

October 21, 2024



West Henderson Road Vision Plan

CITY COUNCIL BRIEFING





Kyle May
Associate Principal, MKSK

ENVISION 
HENDERSON

Agenda & purpose

- » Process overview and background
- » Community themes
- » Priorities, principles, & BIG ideas

5 min

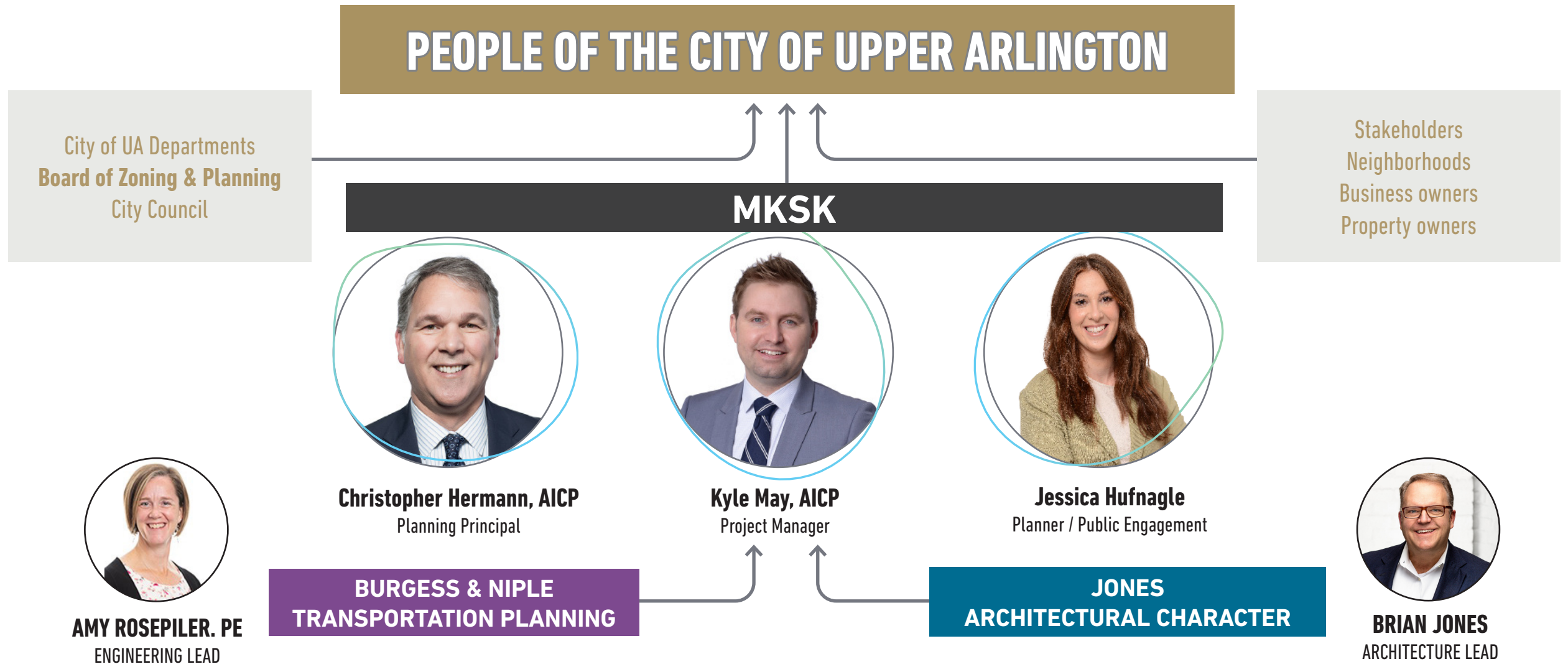
10 min

30 min



SOURCE: CITY OF UPPER ARLINGTON

Project team





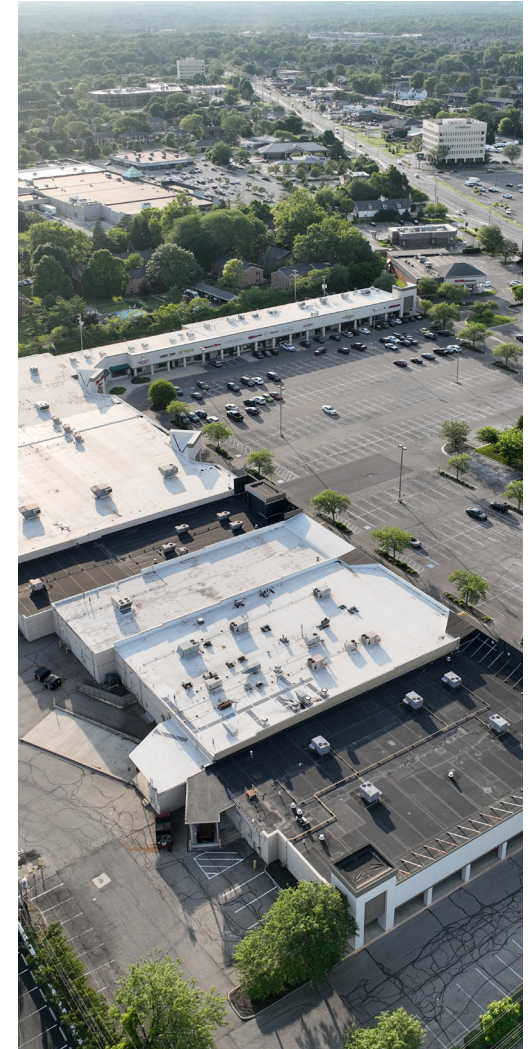
Overview & Background

Kyle May, Associate Principal, MKSK Studios

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Why now?

- » The **Central Ohio region is growing rapidly**, and every community – Upper Arlington included – is feeling the impacts and pressures of this growth. How communities prepare for what's to come, will be key to their longterm health, identity and vibrancy.
- » West Henderson Road is the **last major business district within the City** with the potential for significant change.
- » Henderson Road serves as the **boundary between Upper Arlington and the City of Columbus**. With multiple property owners, and different zoning and design standards for each jurisdiction, the resulting **developments over the years have created an inconsistent look and feel**.
- » The district is located at the northern edge of the community instead of a more central location, with **diminished access to the region's network of highways, and lacks a defined sense of place within Upper Arlington**.
- » The current roadway configuration **does not reflect contemporary safety, access, streetscape and aesthetic expectations**.
- » Other initiatives, like **LinkUS and Zone In Columbus**, will impact this district and **now is the time to be proactive** about the changes that occur.



SOURCE: CITY OF UPPER ARLINGTON

Outcomes

- » **Another, great community conversation** - broad engagement that combines education, brainstorming, and idea-building.
- » **Clarity, connection, better understanding**
- » **A bold vision** - A statement of intention, on behalf of citizens of Upper Arlington, focused on the rich opportunities along the Henderson Road corridor. A community-written, data-informed plan that is inspiring, clear, and connected to a sequence of actions and investments.
- » **Clear objectives** - what are the needles we're trying to move? How do we know we're making progress? Measurable, achievable, important, tight connection to the vision.
- » **Stacked and sorted actions** - community investments and policies that support one or more objectives.

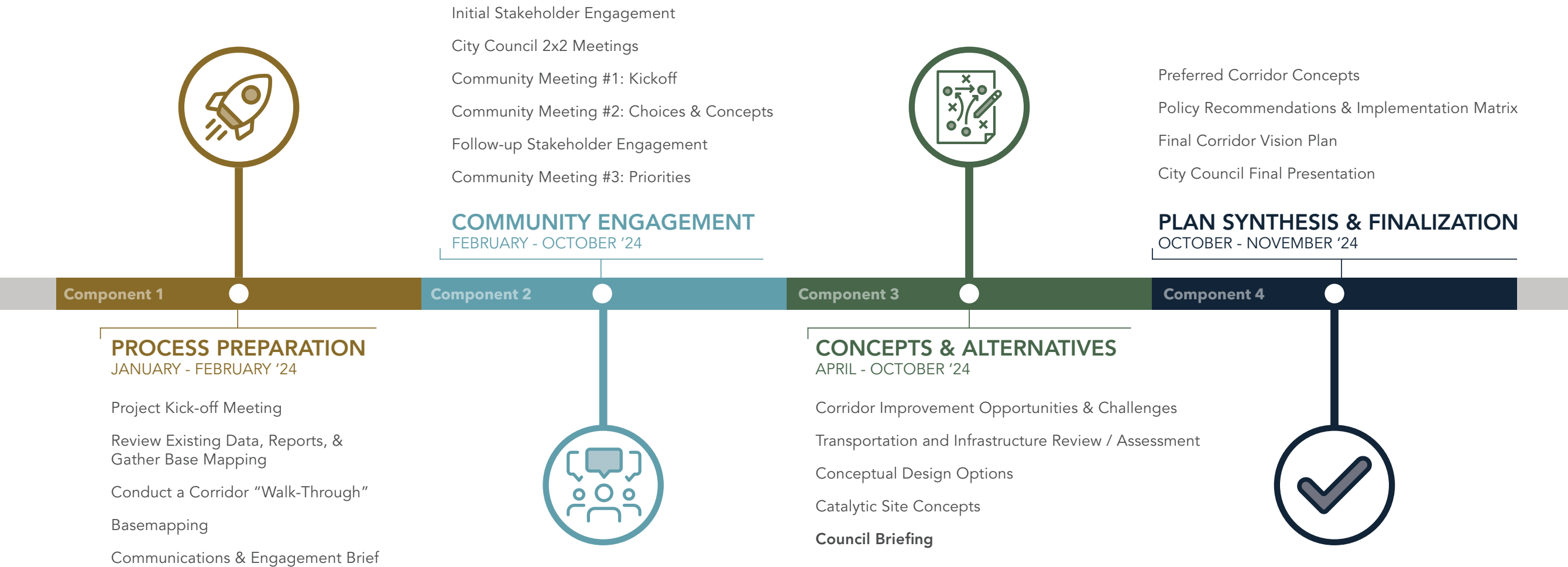


SOURCE: MKSK, CITY OF UPPER ARLINGTON

Study Area



Project Schedule





Community Themes

Kyle May, Associate Principal, MKSK Studios

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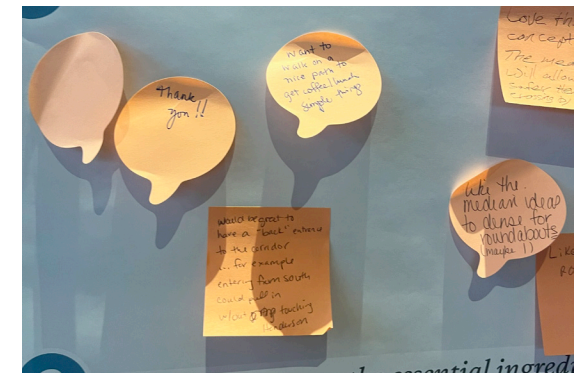
The Community Process

