1990 Housing Units										
Total Housing Units:	3,621		56,074		732,556		1,506,836		102,264,033	
Owner-Occupied	2,748	75.90%	34,654	61.80%	212,100	60.90%	2,758,162	63.70%	59,006,347	57.70%
Renter-Occupied	713	19.70%	18,000	32.10%	111,281	33.20%	1,329,401	27.80%	32,929,019	32.20%
Vacant	159	4.40%	3,421	6.10%	18,873	6.00%	284,407	8.40%	10,328,667	10.10%
2000 Housing Units										
Total Housing Units:	5,387		63,571		833,067		1,750,927		115,904,641	
Owner-Occupied	4,078	75.70%	39,478	62.10%	227,299	62.90%	3,072,522	64.30%	69,774,594	60.20%
Renter-Occupied	1,099	20.40%	19,961	31.40%	111,772	30.60%	1,373,251	26.60%	35,698,629	30.80%
Vacant	205	3.80%	4,132	6.50%	25,336	6.50%	337,278	9.20%	10,431,418	9.00%
2006 Housing Units by Observation										
Total Housing Units	8,251		68,681		903,195		1,886,641		125,895,757	
Owner-Occupied	6,926	83.94%	40,316	58.70%	236,950	61.20%	3,187,269	62.00%	75,537,454	60.00%
Renter-Occupied	1,133	13.73%	21,428	31.20%	103,415	28.40%	1,314,538	26.70%	36,257,978	28.80%
Vacant	192	2.33%	7,005	10.20%	35,502	10.40%	440,423	11.30%	14,100,325	11.20%
2011 Housing Units by Observation										
Total Housing Units	10,366		72,722		962,393		1,997,696		134,192,370	
Owner-Occupied	9,001	86.83%	40,942	56.30%	246,321	60.00%	3,294,858	60.30%	80,112,845	59.70%
Renter-Occupied	1,173	11.32%	22,471	30.90%	95,537	26.80%	1,260,316	26.80%	36,902,902	27.50%
Vacant	192	1.85%	9,308	12.80%	44,869	13.20%	445,644	12.90%	17,176,623	12.80%

