AUGUST 2021

CITY OF UPPER ARLINGTON

ECONOMIC DEVELOPMENT BLUEPRINT

Boyette

Strategic Focuses

BUSINESS ATTRACTION & RETENTION

- Focus and expand business attraction activities
- Review and enhance incentive offerings
- Formalize Business Retention & Expansion (BR&E) Program
- Expand marketing/ communications activities

DEVELOPMENT/ REDEVELOPMENT

- Designate development/ redevelopment areas as City corridors or districts
- Continue to seek development/ redevelopment opportunities
- Innovate with developers

ENTREPRENEURSHIP/ INNOVATION

- Embrace and develop an entrepreneurial/ innovation support environment

LIVABILTY & SUSTAINABILITY

- Continue and enhance sustainability focus
- Promote and embrace Diversity, Equity & Inclusion (DEI)

Business Attraction & Retention

Strategy: Focus and expand business attraction activities

Action Item: Identify and focus efforts on targeted office sectors

Corporate/Regional Headquarters and Back Office

FINANCE & INSURANCE

Investment, Brokerage and Portfolio Management

HEALTHCARE/MEDICAL

Medical Offices/Facilities (such as doctor's offices, dentist, nursing homes, assisted living facilities, etc.)

IT/SOFTWARE

Software Development, IT Services, Colocation Data Centers

BUSINESS SERVICES

Professional Services (Management, Legal, Architectural, Accounting, etc.)

Business Attraction & Retention

Action Item: Identify and participate in One Columbus marketing trips and events

Action Item: Schedule quarterly lunches with targeted commercial brokers and developers

Action Item: Explore hiring a retail consultant

Action Item: Consider need for purchase of a Customer Relationship Management (CRM) System

Business Attraction & Retention

Strategy: Review and enhance incentives offerings

Action Item: Understand and evaluate competitiveness of existing incentives

- **UA Real Property Tax Abatement Program**
  - Another name for the CRA and Enterprise Zone Program
  - Provides for enhanced **abatements** for up to **100 percent for up to 15 years** for projects within targeted office sectors that meet certain job, wage and investment requirements, as well as increase City tax revenues
- **UA Job Creation Grant or Refundable Credit**
  - Provide reimbursement of payroll withholdings paid for a certain number of years tied to jobs (new or retained), wages and investment requirements, as well as increased City tax revenues
  - Set up to be performance-based with clawback provisions
- **UA Infrastructure Fund**
  - Will provide road, utility and other public improvements using TIF or other revenues for certain high-impact projects

Business Attraction & Retention

Action Item: Understand and evaluate competitiveness of existing incentives (contd.)

- **UA Sustainable Building Incentive**
  - Provides an extended property tax abatement and/or potentially discounted building permit fees for developers that meet LEED or other sustainable building requirements to encourage more sustainable construction in UA
- **Land Acquisition**
  - Continue to offer for certain high-impact projects
- **Corridor Enhancement Program**
  - Provides **grants or no-cost financing** to building owners and commercial tenants
  - Grants should be used for building facades, streetscapes and improving ADA accessibility with eligibility for retail, office and commercial facilities in UA

Action Item: Conduct impact analysis for each project receiving incentives

Action Item: Create incentives policy and detailed program guidelines

Business Attraction & Retention

Strategy: Formalize Office Business Retention & Expansion (BRE) Program

Action Item: Develop guidelines for Office BRE program and conduct annual visits

Action Item: Create an Existing Office Business Rapid Response Team

Action Item: Consider hosting an annual Existing Office Business Breakfast

Business Attraction & Retention

Strategy: Expand marketing/communications activities

Action Item: Increase awareness of UA among key economic development partners

Action Item: Host local events for economic development partners

Action Item: Create a more robust economic development website

Action Item: Enhance social media presence

Action Item: Provide detailed facts to the public related to economic development projects

Action Item: Consider increasing economic development marketing support over time

Development/Redevelopment

Strategy: Consider designating development/redevelopment areas as City corridors or districts

Action Item: Explore Identifying and marketing corridors or districts

- Kingsdale/Tremont Mixed-Use Project
- Arlington Gateway Project/Lane Avenue Corridor
- Henderson Road Corridor
- Riverside Drive
- Mallway

Development/Redevelopment

Strategy: Continue to seek development/redevelopment opportunities

Action Item: Seek redevelopment opportunities for The Shops on Lane Avenue and Lane Avenue per the Lane Avenue Corridor Framework Plan

Action Item: Create a map highlighting retail/entertainment on Lane Avenue

Action Item: Explore ways to connect The Shops on Lane Avenue and Arlington Gateway

Action Item: Pursue a more comprehensive redevelopment strategy on Henderson Road

Action Item: Pursue development of a boutique or more full-service hotel

Development/Redevelopment

Strategy: Continue to seek development/redevelopment opportunities (contd.)

Action Item: Focus specifically on attracting a brewery and/or distillery

Action Item: Aggressively pursue redevelopment of former AOL/Time Warner/CompuServe site

Action Item: Enhance connections to recreational amenities bordering UA on Riverside Drive

Action Item: Continue to enhance connections and improve office space on Riverside Drive

Development/Redevelopment

Strategy: Innovate with Developers

Action Item: Consider future public-private partnerships with developers

Action Item: Continue to support higher density projects

Entrepreneurship/Innovation

Strategy: Embrace and develop an entrepreneurial/innovation support environment

Action Item: Develop partnership with OSU

Action Item: Explore creation of the UA Venture Center

Action Item: Create the UA Angel Investors Fund

Action Item: Enhance public school educational programs focused on entrepreneurship

Action Item: Explore creation of a new position with UA ED primarily focused on the entrepreneurial ecosystem and working with startup companies

Livability & Sustainability

Strategy: Continue and enhance sustainability focus

Action Item: Understand and market sustainable assets

Action Item: Continue to develop bike paths and trail systems

Action Item: Continue to address mobility challenges

Livability & Sustainability

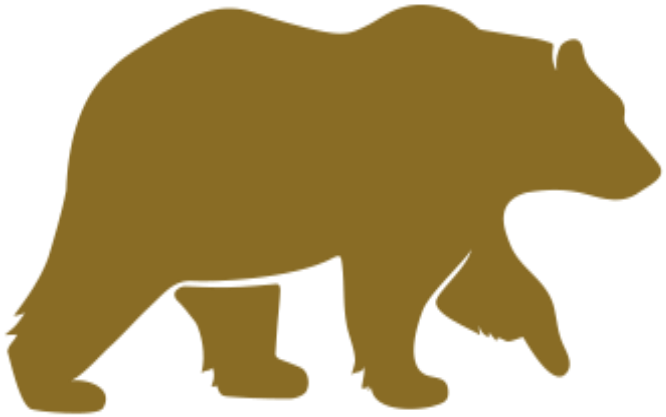
Strategy: Promote and embrace Diversity, Equity & Inclusion (DE&I)

Action Item: Ensure the Community Relations Committee attends to issues of DE&I within the business community

Action Item: Support locally-owned minority business

STAKEHOLDER ENGAGEMENT

"Upper Arlington needs to become a more modern community. Right now, we are Ozzie and Harriet, but we need to be more like Modern Family."



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