



# Downtown Columbus Strategic Plan

October 1988

# DOWNTOWN COLUMBUS STRATEGIC PLAN

## *Task Force Recommendations*

October 19, 1988

To The Board of Trustees of Downtown Columbus, Ohio.

This report represents the dedicated efforts of more than 450 volunteer participants in the Downtown Strategic Planning Process over the past five months.

These volunteers represented every aspect of the downtown community. Many volunteers were interested citizens wanting to add their voices to deliberation of the major issues facing downtown Columbus. Representatives of downtown businesses, neighborhood associations, not-for-profit enterprises, foundations, volunteer organizations, the artistic community, and state and local government agencies joined with volunteer consultants from the engineering, planning, design, and finance professions to support the planning effort.

Organized into eleven task forces, these volunteers were asked to define a vision of what downtown can become. Participants reviewed major issues, developed goals and themes, and generated and selected strategies by which to implement their "big ideas." Their mission was not an easy one, and their recommendations do not necessarily offer quick and easy means to attain their vision.

The task forces have examined existing conditions, reviewed resources—both human and material—needed to create a better downtown, and outlined their best ideas of what our central city can be. Out of many hours of intense discussion and difficult choices they have forged a community consensus.

The work of downtown planning is only beginning, but now it can proceed within a framework of purpose and vision. Future developments and achievements in the downtown will be impelled by the enthusiasm and creativity of all participants in this propitious endeavor.

On behalf of the volunteers who participated in the Downtown Columbus Strategic Plan.

Frank Wobst, Chairman

Edmund H. Armentrout, President

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#### **Participants**

Urban Design Task Force

Arts and Entertainment Task Force

Housing Task Force

Conventions and Tourism Task Force

Human Services and Education Task Force

Office Task Force

Transportation and Utilities Task Force

Retail Task Force

Marketing and Promotions Task Force

Public Safety Task Force

Parks and Recreation Task Force

#### **Acknowledgements**

## A Vision For Downtown

The city is an expression of the values, the aspirations, and the creativity of its citizens—and nowhere in the city are these motives so dramatically expressed as in the downtown. Four hundred and fifty citizen-volunteers combined efforts to create the recommendations presented in this report. From the downtown strategic planning process emerged the foundation of a renewed and revitalized central city.

Each task force labored in a particular area of concern. Out of their separate endeavors, and from the workshops which brought representatives of all task forces together, unifying themes emerged into an overall vision.

What are the outlines of this vision?

### **Planning**

Downtown Columbus, Inc., is urged to tackle tough downtown issues and to take a proactive role in planning for downtown's future. DCI has already been asked to take a leading role in planning for the Central High School site and for other downtown facilities. DCI has made a commitment to an inclusive planning and decision-making process which involves neighborhoods, social service agencies, and business and government representatives at all levels. The unique mandate and structure of DCI enables it to take an entrepreneurial approach to developing new public facilities and participating in the development of needed private facilities.

### **Picture**

*(Towns are like electric transformers. They increase tension, accelerate the rhythm of exchange and constantly recharge human life. . . Towns, cities, are turning-points, watersheds of human history.)"*

- **Fernand Braudel** – *The Structures of Everyday Life*

### **Design**

While creating the new, task force members wanted to preserve the design and architectural achievements of the past. In their vision, the pedestrian environment is a critical element of downtown success. For example, task force participants agree that retail uses belong on the street level of many downtown buildings. No design aspect of downtown land use can be ignored. Even parking lots and structures have an impact on the downtown landscape and need strong design guidelines. Task force recommendations called for design excellence in all downtown projects and activities, including both public and private development.

**Urban Form** Strong support emerged from the planning process for concentrated development around Capitol Square and along the High Street "spine". The riverfront and the Central High School site should be enhanced as the downtown's most striking geographical feature, but not for high-density commercial development. Policies call for filling in the gaps in the downtown fabric and retaining older commercial/industrial areas for rehabilitation.

## ***Pictures***

***Management*** Task forces called for Downtown Columbus, Inc. to take a leading role in offering technical merchandising, marketing, and maintenance assistance to downtown retailers. DCI should assume management responsibilities for retail districts such as the High Street Pedestrian Mall. In addition, DCI has been urged to take a leading role in downtown housing development and management.

***Infrastructure*** Recommendations in the Downtown Strategic Planning process called for public and private investments in improvements such as the airport, a new convention center, arts and entertainment centers, and parking facilities. DCI should take a role in helping to generate, locate, and leverage sources of funding for such facilities.

***Marketing*** Task force participants want to market a unique downtown image to the community—an image that will help downtown compete in the current retail, office, and housing markets. Members recommended that Columbus should promote itself, and the downtown, as the world’s “Discovery Center”—a unique center to explore and promote the frontiers of human endeavor.

***Funding*** Task force members also specified ways in which their vision could be funded and realized. In particular, the possibility of a downtown assessment district was put forward. A small percentage assessment on downtown property could raise significant funds for maintenance and for leveraging additional public and private investment.

## ***Picture***

In the vision emerging from the Downtown Strategic Planning process, downtown is once again “the place to be”: a central city of scenic and comfortable public spaces; inviting pedestrian paths and walkways; fascinating new architecture and charming old buildings; alluring detail streets and centers; thrilling fireworks, concerts and races; dramatic new office structures; comfortable, efficient, and luxurious housing; beautiful and inspiring museums; mind-opening educational and cultural centers; gracious and colorful parks; flowerful festivals and fun-filled river recreation; and splendid new theaters and amphitheaters.

## ***Picture***

### **Columbus: Past, Present, Future**

A snapshot of downtown Columbus today would show only one day of a very long life. Today skyscrapers dominate a skyline of concrete and steel. But only five generations ago, small frame and brick structures on the banks of the Scioto sat surrounded by forest and farmland.

Columbus's central location within the state made it the choice for a new capital in 1812. From that time forward, the central city has spread and developed around the spacious ten acres surrounding the State House. The platting of wide streets to frame the State House was the key urban design feature in the development of what we now know as downtown.

### ***Picture***

*("Columbus has always progressed, and has safely survived the storm of panics and shocks of depressions better than any city of its magnitude.")*

**- Henry Howe – Historical Collection of Ohio (1888)**

One hundred years ago, Columbus's major industries were coal trading, iron, and buggy making. Unlike Cincinnati and Cleveland, however, Columbus never became a city of heavy industry and tall smokestacks. Columbus has become a city of brain rather than brawn. Today, the State government is the area's major employer, followed by the Ohio State University, the Columbus Public Schools, AT&T Communications, the City of Columbus, Nationwide Insurance Company and the federal government. The diversity and balance of Columbus's economy among industry, services, and government has helped it weather economic changes and natural disasters to become Ohio's largest city.

### ***Picture***

The area we now know as downtown Columbus was once the city's most exclusive residential neighborhood. The gracious mansions in the Town-Franklin area pay tribute to an era of broad tree-lined boulevards and Victorian elegance. The growth of the streetcar system, and later the development of major highways into the suburbs, encouraged people to live farther away from downtown.

In the 1950's, downtown Columbus was not only the city's employment center but was still the "place to go" for entertainment, dining, recreation, shopping, and excitement. People came downtown to dine at Marzetti's or the Marmor, to dance at the Deshler Hotel or the Neil House, or to see a play at the Hartman or a movie at the Ohio Theater. They shopped at Lazarus, the Union Company, or Montaldo's. In 1950, 40,000 people lived in the downtown area. It is a measure of downtown's changing role that today only some 7,200 people live within the innerbelt.

Today, downtown Columbus is a major employment center. More than 80,000 people work downtown every day. By the year 2000, 100,000 employees are expected. There are more than 13 million square feet of office space downtown, with over 2.7 million square feet of speculative space added since 1980.

The retail picture is changing also. In 1950, there were 659 stores downtown; in the 1980's, less than 200. But the new Columbus City Center will add nearly a million square feet of quality new retail space in 150 stores.

New housing projects such as the Waterford and the Market-Mohawk add mid- and high-rise luxury apartments and condominiums to the downtown skyline. The rehabilitation of older neighborhoods adjacent to downtown, beginning with German Village in the 1960's and continuing with Victorian and Italian Villages in the 1970's proceeds with the inclusion of 100 residential units in the Brewery District revival.

***Picture***

Downtown has become an educational center second only to the Ohio State University. Franklin University, the Columbus College of Art and Design, and Columbus State College attract thousands of students to the downtown both day and night.

***Picture***

Columbus once turned its face on the Scioto River, which curves gracefully through the downtown. Old industrial structures and railyards have given way to gleaming new office buildings, colorful parks, and scenic paths. The purchase of the Central High School site by the city now adds a gem to the riverfront crown. No other city in the United States enjoys such an opportunity to develop a downtown location for cultural enjoyment, recreation, or park space.

Throughout the history of settlement and development of Columbus, the downtown has changed its role and function several times. From the site of earliest habitation, the downtown became a government center, then the industrial and commercial center for the entire mid-Ohio region. While its importance as a commercial and government center has not diminished, Columbus downtown had in recent times fallen from its former retail, residential, and entertainment predominance. These trends are reversing. Instructed by memories of the past and encouraged by current development trends, people are beginning to view downtown in the new light of unparalleled opportunities.

***Picture***

**Process**

The Downtown Columbus Strategic Plan has been an intensive six-month planning process focusing on the "vision" needed to guide downtown development. the planning process itself has been an exercise in Community consensus building. This event marks the first time in the history of Columbus area planning that so many people have been involved in setting an agenda for future planning and development efforts.

***Picture***

Eleven task forces, each chaired by a member of the Board of Trustees of Downtown Columbus, Inc., brought from twelve to fifty community representatives together. These volunteers represented downtown businesses, neighborhood associations, property owners, not-for-profit enterprises, foundations, volunteer organizations, the artistic community, state and local government agencies, and downtown visitors. All major initiatives were developed with the involvement of representatives of the Columbus Area Chamber of Commerce, the Greater Columbus Convention and Visitors Bureau, the City of Columbus, Franklin County, and the convention and hospitality industry. Each task force was supported by a member of the Planning Division staff as well as volunteer consultants from the engineering, planning, design, and finance professions. Additional logistical and staff support was donated by volunteers for the Junior League of Columbus.

Task forces were organized for areas of:

- Housing
- Retail
- Transportation and Utilities
- Office
- Arts and Entertainment
- Urban Design
- Parks and Recreation
- Conventions and Tourism
- Public Safety
- Human Services and Education
- Marketing and Promotions

The process used by the task forces to develop their recommendations was:

**Community-Based**- A wide range of organizations and individuals were called upon to participate in the process. Downtown planning has been carried out in partnership with the neighborhoods.

**Consensus-Building**- The task forces helped formulate a community consensus—a framework for planning and development that had not existed before.

**Agenda-Setting** By setting goals and defining strategies, the task forces set an agenda for future action.

### **Picture**

The downtown Columbus Strategic Planning process was a hand-on process. It relied on people making choices and stating preferences. Task force participants used “dot voting” to rank issues, choose goals, formulate strategies, and identify implementers.

## ***Picture***

("Placing a dot on Downtown Columbus.")  
-Illustrated by John Faulkner Gladden

Three downtown planning workshops brought participants from all eleven task forces together. In these workshops, task force members brought forward their best ideas to be discussed and prioritized. Task forces promoted their "big ideas" and competed for votes in an atmosphere of fun and excitement.

## ***Pictures***

***Framing the Vision*** Out of the mapping exercise in Workshop III emerged some basic urban design concepts to guide future downtown development to the year 2000. This map sketch, suggested by the efforts of some sixty workshop participants and consultants, envisions future office and public facility development within the downtown core, with additional housing and parking sites developing around the periphery. Retail development concentrates along the present High Street "spine," while parks and green spaces spread along the riverfront and along the Broad and High Street corridors. Major "portal parks" span the freeways at downtown entrances.

