



2013 Master Plan

Chapter 1. Introduction

In early 2011, the City began updating the community's 2001 Master Plan. Presented here is the result of the work of seven Council-led committees that included multiple public meetings and community outreach to provide opportunity for public involvement and input.

The Master Plan serves as the principal guiding document for the community and its leaders when addressing long-term goals, growth and development issues. It is the broadest and most comprehensive policy document for the City, designed to set goals and implementation strategies that will ultimately protect and preserve the community's makeup and quality of life. Similarly, the Master Plan establishes a framework for making decisions about the City's future and helps set priorities for appropriate investments, expenditures and the provision of municipal services.

A master plan is an important tool that communities use to establish a framework for making decisions about their future. A master plan is expansive in nature, addressing community needs and resources across a broad range of city functions. It guides a community's long-term development with specific goals, objectives and strategies. The most successful master planning efforts are those that are inclusive in every aspect.

The Upper Arlington Master Plan addresses important issues related to land use, economy, community appearance, community facilities and services, housing, transportation, technology and sustainability. These elements express the community's interest in developing a plan that supports a high quality of life and improved provision of services and facilities through sound land use, revenue enhancement and targeted redevelopment efforts.

A. 2001 Master Plan

Adopted in March of 2001, the Master Plan update process was a significant undertaking, primarily because the community's previous comprehensive planning document was clearly outdated, having been adopted in 1962.

Begun in 1998, a broad-based, three-year update process was led by a City Council appointed 35-member steering committee—the Community Vision Partnership. A planning consultant, ACP – Visioning & Planning, Ltd., was hired to assist in the facilitation of the review and update process.

An extensive community outreach effort accompanied the update with multiple opportunities for citizen input, from idea generation to goal setting and a series of workshops at which various conceptual plan components were presented.

Landlocked and fully developed, with less than five percent of the City's land dedicated to commercial activities—and less than 1.1 percent in office use—City service demands and infrastructure maintenance were outpacing the City's funding capacity. Wishing to address these issues, eight goals were established: Land Use, Economy, Community Appearance, Community Facilities, Community Services, Housing, Transportation, Implementation.

From these goals, 184 specific strategies for implementation were developed falling within four key actions the City must undertake to realize the overall goals of the Plan:

- Undertake redevelopment using the Study Areas as the framework.
- Create land use tools.
- Provide incentives to encourage desirable change.
- Improve the City's fiscal capacity.

B. A Decade of Implementation

Immediately following adoption of the 2001 Master Plan, work was begun to create the Unified Development Ordinance. Adopted in May of 2002, this document combined zoning, subdivision and related development provisions into a single ordinance, simultaneously simplifying the approval process and streamlining administrative procedures to provide a more user-friendly process for developers. Since its adoption, components of the Unified Development Ordinance have been reviewed as they have been used and amended as necessary to ensure that they meet implementation goals.

A second significant initiative was undertaken following adoption of the 2001 Master Plan—updating the community's Transportation Plan. Accepted by Council in 2002, the Transportation Plan addressed key desires arising from community meetings such as slowing traffic, diverting through traffic, building safe crosswalks, sidewalks and bike paths. Due primarily to cost, to date many of the recommendations outlined by the Transportation Plan have not been realized.

Ten years on, thanks to the combination of redevelopment strategies evolving from the Master Plan, much has been accomplished in several of the community's commercial districts, including:

- The revitalization of the Kingsdale Shopping Center, with the primary phase complete in 2010—including Central Ohio's first Giant Eagle Market District grocery store—and efforts in progress for achieving office space on a remaining parcel along Zollinger Road.

- The Lane Avenue Corridor has been experiencing significant redevelopment in recent years, with completion of a major renovation at the Shops on Lane Avenue, The Ohio State University’s Development Building, Arlington Commons, and now the community’s first true mixed-use project and the significant upgrade of the Whole Foods grocery store, both under construction in 2012.
- Numerous new professional and medical office projects along the western portion of the Henderson Road corridor, including Horizons Companies, the Orthopedic Center for Excellence, the Arlington Falls office condominiums and the Central Ohio Medicine Group.

While opportunities for creating new, more diverse housing stock is limited, market forces—facilitated by City policies and procedures—have resulted in a number of significant projects. Redevelopment at First Community Village has created new independent living opportunities for older adults. A number of condominium projects have been completed, including on Tremont Road. Most recently, the mixed-use project under construction on Lane Avenue will include more than 100 apartment units. A number of new single-family home projects have been completed or are in the planning stages, as larger plots of residential land have come available. Most notably, the citizens of Upper Arlington have consistently been reinvesting in their homes with significant upgrades and expansions that continue to enhance our quality neighborhoods and support strong property values.

Recreational opportunities have been greatly expanded, supported in no small part through creation and adoption of a Parks & Recreation Strategic Plan. Accomplishments include completion of the Reed Road Water Park, replacing a facility that had outlived its useful life. The City’s first new park for many years was opened for public use—Sunny 95 Park—becoming home to a unique all season facility, the Amelita Mirolo Barn, as well as sports fields, roller hockey, basketball and tennis courts, walking paths and a pond. What is now called the Northwest Kiwanis Park became connected with Burbank Park, providing additional sports fields for enjoyment by the community. The Parks & Recreation Department continued to provide and expand upon its programming for all ages, and added a series of seasonally themed free family events. The City continues to be recognized as a Tree City USA for its extensive urban forest and has made great strides in further beautifying the community with landscaped entry features and public plantings, oftentimes made possible through community partnerships.

Other accomplishments related to the provision of public facilities and services include the replacement of the old Fire Station 72 on Reed Road, interior refurbishments at the Municipal Services Center and the temporary repurposing of former Fire Station 73 on Coach Road as a site for recreation programming. The City privatized its solid waste services to contain costs, while continuing to provide free recycling collection. New support programs tailored to the needs of older adults have been launched, such as the STAY UA service coordinator program, and facility upgrades at the Senior Center to expand fitness facilities and update the computer lab.

From a financial perspective, exceptional fiscal policies and oversight have enabled the City to attain the highest possible financial rating from two national ratings agencies for five consecutive years.

Efforts to diversify the City’s revenue stream have included proactive economic development programming, creation of the Emergency Medical Services (EMS) Billing Program and expanded cost recovery efforts for permits, programs and other services with associated fees.

For much of the decade following adoption of the 2001 Master Plan, the City’s financial picture remained strong, enabling it to slowly build upon its reserve funds. However, a national economic downturn beginning in 2008 was more severe and has lasted much longer than originally anticipated, with Upper Arlington feeling the effects in a number of areas. Most recently, reductions in the Local Government Fund and the pending elimination of the estate tax, effective January 2013 represent a significant reduction in revenues to the City, upwards of 15% annually. In response to these challenges, the organization has been taking steps to streamline operations, reduce its workforce through attrition, and to seek out shared services and partnership opportunities with other municipalities and local entities. To date, the influences on service delivery have been negligible, but it will be a challenge for the City to continue operating at its current level if resources continue to dwindle.

C. 2012 Master Plan Update Process

Just 10 years on from the comprehensive update and subsequent adoption of the 2001 Master Plan, the Master Plan Update process was designed to review, tune-up and build upon the work that had gone before.

Seven committees were established by City Council, with members of Council represented on each, along with members of City Staff and, in some instances, City Board and Commission representatives or community members with expertise in the appropriate goal area. Each committee held a series of public meetings, supported by extensive community outreach to provide opportunity for public involvement and input.

The 2013 Master Plan specifically focuses on Volume 1 of the 2001 Master Plan, with the understanding that volumes 2 and 3 have not significantly changed since their adoption. This new document continues to emphasize key priorities, such as the facilitation of focused redevelopment in the City’s commercial districts to enhance City revenues and quality of life for the community. It does so in a way that intends to focus on quality of life and be more reflective of market realities, while being mindful of the effects redevelopment can have in adjoining neighborhoods.

1. Implementation Strategies

The 2013 Master Plan contains specific strategies for implementation—key actions the City should undertake to realize the vision of the Master Plan. However, it should be clear that these recommendations represent an integrated approach to creating an enhanced community.

For the most part, these actions do not represent new initiatives. Likewise, it is assumed that change is to be encouraged in existing commercial areas and some adjacent multi-family areas. The City's residential character is important and is to be respected during the implementation of the Master Plan.

- **Update land-use tools**—In order to better manage the character of the City's physical environment, updated tools are needed to enhance and protect existing areas, as well as provide specific guidance and control for redevelopment. Throughout the document, strategies call for monitoring and updating the Unified Development Ordinance. These tools will continue to provide guidance for mixed-use development and require new construction and site development to be responsive to the community's character. Particular emphasis has been placed on parking regulations, density, development constraints and market demand.
- **Evaluate incentives and the Community Improvement Corporation's role in encouraging desirable change**—In order to be competitive in the region and to attract desirable development, the City needs to make use of a variety of appropriate incentive tools. Targeted incentives are envisioned for both new and existing office development. Likewise, incentives are desirable for specific kinds of residential uses, such as live/work units and housing that is attractive to seniors.
- **Improve the City's fiscal capacity**—Perhaps the primary reason for the Master Plan's update was to revisit ways to optimize land use to improve the City's tax base to support municipal services and critical infrastructure needs. The redevelopment strategies included in the Master Plan aim to encourage greater land-use density in existing commercial areas and to emphasize more office development.

2. Considerations of the Plan

The 2013 Master Plan was developed with six important considerations in mind. These considerations were pulled from the 2001 Master Plan and derived from an analysis of existing conditions, and they take into account the essential qualities of Upper Arlington that helped shape the Plan's primary objectives and strategies.

- **Development constraints**—Upper Arlington is a mature community that is largely residential with a small amount of commercial uses. Since it is fully developed and lacks significant opportunities to annex additional land, new development will most likely occur in the form of redevelopment and intensification of the land in existing areas.
- **Fiscal needs**—The baseline fiscal analysis shows the City is in a good fiscal position. The City has a strong fund balance and is rated Triple A by both Moody's Investors Service and Standard & Poor's. However, with reductions in the Local Government Fund and the elimination of the estate tax, the City will face a decrease of \$4-6 million in annual revenues. Similarly, the City needs an additional \$8-10 million per year over the next 10 years if it is to successfully reduce

the backlog of infrastructure maintenance projects. The implication for the Master Plan is clear: increasing office use offers a way to enhance revenues to the City so that services and facilities can be maintained and enhanced. The City also needs to closely monitor budgets, examine reductions in spending and prioritize all municipal services.

- **Redevelopment and revenue potential**—One of the most critical aspects of the Master Plan is to identify potential revenues to the City by changing and intensifying uses of the current retail dominated commercial corridors. In general, the larger the redevelopment program, the larger the return to the City. However, large programs also generate demand for more structured parking and redeveloped infrastructure and therefore increase upfront capital costs. City Council has targeted the Lane Avenue and SR 33 corridors for future investment. Each development proposal for any of the Study Areas will have to be evaluated to determine a reasonable City investment. The amount of investment must be based upon an anticipated benefit—fiscal and otherwise.
- **Market demand**—From the standpoint of fiscal benefit to the City, office use is most desirable. The potential to increase office use in the City is in large part dependent upon market demand. In terms of retail, the City is significantly over-retailed. Even though retail has a negative fiscal effect, it is an essential community land-use. In the next 20 years, as opportunities present themselves, the amount of retail should be reduced, with the balance containing a more desirable mix of retailers.
- **Residential character**—Upper Arlington has a high-quality residential environment. Over the last 10 years, non-residential land-use design treatments have improved to meet the quality of the surrounding residential environment. Residents continued to show interest in more traditionally configured places with pedestrian oriented places, parks and open space. The City currently lacks a traditional Main Street or town center that could be such a place. This Plan reflects a strong desire to protect and enhance residential character.
- **Demand for Services and Facilities**—Upper Arlington provides a full range of community services and facilities. The community enjoys low crime rates, an excellent school system and a high quality residential environment. However, demands for services continue to increase (i.e., emergency medical services, Parks & Recreation activities and services for senior citizens). The School District's fiscal health should be of interest to the City. The school system is a critical part of the City's quality of life; changes due to redevelopment should not create negative fiscal effects on the school district.
- **Transportation network**—Most roads within Upper Arlington operate at acceptable levels of service. As communities around Upper Arlington have grown, commuter traffic has also increased. At peak hours, perimeter road locations are significantly congested (US 33 and Henderson Road). To deal with congestion, some drivers resort to speeding and cut through residential streets at the expense of safety in these neighborhoods. In addition, many neighborhoods lack access to transportation alternatives in the form of bus service and sidewalks. Overall, most roads within Upper Arlington operate at acceptable levels of service. This plan

reflects a desire to provide a comprehensive transportation network that is safe, convenient and accessible to the entire community.

3. Policy Foundation of the Plan

The Master Plan has three key layers of policies: goals, objectives and strategies. Goals are the broadest policy statements that state a desired outcome in general terms. Objectives indicate a more specific policy direction and help organize strategies. Strategies are detailed actions necessary to initiate or complete an objective – such as a project or a program. There are multiple objectives for each goal and multiple strategies for each objective. The recommendations for each element contained all three-policy layers. Technology and Sustainability were new goals added since 2001. Note that the City is in a condition of declining revenues; although these goals are attainable and move the City to the quality of life desired by residents, fiscal evaluation is required as they are implemented. The continued exercise of setting priorities and obtaining resident feedback is necessary.

a. Goals

Two new goal sections have been incorporated into the 2013 Master Plan, to be reflective of new or expanding community priorities and needs not previously incorporated with the Master Plan, They are:

- **Technology**—Maintain and develop technology-related facilities, services and infrastructures that are high quality, cost effective and accessible to the entire community.
- **Sustainability**—Maintain and develop a more sustainable, walkable Upper Arlington through innovation, efficiency, wellness and environmental stewardship.

Performance Measures

Performance measurements are no longer a fad or a buzzword, but a system to aid in decision-making and measure whether the most important is being achieved. As Upper Arlington makes a concerted effort to improve services and continue to reduce costs, performance measurements will assist the City in benchmarking where we want to go. As City Council has agreed on the short and long-term goals to be implemented in the Master Plan, performance measurements will be established to determine progress in meeting or maintaining actions required within the Master Plan.

Within the City’s performance measurement program, the vast majority of the goals and objectives are quantifiable. As the City develops performance measures individual employees, department heads, the City Manager and City Council can observe and measure progress. Performance measures become a vital tool as the organization moves as a coherent whole towards achieving community goals and/or maintaining community standards. If specific goals or targets are not achieved, Council, the City Manager and employees will work together to determine why such targets were not achieved. They may then redirect resources and redouble efforts to achieve these targets. Management and employees can analyze operations and work together to find ways of improving

services. Performance measures provide an additional decision-making tool that employees throughout the organization can utilize to make informed decisions.

b. Principles

The Land Use element was based upon 10 principles. These principles are fundamental to shaping the land-use commendations for the Study Areas. These principles are summarized below:

1. Redevelopment and reinvestment will be encouraged in order to strengthen the City's tax base.
2. Key commercial centers will be redeveloped at a higher density and with a mix of uses.
3. Market realities must inform the City's land-use preferences.
4. Community appearance will be enhanced in commercial and residential areas.
5. Outstanding residential neighborhoods will continue to be a hallmark of the community.
6. Pedestrian, bicycle and non-vehicular access will be improved.
7. Physical environment will encourage community gathering.
8. Changes in the physical environment will consider needs of an aging population – including housing and community facilities.
9. Opportunities to enhance park and recreation amenities will be sought.
10. A balanced and stable population across demographics will be maintained.

c. Implementation

Each goal has a related set of objectives and strategies to support implementation. The text for each chapter describes the goal, objectives and strategies. In each chapter there is a summary table that identifies responsible parties and timelines for implementation of each strategy. Outlined below are the timeframes used for implementation recommendation.

Immediate:	2013
Short-term:	2013 – 2015
Mid-term:	2016 – 2020
Long-term:	2021 – 2030
Ongoing:	Currently in progress and/or to be continued once initiated.

In cases where strategies have both "Immediate" and, for example, "Short Term" timeframes for implementation, this indicates that the strategy will be initiated in 2013 but may not be completed until the 2013 – 2015 timeframe.

D. Organization of the Document

Following this introduction – which summarizes the planning process, describes the Plan’s goals, highlights key recommendations, and introduces implementation considerations – chapters 2–9 address each element of the Master Plan. These are: Land Use, Economy, Community Appearance, Community Facilities and Services, Housing, Transportation, Technology and Sustainability. Each element presents the goal, an overview of the element, key findings or planning issues, as well as objectives and strategies.

Chapter 10 addresses Implementation, summarizing the actions and strategies that must be accomplished in order to achieve the policies identified by Upper Arlington citizens. It indicates the timeframe in which the actions and strategies should be implemented, as well as the key entities responsible for implementation.

Referenced but not included are Volumes 2 and 3, and the Existing Conditions Report of the 2001 Master Plan.

Throughout the 2013 Master Plan document the words “will” and “shall” are used. These words are meant as visionary, with a strong inclination, and not as a legal mandate. The word “should” conveys advisable usage—recommended but not mandatory.

All materials involved in the planning process (reports, demographic forecasts, public meeting handouts, et cetera) are part of the public record and are available for review by request to the City Clerk’s Office, City of Upper Arlington, 3600 Tremont Road.



2013 Master Plan

Chapter 2. Land Use

A. Goal

Recognize the City’s residential character while enhancing community redevelopment and revitalization, including community gathering places and focal points, mixed housing, open/green space and quality commercial development that serves the community’s needs.

B. Overview

This chapter of the Master Plan addresses the role of the City in shaping land use in Upper Arlington. It provides general guidance for developing, revitalizing and managing land in a way that meets community needs and enhances community character.

Land use and fiscal viability are closely linked in Upper Arlington. The City’s land use profile is largely residential, with a small amount in retail use, and even less in the more financially desirable office use. Increasing office use offers a way to enhance revenues, so that services and facilities can be maintained and enhanced. However, since the community is fully developed and virtually land-locked, new development can only occur in the form of redevelopment and intensification of land use in existing areas.

This chapter recommends shaping land use in a way that enhances revenues and enhances community character. This includes implementing economic development strategies, undertaking appropriate market-driven redevelopment, and encouraging businesses that offer high-paying professional jobs. Concurrently, residential neighborhoods should be preserved through conservation guidelines, property maintenance and traffic calming measures. The City should accommodate residents’ needs by encouraging appropriate neighborhood- and community-level retail and enhancing the connectivity of streets and walkways. The City should facilitate an appropriate mix of uses in all Study Areas.

Important land use tools for achieving these objectives include an updated zoning code and other development regulations, property maintenance regulations, residential conservation guidelines,

commercial design standards, parking standards, strict enforcement of all codes and regulations and an enhanced development approval process.

Throughout this document, the term “Study Areas” is used. The Study Areas are existing commercial centers and the areas surrounding them. These areas offer the potential for increased long-term development capacity integrating the following qualities: mixed-use centers, higher land-use density, more office use and enhanced physical character. These qualities establish the approach to creating a development framework for each of the Study Areas. An essential consideration in the viability of redevelopment is market demand in the City for these desired uses.

C. Key Findings

Outlined below are the key findings related to the City's land use.

- **Fully Developed:** The City is essentially a fully developed community with little opportunity to develop internally except through redevelopment. As such, Upper Arlington is a stable community that lacks the pressures that new growth and development can bring.
- **Land Locked:** There are virtually no opportunities for the City to expand land area through annexation. There are only small pockets of unincorporated land adjacent to the City. To the extent the City may desire increased development, the focus will need to be redevelopment and intensifying existing areas.
- **Residential Character:** The City's dominant land use is residential. Nearly 70 percent of the City's land is in residential use – 61.5 percent single family and 6.1 percent multi-family. The original vision for Upper Arlington was to create a “residential community” and it remains a core community value.
- **Commercial-Residential Relationship:** Due to the high percentage of residential development, only a small amount of land is in commercial use (4.7 percent). Retail accounts for the majority of commercial use leaving only a small portion of commercial land in office use (1.1 percent). The fiscal analysis indicates office use provides significantly more revenue to the City than any other land use. The implication is clear: increasing office use is the best way to enhance revenues to the City so that services and facilities can be maintained and enhanced.
- **Streets and Utilities:** About 14.7 percent of the City is occupied by rights-of-way for streets and utilities.
- **Parks, Recreation and Open Space:** A small percentage of land within the City is maintained for public and/or institutional uses. The amount of land dedicated to parks, recreation and open space falls below generally accepted standards. However, there are facilities adjacent to the City

that are available to City residents: City of Columbus parkland along the Scioto River and north of the City, as well as the recreation fields and open space at The Ohio State University's West Campus.

- **External Land Use:** Upper Arlington is primarily surrounded by the City of Columbus and small pockets of unincorporated land. The majority of this land is residential in character with concentrations of commercial development and parkland along major corridors.

D. Objectives and Strategies

Objective 1. Preserve residential neighborhoods.

A major component of Upper Arlington's identity and attractiveness is its residential neighborhoods. Outstanding residential neighborhoods will continue to be a hallmark of the community. This includes ensuring that new homes are compatible with their surroundings, properties are well-maintained, and commercial development is balanced with the needs of adjacent neighborhoods.

Strategies

a. Maintain current residential conservation guidelines for unique neighborhoods.

Upper Arlington has several unique neighborhoods that are cherished for their character, but are not of historic caliber. Conservation guidelines will continue to encourage new or remodeled single-family homes that are appropriate to their neighborhood – relative to size, height, massing, exterior materials and other similar qualities. These guidelines will continue to be integrated within updates of the zoning code. The City will also continue to monitor other residential neighborhoods to determine whether or not they fall within historical guidelines.

Implementation: City Council, Board of Zoning & Planning, **Community & Economic Development Department**

Timeframe: Ongoing

b. Continue to enforce property maintenance requirements and related zoning codes.

Property maintenance requirements and other related code provisions will continue to be enforced to ensure that residential properties are well-maintained. A proactive enforcement may be reinstated, similar to the Property Assessment Monitoring Program (PAMP) that was in place from 2004 to 2010, in addition to the current reactive “complaint-driven” system. This may entail adding staff to the Community & Economic Development Department as budgets allow.

Implementation: **Community & Economic Development Department**, Board of Zoning & Planning

Timeframe: Ongoing

c. Implement traffic calming techniques on key neighborhood collectors and other local streets that are affected by unusually heavy traffic volumes, as certified by the City Engineer and/or Public Services Director. The City should take a realistic approach to evaluating traffic volumes in neighborhoods.

See Transportation, Objective 4, Strategy b.

Implementation: **Public Services Department**, Police Division

Timeframe: Ongoing

d. Focus commercial redevelopment within the Study Areas.

The existing land use in the Study Areas is primarily commercial with some multi-family residential. It is a priority to redevelop and maintain commercial uses within the Study Areas.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**, Community Improvement Corporation

Timeframe: Ongoing

Objective 2. Enhance revenues.

The City must continue to enhance revenues if Upper Arlington is to maintain its quality of life and attractiveness as a residential community. It is critical that new revenue streams be created through commercial redevelopment and other means, because the City cannot expand – it can only grow inwardly. Without enhanced revenues, the City cannot meet its current capital needs and support its current level of services, much less fund future needs.