- » Multi-round engagement series featuring in-person and virtual meeting options
- » Campaign focused on three goals:
 - » **Educate** - Provide important background information to “level set”
 - » **Gather** - Collect concerns, opportunities, and ideas
 - » **Inspire** - Test priorities and set the direction

**Total Envision
Henderson Participants**

+900

Sharing more than **2,500**
comments, reactions, and ideas
via in-person and online activities



COMMUNITY KICKOFF

APRIL 10, 2024 LIVE MEETING ★ VIRTUAL SURVEY ★ COMMUNITY POP-UPS

COMMUNITY CHOICES

AUGUST 24, 2024 LIVE MEETING ★ VIRTUAL SURVEY

Major themes

- » The planning team, including MKSK and Burgess and Niple, reviewed each of the responses and developed a responsive categorization scheme.
- » Based on this thorough reading and review, **several overarching themes have been identified**. These provide a high-level perspective on what was shared through the thousands of responses.
- » Crosscutting themes and takeaways from the community conversations focused on major issues like **safety, aesthetics, vibrancy, mobility, jobs and fiscal outcomes, and the qualities of place.**
- » The following themes are not exhaustive but **representative of the major, emergent themes** in the 2,500+ comment database.



SOURCE: MKSK, CITY OF UPPER ARLINGTON

Major themes from Kickoff

The following themes are not exhaustive but representative of the major, emergent themes in the 2,500 comment database.

Movement inside, into, and across the corridor should be made safer for motorists and, especially, non-motorists.

- » *There are areas where these dangers cluster, but generally, safety along the corridor should be looked at holistically.*
- » *Access management is a key challenge.*



Major themes from Kickoff

The following themes are not exhaustive but representative of the major, emergent themes in the 2,500 comment database.

The qualities of place are important in Upper Arlington, but they are lacking throughout the Henderson Road corridor.

- » *There is a general lack of consistency with respect to architecture, site design, landscaping, signage, and other visible elements of the built environment.*
- » *The pattern and architecture of sites and buildings is haphazard and negatively impacts the area's overall sense of place.*



Major themes from Kickoff

The following themes are not exhaustive but representative of the major, emergent themes in the 2,500 comment database.

The market processes that are currently playing out could be harmful to the quality of the built environment and the fiscal position of the city.

- » *These processes are not self-correcting.*
- » *The softening retail and office markets – especially as they are impacting more dated products – could act as a drag against community priorities.*



Major themes from Kickoff

The following themes are not exhaustive but representative of the major, emergent themes in the 2,500 comment database.

There is a opportunity to move beyond simple, single-use spaces.

- » *Spaces are transactional and disconnecting*
- » *A fragmented building pattern and overbuilt or redundant infrastructure and parking*



Major themes from Kickoff

The following themes are not exhaustive but representative of the major, emergent themes in the 2,500 comment database.

The character, quality, and consistency of future projects is a priority.

- » *New projects should meet the community's high standard for form and function, mixing timeless materials with a land use profile that meets current and emerging market demands.*
- » *These projects can have mixed uses but should be scaled and placed appropriately.*

“ Make buildings unique to Upper Arlington not any town in the USA ”

-Round One Kickoff Participant

Major themes from Kickoff

The following themes are not exhaustive but representative of the major, emergent themes in the 2,500 comment database.

There are residents here and they are important and part of the broader Upper Arlington community.

- » *The communities tucked into the corridor are, in some cases, more than 50 years old and are generally more affordable because of their range of housing types.*
- » *These neighborhoods are an important part of the cities of Upper Arlington and Columbus and should be connected into, rather than fenced out of, complementary spaces as they evolve along the corridor.*



Major themes from Kickoff

The following themes are not exhaustive but representative of the major, emergent themes in the 2,500 comment database.

The stitching between the cities of Columbus and Upper Arlington will define the future success of this planning effort.

- » *Work in either community will have an impact on the other.*
- » *Coordination and collaboration are key to the plan's success. The Zone In (City of Columbus zoning code updates) and LinkUS (Central Ohio Transit Authority Bus Rapid Transit proposal) processes will have a profound impact on the north side of the corridor with respect to development opportunities.*
- » *The communities should continue to work together to achieve shared, strong outcomes along Henderson while maintaining their unique identities.*



“There is a GREAT multi-use path on Dierker north of Henderson. Can we have a stronger connection to it from Upper Arlington”

-Round One Kickoff Participant

Major themes from Kickoff

The following themes are not exhaustive but representative of the major, emergent themes in the 2,500 comment database.

The “gateway” aspect of the corridor can be better embraced and enhanced.

- » *Henderson makes up the northern boundary for the city and this “gateway” should showcase the best aspects of the community.*
- » *The corridor’s larger lots and existing mix of uses make it an ideal location for addressing latent community needs without overburdening existing neighborhoods.*



Major themes from Kickoff

The following themes are not exhaustive but representative of the major, emergent themes in the 2,500 comment database.

Not all redevelopment is inherently “good” or “bad”.

- » *Change should be considered and metered, following a strategy, and leading to incremental transformation of the corridor.*
- » *The design, integration, materials, architecture, landscaping, and market fundamentals make up a short list of elements to consider for any proposed project.*
- » *Additionally, these decisions are important. The city has very few simple redevelopment or development sites remaining.*

Top votes received on “what does good development look like” prompt





+300

Social Pinpoint mapping through the process website



Priorities, Principles, & BIG ideas

Kyle May, MKSK

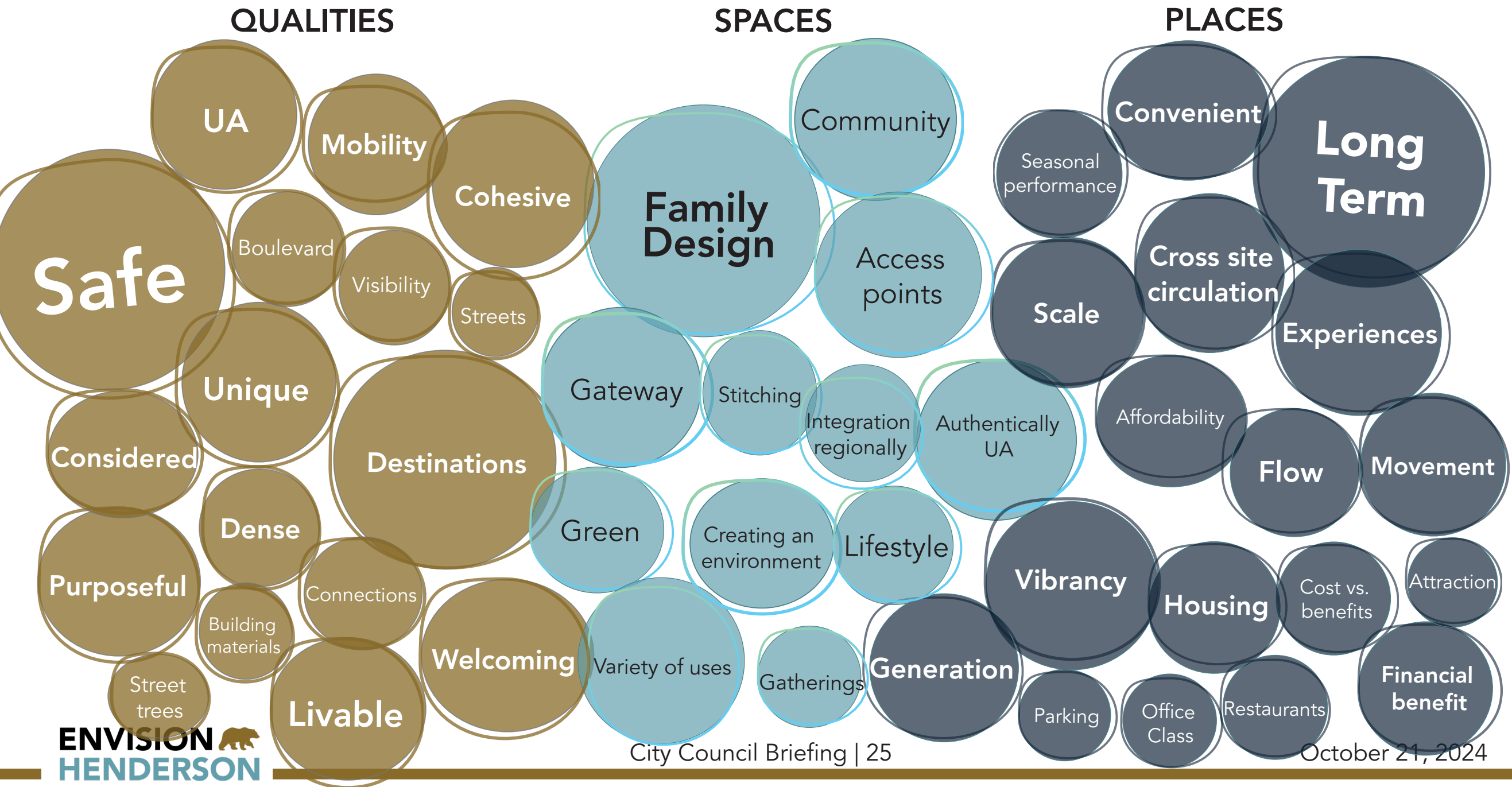
ENVISION 
HENDERSON

Moving from conditions to concepts

- » Connecting **community priorities** to actionable projects, policies, and/or programs
- » Considering with **levels of control** or what can we do alone, where do we need partners?
- » The corridor plan is focused on two, integrated environments: **Inside** the right-of-way and **outside** the right of way.
- » All concepts, recommendations, and BIG ideas will be tied back to the priorities of the community through:
 - » **Statements of intent / priorities** - why we're doing what we're doing. Our expected outcomes. Our connections to critical community needs, gaps, etc.
 - » **Principles for growth** - directional statements informing, bounding, or directing project development. Establishing character expectations.