This concept calls for 2,200 new housing units by the year 2000; five million square feet of new office space; and about eight blocks of new street level retail. Activity centers are linked together by a people-mover system. Note: The Workshop III Map on pages 24 and 25 has been divided into two separate maps to more clearly illustrate the ideas generated by the task force representatives (See Figures 1 and 2)

### ***Workshop III Map (Figure 1)***

### ***Map Legend (Figures 1 and 2)***

### ***Workshop III Map (Figure 2)***

The downtown planning process is not at an end—rather, it is just beginning. Task force members suggested a major role for Downtown Columbus, Inc., in making sure the goals and strategies recommended by the task forces are implemented. Each task force has produced a 35 to 50-page report which presents the history and background of each topical area and summarizes the planning process and results. This report is a summary of the primary results of the planning effort. DCI will complete refinements to this plan and an implementation analysis during the first quarter of 1989 which builds upon these results.

# Big Ideas

## Introduction

Each task force developed a set of “big ideas” representing major goals, themes, or recommendations which emerged from the planning process. Each task force has also completed a more detailed report which includes background materials, goals, strategies, and agencies selected for implementation.

The following section of the report highlights the **big ideas** produced by each task force. For more detailed information on task force results, or for copies of the individual task force reports, please contact either downtown Columbus, Inc. (469-8441) or the City of Columbus Planning Division (222-8502)

### **Downtown: Excellence in development and design.**

The origins of urban design concepts reflected in Columbus today were set in place with the platting of the State Capitol in 1812. Capitol Square remains a focal point today. Downtown Columbus enjoys unique status as a government center, an entertainment center, and an employment center. Also prominent in Columbus are riverfront parks and government buildings along the river. Downtown planning participants agree that the Riverfront is an enormous asset, the development of which must be carefully planned. The High Street commercial spine is another historic element of the Columbus urban fabric which remains prominent today. A wealth of prior planning studies provide an excellent information base for future planning efforts.

### *Picture*

Visual and functional linkage of downtown activity centers is lacking. Centers are spread out, which somewhat limits the synergism among activities. Parking lots in prime locations represent both current space inefficiencies and future opportunities. Historic preservation of the built environment is a complex challenge with many aspects. Grand residential architecture, industrial and warehouse buildings with their attractive loft spaces, government buildings and the Riverfront, commercial buildings which were yesterday’s “high rises,” churches, theaters, cultural facilities, and striking new buildings – all must find their appropriate niche within our future urban identity.

### *Pictures*

The emotional and physical beauty of the downtown area must be strengthened. The unbuilt public environment which actually represents forty-five percent of the total land mass downtown offers real potential to create an image and identity for Columbus. With the 1992 spotlight approaching, buildings in the core downtown should receive a higher level of design scrutiny. Standards of excellence should be formulated and routinely applied.

## ***Picture***

Encourage design excellence in all urban projects and activities – public and private, large and small – through adoption of guidelines and creation of a review process by Downtown Columbus, Inc.

Establish a uniquely downtown identity and support it with urban design policies.

Establish a sufficiently funded, staffed and community supported process within Downtown Columbus, Inc., to guide downtown planning and design. The process would involve policy-making, plans and recommendations, and reviews.

For additional information on these and other task force products, contact Downtown Columbus, Inc. (614-469-8441).

### **Downtown: A cultural and entertainment “magnet”.**

Columbus arts organizations, while they produce first-rate performances, are relatively young. The Columbus Symphony Orchestra (1952), Ballet Metropolitan (1974) and Opera Columbus (1980), lead an array of organizations which totaled 74 in 1977 and have virtually tripled in ten years. This has taxed both the human and facilities infrastructure. Major organizations such as the Columbus Museum of Art and the Center of Science and Industry face the need for major investments to house current collections as well as serve current and future patrons. While the importance of public art is recognized, it does not yet adorn the Columbus streetscape in a comprehensive way.

## ***Picture***

Also of relatively recent origin are regional entertainment events which brought Columbus significant acclaim. Upwards of one half million persons attend events such as the Scioto Superfest, the Arts Festival, and the Columbus Fourth of July and Columbus Day celebrations. Participants in the planning process felt that such entertainment events should be less self-contained, so as to broaden the benefits to downtown retail establishments. Increased coordination of entertainment events and sufficient funding for endowments and facilities are other significant concerns expressed by Task Force participants.

## ***Picture***

Public art must be woven into the urban fabric of downtown Columbus. Task Force members agree that we must build on the framework of arts facilities already established in the downtown, linking these facilities physically and functionally, before constructing new facilities. Our repositories of visual arts must develop spaces appropriate to their missions. Private support for operating funds for arts organizations can be enhanced by public support for capital funding. The synergistic relationship

between arts and entertainment and other downtown activities must be further developed. Strong consensus exists that arts and entertainment in downtown is a focal point for the continued vitality of downtown.

### ***Picture***

***Adopt arts and entertainment as the primary focus for downtown promotion and development.***

***Use the Central High School site as the magnet for a downtown renaissance; a part-like centerpiece of spectacular arts and entertainment dedicated to discovery.***

***Support existing arts and entertainment centers, and develop a street level environment that includes public art as the primary basis for the image of downtown Columbus.***

For additional information on these and other task force products, contact the Greater Columbus Arts Council (614/224-2606) or the Recreation and Parks Department, City of Columbus (614/222-7410).

### **Downtown: An attractive place to live.**

The downtown housing picture in Columbus is complex. As recently as 1950, there were 40,000 people living downtown. Today, there are about 7,200 downtown residents. However, Columbus is blessed with surrounding neighborhoods rich in character and tradition. These include Franklinton, German Village, Italian Village, Olde Towne East, and Victorian Village. About 34,000 persons live in these revitalized areas.

### ***Picture***

Historically, some of Columbus's greater assets actually worked contrary to the promotion of downtown housing. The ease of automobile access from affordable suburban residential areas, ample parking in downtown areas once contained homes, the expansion of downtown as a daytime office center, and flourishing suburban retail activity are just a few factors which serve to discourage a 24-hour downtown.

In the future, trends can likely be reversed. Developments such as the Waterford Tower, residential development in the market- Mohawk area and in the Brewery District suggest a willingness for developers to assume downtown housing risks in response to increasing demand. The Urban Land Institute noted in 1985 that the absence of such visible momentum was a major obstacle to downtown housing. Now momentum is building. Positive factors include available open land in prime locations; an effective public transit system; modest land prices; commitment to innovative incentives; improved downtown retail; new developments in art and entertainment; and a basic spirit of cooperation among public officials, the financial community and private

developers. There is real potential for diverse, high-quality, affordable lifestyles in downtown Columbus.

### ***Picture***

**Within six months, have the housing “engine” in place to deliver sites, leverage private investments, and remove bottlenecks to create a 24-hour downtown.**

**Market downtown to developers, builders, and lenders as a good place to build housing, and market downtown to prospective owners and renters as a good place to live.**

**Provide special incentives to promote downtown housing to developers, including building and zoning code revisions, interest rate write-downs, land assembly, and, if necessary, public/private development, ownership, and management of downtown housing.**

**Utilize the unique capabilities and leverage provided by Downtown Columbus, Inc. in partnership with public and private sectors to implement a downtown housing program.**

### ***Picture***

For additional information on these and other Task Force products, contact the City of Columbus Department of Human Services, Office of Housing (614/222-7144); the Columbus and Franklin County Housing Commission (614/461-1155); or Downtown Columbus, Inc. (614/469-8441).

### **Downtown: New facilities, new opportunities.**

Benefits of the convention and tourism sectors of the Columbus economy transcend the boundaries of downtown. The scope of activity is enormous. Last year, almost 1.9 million people attended conventions, trade shows and general meetings in Columbus.

### ***Picture***

There is strong consensus that Columbus has not yet approached its true potential in convention and tourism activity. The limited size of current exhibit space renders Columbus non-competitive for larger events of greater economic impact, with such events constituting forty percent of the total market. Of the 14,000 hotel rooms in the greater Columbus area, 2,600 rooms are downtown. Downtown occupancy rates are at least 60 percent. The need for expanded airport service and the geographic fragmentation of both limited exhibit areas and hotels are other competitive issues confronting our convention and tourism industry.

Columbus is strategically located within 500 miles of sixty percent of the country's population. Highway access is excellent. The convention and tourism industry as a

whole is growing. The three factors which directly affect an improved competitive position are adequately sized convention facilities, an increase in the number of hotel rooms concentrated downtown, and improved marketing of area events and attractions. When these are achieved, Columbus can expect the economic benefits stemming from increased convention and tourism activity.

**Get the new convention center under construction and implement an aggressive marketing program as soon as possible.**

**Develop a system to communicate among, and to jointly market, book and coordinate all convention facilities.**

**Enhance airport services and operations, including an increase in direct air flights.**

### ***Picture***

For additional information on these and other task force products, contact the Franklin County Convention Facilities Authority (614/228-2663); the City of Columbus Utilities and Aviation Department (614/239-4000); or the Greater Columbus Convention and visitors Bureau (614/221-6623).

### **Downtown: The discovery center.**

Human service agencies and educational institutions serve populations beyond the specific geographic boundaries of downtown. People living, working and visiting downtown have a wide range of needs. Dozens of organizations attempt to respond. Depending upon mission and target population, agencies deliver services, administer programs, and serve as advocates. The challenge of adequately funding human service programs is ever present. The United Way Headquarters, the Columbus Health Department, the Ohio Bureau of Employment Services, and Franklin County Human Services are but a few examples of human service administration and delivery agencies located in the downtown.

### ***Picture***

Downtown Columbus is both a government center and an education center. City, State, County and Federal programs function from downtown locations. Columbus State Community College, Franklin University, and the Columbus College of Art and Design offer a higher education learning component. The Columbus Public Schools and the Catholic Diocese of Columbus administer primary and secondary education programs from core downtown space. Adult basic education programs of the Columbus Public Schools are offered downtown. A critical mass of innovative and talented professionals is concentrated downtown, dedicated both to learning and to enhancement of the human condition. Education, regarded in its universal aspect as discovery of the full range of human achievement, is a basic community value and aspiration.

### ***Picture***

Dedication to the betterment of human experiences for all people reveals the importance of any other factor in downtown strategic planning. Such a commitment must be integrated into the overall planning process. Columbus is a diverse collection of people—young, old, rich, poor, educated, disadvantaged, upwardly mobile and homeless. The enormous resources in education, health, and human services in Columbus can creatively facilitate inclusion of all people into the life of the city. It is incumbent upon a compassionate city to seek long-term solutions for financing human services, in models tailored to the specific needs of Columbus.

### ***Picture***

**Columbus, with downtown as the focus, should build upon our extensive educationally – related resources to become the acknowledged creative learning capitol, known as the “Discovery Center” of the country.**

**Integrate human services, health and education planning and development into all other planning and development processes.**

**Develop a local financing mechanism for health and human services as a part of the public/private financing system.**

For additional information on these and other task force products, contact the Metropolitan Human Services Commission (614/224-1336); the Columbus and Franklin County Housing Commission (614/451-5100); the Columbus Board of Education (614/225-2600); or the city of Columbus Department of Human Services (614/222-7144).

### **Downtown: The premier office address.**

The 13.3 million square feet of office space in the downtown reflect both the diversity and solid foundation of the Columbus economy. Over one-third of this space is occupied by government or corporate owners, and is therefore of a highly stable, non-speculative nature. The remaining 8.5 million gross square feet constitute a tremendous asset for Columbus. The ease of attracting additional business enterprises in the core downtown is a benefit. The wide range of concentrated business services is attractive to business enterprises contemplating a downtown location. By 1995, over 100,000 people will work downtown.

### ***Picture***

Total downtown office space has grown significantly in recent years. In the 1982-1987 time period, speculative office space has increased almost 600,000 square feet per year. About two-thirds of this space is new, with one-third reflecting the adaptive,

creative reuse of vintage downtown buildings. The market has absorbed about 400,000 square feet per year over this period, resulting in a vacancy rate of thirteen percent. While below the national average vacancy rate of sixteen percent, absorption and vacancy rates suggest that Columbus does have significant inventory of vacant downtown office space. Considerable growth in the suburban office market during this same period presents a competitive challenge to downtown absorption.

### ***Picture***

Continuation of the office development momentum in downtown Columbus will require innovation and creativity. The potentially higher cost of downtown space must be offset by the benefits of concentrated business services. As needed amenities further evolve, thereby enhancing the quality of urban life, downtown can remain competitive. This requires effective land use planning and urban design standards, coupled with continued public policy support for private sector initiatives. Growth and absorption rates must be monitored and kept in reasonable balance.

