

Columbus, Ohio



North High Street Corridor - Clintonville

Market Study and Action Plan

Prepared and Assembled by
Main Street Connections, LLC

In Association with
**Kinzelman Kline Gossman
Boulevard Strategies**

In Cooperation with
**The City of Columbus, Department of Trade and Development
The Clintonville Area Chamber of Commerce**



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North High Street Corridor/Clintonville

Market Study and Action Plan

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North High Street Corridor/Clintonville

Market Strategy and Action Plan

EXECUTIVE SUMMARY

I. Project Background

The five-mile square area that would eventually contain Clintonville was surveyed as part of the 1796 U.S. Military District and named Clinton Township. Large tracts of land were given to Revolutionary War veterans and quickly divided into smaller parcels for settlers who began to arrive in the first two decades of the nineteenth century. The beginnings of an urban neighborhood were formed in the 1840's with a concentration of businesses to serve area farmers located in the vicinity of what is now known as Oakland Park Avenue and High Street.

Residential development generally proceeded northward from the urban center of Columbus as transportation and schools became available. In 1870, the city limit of Columbus touched Arcadia Avenue, generally considered to be the southern boundary of Clintonville. By 1910, the city limit was up to Oakland Park Avenue and eventually reached Chase Road, the southern boundary of Worthington, in 1956.

In the 1960's and 1970's, the post-World War II housing boom spread well beyond Clintonville. New freeways and large shopping centers were constructed at the edges of the metropolitan area. It became increasingly difficult for neighborhood stores to compete with the wide selection and low prices offered in many of these centers. For a time, even the residential neighborhoods seemed to be losing the competitive battle to new housing developments on the fringe.

As development has spread further from the center of Columbus and brought with it congestion and greater travel distances, Clintonville has once again become a popular area of the city in which to live. For many people, its charming older homes, tree-lined neighborhood streets, and numerous parks and ravines offer an appealing alternative to the impersonal neighborhoods with no sidewalks, no front porches and no stores within walking distance that represent much of what has arisen in suburban areas.

Unfortunately, Clintonville's commercial corridors along High Street and Indianola Avenue have not experienced the same recovery. Indianola, especially, continues to suffer from dilapidated commercial structures and high vacancy rates. High Street, the primary commercial corridor of Clintonville, suffers from its four-mile length, lack of an identifiable center, inconsistent and often suburban development patterns and insensitive zoning.

The city of Columbus, in cooperation with the Clintonville Area Chamber of Commerce, solicited proposals recently from qualified firms to develop a market strategy and action plan for the North High Street Corridor in the area of north Columbus known as Clintonville. To speed the planning process and encourage more creativity and community input, the city's Department of Trade and Development decided to try a new approach for this project that combined community focus group interviews, detailed market analysis, a day long work session with a panel of local experts and strategic urban planning. Main Street Connections, LLC, in association with Kinzelman Kline Gossman and Boulevard Strategies, was selected to lead the process and develop final recommendations, incorporating input from the focus groups and the expert panel, for the revitalization of the commercial corridor.

Included in this Executive Summary are an overview of the focus group findings, summary of the market analysis for the Clintonville/High Street Corridor market analysis, description of the recommendations arising from the panel session with local experts, and Main Street Connections' supplemental recommendations for the revitalization of the North High Street Corridor. The full report follows this summary.

II. Overview Of Focus Group Findings

During two group sessions held in August of 1999, residents, property owners, and officials from the Clintonville Chamber of Commerce, Clintonville Area Commission, City of Columbus, Clintonville churches and schools identified the Clintonville community's strengths and weaknesses as well as the opportunities and threats that face the area. Each attribute or issue was ranked in accordance with the number of times it was identified as being one of the most significant attributes or issues for the Clintonville community. The characteristics most often identified are listed below.

Strengths:

1. Well-Educated, Involved, Active Citizens
2. Strong Residential Building Stock (i.e. Quality, Character, and Value)
3. Residential Stability
4. Ideal Location (i.e. Proximity to Downtown, Health Care Facilities, etc.)