Strategies

a. Implement the economic development strategies and Study Area Plans.

The Master Plan contains many development strategies that lay the groundwork for enhancing the City's revenues. These will be implemented in a comprehensive fashion. Likewise, the Study Area Plans provide the framework for redeveloping the City's key commercial areas and surrounding multi-family areas. These plans should be implemented as well.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**

Timeframe: Ongoing

b. Emphasize high-paying professional jobs.

As detailed in the Economy chapter, the City's efforts to enhance revenues will focus on attracting high-paying professional jobs, as these will have the largest effect in terms of income tax revenues to

the City. The City cannot continue to depend upon low-paying service and retail jobs as the core of its employment base.

Implementation: **Community & Economic Development Department**, Community Improvement Corporation

Timeframe: Ongoing

Objective 3. Enhance redevelopment and revitalization that is appropriate to Upper Arlington.

An environment will be created that attracts and enhances opportunities for redevelopment and revitalization. This is necessary for the City to provide the revenues to support itself and to create a stronger sense of identity, which is desired by the community. Redevelopment and revitalization will come about through implementation of Study Area Plans, other actions throughout the City and by creating a positive investment climate.

Strategies

a. Support the Community Improvement Corporation in undertaking projects.

The Community Improvement Corporation will oversee the implementation of the Study Area Plans, once they are adopted by City Council, along with other redevelopment activities associated with the Master Plan. The economic development staff will work with other departments, as well as with the Board of Zoning & Planning and City Council. Staff will work closely with property owners, businesses and the development community to ensure successful implementation through coordination and communication. This includes promoting redevelopment opportunities to the private sector. The Community Improvement Corporation will ensure that public involvement is strategically tied into redevelopment activities.

Implementation: City Council, **Community & Economic Development Department**, City Manager

Timeframe: Ongoing

b. Monitor and update the zoning code.

An update of the zoning code and subdivision regulations has been completed and will be monitored to remain consistent with recommendations of the Master Plan and Study Area Plans. This update includes overlay zoning districts for the study areas. The zoning code shall also be updated as needed to reflect market conditions and the development environment.

See Land Use Strategy 9a.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**, City Attorney

Timeframe: Ongoing

c. Adopt targeted economic and zoning incentives packages.

With guidance from the Community Improvement Corporation, incentive packages will be tailored to maximize redevelopment and reinvestment consistent with the Study Area Plans and to address opportunities throughout the City. The incentive package should address tax abatement, tax increment financing, public investment, reduced development fees, and other similar tools. The City will work with local financial institutions to support projects and will locate innovative funding sources (such as foundations). Strategic public infrastructure investments will be considered, as appropriate. In applying these incentives, new non-commercial development should not displace either additional commercial and office development or sites considered appropriate for such uses.

Implementation: Community Improvement Corporation, **Community & Economic Development Department**, Finance & Administrative Services Department

Timeframe: Ongoing

Objective 4. Establish mixed-use areas/community gathering places.

Mixed-use areas/community gathering places will be established to serve Upper Arlington. Mixed-use areas contain civic, retail, office and residential uses with a strong pedestrian orientation. It will integrate with the surrounding neighborhoods. These areas will create a positive image for the City and serve as gathering places for the community.

Strategies

a. Implement a mixed-use area/community gathering place as part of the Kingsdale Study Area Plan.

The Kingsdale area will be supported as a priority location for creating a community mixed-use area/gathering place. This is because that area is centrally located in the community and contains sufficient acreage to create a host of synergistic activities. While much of the Kingsdale site has been redeveloped, efforts will continue to facilitate new office space on the site set aside for such use.

Implementation: City Council, Board of Zoning & Planning, **Community & Economic Development Department**, City Attorney

Timeframe: Ongoing

Objective 5. Facilitate mixed-use development.

Mixed-use development will be facilitated in the Study Areas per the Study Area Plans. Mixed-use development is beneficial to the City in that it creates true neighborhoods of residential, office, retail and civic uses. These neighborhoods will provide the City with a competitive advantage in attracting

office tenants. The mix of retail, office and residential uses must be flexible enough to respond to market changes.

Strategies

a. Implement and monitor the Study Area Plans.

The Study Area Plans will be adopted and implemented as the guiding policy document to facilitate mixed-use development. Planned Mixed-Use District zoning standards have been adopted as the regulatory means to implement Study Area Plans. The Board of Zoning & Planning has been successful in implementing the goals and objectives of the study areas in spite of the many challenges associated with each site. The zoning code must now be monitored to facilitate continued mixed-use development.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**, City Attorney

Timeframe: Ongoing

b. Revise development regulations to permit and encourage mixed-use development.

The City's development regulations permit and encourage mixed-use development and are considered as the primary regulatory tool to encourage mixed-use development. Ongoing review of development regulations will occur to identify and remove potential obstacles to mixed-use development and implementation of the Study Area Plans.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**, City Attorney

Timeframe: Ongoing

c. Allow a minimum amount of housing as an incentive to be incorporated into office developments in targeted areas.

Higher density housing is allowed within the Planned Mixed-Use District areas as an incentive to attracting office development in targeted areas, per the Study Area Plans. In these cases, housing will serve as a secondary use to office uses. The value of promoting residents to live within walking or biking distance of their place of employment is ever increasing (see Housing section). Updated and diversified housing within the City will facilitate residents to "age in place" and strengthens the community's fiscal core. Office and residential uses should be integrated into the same structure or adjacent structures to create a true mixed-use environment. The residential floor area of live/work units should be adjusted to meet market demands.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**

Timeframe: Complete

d. Allow a minimum amount of retail to be incorporated into residential developments in targeted areas.

A minimum amount of retail and specific uses are permitted within residential developments within targeted areas, per the Study Area Plans. Most residential projects rely upon the proximity of existing nearby retail instead of specifically incorporating retail uses and residential areas. Building designs should be flexible and accommodate the changing needs of the community as uses change over time.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**

Timeframe: Complete

e. Allow retail to be incorporated into office developments in targeted areas.

High demand for retail to serve the Upper Arlington market has been realized, and retail uses are permitted within office developments in targeted areas in accordance to the Study Area Plans. However, most recent office projects have relied upon the proximity of existing nearby retail uses instead of incorporating them. In these cases, retail will serve as a secondary use to office and should be located on the ground level of these structures. The appropriate amount of retail will be defined by the particular Study Area Plan.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**

Timeframe: Complete

Objective 6. Encourage neighborhood and community level retail.

Relative to retail development, neighborhood- and community-scale retail will be encouraged at appropriate locations consistent with Study Area Plans. The retail needs of the Upper Arlington population can best be served by this scaled level of service within the City limits. Furthermore, retail is not considered a major revenue generator for the City. Upper Arlington will discourage further regional-scale retail (such as “big box” stores), but it will support existing regional scale retail and unique national retail chains. The City will evaluate any opportunity to see if development is appropriate.

Strategies

a. Evaluate development regulations to determine whether regional scale retail developments are appropriate.

The zoning code supports neighborhood and community-scale retail and discourages regional-scale retail, which should be considered on an individual basis. The following definitions shall apply:

- **Neighborhood-Scale Retail:** Retail that meets local, convenient retail and personal service needs, typically in a walkable distance from nearby homes. Store sizes range from 1,000-5,000 square feet and include convenience stores and markets, bakeries, shoe repair, dry cleaners, florists, etc.
- **Community-Scale Retail:** Retail that meets community-wide retail and personal service needs, typically with off-street parking. Store sizes should range from 5,000 to 20,000 square feet. Uses include grocery stores, drug stores, furniture stores, smaller department stores, etc. Store sizes between 20,000 and 60,000 square feet should only be supported if they are located within a retail or mixed-use development and are not freestanding.
- **Regional-Scale Retail:** Any retail uses that exceed 60,000 square feet.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**

Timeframe: Ongoing

b. Require street and walkway connectivity between retail, office and adjacent neighborhoods to encourage pedestrian access and better distribution of traffic.

Connectivity standards will be established in design standards and guidelines to ensure that residents can safely and easily walk or bike between their neighborhoods and commercial areas.

Implementation: **Public Services Department**, Community & Economic Development Department, Parks & Recreation Department

Timeframe: Ongoing

Objective 7. Expand the City physically where appropriate through annexation.

When opportunities arise to support the annexation of attractive unincorporated parcels that are beneficial to the City, such support should be extended when the annexation is consistent with the Master Plan.

Strategies

a. Support annexation of unincorporated areas where it is in the best economic interests of the City.

Small portions of unincorporated area exist adjacent to the City boundaries. When it is in the best economic interests of the City, annexation of those areas should be supported. Appropriate zoning is placed on the annexed property to maximize benefits to the City.

Implementation: Community & Economic Development Department, **City Attorney**, Finance & Administrative Services Department

Timeframe: Ongoing

Objective 8. Maximize the opportunities between the City and The Ohio State University relative to development of west campus.

The City will continue to work with The Ohio State University concerning areas of mutual interest, especially relative to the development of West Campus. These opportunities should be maximized to the benefit of both the City and the University.

Strategies

a. Work with The Ohio State University through a joint committee to co-plan development of the area.

The City and The Ohio State University should formalize the joint planning committee that is working on issues of mutual interest. This would include future development activities on North Star Road. The City will continue to support agricultural uses on the Waterman Farm and encourage The Ohio State University to continue good stewardship of the land and environmentally responsible agricultural practices. Enhanced connectivity will continue to be supported.

Implementation: **Public Services Department**, City Manager, Parks & Recreation Department

Timeframe: Immediate and Ongoing

Objective 9. Improve land use management within City government.

Community standards for land use management of residential neighborhoods, public buildings and parks have been consistently high. However, standards for commercial areas have been less adequate. A host of strategies are recommended that will enhance the City's ongoing land use management practices.

Strategies

a. Adopt the Master Plan Update and Study Area Plans.

The Board of Zoning & Planning and City Council should adopt the Master Plan Update, including the Study Area Plans. These documents will outline a comprehensive set of land use strategies intended to fulfill the policy direction established by the Community Vision Partnership in line with input from the general public.

Implementation: City Council, **Board of Zoning & Planning**

Timeframe: Immediate

b. Update the zoning code in line with plan recommendations, including adopting overlay zoning districts.

The zoning code will be updated as appropriate to implement the Master Plan and Study Area Plans. This may include updates to one or more overlay zoning districts to implement the standards of each Study Area Plan. As part of this update, the role of administrative approvals will be considered for expansion to facilitate the development process.

See Land Use Strategy 3b.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**, City Attorney

Timeframe: Ongoing

c. Adopt commercial design standards and guidelines.

The adopted comprehensive commercial design standards and accompanying guidelines will continue to be evaluated and recommended changes brought forward for adoption. These regulations will be used to improve the physical appearance and functionality of the City's commercial districts and uses and will remain consistent with the Study Area Plans. In adopting these regulations, the City will decide upon the most appropriate administrative mechanism to guide compliance.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**, City Attorney

Timeframe: Ongoing

d. Study the efficiency of the development approval process.

The Board of Zoning & Planning and Community & Economic Development Director will periodically review the development approval process and identify any changes in regulations and administrative procedures that will make the process more efficient without compromising its integrity.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**

Timeframe: Ongoing

FOOTNOTE: Departments/agencies marked in **bold** within the strategies are designated as lead implementation departments/agencies.

E. Land Use Plan

1. Overview

Upper Arlington will remain a predominantly residential community over the planning period, as recommended by the Master Plan. The City will continue to offer outstanding neighborhoods supported by park facilities and public schools.

Major change is recommended to occur in the City's commercial centers, where the high standards established for residential neighborhoods is less reflected and where the opportunity for redevelopment is greatest. The Master Plan recommends that these existing centers be redeveloped at a higher density with mixed-uses and an emphasis on office uses (with high-paying jobs to enhance revenues) and a quality physical environment in order to improve the quality of life.

It is this mix of outstanding residential neighborhoods and revitalized business areas that are the essence of the Master Plan.

2. Principles

Principles are statements of purpose intended to describe the direction of future development and redevelopment. They serve as a further elaboration of the goals, translated into specifics regarding the physical environment. The principles are the following:

a. Redevelopment and reinvestment will be encouraged in order to strengthen the City's tax base.

The City is facing increasing pressure to raise revenues to meet current and forecasted demands for services, capital investments and maintenance costs. Infrastructure continues to age. In order to meet the City's financial needs, four options are available: reduce service levels, raise taxes, intensify commercial development, or a combination thereof.

Less than two percent of the City's land area is in commercial office use – which offers the most significant net revenue benefits to the City. The Master Plan strongly encourages an intensification of commercial development at key existing commercial locations. These are locations that are currently underdeveloped and dominated by retail uses. Retail uses do not generate sufficient personal income taxes to support the City's revenue needs.

b. Key commercial centers will be redeveloped at a higher density and with a mix of uses.

In order to enhance the revenue potential and appearance of key commercial centers, redevelopment will have a higher quality and density than current patterns. These areas will have a mix of uses – office, retail, residential, public and perhaps institutional with an emphasis on office uses. Greater intensity and mixing of land uses can be achieved in ways that enhance the character of the City's physical environment and overall quality of life.

Proposing only commercial development at the Study Areas limits the City's possibilities in reinvigorating the community. While it is paramount to expand the tax base, it is also important to address other community defined needs, such as civic gathering places, senior housing, outstanding schools and local retail opportunities. At the same time, mixing uses creates a synergistic effect that increases the attractiveness and value of these sites. It also improves the City's regional competitiveness by creating unique development opportunities.

c. Market realities must inform the City's land use preferences.

Intentions to redevelop existing commercial areas must be informed by the realities of market conditions. The existing supply of office space in the City is characterized by older, class C space and does not meet current market expectations for higher end product. The City must facilitate the development of class A and B office space if it is to meet fiscal revenue needs. The regional retail market is competitive and the City will have a difficult time contending with newer regional retail centers. Efforts to intensify existing commercial centers must be based on sound and detailed market information.

d. Community appearance will be enhanced in commercial and residential areas.

The City has a very strong tradition of quality residential neighborhoods. This is not necessarily true for its commercial areas. The Master Plan will ensure that the appearance of all parts of the community is improved. Creation of mixed-use centers must be of the highest quality. Architectural design and treatment should add to the City's physical character and not detract from it, as evidenced by much of the current commercial development in the City.

e. Outstanding residential neighborhoods will continue to be a hallmark of the community.

Upper Arlington was founded as a premier residential community and continues to be in demand as a place for raising a family and owning a home. The quality of residential neighborhoods must be maintained, from the quality of individual houses to the street trees and flavor of individual neighborhoods.

At the same time, addressing the City's fiscal condition through redevelopment of commercial areas will help to ensure that residential neighborhoods maintain their quality – by ensuring that sufficient tax revenues are generated to support services and infrastructure.

Implementation of the Master Plan will strengthen the residential neighborhoods, including integrating them with high quality mixed-use centers.

f. Pedestrian access will be improved.

The community currently lacks strong pedestrian and bicycle connections, making it difficult for people to move about the City except by automobile. Providing these connections will enhance the City's transportation network (perhaps easing congestion), but more importantly will greatly improve the City's livability. Walking and biking are healthy activities and bring about an enhanced sense of community. Likewise, the City's major activity centers should have stronger links to its neighborhoods. This strengthens the bonds between institutions and residents.

g. Physical environment will encourage community gathering.

Major redevelopment efforts will provide greater opportunities for formal and informal public gatherings. The mixed-use centers will include dedicated public spaces, improved connections to existing public places, and streetscape designs that contribute to community interaction. These centers must be nodes of activity, where residents can walk to shop, conduct personal business, drop off a child at day care, and take advantage of cultural opportunities. Pedestrian-and-bicyclist-friendly environments are essential. These developments must integrate with the City’s current road and sidewalk fabric. They must be fully integrated and not become islands in the landscape, as current shopping centers that are surrounded by surface parking lots have.

A local activity area, where neighborhood residents come together to recreate, learn and interact will define neighborhoods. These activity areas are likely to be unique to each neighborhood. They should be organized by a branch of the Upper Arlington library, neighborhood or community park, school, wellness center, or other public facility. They should be designed to encourage interaction and should be integrated into the surrounding neighborhood so that residents can safely walk or bike to the activity area.

h. Changes in the physical environment will consider the needs of an aging population – including housing and community facilities.

The average age of the City’s residents is forecast to increase over the next 20 years, and those 60 years and older are expected to reach 34.8 percent of the total population. It is clear that not all older residents will be able or will choose to continue living in single-family detached housing, yet many will wish to remain in the City. New housing opportunities must be found to provide older residents with more choices, with or without supporting services. This can entail “empty nester” products, higher-density upscale housing, assisted living facilities, accessory units, and other alternative arrangements. Upper Arlington must continue to be a welcoming community for all age groups.

i. Opportunities to enhance park and recreation amenities will be sought.

Park and recreation amenities are very important to the City’s quality of life. Unfortunately, the City cannot expand physically, allowing the opportunity to acquire additional space. Given current and future unforeseen needs, the community will strive to maximize its current inventory of land and facilities. Through redevelopment, opportunities for creating public open space, recreation, and general community facility amenities should be sought.

j. A balanced and stable population will be maintained.

Population forecasts indicate that the City will maintain a fairly stable population over the next 20 years. At the same time, the City’s population is forecasted to continue its present aging trend.

While the City must respect the needs of all residents and the current demographic trends, the community will strive to maintain a balance of all age groups. This will ensure a strong school system and help maintain an historic perspective. Maintaining a balance will mean enhancing the community’s attractiveness for all household types.

3. Land Use Plan

The focus of the Land Use Plan is ensuring that Upper Arlington's neighborhoods maintain their viability as outstanding residential places, with a focus on reinventing the commercial areas to be complimentary and to add to the City's quality of life.

The integrity of the residential neighborhoods will be secured well into the future. They will continue to be comprised of single-family homes, with parks and schools in walking distance. Small nodes of two-family and multi-family homes will continue as components of the City's neighborhoods, providing an affordable option for new and established residents.

Commercial areas will be the focus of redevelopment efforts to create exciting, well-designed and appropriate activity centers. The intent is to provide residents with new alternatives to shop, play, work and live, while encouraging new office development that compliments the City's rich heritage. Ultimately the City's tax base will be strengthened.

This new development should seamlessly connect with existing, nearby neighborhoods. Sidewalks and bike routes should connect. People should be able to walk and bike safely throughout the City. The architectural character of new mixed-use and business areas should reflect the design character of the City's best residential areas.

Open space features, including parks, school sites and adjacent green corridors, will continue to provide residents with recreational options. These sites will continue to be conserved and maintained for future generations.

4. Standards

The following general standards apply Citywide and seek to define the characteristics of the built environment into the future. They are supplemented by the specific Study Area Plans that recommend future land use.

a. Residential

- Single-family homes will continue to be the dominant land use in the City's residential neighborhoods.
- Two-family and multi-family structures will continue to serve as transitional uses between single-family neighborhoods and commercial areas. Multi-family developments – especially owner-occupied condominiums – will continue as contained developments.
- The Study Areas will continue to focus on redevelopment, where residential, office and retail uses will mix within the Study Area and within individual structures.
- New construction in single-family neighborhoods will be compatible with the character, height, density, materials and building styles of the immediate block.
- The continuation of rental two-family and multi-family properties will be supported – where appropriate – to provide for affordable housing options.

- The development of housing options attractive to seniors will be supported if it ensures that aging residents can continue to live in Upper Arlington.

b. Retail

- Retail uses should continue to meet local community and neighborhood needs for goods and services.
- Neighborhood-scale retail that meets local, convenient retail and personal service needs (typically in a walkable distance from nearby homes) will be encouraged. Store sizes should range from 1,000 – 5,000 square feet and should include bakeries, convenience stores, shoe repair, florists, etc.
- Community-scale retail that meets community-wide retail and personal service needs, typically with off-street parking will be encouraged. Store sizes should range from 5,000 to 20,000 square feet. Uses would include smaller grocery stores, drug stores, furniture stores, smaller department stores, etc. Store sizes between 20,000 and 60,000 square feet should only be supported if located within a retail or mixed-use development and not freestanding.
- New regional-scale retail uses, especially single-use tenant buildings that exceed 60,000 square feet, should only be considered on an individual basis.
- Retail areas will be well designed, with strong pedestrian orientation and facilities, well-landscaped, residential in character, and with parking well-screened and landscaped.
- Architectural character will complement adjacent and nearby residential neighborhoods, as demonstrated by the City’s oldest public buildings which provide outstanding design character.

c. Office

- Preferred office uses include administrative, finance, insurance and real estate (FIRE), technology companies, research and development facilities, general corporate offices, and medical and other professional offices.
- Office uses are an appropriate transition between residential neighborhoods and retail/commercial areas.
- Office uses should be a significant land use in the Study Areas.
- Where appropriate, office uses should be directly linked to the sidewalk system and off-street parking should be located to the side or rear of the structures.
- Architecture will be of high quality and residential in character as demonstrated by the City’s landmark, distinctive public buildings.

d. Public

- Public uses should continue to serve as the focus of neighborhoods – especially schools and parks.
- Future public facilities should play an important role in extending the City’s quality of life and should be physically integrated into the community.
- Emphasis should be placed on walking and bicycling, not driving to such facilities.
- Architectural character will be sensitive to adjacent and nearby residential neighborhoods, drawing on the design attributes of the City’s oldest public buildings.

F. Study Area Plans

A series of plans are presented in the second volume of the Master Plan which address the Study Areas that are a component of this endeavor. The Study Area planning effort focused on the City's existing commercial areas, and in some cases, the multifamily residential areas.

Outlined below is a brief summary of each area. Refer to Volume 2 of the 2001 Master Plan document for detailed recommendations.

The way land is used in a community has a significant effect on the character and economic health. In thinking about these areas, the focus is on building a community, as opposed to building a development project.

Kingsdale Area

Focus: Mixed-use area/community gathering places — office, retail, residential and civic.

Area: The triangle bound by Northwest Boulevard, Tremont Road and Zollinger Road contains 38 acres and is the primary focus of this area. Recommendations will address the commercial area around Five Points and the large multifamily area west of Tremont Road, east of Northwest Boulevard and the single-family area south of Zollinger (the Housing Committee is recommending that this area be rezoned to multi-family).

Summary: This is one of the City's central gathering places – home to major community events and traditions. Civic uses can enhance vitality and provide stability. This area also represents one of the best locations to maximize potential revenues to the City from additional income tax generated by office uses.

Henderson Road Corridor

Focus: Regional office corridor with other supporting mixes of uses.

Area: The principal area of investigation is the 50 acres along the south side of Henderson Road.

Summary: This location has the greatest opportunity for intense office use. Other uses (retail, hotel and residential) should be included to help create a vital area. This corridor enhances the community's identity through an improved and unifying edge and gateway treatments.

Lane Avenue

Focus: Mixed-use corridor with office emphasis and improved streetscape and gateway.

Area: The corridor includes both sides of Lane Avenue from east of North Star Road to Northwest Boulevard.

Summary: Office uses could capitalize on the proximity to SR 315, The Ohio State University and the Science and Technology Park. Other uses should be included to improve the vitality of the area and enhance the market potential of the office uses. This corridor enhances the community's identity through improved streetscape and gateway treatments.