Statements of Intent



Principles



Enhance ...

the right of way, enabling a safe, connected, and well-planned corridor for all users.



Inspire ...

great projects that better serve the community and meet our standards for quality, connectivity, and viability.



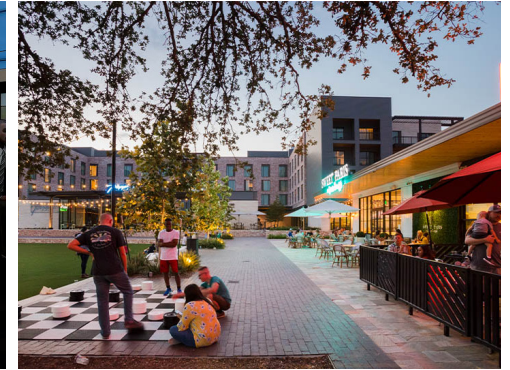
Build ...

on past investments in infrastructure and maintain the economic productivity of the district and the city's fiscal sustainability as a result.



Integrate ...

and leverage regional opportunities that enhance connections and improve the stitching between communities.

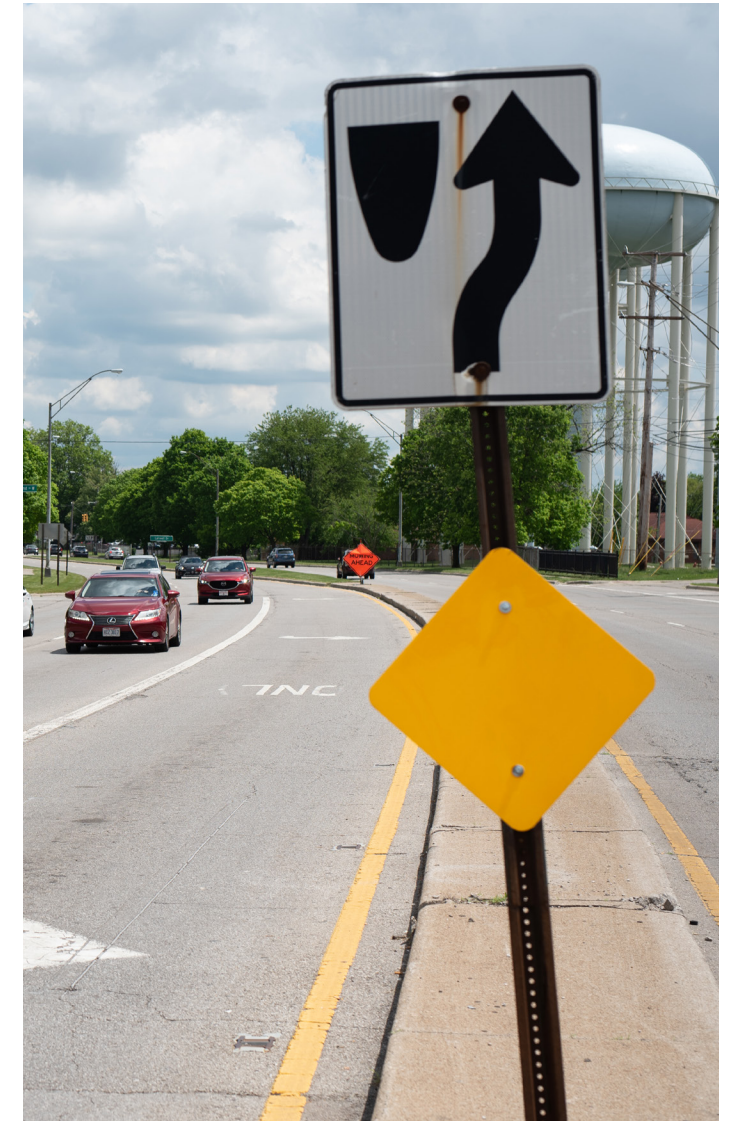


Generate ...

places for people. Places that - through their considerate site planning, development, and architecture - are vibrant, productive, and beautiful.

Taking action

- » Connect the community's priorities and principles with action
- » Identify best practices, catalysts, and transformational ideas
- » Link the priorities with possibilities
- » What is a **BIG idea**?
 - » **Transformational** investments and major moves
 - » **Elevate** the function, viability, and livability of the corridor for its residents, workers, and visitors
 - » **Mitigate** current and emergent challenges and headwinds
 - » Help **push** the conversation and deliver on community expectations
 - » **Build** a connection between the current state of the corridor and the community's vision



Assigning action

- » Plan will propose a collection of projects, policies, or programs (actions) that move the community toward its vision for Henderson
- » We have varying levels of control over implementation of these actions, the opportunity extends beyond the city's purview. Focus on three levels:
 - » **CONTROL** - Potential for unilateral implementation through capital projects, etc.
 - » **INFLUENCE** - City not (solely) responsible but plays a significant role in setting direction, framing goals, directing outcomes (ex. Zoning)
 - » **ADVOCATE** - Draw attention but ability of the city to influence outcome limited

INFLUENCE

CONTROL

Control / Influence / Advocate





ENVISION 
HENDERSON

So, what's the BIG idea?

A starting point ...

- » Building on your priorities, market and policy realities, and where we want to go
- » Starting point for the “how”? From addressing, to enhancing, to transforming

~ THE BIG IDEAS ~

The Henderson “Boulevard”

Envisioning a safe, accessible, and attractive signature street and gateway to the Upper Arlington community

The Northern Gateway

A lively mixed-use district, brimming with activity, and serving as a welcoming gateway

Live+Work Neighborhood

A new community blends the traditional office park with the traditional neighborhood, creating a more resilient, green, and walkable district

~ ADDITIONAL OPPORTUNITIES ~

**Trail
Connectors**

**Neighborhood
Investment**

**Regional
Collaboration**

The Henderson “Boulevard”

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KEY FINDINGS FROM TECHNICAL ANALYSIS

- » Between 2018 and 2022, there were a total of **139 crashes** along the corridor. Many of the crashes were right angle type collisions due to **limited access control** along the corridor.
- » Sporadic commercial development along the corridor led to uncoordinated site access management, **38 curb cuts**
- » Aesthetics (landscaping, signage, etc.) are highly variable, lacking



PRIORITIES FROM THE COMMUNITY

“Revitalize the corridor, provide better traffic control on Henderson Road. Aesthetically pleasing entrance to U.A.”

“Install speed calming features in the corridor, eg., roundabouts, electronic speed indication signs, etc.”

What's in a *right-of-way*?



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Total Crashes 2018-22

139

In 2022, more than half of the 30 total crashes involved an injury.
One serious injury crash west of Reed involved a pedestrian

Crashes at intersections or driveways

84%

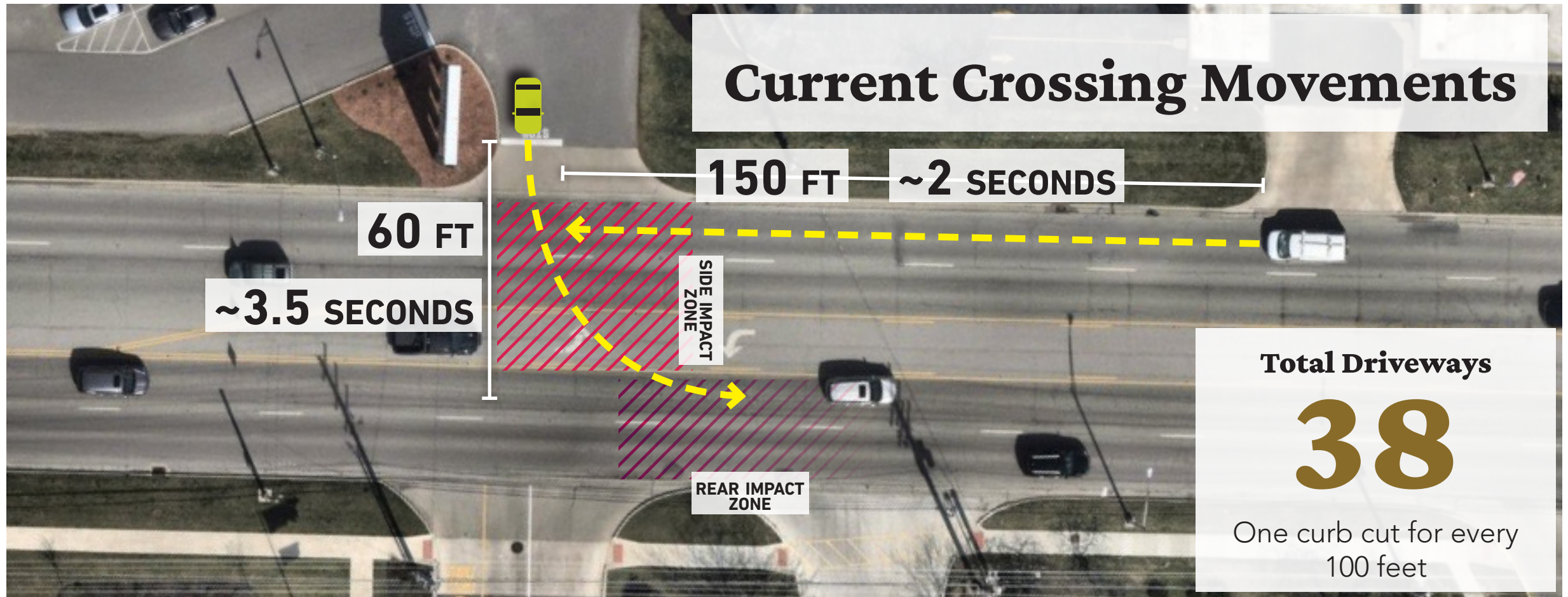
The majority of driveway related crashes occurred at driveways between Gettysburg & Reed