Weaknesses:

1. Unmet Shopping Needs
2. Scattered, Disconnected Business District that Lacks Identity
3. Parking Problems
4. Exploitive and/or Absentee Landlords
5. Vacant and Poorly Maintained Properties

Opportunities:

1. Unmet Shopping Needs
2. Vacant Areas' Redevelopment Potential (i.e. Graceland, Indianola, etc.)
3. Increased Transportation Possibilities
4. Morse-Bethel Connector
5. Anticipated High Street Improvements

Threats:

1. Perception or Reality of Urban Problems
2. Lack of Actionable Plan (i.e. Lack of a Development Entity or Manager)
3. Absentee Landowners
4. Continued Delay in Resolution of Morse-Bethel/Graceland Issue

III. Summary Of Market Analysis

- Clintonville merchants on average, draw the majority of their customers from outside of the Clintonville District itself. A Regional Trade Area, defined for the purposes of this study is bounded by:
 - State Route 161 to the north
 - Interstate 71 to the east
 - Lane Avenue to the south
 - Kenny and Linworth Roads to the west
- Clintonville merchants also draw from other areas of Greater Columbus that share similar lifestyle characteristics such as Grandview, Victorian and Italian Villages, Worthington, Upper Arlington, Bexley, German Village, Northwest Columbus, The University District, and other upscale/urban neighborhoods.
- The Clintonville District has a current estimated population of 24,636 persons in 11,498 households while the Regional Trade Area for Clintonville retailers consists of an estimated 75,629 persons in 34,884 households. Both consist of small household sizes and both are experiencing flat to slow growth.
- Compared to Franklin County benchmarks, the Regional Trade Area and Clintonville itself have lower proportions of children ages 5-17 and higher proportions of seniors.
- Both the Clintonville District and the Regional Trade Area are very white collar with high levels of education (about half of adults have a college degree) and large percentages of professional and technical occupations.

- Clintonville is one of the most affluent sections of Columbus and ranks well above Franklin County standards in terms of average and median household incomes. Its 1998 median household income is \$51,587, twenty-seven percent above the Franklin County median of \$40,513. The Regional Trade Area's income distribution is more in line with Franklin County averages, perhaps reflecting the student-oriented neighborhoods south of Clintonville.
- Clintonville residents spent an estimated \$300 million on retail purchases in 1998. Above-average proportions of their retail dollars were spent on pharmacy and health and beauty aid items, cards and gifts, home furnishings, household goods, hardware and paint, women's apparel, men's apparel, jewelry, consumer electronics, books and magazines, sit-down restaurants and bars, and specialty foods and desserts.
- Residents of the Regional Trade Area spent an estimated \$750 million on retail purchases in 1998. Regional Trade Area households spent above-average proportions of their retail dollars on pharmacy and health and beauty aid items, cards and gifts, consumer electronics, sporting goods, books and magazines, compact discs and videotapes, sit-down restaurants and bars, movie theatres, and specialty foods and desserts

IV. Expert Panel Recommendations

The expert panel was asked to focus on six topic areas that ranged from market opportunities and strategies to organization, implementation, and funding issues. Following are the discussion topics along with summarized panel comments and recommendations.

A. Market Opportunities and Strategies

- Focus on retail and residential space versus office space.
- Protect existing office uses.
- Interrupt commercial strips with high density residential, if possible. Current property values are too high for new residential use.
- Create multiple and distinct retail districts or nodes with different tenant mixes, appearance, image, etc. Focus development efforts on these nodes first.
- Make the vicinity of High Street and North Broadway Clintonville's "town center."
- Make attracting quality restaurants a top priority because of their ability to serve as anchors that would attract other new retail uses. Currently a shortage of sit-down restaurants exists.
- Gain the ability to serve liquor in dining establishments. A big name restaurant may need to commit to a Clintonville location before the public can be convinced to change their views on strict liquor control.
- Possibly pursue the attraction of chain "big box" retail north of Morse Road.
- Add new stores to existing home related and antiques categories to create destination nodes.
- Contemporary chain specialty stores may be possible to attract at some point. However, attracting them would require property assemblage, image change and clear demonstration of success potential.
- The area needs entertainment destinations. Explore opportunities for alternative entertainment uses for existing properties within target districts, e.g. community theater.
- Focus first on creating a sense of place along the corridor then on merchant recruitment.
- Current store hours are too limited and should be expanded.

B. Physical Environment, Appearance, and Resources

- The recently enacted Urban Commercial Overlay District, which extends from Arcadia to Morse Road excluding the area in the vicinity of Whetstone Park, is a very positive first step. Within this district, any new development must be pedestrian-oriented with such things as 0-10' setback, first floor transparency and complementary design.