### ***Picture***

**Create a body to implement an effective one-stop shop and a procedures manual to simplify the entire development process.**

**Track the economics of downtown office development and project absorption, vacancy rates, and employees within structures.**

**Create a framework plan for future downtown land use, focused on development within an overall land use scheme, to make downtown competitive with suburban markets.**

### ***Picture***

For additional information on these and other task force products, contact the Columbus Area Chamber of Commerce (614/221-1321); the City of Columbus Planning Division (614/222-8502); or Downtown Columbus, Inc. (614/469-8441).

### **Downtown: Easy access and mobility.**

Prudent planning of the downtown infrastructure and transportation systems allows Columbus tremendous flexibility in shaping of its future. The regional freeway system consists of an outerbelt, and linkages between major north-south and east-west Interstates. Downtown streets reflect the ease and logic of an efficient grid pattern. Public transit options within the downtown are available and accessible. Private sector responses to the downtown parking challenge produced 56,000 off-street parking spaces in complement the 7,600 short term, on-street spaces. Public utilities have adequate capacity capable of accommodating additional downtown development.

## ***Picture***

Along with the above assets is a commonly held perception that Columbus is “too spread out”. Concerns include gaps between streetscape commercial activity in the High Street corridor, the absence of linkages among downtown activity centers and the implications of such factors on overall pedestrian environment. Portions of the transportation infrastructure, such as the innerbelt, are incomplete. Specific areas such as the Spring-Sandusky Interchange, cause congestion and are a threat to motorists’ safety. Major projects pending in the core downtown will present significant short-term disruptions to vehicular and pedestrian flow as Columbus prepared for its 1992 celebrations.

Significant transportation and utility planning challenges remain. Implementation of the High Street Improvements Plan, the 1989 construction start of the \$138 million dollar Spring-Sandusky Interchange, the replacement of the Broad Street Bridge, and continued development in the I-670 corridor are virtual certainties. Uncertainties include the costs and benefits of people-mover systems in downtown Columbus, as well as the nature and impact of pedestrian walkway connections. Several task forces discussed the potential for a downtown monorail but without reaching a consensus. Participants agreed, however, that some kind of people-mover such as a trolley or bus loop could help link activity centers. Overall, Columbus is in an excellent position to tailor its transportation and utilities networks to meet the challenges of increased population densities and continued downtown development.

## ***Picture***

**Achieve an efficient mix of affordable public and private transportation options serving the downtown and allow for a shift towards mass transit as densities increase.**

**Develop a safe, efficient, vibrant, interesting, aesthetically pleasing, pedestrian-oriented environment in the downtown area.**

**Develop a distinctive, cost-effective, attractive, traffic-compatible transportation system linking major activity centers in the downtown area.**

## ***Picture***

For additional information on these and other task force products, contact the City Division of Traffic Engineering (614/222-7790); the Central Ohio Transit Authority (614/275-5800); or the Mid-Ohio Regional Planning Commission (614/228-2663).

### **Downtown: Central Ohio’s shopping center.**

The history and traditions of Columbus include active downtown Columbus retail activity. As recently as 1950, there were nearly 700 stores in the core downtown.

Today, the figure is closer to 200 stores. This dramatic change paralleled a decline in the number of downtown households, and an increase in competition from suburban retail areas.

### ***Picture***

Downtown lacks a compact retail environment which encourages pedestrian shoppers. Large physical gaps exist both among and within retail districts. Downtown is characterized by retail districts which include the North Market area, the Ohio Center Mall, High Street corridor, the Galleria, shops on Capitol Square, the Huntington Center, and the Lazarus complex. Major downtown recreational and cultural events have not yet resulted in maximum benefit to downtown retailers because of the relatively self-contained nature of such events. A comprehensive marketing theme, strategy and plan for the downtown has yet to be developed, but could conceivably address many of these issues.

### ***Picture***

Exciting new developments in downtown retail activity are imminent. The revitalized Brewery District will include 60,000 square feet of retail space. The three-story Columbus City Center will add 800,000 square feet of high-quality, geographically concentrated space. 160 new stores in the Center will be linked across High Street to the Lazarus complex. The High Street Improvement Plan will improve the environment in which the gaps in retail activity in the High Street corridor can be filled. The high concentration of the working population downtown, the resurgence of contiguous neighborhoods, expanded downtown housing, and major downtown events are all assets which can be linked to a unique, cohesive retail marketing strategy for the downtown.

### ***Picture***

**Aggressively recruit retailers at international, national and local levels to establish Columbus' reputation as a unique and diverse shopping environment.**

**Designate Downtown Columbus, Inc. to market, promote and maintain the downtown retail environment, including coordination of retail activities with special downtown events.**

**Conduct an updated market study and prepare a comprehensive retail master plan to guide future development in downtown.**

For additional information on these task force products, contact Downtown Columbus, Inc. (614/469-8441) or the Columbus Area Chamber of Commerce (614/221-1321).

## **Downtown: You can have it all.**

Marketing to a tool for both economic development and image enhancement. Columbus has long been a proven test market due to its diversity. The broad-based and stable economy, steady growth, strategic central location, research core, and educational opportunities are receiving national and international recognition. Columbus is widely known as a city of corporate headquarters. Major government, banking and finance centers are centrally located. Downtown is emerging as a regional showplace for cultural and entertainment events.

### ***Picture***

The Central Ohio Marketing Council is jointly funded by the City of Columbus, Franklin County, the Columbus Area Chamber of Commerce, and the Convention and Visitors Bureau. Its two-fold mission is to maximize the impact of promotional dollars while creating national and international awareness and recognition for Columbus. The Updowntowners bring a dedicated pool of volunteers to downtown special events. The Chamber, the Downtown Council, the Downtown Business Association, corporate citizens and government entities all have contributed to the promotion of Columbus.

### ***Picture***

Competition is intensifying among our country's major metropolitan areas. Therefore, downtown strategic planning is timely. Downtown promotional events which bring three million people downtown each year present excellent marketing opportunities. These include the Columbus Arts Festival, the Columbus 500, the Columbus Marathon, the Columbus U.S.A. Celebration, the German Village Oktoberfest, Scioto Superfest, and Red, White and Boom. The downtown's other opportunities – entertainment, housing, retail, commercial, and recreational – also require marketing. The challenge is to channel the wealth of high quality individual marketing programs into a coordinated effort with a consistent message and common goals.

### ***Picture***

**Designate Downtown Columbus, Inc. as a central marketing authority with an established funding mechanism to develop and implement a master marketing plan.**

**Develop a marketing plan that is responsive to the goals and priorities identified by the Downtown Strategic Plan.**

**Include in the plan a unified marketing theme that establishes downtown's competitive position for each element in the Strategic Plan.**

For additional information on these and other task force products, contact the Central Ohio Marketing Council (614/222-8596); the Columbus Area Chamber of Commerce (614/221-1321); the Greater Columbus Convention and Visitors Bureau (614/221-6623); or Downtown Columbus, Inc. (614/469-8441).

### **Downtown: A safe place to live, work, shop, and visit.**

A highly unique aspect of Columbus is seen in its public safety. Police, fire and emergency services have long been a priority of government. This is reflected in a wide-spread perception that Columbus is a safe city in which to live and work. In task force deliberations, safety issues were generally low on the list of public concerns. However, like all major cities, Columbus experiences the chronic crime challenges of auto theft, and other crimes against property. While Columbus aspires to the highest standards as an inclusive and compassionate city, the nature of human behavior in public spaces does impact the experiences of residents, workers, shoppers, and visitors, and is, therefore, a relevant downtown strategic planning consideration.

#### ***Picture***

In the core downtown innerbelt is the Police Headquarters, as well as a police substation. These facilities have become obsolete in both capacity and function. The fire division is better equipped with two downtown stations with an emergency squad, rescue and medic units. Additional public safety support is available from stations surrounding the downtown.

The inclusion of public safety officials in a planning partnership with those implementing other recommendations is critical to the quality of life downtown. Downtown will continue to develop. Educational facilities will expand. It is likely that more people will live downtown. Convention Center and hotel activity will increase. Increased recreational use of the Riverfront is already occurring. The renovation of vintage structures must be scrutinized for safety considerations. Since all of these factors create additional demands on police and fire services, the impact of downtown developments must be proactively addressed.

Closely related to the public's perception of safety is the issue of the homeless and transients. A compassionate approach must be taken to sheltering these persons, but a tough approach must be taken to deal with any illegal public behavior.

#### ***Picture***

**Initiate an “early warning system” among existing institutions to identify future developments, events, and other activities which create additional demands on police and fire services.**

**Strengthen the review of design features of proposed developments and redevelopments within the downtown for security implications, fire safety, lighting, parking, and personal safety.**

**Draft clear, enforceable legislation enabling police and social service agencies to better deal with undesirable behavior in public spaces, including loitering, abusive panhandling, and vagrancy.**

For additional information on these and other task force products, contact the City of Columbus Development Regulations Division (614/222-7433) or the Public Safety Department, Police and Fire Divisions (614/222-4600).

### **Downtown: Enjoying the river and the parks.**

Columbus has rediscovered its waterways. Historically, the city turned its back on the river. The situation today is much different. The 4.1 acre Battelle Riverfront Park, accessible to disabled persons, is one of the newest additions to a chain of riverfront amenities including boat launching and fishing facilities at the confluence of the Olentangy and Scioto Rivers, the 4.7 acre Bicentennial Park, the floating amphitheater and 2 acre riverfront walkway, and six miles of scenic river overlook on the west bank.

In addition, the 11.1 acre Dodge Park contains ball fields, playgrounds, tennis courts, and other public amenities. The seven-acre Dear School Park provides a fitness orientation with walking and jogging trails, and will soon contain a topiary garden. Arch and Sensenbrenner Parks provide a sense of history. The Statehouse grounds and Franklin Commons Park reflect a long-standing public sector commitment to downtown parks. The cultural Arts Center and Museum Sculpture Park create intimate and inviting public spaces. Major corporate entities have created human spaces in and around their office buildings.

#### ***Picture***

These parks form a nucleus for major festive recreation in downtown events which are attended by over three million persons annually. They provide flexibility for the future. Yet, to achieve a future people-friendly environment for those who like to work, shop, and recreate downtown, Columbus must look at public acquisition of key lands for park and open space development. The Task Force urges preserving natural habitat, and encouraging recreational use of it. The Central High School site presents a unique and exciting opportunity which must not be squandered. The development of Central High School must be carefully planned to maximize benefits to central Ohioans.

#### ***Picture***

**Dedicate land along the river's edge as public space.**

**Our Central Park site must be the jewel in the crown of downtown development, generating riverfront activities for all citizens and linking downtown with neighborhoods.**

**Incorporate the highest design standards as part of a deliberate coherent master plan to enhance the beauty, recreational opportunities, accessibility, and security of downtown parks.**

## ***Picture***

For additional information on these and other task force products, contact the City of Columbus Recreation and Parks Department (614/222-7410) or Downtown Columbus, Inc. (614-469-8441).

## **Lighting**

The purpose of the Lighting Task Force was to create a lighting plan for downtown Columbus consistent with the Downtown Columbus Strategic Plan. The Lighting Plan will reinforce the central theme of downtown and give definition to downtown land uses. The task force defined three distinct applications for lighting the downtown:

- Skyline*** Skyline lighting is used to define the downtown from a distance and is used to orient travelers within downtown.
- Mid-Level*** Mid-level lighting is used on the facades of single-story, mid-rise, or the centers of high-rise buildings. Mid-level lighting may be used to define gateways into defined precincts or districts.
- Street-Level*** Street-level lighting has two components: pedestrian and vehicular. Pedestrian lighting is for walkways, bike paths, parks, artwork, or fountains. Vehicular lighting is used to provide illumination to streets and roadways. Such lighting is used to establish major circulation corridors between and among land uses.

The report of the Lighting Task Force gives an inventory of downtown buildings, listing those buildings currently illuminated, planned for illumination, or proposed by the task force for illumination. The inventory suggests lighting concepts for various structures.