Crash Density



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CUT TO ME-
DIAN

GREEN MEDIAN

ROUNDBABOUTS

CONTINUOUS FLOW

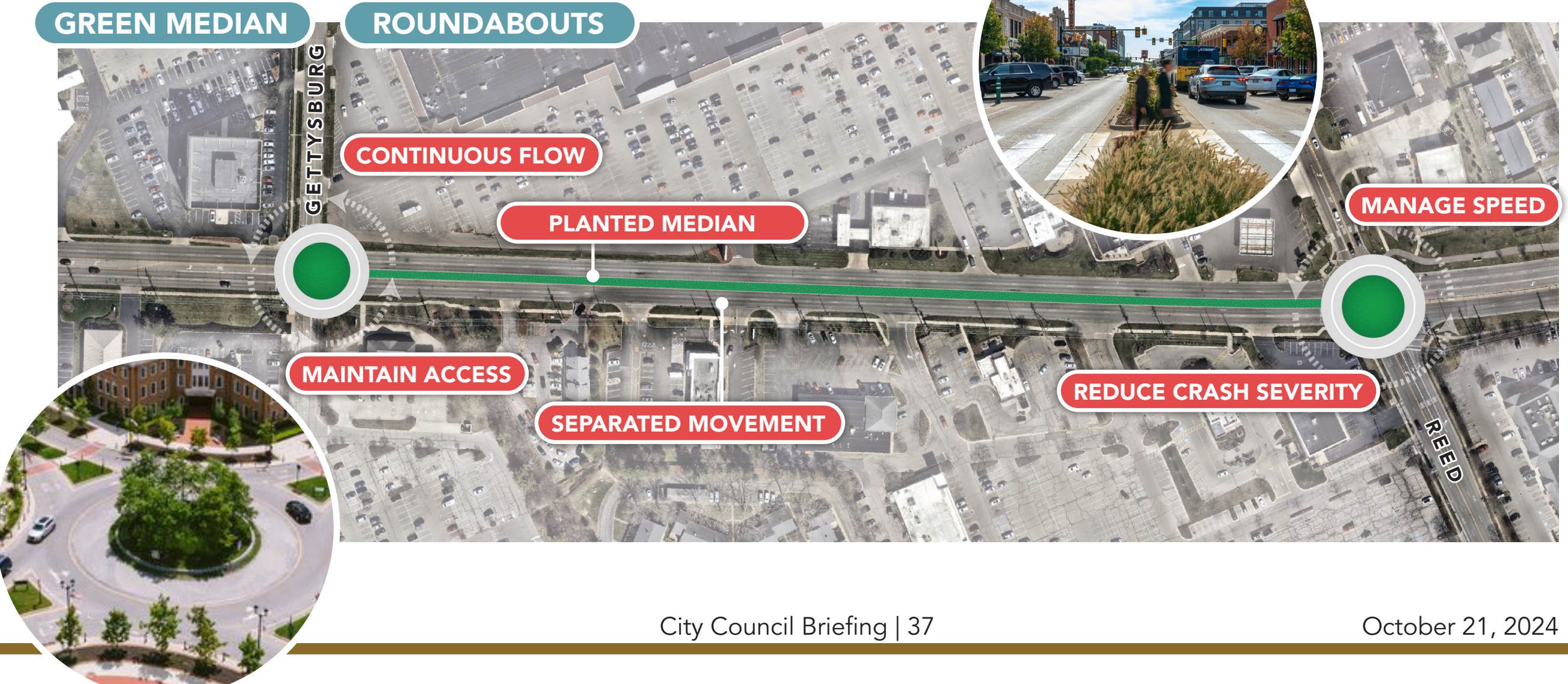
PLANTED MEDIAN

MAINTAIN ACCESS

SEPARATED MOVEMENT

REDUCE CRASH SEVERITY

MANAGE SPEED



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AESTHETICS

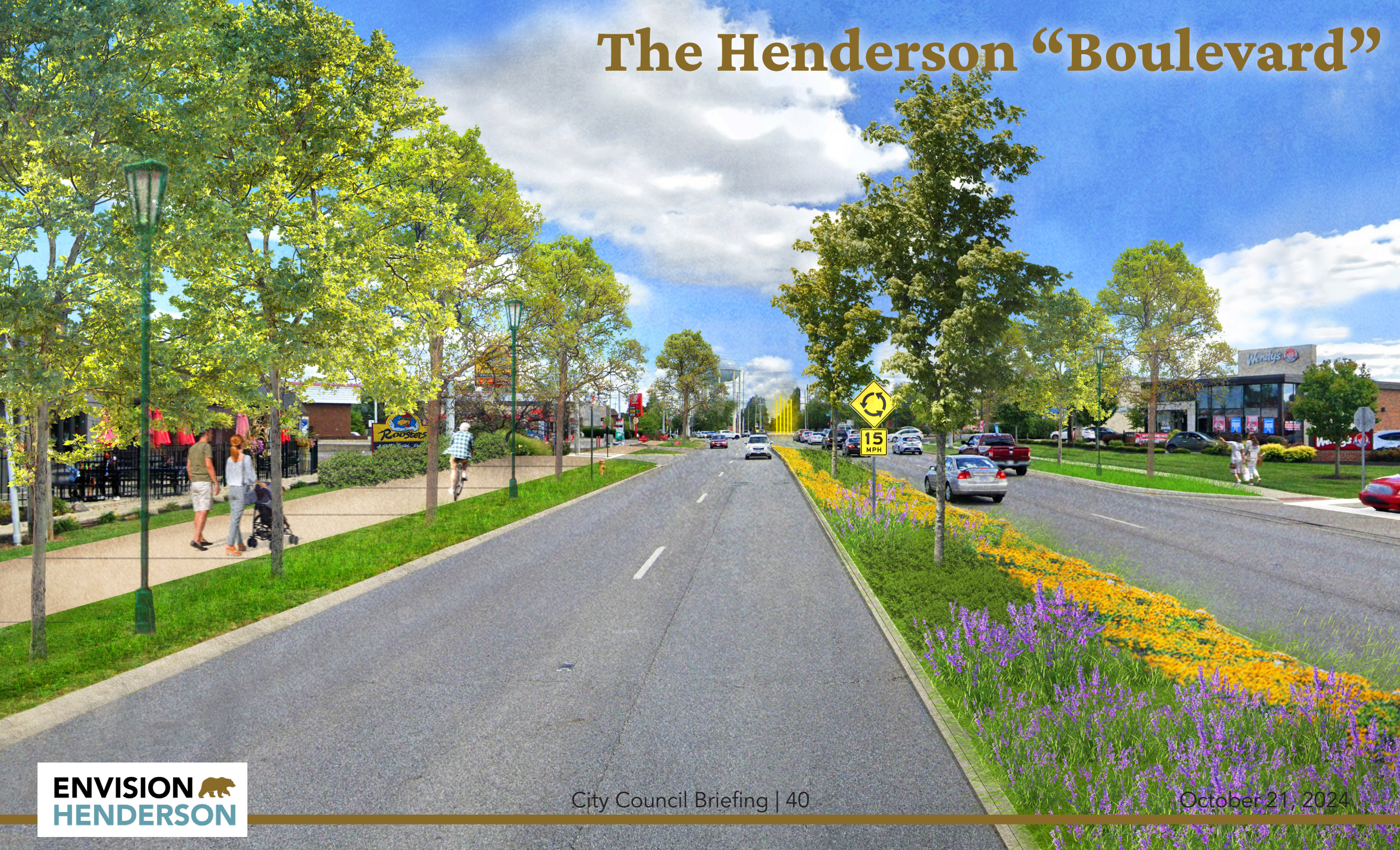
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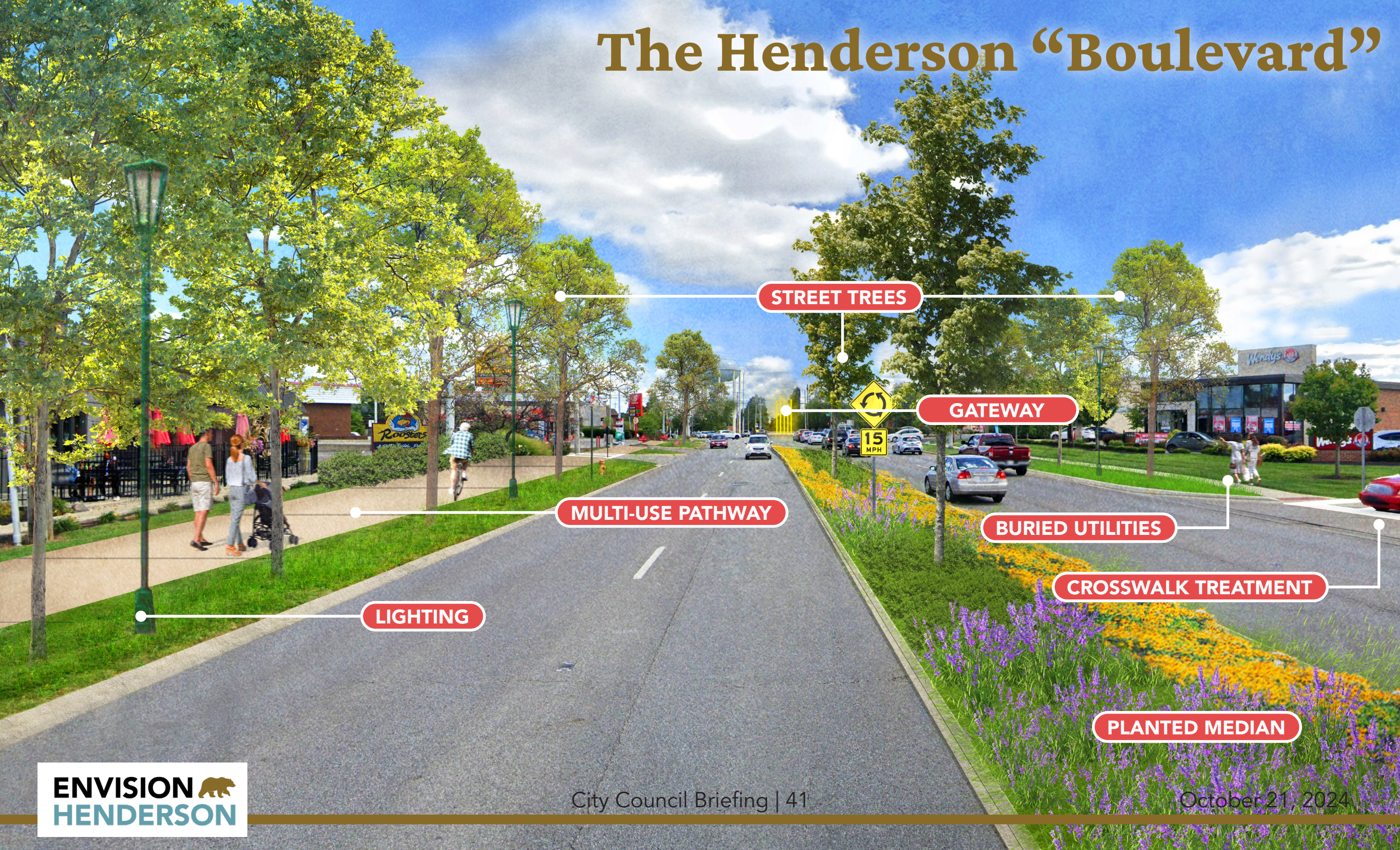
The Henderson “Boulevard”

*Envisioning a safe, accessible, and attractive signature street
and gateway to the Upper Arlington community*

The Henderson “Boulevard”



The Henderson “Boulevard”



STREET TREES

GATEWAY

MULTI-USE PATHWAY

BURIED UTILITIES

CROSSWALK TREATMENT

LIGHTING

PLANTED MEDIAN

A starting point ...