Tremont Center Area

Focus: Neighborhood center with retail, office and residential uses.

Area: Includes the seven-acre commercial center as well as consideration of the 18-acre multi-family area directly north of the center.

Summary: This area is larger in scale than the Mallway and has better accessibility and visibility. Therefore, it serves a larger portion of the community. There is opportunity to significantly enhance the office use in the multi-family area and still have multi-family uses. (This general area is a potential location for a community center, given other nearby civic and recreational uses, but is secondary to Kingsdale.)

Northwest Boulevard

Focus: Mixed-use corridor with retail, office and residential.

Area: Includes 13 acres along Northwest Boulevard – from Zollinger Road to Ridgeview Road.

Summary: The focus is on a mix of uses with higher-than-current density residential as a component, given the proximity of existing single-family residential.

Other Commercial Areas:

Recommendations for development standards for the Mallway and the commercial areas along US 33 focus on design considerations. The potential for significant redevelopment is limited in these areas, but there is a need to ensure an improved physical appearance of these areas.

US 33

Focus: Improve design character, especially at key intersections.

Summary: Prime locations for improvements are at the Fishinger Road and Trabue Road intersections. Fishinger Road would have a mix of uses, improved connections to the residential areas and serve as a gateway to the community. The Trabue area would primarily have office uses. Improvements to the corridor will enhance the community's identity through a unified edge and gateway treatment.

Mallway

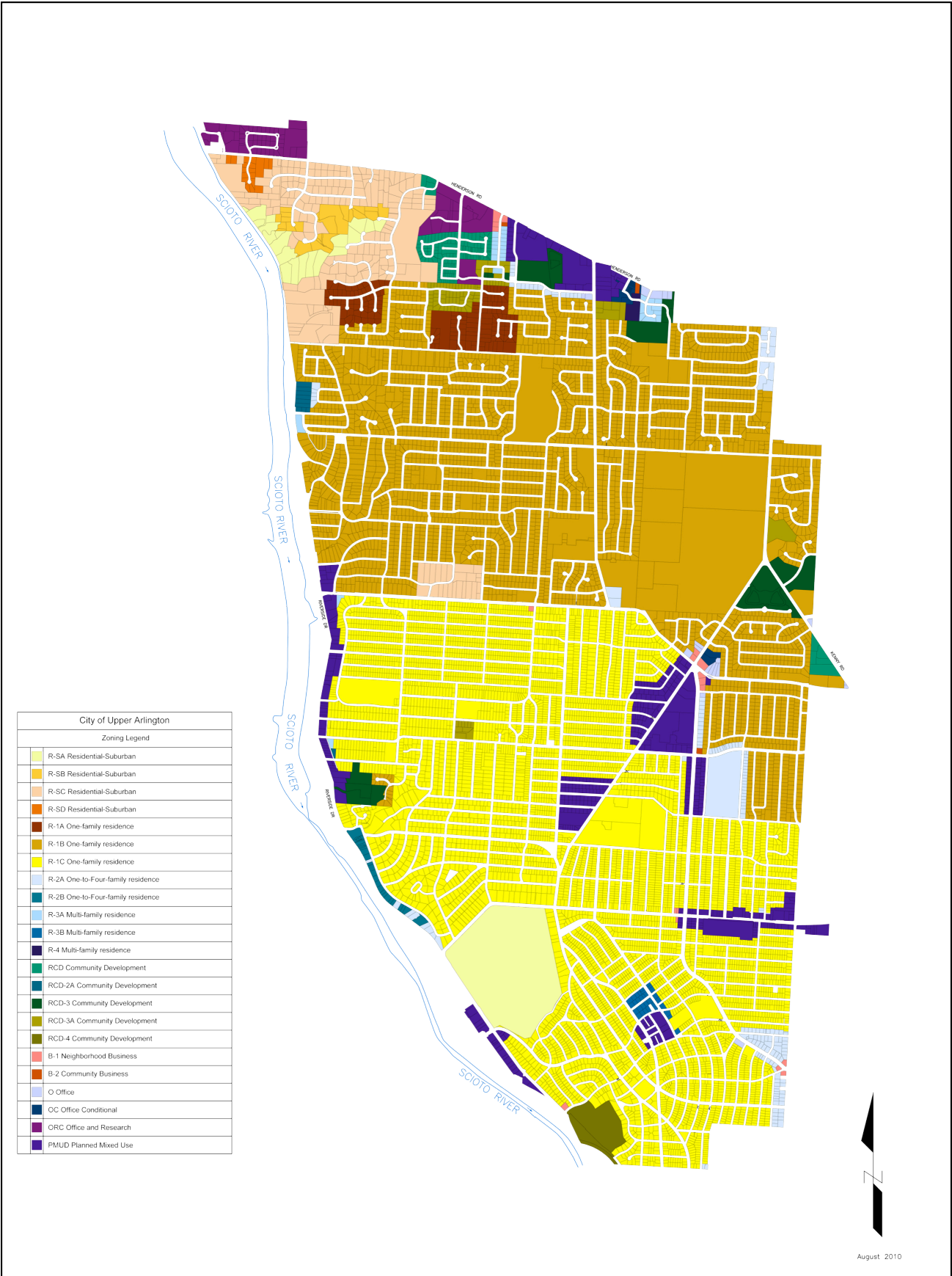
Focus: Neighborhood center with retail, office and civic uses.

Summary: The primary emphasis will be to provide a mix of uses that will better serve the daily needs of the south Arlington area. This area will also include retail uses (i.e. restaurants, home furnishings, etc.) that attract the larger community. Any changes will be compatible with the existing historic character of the area. The existing open space area and other pedestrian spaces should continue to be improved.

Southeast Arlington

Focus: Maintain existing character and land use.

Summary: The residential character and scale of the area will be maintained. Commercial uses (office and retail) should be restricted to existing sites for the foreseeable future. This is an area that may offer long-term redevelopment potential. Future improvements should recognize the area's gateway location at the commercial corners.





2013 Master Plan

Chapter 3. Economy

A. Goal

Emphasize high quality jobs and businesses, collaborative partnerships and enhancement of the local tax base while respecting the residential character of the community and creating a stronger and more diverse economy.

B. Overview

This chapter of the Master Plan addresses the City's economic issues from a market and fiscal perspective. It provides general guidance for enhancing the local tax base, fostering high quality jobs and businesses, and collaborating with economic partners.

Economic development and fiscal conditions are strongly linked in Upper Arlington. Overall, the City has experienced fluctuating revenues and maintained stable operating expenditures. While an aging infrastructure requires ongoing maintenance and replacement, prior to adoption of the 2001 Master Plan the City had under-invested in this area and faced a backlog of needs. An average annual capital improvements expenditure of \$7.9 million from 2001-2012 has significantly improved this situation, however the backlog of necessary infrastructure projects remains high, with additional state/federally-mandated projects on the horizon. In addition, the State has recently reduced the Local Government Fund by 50 percent and eliminated the estate tax completely, effective January 2013. Both have major financial implications. The City faces an over-saturation of retail space, and while the Northwest submarket performs well for office space, it does not favor Upper Arlington's largely Class B and C buildings for this use.

This chapter recommends enhancing revenue sources by strengthening the City's tax base, redeveloping key commercial areas to increase office use, and doing so in a manner consistent with the character and high quality of the City's residential neighborhoods. The City should also enhance relationships with the private sector by targeting existing businesses for retention and expansion, attracting new corporate citizens, and building partnerships. In addition, the City should continue to monitor measurements of economic success and establish alternative revenue sources, such as fees-

for-service. Because the school system is a critical part of the City's quality of life, redevelopment should not be undertaken in such a way that it creates a negative fiscal effect on the school district.

Development based on the Study Area Plans, which provide the policy framework for changes in the City's primary commercial areas, will help achieve Upper Arlington's economic development goals. Market demand is an essential consideration in the viability of redevelopment.

C. Key Findings

Key findings from the fiscal investigation are outlined below.

- **Changing Revenue Stream:** Revenues peaked in Upper Arlington in 2007 before declining in 2008 at the onset of the nationwide recession. Income tax revenue continued to tumble in 2009 in the midst of high unemployment rates before rebounding in 2010 to near pre-recession levels. The income tax continued this pattern in 2011 by showing an increase of 7.8 percent and in 2012 with a 4.0 percent increase, collecting \$15,252,861, the highest amount to date. Future estimates are cautiously optimistic as the economy, at least locally, slowly recovers. Income tax accounts for approximately 30 percent of all City revenue and remains the City's largest single source. Static real estate values and the related property tax collections represent another major effect from the recession. Historically, City real estate values have increased with each Franklin County property revaluation. In light of the weak economy and real estate market, the County did not undertake a market reevaluation in 2008. Following a 2011 assessment, real estate valuations and property tax revenue estimates remained largely unchanged. Furthermore, during these lean economic times, recent legislation at the State level has negatively affected local governments. The Local Government Fund, representing approximately five percent of City revenues, has been cut in half. In addition, the elimination of the estate tax in 2013 will have an even larger impact, and create holes in both the operating and capital improvement budgets.
- **Estate Tax:** From 2008-2012, estate tax revenues have averaged \$4.7 million and been a significant source of revenue for the City, both for operations and capital improvements. The first \$2.1 million of annual collections helps fund General Fund operations and historically represents approximately nine percent of General Fund revenue. In addition, the City has transferred \$9.7 million of excess estate tax revenue (accumulated during the aforementioned five-year period) from the General Fund to the Estate Tax Capital Improvement Fund for infrastructure projects. Estate tax collections are anticipated to trickle in through 2013 as estates are finalized and then cease completely in 2014.
- **Expenditures:** The City adopted a 2013-2014 \$36.1 million operating budget with 224 full-time employees. The 2013 appropriations are approximately one percent less than those of 2012. This will be the fourth consecutive year that the budget is less than the previous year's budget. Seventy four percent of the operating budget is personnel; the smaller budget reflects a smaller

staff (17 less full-time staff members than the previous two-year budget). The City's budget is under strain as revenue sources were reduced and eliminated by State legislature. The Local Government Fund reduced in the previous State budget was again reduced in the last State budget by 50 percent. The Local Government Fund, once \$2.5 million (10 percent of annual General Fund revenue) is now less than \$1 million annually. The Estate Tax elimination left a \$2 million gap in annual revenue.

- **Infrastructure Maintenance:** Upper Arlington is a mature city with aging infrastructure, which requires ongoing maintenance and replacement. Per current policies, the City maintains a seven-year Capital Improvement Program with an average annual funding of \$5 million with the goal of achieving the annual replacement cost of infrastructure based upon service life of each component. The Capital Improvement Program plan is funded with a mixture of cash and debt. General obligation bonds are the primary source of debt. The general obligation bonds are paid by dedicating 13.3 percent of the annual income tax receipts for repayment of principal and interest on the bonds. The cash portion primarily comes from the estate tax. With the elimination of this tax effective January 1, 2013, funding for the Capital Improvement Program is currently identified through the end of 2014, with a limited amount of programming possible in 2015. In order to sustain the program at current levels, other cash and debt funding options will need to be considered.
- **Income Tax Base and Economic Development:** Income tax receipts have been and will continue to be the City's most important revenue source both for operations and infrastructure maintenance. Approximately two-thirds of this revenue source is derived from individuals who work in Upper Arlington. The income tax base is highly dependent on the retail sector, an employment base that is strongly oriented toward part time and lower paying jobs. The City has successfully redeveloped some of its limited commercial real estate into professional and mixed-use space. Significant improvement in income tax revenues will require continued redevelopment of existing commercial areas with diversification toward higher-paying office employment.
- **Fiscal Return and Land Use:** Different land uses generate different fiscal costs and financial returns. The costs and returns are unique to each community. Retail jobs in general generate lower income taxes than wages from office uses. This is due to both disparity in wages and density levels of employees per square foot. Two very successful office developments in recent years support these findings. The Lane Avenue Office Building, leased to The Ohio State University, and the Orthopedic Center for Excellence have both become top income tax withholders. The City incentivized both projects with economic development tools.

D. Objectives and Strategies

Objective 1. Enhance the City’s revenue sources.

The City’s revenue sources must be enhanced to support Upper Arlington’s quality of life. This includes both tax rates for individuals employed in the City and Upper Arlington residents who are employed outside the City. Income taxes are an important source of Upper Arlington’s revenues and every effort will be made to broaden and expand the City’s employment base in order to increase these tax revenues. In addition, new sources of reliable revenue will need to be found to finance improvements to the City’s infrastructure. As a means to help manage fiscal issues, a program for estimating and monitoring fiscal health should be developed.

Strategies

a. Maintain a program to estimate fiscal needs (i.e., capital, operations, maintenance and replacement) and monitor their progress.

An appropriate mechanism has been identified and adopted for estimating fiscal needs on an annual basis and for planning purposes. This program incorporates a seven-year Capital Improvement Plan, departmental operating budgets, and estimates of annual capital maintenance and replacement needs. The program is used as a basis for prioritizing projects and monitoring progress.

Implementation: **Finance & Administrative Services Department**, Public Services Department, City Manager

Timeline: Ongoing

b. Expand the City’s personal income tax base by facilitating redevelopment of commercial areas per the Study Area Plans.

Encouraging development that helps attract well-paying jobs will enhance the income base. These jobs will in turn generate a higher level of income tax revenues, some of which can be targeted for regular maintenance of the City’s infrastructure. Development should be market-driven with a long-term focus of maximizing fiscal return.

Implementation: **Community & Economic Development Department**, City Manager

Timeframe: Ongoing

c. Create opportunities for office development that emphasizes high-paying jobs.

In order to maximize the revenues generated by development, the Study Areas will help create opportunities for professional office space. Professional office workers, such as architects, doctors, dentists, hi-tech researchers, attorneys, technology consultants, marketing consultants and others generate high incomes, which in turn lead to higher income tax revenues for the City. Updated zoning and incentives must also be in place. Zoning and economic incentives should continue to be implemented and monitored on a regular basis.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**, Community Improvement Corporation

Timeframe: Ongoing

d. Continue to maximize state and federal grant and loan programs.

Opportunities to utilize state and federal grant and loan programs will continue to be pursued, especially to fund infrastructure maintenance, replacement and improvements. There are some limited state and federal monies available that can be used for transportation, community development, and other needs. The City will not become dependent on these sources but will take advantage of their availability in order to supplement the City's own revenues.

Implementation: Finance & Administrative Services Department, Public Services Department, **City Manager**

Timeframe: Ongoing

e. Use Tax Increment Financing (TIF) to fund infrastructure improvements in redevelopment areas.

Tax Increment Financing (TIF) is a tool for financing infrastructure improvements by capturing the additional property tax revenues generated by future development. TIF districts will be established in the redevelopment areas to help finance public improvements in those areas, as necessary. Public improvements that could be wholly or partially funded under a TIF include public streets and sidewalks, plazas, traffic signals and parking garages. TIF is not a new method of providing revenue, but rather a way of dedicating increased tax revenues from a specific development area.

Implementation: Community & Economic Development Department, **Finance & Administrative Services Department**, City Attorney

Timeframe: Ongoing

f. Monitor cost recovery programs for City services.

Upper Arlington has been successful in recovering costs for certain services by creating self-operating funds or charging fees for services. These programs may be expanded and new ones implemented as appropriate.

Implementation: Finance & Administrative Services Department, **City Manager**

Timeframe: Ongoing

g. Capture income tax from construction sub-contractors.

The City will continue to capture tax on income earned by construction sub-contractors working in the City.

Implementation: **Finance & Administrative Services Department**, Community & Economic Development Department

Timeframe: Ongoing

Objective 2. Retain and expand existing businesses.

Supporting existing businesses and encouraging them to grow will expand the tax base. When businesses add employees, they contribute to the income tax base within the City. If businesses relocate out of Upper Arlington, the City loses the income tax revenues, even if those employees continue to reside in Upper Arlington. Opportunities will be explored for existing businesses to expand within Upper Arlington if they need additional space.

Strategies

a. Implement the Retention and Expansion Plan for business retention and expansion.

The effort to develop relationships with existing Upper Arlington employers in order to better address their needs will be continued. The expansion of existing companies will be facilitated by providing development planning assistance for expansions at existing sites, assisting with alternative site searches, provide assistance with marketing and business contacts, and utilize the expansion incentives program.

Implementation: **Community & Economic Development Department**, Community Improvement Corporation, City Manager

Timeframe: Immediate

b. Use economic and zoning incentives packages to target existing businesses.

Incentive packages will be used to assist existing businesses that wish to expand. Such incentives can include property tax abatements, site improvements or building redevelopment grants or loans from the City's Economic Development Venture Fund. Certain federal and state grants and loan programs can also be used for site redevelopment and infrastructure improvements.

Implementation: **Community & Economic Development Department**, Community Improvement Corporation, City Manager

Timeframe: Ongoing

c. Facilitate the development of new office space to accommodate growing businesses.

The Study Area Plans will encourage the redevelopment of sites specifically for construction of new office space. The availability of new office space will allow expanding businesses to remain in Upper Arlington and to continue to contribute to the City's tax base.

Implementation: City Council, Board of Zoning and Planning, City Manager, **Community & Economic Development Department**, Community Improvement Corporation

Timeframe: Ongoing

d. Encourage rehabilitation or redevelopment of existing office space.

The City will encourage private property owners to rehabilitate existing, older office space to upgrade those buildings to meet current market expectations. The City will also encourage the redevelopment of such sites whose rehabilitation is not feasible.

Implementation: City Manager, **Community & Economic Development Department**, Community Improvement Corporation

Timeframe: Ongoing

e. Promote the City as a suitable place to conduct business.

Office-based businesses and retail uses will be retained that are complimentary to Upper Arlington's quality of life. As part of this effort, a proactive marketing campaign will be developed that promotes Upper Arlington as a great place to live and conduct business. The campaign will emphasize the City's exceptional quality of life, but also its many assets for growing a business. These assets will include appropriately zoned office redevelopment sites and incentives for business development.

Implementation: Community & Economic Development Department, Community Improvement Corporation, **City Manager**

Timeframe: Ongoing

f. Continue the business ombudsman function in City government through the Community & Economic Development staff.

The Community & Economic Development Manager will be provided with the tools and resources needed to encourage business retention, expansion and attraction. This official will also continue to advocate for business and shepherd businesses through the development process in conjunction with other needed expertise from City Staff.

Implementation: **Community & Economic Development Department**, Chamber of Commerce, Community Improvement Corporation

Timeframe: Ongoing

g. Continue to encourage home-based businesses.

The City benefits from the income tax and other revenues generated by home-based businesses. Many City residents also experience an enhanced quality of life by working at home. The City will continue to encourage this activity.

Implementation: Community Improvement Corporation, Community & Economic Development Department, **Chamber of Commerce**

Timeframe: Ongoing

h. Facilitate a fiber optic network and other state-of-the-art technology.

Upper Arlington can benefit from development of a fiber-optic network, which enhances Internet and telecommunications capacity at the City's businesses and homes. This capacity is increasingly important for attracting technology-based and other businesses and is therefore an important tool for economic development. The development of such systems will not interfere with the quality of Upper Arlington's roads or infrastructure and should be facilitated by the City.

Implementation: **City Manager**, Information Technology Department, Public Services Department

Timeframe: Immediate

Objective 3. Attract new corporate citizens to the City.

The City will continually strive to attract businesses that are not currently corporate citizens of Upper Arlington. This objective compliments retaining and growing the City's current corporate citizens.

Strategies

a. Aggressively promote the City as a great location for corporate offices, OSU research spin-offs, medical professionals, and entrepreneurs.

Upper Arlington will continue to aggressively promote the City as a great corporate location. These promotion activities will occur in line with implementation of the Study Area Plans, which will create new business space. In particular the focus will be on corporate administrative offices, entrepreneurs, OSU research spin-off companies of a high tech and research nature, medical professionals associated with hospitals such as Riverside and The Ohio State University Hospitals.

Implementation: **Community & Economic Development Department**, Community Improvement Corporation, City Manager

Timeframe: Ongoing

b. Market existing office development opportunities.

In conjunction with implementing Study Area Plans, development sites will be marketed to potential office developers. This will include working with commercial interests to provide the appropriate information about these sites. If the City takes an aggressive role in redevelopment, then it will consider acquiring and packaging sites, and issuing a Request for Proposal to select the more appropriate developer.

Implementation: **Community & Economic Development Department**, Community Improvement Corporation, City Manager

Timeframe: Ongoing

c. Market the City to corporate executives currently living in Upper Arlington.

Corporate executives who currently live in Upper Arlington will be approached to consider relocating their business to the City. This should occur through direct mail and personal solicitations.

Implementation: **Community Improvement Corporation**, Chamber of Commerce, City Manager

Timeframe: Mid Term

Objective 4. Expand the amount of Class A office space in the City.

The critical component to improving the City’s tax revenues is to facilitate the expansion of additional office space. Without suitable office product, the City will not be able to attract high-quality office tenants. This includes both upgrading existing office space and attracting new construction as the market dictates.

Strategies

a. Adopt and implement Study Area Plans.

The Study Area Plans provide the policy framework for facilitating redevelopment of the City’s primary commercial areas. They seek to create unique urban environments that will allow the City to compete with other suburban locations by providing a more attractive alternative. This includes an emphasis on pedestrianism, mixed-uses and synergistic activities. These plans need to be monitored and adapted as market conditions change.

Implementation: **Community & Economic Development Department**, Community Improvement Corporation, City Attorney, City Manager

Timeframe: Ongoing

b. Implement and monitor economic and zoning incentives packages targeting office development.

Evaluate and recommend incentive packages that are tailored to both upgrade existing office space and construct new space. Incentives should include appropriate tax incentives for rehabilitating existing space, including establishing enterprise zones, and investing in new construction. Infrastructure assistance may be necessary as well, such as TIF districts.

Implementation: **Community & Economic Development Department**, Community Improvement Corporation, Finance & Administrative Services Department

Timeframe: Ongoing

c. Facilitate the development of a business incubator.

The development of a business incubator should be studied. This could serve to attract start-ups and provide a temporary option to growing companies that will eventually require larger space – preferably in Upper Arlington. Opportunities associated with The Ohio State University’s Science and Technology Campus should be evaluated in organizing a business incubator.

Implementation: Community & Economic Development Department, **Community Improvement Corporation**, Chamber of Commerce

Timeframe: Immediate

d. Work with The Ohio State University to attract growing companies to the City.

The City will work with The Ohio State University to attract companies that have grown too large for University incubator space. The City’s proximity to The Ohio State University would be attractive to University-related businesses. Examples include The Ohio State University’s Business and Technology Center, which is located along Kinnear Road, and other portions of West Campus.

Implementation: City Manager, **Community & Economic Development Department**, Community Improvement Corporation

Timeframe: Ongoing

Objective 5. Promote live/work units in redevelopment areas.

Zoning provisions have been adopted that encourage live/work units in redevelopment areas. This is a housing product in which professional businesses are operated on the first floor, with living quarters on above floor(s). Land use impacts are minimal, comparable to home occupations. It is also a product that is appearing in numerous markets around the country.

Strategies

a. Work with proven developers to produce live/work units.

Along with identifying potential sites for live/work units in Study Area Plans, a developer will be solicited to construct these units. This will occur in tandem with a private property owner or on City-acquired land. Upper Arlington could be a very attractive market for live/work units.