## ***Picture***

The “Light Applications” section of the report defines the technical requirements necessary to carry out the lighting plan for downtown. The technical requirements cover topics such as building materials, glare, light uniformity, light pollution, different light sources, and means of screening lights from public view.

Lighting design uses illumination levels and light fixture size and scale to define land uses and precinct or district boundaries. Lighting can help visually define downtown areas, make downtown safer and more attractive, and create a unique downtown identity.

For additional information on the products of the Lighting Task Force, call Downtown Columbus, Inc. at (614/469-8441).

## **Next Steps**

Strategies suggested by the twelve task forces form an agenda for implementation by public and private sectors. At least four different needs for future funding have been identified in the Downtown Columbus Strategic Plan:

**Planning And Design** Downtown planning will remain a continuing need. The impact of new projects on downtown must be reviewed and assessed. Within six months, Downtown Columbus, Inc. will produce a site plan for the Central High School property and environs and will initiate a specific land use plan to assist development efforts in the rest of downtown. Each of these planning efforts will require staff effort and community support.

### **Picture**

**Maintenance** If major new capital improvements are to be initiated in downtown, they must also be maintained, cleaned, and repaired. This is especially true of pedestrian amenities in street and public spaces, such as tree plantings, lights, and street furniture.

**Management Functions** Several strategies recommended by the Task Forces would require special management responsibilities to be exercised by some downtown entity. Creation and maintenance of a thriving retail environment, for example, may require technical, marketing, merchandising, and financial assistance to small retail enterprises.

**Facilities** New downtown facilities, from health clinics and homeless shelters to housing, convention, and performing arts facilities may require special public/private financing arrangements.

**Financing** Means of financing such downtown improvements were discussed in each of the eleven task forces. In general, there are three basic ways of financing the diversity of projects and proposals intended to energize the downtown. These include:

- ( a ) voluntary contributions (from either public or private sectors);
- ( b ) earmarking of specific revenue sources; or
- ( c ) creation of a special assessment district which would include some or all downtown properties.

Future prospects for a downtown assessment district were discussed by all the task forces. Of the different ways of assessing downtown property, the most direct system is probably proportionate to value, rather than to front-footage or to benefits received. A small percentage assessment on downtown property could potentially raise \$6 to \$8 million per year. Such an amount could help leverage an enormous amount of public and private investment within downtown.

### **Picture**

**Implementation** Once the Task Force reports and the Strategic Plan document itself have been reviewed and approved by the board of Downtown Columbus, Inc., the board will seek formal ratification of the plan by Franklin County and the City of Columbus. Following ratification, a more specific implementation agenda for recommendations emerging from the Downtown Columbus Strategic Plan will be drawn up by Downtown Columbus, Inc.

This agenda will include more specific timetables, financing options, and assignments of responsibility.

**Picture**

Many of the recommendations of the eleven Task Forces are in the form of policy statements to provide guidance for future legislative and administrative actions. In many cases, implementation of these policy recommendations will require formal legislative action by city Council. In other cases, existing administrative procedures in City departments or divisions may be modified.

Implementation of the Downtown Columbus Strategic Plan is a long-term process with excellent prospects for success. Implementation will work because the board of Downtown Columbus, Inc. includes the Franklin county Commissioners, four of the seven City Council members, the Mayor, representatives of the Columbus Board of Education, the Governor’s staff, the state legislature, the Mid-Ohio Regional Planning Commission, neighborhood representatives, and many of the chief executive officers of major downtown corporations.

**Picture**

In each task force, participants called for a positive, proactive approach to design and development issues. Such an approach, in which Downtown Columbus, Inc. will retain a major role, will build directly upon the consensus created by the Downtown Strategic Planning process. Ultimately, the major contribution of the 450 members of the downtown task forces will be the consensus they helped to formulate and define on current and future downtown issues.

**Summary of Recommendations**

**Urban Design Strategies  
Strategy**

**Responsible  
Organization**

**Bold=lead agency**  
Light=support “  
(see page 107 for key  
to abbreviations)

**Policies/  
Regulations**

1. Adopt “Goals for a Better Environment”, as a policy document for the Downtown.
2. Urban impact statements should be required.
3. Provide pedestrian impact studies on each new project.
4. Provide sufficient parking spaces for new major develop-

**DCI**  
City Council

**City/Planning**

**Developer**  
City/Planning

**Developer**

ments.

**Design  
Regulations  
& Enhance-  
ments**

- |     |  |   |
|-----|--|---|
| 5.  | Establish a review process that considers design and aesthetics important elements in all projects.  | <b>DCI</b><br>City/Planning                 |
| 6.  | Review all projects according to an adopted urban design plan.   | <b>DCI</b><br>City/Planning                 |
| 7.  | Prepare development guidelines that reinforce the central focus.   | <b>DCI</b><br>City/Planning                 |
| 8.  | Insure that a development “fits” with surrounding buildings and reflects the community’s values and heritage.  | <b>DCI</b><br>Landmarks Found               |
| 9.  | Identify and publicly discuss critical fabric-related assets that represent our city’s distinctive features.   | <b>DCI</b><br>Landmarks Found               |
| 10. | Make the street the primary element in the urban fabric and require each new development to reinforce the the street with pedestrian related activity. | <b>City/Planning</b><br>DCI                 |
| 11. | Implement guidelines that limit negative impacts of private development on public spaces (i.e.,sun, wind, etc.)  | <b>DCI</b><br>City/Planning                 |
| 12. | Develop the Central High School site with a variety of public use spaces, as opposed to pure office/business use.                                      | <b>City/Planning</b><br>DCI                 |
| 13. | Insure street-oriented doorways and clear glass display windows on first level of new High Street corridor develop-ments.                              | <b>City/Public Service</b><br>DCI;Developer |
| 14, | Encourage a variety of color and shapes, as expressed by the built environment.  | <b>DCI</b><br>City/Planning                 |
| 15. | Maintain the public environment as a comfortable, functional and attractive activity zone.   | <b>City/Planning</b><br>City/Public Service |
| 16. | Develop useable and meaningful spaces between functional properties.   | <b>City/Planning</b><br>DCI                 |
| 17. | Use visual techniques to identify different functional districts in the downtown.  | <b>DCI</b><br>City/Planning                 |

**Capital  
Items**

- |     |  |   |
|-----|--|---|
| 18. | Provide restroom facilities for public use.  | <b>City/Public Service</b><br>Developer |
| 19. | Administer an “Art in Public Spaces” program that would be funded by 1 percent of projects’ cost.                      | <b>GCAC</b>                             |
| 20. | Create satellite parking facilities outside the Central Business District and provide a shuttle service into the city. | <b>COTA</b>                             |

	21. Provide a people-mover system among major downtown activity centers.	<b>New Org.</b> COTA
<b>Financing &amp; Incentives</b>	22. Establish a system for providing tax relief that encourages investment in small business and developments that provide public benefits.	<b>City Council</b> City/Planning
	23. Create a downtown assessment district to help finance public improvements.	<b>City Council</b> City/Planning
	24. Create incentives to maintain and develop under utilized land.	<b>City Council</b> City/Planning/DCI
	25. Provide development incentives to eliminate parking lots on High Street and to develop pedestrian-sensitive buildings/projects in their place.	<b>DCI</b> City Council
<b>Planning/ Management Strategies</b>	26. Create a formal and ongoing planning process to monitor progress toward our identified focus.	<b>DCI</b> City/Planning
	27. Establish a sufficiently funded, staffed, and community supported organization of qualified, non-partisan persons to make downtown planning and design decisions.	<b>City Council</b> City/Planning
	28. Investigate establishing a city/county parking authority.	<b>County</b> City Council
	29. Implement a plan that identifies significant buildings, sites, and districts and provides incentives for their preservation.	<b>DCI</b> Landmarks Found
	30. Insure that the ten High Street miniparks are integrated into the final plan and are completed as an example of excellence.	<b>City/Planning</b> DCI
	31. Issue permits allowing desirable retail activity (i.e., food, etc.) in public spaces.	<b>City/public Service</b>
	32. Develop a pedestrian circulation plan.	<b>City/Planning</b> DCI
	33. Develop a plan for servicing buildings, delivery schedules, and other access requirements.	<b>City/Planning</b>
<b>Marketing &amp; Promotions</b>	34. Establish a central focus that clearly states the identity we wish to achieve (i.e., educational, cultural, arts excellence).	<b>DCI</b> CACC
	35. Ameliorate public perception of safety problems downtown, especially from 5:00 p.m. to 8:00 a.m.	<b>City/Public Service</b>

## Arts and Entertainment Strategies Strategy

### Responsible Organization

**Bold=lead agency**  
Light=support agency  
(See page 107 for key to  
abbreviations)

<b>Policies/ Regulations</b>	1. Maintain diversity of all art forms as a central strategy for economic development.	<b>GCAC</b> DCI
	2. Include the Central High School site in the defined Central Business District Arts District.	<b>City</b> DCI
	3. Include the Short North in the defined Central Business District Arts District.	<b>DCI</b> City
	4. Emphasize the “learn to do” aspects of arts education in all programs.	<b>Ind. Org.</b>
<b>Design Regu-5. lations and Enhancements</b>	5. Concentrate downtown arts and entertainment facilities in the downtown core (innerbelt and contiguous neighborhoods) in the land use plan.	<b>DCI</b>
	6. Integrate development of the Central High School site with surrounding properties, facilities and downtown.	<b>DCI</b>
	7. Restrict use of the Central High School site to cultural arts, entertainment and park space, and include a major symbolic image/sculpture on the site.	<b>DCI</b>
	8. Design and create a unique, visual streetscape that defines and enhances a designated Arts District.	<b>DCI</b>
	9. Create an Arts District by zoning that discourages non-compatible uses, and requires human scale and pedestrian amenities and green space that is unique to the Arts District.	<b>City</b> DCI
	10. Define and adopt building design standards that address pedestrian scale, building height, exterior treatment, roof lines, etc.	<b>City</b> DCI
<b>Capital Items</b>	11. Facility development should include: <ul style="list-style-type: none"> <li>a. Columbus Museum of Art</li> <li>b. COSI Expansion</li> <li>c. Southern Theatre Renovation</li> <li>d. Ballet Met Facility Expansion</li> </ul>	<b>Ind. Org.</b> <b>Ind. Org.</b> <b>Ind. Org.</b> <b>New Org.</b>

- e. Rehearsal and Performance Space for Small Dance Groups **New Org.**
- f. Determine Future Use of Current Players Theatre Facility **GCAC**  
Ind. Org.
- g. Civic Center/Sports Arena **City**  
DCI
- h. Dedicated Facility for the Columbus Symphony **Ind. Org.**
- i. Downtown River Amphitheater **City**
- j. Art Colony Residence and Studio Space **New Org.**  
GCAC
- k. Downtown Movie Theatres **CACC**
- l. Future Utilization of Ohio Theatre **GCAC**  
Ind. Org.
- m. Future Utilization of Palace Theatre **Ind. Org.**

**Financing & Incentives**

- 12. Get aggressive about integrating national and local resources. **New Org.**  
City/COMC
- 13. Legislate public funds at 1 percent for all capital improvements. **City**  
GCAC
- 14. Create an arts facilities revolving bond fund that would be retired by percentage of city income tax. **City**
- 15. Advocate collectively for more arts dollars. **GCAC**  
New Org.
- 16. Explore county tax dollars for operating support. **County**  
GCAC
- 17. Establish a program that dedicates 1 percent of all private or public project costs to publicly accessible arts. **City & County**  
DCI
- 18. Create a budget in excess of \$1 million exclusively for promotional purposes. **New Org.**  
GCAC

**Planning/ Management Strategies**

- 19. Encourage coordination of downtown events among sponsors. **New Org.**  
City
- 20. Encourage and nurture a diversity of arts and entertainment events and organizations. **GCAC**  
New Org.
- 22. Establish a designated Arts District within the Central Business District that includes other arts districts in neighboring areas. **DCI**  
city
- 23. Hire an experienced public relations firm. **DCI**  
New Org.