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~ THE BIG IDEAS ~

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~ ADDITIONAL OPPORTUNITIES ~

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Connectors**

**Neighborhood
Investment**

**Regional
Collaboration**

Susceptibility to change

- » Underdeveloped properties are buildings who—based on a host of criteria—have a high **susceptibility to change** in the near term (the next five to ten years).
- » Given the age of the commercial building stock along the corridor and the diminishing developable land resources across the community, underdeveloped properties are increasingly **targets of redevelopment proposals**.
- » There are several factors that contribute to whether a property is “underdeveloped” based on the latent market demands. These include **market viability, building age, vacancy, ownership and tenure, access, environmental constraints**, among others.
- » Let’s consider two criteria across the Henderson Planning Area: **Building age** and **parking-to-building ratio (FAR)**.



Susceptibility to change

CITY OF COLUMBUS

Building Age

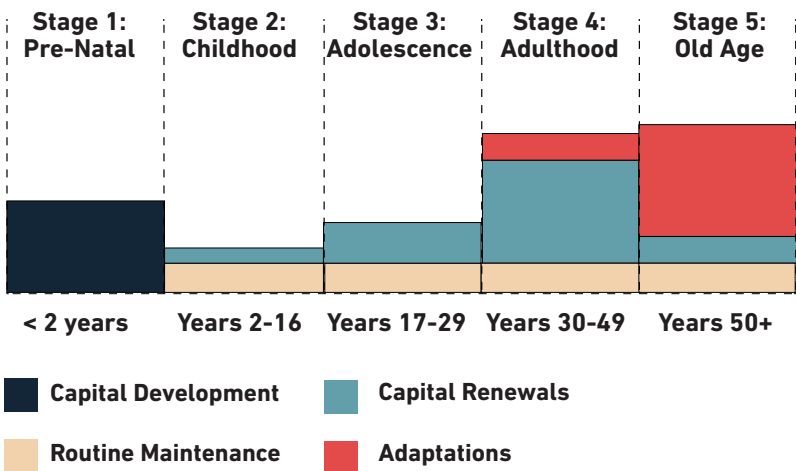
Property under 50 years old



Property **over** 50 years old



BUILDING LIFE CYCLE



CITY OF UPPER ARLINGTON

Susceptibility to change

CITY OF COLUMBUS

Building Age

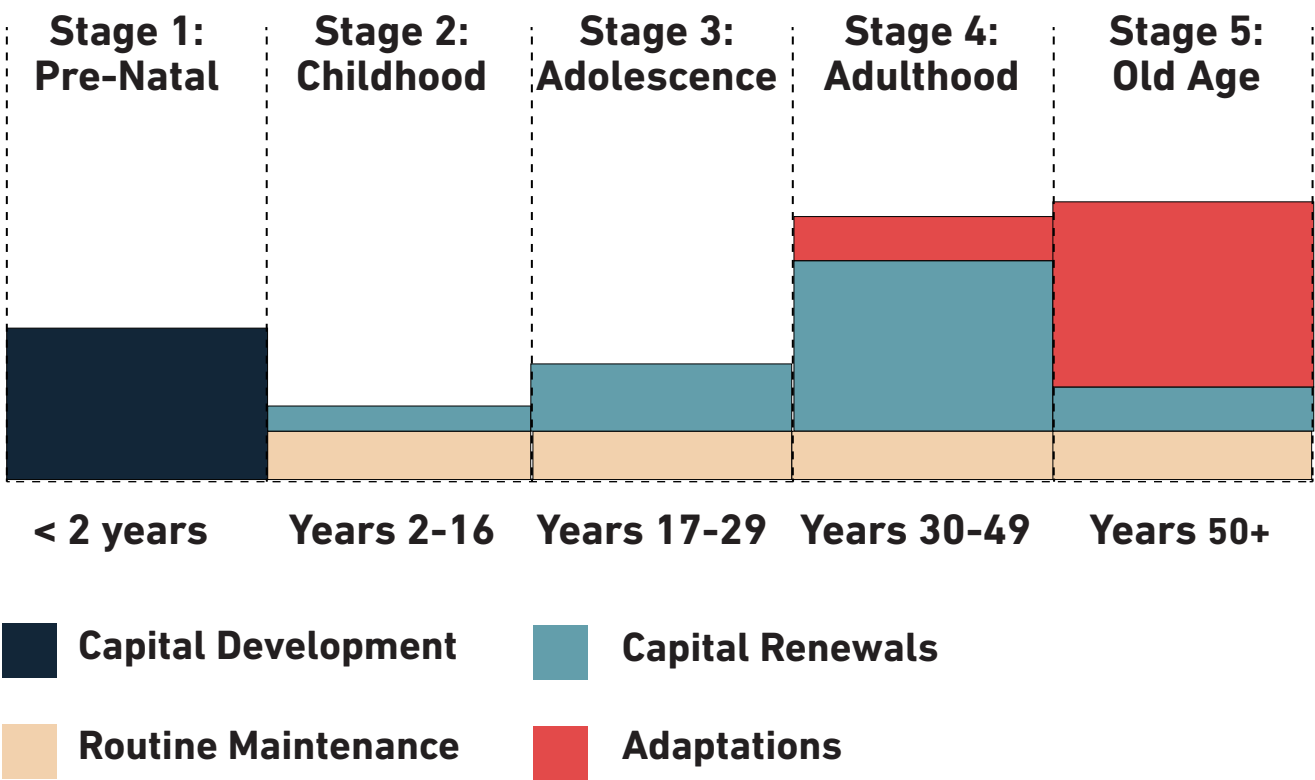
Property under 50 years old



Property **over** 50 years old



BUILDING LIFE CYCLE



Susceptibility to change

CITY OF COLUMBUS

Large Parking Sites

Building footprints



Surface lots > five acres



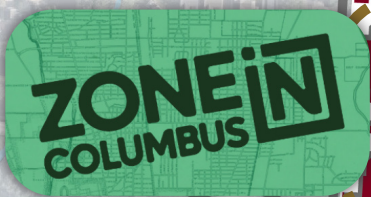
Parking Coverage in
Overall Planning Area

25%

Roughly 50 of the 200 acres
in the Planning Area are
parking lots

Large Parking Sites





Zoning & Entitlements

CITY OF COLUMBUS

Columbus Zoning Districts

- MIXED-USE: COMMUNITY ACTIVITY CENTER **NEW**
- COMMERCIAL
- MULTI-UNIT RESIDENTIAL

CITY OF UPPER ARLINGTON

Upper Arlington Zoning Districts

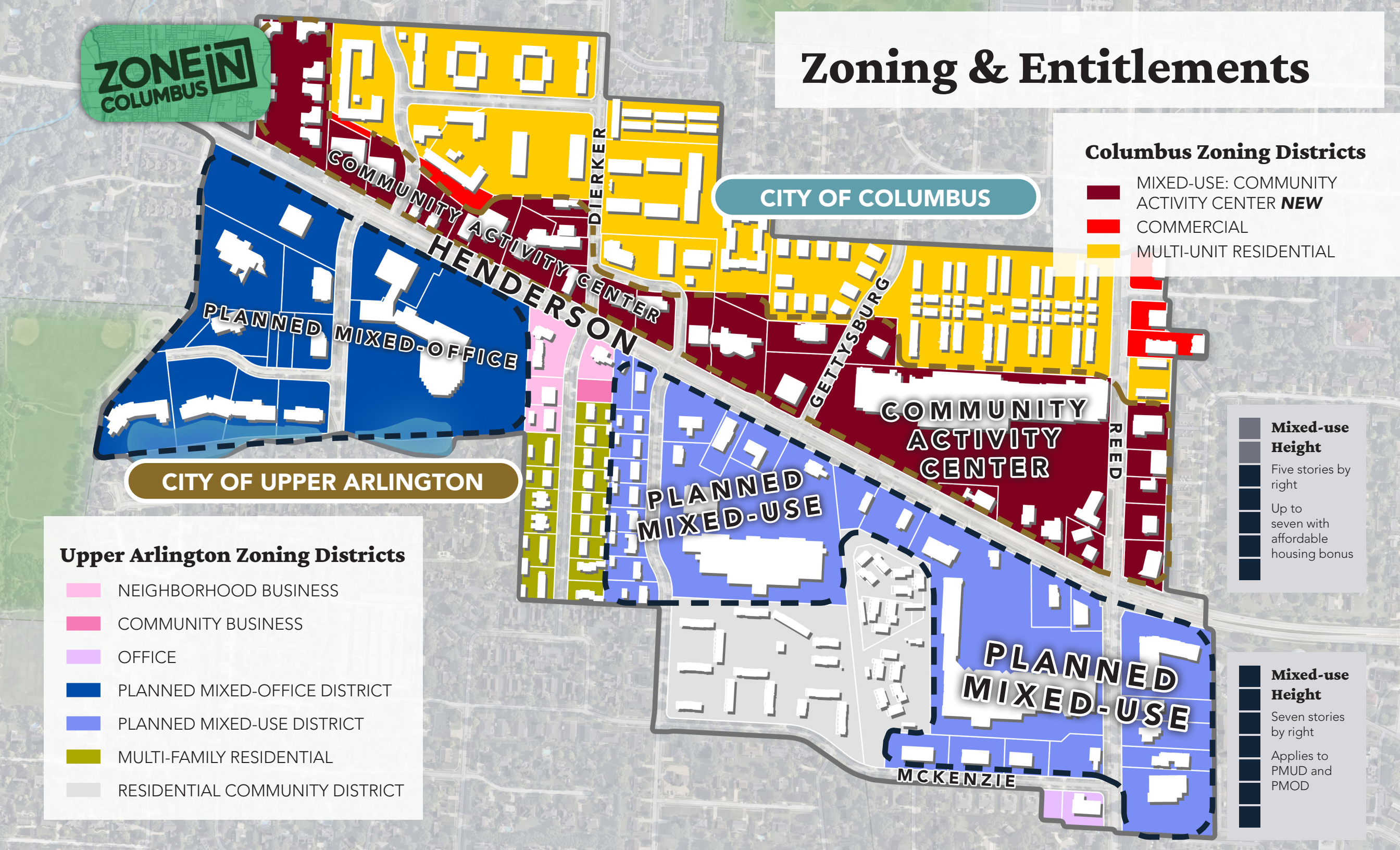
- NEIGHBORHOOD BUSINESS
- COMMUNITY BUSINESS
- OFFICE
- PLANNED MIXED-OFFICE DISTRICT
- PLANNED MIXED-USE DISTRICT
- MULTI-FAMILY RESIDENTIAL
- RESIDENTIAL COMMUNITY DISTRICT

Mixed-use Height

- Five stories by right
- Up to seven with affordable housing bonus

Mixed-use Height

- Seven stories by right
- Applies to PMUD and PMOD



A starting point ...