- Explore the potential for “urban-friendly” redevelopment of stores, including but not limited to Kroger and Big Bear, that would allow these stores’ redevelopment to complement surrounding store designs in areas such as uniform setbacks, rear parking, etc.
- Possibly augment the Urban Commercial Overlay District with a Design Review Panel.
- The High Street Improvement Project authorizes streetscape improvements on High Street from Arcadia Avenue north to Torrence Avenue. Future improvement plans along the Clintonville corridor should consider accomplishing the following tasks:
 - Either bury or relocate overhead wires along the entire corridor to improve its appearance.
 - Decisions regarding design objectives and solutions should be driven by the community.
 - See Topic 5, Transportation and Parking regarding traffic calming recommendations related to streetscape improvements.
- The city’s Historic Preservation Office has developed a proposal to create conservation districts where local neighborhoods would be able to identify specific environmental characteristics in order to maintain the general quality and appearance of their neighborhoods. This option should be explored.
- Limited lot sizes are an impediment to redevelopment that would, in many cases, require assemblage of multiple contiguous properties.
- Signage and amenities such as trash receptacles, benches, etc. are very limited and unattractive. They should be increased and enhanced.

C. Length, Disconnectedness and Lack of Identity along Corridor

- No physical sense of arrival exists upon entering Clintonville or areas of commercial concentration within it. This issue needs to be addressed with signage and design elements.
- Because the North High Street Corridor through Clintonville is four miles long, it is difficult, and perhaps inappropriate, to make encompassing observations or recommendations that would apply to the entire corridor.
- Opportunities exist to define, refine and enhance certain retail nodes/districts to establish clear destination areas within the commercial corridor with distinct identities. A focus should be made on four key nodes for maximum impact that would include a Town Center District (Torrence to Como), South Clintonville/North Campus District (Arcadia to just north of Olentangy Village), Beechwold District, and the Henderson/Cook Road District.

D. Relationship to Surrounding Neighborhoods and Communities

- Use streetscape and other physical improvements to create a stronger link to the North Columbus/campus area.
- Create stronger pedestrian and bicycle linkages between the Olentangy River corridor and High Street at key points by utilizing such tools as signage, bike lanes, bike paths, etc.
- Strengthen physical and visual connections to nearby destinations and amenities such as Olentangy Village and the five ravines that intersect with High Street along the corridor.
- Encourage pedestrian friendly enhancements along High Street to draw pedestrians from adjacent neighborhoods.
- See Topic 5, Transportation and Parking regarding suggested transit enhancements to encourage stronger linkages between downtown and Worthington through Clintonville.