	24. Coordinate later store hours for targeted special events (i.e., sidewalk concerts, art sales, Rally in the Alley, etc.).	<b>CACC</b> DCI
<b>Marketing &amp; Promotions</b>	25. Adopt arts and entertainment as the image for focusing the downtown marketing program.	<b>COMC</b> New Org.
	26. Identify local quality cultural (arts & entertainment) assets and instill public pride and support.	<b>GCAC</b> New Org.
	27. Aggressively promote these assets within the community and on an international/regional basis.	<b>COMC</b> New Org.
	28. Establish an independent central office to promote and communicate Columbus arts, entertainment and special events.	<b>New Org.</b> COMC
	29. Promote arts and entertainment in a variety of formats/ media locally and regionally.	<b>New Org.</b> GCAC
	30. Promote arts and entertainment in a variety of formats/ media on a national and international level.	<b>New Org.</b> COMC
	31. Distribute a downtown merchant coupon book with special event ticket sales.	<b>Ind.Org.</b> CACC
	32. Implement a kiosk program, in conjunction with the downtown banner program, to advertise special events.	<b>CACC</b> COMC
	33. Use centrally placed "Hot-Tix Booth" to market unsold theatre/concert tickets on day of event.	<b>GCAC</b> GCCVB
	34. Offer special arts events and merchant discounts to downtown residents as a bonus for down living.	<b>CACC</b> COMC
	35. Provide conventioners and visitors with weekly updates of arts/cultural events as part of their information packets.	<b>GCCVB</b>
	36. Provide free parking evenings and weekends in CBD.	<b>City</b>

**Housing Strategies**  
**Strategy**

**Responsible Organization**

**Bold=lead agency**  
Light=support agency  
(See page 107 for key to abbreviations)

<b>Policies/ Regulations</b>	1. Preserve all acceptable existing housing in the center city area.
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**City**

	2. All permits and zoning should be issued only after plan approval, thus eliminating speculations.	<b>City</b> DCI
	3. Contiguous neighborhoods should encourage town-houses, garden units, and single family housing through sensitive zoning.	<b>DNA</b> City
	4. Single family housing should be encouraged as infill in contiguous neighborhoods.	<b>City</b> DNA
	5. Encourage development of affordable housing programs to reduce homelessness and its impact on the downtown.	<b>City</b> CMHA
	6. Identify and change, if necessary, building code standards that discourage mixed uses in buildings.	<b>City</b> DCI; Col.s.& Fr.Co. Hsng. Cmsn.
<b>Design Regu- lations and Enhancements</b>	7. Create "showpiece" pedestrian/retail corridors along Broad and High Streets.	<b>DCI</b> City
	8. Institute architectural review controls in the Downtown and adjacent neighborhoods to assure compatibility of new developments with existing housing.	<b>City</b> DCI
<b>Capital Items</b>	9. Create a river ferry with docks that link major riverfront sites.	<b>City/Rec.&amp; Parks</b>
	10. Develop a people-mover system to serve the needs of downtown area visitors, workers and residents.	<b>COTA</b> DCI;City
<b>Financing &amp; Incentives</b>	11. Designate rezoned residential areas as community reinvestment areas to provide tax abatement and encourage rehabilitation and new construction.	<b>City</b> DCI
	12. Donate public land, write down or favorably convey land to stimulate housing development.	<b>City</b> DCI
	13. Implement tax abatement and waive capacity, permit and tap fees for sanitary and water services for a stipulated period, to encourage new housing construction.	<b>City</b> DCI
	14. Establish a private sector loan guarantee fund (insurance).	<b>DCI</b> Other
	15. Initiate a public/private program to encourage private lenders, through loan guarantee or other suitable means, to make loans for downtown housing.	<b>DCI</b> Other
<b>Planning/ Management</b>	16. Create a coordinated downtown housing policy to be administered by a single facilitating office.	<b>DCI</b> City

## Strategies

- |                                   |  |   |
|-----------------------------------|--|---|
| 17.                               | Establish criteria to identify existing and potential areas where the most appropriate use would be residential and implement zoning changes when these criteria are met.                | <b>DCI</b><br>City                          |
| 18.                               | Analyze the impact current building and zoning codes have on the cost of new developments and on rehabilitation of existing units or structures, and recommend necessary changes.        | <b>City</b>                                 |
| 19.                               | Designate appropriate sites for housing development.   | <b>DCI</b><br>City                          |
| 20.                               | Use eminent domain to acquire land for housing.  | <b>City</b><br>DCI                          |
| 21.                               | Accumulate statistics that verify the stability of investments in center city housing and distribute them to area lenders.   | <b>DCI</b><br>City                          |
| 22.                               | Establish neighborhood housing design centers to counsel homeowners on rehabilitation, new construction and financing.   | <b>City</b><br>Cols.& Fr.Co.<br>Hsng. Cmsn. |
| 23.                               | Implement a specific land use plan that identifies downtown land particularly suitable for housing development.  | <b>DCI</b><br>City                          |
| 24.                               | Initiate a private/public program that encourages compatible infill housing.   | <b>DCI</b><br>City; CNP                     |
| 25.                               | Identify and define, in a downtown land use plan, areas in which housing can coexist with a variety of other land uses (i.e., commercial, retail, and institutional, etc.).              | <b>DCI</b><br>City                          |
| 26.                               | Create a “mixed-use” zoning category to encourage combined uses in a single building or area.  | <b>City</b><br>DCI                          |
| 27.                               | Reinstate free COTA ridership within the innerbelt from 9:00 a.m. to 4:00 p.m.   | <b>COTA</b><br>DCI                          |
| 28.                               | Produce better maps for downtown visitors, residents and workers.  | <b>GCCVB</b>                                |
| <b>Marketing &amp; Promotions</b> | 29. Designate an authority to promote downtown housing, and to maintain contact with local, regional and national funding and development authorities.                                   | <b>DCI</b><br>City                          |
|                                   | 30. Develop and target a downtown housing marketing plan toward developers of housing styles appropriate for individual neighborhoods (i.e., infill, high rise, renovation, loft, etc.). | <b>DCI</b><br>City                          |

- |     |   |                                  |
|-----|---|----------------------------------|
| 31. | Develop a targeted promotional program that emphasizes the positive aspects of downtown living and neutralizes the negative aspects for the general public. | <b>DCI</b><br>Private Developers |
| 32. | Develop and implement with private developers a plan to help market individual projects as they are developed.  | <b>DCI</b><br>Other              |

**Conventions and Tourism Strategies  
Strategy**

**Responsible  
Organization**

**Bold=lead agency**  
Light=support agency  
(See page 107 for key to abbreviations)

- |   |  |  |
|---|--|--|
| <b><i>Policies/<br/>Regulations</i></b>                     | 1. Support creation of the Convention Facilities Authority (CFA) and implementation of the 300,000-square foot-Convention-facility plan. | <b>Ohio Center Co.</b><br>GCCVB                                      |
|   | 2. Work with the private sector to attract and develop an arena in the downtown.   | <b>DCI</b><br>CACC;Bus.Assns.  |
|   | 3. Attract a regional airline hub.   | <b>City/Public Util.<br/>&amp; Aviation Dept.</b><br>CACC;Bus.Assns. |
| <b><i>Design Regu-<br/>lations and<br/>Enhancements</i></b> | 4. Apply design guidelines, such as “Goals for a Better Built Environment,” to the new convention center.                                | <b>DCI</b><br>DFA  |
|   | 5. Develop a comprehensive plan for downtown land use (i.e., physical features, landscaping, traffic, maintenance).                      | <b>DCI</b><br>City/Dev.Dept.   |
| <b><i>Capital<br/>Items</i></b>                             | 6. Develop specific tourist attractions, such as the North Market District.  | <b>Private Entity<br/>Or Non-Profit</b><br>City/Dev.Dept.            |
|   | 7. Improve existing, and create new, signage to direct tourists.   | <b>City/Dev.Dept.</b><br>GCCVB                                       |
|   | 8. Install public restrooms in the downtown.   | <b>City/Public Util.<br/>&amp; Aviation Dept.</b><br>City/Dev. Dept. |
|   | 9. Establish Visitors Centers in high-activity areas throughout Columbus.  | <b>GCCVB</b>   |
|   | 10. Develop an intracity shuttle service (i.e., trolley, minibus, etc).  | <b>COTA</b>  |

		DCI
	11. Establish a light rail shuttle using existing tracks to connect Veterans Memorial, the Ohio Center, and the Fairgrounds.	<b>DCI</b> COTA
<b>Financing &amp; Incentives</b>	12. Update annual projected operating performance for the proposed convention center, including promotional, start-up, and marketing expenses, and identify potential cash shortfalls and sources for funding those shortfalls.	<b>CFA</b> Ohio Center Co.
<b>Planning/ Management Strategies</b>	13. Assist in creating a community-focused elements of the CFA to continue careful planning of the new facility, with special attention to physical design, use, and relationship with its Neighbors.	<b>City/Dev.Dept.</b> Neighborhood Groups
	14. Work with the Ohio Expositions Commission, Franklin County, The Ohio Center Company, and the CFA to develop a booking procedure to be used by the Greater Columbus Convention & visitors Bureau for marketing.	<b>GCCVB</b> Hotel/Motel Assn.
	15. Coordinate the policies, funding, and staffing of the CFA and the Greater Columbus Convention & Visitors Bureau (GCCVB) to maximize utilization of convention facilities.	<b>GCCVB</b> CFA
	16. Reevaluate the adequacy of funding sources for the GCCVB considering the loss of bed tax revenues, and its relationship with the CFA.	<b>City Council;</b> <b>County Cmsnrs.</b> GCCVB; CACC Bus. Assns.
	17. Coordinate housing development, transportation, law enforcement, economic spin-offs from events, and retail promotion to achieve an 18-hour downtown.	<b>DCI</b> City/Dev. Dept.
	18. Create a maintenance organization responsible for upkeep of public spaces to facilitate use of the downtown.	<b>City</b> DCI
	19. Coordinate arts and entertainment, retail and restaurants to assure an 18-hour downtown.	<b>DCI</b> GCAC
	20. Coordinate public and private entities that provide visitor services and amenities (i.e., drinking fountains, restrooms, event child care, etc.).	<b>DCI</b> City/Dev.Dept.
	21. Expedite development of new gates at Port Columbus International Airport to accommodate additional direct Flights to Columbus.	<b>City/Public Util. &amp; Aviation Dept.</b> CACC;Bus.Assns.
	22. Enhance efficiency and quality of airport services and operations.	<b>City/Public Util. &amp; Aviation Dept.</b> CACC; Bus.Assns.

	23. Improve quality and availability of intracity taxi service.	<b>City/Public Util. &amp; Aviation Dept.</b> City/Dev. Dept.
<b>Marketing &amp; Promotions</b>	24. Educate area citizens about the benefits a thriving convention/tourism industry brings to them.	<b>GCCVB</b> CACC;Bus.Assns. Neighborhood Groups
	25. Develop a "Columbus Experience" multi-media production.	<b>GCCVB</b> CACC; Bus.Assns.
	26. Work with appropriate groups to identify a new image for Columbus, and use that image to promote the city.	<b>CACC; Bus.Assns.</b> GCCVB
	27. Inventory and evaluate the quality, potential, and attendee demographics of existing attractions and events.	<b>GCCVB</b> CACC;Bus.Assns. Ohio Div. Travel & Tourism
	28. Target key attractions/events.	<b>GCCVB</b> COMC;Ohio Div. Travel & Tourism
	29. Build marketing strategies around key attractions/events.	<b>GCCVB</b> CACC; Bus.Assns.
	30. Package travel, hotel, attraction and special event information for potential visitors.	<b>GCCVB</b> Hotel/Motel Assn.
	31. Survey convention industry to determine niches (i.e., trends, services, facilities, opportunities, etc.).	<b>GCCVB</b> CACC; Bus.Assns.
	32. Organize merchants to develop special promotions around special events.	<b>CACC;Bus.Assns.</b> Private Entity or Non-Profit
	33. Develop "down-time" programming between special events.	<b>GCCVB</b> CACC;Bus.Assns.
	34. Program toward an 18-hour, seven-day week in the downtown.	<b>CACC;Bus.Assns.</b> City-Public Util.& Aviation Dept. COMC;GCCVB
	35. Identify and attract current non-user groups to the new convention facility.	<b>GCCVB</b> CFA
	36. Make the business traveler a tourist.	<b>GCCVB</b> Hotel/Motel Assn.