2006 and 2011 Field Estimates for Retail and Service Business Market Capture



Market Study Population & Market Capture Tables

Prepared by GEM Public Sector Services from Data provided by demographicsnow.com

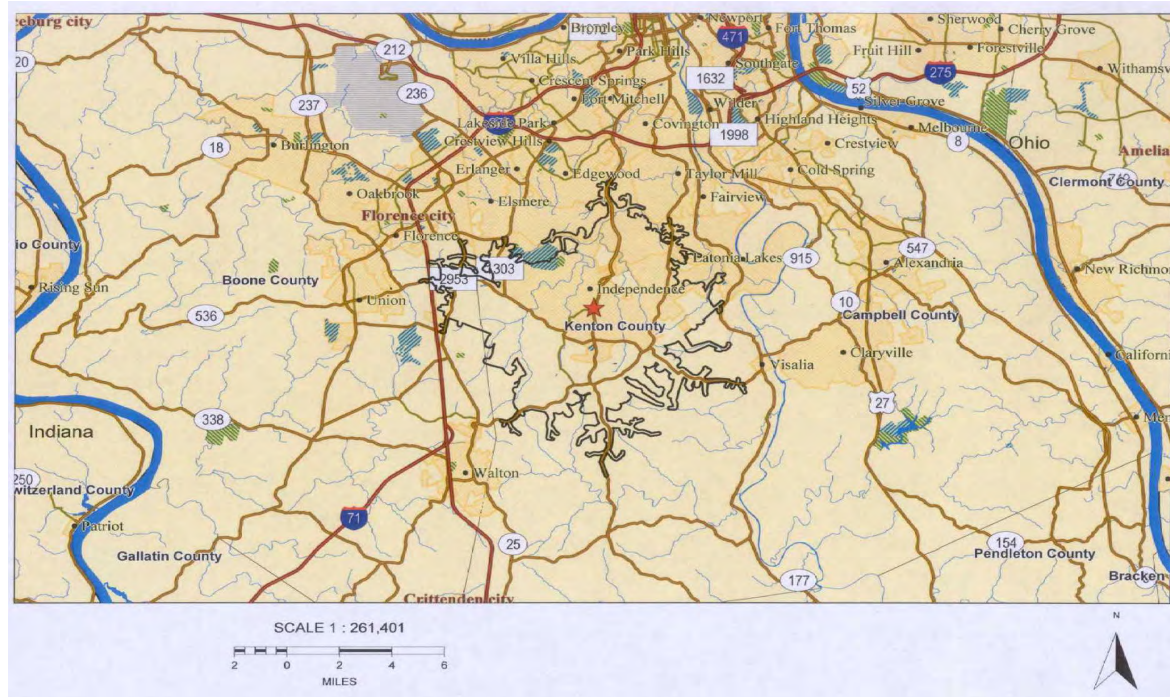
Geographies	City of Independence		5 Minutes Drive Time		10 Minutes Drive Time		15 Minutes Drive Time		30 Minutes Drive Time	
	2006	2011	2006	2011	2006	2011	2006	2011	2006	2011
Business Summary Major Industry: Retail Trade Establishments										
Auto Dealers and Gas Stations	8.18%	6.74%	10.87%	8.97%	29.62%	25.10%	99.30%	89.63%	82.51%	82.04%
Bars	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.51%	30.25%	339.50%	337.57%
Building Materials Hardware and Garden	13.85%	11.41%	20.86%	17.21%	43.83%	37.14%	93.72%	84.60%	95.94%	95.40%
Catalog and Direct Sales	334.83%	292.29%	558.09%	460.37%	273.67%	231.93%	126.64%	114.32%	480.61%	477.87%
Clothing Stores	0.00%	0.00%	0.00%	0.00%	1.43%	1.21%	108.70%	98.13%	161.42%	160.50%
Convenience Stores	86.89%	71.58%	137.08%	113.08%	110.47%	93.62%	94.14%	84.98%	103.04%	102.46%
Drug Stores	54.10%	44.56%	65.38%	53.93%	49.04%	41.56%	96.65%	87.25%	116.09%	115.43%
Electronics and Computer Stores	8.39%	6.91%	42.12%	34.75%	15.56%	13.19%	76.05%	68.65%	196.77%	195.65%
Food Markets	136.75%	112.65%	117.27%	96.73%	69.30%	58.73%	110.58%	99.82%	159.87%	158.96%
Furniture Stores	3.90%	3.21%	9.78%	8.07%	5.78%	4.90%	39.13%	35.32%	72.05%	71.64%
General Merchandise Stores	44.67%	36.80%	2.16%	1.78%	13.06%	11.07%	38.08%	34.38%	84.47%	83.99%
Home Furnishings	12.61%	10.39%	0.00%	0.00%	18.70%	15.85%	92.58%	83.57%	84.41%	83.93%
Liquor Stores	9.30%	7.66%	0.00%	0.00%	13.80%	11.69%	121.92%	110.06%	208.40%	207.22%
Music Stores	14.81%	12.20%	37.16%	30.66%	10.98%	9.31%	185.79%	167.71%	114.08%	113.43%
Other Food Service	157.62%	129.84%	170.41%	140.57%	142.07%	120.40%	128.47%	115.97%	258.54%	257.06%
Other Food Stores	4.63%	3.82%	0.00%	0.00%	6.87%	5.82%	126.63%	114.30%	206.99%	205.82%
Restaurants	29.90%	24.63%	57.10%	47.10%	31.51%	26.71%	95.57%	86.27%	143.09%	142.28%
Specialty Stores	5.27%	4.34%	4.96%	4.09%	9.76%	8.27%	58.72%	53.01%	110.35%	109.73%