Implementation: **Community & Economic Development Department**, Community Improvement Corporation

Timeframe: Mid Term

b. Monitor and recommend economic and zoning incentives package targeting live/work units.

In hand with promoting live/work units, an incentives package will be adopted. This could include zoning provisions that permit these units, perhaps allowing higher density and greater lot coverage. Economic incentives could include tax relief and infrastructure assistance.

Implementation: **Community & Economic Development Department**, Community Improvement Corporation, Finance & Administrative Services Department

Timeframe: Ongoing

Objective 6. Partner with regional, state and national economic development organizations to promote the City.

The City will continue to partner with appropriate development organizations that can aid Upper Arlington in promoting the City to developers. This includes working with local and regional organizations, state agencies and national development organizations.

Strategies

a. Maintain involvement with regional development organizations.

Involvement will be maintained with a host of local and regional development organizations. These may include but are not limited to the Greater Columbus Chamber of Commerce, Mid-Ohio Development Exchange, Central Ohio First Suburbs Consortium, and Mid-Ohio Regional Planning Commission.

Implementation: City Manager, **Community & Economic Development Department**, Chamber of Commerce

Timeframe: Ongoing

b. Maintain involvement with agencies of the State that relate to development and economic development.

Upper Arlington will continue to work with agencies of the State to network and stay informed about state-level economic development issues.

Implementation: **City Manager**, Community & Economic Development Department, Chamber of Commerce

Timeframe: Ongoing

c. Continue to promote the City at regional and national development conferences.

Upper Arlington will continue to be promoted at regional and national development conferences. The intent is to attract potential corporate businesses.

Implementation: **City Manager**, Community & Economic Development Department

Timeframe: Ongoing

Objective 7. Continue to benchmark and measure the success of the City's redevelopment and economic plan implementation.

Upper Arlington can measure the success of redevelopment based on the net fiscal return from each of the areas at various points in time. Goals will be established for the phasing and net fiscal return generated by each of the areas, based in part on projected market demand and on average per-unit fiscal returns. The net return will account for both fiscal costs and benefits to the City.

Such benchmarking can be greatly enhanced by differentiating between retail and office commercial uses in zoning or overlay zones.

Strategies

a. Forecast net fiscal projections by redevelopment areas as plans are implemented over time.

Market projections will form the basis for determining the level and types of development anticipated in each of the redevelopment areas. The average net fiscal return by land use will be applied to the market projections to show the total net fiscal benefit to the City. As plans are implemented, the market projections may be altered over time.

Implementation: Finance & Administrative Services Department, **Community & Economic Development Department**, City Manager

Timeframe: Mid Term

b. Monitor net fiscal results relative to forecasts and initiating reports.

As Study Area Plans are implemented, actual development progress and attendant net fiscal impacts will be compared to initial forecasts. Redevelopment options will be weighed against the original forecasts and priorities re-examined. Monitoring can be greatly enhanced by differentiating commercial uses (such as office versus retail) through zoning code or overlay zones.

Implementation: **Community & Economic Development Department**, Finance & Administrative Services Department, City Manager

Timeframe: Ongoing

Objective 8. Establish alternative revenue sources.

City Council is examining alternative revenue sources. Potential new revenues may be derived from the property tax millage or assessments, increased fees-for-service, new self-supporting funds, access to state or federal moneys, tax increment financing districts, shared services fees, wireless communication agreements, incremental fee increases, bed tax and other sources.

Strategies

a. Re-evaluate how the City uses property tax millage.

Property tax millage is used for a variety of operating and capital project purposes. There may be opportunities for uses, such as regular maintenance of City infrastructure.

Implementation: **City Council**, Finance & Administrative Services Department, City Manager

Timeframe: Short Term

b. Evaluate income tax as an alternative to enhance revenue.

The City should evaluate the current income tax rate, as well as the tax credit allowed for residents that work outside the City, as an alternative to increasing revenue.

Implementation: **City Council**, Finance & Administrative Services Department, City Manager

Timeframe: Short Term

c. Target millage increase proposals to infrastructure projects.

Millage increases will be considered for the ballot to address infrastructure projects. Capital improvements may be necessary to support comprehensive redevelopment efforts in specific Study Areas, as well as community-wide capital needs.

Implementation: **City Council**, Finance & Administrative Services Department, City Manager

Timeframe: Short Term

d. Reestablish a property assessment-monitoring program.

Reestablish a program to monitor trends in property assessments that will guide City development policy in a proactive manner. Monitoring can help identify specific problem areas so that targeted policies or incentive programs can be developed. For instance, if housing values are declining in a neighborhood, the City would consider promoting rehabilitation and low interest loan programs.

Implementation: **Community & Economic Development Department**, City Manager

Timeframe: Mid Term

e. Explore non-traditional revenue sources.

The City should investigate non-traditional revenue sources to help with implementation of the Master Plan. This could include private fundraising, establishing endowments, and collaborating with service organizations.

Implementation: **City Manager**

Timeframe: Immediate

FOOTNOTE: Departments/agencies marked in **bold** within the strategies are designated as lead implementation departments/agencies.



2013 Master Plan

Chapter 4. Community Appearance

A. Goal

Enhance the beauty of our neighborhoods, natural surroundings and architectural amenities, and preserve these qualities within the residential and commercial settings along lighted sidewalks, streets, parks and in other gathering places.

B. Overview

This chapter of the Master Plan addresses the City's role in shaping the physical appearance of the community. It provides general guidance for enhancing the appearance of residential neighborhoods, commercial areas, the natural environment and public spaces.

Upper Arlington is known for its high-quality residential areas. However, surface parking lots and minimal landscaping generally dominate most of the City's commercial areas.

During the visioning process, residents demonstrated a strong interest in future development that emphasizes higher design quality, pedestrian-oriented spaces and public gathering places. This chapter recommends requiring a high-quality exterior for residential and commercial structures, preserving historic sites and structures, improving gateways in the community, enhancing pedestrian orientation and connectivity and promoting public art. To achieve these objectives, the City should consider strategies such as the use of zoning and property maintenance codes, the targeted use of financial assistance and social services to support maintenance, residential and commercial design guidelines and landscaping and screening requirements.

Implementing the Study Area Plans, which provide the policy framework for facilitating redevelopment of the City's primary commercial areas, will also help to support the use of high-quality design and construction in these areas.

C. Key Findings

Outlined below are the key findings related to the physical character of Upper Arlington.

- **Residential Character:** The general appearance of Upper Arlington is predominantly a City of residential character.
- **Urban Forest:** The City has an outstanding inventory of trees that enrich the physical environment. Residential areas in particular benefit from a mature, dense and diverse tree cover. The commercial areas should continue to provide strong landscaping treatments and associated tree cover.
- **Residential-Commercial Dichotomy:** There has generally been inconsistency between the character of residential development and the character of commercial development. Development standards for commercial areas should be enhanced to improve appearances in areas where business is conducted.
- **Change and Time:** The progression of development over time can be seen in the character of the community – from the small lots and tighter street pattern in the south part of the City to the larger lots and culs-de-sac in the north part of the City. The character of the streets and structures mimic design and planning trends at the given time of a particular development. In spite of this distinction, the overall community maintains a relatively high-quality character.
- **Connections:** Historically, the community has favored single-use residential orientation. The City has an obligation to continue educating residents about the need for compatible commercial space, buffers, and the drive for changing land use to meet current and future needs. The City will continue striving to improve the visual separations between different uses.
- **Pedestrian Experience:** Walking environments with traditional pedestrian accommodations were rated favorably. Images of sidewalks with minimum to zero setback and on-street parking were rated as some of the most desirable physical environments – this is true for both commercial and residential areas. This response may indicate that efforts to create more traditional urban settings (at a small scale) through redevelopment would be an acceptable alternative to the existing development that has large setbacks and on-site parking that dominates the public views.
- **Parks and Open Space:** Follow all the key findings, objectives and strategies outlined in the Parks & Recreation Department’s 2007 Strategic Plan.
- **Signage:** The City has a strong sign code, which limits the amount of commercial graphics on a given site. The effect of this code is evident in places like Henderson Road, where there is a contrast to Columbus development standards.

- **Materials:** Limestone is a building material that is found locally and used extensively in the community, especially in its early development. Many homes, fences, institutional and commercial structures were constructed using rough-cut limestone. The use of the stone is more common in older parts of the City and highlights a special local condition.
- **Traditional Downtown:** The most prominent feature in this category would be a traditional “main street” or town center area – the kind of place that serves as an economical, physical and emotional center. This is greatly valued in Upper Arlington with four major centers: Kingsdale Shopping Center, Tremont Center/Northam Park, Lane Avenue and The Mallway.

D. Objectives and Strategies

Objective 1. Require a high-quality exterior appearance of residential structures.

The City’s oldest residential neighborhoods established a high quality exterior appearance, which has been extended throughout many of the City’s newer neighborhoods. This should continue to be required and thereby protect property values.

Strategies

a. Review property maintenance requirements and related zoning codes to ensure they are meeting City goals.

The City’s current property maintenance requirements and related codes will be reviewed to ensure they are meeting goals. If deficiencies are noted or a change in direction is appropriate, then those changes will be implemented. Issues regarding staffing needs and administrative costs will be considered.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**, City Council

Timeline: Ongoing

b. Assist residents with social services that are available for housing maintenance.

The use of available social services for minor housing repairs and maintenance will be encouraged.

Implementation: **Community & Economic Development Department**, Commission on Aging

Timeline: Ongoing

c. Adopt residential design guidelines that require multi-family structures (including mixed-use structures) to be architecturally compatible with their environs.

A set of residential design guidelines will be adopted to ensure that future multi-family structures – and the remodeling of existing structures – will positively add to the City’s physical character. These guidelines should continue to promote a high-quality physical environment.

Implementation: **City Council**, Board of Zoning & Planning

Timeframe: Ongoing

d. Continue to require that new multi-family structures use masonry or stone in their facades and require pedestrian orientation and amenities.

The City’s current standard requires that 70 percent of multi-family facades use either masonry or stone. The intent behind this strategy is to ensure that multi-family buildings are constructed with durable exterior building materials. Vinyl and stucco are examples of materials that will be discouraged. In applying this standard, the design of buildings will be appropriate to their location and neighborhood.

Implementation: **Community & Economic Development Department**, Public Services Department

Timeframe: Ongoing

Objective 2. Require new commercial development to be of the highest quality, thus improving the exterior appearance and functionality.

In general, commercial development in Upper Arlington has not consistently met the highest standards of a quality-built environment, especially relative to architectural style and materials. Future commercial development will not only meet a new set of appropriate standards, but also an improved review process as informed by the Ohio Building Code and the Upper Arlington Unified Development Ordinance.

Strategies

a. Adopt commercial design standards and guidelines.

Commercial design standards and guidelines have been adopted. These guidelines provide a higher quality, more functionally built environment in the City’s commercial areas. Standards address measurable attributes of development (e.g., massing, height, architectural treatment, landscaping) and guidelines help with interpreting the City’s intent behind each standard. These will be addressed Citywide and within each individual Study Area.

Implementation: **City Council**, Board of Zoning & Planning

Timeframe: Ongoing

b. Work toward requiring the concept of complete streets that are pedestrian-friendly, walkable, bicyclist-friendly, compact and transit-oriented.

Development will support pedestrian and bicycle access. When possible, streets will be designed to be walkable and compact. Where appropriate, streets will provide easy access to and integration with public transit. At the same time, adequate parking should be provided, per the City’s Code; however, such parking should be located to the side or rear of structures. These characteristics will be integrated into commercial design standards and guidelines.

Implementation: **Community & Economic Development Department**, Public Services Department

Timeframe: Ongoing

c. Support increases in density if those increases are consistent with the Master Plan and the Study Areas identified in the Master Plan.

Higher densities provide for a more interesting, pedestrian-oriented community and enhance the City’s fiscal revenues. They will be supported in residential, office and mixed-use developments if such higher densities are consistent with the Master Plan and Study Area Plans.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**

Timeframe: Ongoing

d. Maintain landscaping and screening requirements for commercial development.

Continue to monitor current standards and guidelines for commercial development to provide enhanced landscaping and screening standards. For example:

- Transitions will be provided and improved to protect residential properties.
- Ground- and roof-mounted mechanical units will, when possible, be screened from view from all rights-of-way and adjacent or nearby residences.
- Perimeter and interior landscaping will be required for off-street parking areas and drives, as well as the extensive use of trees on-site.
- Placement of all service utility lines will be required to be underground and commercial sites that are enhanced with lighting will be shielded from adjacent properties and rights-of-way.

Implementation: **Community & Economic Development Department**, Parks & Recreation Department, Public Services Department, City Manager

Timeframe: Ongoing

e. Reconstruct the streetscape in commercial areas to provide adequate sidewalks, street trees, landscaping, access management and other similar improvements.

In conjunction with the Study Areas identified in the Master Plan, the streetscape along the perimeter of and within these areas will be improved to provide an enhanced built environment and to encourage safe walking and biking. Access management will be required to protect the integrity of the road network. Animation of the streetscape will include outdoor eating and sitting areas, seasonal landscaping and pedestrian-scaled signage.

Implementation: Community & Economic Development Department, **Public Services Department**, Parks & Recreation Department

Timeframe: Ongoing

f. Continue to monitor the success of the City’s development codes.

The success of the City’s development codes will be monitored to ensure that the results are meeting the City’s expectations regarding community appearance.

Implementation: **Community & Economic Development Department**, City Manager

Timeframe: Ongoing

Objective 3. Preserve historic sites and structures as vital components of the City’s built environment.

Historic sites and structures are vital components of the City’s built environment and serve as reminders of Upper Arlington history and development. They also establish a design aesthetic that will be promoted throughout the community.

Strategies

a. Continue to support the designation of buildings, structures and districts on the National Register of Historic Places.

Designation of historic resources on the National Register provides recognition of the resources’ value, potential access to preservation funding and control if Federal funds are used on the resource. Support will be provided as potential opportunities arise to nominate additional buildings, structures and districts to the National Register of Historic Places.

Implementation: **City Council**

Timeframe: Ongoing

b. Continue to promote the local register and historic preservation guidelines.

The local register and historic preservation guidelines will be promoted in the City’s historic districts. The local register provides additional protection. Local guidelines are important to ensure that preservation efforts meet locally defined goals.

Implementation: **City Manager**, Community & Economic Development

Timeframe: Ongoing

c. Celebrate the City’s history through public events and by promoting historic home shows and walking tours.

Promoting the City’s historic resources is important to ensuring long-term preservation goals. Events such as historic home shows, walking tours and other events will continue to be undertaken.

Implementation: **City Manager**

Timeframe: Ongoing

Objective 4. Improve and maintain gateways to the community to reflect an appropriate image of Upper Arlington.

Gateways establish an initial image for the community. Upper Arlington has made improvements to enhance its gateways. A comprehensive and consistent approach will be ongoing.

Strategies

a. Implement gateway improvements on a priority basis.

This will be partly defined by available funding, which could include partnerships with adjacent property owners and nearby businesses. Partnerships will be encouraged to assist in development, beautification and maintenance. A recognition program may be used to promote the partnerships.

Implementation: **Parks & Recreation Department**, Public Services Department

Timeframe: Ongoing

Objective 5. Promote pedestrian orientation.

Orienting the built environment to support pedestrians and safe walking and biking will be promoted. This will be supported through commercial design standards and guidelines, an emphasis in future public projects and mixing uses in the recommended Study Areas.

Strategies

a. Require pedestrian orientation in building site design within commercial design standards and guidelines.

The commercial design standards and guidelines adopted by the City emphasize pedestrian orientation in future building and site design. Mixing uses within Study Areas identified in the Master Plan provides a stronger environment for encouraging walking as a means to meet daily needs.

Implementation: Board of Zoning & Planning, **Community & Economic Development Department**

Timeframe: Ongoing

b. Require and/or promote pedestrian orientation in all public construction projects.

The same standards that apply to private sector development should also apply to all public sector building projects, parks and other public spaces.

Implementation: City Council, Board of Zoning & Planning, **Community & Economic Development Department**, Public Services Department

Timeframe: Ongoing

c. Strengthen pedestrian connections between commercial areas and residential neighborhoods.

Commercial design standards and guidelines will ensure that future development connects with adjacent neighborhoods. This will provide a means for residents to walk or bike to nearby commercial areas, including the redevelopment projects in Study Areas identified in the Master Plan. These standards will apply to on-site connections and amenities that will be necessary to promote multi-model transportation.

Implementation: **City Council**, Board of Zoning & Planning

Timeframe: Ongoing

Objective 6. Promote public art.

Public art can serve as a celebration of the unique values of the community and promote a high-quality built environment by providing interest and enjoyment. Public art can be programmed into public construction projects and be promoted in public spaces and parks.

Strategies

a. Enrich the built environment through investments in public art.

The City will invest, as funds permit, in public art at key locations throughout the City. The City will encourage private donations and funding to support this strategy. Public art will be installed and maintained at community and neighborhood focal points and public buildings. A study will be conducted and a recommendation will be made regarding the structuring, financing and maintaining of an ongoing public art program.

Implementation: **City Council**, Parks & Recreation Department

Timeframe: Ongoing

b. Explore implementation of a percent-for-the-arts requirement in City funded projects.

A percent-for-the-arts requirement will be explored in all City-funded capital projects, including buildings, above-ground infrastructure and parkland. It will be integrated into Strategy a. The City will enlist the Cultural Arts Commission as part of this strategy.

Implementation: **City Council**, Parks & Recreation Department, Finance & Administrative Services Department

Timeframe: Long-term

FOOTNOTE: Departments/agencies marked in **bold** within the strategies are designated as lead implementation departments/agencies.



2013 Master Plan

Chapter 5. Community Facilities and Services

A. Goals

1. **Community Facilities**

Maintain and develop community facilities that meet the population's health, recreation, social, cultural and other needs. Ensure that community facilities are safe, attractive, well-maintained and accessible to all ages.

2. **Community Services**

Provide high quality, cost-effective community services – from infrastructure maintenance to leisure opportunities – that are responsive to the needs of a diverse, multi-generational population and delivered within a safe environment.

B. Overview

This chapter of the Master Plan addresses the role of the City in supporting the community via facilities and services. It provides general guidance for maintaining and developing facilities, as well as delivering high quality, cost-effective services.

The City of Upper Arlington provides and maintains a full range of community services and facilities. The citizens have come to expect the City of Upper Arlington to provide and maintain a range of community services and facilities while enjoying low crime rates, an excellent school system, and extensive open space. The City should find cost-effective ways to meet these expectations.

This chapter recommends maintaining a high standard for the delivery of basic services such as water, wastewater, solid waste, stormwater management services and public safety. It also recommends maintaining and updating existing public facilities and programs, including those supporting parks and recreation and culture. The City should also play a supporting role to institutions that provide important community services – e.g. school system, libraries, lifelong learning programs and child and adult care providers – through marketing, promotion and

collaboration. Upper Arlington residents value the currently provided quality of life and its maintenance should be a priority. The City should continue to provide the high level of services and facilities and look for ways to improve through innovative programming and improved facilities. Key to achieving these objectives are strategies such as updating the Capital Improvement Program, monitoring customer satisfaction, optimizing implementation and stabilizing funding.

C. Key Findings

The following key findings are noted:

- **Full–Range of Services:** The City has a full range of community facilities that serve the needs of the residential and workday population. The Municipal Services Center is a key facility and is supported by the service center at Roberts Road, fire stations, parks and recreation facilities, etc.
- **Infrastructure Maintenance:** Upper Arlington is a mature city with aging infrastructure that requires ongoing and increasing maintenance and replacement. Several of the revenue sources that the City depends on to support infrastructure are neither reliable nor long-term. The City maintains a seven-year Capital Improvement Program with an average annual funding of \$5 million with the goal of achieving the annual replacement cost of infrastructure based upon service life of each component. The Capital Improvement Program plan is funded with a mixture of cash and debt. General obligation bonds are the primary source of debt. The general obligation bonds are paid by dedicating 13.3 percent of the annual income tax receipts for repayment of principal and interest on the bonds. The cash portion primarily comes from the estate tax. With the elimination of this tax effective January 1, 2013, funding for the Capital Improvement Program is currently identified through the end of 2014, with a limited amount of programming possible in 2015. Adequately addressing infrastructure maintenance and replacement will depend on establishing a continuing, reliable revenue stream to meet these needs.
- **Water System:** The water system renewal program is undertaking the replacement of water lines before more costly repairs are necessary. Under current agreements with the City of Columbus, Upper Arlington conducts line replacement, while Columbus conducts repairs. Upper Arlington should be prepared for an anticipated surcharge that the City of Columbus may institute for costs over and above a normal break rate.
- **Sanitary Sewer Management:** Sanitary sewer facility management is potentially the most expensive infrastructure item for Upper Arlington. Under current agreements with the City of Columbus, Upper Arlington is responsible for both repair and replacement of all sanitary sewer lines. Engineering studies indicate that flooding problems exist in eight different areas in the southern part of Upper Arlington and that future problems may arise in the northwest part of the City as the area north of Henderson Road develops. In addition, many of the City’s curbs and

gutters need to be rebuilt. It is desirable to undertake this work in conjunction with paving and/or reconstruction of streets, as well as with waterline and/or sewer improvements.

- **Safety:** Upper Arlington has one of the lowest crime rates of 11 other comparable municipalities in the Columbus area. This is an important factor in the City's attractiveness as a place to live. The City has placed an emphasis on public safety as its associated costs account for 52 percent of the City's budget.
- **Demographics:** Demands for certain services will continue to increase over time as the City ages, especially the Senior Center and Emergency Medical Services. Likewise, an increase in children aged nine and younger may affect the school district.
- **Parkland and Growth Constraints:** The fact that Upper Arlington is 99 percent developed and cannot expand geographically places a major constraint on the City's ability to provide new facilities. The open space is extensive, but municipally owned parkland does not meet general national standards; as a result the City has a deficit of about 175 acres.
- **Outstanding Schools:** The City is known for its outstanding school system and the academic achievements of the students. The quality of the school district has been one of the most influential factors of Upper Arlington's sustained attractiveness as a place to live, which in turn maintains real-estate values.
- **Library Facilities:** The maintenance of existing facilities is anticipated, thus providing continued access to current materials and updated technology.

D. Objectives and Strategies

The City has a primary responsibility to provide for the basic health and safety needs of its citizens; thereafter, its priority is to provide for such amenities as the community considers desirable and can be afforded.

Objective 1. Continue to maintain a high standard for the delivery of City services.

It is expected that City services will be provided in a cost effective manner. High quality, cost effective community services – from infrastructure maintenance to leisure opportunities – will continue to be provided that are responsive to the needs of a diverse, multigenerational population and delivered within a safe environment. A key element in providing high quality community services is public information, as described in the strategies below.

Strategies

a. Continue to monitor customer satisfaction and adjusting service delivery priorities as appropriate.

The City is committed to customer satisfaction and will monitor it on a regular basis to gauge whether service delivery is meeting community needs. Where necessary, service delivery should be adjusted to ensure high customer satisfaction.

Implementation: City Council, all Departments, **City Manager**

Timeframe: Ongoing

b. Review service delivery in conjunction with an annual status report of Master Plan implementation activities.