- » Building on your priorities, market and policy realities, and where we want to go
- » Starting point for the “how”? From addressing, to enhancing, to transforming

Henderson Boulevard

Envisioning a safe, accessible, and attractive signature street and gateway to the Upper Arlington community

~ THE BIG IDEAS ~

The Northern Gateway

A lively mixed-use district, brimming with activity, and serving as a welcoming gateway

Live+Work Neighborhood

A new community blends the traditional office park with the traditional neighborhood, creating a more resilient, green, and walkable district

~ ADDITIONAL OPPORTUNITIES ~

**Trail
Connectors**

**Neighborhood
Investment**

**Regional
Collaboration**

Opportunity Areas

The Northern Gateway

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ARLINGTON CENTRE

HENDERSON

MCKENZIE

REED

The Northern Gateway

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KEY FINDINGS FROM TECHNICAL ANALYSIS

- » Retail and service businesses are under-performing when compared to peers in other parts of the metropolitan or state market
- » Vacancy creeping up; 45% of businesses have experienced a decrease in visitors since 2022
- » 77% of the buildings in the Planning Area are at least 50 years old



PRIORITIES FROM THE COMMUNITY

“Create a destination area by building an architecturally significant town square with shopping/restaurants and green spaces.”

“The market processes that are currently playing out could be harmful to the quality of the built environment and the fiscal position of the city.”

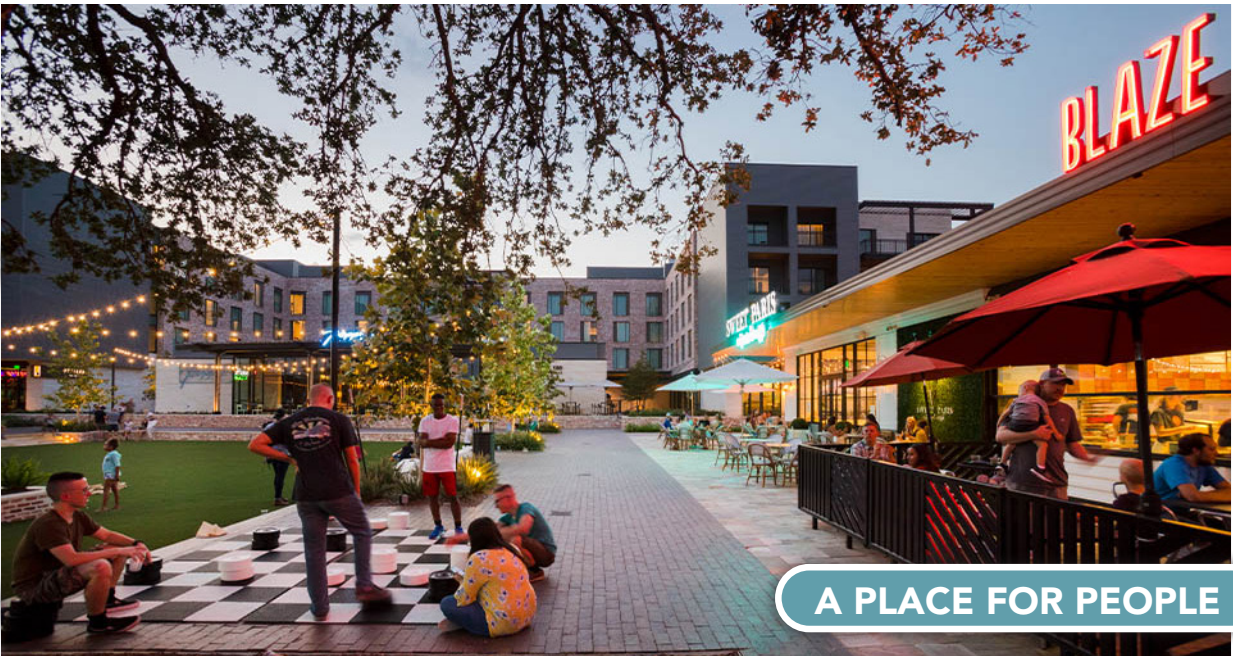
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- » Prepare for the next generation of development projects along the corridor with a compelling, community-derived vision for “what’s next?”
- » Move past transactional, single use spaces and toward a more dynamic mix of vibrant public and private districts
 - » Mix complementary businesses, residences, and public uses in a well-conceived and attractive site plan
 - » Create walkable spaces through pedestrian-oriented street design
- » Introduce new housing opportunities for current and future residents
- » Enhance the fiscal position of the city and school district
- » Establish a character-rich gateway to Upper Arlington at its northern border



The Northern Gateway



A mix of housing products & neighborhood integration

- » Matching the area's **mix of housing** types or products including multi-family and middle types (quad, duplex, garden, etc.)
- » Foster a **multi-generational** and social neighborhood
- » **Stitch** new development into existing neighborhoods through a thoughtful and matched product and design
- » Promote a **"neighborhood first"** approach to district design



Multi
Family

Town
home

Single
Family

Attach

Attach

Quad
Rent

ESSENTIAL INGREDIENTS

Housing mix & neighborhood integration

New Development

Duplex
Own

Duplex
Rent

Existing Community

Single
Family

product

Grandview Yard (new build)

product

Existing (for sale, for rent)



ESSENTIAL INGREDIENTS

Housing mix & neighborhood integration



SINGLE FAMILY DETACHED

COMMERCIAL OFFICE

DUPLEX



SMALL MULTIFAMILY



QUADPLEX

RETAIL

DUPLEX

Great streets

- » Consider and accommodate all forms of movement with emphasis on **walkability**
- » **Tame vehicular movement** throughout the district, most especially at intersections and structure entrances or exits
- » Provide **ample landscaping** and hardscaping that integrates green spaces, ground cover, street trees, etc.
- » Consider a **mix of hardscape** and paving materials like granite, brick, etc.
- » Create consistent signage, lighting, and street furniture





CONSISTENT LIGHTING

PLANTED MEDIAN

APPROPRIATE SETBACK

CONSISTENT SIGNAGE

TREE LAWN

WIDE SIDEWALKS

PEDESTRIAN FIRST

ESSENTIAL INGREDIENTS

Great streets

MIXED HARDSCAPE

“Baked-in” complementary elements & activities

- » Enable a **18-hour district** that balances work, living, and leisure
- » Locate **destination dining** overlooking central green / plaza space, “patio-first” environments
- » Consider unique, **reinforcing elements** like a boutique hotel that can serve local demand
- » **Right-size retail**, creating an active shopping space at the center of the neighborhood
- » Locate modern, amenity-based, Class “A” office space



LODGING



ENTERTAINMENT

RESTAURANT & RETAIL



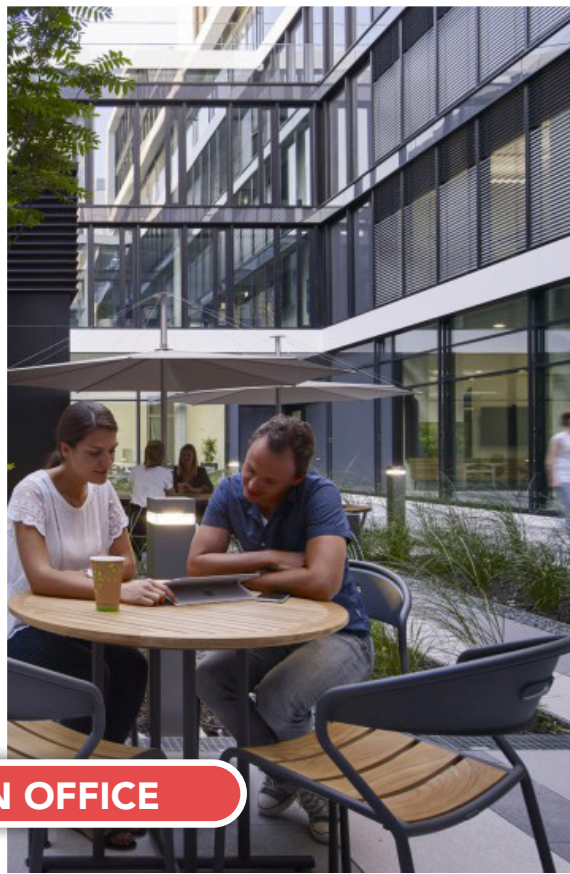
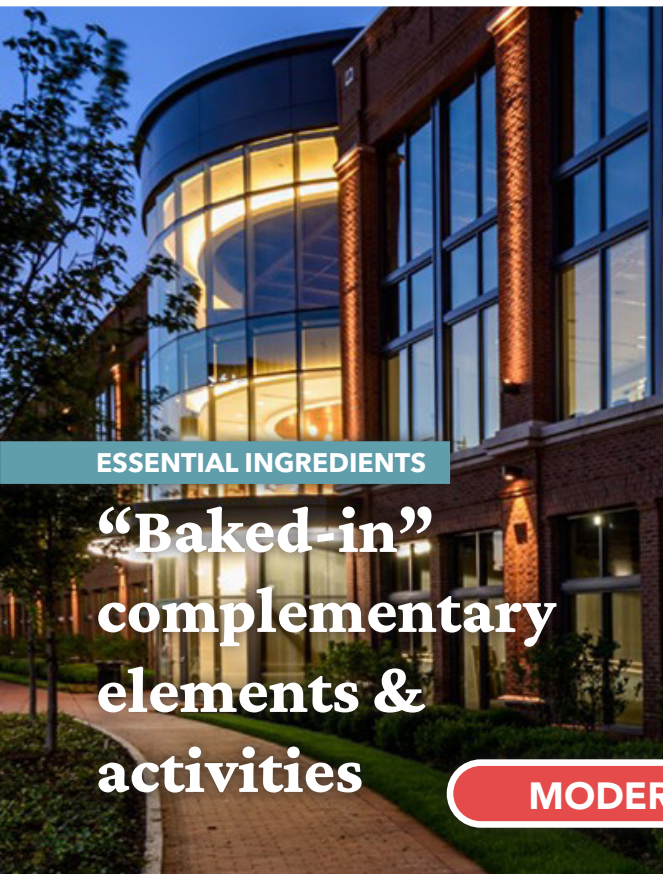
LODGING