	43.38%	35.73%	49.38%	40.73%	36.99%	31.35%	87.33%	78.83%	131.05%	130.31%
Geographies										
Business Summary Major Industry: Services Establishments										
Advertising	0.00%	0.00%	0.00%	0.00%	14.05%	11.90%	103.51%	93.44%	299.28%	297.58%
Auto Repair/Services	21.90%	18.04%	35.17%	29.01%	38.97%	33.03%	91.34%	82.45%	115.77%	115.12%
Beauty and Barber Shops	45.30%	37.32%	77.15%	63.64%	44.40%	37.62%	141.65%	127.87%	118.46%	117.78%
Child Care Services	78.28%	64.48%	98.23%	81.03%	74.80%	63.39%	112.49%	101.55%	122.28%	121.59%
Colleges and Universities	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	13.11%	11.83%	139.46%	138.66%
Computer Services	2.94%	2.42%	7.38%	6.09%	65.41%	55.43%	120.51%	108.78%	298.53%	296.83%
Dry Cleaning and Laundry	13.17%	10.85%	16.53%	13.64%	17.10%	14.49%	104.68%	94.50%	101.79%	101.21%
Entertainment and Recreation Services	124.94%	102.92%	86.30%	71.19%	85.00%	72.04%	80.54%	72.70%	267.69%	266.17%
Health and Medical Services	5.94%	4.89%	14.90%	12.29%	15.07%	12.77%	70.16%	63.34%	137.21%	136.42%
Hospitals	1.28%	1.05%	5.35%	4.41%	2.21%	1.88%	13.75%	12.42%	182.51%	181.47%
Hotels and Lodging	0.00%	0.00%	0.00%	0.00%	3.36%	2.85%	78.36%	70.73%	161.09%	160.17%
Legal Services	2.91%	2.40%	4.87%	4.02%	5.04%	4.27%	47.91%	43.25%	465.36%	462.71%
Membership Organizations	37.65%	31.02%	42.16%	34.78%	32.22%	27.30%	52.82%	47.68%	129.58%	128.84%
Miscellaneous Repair Services	15.98%	13.16%	24.06%	19.85%	16.59%	14.06%	87.33%	78.83%	123.41%	122.70%
Motion Pictures	59.06%	48.65%	115.28%	95.09%	43.80%	37.11%	47.57%	42.94%	414.67%	412.30%
Museums and Zoos	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Business Services	9.77%	8.05%	21.79%	17.97%	74.04%	62.75%	80.03%	72.25%	170.53%	169.56%
Other Personal Service	25.74%	21.20%	64.60%	53.29%	33.40%	28.31%	69.37%	62.62%	119.21%	118.53%
Primary and Secondary Education	46.51%	38.31%	124.98%	103.10%	64.59%	54.73%	95.18%	85.92%	98.52%	97.96%
Professional Services	11.87%	9.78%	23.17%	19.11%	14.18%	12.02%	54.05%	48.79%	305.70%	303.96%
Social Services	46.80%	38.55%	85.05%	70.16%	45.07%	38.20%	72.14%	65.12%	309.34%	307.58%
	22.09%	18.19%	41.23%	34.01%	30.27%	25.65%	62.33%	56.27%	180.67%	179.64%