As Master Plan implementation activities will be assessed on a regular basis, the delivery of City services should be likewise assessed. This will take into account the assessments conducted as part of strategy A.

On a regular basis, the City will review the nature of customer complaints. Included with this review will be an analysis as to the general location and frequency of complaints to determine any trends, particularly as it relates to development impacts or failures in the systems. With this information, the City will compare identified needs with the schedule of the Master Plan implementation activities. Where necessary, adjustments to priorities of this schedule can be made to address emergency needs as they are identified.

Implementation: City Council, all Departments, **City Manager**

Timeframe: Ongoing

Objective 2. Update the Capital Improvement Program (CIP).

The City will refer to the Capital Improvement Program-based schedule of improvements as new or other infrastructure projects are planned to take advantage of possible replacement opportunities when they are economically attractive. The Capital Improvement Program will provide a sound planning and budgeting tool for the City to anticipate future costs associated with community facilities.

Strategies

a. Update the Capital Improvement Program to incorporate the infrastructure and facility recommendations of the Master Plan and Study Area Plans.

The City's Capital Improvement Program will be reviewed and updated annually. Projections will be for at least a five-year period and will include probable construction costs and total project costs. This enables the City to better plan for future projects by ensuring funding is available.

Implementation: City Manager, **Public Services Department**

Timeframe: Ongoing

b. Ensure that capital improvements have adequate and stable funding sources, especially for infrastructure maintenance and replacement.

Stable funding sources will be identified and secured that can adequately handle the revenue needs for construction, maintenance, operation and replacement. This will occur concurrent with economic strategies to develop new revenue sources for the City. Innovative techniques and economic development tools will be thoroughly investigated.

An often-overlooked cost to existing systems and new systems alike are replacement costs. These replacement costs will be included with each new project proposed to closely identify necessary rates to fund all costs related to each project.

The respective rates charged to customers for services will be reviewed on a regular basis. The useful life of existing and new facilities will also be evaluated through life cycle cost analysis. Operational and maintenance expenditures will be recorded, allowing for appropriate adjustments each year.

Implementation: **City Council**, City Manager, Finance & Administrative Services Department

Timeframe: Ongoing

Objective 3. Maintain and replace City facilities as appropriate, and encourage the development of community facilities where appropriate to include commercial districts and community neighborhoods.

The demand on municipal budgets for maintenance of aging community facilities will continue to grow. The public expects the City to be prudent stewards with maintenance funds. Through the Capital Improvement Program process, the City will develop a regular maintenance schedule and budget to maintain all City owned facilities in good repair.

Strategies

a. Continue to maintain City facilities to enhance and support professional, efficient service delivery and provide for expanding services as necessary.

City facilities will be maintained to ensure services are professionally provided in a cost efficient manner. This includes providing sufficient space to meet personnel needs, as well as the general condition and upkeep.

The City will continue to efficiently store infrastructure information (e.g. record drawing plans, specifications, right of way and survey information, building permits and similar documents).

All new infrastructure projects will be required to be designed using coordinates that enable the City to have its infrastructure included with the Franklin County Auditor's Geographical Information System (GIS).

In the area of information management, the City will provide hardware and software adequate to perform the responsibility of preserving and managing these areas.

Implementation: **Community & Economic Development Department**, Information Technology Department, Public Services Department

Timeframe: Ongoing

b. Work with utility companies to place utilities underground.

Existing above-ground utilities should be considered for placement underground in order to improve services.

Implementation: **City Council**, City Manager, Community & Economic Development Department

Timeframe: Long Term

c. Monitor community demand to determine current or future needs for a variety of public, private, and multijurisdictional facilities to include indoor and outdoor recreation and leisure facilities, parks and meeting space that meet the needs of residents of diverse ages and interests.

Upper Arlington is landlocked and has limited space for expansion of indoor and outdoor recreation and leisure facilities or parkland. As the needs of residents continue to grow and opportunities with surrounding municipalities and governmental jurisdictions are explored, there may be opportunity for joint projects and shared services. Public-private partnerships within the boundaries of Upper Arlington also need to be explored and pursued.

Implementation: **Parks & Recreation Department**, City Manager

Timeframe: Ongoing

d. Encourage the expansion of available meeting space in the community.

Volunteerism is valued in Upper Arlington. The need for public meeting space for civic groups and community involvement within the governmental structure continues to grow. The desire to hold public hearings and keep governmental activity transparent requires meeting space that will accommodate resident involvement. The City needs to continue to explore the availability of private and public meeting space.

Implementation: **City Manager**, City Clerk, Parks & Recreation Department

Timeframe: Ongoing

e. Partner with the Upper Arlington School District to create a consolidated scheduling process for facilities that have shared usage.

The City and the Schools continue to share facilities, sports fields, meeting spaces, and classrooms. The City will seek to partner with the UA school system to develop a scheduling process that accommodates both organizations, with the goal of making facilities more accessible to the public.

Implementation: **Parks & Recreation Department**, City Manager

Timeframe: Short Term

Objective 4. Maintain the water system.

Ongoing replacement of aging water lines in Upper Arlington needs to be managed using improved forecasting tools.

Strategies

a. Continue to replace aging water lines as necessary.

A computer-generated model will be developed of the City's water distribution system. The model will identify areas that are deficient in pressure, flow or water quality. Additionally, the model will serve as a valuable tool for optimizing size, location and priority for new construction and replacement construction of aging lines. Required fire flow demand will be established for the water system and the water model will be used to ensure this criterion can be met. It will be necessary to coordinate this with the City of Columbus, Division of Water.

Implementation: **Public Services Department**

Timeframe: Ongoing

Objective 5. Maintain the wastewater system.

Ongoing replacement of aging pipes needs to be managed using improved forecasting tools.

Strategies

a. Initiate ongoing monitoring and systematic upgrading of the wastewater collection system.

The wastewater collection system will be monitored and where more severe problems are experienced, the system will be modeled to understand the daily peaking conditions in conjunction with effects of inflow/infiltration (I/I). Using this information, proposed improvements to the sewerage system will be prioritized. The modeling effort will be coordinated with the City of Columbus through the Division of Sewerage and Drainage to ensure there are no downstream deficiencies, which may cause Upper Arlington improvements to be ineffective.

Implementation: **Public Services Department**

Timeframe: Ongoing

b. Continue to address inflow/infiltration issues.

Inflow/infiltration (I/I) problems in the system will continue to be pursued and addressed. Possible future expansion of the collection system will place greater demands upon the existing sewerage system. I/I will be reduced and eliminated to minimize the need to replace existing sewers for insufficient capacity. With any new construction of sewers in the City, the use of technology aimed at reducing I/I will be required (i.e. manhole chimney seals).

Implementation: **Public Services Department**

Timeframe: Ongoing

c. Monitor all state and federal mandates affecting storm water and wastewater management and continue monitoring Capacity Management Operation and Maintenance (CMOM) programs.

The City monitors Capacity Management Operation and Maintenance programs and other state and federal mandates to ensure full compliance with any changing requirements.

Implementation: **Public Services Department**

Timeframe: Ongoing

Objective 6. Improve stormwater management.

Stormwater management must be handled in an appropriate manner to ensure property owners are not adversely impacted. This requires coordination with neighboring jurisdictions because watersheds cross political boundaries.

Strategies

a. Correct the identified problems in all areas of the City.

The stormwater management policies and practices will be monitored and changed to be consistent with the City of Columbus. Issues will be prioritized in severity from greatest to least risk for public health and safety and property damage. This list will be used to establish a schedule for making corrections to the drainage system. Coordination of any planned improvements will be done with the City of Columbus to ensure that Upper Arlington's improvements are not compromised by inadequate downstream facilities of Columbus.

Implementation: City Manager, **Public Services Department**, City Attorney

Timeframe: Ongoing

b. Maintain the City’s participation in and compliance with Phase II of NPDES stormwater requirements.

The City will monitor federal and state regulations under the National Pollution Discharge Elimination System (NPDES) programs, and take necessary actions to be in compliance.

Implementation: **Public Services Department**, City Attorney, City Manager

Timeframe: Ongoing

c. Work with all adjoining jurisdictions on watershed and stormwater issues.

Due to shrinking budgets and increasing state and federal mandates, the City will pursue partnerships with adjoining jurisdictions to address watershed and stormwater issues.

Implementation: **Public Services Department**, City Manager’s Office

Timeframe: Ongoing

Objective 7. Maintain the safety of residents, community and neighborhood groups.

Public safety affects the quality of life in homes, neighborhoods, business districts and parks and other public places in Upper Arlington. While the City currently delivers high quality police, fire and emergency medical services, it is important to keep pace with the evolving needs of an aging population and Study Areas in order to maintain this degree of excellence.

Strategies

a. Continue to provide outstanding police, fire and emergency medical services.

The hiring and training of qualified personnel, acquisition of needed equipment and facilities and enhancement and evaluation of programs that make public safety services outstanding will continue to be supported.

Implementation: **City Council**, Police Division, Fire Division

Timeframe: Ongoing

b. Consolidate such services where appropriate to improve cost efficiencies and explore opportunities to collaborate with organizations within the City and with other jurisdictions.

Consolidation is an effective strategy when services are delivered on an ongoing basis. These services will be evaluated to identify opportunities for increased efficiency – as a means of maximizing City funds and maintaining high quality service levels.

Implementation: **City Manager**, Police Division, Fire Division

Timeframe: Ongoing

c. Support the delivery of services through community outreach, and expansion of programs and services where appropriate.

There are services within Upper Arlington that are not well known and therefore not used to their fullest extent. A community outreach program needs to be established to highlight available services and programs

Implementation: **City Manager**

Timeframe: Ongoing

d. Continue to provide appropriate training, support and protection to City Staff in order to address various safety service needs.

Appropriate training, support and protection need to be in place for all employees. Safety systems on equipment need to be in place, training programs for equipment, work rules and state and federal regulations will continue to be implemented.

Implementation: **Finance & Administrative Services Department, Fire Division, Police Division**

Timeframe: Ongoing

e. Promote the safety of residential rental properties and multi-family properties.

Develop informational resources to support residential rental and multi-family property safety.

Implementation: **Community & Economic Development Department, Fire Division**

Timeframe: Long Term

Objective 8. Provide parks and recreation facilities and programs and increase revenues, moving toward a self-sustaining model.

Parks and recreation services increase the level of activity in the community's indoor and outdoor places, as well as provide activities for important segments of the population, such as children, teenagers and senior citizens. The City has a variety of public and institutional parks, open spaces and recreation facilities and programs that will continue to be maintained and enhanced. Fees, tuitions and price for participation will be monitored in an effort to increase revenues and move to a more self-sustaining model.

Strategies

a. Safeguard parkland from non-recreational uses and buildings that interfere with recreational activities. Explore opportunities for more parkland where appropriate.

The City is landlocked and opportunities for new parkland are limited. When non-recreational uses encroach onto parks and park facilities, the recreational and scenic value of these places is diminished and conflicts are created. Opportunities for intrusion to occur will be identified and prevented or mitigated. Mitigation can include the use of appropriate signage, screening (i.e. vegetative cover) and buffers, or the reconfiguration of these open spaces. Any opportunity to expand parkland should be fully studied.

Implementation: City Council, **Parks & Recreation Department**, City Manager

Timeframe: Ongoing

b. Improve safe access at key points to the Scioto River corridor for pedestrians and bicyclists and improving access for bicyclists to regional bike and recreational paths.

The Scioto River Corridor is an important open space resource with significant scenic and recreational value; however, access to this corridor is limited, especially pedestrian access to Griggs Reservoir Park. The City will seek safe crossings for pedestrians and bicycles. The City will work with Ohio Department of Transportation and the City of Columbus to minimize conflict among users and vehicles along US Route 33. The region has numerous trails for pedestrians and bicyclists that are useful for both recreation and commuting. Safe and continuous access to these pathways will be provided and integration of the City’s pedestrian and bicycle pathways into the larger network of pathways will be accomplished.

Implementation: Public Services Department, **Parks & Recreation Department**

Timeframe: Ongoing

c. Maintain natural areas in an undeveloped state, where appropriate.

Undeveloped natural areas – that is, open spaces that contain no or minimal pavement, buildings or other facilities – are important for their ecological, scenic, recreational and educational value. Natural areas that are owned by the City will be maintained in their current state. The preservation of natural areas on private property will be encouraged as development occurs in the future.

Implementation: City Council, **Parks & Recreation Department**, City Manager

Timeframe: Ongoing

d. Pursue opportunities to bring in a consultant to develop the vision for Northam Park.

Northam Park is in the heart of the city and home to many civic, recreational and cultural events. The stakeholders of the park include the City, Upper Arlington Schools, the Upper Arlington Library and the Columbus Catholic Diocese (St. Agatha). There are opportunities for the stakeholders to pursue joint programming and maintenance. A long-term vision needs to be crafted with participation and agreement of all stakeholders. The City will retain a consultant to assist with

developing a vision and recommendations for joint programming, maintenance and possible cost savings.

Implementation: **Parks & Recreation Department**

Timeframe: Short Term

e. Continue to follow the guiding principles, goals and objectives of the Parks & Recreation Strategic Plan through to implementation.

The Parks & Recreation Department developed a comprehensive Parks & Recreation Strategic Plan. This plan gives direction for the community assets stewarded by the department. The principles, goals and objectives of this plan should continue to be followed and implemented.

Implementation: **Parks & Recreation Department, City Manager, City Council**

Timeframe: Ongoing

f. Promote connectivity with the parks and other recreational opportunities

A comprehensive connectivity plan including bike routes, multi-use paths and sidewalks should be put into place and brought before City Council for acceptance.

Implementation: **Parks & Recreation Department, Public Services Department**

Timeframe: Mid Term

Objective 9. Ensure quality solid waste management services.

Solid waste management services support a high quality of life through refuse collection, litter control and recycling. The City will promote environmentally friendly behaviors. These services will reflect current best practices.

Strategies

a. Manage solid waste management services, especially recycling.

The City will manage services and monitor them to identify ways that encourage cost effectiveness. Opportunities to recycle will continue to be provided and awareness of the benefits of participating in this program will continue to be raised among residents and businesses.

Implementation: **Public Services Department, City Manager**

Timeframe: Ongoing

b. Continue to provide litter control in parks, sidewalks, public gathering areas, commercial districts and residential neighborhoods.

Waste receptacles will continue to be provided and maintained in public places and use of them encouraged through appropriate signage. Pet owners will be encouraged to engage in responsible litter control when walking dogs in public places or through residential neighborhoods.

Implementation: Public Services Department, **Parks & Recreation Department**

Timeframe: Ongoing

Objective 10. Support an outstanding educational system.

The Upper Arlington School District is a foundation of the community. The local educational resources benefit not only students who attend school, but also residents who use school facilities for activities and programs, businesses who hire skilled members of the work force, and the larger community that is enriched by well-educated citizens. Supporting libraries, lifelong learning programs, and other sources of continuing education for students of all ages should continually enhance the School District resources.

Strategies

a. Continue to collaborate with the Upper Arlington School District and other educational facilities.

The Upper Arlington School District has a strong reputation for educational excellence and its buildings and facilities are important resources for the entire community. The relationship between the City and the District will continue to be enhanced and ways to collaborate on mutual objectives will be sought. The City will pursue ways to collaborate with other educational facilities as they grow in the community. The City will encourage good maintenance of school buildings and facilities.

Implementation: City Council, **City Manager**

Timeframe: Ongoing

b. Continue coordination of City Council and the Upper Arlington Board of Education on economic development issues.

The quality of education provided by the Upper Arlington School District is an extremely important aspect of the City's quality of life. As the City pursues development opportunities, City Council and the Board of Education will continue to coordinate on the fiscal implications to both the City and the School District.

Implementation: **City Council**, Community & Economic Development Department, City Manager

Timeframe: Ongoing

c. Continue to collaborate with the Upper Arlington Library.

Good libraries complement a strong educational system and enhance community-wide access to learning resources. Support for the library system and raising awareness of its resources will continue.

Implementation: **City Council**, City Manager

Timeframe: Ongoing

d. Facilitate lifelong learning opportunities for all City residents.

Education does not end with high school or college, and students of all ages look for opportunities within their community to enhance their understanding of the world around them. Lifelong learning opportunities for citizens will be identified and promoted.

Implementation: **Parks & Recreation Department**

Timeframe: Ongoing

Objective 11. Support local health care.

Excellent quality of life depends on access to high quality health care, and it is greatly enhanced when these services are conveniently located. While the City is located within close proximity to major medical centers, community access to these centers should be maintained, and the quantity of service providers within the City itself should be increased.

Strategies

a. Attract necessary medical professionals, offices and clinics to the City.

Recruiting medical professionals and facilities not only enhances community access to important services, but it also promotes the community as a good location for medical businesses. Economic incentives will be provided to residential providers and awareness will be raised of the benefits of locating medical offices in Upper Arlington.

Implementation: **Community & Economic Development Department**, Community Improvement Corporation, City Manager

Timeframe: Ongoing

b. Promote existing health care resources, and support Upper Arlington's existing private sector resources in the area of healthcare, childcare and older adult care.

Existing resources within the community should be identified and promoted. The City will encourage the expansion of outpatient services and clinics in Upper Arlington.

Implementation: **City Manager**, Community & Economic Development Department

Timeframe: Ongoing

Objective 12. Facilitate adult care services.

Many families encounter challenges as parents grow older and these families seek affordable housing, shopping and recreational opportunities for their aging parents. While Upper Arlington contains adult care service providers, these services will be expanded and enhanced to accommodate the existing population as it ages, as well as new residents who would benefit from these services.

Strategies

a. Facilitate the provision and expansion of adult care services as necessary within the community.

Adult care services are important to many families for quality of life as well as financial necessity. Adult care services – medical, supervision, housekeeping, shopping, etc. – are critical to a community with a significant senior population. As determined by market trends, adult care service providers will be supported and the private sector will be encouraged to provide these services. Opportunities to expand existing services or provide new services will be supported. Co-location of these services in places that seniors frequent will be encouraged.

Implementation: Commission on Aging, **City Manager**, Parks & Recreation Department

Timeframe: Ongoing

b. Promote the provision of adult care services to families with responsibility for caring for older parents.

Even when adult care services exist, the availability of them may be unknown to residents in need of them. Many of these services may be small in scale and unable to advertise. Awareness of adult care services will be raised among families who are responsible for the care of older parents, as well as among residents who might need these services themselves in the future.

Implementation: Commission on Aging, **City Manager**, Fire Division

Timeframe: Ongoing

c. Promote opportunities for residents to safely remain in their homes.

Continue to support a service coordinator connected to the City's Fire Division to provide connections to social service agencies that can properly meet the needs of fragile residents.

Implementation: **Fire Division**, City Council

Timeframe: Ongoing

d. Continue to support the Upper Arlington Commission on Aging

Continue to support the Upper Arlington Commission on Aging to provide information, advocacy and support to older adults in our community and their caregivers.

Implementation: **City Council**

Timeframe: Ongoing

Objective 13. Serve senior citizens.

The quality of senior life – the extent to which senior citizens are valued and served – is an important part of any community. Upper Arlington has a growing senior population, and the full range of services for this group will be enhanced and supported.

Strategies

a. Continue to maintain senior center programs; study expansion as senior population increases.

A senior center is an important hub for programs, service delivery and gathering in the senior community. The current facility will continue to be supported. Expansion will be explored as demands and needs grow in the future.

Implementation: City Council, **Parks & Recreation Department**

Timeframe: Ongoing

b. Study citywide service delivery relative to senior needs.

Service delivery needs change from year to year, especially as demographics change. As the population of senior citizens increases, these needs will be examined and flexibility will be promoted in terms of programs, funding mechanisms, facilities and partnerships.

Implementation: Commission on Aging, Parks & Recreation Department, **City Manager**

Timeframe: Long Term

c. Support senior housing options.

As the population ages, demand increases for alternative housing choices that accommodate senior citizens. Choices for alternative housing should be responsive to the demographic characteristics of the City’s senior population. The following strategies will be explored, in conjunction with Housing, Objective 3:

- Adopt zoning incentives to encourage new construction of housing that is attractive to seniors.
- Explore incentives that would encourage developers to build housing for seniors that provide suitable amenities to create a quality living environment.

- Encourage the development of housing that is attractive to seniors within walking distance of retail, medical, personal services, educational and cultural facilities, or incorporate these amenities into senior-oriented developments.

Implementation: City Council, **City Manager**

Timeframe: Long Term

Objective 14. Promote cultural opportunities.

Art and culture have the potential to touch and transform almost every aspect of Upper Arlington's community life – from concerts, programs and exhibits to streetscapes, institutions and education. The community can and does draw upon many resources to promote cultural opportunities – from strong public support and an active arts commission to successful programs and an attentive audience. Time and space for the community to experience and appreciate culture will continue to be provided.

Strategies

a. Continue to support the Cultural Arts Commission.

The cultural climate of the community is greatly enhanced by the support it receives from municipal and institutional organizations. The Upper Arlington Cultural Arts Commission will continue to be supported and opportunities to strengthen links between the Commission and other local supporters of the arts will continue to be pursued.

Implementation: **City Council**, Parks & Recreation Department

Timeframe: Ongoing

b. Continue to support the City's major cultural events.

Cultural events benefit greatly from support received when Upper Arlington hosts these events. This can take the form of creative, in-kind support that makes room for artistic and cultural events in the City. Examples can include distributing the Upper Arlington arts newsletter, donating the use of public parks or private gardens for concerts or fairs, closing streets for festivals, donating food to public events, supplying school bands to parades, or promoting the posting of cultural events on websites.

Implementation: **Parks & Recreation Department**, City Manager, City Council

Timeframe: Ongoing

c. Support the City's Centennial celebration

Organize and support our City's 100-year celebration in 2018.

Implementation: **City Manager**, City Council, Parks & Recreation Department

Timeframe: Mid Term

Objective 15. Enhance multi-generational interaction.

Each generation has value, and fostering multi-generational interaction creates opportunities for each generation to enrich the other. Upper Arlington has a vibrant and growing senior population that enjoys and appreciates interaction with children, teenagers, young entrepreneurs and other generations. Families with children continue to move to the City because of its outstanding school system. Opportunities for generations to mingle and exchange friendship and support will continue to be valued.

Strategies

a. Foster programs and activities that provide for multi-generational interaction.

Activities and programs provide an opportunity for generations to get to know and appreciate each other. The result of this interaction is frequently friendship, as well as assistance in accomplishing tasks such as shopping, correspondence, etc. These programs will be fostered in many areas of community life – including education, recreation and cultural arts.

Implementation: **Parks & Recreation Department**

Timeframe: Ongoing

b. Encourage businesses, institutions and other organizations to become sponsors of such programs.

The programs mentioned above would benefit greatly from the sponsorship of local businesses, institutions and civic organizations. The benefits of sponsorship will be promoted and likely partnerships in sponsoring these programs will be identified and encouraged. The community will also support the facilities, such as the Senior Center, that maintain these programs.

Implementation: **Parks & Recreation Department**, City Manager, Community & Economic Development Department

Timeframe: Ongoing

Objective 16. Enhance cultural, social, economic and age diversity.