ESSENTIAL INGREDIENTS

“Baked-in”
complementary
elements &
activities

MODERN OFFICE



ENTERTAINMENT



High quality design & materials

- » **Incorporate** innovative design elements that reflect both functionality and aesthetic appeal, ensuring buildings are visually striking and timeless
- » Utilize **durable, sustainable** materials that enhance longevity, reduce maintenance, and promote environmental responsibility
- » Prioritize architectural **consistency and cohesion**, ensuring that designs complement the surrounding environment and contribute to a unified sense of place
- » Emphasize the use of **natural light, open spaces, and thoughtful details** that enhance both the user experience and the overall community appeal

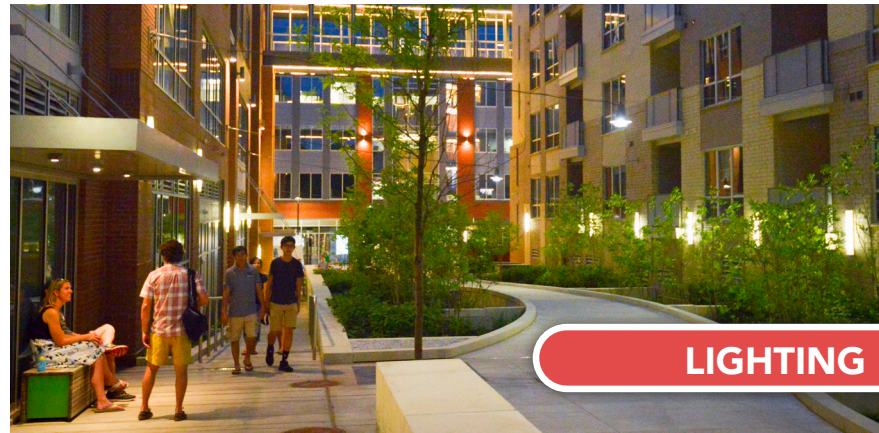
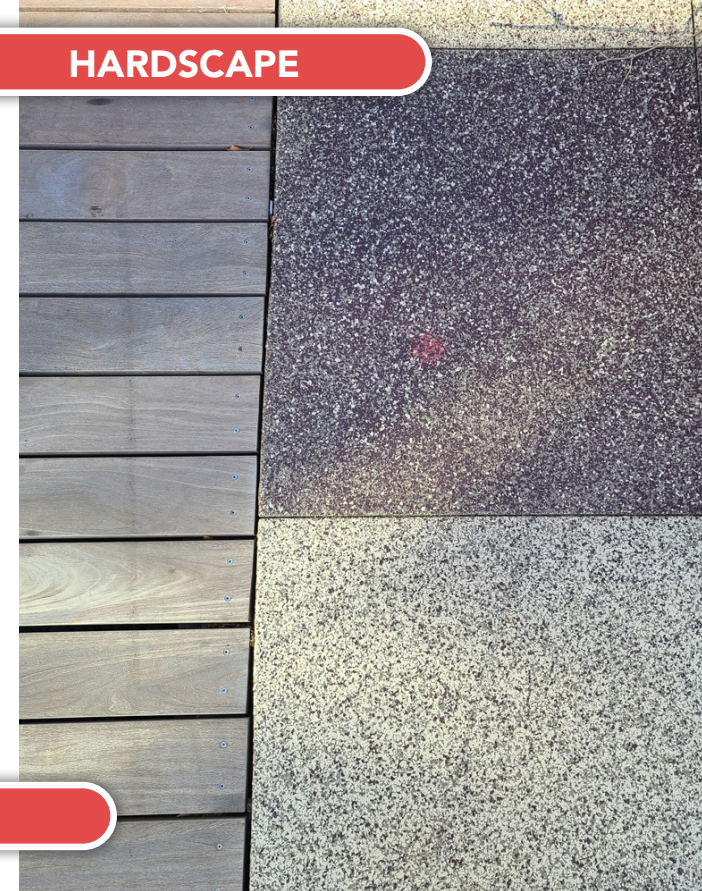




DETAILS & IDENTITY



HARDSCAPE



LIGHTING



CONSISTENCY

ESSENTIAL INGREDIENTS

High quality design & materials



SOFTSCAPE



FENESTRATION

Central public space

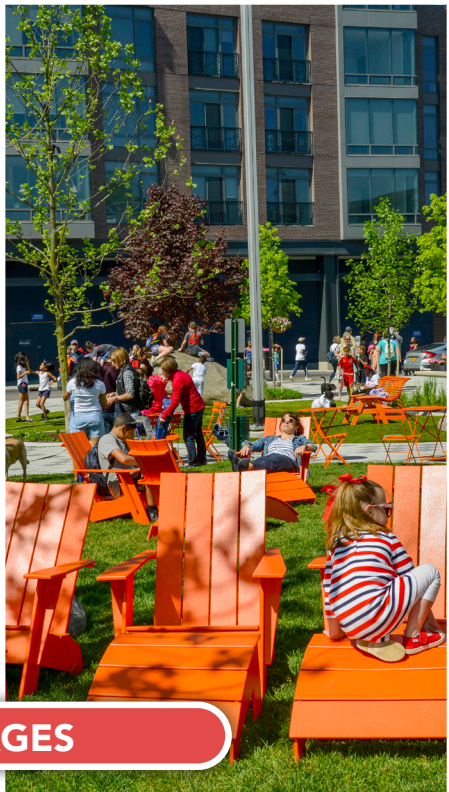
- » Establish a **"heart"** that centers the space, collects trees and greens spaces, and establishes an internal courtyard for the neighborhood
- » Mix passive and active uses
- » Allow **third places** to mix-in
- » Design for an all-ages environment, **build a "back yard"**
- » Make space for more active **programming** like concerts, festivals, and other activations
- » Ensure the space is **authentically Upper Arlington**



THE HEART



THIRD PLACES



ALL AGES



A BACK YARD

Live + Work Neighborhood

A new community blends the traditional office park with the traditional neighborhood, creating a more resilient, green, and walkable district



KEY FINDINGS FROM TECHNICAL ANALYSIS

- » Suburban office vacancy - among non class "A" creeping up; still very low in UA overall
- » Previous development patterns single-use, large parking allocations
- » Split between several sites and employers, the Upper Arlington portion of the planning area includes around 500 office workers



PRIORITIES FROM THE COMMUNITY

"There's an opportunity to do more here, improve the environment for office workers, and create a great place!"

"We can add connections between places to increase livability"

Live + Work Neighborhood

A new community blends the traditional office park with the traditional neighborhood, creating a more resilient, green, and walkable district

- » Merge community goals for housing diversity and fiscal sustainability within an additive multi-use site plan
 - » Create walkable spaces through pedestrian-oriented street design
 - » Introduce new housing opportunities for current and future residents
- » Enhance the fiscal position of the city and school district
- » Improve access to Northwest Kiwanis Park through new trail connections
- » Leverage the city's Planned Mixed Office District (PMOD) zoning



Live + Work Neighborhood



GREAT STREETS



DIVERSE HOUSING



TRAILS & CONNECTIONS



CONNECTED TO PARKS



COMMUNITY OF ALL AGES



THOUGHTFUL SITE PLANNING



TOP OFFICE SPACES

A starting point ...

- » Initiating a discussion through this round on major actions
- » Building on your priorities, market and policy realities, and where we want to go
- » Starting point for the “how”? From addressing, to enhancing, to transforming

~ THE BIG IDEAS ~

Henderson Boulevard

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The Northern Gateway

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~ ADDITIONAL OPPORTUNITIES ~