Population Trends Analysis

CITY OF INDEPENDENCE, KENTUCKY POPULATION TRENDS; 1990-2011										
	1990	80-'90	2000	90-'00	2006	00-'06	2011	06-'11	00-'11	
		CHANGE		CHANGE	Observed Trends	CHANGE	Observed Trends	CHANGE	CHANGE	
Total Population	10,449	N/A	14,981	4,532	22,807	7,826	28,284	5,477	13,303	
Total Households	3,462	N/A	5,181	1,719	8,059	2,878	10,174	2,115	4,993	
Persons per Household	3.02	N/A	2.89	(0.13)	2.83	(0.06)	2.78	(0.05)	(0.11)	
Female Population	5,279	50.52%	7,441	49.67%	2,162	11,253	49.34%	3,812	13,868	49.03%
Male Population	5,170	49.48%	7,540	50.33%	2,370	11,554	50.66%	4,014	14,416	50.97%
Age										
Age 0 - 4	8.70%	909	N/A	8.90%	1,333	424	9.20%	2,098	765	9.30%
Age 5 - 14	18.20%	1,902	N/A	17.30%	2,592	690	16.50%	3,763	1,171	16.30%
Age 15 - 19	7.90%	825	N/A	7.40%	1,109	283	7.50%	1,711	602	7.50%
Age 20 - 24	6.80%	711	N/A	6.10%	914	203	6.00%	1,368	455	6.20%
Age 25 - 34	18.20%	1,902	N/A	17.60%	2,637	735	15.40%	3,512	876	14.30%
Age 35 - 44	16.70%	1,745	N/A	17.60%	2,637	892	16.10%	3,672	1,035	14.50%
Age 45 - 54	10.30%	1,076	N/A	11.90%	1,783	706	13.40%	3,056	1,273	13.40%
Age 55 - 64	6.90%	721	N/A	6.70%	1,004	283	9.00%	2,053	1,049	10.50%
Age 65 - 74	4.30%	449	N/A	4.10%	614	165	4.40%	1,004	389	5.30%
Age 75 - 84	1.70%	178	N/A	2.00%	300	122	2.10%	479	179	2.10%
Age 85 +	0.40%	42	N/A	0.40%	60	18	0.50%	114	54	0.50%
Median Age	29.7		31.4		32.4		32.7			
Workforce Participation										
Population 16+		7,484		10,834		16,626		20,591	3,964	9,756
Participation Rate		0.7509		0.7509		0.7509		0.7509	0.7509	0.7509
Resident Workforce		5,619		8,135		12,485		15,462	2,977	7,326



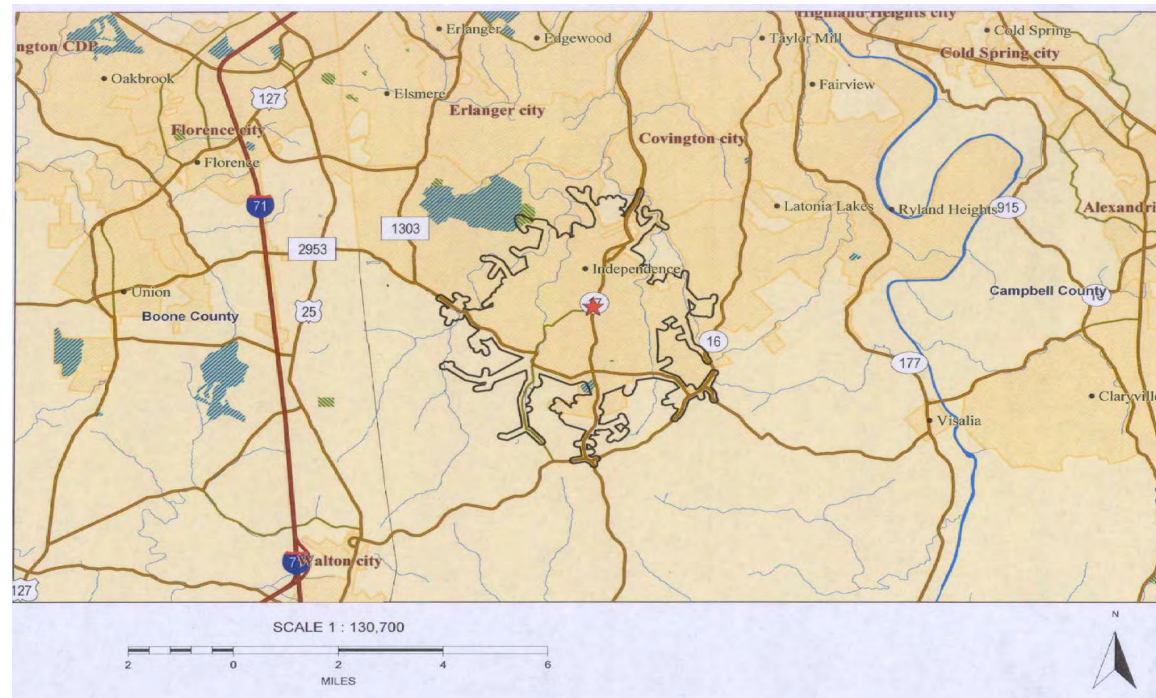
10 Minutes Drive-Time from Route 17 & McCullum Pike