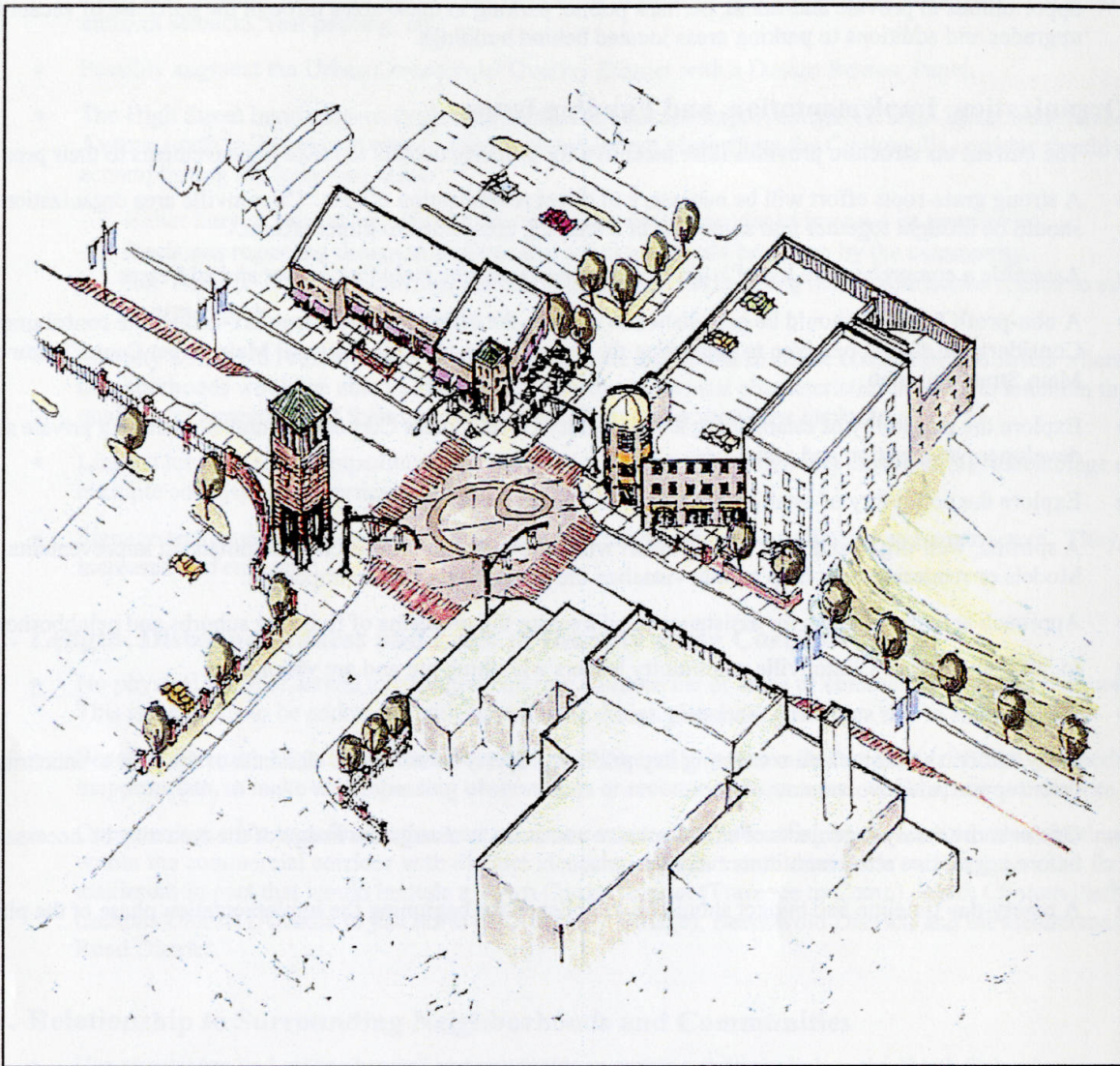
E. Transportation and Parking

- Vehicular traffic along High Street through Clintonville should be slowed through key districts using traffic calming techniques such as angled parking, boulevards, elimination of turn lanes, wider sidewalks, etc.
- Explore options such as a trolley or urban shuttle for guided transit along High Street between downtown and Worthington.

- Ample parking will be important to the success of proposed commercial districts. Identify and pursue opportunities to provide additional, perhaps public, parking in these areas through the purchase of vacant lots or upgrades and additions to parking areas located behind buildings.

F. Organization, Implementation, and Funding Issues

- The current tax structure provides little incentive for property owners to make improvements to their properties.
- A strong grass-roots effort will be necessary to direct revitalization efforts. Clintonville area organizations should be brought together into some sort of a steering committee to direct efforts.
- Assemble a comprehensive list of High Street property owners including names and addresses.
- A non-profit 501(c) 3 should be established to oversee the effort and encourage tax-deductible contributions. Consideration should be given to patterning the organization after the National Main Street Center's four-point Main Street Program.
- Explore the possibility of establishing a Community Development Corporation and encouraging private sector developer participation and assistance.
- Explore the possibility of establishing a Special Improvement District.
- A spirited, well-organized fund raising effort will be required to implement recommended improvements. Models or renderings that help people visualize the possibilities will be important.
- Approach area foundations for assistance in addressing the problems of first ring suburbs and neighborhoods.
- Identify and recruit Clintonville community leaders who think big and are visionaries.
- Use portions of this study as a marketing tool.
- Early efforts should include contacting key priority property owners with elements of the plan to encourage their support and involvement.
- One or more catalytic projects of sufficient size and scale to change the image of the area may be necessary before aggressive retail recruitment can take place.
- A ninety-day timeline and budget should be established for beginning the implementation phase of the plan.



North Broadway & High Intersection

V. Overview Of Recommended Action Plan

A. Introduction

The summary of the Recommended Action Plan that follows is based upon recommendations received from focus group and panel recipients, as well as Main Street Connections' experience, the experiences of other communities and the particular set of circumstances and opportunities identified through intensive local research. It is intended to serve as a road map for the future direction of the corridor. It is meant to be comprehensive yet flexible to adapt to community input and changing circumstances. Key objectives have been prioritized in general order of importance.

Following are Main Street Connections' recommended prioritized objectives for the comprehensive revitalization of Clintonville North High Street Corridor:

B. Put the necessary organization, funding and staffing in place to implement the plan.

- Establish a 501(c) 3 not-for-profit corporation as the new organizational structure for implementing the Recommended Action Plan.

- Pattern the not-for-profit organization after the National Trust for Historic Preservation's National Main Street Program that capitalizes on overlooked and underutilized assets, encourages imagination, sharpening of entrepreneurial skill, and strong participation by the private sector.
- Form a board of trustees for the new organization.
- Involve existing Clintonville area organizations.
- Establish and fund a three-year operating budget for the organization.
- Hire full-time staff to manage the organization and direct the implementation of the Recommended Action Plan.
- Establish a permanent office on High Street within the corridor for the Main Street Corporation.
- Initiate a public relations campaign for the purposes of keeping the community informed and building support and momentum for the revitalization effort.
- Eventually, consider establishing a Special Improvement District along portions of or all of the corridor to provide more permanent financing for some functions of the proposed organization.
- Consider establishing a separate Community Development Corporation to pursue specific redevelopment opportunities.