Upper Arlington benefits from opportunities to reflect upon and celebrate the cultural heritage that makes it unique and special. The community has numerous resources that can support this objective – from schools and libraries to strong civic organizations and remarkable public spaces. New opportunities to celebrate diversity within the community and surrounding region will be fostered.

Strategies

a. Sponsor festivals and other community events that celebrate diversity.

The quality and diversity of cultural and arts events is a contributing factor in building support among the community for locally produced programs. Events that take place in public spaces have the potential to reach many people – professionals at lunch, weekend shoppers, visitors, etc. These activities have a synergistic effect on economic, residential and other activities also taking place in the community. A standard will be established for producing high quality, diverse events, and the community will work with businesses and civic groups to encourage these kinds of activities.

Implementation: Parks & Recreation Department, **City Manager**

Timeframe: Ongoing

b. Support educational programs that promote diversity.

Educational institutions have great potential to promote cultural, social, economic and age diversity in Upper Arlington. Schools, libraries and other sources of lifelong learning will be encouraged to develop programs that raise awareness and appreciation of diversity.

Implementation: **Parks & Recreation Department**

Timeframe: Ongoing

c. Participate in regional activities that promote diversity.

Diversity is enhanced when events and programs receive support from not only a local audience, but also a regional audience. Ways to cultivate these audiences by participating in regional activities will be explored, such as cultural diversity programs, student exchange programs, and regional heritage festivals.

Implementation: **City Manager**, Parks & Recreation Department

Timeframe: Ongoing

FOOTNOTE: Departments/agencies marked in **bold** within the strategies are designated as lead implementation departments/agencies.



2013 Master Plan

Chapter 6. Housing

A. Goal

Facilitate the provision of a full-range of housing that is well-built and well-maintained and that uses old and new housing stock to accommodate people of all ages in a setting convenient to their needs.

B. Overview

This chapter of the Master Plan addresses the role of the City in meeting the housing needs of the community. It provides general guidance for maintaining existing housing, fostering a strong market for new housing and accommodating residents with a full spectrum of housing choices.

The Upper Arlington market is capable of supporting almost any type of new housing, provided that an appropriate site is selected for the development. Appreciation rates are higher than average in the City. Absorption rates for the two most recent developments were high; market studies indicate that future single-family, condominium or apartment development would perform in a similarly successful way. Some segments of the population, such as starter homebuyers, seniors, individuals with disabilities and young families face limited housing options.

This chapter recommends improving the existing housing stock; stabilizing key neighborhoods; enhancing senior housing opportunities; and ensuring affordable options for new residents. To achieve these objectives, the City should pursue assessing housing conditions, enforcing existing zoning and property maintenance codes, enhancing infrastructure and amenities in residential neighborhoods, and providing incentives to encourage provision of housing for seniors and younger families.

C. Key Findings

Outlined below are the key findings related to the City's housing market.

- **Overall Marketability of New Housing:** Essentially, almost any type of new housing developed in Upper Arlington would perform well if an appropriate site were available. Choosing the best alternative for development is a function of the site and the objectives of the developer.
- **Appreciation:** A key indicator of housing desirability is the appreciation rate of owner-occupied housing. There are a number of factors that play into home appreciation, including demographics, housing supply and demand, affordability, interest rates, employment and other aspects of the local, regional and national economies. During the late 1990s and early 2000s, Upper Arlington homes generally experienced an average annual appreciation rate of 6.9 percent. Since the burst of the housing bubble and national recession in the late 2000s, home prices have fallen across the nation. Nationally, from 2006 to 2007, median home sale prices fell approximately six percent. Locally, the average selling price for a home in Upper Arlington in 2007 was \$334,259 and fell to \$301,257 in 2011, a 1.9 percent average decline per year, which matched Franklin County as a whole during the same time. Most recently, values have begun to appreciate again, though not yet to the levels of the mid-2000s.
**2000 & 2010 US Census Bureau housing statistics.*
- **Absorption Rates:** The absorption rate of real estate is a housing indicator depicting how quickly homes are being sold on the market and examines the supply and demand of the current housing inventory by determining how many months it would take to sell all of the homes for sale at the current rate they are selling. From 2007 to November 2011, the average Upper Arlington home was on the market for 98.2 days before selling, while the average for Franklin County during the same time period was 92.4 days.
**2000 & 2010 US Census Bureau housing statistics.*
- **Marketability by Product Type:** The review of supply and demand factors shows that the development of a single-family, condominium or apartment development would yield higher than average absorption rates if a good marketable site were available. Support is also anticipated for a congregate care development. Only an average absorption rate for this type of product can be expected due to the amount of supply already available in the Northwest market. Currently, there is minimal support for assisted-living housing, as this market has reached a level of temporary saturation.
- **Senior Housing:** The size, age and cost of the existing housing stock is believed to be a barrier for “aging in place” and influences the outward migration of seniors to more desirable housing opportunities in nearby communities. It is important to understand that assisted living and nursing care facilities are need-driven housing. Conversely, independent living, congregate care, and empty-nester housing are lifestyle choices. The City will support services that are available to residents living in their own homes.

D. Objectives and Strategies

Objective 1. Maintain and improve the existing housing stock.

The residential character of the housing stock in Upper Arlington is one of the draws for new residents. It is high quality and generally very well maintained. There are some cases where maintenance has not been consistent in single-family and multi-family areas. Efforts will be made to ensure housing stock is maintained and improved where necessary.

Strategies

a. Proactively continue to expand the enforcement of property maintenance requirements and related zoning codes.

See Land Use, Objective 1, Strategy b.

Implementation: **Community & Economic Development Department, City Attorney**

Timeframe: Long Term

b. Consider the feasibility of undertaking a regular inspection of all rental properties. Support multi-family property owners to promote a safe environment for tenants in aging housing stock.

Residential rental inspection programs will help to ensure that rental properties are well maintained. This type of program is labor intensive. The City will work to identify resources to facilitate such a program.

Implementation: **Community & Economic Development Department, City Manager, City Council**

Timeframe: Long Term

c. Publicize existing financial and other assistance programs for home maintenance and building code issues.

As retirement households continue to age, they often have less disposable income. This is a significant issue for Upper Arlington because of the already high ratio of older adults in the City. Before undertaking such a program, other communities with similar programs will be profiled to gain an understanding of guidelines, costs and the successes/failures of providing such support. Collaborate with community groups to give guidance to address maintenance issues for residents who may need it.

Implementation: **Community & Economic Development Department, City Manager**

Timeframe: Ongoing

Objective 2. Identify structures where standards are below average, and stabilize neighborhoods that are threatened by physical decline.

Pockets of residential neighborhoods will be identified and surveyed where standards for physical structures are below average. The City will continue its high standards of maintaining the public rights-of-way and gathering places.

Strategies

a. Work towards proactive code compliance.

This type of program is labor-intensive. The City will work to identify resources to provide for a proactive approach.

Implementation: **Community & Economic Development Department**, City Manager, City Council

Timeframe: Long Term

b. Maintain infrastructure, in particular streets, curb and gutter, sidewalks, street lighting, street trees and parks.

The City will set an example by maintaining high standards for physical infrastructure and public parks.

Implementation: **Public Services Department**, Parks & Recreation Department

Timeframe: Ongoing

Objective 3. Enhance housing opportunities for seniors and special needs populations.

Upper Arlington has an aging population base. Seniors have limited retirement housing options in Upper Arlington. As a result, many will choose to remain in their homes, while others will choose to move to modern alternative housing outside of Upper Arlington. Additionally, options for special needs populations are also limited.

Strategies

a. Encourage rehabilitation and new construction of housing attractive to seniors.

Zoning flexibility will be studied that encourages the construction of new housing that meets the needs of seniors. Incentives may include density bonuses, infrastructure assistance, tax abatement, etc.

Implementation: **Community & Economic Development Department**, City Attorney, Board of Zoning & Planning

Timeframe: Mid Term

b. Identify national and industry standards to create a quality living environment in modern alternative housing.

Seniors moving to market-rate housing expect a high level of personal service. Additionally, there are a number of amenities found in modern senior housing to create a marketable product. Modern alternative housing will be studied to establish suitable amenity levels, recognizing that current studies show the demand for housing alternatives for seniors are the same features that are attractive to young professionals. The City will consider the vision of the Livable Communities initiative to help guide the effort.

Implementation: **Community & Economic Development Department**

Timeframe: Mid Term

c. Locate alternative and senior housing that is convenient to retail, medical, personal services, educational and cultural facilities.

In the process of identifying optimal sites, the focus will be on redevelopment areas with as many of the above attributes as possible.

Implementation: **Community & Economic Development Department**, Commission on Aging, City Manager

Timeframe: Long Term

d. Identify, assemble and promote potential parcels as possible sites for new construction to address community housing demands, modeled after the principles of Livable Communities.

Livable communities are the sum of factors that add up to a community's quality of life – a livable community is one that has affordable and appropriate housing, supportive community features and services, and adequate mobility options, which together facilitate personal independence and the engagement of residents in civic and social life. Outreach materials will be created showing the high percentage of seniors in Upper Arlington, community loyalty, and the excellent base of nearby community and supportive services available to seniors. Appropriate sites will be identified and presented with outreach materials.

Implementation: **Community & Economic Development Department**

Timeframe: Long Term

Objective 4. Encourage affordable options for new residents.

The influx of young households is important to the continued economic vitality of a community. Strategies and programs will be created to attract young households to Upper Arlington.

Strategies

a. Take a proactive approach on multi-family housing developments to look at partnering with landowners to provide quality rental options.

Upper Arlington has a limited base of quality rental housing. Given that many young adults are renters, this limits the City's ability to attract young adults. Maintaining the quality of the existing rental base will be encouraged. This will include working with property owners through code enforcement.

Implementation: **Community & Economic Development Department, City Manager**

Timeframe: Short Term

b. Continue to promote the City as an excellent place to live.

The qualities of Upper Arlington as a residential community will be promoted: well respected school system, high appreciation rates, and central location.

Implementation: **City Manager**

Timeframe: Ongoing

Objective 5. Consider the feasibility of incorporating higher density housing options in Kingsdale and other areas with revised land use guidelines.

Strategies

a. Take a proactive approach toward the development of alternative housing opportunities by creating partnerships with landowners.

There is some need for transitional housing between traditional neighborhoods and mixed-use areas with commercial and high volume retail uses. The City will work with landowners to explore alternative housing options that will provide an appropriate transition between commercial districts and residential neighborhoods.

Implementation: **Community & Economic Development Department, City Manager, City Attorney**

Timeframe: Long Term

b. Identify, assemble and promote potential parcels as possible sites for new construction to address community housing demands, modeling after the principles of Livable Communities.

Outreach materials will be created showing the high percentage of seniors in Upper Arlington, community loyalty, and the excellent base of nearby community and supportive services available to seniors. Appropriate sites will be identified and presented with outreach materials.

Implementation: **Community & Economic Development Department**

Timeframe: Long Term

FOOTNOTE: Departments/agencies marked in **bold** within the strategies are designated as lead implementation departments/agencies.



2013 Master Plan

Chapter 7. Transportation

A. Goal

Provide a comprehensive transportation network that is safe, convenient and accessible to the entire community.

B. Overview

This chapter of the Master Plan addresses the role of the City in meeting the community's transportation needs. It provides general guidance for providing a transportation network that is functional, accessible and offers choices to the entire community.

Transportation and land use are strongly linked in this community and each affects the other significantly. Overall, most roads within Upper Arlington operate at acceptable levels of service. At peak hours, however, there are locations that have significant congestion – generally these are on perimeter roads (Route 33 and Henderson Road). To deal with congestion, some drivers resort to using residential streets instead of arterial streets as well as speeding at the expense of safety in these neighborhoods. Additionally, many neighborhoods lack access to transportation alternatives in the form of bus service and sidewalks.

This chapter recommends improving the existing transportation network by updating the Thoroughfare Plan, maintaining appropriate levels of service, altering road design to better manage traffic, and conducting routine maintenance programs. The City should also improve the safety of the residential streets. This chapter also recommends re-shaping the network to provide for greater choice in transportation alternatives. For example, the City should encourage mixed-use development with multi-modal transportation connections. The City should expand transit options by collaborating with the Central Ohio Transit Authority on the improvement of bus service and adopting design guidelines for transit-friendly support facilities. The City should expand opportunities to walk or bicycle by enhancing connections within the community and region, providing infrastructure and support facilities, and participating in regional planning for greenways, trails and paths.

Implementing the Study Area Plans, which provide the policy framework for facilitating redevelopment of the City's primary commercial areas, will support effective transportation planning both within these areas and as they are linked to the larger community.

C. Key Findings

Outlined below are the key findings related to transportation:

- **Congested Roadways:** Three roadway sections in Upper Arlington operate at unacceptable levels of service during peak hours. Two of these are along the Riverside Drive corridor (between Trabue Road and Lane Avenue as well as between Fishinger Road and Henderson Road) and the other section is on Henderson Road near Riverside Drive. Unacceptable levels of service indicate long delays at major intersections where the average delay for all traffic using the intersection in the peak (rush) hour exceeds 40 seconds per vehicle.
- **Too Much, Too Fast:** The community has raised concerns about unsafe speeds and high cut-through traffic volumes on numerous residential streets. The City's Police Division is addressing the enforcement aspect with speed enforcement zones and the use of a radar speed trailer that automatically displays actual speed to an oncoming motorist. The City may realize increased retail activity from cut-through trips, especially along major commercial areas.
- **People Want Convenience:** Many residential areas lack sidewalks and many Upper Arlington residents are frequent walkers, joggers and strollers. The City has only a temporary agreement to maintain its long-standing park and ride lot at Kingsdale Shopping Center. Selective sidewalk construction and improved transit options would give the community more mobility choices, which would increase convenience to our mobility needs.

D. Objectives and Strategies

Objective 1. Maintain the functionality of the roadway network.

Roadways serve two functions: land access and travel mobility. The roadway network must provide a balance between these competing functions with higher-type roadways (through and arterial streets) providing cross-community and through traffic mobility and lower-type roadways (collector and local streets) emphasizing access to abutting lands. Traffic congestion threatens to undermine the functionality of arterial streets in Upper Arlington. Drivers' desires to save time and keep moving induces some to cut-through residential neighborhoods, threatening the safety and serenity

of the neighborhood. The issues of maintaining the functionality of arterial streets and the preservation of residential neighborhoods will be addressed.

Strategies

a. Adopt a Transportation Plan, emphasizing pedestrian and bicycle access.

A thorough evaluation of the 2002 Transportation Plan will be made following completion of the Master Plan update. An updated version will include possible thoroughfare changes near and within the Study Areas, as well as proposing options for enhancing pedestrian, bicycle and other transit elements.

Implementation: **Public Services Department**, City Manager, City Council

Timeframe: Mid Term

b. Maintain intersection levels of service (LOS) to ensure reasonable traffic flow.

Signalized intersections and left-turn movements are the weak links in a citywide roadway network. Delays to motorists are most acute at locations where traffic signals are poorly timed, the number of approach lanes are insufficient to serve travel demand, and where left-turning vehicles block through lanes (at and in-between signalized intersections). Intersection levels of service and intersection signal and lane improvements that would maintain acceptable levels of service will be studied prior to every development rezoning, conditional use permit or development approval when added traffic would exceed 100 peak hour vehicle trips.

The Mid-Ohio Regional Planning Commission (MORPC) and the Ohio Department of Transportation (ODOT) will be partners to identify future corridor plans, including improvements if needed to maintain acceptable levels of service, along all arterial streets.

The corridor plans must balance the through traffic mobility needs with socio-economic and environmental impacts of any transportation improvements, recognizing that failure to improve arterial corridors may negatively impact residential neighborhoods in Upper Arlington.

Less stringent level of service standards in commercial districts and community focal points will be considered where pedestrian mobility is as important, if not more important than freedom of vehicular movement.

Implementation: **Public Services Department**, City Manager

Timeframe: Ongoing

c. Minimize commercial curb cuts along arterial streets.

To maintain reasonable levels of service on arterial streets, access to abutting lands must be reviewed along with the priority of moving traffic. Driveway standards will be vigorously managed and enforced and median treatments that minimize left-turn conflicts and delays will be considered.

Implementation: **Public Services Department**, Community & Economic Development Department

Timeframe: Ongoing

d. Explore the improvement of the Central Ohio Transit Authority bus service between and within the City, The Ohio State University, Downtown Columbus, and suburban employment centers.

The City will work with the Central Ohio Transit Authority to ensure that bus service improvements in Upper Arlington are considered when preparing updates of the Central Ohio Transit Authority's Transit Development Plan and Transportation Coordination Program and to ensure that appropriate facilities are provided for the safety and convenience of riders. Commercial redevelopment and revitalization schemes in Study Areas that integrate bus riders into the planning and redesign of new activity centers will be considered.

Implementation: **City Manager**, Public Services Department, Community & Economic Development Department

Timeframe: Ongoing

e. Facilitate walking and cycling trips – and thereby reduce congestion – by enabling mixed-use developments.

Maintaining a livable community and neighborhoods is paramount. Developers and property owners will be engaged in effective negotiations during rezoning and conditional use permit cases to consider pedestrian and bicyclist facilities as an integral part of their developments. Town centers and community focal points will be designed around pedestrians and cyclists, as well as automobiles.

Implementation: **Community & Economic Development Department**, Public Services Department, Parks & Recreation Department

Timeframe: Ongoing

f. Continue the Street Maintenance and Reconstruction programs.

Timely routine street repaving (maintenance) and reconstruction adds to the quality of life in the City and minimizes the wear and tear on a vehicle. The street maintenance and reconstruction programs will be adequately funded and services delivered in an appropriate fashion.

Implementation: **Public Services Department**

Timeframe: Ongoing

Objective 2. Encourage mixed-use development with multi-modal transportation connections.

Mixed-use developments create urban environments that are ideal for people to walk, bicycle and ride the bus to, within and from the site. The creation of these special environments requires design skills that are different from design skills for auto-oriented developments. The location and quantity of parking spaces together with the internal traffic circulation schemes are critical elements not only for creating a successful pedestrian-oriented environment, but for creating an economically successful development as well. Design standards and guidelines should emphasize these considerations.

Strategies

a. Evaluate transportation implications of Study Area development proposals.

More site-specific studies of transportation demands and needs will be conducted for development proposals in each Study Area. Specific recommendations will be contained for improvements that must be considered in conjunction with approvals of future development or redevelopment sites. A benchmark for requiring traffic impact and parking studies may be required for any proposed development that generates 100 or more peak hour trips to and from the site.

Implementation: **Public Services Department**, Community & Economic Development Department, Police Division

Timeframe: Ongoing

b. Facilitate bus and cab service to mixed-use developments.

Community transportation policies and shared ride services can provide a demand-responsive transportation system to serve all areas of the community not served by Central Ohio Transit Authority buses. The City will work with the Central Ohio Transit Authority and The Ohio State University to expand and invigorate the attractiveness of Central Ohio Transit Authority bus service, The Ohio State University campus bus routes, and alternatives, such as a low-cost intermediary bus/van intra-City. Mixed-use developments are magnets for capturing trips that rely on alternative forms of transportation (such as taxis, buses, walking and cycling), thereby creating a stronger market for transit services and a benefit for riders.

Implementation: **Community & Economic Development Department**, City Manager

Timeframe: Ongoing

c. Ensure mixed-use developments are fully accessible by the sidewalk system and requiring the provision of support facilities to benefit walkers and cyclists.

The nature of mixed-use developments means that origins and destinations are built within walking distance of each other, thereby increasing the chances that users will walk or at least lock-and-leave their cars once they've driven to the site. Mixed-use developments will be built with amenities that reward pedestrians and cyclists - such as safe and attractive landscaping, visual landmarks and

wayfindings in the viewshed, stopping places to rest and socialize, bike racks, trash cans and interesting and appealing storefronts. In addition, pedestrian connections and bike routes to existing subdivisions should continue to be studied. This will be structured through design standards and guidelines.

Implementation: **Community & Economic Development Department**, Public Services Department, City Manager

Timeframe: Ongoing

d. Require the provision of support facilities in office, major retail, mixed-use and institutional development to benefit walkers and cyclists.

There are various support facilities and changes in workplace and store policies that need revision in order to support walkers and cyclists. These facilities will be required in the design standards and guidelines.

Implementation: Community & Economic Development Department, **Board of Zoning & Planning**

Timeframe: Ongoing

Objective 3. Expand transit options.

Central Ohio Transit Authority bus service is more effective in capturing a share of the “captive rider” than the “choice rider” market. That is, people without access to a car or an inability to drive are attracted to Central Ohio Transit Authority buses. The ability to capture a slightly larger share of the “choice rider” market requires unique marketing and service strategies. “Choice riders” want a safe, convenient, smooth, reliable and high-quality ride. An updated Transit Development Plan and Market Assessment Study (prepared by the Mid-Ohio Regional Planning Commission and the Central Ohio Transit Authority) will engage the public in Upper Arlington in visioning exercises that determine the extent to which the “choice rider” market can be penetrated. Some obvious target markets include older adults, The Ohio State University population, and any downtown Columbus workers who must pay for their worksite parking.

Strategies

a. Work with the Central Ohio Transit Authority to expand bus service as warranted by increased ridership or new supporting development.

The City will work with the Central Ohio Transit Authority to evaluate potential new markets in Upper Arlington that would serve either the home-based or other end of a bus trip, including the potential for bikes-on-buses that could increase ridership. The objective is to offer real travel choices to people. Year 2010 Census data will provide a valuable new source of demographic and travel data that would support a new Transit Development Plan and Market Assessment Study.

Implementation: **City Manager**, City Council

Timeframe: Ongoing

b. Provide pedestrian connections to existing bus stops through sidewalk improvements.

Walk-up as well as park-and-ride trips require a person to walk to the bus stop. Safe and convenient walkways must be provided. Walk trips will be considered as new developments are considered for approval. The City will work with the Central Ohio Transit Authority to inventory and prioritize bus stops for pedestrian improvements and a suitable funding mechanism will be identified to progressively complete sidewalk improvements (i.e. on- and off-site exactions, assessments, TIFs, etc.).

Implementation: **City Manager**, Public Services Department, Parks & Recreation Department

Timeframe: Ongoing

c. Encourage the provision of support facilities for bus transit to serve new developments along existing routes.

Design standards and guidelines will be prepared to incorporate transit-friendly support facilities such as weather-protected canopies, overhangs and shelters into the design of new developments. The City will coordinate with the Central Ohio Transit Authority to ensure a comprehensive review of all needed transit support facilities.

Implementation: **City Manager**, Community & Economic Development Department

Timeframe: Ongoing

d. Explore alternative options to the Central Ohio Transit Authority or mass transit with the Mid-Ohio Regional Planning Commission, large employers and other partners.

There are transportation needs throughout the City that may not be met through the Central Ohio Transit Authority bus service or other mass transit opportunities. The City will explore other options in partnership with large employers, the Mid-Oho Regional Planning Commission, and other willing partners.

Implementation: **City Manager**

Timeframe: Ongoing

Objective 4. Reduce cut-through traffic.