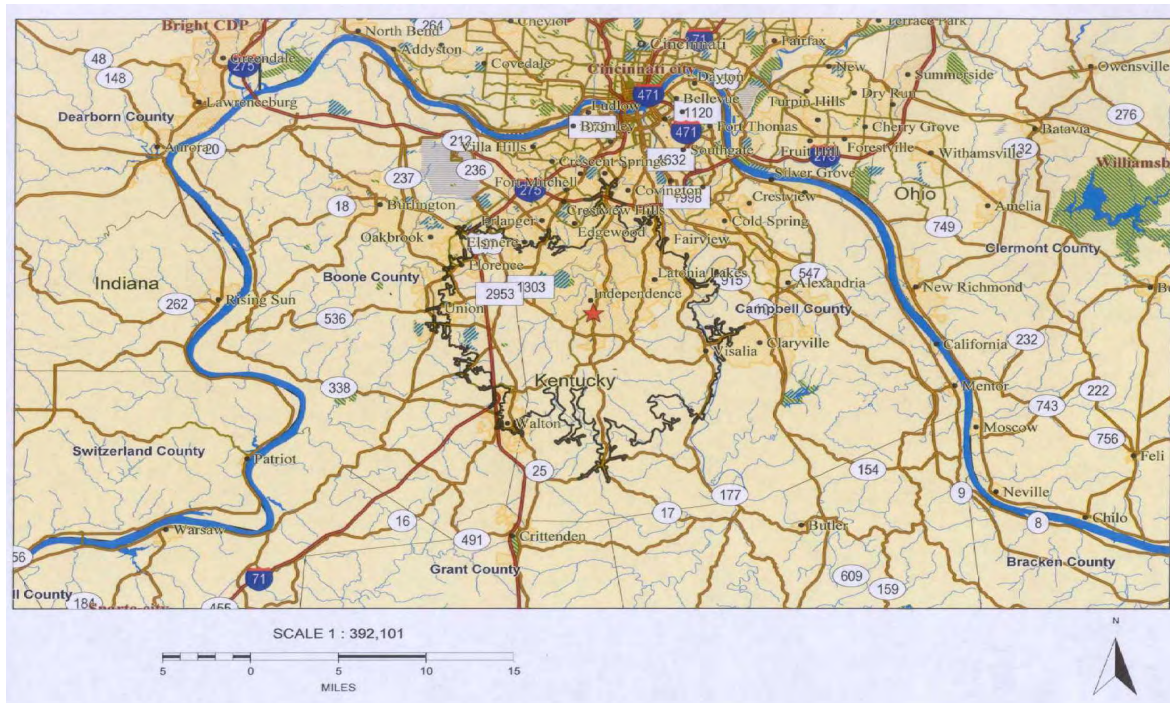
Market Study
Drive-Time Figures

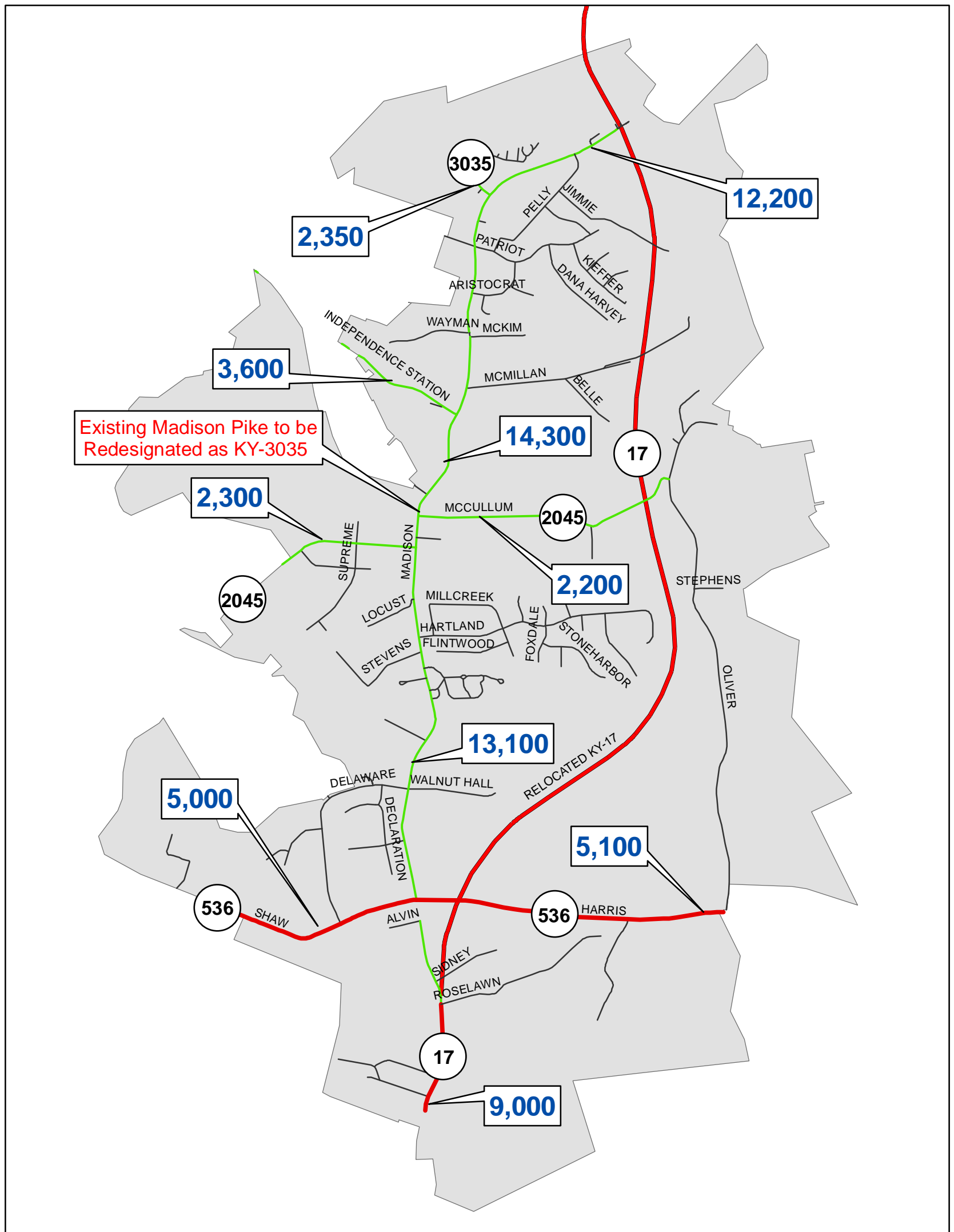
Prepared by GEM Public Sector Services

5 Minutes Drive-Time from Route 17 & McCullum Pike



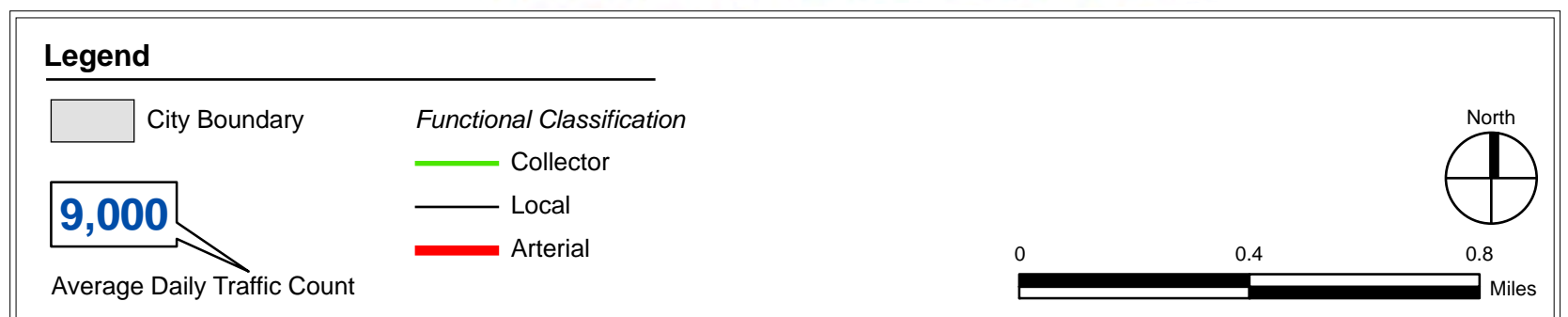
15 Minutes Drive-Time from Route 17 & McCullum Pike