C. Create a strong sense of identification and entry into Clintonville and four targeted districts within the corridor.

- Create one or more unified destination retail and/or entertainment clusters or districts within the corridor.
- Develop and implement a comprehensive directional/way-finding signage program.
- Upgrade and sign the major entrances leading into Clintonville.

D. Identify and develop catalytic projects to demonstrate the viability of new restaurant and retail uses and the impact of appropriately designed and located facilities.

- To attract new restaurants, it will be essential that local resistance to liquor permit options be addressed.
- Explore potential alternative uses (i.e. community entertainment) for distinctive, historic buildings.
- Approach major property owners and retailers, especially Big Bear and Kroger, about the possibility of redeveloping their sites and stores to better complement their surroundings and encourage additional retail development.

E. Dramatically improve the appearance and vehicular and pedestrian access and flow of the North High Street Corridor.

- Establish a higher standard of maintenance, cleanliness, and design.
- Implement proposed streetscape improvements along the corridor.
- Extend Urban Commercial Overlay District
- Bury utility wires underground along the corridor or move them to alleys behind High Street buildings.
- Upgrade amenities such as trash receptacles and benches.
- Encourage building facade enhancements.
- Identify potential funding assistance and incentives.
- Possibly augment the Urban Commercial Overlay District with local design review.
- Consider creating a Conservation District.
- Extend the Urban Commercial Overlay District to the area from just north of Graceland Shopping Center to the southern boundary of Worthington.

- Introduce traffic calming techniques in designated target districts.
- Improve pedestrian access to and flow within the North High Street Corridor.
- Connect High Street to the Olentangy River bike path at strategic locations and encourage bicycles to venture onto High Street.
- Explore additional transit options.

F. Improve the perception and reality of ample, convenient and available parking, especially within target districts.

Parking is a top priority both because it was one of the biggest complaints of area merchants and community leaders interviewed for this report and because other initiatives to be recommended will depend upon satisfactory resolution of this problem.

- Improve parking availability by creating additional lots in target districts behind buildings or on the edges of each district. Improve existing parking lots that exist behind buildings.
- Initiate a positive promotional campaign to encourage corridor workers to reserve street front parking for shoppers and visitors.
- Install directional signage that guides visitors to public parking areas.
- Use decorative perimeter fencing and plantings to improve the image of off-street parking.

G. Gradually add appropriate new retail within designated target districts while strengthening existing retail.

- The attraction of restaurants should be a priority because of the demand for such establishments and their ability to serve as anchors.
- Antiques and home goods stores should be added to the already existing concentration of them in order to develop a regional destination for home furnishings.
- Specialized fashion retail would require a large critical mass to successfully execute because they are driven more by selection than by price or location.
- Recruitment efforts should be supplemented with the development of a marketing package, mailings to tenant prospects, and events such as franchise fairs.
- Existing retail should be strengthened by merchant seminars that deal with topics such as visual merchandising, window display, customer service, marketing/promotions, inventory control, etc.
- Increase local market penetration by expanding store hours of operation, engaging in joint promotions and marketing efforts, expanding Clintonville's special events, and developing promotions targeting area daytime workers.

H. Provide property owners with the tools and incentives to rehabilitate their historic buildings.

Property owners and developers often perceive that preservation is too expensive, especially in comparison to new construction. In actuality when historic preservation methods are properly understood and applied, such developments can actually cost less and earn a higher rate of return than new construction.

Clintonville is blessed with numerous beautiful and distinctive historic buildings, many of which are located on High Street. It also has the benefit of knowledgeable local preservation advocates that can be of immeasurable value in implementing the following recommendations.

- Conduct seminars for property owners regarding such issues as the alternative building code for older structures, historic tax credits, creative financing, etc.
- Create a package of incentives and assistance programs for High Street property owners that encourage upgrading and/or adaptive reuse of existing historic buildings.

- Develop a facade enhancement program that would be sponsored by the proposed Main Street organization to achieve dramatic improvements in the appearance of some sections of High Street.
- Utilize the Neighborhood Design Assistance Center to encourage appropriate building enhancements.
- Approach local financial institutions about the development of a low interest loan pool that would be utilized to finance the redevelopment of existing properties.
- Encourage appropriate infill projects that meet Urban Commercial Overlay Standards on select empty lots along the corridor.