**Trail
Connectors**

**Neighborhood
Investment**

**Regional
Collaboration**

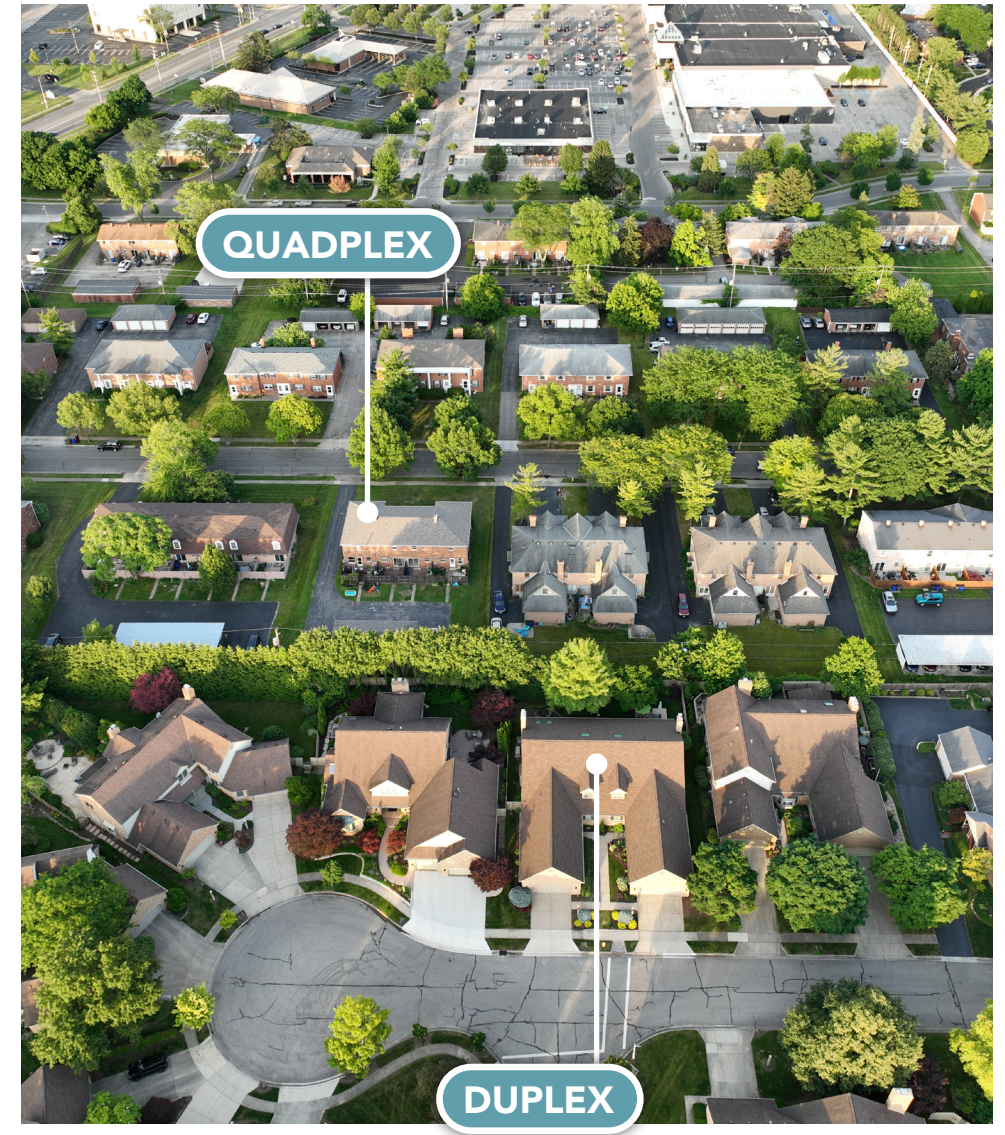
Trail Connectors

- » Opportunities to **better connect** the corridor and neighborhoods locally and regionally
- » Sidewalk coverage lacking; internal site connections strained
- » Regional trails (ex. Olentangy Trails) expanding, **substantial expansion possible** with the passage of LinkUS
- » **LinkUS Northwest** corridor stops planned at Dierker and Bethel, half mile from the planning area connected by an existing multi-use trail
- » Henderson Boulevard, provide a **10' multi-use trail** on the north side of Henderson connecting to existing trail (city of Columbus) east of Reed



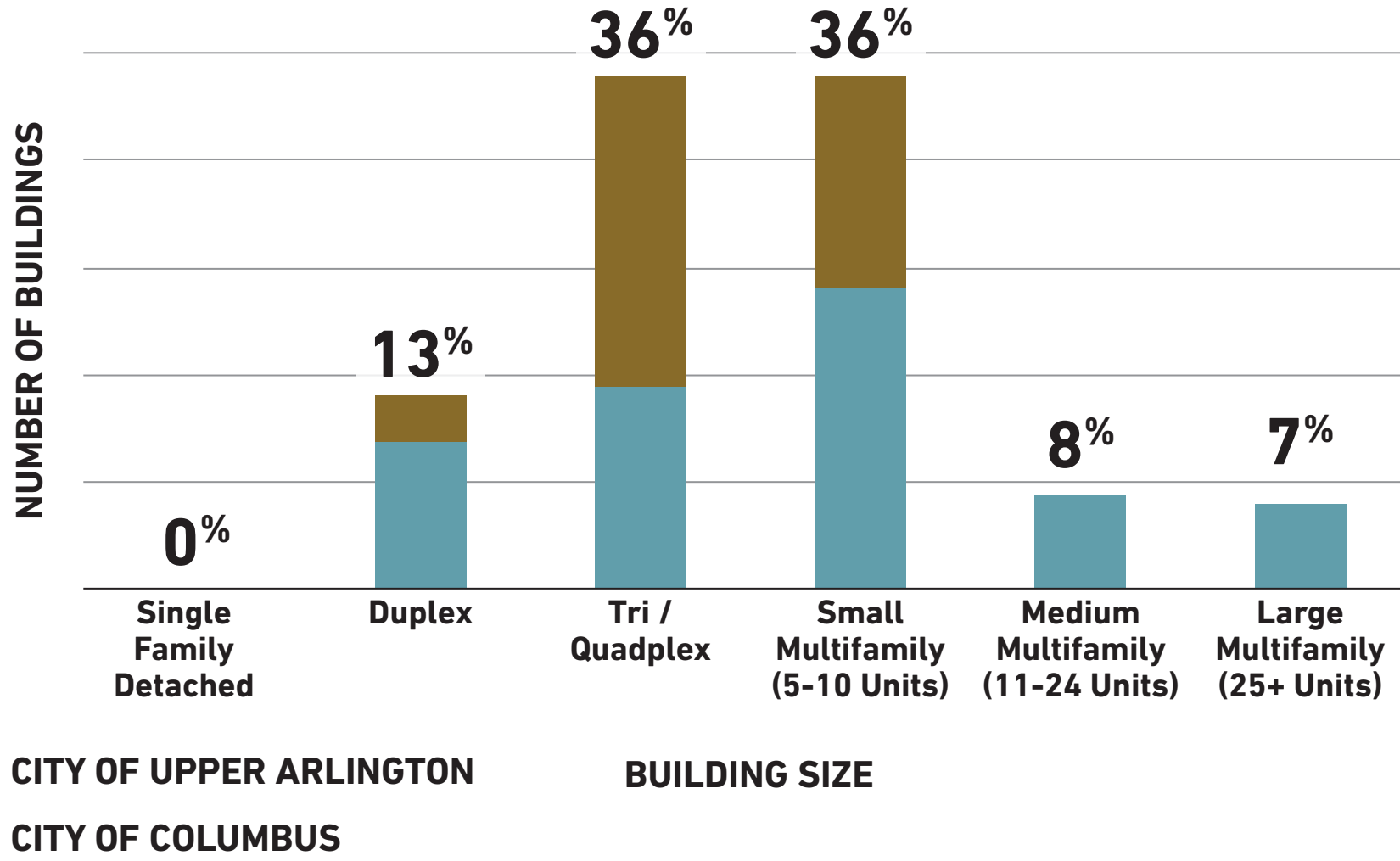
Neighborhood Investment

- » 250 housing units in the planning area
- » Unique stock, mostly **"missing middle"** - duplex, triplex, quads, etc. Owner-occupied and renter-occupied
- » The age and diversity of units preserves a **pocket of affordability**. This neighborhood is one of the few affordable entry points into Upper Arlington, largely due to the older age of many of its residential buildings.
- » Units are - on average - **more than 60 years old**
- » **Maintenance** critical to long-term preservation
- » **Stitching** into any changes to surrounding commercial property, complementary development

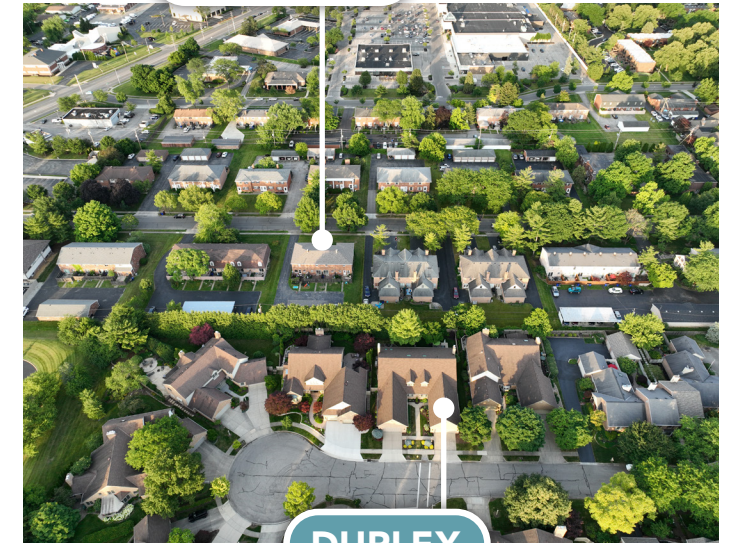


Neighborhood Investment

HOUSING UNIT TYPES IN PLANNING AREA



QUADPLEX



DUPLEX

SMALL MULTIFAMILY



Regional Collaboration

- » The **Central Ohio region is growing rapidly**, and every community – Upper Arlington included – is feeling the impacts and pressures of this growth. Henderson Road serves as the **boundary between Upper Arlington and the City of Columbus**.
- » Major regional plans and projects could have an impact on the planning area and the broader Upper Arlington community
 - » **Zoneln** - significant up-zoning of property along the north side of Henderson adopted by Columbus City Council July 29, 2024. Five stories by-right, with two story affordable bonus
 - » **LinkUS** - Northwest transit corridor less than 1/2 mile from Henderson, sales tax vote set for November 5, 2024
 - » **Central Ohio Greenways** - continued expansion of regional trail system, additional funding linked to LinkUS vote in November
- » Work with regional partners and **advocate for great projects** and policies that lead to great outcomes.



SOURCE: CENTRAL OHIO TRANSIT AGENCY (COTA)



SOURCE: CITY OF COLUMBUS



LinkUS Northwest Corridor



ZONEiN
COLUMBUS

West Case Park

Hayden Rd

Dublin Rd



CITY OF HILLIARD

Scioto River



CITY OF UPPER ARLINGTON

Lane Rd

Thompson Park

Reed Rd

McCoy Rd

Antrim Park

Rush Run Park

315

Anheuser- Busch Sports Park

Olentangy River

Whetstone Park

Population within 1/2 mile of corridor

8.5K

A starting point ...

- » Building on your priorities, market and policy realities, and where we want to go
- » Starting point for the “how”? From addressing, to enhancing, to transforming

~ THE BIG IDEAS ~

Henderson Boulevard

Envisioning a safe, accessible, and attractive signature street and gateway to the Upper Arlington community

The Northern Gateway

A lively mixed-use district, brimming with activity, and serving as a welcoming gateway

Live+Work Neighborhood

A new community blends the traditional office park with the traditional neighborhood, creating a more resilient, green, and walkable district

~ ADDITIONAL OPPORTUNITIES ~

**Trail
Connectors**

**Neighborhood
Investment**

**Regional
Collaboration**

Thank you!

ENVISION 
HENDERSON