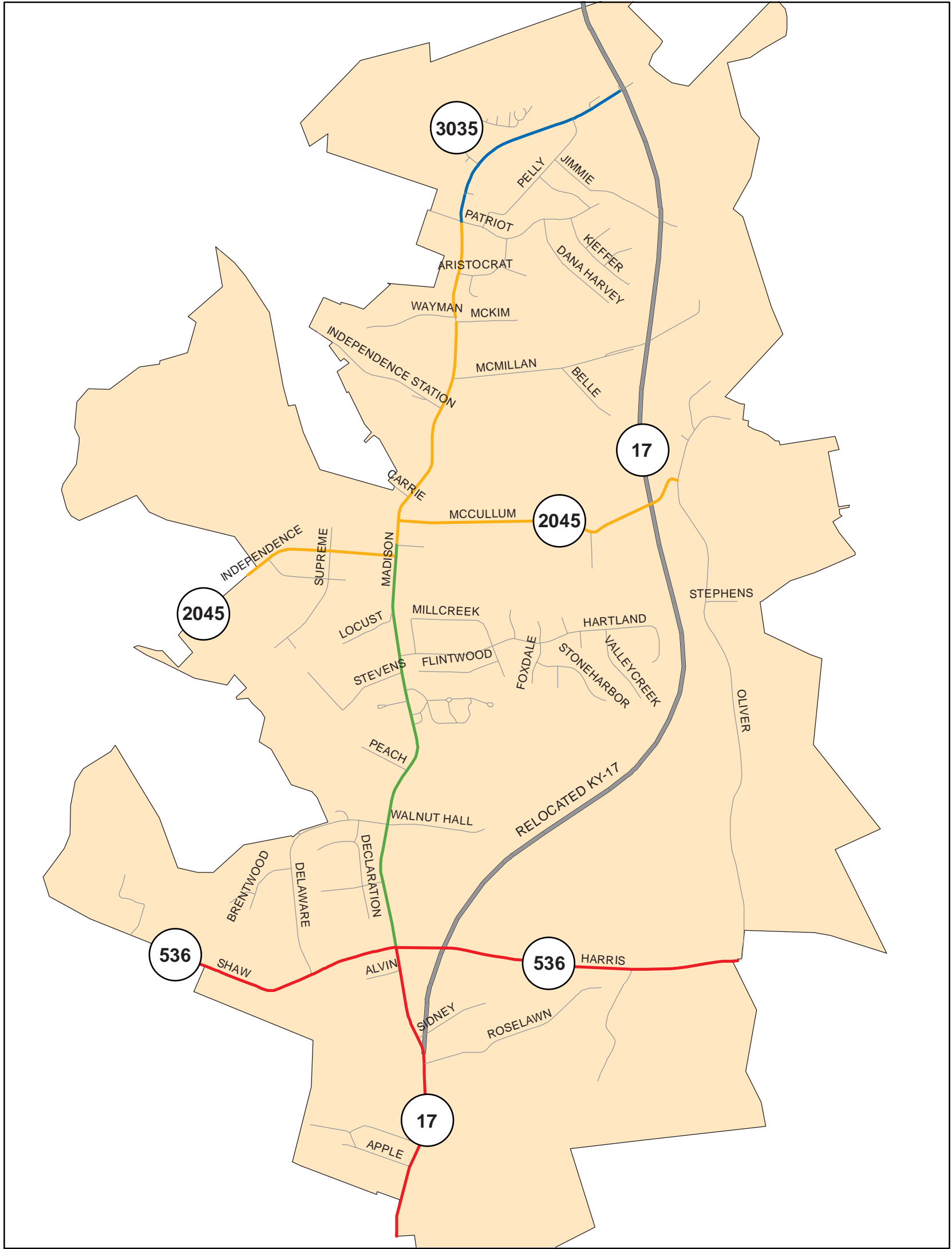




Functional Classification & Traffic Volumes

Community Small Area Study



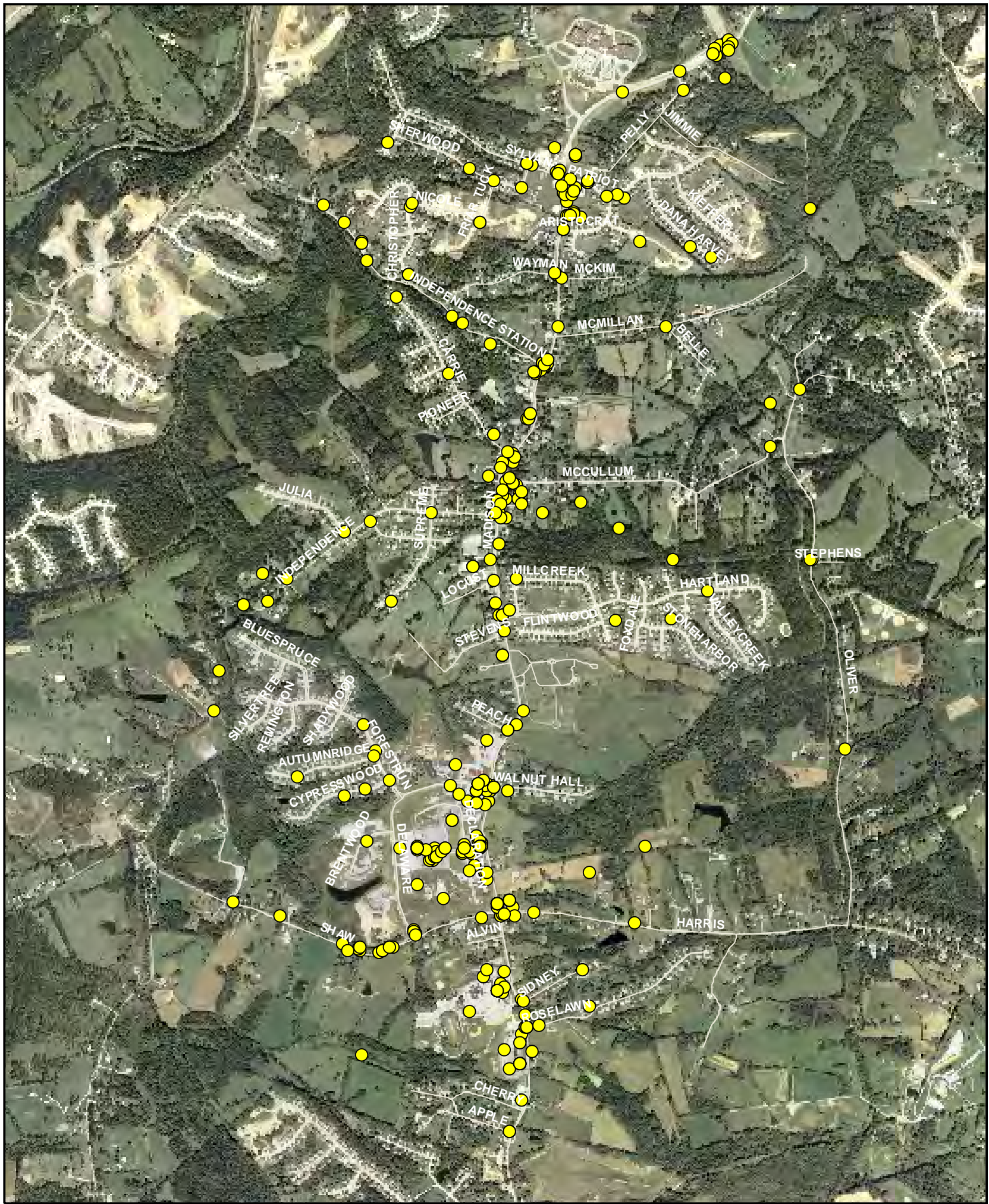


Community Small Area Study

Legend	
City Boundary	Level of Service A
	Level of Service B
	Level of Service C
	Level of Service D
	Not Analyzed



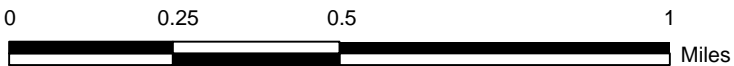
Source: HIGHPLAN and ARTPLAN Version 1.2.0
 Transportation Research Center of the University of Florida,
 2004, Roadway Attributes and Traffic Volumes by Kentucky Transportation Cabinet 2006.