VI. NEXT STEPS

- Hold organizational meeting for new 501(c)3 non-profit corporation to oversee plan implementation.
 - Invite representatives of Clintonville Area Commission, Clintonville Area Chamber of Commerce, other Clintonville-based community organizations, city of Columbus, leading property owners, businesses and residents
 - Identify and recruit leaders/officers
 - Identify existing 501(c) 3 to act as fiscal agent
 - Seek in-kind legal services to complete application process
- Establish three-year budget and initiate fund raising.
- Evaluate alternative approaches to zoning, liquor options, design review, etc.
- Prepare marketing materials for use in fund raising and tenant and developer recruitment.
- Approach existing and potential anchor retailers and restaurants regarding development opportunities, seek commitments, then use these commitments to gain approval of recommended zoning/liquor option changes.
- Design, fund and implement comprehensive signage program.
- Design, fund and implement physical enhancements to High Street/North Broadway retail district.

North High Street Corridor/Clintonville

Market Strategy and Action Plan

CURRENT SITUATION

I. Project Background

The five-mile square area that would eventually contain Clintonville was surveyed as part of the 1796 U.S. Military District and named Clinton Township. Large tracts of land were given to Revolutionary War veterans and quickly divided into smaller parcels for settlers who began to arrive in the first two decades of the nineteenth century. The beginnings of an urban neighborhood were formed in the 1840's with a concentration of businesses to serve area farmers located in the vicinity of what is now known as Oakland Park Avenue and High Street.

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The city of Columbus, in cooperation with the Clintonville Area Chamber of Commerce, solicited proposals recently from qualified firms to develop a market strategy and action plan for the North High Street Corridor in the area of north Columbus known as Clintonville. To speed the planning process and encourage more creativity and community input, the city's Department of Trade and Development decided to try a new approach for this project that combined community focus group interviews, detailed market analysis, and a day long work session with a panel of local experts. Main Street Connections, LLC, in association with Kinzelman Kline Gossman and Boulevard Strategies, was selected to lead the process and develop final recommendations, incorporating input from the focus groups and the expert panel, for the revitalization of the commercial corridor.

Included in this Final Report are results of the focus group interviews, maps and other information documenting current conditions, a detailed analysis of Clintonville's market, recommendations arising from the panel session with local experts, a strategic analysis of the commercial districts that should be targeted for focused redevelopment, and Main Street Connections' supplemental recommendations for the revitalization of the North High Street Corridor.

II. FOCUS GROUP FINDINGS

During two group sessions held in August, residents, property owners, and officials from the Clintonville Chamber of Commerce, Clintonville Area Commission, City of Columbus, Clintonville churches and schools identified the Clintonville community's strengths and weaknesses in addition to the opportunities and threats that face the area. Each attribute or issue was ranked in accordance with the number of times it was identified as being one of the most significant attributes or issues for the Clintonville community. Participants consistently identified specific attributes as being the most significant, although each of the four categories included twenty to thirty characteristics. The characteristics most often identified are listed below. The complete list of characteristics cited is summarized on the following four pages.

Strengths:

1. Well-Educated, Involved, Active Citizens
2. Strong Residential Building Stock (i.e. Quality, Character, and Value)
3. Residential Stability
4. Ideal Location (i.e. Proximity to Downtown, Health Care Facilities, etc.)

Weaknesses:

1. Unmet Shopping Needs
2. Scattered, Disconnected Business District that Lacks Identity
3. Parking Problems
4. Exploitive and/or Absentee Landlords
5. Vacant and Poorly Maintained Properties

Opportunities:

1. Unmet Shopping Needs
2. Vacant Areas' Redevelopment Potential (i.e. Graceland, Indianola, etc.)
3. Increased Transportation Possibilities
4. Morse-Bethel Connector
5. Anticipated High Street Improvements

Threats:

1. Perception or Reality of Urban Problems
2. Lack of Actionable Plan (i.e. Lack of a Development Entity or Manager)
3. Absentee Landowners
4. Continued Delay in Resolution of Morse-Bethel/Graceland Issue

A. Identified Strengths

- Community Involvement/Activism/Knowledgeable Citizens
- Housing Stock: Value, Quality, and Character
- Residential Stability and Pride in Home Ownership
- Residents' Above-Average Levels of Education and Income
- Strong Sense of Urban Community
- Close Proximity to OSU, Downtown/Metro Area, and Quality Health Care
- Strong Local Government/Area Commission
- Diversity of Culture/Religion (Religious Institutions, Community Theater, Whetstone Library, and Social Center)
- Natural Resources (River, Ravines, Parks, Trees)
- Adjacent Freeways (315/71)
- Reasonable Commercial Rental Opportunities
- Natural Community Boundaries/Geographic Urban Island