Growth and increased traffic within the region has led to increases in the number of motorists who cut-through residential neighborhoods in Upper Arlington. The City's position within a growing region will require Upper Arlington to examine the balance between the "need" to "drive thru" as

opposed to preserving its character as a destination community. The City's character is in the quality of its public realm. The more livable, walkable, and bikeable these elements are for everyone, the more desirable the City becomes. Smart streets, traffic flow patterns, volume patterns and traffic-calming elements are important tools that create physical changes to the street and roadside with the objective that average and top speeds are reduced. To advance walkability and compact development patterns, smart growth street designs and traffic calming manage speed and intersection operations to advance the overall community objectives of safe livable neighborhoods.

Strategies

a. Continue to use a radar speed trailer to monitor and enforce speed limits.

A variety of law enforcement activities will promote compliance with posted speed limits.

Implementation: **Police Division**

Timeframe: Ongoing

b. Implement traffic-calming measures on key neighborhood collectors and local streets that are affected by cut-through traffic.

Traffic calming is about creating physical changes to the street and roadside such that average and top speeds are reduced. These include constructing traffic circles in intersections, street chokers where pedestrians are likely to cross, and undulations and speed tables, and installing two-way STOP signs at alternating intersections where warranted or needed. Careful study should be made prior to approving or constructing any traffic-calming device.

A traffic calming warrant system will be developed that defines what devices will be considered and under what circumstances.

Implementation: **Public Services Department**

Timeframe: Ongoing

c. A policy will be developed regarding responsibility for funding traffic calming measures throughout the City.

Traffic calming is about creating physical changes to the street and roadside such that average and top speeds are reduced. This may also assist with reducing volume. Depending on the traffic calming element, location and whether roadway reconstruction is necessary, traffic calming can be a costly endeavor, diverting funds from other infrastructure projects. A policy should be developed to address when traffic-calming measures are appropriate and how they should be funded. This policy should consider environmental and neighborhood impacts, funding sources, and safety concerns.

Implementation: **City Council, City Manager, Finance & Administrative Services Department**

Timeframe: Short Term

d. The City will monitor and review traffic flow throughout the City to determine whether changes need to be made and to determine and assure where proper traffic calming measures should be implemented.

A variety of methods will be used as the City continues to monitor and review traffic flow and speeds throughout the community to determine vehicular impacts on safety and pedestrian mobility, and to determine if adjustments are needed, such as the addition of traffic calming measures, to assure safe streets.

Implementation: **Public Services Department**, Police Division

Timeframe: Ongoing

Objective 5. Expand Walking Opportunities.

Trips to work, the store, school, medical, worship center, social visits and recreation are all candidates for walking if the trip takes less than 10 minutes (one-third of a mile) each way. The key is to create an environment that rewards a pedestrian for not driving: continuous sidewalks, short signal cycles, push-button actuation of green lights at intersections, special paving material in the crosswalk, good wayfinding signage, lush landscaping, interesting buildings, other pedestrians or people eating at sidewalk cafes, landmark buildings at the end of the street for visual relief, and some form of weather (heat, rain, snow and ice) protection.

Strategies

a. Complete major gaps in the sidewalk system along arterials and collectors and linking major activity centers.

Gaps in the sidewalk system are created when adjacent property owners do not cooperate with the provision of easements and when construction is provided only along site frontage as new development occurs. A systematic inventory and review of the sidewalk system will be undertaken and gap closures prioritized and implemented. Special attention should be focused around public buildings and facilities. Where appropriate, sidewalks should be provided on both sides of the street. ADA requirements will be met. Funding strategies will be addressed.

Implementation: City Council, **Public Services Department**, City Manager

Timeframe: Ongoing

b. Facilitate street lighting to enhance safety, visibility and security.

Safety is a term related to actual crime rates and/or the probability of being a victim of a crime, while security is a subjective term that denotes the perception that one is in a safe environment. Safety and security are both paramount in the design of any new development or transportation project and in the retrofit of existing activity centers and transportation corridors. Minimum and maximum lighting levels will be reviewed for various situations.

Implementation: City Council, **Public Services Department**, City Manager

Timeframe: Ongoing

Objective 6. Improve bicycling opportunities.

Biking is growing in importance as a mode of travel. With the redevelopment goals of the Study Area Plans, opportunities for improving bicycling in a safe, convenient way will be promoted. National surveys of bicycle commuters indicate that two out of every three trips are less than five miles long.

Strategies

a. Implement bikeway recommendations of the regional bikeway plan prepared by the Mid-Ohio Regional Planning Commission.

Engineering, education, encouragement and enforcement are critical elements of a successful bicycling program that promotes safe bicycling to and through the City. The Regional Bikeway Plan (Mid-Ohio Regional Planning Commission, 2006) shows bikeways on McCoy Road, Fishinger Road, Northwest Boulevard and along the Scioto River. Local support in all areas will be important in achieving this strategy.

Implementation: **City Council**, Parks & Recreation Department, Public Services Department

Timeframe: Long Term

b. Provide a comprehensive bikeway system that interconnects major activity centers and regional bike facilities to promote safe bicycle routes to and through the City.

Additional efforts to supplement the Regional Bikeway Plan would be beneficial in linking major activity centers in Upper Arlington with potential bicycle riders that are within a reasonable distance. This will be considered in conjunction with improvements to the pedestrian system to ensure that new – appropriately-sized sidewalks or multi-use paths – can accommodate bicycles.

Implementation: **City Council**, Public Services Department, Parks & Recreation Department

Timeframe: Long Term

FOOTNOTE: Departments/agencies marked in **bold** within the strategies are designated as lead implementation departments/agencies.



2013 Master Plan

Chapter 8. Technology

A. Goal

Maintain and develop technology-related facilities, services and infrastructures that are high quality, cost-effective and accessible to the entire community. These new, expanded and improved technologies are meant to improve delivery of community services, including but not limited to economic development, parks and recreation, communication, public safety and finance.

B. Overview

This chapter of the Master Plan addresses the role of the City in supporting the community with technology-related facilities and services, both through maintaining and developing facilities and delivering high-quality, cost-effective services. The City should continue to expand technology use, not only for the City government, but also for residents, businesses and institutions. Likewise, the City should continue to play a larger supporting role for others who provide technology-related services.

C. Key Findings

The community of Upper Arlington has unique opportunities associated with its geographic location. The community is located near The Ohio State University, the third largest university campus in the nation, and has a number of nearby technology institutions such as Tech Columbus and Battelle. Tech Columbus is a technology business incubator that brings entrepreneurs and investors together to develop and launch technology startup companies. Battelle is a global research and development organization committed to science and technology. In November of 2010, Expedient Communication opened a 20,000 square-foot data center facility located in Upper Arlington, providing a number of technology services to the business community.

The technology industry can become a major part of Upper Arlington's economy and a vital part of

the City's future. The City has an excellent school system devoted to fostering education in science, technology, engineering and mathematics (STEM). The City will focus on connecting its schools, libraries and outreach to The Ohio State University, Tech Columbus and Battelle to promote shared resources, such as educational materials, lectures, videoconferencing for interactive classrooms and high-speed Internet research. This will bring the world into the classroom in interactive ways, facilitating partnerships with The Ohio State University and other educational content providers.

Upper Arlington residents will benefit from further investments in technology. Technology plays an important role in our way of life and continues to rapidly change and grow. Reliable high-speed networks and Internet access that allows data to be shared in real time within the City and across other jurisdictions is becoming a necessity.

There is a growing need for a fiber-optic network infrastructure within the City. The City will need to investigate the most cost-effective way to put a fiber-optic network into place; this infrastructure has the potential to reduce long-term network costs, promote economic development and create new employment opportunities within the City. A fiber-optic network has the potential to improve public safety initiatives by enhancing emergency communications such as Next Generation 911 services, interconnecting 911 operation centers and enabling critical videoconferencing for regional emergency communications.

Fiber-optic networks are needed to design an effective, efficient City wireless mesh network. A Wi-Fi hotspot can provide a point of access to gain connectivity to the Internet for data services. This service has been widely used to provide Wi-Fi to public parks and City meeting areas. Commercial markets also use the service as an amenity to create revenue by attracting customers to their place of business. A strong fiber-optic network, in conjunction with a wireless mesh network, will make telecommuting and working from home easier and more desirable for the City's residents.

D. Objectives and Strategies

Objective 1. Expand the use of new and proven technologies.

New technology greatly improves the quality of life of residents and business and helps City government to conduct its work more effectively. The use of new technologies will be expanded, especially in the areas of communication, service delivery and public involvement.

Strategies

a. Expand the use of technology to deliver City services.

Digital technologies, social media, and the adoption of consumer mobile devices indicate that the City's ability to communicate with and deliver services to the community should be improved. The City's website, email server, mobile applications and social media outlets will be used to provide announcements, recent news, upcoming events, e-services such as online payments and online

applications, contacts and other important information. City Council, Council Committees, Boards and other Commission meetings are also encouraged to adopt paperless practices and live-broadcast proceedings.

Implementation: **Information Technology Department**, City Manager

Timeframe: Ongoing

b. Support the enhancement of Internet access.

Internet access is a critical factor in conducting personal and commercial business successfully. The accessibility of City services should be improved to include Internet-mobile resident application services and the acceptance of online credit card payments. The expansion of local hotspots, public access and other new forms of wireless Internet options will be encouraged throughout the community, as well as improving uploading and downloading speeds and overall service capacity.

Implementation: **Information Technology Department**, Community & Economic Development Department

Timeframe: Ongoing

c. Support the enhancement of data services.

Access to superior quality high-speed phone, data and television services is an important factor in determining where a resident or business will locate. Wireless reception, broadband, digital fiber to home technology, on-demand services, and other new forms of phone and television options will be encouraged throughout the community. These facilities will be designed not to be obtrusive and be located to minimize effects on the surrounding areas.

Implementation: **City Manager**, Information Technology Department, City Attorney

Timeframe: Ongoing

d. Support the use of new technology to provide utility services.

New and innovative technologies to service electric, water and natural gas customers will be encouraged in Upper Arlington. This includes the use of wireless readers and other monitoring devices aimed to reduce peak demand, the use of on-site alternative energy like solar photovoltaic, solar thermal and geothermal, and other forms of proven technology that will improve the delivery and communication of utility services.

Implementation: **Public Services Department**, City Attorney, Community & Economic Development Department

Timeframe: Ongoing

e. Create an Information Technology Steering Committee.

The City will create a steering committee of technology experts in the community to work together in an advisory role to pursue plans, projects and programs that will improve the role of information technology in our community. A realistic goal of the committee would be to transform Upper Arlington into a technology-friendly community.

Implementation: **Information Technology Department**, City Manager

Timeframe: Short Term

f. Support the use of cloud and virtual technologies

The use of cloud computing, virtual servers, virtual desktops and virtual networks continue to expand exponentially. The City will encourage the use of these virtual technologies, as well as other new options that may arise, in order to promote efficiency, increase mobility, generate cost savings and expand innovation. The City will explore partnerships and shared services opportunities with area businesses and other municipalities to expand service delivery in a manner that reduces costs or potentially enhances revenues for the City.

Implementation: **Information Technology Department**

Timeframe: Ongoing

g. Support the expanded use of Geographic Information Systems (GIS) and related technologies.

The use of Geographic Information Systems (GIS) technology is an important tool for providing information to residents, businesses, institutions, governments and other customers. Geographic Information Systems presently provides: historical data, property details, planning and zoning information, utility and right-of-way locations, mapping, police and fire activity, among many other layers. Geographic Information Systems should be expanded to integrate with City software (permit tracking, online billing, tax payments, etc.), criminal incidents, Board and Commission activity, recent photo and video footage, recent census data, and other layers that may be appropriate. The City will encourage sharing of information to business partners that are interested in developing new applications to provide information that improves the quality of life for residents.

Implementation: **Information Technology Department**, City Manager

Timeframe: Ongoing

h. Investigate and, if appropriate, engage in information technology shared services with other communities, and work to become an information provider.

Evaluate collaborative information technology opportunities between municipalities and other public partners that will yield infrastructure savings and enhance the quality of services through the use of

regional capacity providers. Evaluate opportunities to become a service provider of information technology services to other municipalities and other public partners.

Implementation: **Information Technology Department**, City Manager, City Attorney

Timeframe: Ongoing

i. Support technology that provides or enhances methods of communication to interact with residents.

The use of unified communications, web applications, and social media sites will be encouraged to improve communication and interaction with residents. The City will encourage the use of applications that provide residents access to data, ways to transact business, and methods to communicate with government departments. There is a strong desire to improve interactive applications for government field workers, inspectors, law enforcement, emergency responders, health workers, social workers, and utility and public works personnel to promote efficiency, increase mobility, generate cost savings and to respond promptly to the residents of Upper Arlington.

Implementation: **Information Technology Department**, City Manager

Timeframe: Ongoing

FOOTNOTE: Departments/agencies marked in **bold** within the strategies are designated as lead implementation departments/agencies.



2013 Master Plan

Chapter 9. Sustainability

A. Goal

Maintain and develop a more sustainable, walkable and competitive Upper Arlington in the future through innovation, efficiency, wellness and environmental stewardship. A sustainable community is designed with the consideration of environmental, social and economic effects in mind, where the community is dedicated to reducing its consumption of energy, water and food, and minimizing the creation of waste, pollution and emissions.

B. Overview

This chapter of the Master Plan addresses the role of the City in creating a more sustainable and environmentally friendly community. It provides general guidance for reducing energy use, water use, food, waste, pollution and emissions.

Beginning in 2007, the City signed the Central Ohio Green Pact, spearheaded by the Mid-Ohio Regional Planning Commission. The regional sustainability approach has goals of enhancing and protecting the quality of life and economic vitality of the region. Nearly every jurisdiction in Central Ohio has pledged common sense steps to greener growth management and living within the region. Since this signing, Upper Arlington has been one of the leaders for sustainability through the City's land use policies, energy efficiency measures, consumption reductions and education efforts. This chapter recommends reducing overall consumption and encouraging efficiency, promoting climate protection and improving air quality, preserving material and natural resources and coordinating public health and wellness. It also seeks to actively promote public involvement and personal responsibility.

Upper Arlington recognizes the importance of sustainable urban design, especially for built-out, inner-ring communities. The City does not have the available vacant land to acquire and develop; therefore, all development is the redevelopment of existing properties. Due to this fact, it is important that desirable outcomes are achieved for each redevelopment opportunity. Following the standards set in place by the Unified Development Ordinance is the ideal way to achieve projects

that are environmentally friendly and pedestrian-oriented. New commercial developments are set closer to the street, with parking lots located behind buildings, and have landscaping plans that provide solid screening and buffering to create street tree canopy, reduce heat island effects and minimize impacts on adjacent properties. Outdoor lighting standards follow the Dark Skies model, where light pollution is greatly reduced in order to preserve the night sky. As important as the redevelopment of existing property is the protection of existing neighborhoods. The heart of Upper Arlington is its excellent homes and neighborhoods and mature trees with walkable destinations in nearly every section of town. It is critical that home improvements continue to meet the needs of its owners, but also be compatible with the neighborhood so as to not negatively impact surrounding properties and streetscapes. As new proven methods, technologies and products arise, Upper Arlington will continue to practice and promote active sustainable urban design within its borders.

C. Key Findings

Outlined below are key findings related to the City's sustainability efforts to date:

- **Sustainable Land Use:** The City's Unified Development Ordinance (UDO) was enacted in 2002 and mandates compact, mixed-use development in order to create walkable and pedestrian-oriented places, while also protecting existing neighborhoods. Just by following the Unified Development Ordinance, new commercial developments are eligible for advanced environmental design certification.
- **Dark Skies:** The City's outdoor lighting standards require full cutoff fixtures to eliminate glare and directional shields to limit stray light, meeting national requirements for "dark skies." Internally illuminated signs require an opaque background to further limit outdoor illumination and preserve the night sky.
- **Energy Efficiency:** All traffic signals, pedestrian crossing signals, school flashers and warning flashers have been converted from traditional incandescent light bulbs to LED, which use 90 percent less electricity and last up to 40 times longer. The City is also testing induction and light-emitting diode retrofits for streetlights in the Historic District south of Lane Avenue, as well as solar-powered crosswalk warning signals.
- **Recycling:** For a number of years, Upper Arlington has maintained one of the highest recycling rates in the state. At recent count, approximately 47 percent of total collected solid waste is recycled. This is due, in part, to the City's pay-as-you-throw system.
- **Greenroads[®]:** The City partnered with the University of Washington and consulting firm CH2M Hill to pilot a Greenroads[®] certification program, which is intended to reduce road construction cost, increase lifespan and use more recycled materials from the previous roadway. Where appropriate, roads reconstructed since 2010 have been built using these standards.

- **Stormwater Management:** Upper Arlington was the first Central Ohio community to permit rain barrels, rain gardens and other alternative methods of stormwater management. Sunny 95 Park contains the largest installation of rain gardens in Central Ohio (25,000+ square feet) and both Kingsdale Shopping Center and Fancyburg Park contain well-designed rain gardens. Many residents have used these stormwater management methods when undertaking home improvement projects.

D. Objectives and Strategies

Objective 1. Promote the efficient use of existing energy resources and explore the use of sustainable alternatives.

With growing demands for energy and a limited supply of available natural resources, it is important for the Upper Arlington community to do its part to reduce energy demand and improve efficiency. By using resources more efficiently, less money is spent on energy, less pollution is emitted into the atmosphere and existing resources can be preserved for future generations. New technologies and other clean energy resources will play an integral role in a balanced energy approach, and Upper Arlington should be involved in the integration.

Strategies

a. Encourage the reduction of electricity and natural gas demand.

The City will find ways to reduce energy demands through the use of lighting dimmers and timers, occupancy sensors and other products that turn off facilities and devices not in use. The City will also encourage homes, businesses and other institutions to reduce their own demands through similar efforts.

Implementation: **Community & Economic Development Department, Public Services Department, City Manager**

Timeframe: Ongoing

b. Encourage energy efficiency.

The efficient use of energy is the simplest and most effective way to preserve resources and cut costs; through the use of energy efficient products (high-efficiency mechanical systems, lighting, energy-efficient appliances and devices, etc.), home weatherization, energy audits and other measures, Upper Arlington can significantly reduce the amount and cost of energy used. The City will continue to encourage any and all energy efficiency improvements to its facilities and devices, as well as those of residents, businesses and other institutions.

Implementation: **City Manager, Community & Economic Development Department**

Timeframe: Ongoing

c. Encourage and promote new, clean technologies in the community.

New, clean and proven technologies that work to reduce energy use shall be highly encouraged in Upper Arlington. These technologies increase efficiency while decreasing costs. Incentives such as special improvement districts and power purchase agreements are two proven ways to encourage and facilitate clean technology.

Implementation: **City Manager**, Community & Economic Development Department, City Council

Timeframe: Ongoing

d. Improve the availability of, encourage, and possibly incentivize, the use of locally-produced renewable energy.

Locally produced renewable energy, such as solar photovoltaic, solar thermal and geothermal will play an important role in diversifying our energy sources in the future. The City should not stand in the way of residents, businesses or institutions that pursue locally produced renewable energy, as long as its effects in the neighborhood are mitigated. The City should consider generating energy from renewable sources (solar, wind, geothermal, etc.) for City facilities.

Implementation: **Community & Economic Development Department**, Board of Zoning & Planning, City Council

Timeframe: Ongoing

Objective 2. Support programs and activities to enhance air quality and facilitate climate protection.

Upper Arlington has been a Tree City USA since 1990 and is extremely proud of its urban forest and other natural assets. The City's outstanding urban tree canopy pre-dates its founding nearly 100 years ago and is a hallmark of the community.

Unfortunately, high levels of regional air pollution create unhealthy air for children, seniors and those with asthma or other respiratory problems. It is important for Upper Arlington (and our neighboring communities) to understand its place in the region and strive for cleaner air, especially for our younger and older generations.

Strategies

a. Maintain and expand the City's urban tree canopy.

The urban tree canopy performs important stormwater management interception, provides shade for open spaces, buildings and parking lots, reduces air pollution, provides wildlife habitats and reduces energy costs. A healthy urban tree canopy increases property values and provides overall aesthetic

and community benefits. The City will continue to plant and maintain street trees and enforce zoning ordinances as they relate to landscaping, buffering and screening. The City should continue to implement its tree preservation ordinance to protect mature trees from destruction and continue its cost-share street tree program.

Implementation: **Parks & Recreation Department**, Community & Economic Development Department, City Tree Commission

Timeframe: Ongoing

b. Encourage the use of native trees and flowers.

In order to preserve the diversity of tree and landscape stock, the use of native trees and flowers will be strongly encouraged. Native species are well adapted to the Central Ohio climate and can do a better job reducing air pollution, improving air quality and enriching the soil. The City's Parks & Forestry Division has a brochure of recommended trees for the community that should be updated as needed.

In addition to encouraging the use of native trees and flowers, the City will work to diminish invasive species. Invasive species can affect the chemical makeup of the water, availability of resources and even alter the food web. Invasive species affect other species more directly through competition for resources. They are costly to society in many ways through both direct management and decreased production. By planting natives, everyone can provide a welcoming environment for local wildlife. This doesn't need to entail a drastic overhaul of residents' yards or gardens. The process can be gradual and can reflect both personal preferences and local sensitivities.

Implementation: **Parks & Recreation Department**, Community & Economic Development Department, Board of Zoning & Planning

Timeframe: Ongoing

c. Implement a Climate Adaptation Plan.

The City should consider implementing a Climate Adaptation Plan to address potential effects of climate change (changing weather patterns and more frequent extreme weather events) and how it may affect Upper Arlington. This Plan should ensure that existing Emergency Response Plans are updated to reflect any emerging implications such changes may create. This plan should also be compatible with other City Emergency Response plans.

Implementation: **City Manager**, Police Division, Fire Division

Timeframe: Long Term

d. Update the City's Carbon Footprint Assessment as a result of recent improvements.

The City last completed a Carbon Footprint Assessment in 2007, which should be updated within two years of major improvements to City facilities. Repeat assessments will verify the proposed payback times of investments and ensure that the City's return on investment is positive. Based on the results, a Carbon Action Plan should be devised for other future improvements.

Implementation: **City Manager**

Timeframe: Mid Term

e. Continue to monitor air quality standards.

The City will continue to monitor air quality forecasts and inform its employees, residents and businesses of projected unhealthy air pollution alerts and provide recommendations regarding when to be cautious and avoid unnecessary outdoor activities.

Implementation: **City Manager**

Timeframe: Ongoing

f. Reduce emissions and other pollution from City vehicles and facilities.

The City will consider a Green Fleet Action Plan, which includes implementation of anti-idling policies, vehicle maintenance procedures and filter retrofits to reduce pollution, particularly black carbon. Replacing or converting oil-powered equipment and vehicles with electric or battery options should also be encouraged, as is the use of alternative fuels, biofuels or other proven clean fuel technology.

Implementation: **City Council, City Manager, Public Services Department**

Timeframe: Mid Term

g. Encourage City employees to drive less, carpool and engage in clean air practices.

The City will examine ways to encourage employees to drive less, carpool to work and to consider biking or walking when possible.

Implementation: **City Manager**

Timeframe: Long Term

h. Establish ride-sharing resources.

Ride-sharing is a growing way to reduce the number of vehicles on the road. These resources allow interested parties to see available groups, routes and times for carpooling and vanpooling. The City will examine partnerships to establish such services for residents, employees and businesses within the community.