0 0.25 0.5 1 Miles



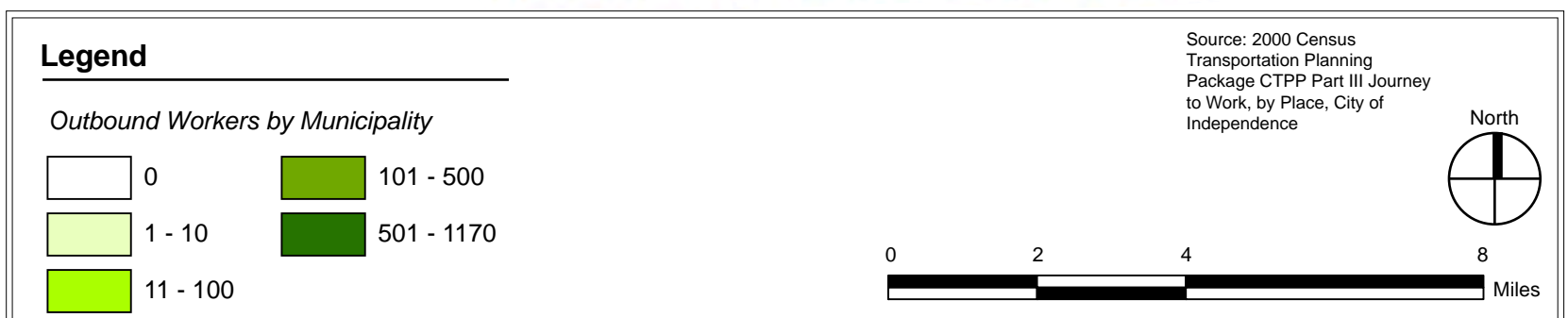
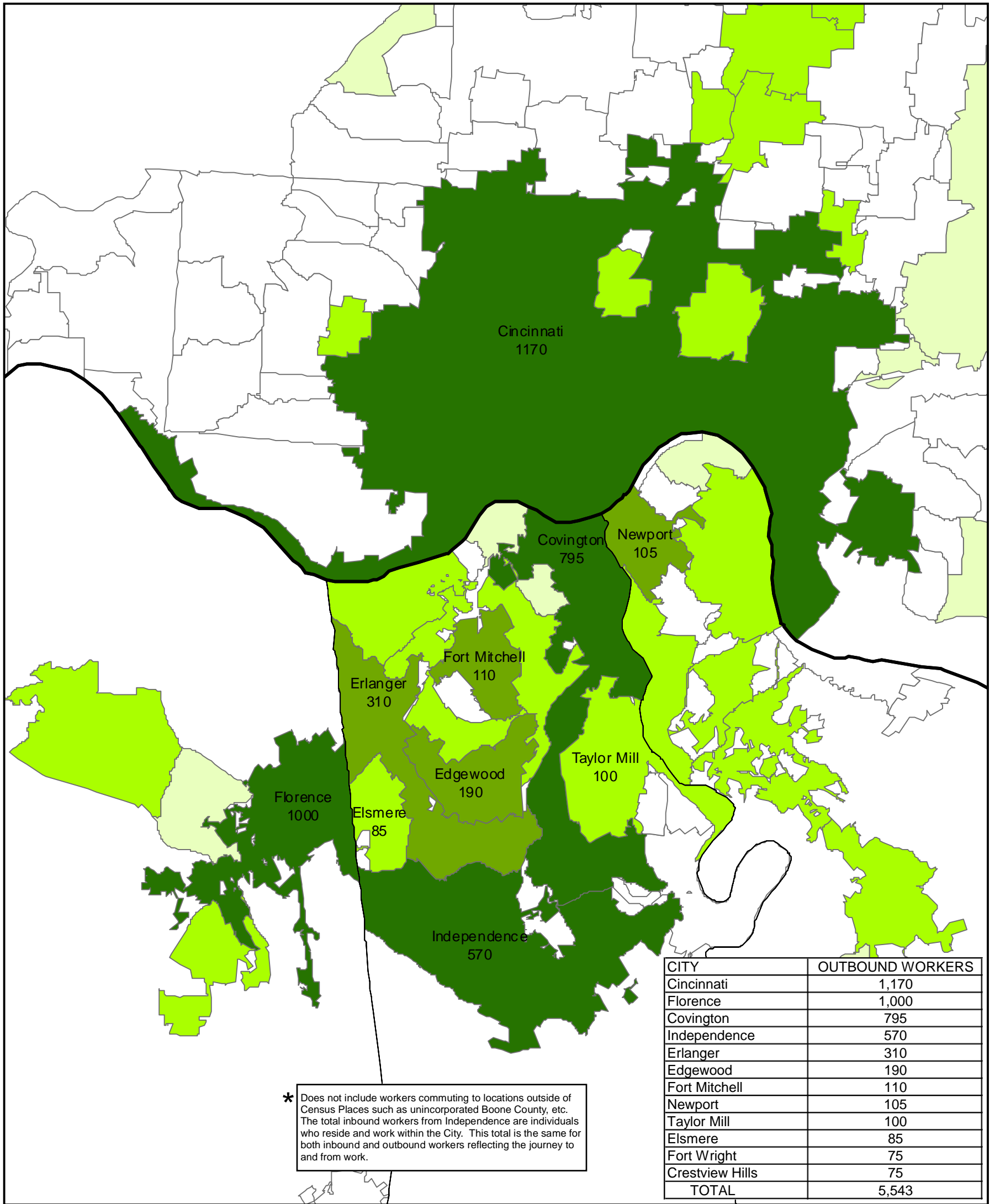
Total Accidents 2004-2006