- Some Strong Specialty Retail Destinations
- Public Transit Accessibility
- Pedestrian Orientation of Neighborhoods
- Popular Housing Site for Metro-Wide Leaders
- Caring and Environmentally Aware Citizens
- Diverse Neighborhoods
- Awareness of High Street
- Recognized Identity
- Clintonville's Public and Private Schools
- Low Crime Rate
- Excellent Local Fire Service
- Street Grid Pattern
- Concentration of Antique Stores
- Historic Building Stock
- Existing Physical Infrastructure

B. Identified Weaknesses

- Unmet Shopping Needs
- Exploitive and/or Absentee Landlords for Rental Properties
- Parking Problems (Residential On-Street Parking, Lack of Front or Rear Parking, Lack of Enforcement)
- Scattered, Disconnected Business District
- Lack of Identity/Destination District
- Poor Perception of Public Schools
- Inability to Obtain Liquor Licenses
- Long length of Commercial Corridor
- Too Many Existing Second-Hand Stores and Used Car Lots
- Empty Storefronts, Vacant Lots, and Underutilized Space
- Dull and Uninteresting Building Facades
- Indianola Avenue's Negative Image
- High Density, Small Lots, Little Room for Expansion
- Uncertainty of Morse Road/Bethel Connector
- Vehicular Traffic: Speed and Congestion
- Poor High Street Walkability
- Lack of Transportation Options
- Underutilized River
- Inadequate Garbage Control and Graffiti on High Street
- Perceived Image of Urban Decay
- Aging Infrastructure

- Some Poorly Maintained Properties/Need for Nuisance Abatement
- Use of Residential Cut-Throughs
- Limited Social Services for Homeless People
- Lack of Recreational Activities for Youth
- Limited Efforts at Historic Preservation
- Inadequate Regulatory Controls
- Some Inappropriate Lighting and Signage
- Community Size
- Noise

C. Identified Opportunities

- Unmet Shopping Needs of Area Residents
- Potential for Graceland Redevelopment
- Vacant Parcels/Building Space Available for Creative Use
- Indianola Redevelopment Potential
- Potential for Inter-Urban and Light Rail Transportation
- Developing Pedestrian-Friendly Areas
- Morse-Bethel Connector Possibilities
- Anticipated High Street Improvements
- Election Year
- Current Visibility and Interest
- Available 2nd Floor Space for Residential Use
- Enhanced Public Input Through Technology
- Available Human and Organizational Resources
- Shortage of Daycare/Preschool Facilities
- Affordable Commercial Space
- Potential for Capitalizing on Olentangy Village
- Campus Partners' Efforts and Project Proximity
- Potential Redevelopment at Hudson/71
- Potential Opportunities for Hotel Development
- Home Ownership
- Existing Investor Interest
- Olentangy Bikeway

D. Identified Threats

- Perception/Reality of Urban Decay
- Lack of Actionable Plan
- Absentee Landowners

- Negative View of Columbus Public Schools
- Continued Delay in the Resolution of Morse-Bethel/Graceland Issue
- Competition from Surrounding Communities
- Inappropriate Building Destruction/Development
- Morse Road/Northland Demise
- Absence of Development Entity/High Street Manager
- Long Period of High Street Improvements
- Skepticism/Negativity/Apathy
- Continued Spread of Urban Decay
- Vulnerable/At-Risk Local Merchants
- Lack of Creativity
- Displacement of Neighbors
- Too Many/Too Little Regulatory Controls
- Lack of Momentum Behind Strategic Plan/Lack of Unity (Among Residents, Merchants, etc.)
- Vacant Commercial Lots
- Elitism/Wealth Perception
- Economic Downturn

North High Street Corridor/Clintonville

Market Strategy and Action Plan

MARKET ANALYSIS

I. Introduction

- Boulevard Strategies, a Columbus retail consulting group, provided an analysis of existing market conditions for commercial land uses along the North High Street corridor for the Market Study and Action Plan for the Clintonville/High Street Corridor. Boulevard Strategies completed the following research and analysis steps in accomplishing the retail and office market analysis:
 - Surveyed North High Street and the surrounding market to record observations and insights regarding business mix, traffic patterns, trade area boundaries, real estate and housing trends, and competitive market conditions.
 - Consulted various local agencies and secondary research resources for economic, real estate, demographic, lifestyle, and retail spending data.
 - Partnered with Welsh Companies to analyze the office market in Clintonville.
 - Surveyed merchants along North High Street about their businesses, market conditions, and strengths and weaknesses of the North High Street corridor.
 - Applied proprietary models to assess retail potential in the Clintonville regional trade area.