Implementation: **City Manager**, Finance & Administrative Services Department

Timeframe: Long Term

Objective 3. Expand materials management practices to reduce consumption and increase recycling and reuse programs.

Reducing the amount of waste going to our regional landfill is of vital economic interest to every resident, business and community in Central Ohio. Prolonging the life of our landfill is an important topic that we all must consider, in hopes of not having to construct a new one in the future. Reusing and recycling products, composting and attaining zero waste are all initiatives that will be actively pursued.

Strategies

a. Reduce the overall consumption of products.

Efforts to reduce the overall consumption of products will not only save precious natural resources, but will also save money. The City will strive for electronic applications, bills and statements, paperless meetings, zero waste events and functions, and will re-evaluate its supply chain. The City should also perform waste audits every three years to ensure its disposal of refuse and recycling is as efficient as possible.

Implementation: **City Manager**, City Council

Timeframe: Ongoing

b. Encourage the reuse of material.

Any material or product that can be re-used should be. The City will continue to encourage the re-use of construction and demolition debris and will encourage food composting per nationally recognized food scrap recovery programs. The City will continue to auction or donate unused supplies and equipment once those objects have completed their City purpose.

Implementation: **City Manager**, Public Services Department, Finance & Administrative Services Department

Timeframe: Ongoing

c. Maintain a high rate of recycling.

The City will strive to maintain its high rate of recycling. At last count, approximately 47 percent of waste is recycled. The City will also partner with area businesses to provide electronic recycling and paper shredding events for residents and businesses.

Implementation: **City Council**, Public Services Department, City Manager

Timeframe: Ongoing

d. Reduce the use of toxic materials and purchase environmentally friendly products when available.

The City will evaluate its use of toxic materials and search for proven organic or natural solutions instead, especially for lawn care and cleaning supplies. The City will examine implementing a mandate that calls for environmentally friendly, recycled or compostable disposable products to be purchased when available at favorable cost.

Implementation: **Public Services Department**, Finance & Administrative Services Department

Timeframe: Ongoing

e. New and remodeled buildings should contain environmentally friendly attributes.

When residential and commercial buildings are constructed or remodeled, they should contain environmentally friendly attributes. This includes the use of environmentally friendly and green products (lighting, flooring, insulation, etc.), high efficiency mechanical devices (air conditioner, hot water heater, generator, etc.) and appliances and sustainable and recycled materials.

Implementation: **Community & Economic Development Department**, Board of Zoning & Planning

Timeframe: Ongoing

f. Continue environmentally friendly street projects.

During road construction projects, the City should continue to build at an environmentally friendly design. This certification saves money and time and increases the longevity of the re-constructed roadway.

Implementation: **Public Services Department**

Timeframe: Ongoing

Objective 4. Promote and encourage public involvement opportunities in sustainable practices.

In order for sustainable initiatives to fully take root, they must be embraced by those located within the community. The City will continue to foster its relationship with residents, businesses, schools and other institutions by working together to promote environmental stewardship in Upper Arlington.

Strategies

a. Encourage more public involvement.

The City needs to encourage more community involvement on sustainability and green initiatives through the use of open meetings and conversations, social media, engagement events, programming and other means necessary.

Implementation: **City Manager**, City Council

Timeframe: Ongoing

b. Promote and support regional collaboration.

The City will continue to promote and support regional collaboration on sustainability initiatives with surrounding communities, the Mid-Ohio Regional Planning Commission (MORPC), The Ohio State University, business groups, not-for-profit organizations and other community partners.

Implementation: **City Manager**, City Council

Timeframe: Ongoing

c. Promote an ethic of conservation and stewardship in City government.

City officials should consider the consequences of environmental damage during all aspects of City business. Officials should recognize conservation efforts in issues pertaining to land redevelopment, environmental education and everyday functions.

Implementation: **City Council**, City Manager

Timeframe: Ongoing

d. Seek out and embrace new sustainability practices.

Upper Arlington will continue to seek ways and means to become more sustainable in all aspects of City government. The community should maintain its identity as a premier place to live, work and raise a family in Central Ohio, and sustainability plays a major role in this. Demonstration projects that test environmentally friendly technologies or processes should be encouraged. These efforts should be led by the UA Green Team, which formed in 2008 to reduce the City's ecological footprint.

Implementation: **City Council**, City Manager

Timeframe: Ongoing

e. Launch community programs to foster sustainable practices.

The City will explore ideas to foster more sustainable and energy-efficient homes, neighborhoods and business districts with the goal of producing a fully sustainable community. The City will also

continue to educate its residents on sustainable practices, provide opportunities for public participation and offer products to reduce one's footprint.

Implementation: **Community & Economic Development Department**, Parks & Recreation Department, City Manager

Timeframe: Ongoing

f. Support sustainability groups and citizen efforts.

The City will continue to partner with and support local community groups and other citizen efforts that further sustainability initiatives at all levels.

Implementation: **City Manager**, City Council

Timeframe: Ongoing

g. Continue to implement sustainability initiatives in City code.

The City will continue efforts to implement sustainability initiatives in City code. This includes the Unified Development Ordinance (UDO), Building Code, Streets and Services Code, among many others. These codes should also be updated as new technologies and processes arise and as new mandates are required.

Implementation: **Community & Economic Development Department**, Board of Zoning & Planning, City Council

Timeframe: Ongoing

Objective 5. Support public health and wellness.

According to the Columbus Public Health, nearly 61 percent of Franklin County residents were obese or overweight in 2008. To combat this figure, better physical and wellness activities are needed, as well as more healthful, wholesome foods in our diets. The following strategies provide opportunities to improve the health, wellness and overall wellbeing of Upper Arlington.

Strategies

a. Improve access to and support plans which promote local foods.

Upper Arlington will continue to support locally produced food that is easily accessible to people of all income levels at local markets, grocery stores, restaurants, schools and other institutions. The City will continue to offer its weekly farmers markets and should seek ways for its improvement and/or expansion. The City or institutional landowners should consider renting out community garden plots for residents to grow their own produce and the City should also promote backyard gardening efforts.

Implementation: **City Manager**, Parks & Recreation Department

Timeframe: Ongoing

b. Support plans which promote physical health and wellness activities.

Upper Arlington will continue to promote physical activity and seek opportunities for additional improvements to our Parks & Recreation programs and facilities. The City will also work to increase access to wellness activities, either through media campaigns, additional LifeLong Learning classes or other vehicles.

Implementation: **Parks & Recreation Department**, Finance & Administrative Services Department, City Manager

Timeframe: Ongoing

c. Enhance connectivity with more bike paths, bike lanes and sidewalks.

Upper Arlington lacks a comprehensive bike path system, but does have some bike lanes and a bicycle boulevard that was installed on Arlington Avenue in 2011. When possible and feasible, the City should strongly consider the installation of bike paths and bike lanes, with the goal of developing an integrated and safe bicycle route system, which would eventually connect to neighboring bike paths, communities, The Ohio State University and downtown Columbus. The City should also continue to consider and pursue, when appropriate and when funding is available, the installation of sidewalks on reconstructed (arterial and connector) streets, and in petitioned neighborhoods.

Implementation: **City Council**, City Manager

Timeframe: Ongoing

d. Actively support safe bicycle transportation.

The City will work with the cycling community to provide safe accommodation and travel, and encourage residents and workers to use bikes for transportation and recreation.

Implementation: **Public Services Department**, Parks & Recreation Department, City Manager

Timeframe: Ongoing

Objective 6. Preserve water resources and encourage flood protection practices.

Upper Arlington obtains its water through the City of Columbus from both Griggs and O'Shaughnessy reservoirs located on the Scioto River. With the region's growing population, the community must do its part in protecting and preserving these important resources. Backyard

conservation efforts, increased water efficiency, public education and conservation are all ways to improve watershed health, reduce cost and protect water resources for future generations.

Strategies

a. Preserve water resources through usage reductions and encourage water efficiency.

Being efficient with our water is a critical part of maintaining and protecting our current supply. Preventing and repairing leaks in water piping and fixtures is an important step to reduce overall water usage, as proper and regular maintenance is needed. The use of water-saving technology (high-efficiency appliances and low-flow fixtures), insulating hot water pipes, recycling greywater, installing water meters and other water-saving devices are strongly encouraged. Irrigation systems should be designed and operated efficiently. The City will encourage homes, businesses and institutions to examine how they use water each day and promote sensible ways to use less.

Implementation: **Community & Economic Development Department**, Public Services Department, City Manager

Timeframe: Ongoing

b. Protect and restore the City's urban creeks and floodplains.

The City's urban creeks need to be properly maintained and protected so that adequate buffers are in place to hold water in the ground and stream channel, to slow stormwater runoff and to prevent soil erosion. Floodplain and wetland areas should also be protected, especially those within the Special Flood Hazard Area, to minimize future flood hazards.

Implementation: **Public Services Department**, Parks & Recreation Department

Timeframe: Ongoing

c. Encourage the capture of rainwater with rain barrels and cisterns.

Instead of turning on the hose, collecting rainwater is an easy and excellent way to save water for watering plants, flowers and gardens. The use of rain barrels and cisterns is recommended.

Implementation: **Community & Economic Development Department**, Public Services Department

Timeframe: Ongoing

d. Encourage the use of rain gardens and bioswales.

The installation of rain gardens and/or bioswales to a property adds visual interest and beauty, and reduces the amount of stormwater pollution entering nearby waterways. These landscape features help slow and filter stormwater entering our streams, rivers and groundwater, while also recharging groundwater supplies. Upper Arlington has more rain gardens and some of the largest rain garden installations in the region, and the expansion of these efforts is encouraged.

Implementation: **Community & Economic Development Department**, Public Services Department, Parks & Recreation Department

Timeframe: Ongoing

e. Promote backyard conservation efforts.

The prevention of pollutants entering nearby rivers and streams is critical for our community and wildlife habitats. Disposing of household hazardous waste properly, reporting suspected problems to the Police or Ohio EPA, maintaining motor vehicles and impervious surfaces, minimizing fertilizer use and chemical applications, reducing stormwater runoff and properly maintaining yards are all adequate ways to protect our water resources. Local watershed and conservation groups already do an outstanding job promoting these efforts and this should continue into the future.

Implementation: **Community & Economic Development Department**, Public Services Department, Parks & Recreation Department

Timeframe: Ongoing

f. Promote permeable pavement products.

Permeable paving products, such as open-jointed blocks, grass pavers, pervious concrete and porous asphalt, are unique and effective ways to recharge groundwater supplies, reduce stormwater runoff and eliminate the need for costly stormwater management systems. These products are highly recommended in Upper Arlington, especially for parking areas, driveways and patios.

Implementation: **Community & Economic Development Department**, Public Services Department

Timeframe: Ongoing

g. Minimize impervious surfaces.

The Unified Development Ordinance caps allowable impervious surfaces on properties in order to preserve aesthetics, increase greenspace, protect water quality and reduce stormwater runoff. In addition, the City's parks and other open spaces should be preserved and protected so they can continue to provide valuable environmental benefits.

Implementation: **Community & Economic Development Department**, Public Services Department, Parks & Recreation Department

Timeframe: Ongoing

FOOTNOTE: Departments/agencies marked in **bold** within the strategies are designated as lead implementation departments/agencies.



2013 Master Plan

Chapter 10. Implementation

A. Goal

Emphasize accountability, monitoring, fiscal soundness and appropriate regulations while fostering the involvement of citizens, civic organizations, institutions and businesses in the effective implementation of the Master Plan.

B. Overview

This chapter of the Master Plan addresses the role of the City in implementing the plan. It provides general guidance for maintaining accountability, undertaking monitoring activities, securing a sound fiscal foundation, creating appropriate development regulations and procedures, and involving residents, businesses and other stakeholders in plan implementation.

This chapter recommends six key objectives for achieving this goal. First, the City should involve community stakeholders. Second, the City should secure the necessary funding, especially through updating the Capital Improvement Program in conjunction with the priorities identified in the Master Plan and Study Area Plans. Third, the City should continue to monitor and update key City development regulations and processes for plan review. Fourth, the City should monitor implementation of the plan, including evaluating, reporting results, promoting successes and maintaining public and media relations. Fifth, the City should require concurrence with the Master Plan and Study Area Plans in rezoning or development approvals and should document the approval process in order to create a public record for consistency. Sixth, the City should develop a process to update the plan at a minimum of every five-10 years.

C. How to Use the Plan

The Master Plan is intended for daily use as public and private decisions are made concerning development, redevelopment, capital improvements, economic incentives and other matters affecting

the City. The Master Plan is the guiding document for City Staff, setting boundaries and expectations for workflow, projects and department goals. The following is a summary.

1. Annual Work Programs and Budgets

Individual City departments and administrators should be cognizant of the recommendations of the Master Plan when preparing annual work programs and budgets. Council review of these proposals should likewise occur cognizant of the Plan's strategies.

2. Development Approvals

Administrative and legislative approvals of development proposals, including rezoning and subdivision plats, should be a central means of implementing the Master Plan. The zoning code and subdivision regulations should be monitored and updated as needed in response to regulatory strategies presented in the Plan.

3. Capital Improvement Programs

An annual seven-year Capital Improvement Program (CIP) should be prepared consistent with the Master Plan's land use policies and infrastructure recommendations (water, sewer and roads). New improvements that are not reflected in the Plan—and which could dramatically affect the Plan's land use recommendations—should necessitate at least a minor update to the Plan.

4. Economic Incentives

Economic incentives should be reviewed in light of recommendations in the Land Use, Economy, Community Appearance, Transportation, Technology and Sustainability Chapters, as well as the Study Area Plans. These incentives should be integrated with other Plan strategies and policies to ensure consistency, particularly with the Plan's land use recommendations. The City should consider packaging other incentives within its jurisdiction, such as strategic infrastructure investments.

5. Private Development Decisions

Property owners and developers should consider the strategies and recommendations of the Master Plan in their own land planning and investment decisions. Public decision-makers will be using the Plan as a guide in their development-related deliberations, such as zoning matters and infrastructure requests (water, sewer and roads). Property owners and developers should be consistent with the Plan's recommendations.

6. Future Interpretation

The City Council should call upon the Board of Zoning & Planning to provide an interpretation of major items that are unclear or are not fully addressed in the Plan. In formulating an interpretation, the Board may call upon outside experts and other groups for advice. Minor items that require interpretation should be handled by local jurisdictions as they follow the Plan.

D. Objectives and Strategies

Objective 1. Involve a wide variety of stakeholders in plan implementation.

As implementation of the 2013 Master Plan gets underway, the City will collaborate with a host of stakeholders. This will include City boards and commissions, community organizations, and other parties with an interest in a specific strategy. These partnerships are critical to the City’s success in implementing the Plan.

Strategies

a. Identify and engage non-City partners to assist in implementation.

Non-City partners will be identified and engaged to assist in implementing key strategies of the Master Plan. These partners will include a balanced set of stakeholders comprised of citizens, civic organizations, institutions and business leaders. These partners will be critical to success. On particular strategies, the City may decide to appoint a public/private task force to lead implementation.

Implementation: **City Manager**

Timeframe: Ongoing

Objective 2. Secure the necessary funding for implementation.

Many of the strategies recommended in the Master Plan will require funding to ensure complete implementation. These monies may be City funds, other governmental funds, tax measures, general obligation bonds, private sector investment, or a combination. Regardless, in those cases, procuring adequate funding will be necessary.

Strategies

a. Update the Capital Improvement Program (CIP) in concurrence with the Master Plan and Study Area Plans.

The Capital Improvement Program will be updated in line with the Master Plan Update and the Study Area Plans. The Capital Improvement Program is a fundamental management document that outlines projected capital needs, funding estimates and sources and timeframes for completion. In updating the Capital Improvement Program each year, the City should monitor Master Plan implementation to ensure both documents are concurrent.

Implementation: **City Council, Finance & Administrative Services Department, City Manager**

Timeframe: Ongoing

b. Identify, pursue and secure funds for prioritized initiatives of the Master Plan and Study Area Plans.

Priority strategies should be the focus of initial fundraising. These monies may include City funds, other governmental sources, tax measures, private sector investment or a combination. Using the City’s significant bond capacity should also be considered. The City should maximize other non-municipal governmental resources. This strategy should occur in line with the City’s annual budget cycle.

Implementation: **City Council**, Finance & Administrative Services Department, City Manager

Timeframe: Ongoing

c. Continue to monitor and ensure fiscal accountability.

The City will continue to monitor and ensure fiscal accountability in undertaking all of its responsibilities, including those associated with implementation of the Master Plan.

Implementation: **City Council**, City Manager, Finance & Administrative Services Department

Timeframe: Ongoing

Objective 3. Develop the necessary regulatory foundation for implementation.

The Unified Development Ordinance (UDO), adopted in 2002, provides the necessary regulatory foundations to support implementation of the Master Plan and the Study Area Plans. The Unified Development Ordinance is regularly monitored and updated as appropriate.

Strategies

a. Monitor and update, if necessary, the City’s development regulations as recommended in the Master Plan and Study Area Plans.

The development regulations will be monitored and updated, if necessary, as recommended in the Master Plan and Study Area Plans.

Implementation: **City Council**, Board of Zoning & Planning, Community & Economic Development Department

Timeframe: Ongoing

b. Conduct information sessions on a regular basis with the development community to promote the new regulations.

As new regulations take effect, informational sessions will be conducted as necessary to promote the new requirements to the development community, property owners and other interested parties. This may include preparing promotional brochures and informational packets.

Implementation: **City Council**, Board of Zoning & Planning, Community & Economic Development Department

Timeframe: Ongoing

c. Monitor implementation of the new regulations and make corrections as necessary.

As new regulations are used, the outcomes will be monitored to determine if the regulations are resulting in the expected results as recommended in the Master Plan and Study Area Plans. If the outcomes are not as expected, the regulations will be modified as appropriate.

Implementation: **City Council**, Board of Zoning & Planning, Community & Economic Development Department

Timeframe: Ongoing

d. Ensure that the administrative review and approval of development permits continues to be evaluated, as appropriate.

The development approval process will be monitored to ensure that it continues to meet goals, and any appropriate changes will be identified that would expand administrative review and approval of development permits. Such changes should improve the process's efficiency and effectiveness.

Implementation: **City Council**, Board of Zoning & Planning, City Manager, Community & Economic Development Department

Timeframe: Ongoing

Objective 4. Monitor and evaluate implementation of the plan.

Implementation of the Master Plan will be monitored and evaluated on an ongoing basis. This will ensure that the plan is successfully followed and will result in desired changes in the community.

Strategies

a. Continue to monitor the successful implementation of all strategies.

A report will be prepared prior to the 2020 Master Plan Update that summarizes the implementation status of all respective strategies.

Implementation: **City Manager**

Timeframe: Ongoing

Objective 5. Require concurrence with the Master Plan and Study Area Plans.

Future decisions of the City regarding development, capital improvements and budgeting will concur with the applicable provisions of the Master Plan and Study Area Plans.

Strategies

a. Require concurrence in rezoning and other major development approvals.

Major development approvals and rezoning will concur with the applicable policies of the Master Plan and Study Area Plans. Actions by City boards, commissions and staff will document such concurrence in all decisions. Summaries will be prepared as necessary.

Implementation: **City Council**, Board of Zoning & Planning

Timeframe: Ongoing

b. Require formal amendment of the Master Plan or Study Area Plans if necessary to support a rezoning or major development approval, provided sufficient grounds exist to support such amendments.

When major development approvals and rezoning may defer from the recommended policies of the Master Plan or Study Area Plans, the Board of Zoning & Planning and City Council should require formal action to amend the applicable plan. Such amendment should be approved only if unexpected or changing circumstances are sufficient to warrant a deviation in the original policy. Such circumstances shall be cited in the decision.

Implementation: **City Council**, Board of Zoning & Planning

Timeframe: Ongoing

c. Require documentation of any interpretation of the Master Plan or Study Area Plans by the Board of Zoning & Planning or City Council.

Interpretations of the policies of the Master Plan or Study Area Plans should be documented to create a public record. This will ensure consistency in applying these planning documents to day-to-day situations. The Board of Zoning & Planning or City Council should make such interpretations.

Implementation: **City Council**, Board of Zoning & Planning, City Clerk

Timeframe: Ongoing

d. Require staff reports to reference the Master Plan.

All staff reports related to policy recommendations, annual work programs and budgets shall reference relevant Master Plan recommendations.

Implementation: **City Staff**

Timeframe: Ongoing

Objective 6. Conduct an update of the Master Plan by the year 2020.

The Master Plan will be updated by the year 2020. This is a sufficient timeframe to consider major changing conditions that may affect the plan's policies. If circumstances in the City change, an update could be initiated in a shorter timeframe. The process will be initiated by City Council.

Strategies

a. Design the process.

The City Council will work with administration to craft the update planning process. The committee will work with staff to determine the necessary resources for undertaking the update and recommending it to City Council. The Council will allocate the resources as necessary.

Implementation: **City Council**

Timeframe: Mid Term

b. Undertake the process.

The committee will lead the process to update the Master Plan. The process should incorporate the appropriate level of public involvement. Other aspects of the process shall be defined as well.

Implementation: **City Manager**, City Clerk

Timeframe: Mid Term

c. Deliver the update.

The updated Master Plan shall be presented to the Board of Zoning and Planning and City Council for adoption. The total process for completing and adopting the update should take less than 24 months.

Implementation: **City Manager**, City Clerk

Timeframe: Mid Term

E. Summary of Strategies

The recommended timeframes are as follows:

Immediate: 2013

Short Term:	2013 - 2015
Mid Term:	2016 - 2020
Long Term:	2021 - 2030
Ongoing:	Currently in progress and/or to be continued once initiated.

In cases where strategies have both “immediate” and, for example, “Short Term” timeframes for implementation, this indicates that the strategy will be initiated in 2013 but may not be completed until the 2013 - 2015 timeframe.

The governmental and non-governmental entities that will assist with implementation of particular strategies include the following (in alphabetical order):

- Board of Zoning & Planning
- Businesses
- Central Ohio Municipal Council
- Central Ohio Transit Authority
- City Council
- City Departments/Divisions:
 - City Attorney’s Office
 - City Clerk’s Office
 - City Manager’s Office
 - Clerk of Courts
 - Community & Economic Development Department
 - Finance & Administrative Services Department
 - Fire Division
 - Information Technology Department
 - Parks & Recreation Department
 - Police Division
 - Public Services Department
 - Senior Center Division
- Civic Organizations
- Upper Arlington Commission on Aging
- Community Improvement Corporation
- Cultural Arts Commission
- Franklin County Public Health
- Medical Advisory Board
- Mid-Ohio Regional Planning Commission
- Neighborhood Lighting Utility Board
- Ohio Department of Development
- Ohio Department of Transportation
- Property Owners
- Upper Arlington School District

- Upper Arlington Area Chamber of Commerce
- Upper Arlington Board of Building Standards
- Upper Arlington Library
- Upper Arlington Tree Commission

In some cases, a new entity may also be created to support plan implementation.

F. Update the Plan

The Comprehensive Plan is meant to be a flexible, living document that is constantly used and when necessary updated to reflect changing conditions and local priorities.

FOOTNOTE: Departments/agencies marked in **bold** within the strategies are designated as lead implementation departments/agencies.