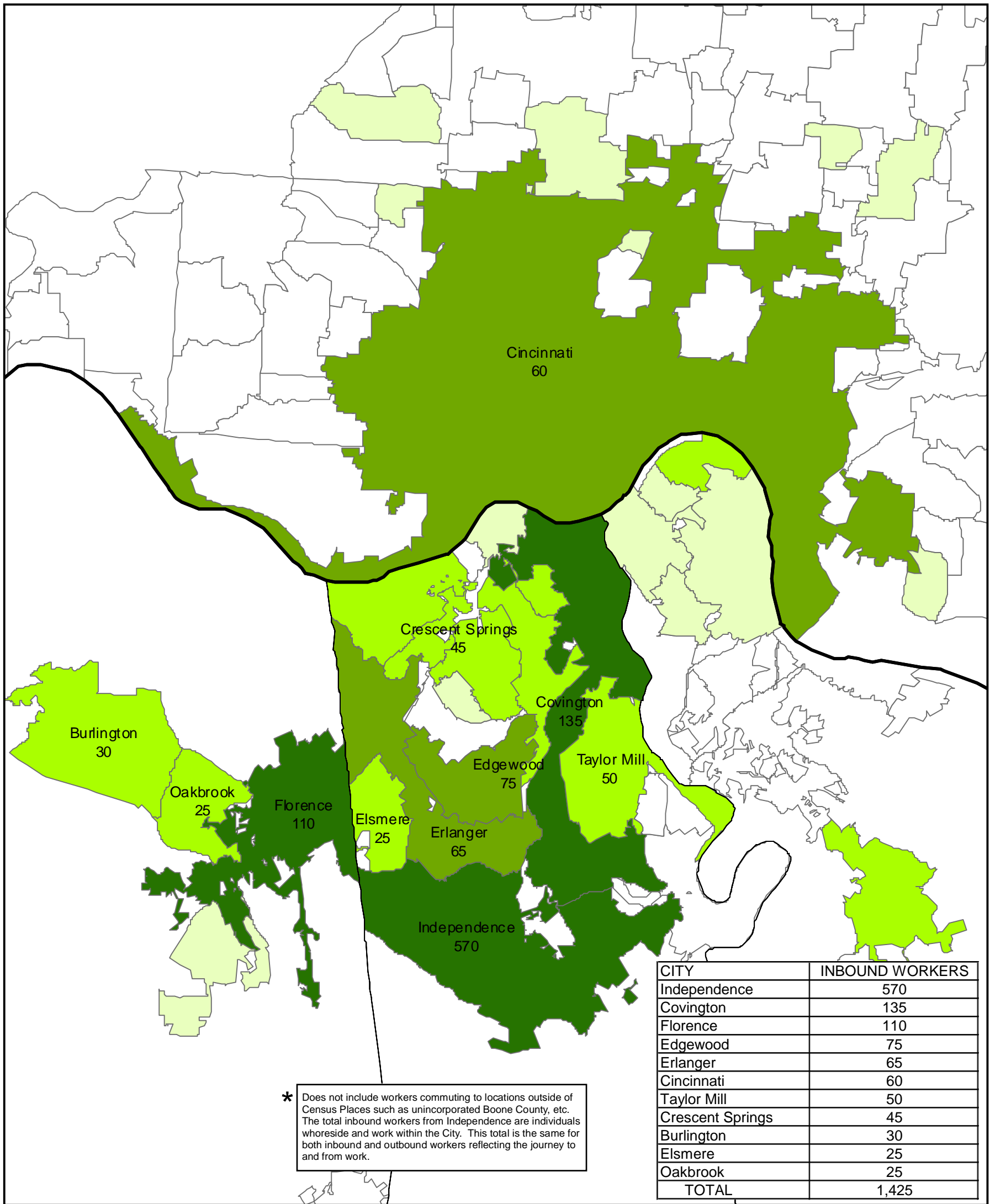
Community Small Area Study

Legend	Source: Kentucky State Police, Collision Report Analysis for Safer Highways (CRASH) Database 2004-2006.
 Accident Location	 North
 0 0.25 0.5 1 Miles	



TAYLOR & TAYLOR





Legend

Inbound Workers by Municipality

	0		51 - 100
	1 - 10		101 - 570
	11 - 50		

Source: 2000 Census Transportation Planning Package CTPP Part III Journey to Work, by Place, City of Independence