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|---|---|
| 37. Enlist help of the Ohio Travel/Tourism Division to create a tourism strategy for downtown Columbus.   | <b>GCCVB</b><br>COMC  |
| 38. Develop sample itineraries to promote tourism activities.   | <b>GCCVB</b><br>Ohio Div.<br>Travel & Tourism                 |
| 39. Establish a broad-based “Ambassadors Program”.  | <b>GCCVB</b><br>UpDowntowners                                 |
| 40. Aggressively market Columbus to airlines for increased air service (e.g., inventory corporations’ travel volume to verify that “the business is here”). | <b>CACC;Bus.Assns.</b><br>City/Public<br>Util.&Aviation Dept. |

**Human Services and Education Strategies Strategy**

**Responsible Organization**

**Bold=lead agency**  
Light=support agency  
(See page 107 for key to abbreviations)

- |  |   |   |
|--|---|---|
| <b>Policies/ Regulations</b>               | 1. Have Downtown Columbus, Inc. adopt quality education as the city’s singular focus for the future.  | <b>DCI</b><br>CACC  |
| <b>Design Regulations and Enhancements</b> | 2. Keep the Health Department downtown and make appropriate services available.   | <b>Cols. Health Dept.</b><br>DCI  |
| <b>Capital Items</b>                       | (None)  |   |
|  | 3. Develop a creative education center that uses cutting edge Technology to expand and explain the history, government And culture of Ohio.   | <b>Bd.of Ed.</b><br>CACC  |
|  | 4. Develop additional shelter facilities for the homeless in sites that are accessible to transportation, employment, and other human service agencies, until appropriate housing alternatives are available. | <b>Cmnty.Shelter Brd.</b><br>City/Human Svcs.                           |
| <b>Financing &amp; Incentives</b>          | 5. Use public incentives (i.e., not-for-profit financing) to create private sector interest in constructing middle- and lower-income housing in the downtown.   | <b>Cols.&amp; Fr.Co.</b><br><b>Hsng.Cmsn.</b><br>Oh.Dept.of Ed.;<br>DCI |
|  | 6. Develop a local financing mechanism for health/human services as part of the public/private financing system.  | <b>CCEHC</b><br>City Cols.<br>Health Dept.                              |

	7. Create incentives for Columbus employers to include health, transportation, training and child care as part of entry level benefits packages.	<b>MHSC</b> CACC
<b><i>Planning/ Management Strategies</i></b>	8. Incorporate the quality education focus into other city goals and objectives.	<b>CDI</b> CACC
	9. Gather data to show strong correlation between education and economic development and quality of life.	<b>CACC</b> HECC
	10. Demonstrate how our existing collaborative educational efforts can become a national model.	<b>DCI</b> HECC
	11. Become a recognized demonstration site for innovative learning programs and collaborative efforts.	<b>FCEC</b> DCI
	12. Create an atmosphere in which every business and institution chooses to have an educational mission.	<b>CACC</b> HECC
	13. Expand on-going efforts to plan and execute cooperative educational programs.	<b>FCEC</b> HECC
	14. Create an environment of 100 percent literacy.	<b>Bd. of Ed.</b> Oh. Dept.Ed.
	15. Provide and implement an alternative educational experience or downtown model that draws students and staff from all school systems to provide specialized programs not available in those systems.	<b>Bd. Of Ed.</b> FCEC
	16. Develop a visual program in which each business and institution participates by having an educational display or experience on site.	<b>CACC</b> Bd. Of Ed.
	17. Encourage all cultural activities and institutions to maximize the educational aspects of their programs and events.	<b>Bd. Of Ed.</b> HECC
	18. Develop programs that insure creative education is a life-long endeavor.	<b>Bd. Of Ed.</b> HECC
	19. Host an international educational symposium on a biannual basis.	<b>HECC</b> CACC
	20. Award the "Christopher Prize" annually or biannually to the leading educator in the world.	<b>New Org.</b> (i.e., Nobel Prize Cmte.) CACC;; Educ. Inst.
	21. Incorporate "cutting edge" technology that delivers information to all aspects of education.	<b>Bd. Of Ed.</b> HECC

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|-----------------------------------|---|--|
| 22.                               | Plan inter-generational interaction in learning experience.   | <b>Bd. Of Ed.</b><br>HECC  |
| 23.                               | Establish Columbus as a national language and cultural training center, preparing businesses to function in the international marketplace.  | <b>CACC</b><br>HECC  |
| 24.                               | Develop and implement creative and educational mechanisms that help disadvantaged people gain the skills necessary to become more self-sufficient and to improve their quality of life. | <b>PIC</b><br>Bd. Of Ed.   |
| 25.                               | Strengthen the visibility and central planning focus of the Franklin County Housing Commission.   | <b>Cols. &amp; Fr. Co.</b><br><b>Hsng. Cmsn.</b><br>City/Human Svcs.               |
| 26.                               | Review the impact of all downtown planning and development proposals on populations served by health, education, and human services.  | <b>MHSC</b><br>DCI; City<br>Dev. Dept.   |
| 27.                               | Identify the specific range of services that should be provided by a downtown health clinic.  | <b>Cols. Health Dept.</b><br>Fr. Co. Bd. Of Health<br>Fr. Co.<br>Mental Health Bd. |
| 28.                               | Provide a wide range of services, through downtown health care providers, for the indigent population.  | <b>Cols. Health Dept.</b><br>Fr. Co.<br>Mental Health Bd.                          |
| 29.                               | Develop recuperative services for persons with substance abuse problems, include adequate follow-up programs and options.   | <b>Fr. Co.</b><br><b>Mental Health Bd.</b><br>Cols. Health Dept.                   |
| 30.                               | Institute a creative planning and funding mechanism to enable all human services to be proactive in meeting community needs.  | <b>CACC</b><br>AFC   |
| 31.                               | Include downtown businesses in developing a plan to provide affordable day-care facilities for downtown workers.  | <b>City/Human Svcs.</b><br>PIC   |
| 32.                               | Establish mechanisms to help people become self-supporting.   | <b>CACC</b><br>PIC   |
| <b>Marketing &amp; Promotions</b> | 33. Develop a public/private marketing plan that includes downtown health, education and human service benefits.  | <b>MHSC</b><br>CACC  |

## Office Strategies Strategy

### Responsible Organization

**Bold=lead agency**  
Light=support agency  
(See page 107 for key to  
abbreviations)

<b>Policies/ Regulations</b>	1. Preserve worthy historical structures.	Landmarks Found
<b>Design Regu- lations and</b>	2. Encourage sidewalk and street level activity by targeting <b>DCI</b> areas for high density development.	City/Dev. Com.
	3. Use terracing as a means of creating a people friendly river-front.	<b>City</b> DCI
	4. Increase the number of street level doors to retail stores.	<b>DCI</b>
	5. Designate an agency to monitor and encourage design standards.	<b>DCI</b> City/Dev. Comsn.
	6. Assure that pedestrian walkways connect related activities, but do not reduce sidewalk traffic.	<b>DCI</b> City
	7. Create a set of land use guidelines to identify development opportunities for under-utilized land.	<b>City</b> DCI
	8. Develop a plan for downtown parking and pedestrian movement.	<b>DCI</b> COTA
<b>Capital Items</b>	(None)	
<b>Financing &amp; Incentives</b>	9. Use public/private cooperation in developing open space.	<b>DCI</b> City
	10. Create a deferred appraisal incentive to stimulate conversion of older structures into new office space.	<b>City</b> DCI
	11. Target downtown areas that would be appropriate for interest rate buy-downs for residential development.	<b>DCI</b> City
	12. Create a public/private downtown development program that reduces interest rates through special bond financing, linked deposits, municipal bonds, state bonds, federal funding sources (i.e., block grants, UDAG's, HUD financing, historic preservation incentives, etc.).	<b>DCI</b> Financial Inst.

<b>Planning/ Management Strategies</b>	13. Keep stores open later.	<b>CACC</b> DCI
	14. Streamline development permitting processes to make them less cumbersome.	<b>City</b> New Org.
	15. Set criteria for determining use and/or value of city land targeted for development.	<b>City</b> DCI
	16. Establish a retailing/entertainment business association to promote, coordinate, and market their activities and institute mandatory participation.	<b>DCI</b> CACC
	17. Develop day care and other support facilities to encourage downtown workforce retention and after-hours activities. Include a joint public/private plan for facilities and operations.	<b>DCI</b> CACC
	18. Generate and publish an office census on an annual basis.	<b>City</b> DCI
	19. Establish a procedures manual for one-step development process.	<b>City</b> DCI

<b>Marketing &amp; Promotions</b>	20. Establish or designate a group to create and market a downtown image and focal points.	<b>CACC</b> DCI
	21. Promote downtown to suburban and out-of-town developers through networking and information systems.	<b>CACC</b> COMC
	22. Synthesize issues relating to image/focus/marketing.	<b>DCI</b> CACC

**Transportation and Utilities Strategies  
Strategy**

**Responsible  
Organization**

**Bold=lead agency**  
Light=support agency  
(See page 107 for key to abbreviations)

<b>Policies/ Regulations</b>	1. Require transit advisory board to include regular transit users.	<b>COTA</b> MORPC
	2. Establish a policy that no older buildings may be razed until plans for site redevelopment are well underway.	<b>DCI</b> City/Planning
	3. Prohibit goods deliveries in alleys serving major parking Garages during peak hours.	<b>City/Public Util.</b> Util. & Aviation Dept.

4. Establish a parking permit system in all residential areas adjacent to downtown.	<b>City/Planning</b> Neighborhood Groups
5. Impose a tax on off-street parking spaces.	<b>DCI</b> City/Public Util. & Aviation Dept.
6. Require a construction traffic mitigation plan for any large transportation improvement.	<b>Public Service</b> DCI
7. Require that any transportation improvements for 1992 enhance long-range transportation plans.	<b>City/Planning</b> DCI
8. Adopt policies that discourage auto traffic downtown and improve air quality.	<b>City/Planning</b> Ohio EPA
<b>Design Regulations and Enhancements</b> 9. Create a more pleasant street-level environment for pedestrians eliminating turns on red, encouraging street-level retailing, and improving aesthetics.	<b>DCI</b> City/Public Service Util. & Aviation Dept Planning
10. Establish development standards that prohibit grade-separated pedestrian walkways where they would adversely affect street-level retail.	<b>City/Planning</b> DCI
11. Maintain current grade-level, grid pattern for streets and sidewalks as the primary pedestrian circulation system.	<b>City/Planning</b> DCI
12. Require all new construction to have designated bicycle parking.	<b>City/Planning</b> DCI
13. Require developers to present development plans that affect parking and traffic to neighborhood commissions.	<b>City/Planning</b> Neighborhood Groups
14. Provide underground access for all utility users and providers unless technology prohibits ( a must for new construction).	<b>Private Utilities</b> City/Public Service Public Util & Aviation Dept.
15. Require that all new communication towers within the innerbelt be integrated as part of buildings.	<b>DCI</b> City/Planning
16. Adopt development standards that assure adequate waterfront pedestrian access in all new developments near the river.	<b>DCI</b> City/Planning
17. Adopt development standards that are aesthetically acceptable for different downtown areas.	<b>DCI</b> City/Planning

<b>Capital Items</b>	18. Implement an experimental publicly subsidized jitney service connecting major activity centers in the downtown.	<b>COTA</b> Private Not-for-Profit Entity
	19. Build additional express bus terminals in downtown.	<b>COTA</b> City/Planning
	20. Implement a downtown circulation bus route that uses attractive, unique vehicles (i.e., trolleys, etc.).	<b>COTA</b> DCI
	21. Develop a centralized computer-compatible data base information system for mapping all underground and overhead utilities.	<b>Private Utilities</b> City/Public Service Public Utilities and Aviation Dept.
<b>Financing &amp; Incentives</b>	22. Create and apply guidelines that stipulate degrees of private sector financial participation for various types Of transportation/utility services and facilities.	<b>DCI</b> City/Planning
	23. Implement incentives to encourage properties surrounding new construction to upgrade/retrofit their utilities at time of new construction (i.e., public/private partnership,	<b>City/Planning</b> DCI City/Public Service
<b>Planning/ Management Strategies</b>	24. Create an advisory board whose members represent the City, COTA, the private sector, and neighborhoods, that will develop and adopt a comprehensive overall transportation policy for downtown Columbus.	<b>DCI</b> City/Planning MORPC; COTA
	25. Encourage infill development through transportation and utility incentives for a specified 15-20 year downtown core area.	<b>DCI</b> City/Planning
	26. Conduct an economic and urban environmental impact study for each significant transportation proposal to assure that transit decisions coincide with environmental/ economic goals for downtown.	<b>City/Planning</b> DCI
	27. "Cap" downtown freeways by using air rights to integrate neighborhoods with downtown.	<b>City/Planning</b> DCI City Public Service Util. & Aviation Dept.
	28. Maintain downtown alley system.	<b>City/Public Service Util. &amp; Aviation Dept.</b> <b>DCI</b>
	29. Establish a better system of street-level transit circulation within the innerbelt.	<b>COTA</b> City/Public Service Util. & Aviation Dept.

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| 30. Provide incentives to downtown businesses to eliminate subsidized parking for employees who do not need cars for business-related activities during the day.  | <b>City/Planning</b><br>DCI  |
| 31. Implement high occupancy vehicle restricted lanes on freeways leading in and out of downtown to encourage rush hour carpooling and vanpooling.  | <b>MORPC</b><br>City/Public Service<br>Util. & Aviation Dept.                    |
| 32. Restrict truck deliveries in the downtown to a limited time period.   | <b>City/Public Service</b><br><b>Util. &amp; Aviation Dept.</b><br>DCI           |
| 33. Set a goal for the percentage of downtown commuting trips we want to see by public transit, automobile, and other means.  | <b>MORPC</b><br>COTA   |
| 34. Investigate the impact mid-block crosswalks would have on vehicular movement and vehicle and pedestrian safety.   | <b>City/Public Service</b><br><b>Util. &amp; Aviation Dept.</b><br>City/Planning |
| 35. Develop a means by which taxi and private vehicle passengers can have access near or at point of choice.  | <b>City/Public Service</b><br><b>Util. &amp; Aviation Dept.</b><br>City/Planning |
| 36. Develop fringe area park-and-rides served by public/private transit routes.   | <b>COTA</b><br>Neighborhood Groups   |
| 37. Develop an experimental core-area reduced transit fare to promote travel between downtown and surrounding neighborhoods.  | <b>COTA</b><br>DCI<br>Neighborhood Groups  |
| 38. Reduce the amount of time needed for bus drivers to change shifts at Broad and High Streets.  | <b>COTA</b>  |
| 39. Slightly reduce the number of bus stops.  | <b>COTA</b><br>City/Public Service<br>Util. & Aviation Dept.<br>City/Planning    |
| 40. Minimize the number of times buses must make 90-degree turns downtown.  | <b>COTA</b><br>City/Public Service<br>Util. & Aviation Dept.                     |
| 41. Tighten bus schedules for local bus routes leading into downtown and improve internal circulation in buses to reduce the length of time buses must wait at each stop (i.e., encourage passengers to exit from the rear of bus, etc.). | <b>COTA</b>  |

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| 42.                               | Establish additional bicycle routes between downtown and adjacent neighborhoods.   | <b>City/Planning</b><br>DCI  |
| 43.                               | Establish restricted bicycle routes in downtown using alleys, designated lanes on secondary streets, etc.  | <b>City/Planning</b><br>DCI  |
| 44.                               | Limit on-street parking to a maximum of one hour (Monday – Saturday, 8:00 a.m. – 4:00 p.m.).   | <b>City/Public Service Util. &amp; Aviation Dept.</b><br>City/Planning |
| 45.                               | Eliminate incentive for developers who speculate in downtown land by demolishing buildings and constructing income-producing surface parking lots until new buildings are developed. | <b>City/Planning</b><br>DCI  |
| 46.                               | Encourage information directories (similar to those in shopping malls) to reduce need for pedestrian traffic.  | <b>DCI</b><br>Neighborhood Groups                                      |
| 47.                               | Investigate all high-tech transportation options for downtown.   | <b>City/Planning</b><br>COTA   |
| 48.                               | Locate and reduce the number of wheelchair barriers in downtown.   | <b>City/Planning</b><br>City/Public Service Util. & Aviation Dept.     |
| 49.                               | Investigate the needs of handicapped pedestrians and make recommendations based on specific requirements.  | <b>City/Planning</b><br>City/Public Service Util. & Aviation Dept.     |
| 50.                               | Install devices at selected downtown intersections that help visually impaired pedestrians cross safely.   | <b>City/Public Service Util. &amp; Aviation Dept.</b>                  |
| 51.                               | Establish incentives that encourage major employers to adopt flexible work hours.  | <b>CACC</b><br>DCI   |
| 52.                               | Determine critical intersections at which turns on red can be prohibited.  | <b>City/Public Service</b>   |
| <b>Marketing &amp; Promotions</b> | 53. Conduct an extensive promotional campaign to encourage the use of mass transit for commuting trips.  | <b>COTA</b><br>MORPC   |

## Retail Strategies Strategy

### Responsible Organization

**Bold=lead agency**  
Light=support agency  
(See page 107 for key to abbreviations)

#### **Policies/ Regulations** (None)

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|--|--|--------------------|
| <b>Design Regulations and Enhancements</b> | 1. Insure that second-level walkways do not cross major retail streets and corridors or take away from street-level pedestrian businesses.               | <b>DCI</b><br>BOMA |
|  | 2. Locate parking to support street/first-level retail.  | <b>DCI</b><br>City |
|  | 3. Create standards for downtown building features that enhance the environment, including lighting, landscaping, parking access and improved sidewalks. | <b>DCI</b><br>City |
|  | 4. Create minimum design standards which are legally enforceable.  | <b>DCI</b><br>City |
|  | 5. Create a mechanism for public commentary on proposed design.  | <b>DCI</b><br>City |
|  | 6. Create more pedestrian amenities and lighting to improve the image and safety of the downtown retail area.  | <b>City</b><br>DCI |
|  | 7. Maximize open green spaces and retail opportunities in the downtown core by placing parking facilities on the periphery of the people-mover system.   | <b>DCI</b><br>City |

#### **Capital Items** (None)

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|-----------------------------------|--|------------------------|
| <b>Financing &amp; Incentives</b> | 8. Explore incentives that would encourage downtown developers to provide street-level/first-floor retail in their projects. | <b>DCI</b><br>City     |
|                                   | 9. Create financing/tax incentives to encourage retail/residential development.  | <b>City</b><br>DCI     |
|                                   | 10. Offer incentives to create downtown mixed-use developments.  | <b>City</b><br>DCI     |
|                                   | 11. Determine funding mechanism for the proposed retail organization (i.e., taxes, merchants, etc.,).                        | <b>DCI</b><br>CACC/DBA |

<b>Planning/ Management Strategies</b>	12. Create an organization to set standardized retail hours and coordinate all downtown retail activities and promotions with events (i.e., Scioto Superfest; Red, White, & Boom!, etc.).	<b>DBA</b> DCI
	13. Establish a parking program to assist and promote downtown retailers.	<b>DCI</b> City/DBA
	14. Create or designate a management organization that will conduct a market study for downtown retail.	<b>DCI</b> City
	15. Develop and implement a single retail master plan for increasing the viability of downtown retail, including guidelines for less desirable retail district uses.	<b>DCI</b> City
	16. Develop an independent organization to arbitrate disputes on eminent domain cases (i.e., comparable locations and market values of buildings/businesses); evaluate and encourage public projects to use empty/vacant spaces rather than displace existing retailers; and encourage development of street/first-level retail in office buildings downtown.	<b>DCI</b> City
	17. Provide space and auto access at street level for retail establishments in pedestrian zones.	<b>City</b> DCI
	18. Create a program that attracts a diversified retail base.	<b>DCI</b> DBA
	19. Provide management, coordination, and advice on retail development for maximum profit.	<b>DCI</b> CACC
	20. Create a street level/first-floor retail association.	<b>DBA</b> DCI
	21. Create a management district that benefits the retail core and strip only.	<b>DCI</b> CACC; DBA
	22. Create a plan for public and private access to the downtown area that promotes downtown retail activity.	<b>DCI</b> City
	23. Increase visibility of foot patrol and/or mounted safety officers throughout the downtown core at all times.	<b>City</b> DCI
	24. Develop residential, cultural, and entertainment activities along both sides of the river to interface with early evening retail and downtown businesses.	<b>DCI</b> City; CACC

	25. Establish a forum for all downtown merchants to discuss retail trends successes, etc. (i.e., newsletter, merchant forums, workshops, etc.).	<b>DBA</b> DCI
<b>Marketing &amp; Promotions</b>	26. Through the proposed downtown retail organization, develop a comprehensive, participatory downtown advertising and promotions program, including themes, advertisements and incentives.	<b>DBA</b> DCI
	27. Through this organization, create special shopping/sales events that encourage participation from other business sectors.	<b>DBA</b> DCI
	28. Provide technical assistance, through an organization on merchandising and marketing to small downtown retailers.	<b>DCI</b> DBA
	29. Create a unified image of downtown retail experiences.	<b>DBA; COMC</b> DCI
	30. Educate Columbus shoppers about coming downtown to shop (i.e., how, why, etc.).	<b>DBA</b> COMC
	31. Develop a marketing plan to “sell” total downtown shopping experiences/opportunities (i.e., Short North/Market Mall/German Village, etc.).	<b>DCI</b> COMC
	32. Promote ease of access, parking, inner transportation (i.e., buses, trolleys, etc.).	<b>DCI</b> City; COTA
	33. Seek and promote “unique” stores, shops, restaurants for the downtown area, including “nationals” and “mom & pops”.	<b>DCI</b> CACC

**Marketing and Promotions Strategies Strategy**

**Responsible Organization**

**Bold=lead agency**  
Light=support agency  
(See page 107 for key to abbreviations)

<b>Policies/ Regulations</b>	1. Define downtown as the area within the innerbelt plus German Village, Short North, AmeriFlora Sites and Brewery District.	<b>DCI</b>
	2. Designated marketing organization should interface with other marketing organizations/groups and support over-all marketing efforts.	<b>DCI</b>

- 3. Conceptualize communitywide celebrations-all-encompassing events. **DCI**
- 4. Exercise caution regarding growth ramifications. **DCI**

***Design Regulations and Enhancements*** (None)

***Capital Items*** (None)

- Financing & Incentives***
- 5. Create and promote special incentives for development. **DCI**
  - 6. Develop a funding mechanism in which all downtown attractions, events and businesses participate. **DCI**

- Planning/ Management Strategies***
- 7. Create a marketing “clearing house” under the auspice of an existing organization to package attractions and coordinate promotions. **DCI**
  - 8. Designate an existing entity to market downtown. **DCI**
  - 9. Implement and coordinate a comprehensive marketing plan for the downtown. **DCI**
  - 10. Establish a sanctioning process for all downtown events and activities that require up-front coordination and planning. **DCI**
  - 11. Mandate calendar coordination. **DCI**
  - 12. Assess events through information gathering and research to determine value to downtown marketing. **DCI**
  - 13. Evaluate resources such as professional vs. volunteer coordination, financial support, operations, staging areas, equipment, etc. **DCI**
  - 14. Create a system to identify the present baseline of downtown activities and to evaluate progress at five-year intervals. **DCI**
  - 15. Coordinate evaluation efforts for each committee. **DCI**
  - 16. Develop subjective and objective measurement criteria. **DCI**
  - 17. Determine what organization should evaluate marketing impact. **DCI**

	18. Develop unbiased sample base for surveys to measure objective criteria.	<b>DCI</b>
	19. Produce quarterly reports that include recommendations, action steps and target dates.	<b>DCI</b>
<b>Marketing &amp; Promotions</b>	20. Identify the most marketable downtown attractions (Capitol, City Center, Riverfront, museums, theaters and restaurants.	<b>DCI</b>
	21. Identify most marketable current downtown events (Red, White & Boom!, Columbus 500, Arts Festival and Columbus Day USA).	<b>DCI</b>
	22. Identify most marketable qualities of downtown (i.e., accessibility and safety, etc.).	<b>DCI</b>
	23. Create a single image for the downtown.	<b>DCI</b>
	24. Establish a competitive position for the downtown among other cities.	<b>DCI</b>
	25. Establish a short-term, omnibus package theme and determine a long-term single image; become that, and market it.	<b>DCI</b>
	26. Develop a marketing plan after the product and target market(s) are defined.	<b>DCI</b>
	27. Identify specific target audiences for downtown marketing efforts.	<b>DCI</b>
	28. Conduct research to determine the attributes most important to the key target groups.	<b>DCI</b>
	29. Define marketing objectives and products.	<b>DCI</b>
	30. Develop advertising and public relations strategies as an integral part of the marketing plan.	<b>DCI</b>
	31. Use central/regional mall strategy in marketing plan.	<b>DCI</b>
	32. Establish measurable criteria for each marketing initiative.	<b>DCI</b>

## Public Safety Strategies Strategy

### Responsible Organization

**Bold=lead agency**  
Light=support agency  
(See page 107 for key to  
abbreviations)

<b>Policies/ Regulations</b>	1. Continue current rate of police/fire graduation and man- power allocations.	<b>Police/Fire Div.</b>
	2. The City of Columbus should adopt provisions from a National existing structure code.	<b>City/Dev. Reg.</b> City Atty.
<b>Design Regu- lations and Enhancements</b>	3. Establish development standards to assure adequate outside lighting around downtown buildings to deter crime.	<b>DCI</b> City/Planning
	4. Require standpipes or sufficient fire equipment clearance In parking garages in accordance with State Codes.	<b>City/Dev. Reg.</b> <b>Fire Div.</b> City Atty.
	5. Develop or review standards for maintaining sufficient Fire/emergency medical services vehicle access.	<b>Fire Div.</b> <b>Dev. Regs.</b> City Atty.
<b>Capital Items</b>	6. Provide additional lighting and/or patrols along nighttime Pedestrian corridors, including: High Street from Fulton To Goodale; Broad Street from Veterans Memorial to the Art Museum; Town Street; High Street; and Fourth Street.	<b>City/Elec.Div.;</b> <b>Co. Cmsnrs.</b> DCI
	7. Provide hitching posts, corrals and/or watering stands for horse patrol at selected locations.	<b>DCI; CACC</b> Police Div.
	8. Provide additional river safety equipment and construct a boat ramp to enhance river activities and riverfront devel- opement.	<b>City/Rec.&amp; Parks</b> <b>Co. Engrn.</b>
<b>Financing &amp; Incentives</b>	9. Develop a program to encourage and finance structural and safety improvements in existing downtown buildings.	<b>City/Dev.Reg;s DCI</b> Fire Div; BOMA City Atty.
	10. Offer a temporary tax reduction to building owners who complete an acceptable retrofit program for code com- pliance.	<b>City/Dev.Reg;</b> <b>City Atty.;</b> DCI; BOMA

<b>Planning/ Management Strategies</b>	11. Identify one person/agency (with a single telephone number) as a contact for street lighting problems.	<b>City/Elec. Div.</b>	
	12. Review adequacy of lighting and security/supervision in major downtown parking areas that support nighttime activities.	<b>DCI</b> City/Elec.Div. Dev. Dept.	
	13. Increase foot patrols, horse patrols and/or cruisers in high Visibility areas.	<b>Police Div.</b>	
	14. Provide means for notifying police of conventions and other people-generating activities, and policies for personnel assignments.	<b>GCCVB; CACC</b> Police Div.; Safety Dir.	
	15. Identify future security needs for Columbus City Center, Including need for and coordination with Police Division.	<b>City Center Mgt.</b> Police Div.	
	16. Coordinate downtown shuttle services and referral to private transport for convention/visitors groups.	<b>GCCVB</b> COTA; Private Oprtrs	
	17. Provide frequent shuttle transportation between major downtown activity centers and parking, especially at night.	<b>COTA</b> Private Operators	
	18. Review code compliance and enforcement manpower needs, using input from professional architectural and Engineering societies.	<b>City/Dev.Reg.</b> Fire Div.	
	19. Create an "early warning system" through existing downtown organizations to identify growth and development impacts on police and fire services.	<b>DCI;CACC</b> City/Dev.Reg.	
	20. Involve safety forces in initial planning for major downtown events/exhibitions, possibly by integrating with licensing and permit procedures.	<b>City Rec.&amp; Parks; GCCVB</b> Major event plnrs; promoters	
	21. Coordinate downtown street repair to traffic disruption.	<b>City/Traffic Eng.</b> Police Div.	
	<b>Marketing &amp; Promotions</b>	(None)	

## Parks and Recreation Strategies Strategy

### Responsible Organization

**Bold=lead agency**  
Light=support agency  
(See page 107 for key to abbreviations)

<b>Policies/ Regulations</b>	1. Dedicate land along the Scioto River's edge in the downtown as public open space.	<b>City</b> County
	2. The City should not give up potential park land. If it does, developers should provide comparable land for park and open space use.	<b>City</b> DCI
	3. Retain Central High School as a primary alternative facility for the Museum of Art.	<b>City</b> Arts Orgs.
	4. Adopt riverfront development standards that extend throughout the Central Ohio Metropolitan Area.	<b>Metro Parks</b> City
	5. Enact legislation mandating that current property owners allow public access to the river.	<b>City</b> County
	6. Create legislative mandate to build more riverfront parks like Bicentennial Park.	<b>City</b> County
	7. Zone waterways to protect both river and shore from environmental degradation, such as erosion, and set aside specific park areas north and south of downtown as urban preserves for vegetation and wildlife.	<b>City</b> DCI
<b>Design Regulations and Enhancements</b>	8. Modify riverfront development standards to protect existing natural habitats.	<b>State</b> City
	9. Require landscaped public open space in major downtown public or private development projects.	<b>City</b> DCI
	10. Require public artwork and sculpture as an integral design element of the open space.	<b>City</b> Arts Orgs.
	11. Incorporate arches and decorative elements, including lighting, in redesigning Scioto River bridges.	<b>County</b> City.
	12. Require that landscape architects be involved in planning and design of all public open space.	<b>City</b> DCI

	13. Incorporate a variety of landscape elements, including artwork and sculpture, in public open space.	<b>City</b> Arts. Orgs.
	14. Adopt a design philosophy that ensures aesthetically pleasant design and enhances security.	<b>City</b> DCI
	15. Provide minimum landscaping standards as part of the master plan and/or zoning codes, for downtown projects that are built behind zero setback lines.	<b>DCI</b> City
	16. Preserve the current unified visual image of the Broad, Town and Main Street bridges when rebuilding.	<b>County</b> Landmarks Found
	17. Promote the display of artwork, sculpture and interior Landscaping in public indoor open space.	<b>Arts Orgs.</b> DCI
	18. Require developers to conform to proposed street design plans once they are in place, and to (construct) the streetscape on their frontages.	<b>DCI</b> City
<b>Capital Items</b>	20. Incorporate artwork and sculpture displays in site plans for downtown parks.	<b>City</b> Arts. Orgs.
	21. Clean, preserve and display the mural on the Central High School site.	<b>City</b> City/Rec & Parks
	22. Install attractive lights in downtown parks for nighttime use and security.	<b>City</b> City/Rec & Parks
	23. Purchase Ft. Hayes land (if it is surplus) for public uses and open space.	<b>City</b> Other
<b>Financing &amp; Incentives</b>	24. Include innovative development incentives (i.e., tax and land use incentives, public support, regulatory flexibility, etc.) in a downtown area master plan that encourages public amenities such as parks and indoor and outdoor public art.	<b>DCI</b> City
	25. Require a public-private trust fund for acquisition, establishment and maintenance of public art based on 1 percent of capital costs of construction.	<b>DCI</b> City/Arts Orgs.
<b>Planning/ Management Strategies</b>	26. Develop a more active fish and wildlife program in downtown parts for fishermen, including fish and wildlife stocking, habitat improvement and naturalist programs.	<b>State</b> City
	27. Implement humane alternatives for homeless people.	<b>City</b> County
	28. Make certain that parks are safe, comfortable and clean for all.	<b>City</b> County

- |                                   |   |   |
|-----------------------------------|---|---|
| 29.                               | Identify vacant land in the downtown for open space use and include it in the master plan.  | <b>DCI</b><br>City  |
| 30.                               | Develop a site plan for the Central High School site that connects proposed land use with the Veterans Memorial site and the Health Department site back to the railroad tracks on the west.          | <b>DCI</b><br>City  |
| 31.                               | Coordinate downtown event organizers with transportation providers to provide special services for the elderly and handicapped.   | <b>COTA</b><br>DCI;CACC   |
| 32.                               | Provide technical assistance to downtown businesses for landscaping, streetscaping, maintenance, and public space design.   | <b>City</b><br>DCI  |
| 33.                               | Link downtown and neighboring parks to 1992 events and AmeriFlora display.  | <b>City</b><br>Colour Cols.<br>1992 Cmsn.                         |
| 34.                               | Incorporate floriculture into curriculum of Cols. Public Schools.   | <b>Bd. Of Ed.</b><br>Colour Cols;<br>Cols. State/<br>Tech.Schools |
| <b>Marketing &amp; Promotions</b> | 35. Identify historic events and sites with plaques, and market the sites and related special events through tours, maps, and in promotional materials.   | <b>CACC</b><br>City   |
| 36.                               | Promote floriculture, horticulture, and agriculture development as a commercial/industrial greenhouse enterprise that supports the AmeriFlora/1992 Celebration and follow-up beautification programs. | <b>1992 Cmsn.</b><br>City   |

## Key to Abbreviations

AFC	Actions For Children
Arts Orgs	Arts Organizations
Bd. Of Ed.	Columbus Board of Education
BOMA	Building Owners & Managers Association
Bus. Assns.	Business Associations
CACC	Columbus Area Chamber of Commerce
CCEHC	Coalition for Cost Effective Health Care
CFA	Convention Facilities Authority
CMHA	Columbus Metropolitan Housing Authority
CNP	Columbus Neighborhood Partnership
COMC	Central Ohio Marketing Council

COTA	Central Ohio Transit Authority
City Atty.	City Attorney
City Human Svcs.	City Human Services Department
Cmnty.	Community
Cmsn.	Commission
Cmte.	Committee
Cols.Fr.Co.Hsng.Cmsn.	Columbus & Franklin County Housing Commission
Cols.	Columbus
Cols. State	Columbus State Community College
Colour Cols.	Colour Columbus
Co. Engrn.	Franklin County Engineer
County Cmsnrs.	Franklin County Commissioners
DBA	Downtown Business Association
DCI	Downtown Columbus, Inc.
DNA	Downtown Neighborhood Association
Dev. Cmsn.	City of Columbus Development Commission
Dev. Dept.	Development Department, City of Columbus
Dev. Regs.	Development Regulations Division, City of Columbus
Educ. Inst.	Educational Institutions
Elec. Div.	Electricity Division of the City of Columbus
FCEC	Franklin County Education Council
Financial Inst.	Financial Institutions
GCAC	Greater Columbus Arts Council
GCCVB	Greater Columbus Convention & Visitors Bureau
HECC	Higher Education Council of Columbus
Hotel/Motel Assn.	Columbus Hotel/Motel Association
Ind. Org.	Individual Organization
Landmarks Found	Columbus Landmarks Foundation
MHSC.	Metropolitan Human Services Commission
MORPC	Mid-Ohio Regional Planning Commission
Metro Parks	Metropolitan Parks
Oh.Dept. of Ed.	Ohio Department of Education
PIC	Private Industry Council of Columbus & Franklin County
Planning	Planning Division, City of Columbus
Public Service	Public Service Department, City of Columbus
1992 Cmsn	1992 Commission
Rec & Parks	Department of Recreation & Parks, City of Columbus
Safety Dir	Director of Public Safety Department, City of Columbus (includes Police and Fire Divisions).
Traffic Eng	Traffic Engineering Division, City of Columbus

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