All observations herein are reliant upon, and inherently limited, by the nature and extent of these inputs.

II. Regional Overview

A. Greater Columbus Demographic Overview

- Franklin County, with a population of over 1 million persons in over 400,000 households, has grown steadily over the past twenty years or so. Its annual population growth rate, currently 0.7% per year, is decelerating. The Columbus Metropolitan Statistical Area (MSA) consists of Franklin, Fairfield, Licking, Delaware, Madison, and Pickaway Counties for a population of almost 1.5 million persons in nearly 600,000 households. The Columbus MSA is growing at a slightly faster pace than Franklin County as greater Columbus's population continues to sprawl out in all directions from the Interstate 270 loop. Both Franklin County and the Columbus MSA growth rates are outpacing State of Ohio trends and staying up with national growth rates. Delaware County to the north of Franklin County is the fastest growing county in the State of Ohio. Columbus is the 16th largest city and the 30th largest MSA in the United States.
- Columbus is a young city, demographically. The median age is 32.3 years, compared to 34.6 years for the general population. Over 80 percent of Columbus MSA residents have completed high school and 23 percent have college degrees.
- Columbus is a middle class family market (68% of its households are family households). Its median household and family incomes are slightly above the state and national medians and its per capita income is 10% above the national average. In spite of having fairly high incomes, Columbus remains a conservative market when spending retail dollars. Several upscale retailers from larger cities have failed to catch on in Columbus.

**POPULATION AND HOUSEHOLD TRENDS
GREATER COLUMBUS**

Population	Franklin County	Columbus MSA	Ohio	United States
1980 Census	869,132	1,214,298	10,797,630	226,545,805
1990 Census	961,437	1,345,450	10,847,115	248,709,873
1998 Estimated	1,024,720	1,482,958	11,245,293	270,221,502
2003 Projected	1,061,091	1,549,208	11,365,882	283,104,612
CAGR*, 1980-1990	1.0%	1.0%	0.1%	0.9%
CAGR, 1990-1998	0.8%	1.1%	0.4%	0.8%
CAGR, 1998-2003	0.7%	0.9%	0.2%	0.9%
Households				
1980 Census	329,566	439,254	3,888,679	80,389,592
1990 Census	378,723	513,498	4,087,546	91,947,410
1998 Estimated	416,645	577,780	4,326,264	101,102,128
2003 Projected	437,898	610,577	4,424,358	106,772,786
CAGR, 1980-1990	1.4%	1.6%	0.5%	1.3%
CAGR, 1990-1998	1.2%	1.3%	0.6%	1.1%
CAGR, 1998-2003	1.0%	1.1%	0.4%	1.0%
1998 Avg. HH Size	2.43	2.50	2.55	2.61
% Family Households	62%	66%	69%	69%
*Compound Annual Growth Rate				
SOURCE: U.S. Census Bureau, CACI, and Boulevard Strategies				

- The Columbus MSA, like the rest of the nation, in general, is becoming more racially diverse. Its non-white population increased from 12% to 15% between 1990 and 1998. Clintonville is 97% white.
- Greater Columbus has a highly mobile population. In a 1997 American Communities Survey of Franklin County households conducted by the U.S. Census Bureau, only 52% of Franklin County residents were living in the same place as they were five years ago in 1992.
- Over eight percent of all employed persons (82% in Franklin County drive to work alone). Only twelve percent carpool or use public transportation (down from 12% in 1990.)

**KEY DEMOGRAPHIC CHARACTERISTICS
GREATER COLUMBUS**

MSA Household Income Distribution, 1996

% Family Households

Less Than \$25,000	40%	50
\$25,000-\$49,999	36%	73
\$50,000-\$74,000	15%	88
\$75,000-\$99,999	5%	89
\$100,000 or More	4%	89
Total	100%	68
 Median Household Income, 1996	 \$30,739	 \$36,447 (Families)
 Per Capita Income, 1996	 \$22,047	 \$19,733 (U.S.)

MSA Persons By Race, 1996

MSA Persons By Age, 1996

White	85%	0-4 Years	7%
African American	13%	5-17 Years	27%
Asian & Pacific Islander	2%	18-24 Years	11%
Total	100%	25-44 Years	30%
		45-64 Years	16%
		65 Years +	9%
		Total	100%

SOURCES: Ohio Department of Development, Greater Columbus Chamber of Commerce and Boulevard Strategies.

- According to a recent study by the U.S. Census Bureau, Columbus has been building 38.6 housing units for every 1,000 residents since 1993, second fastest in the Midwest to Indianapolis, and 18th out of 54 national markets. However, few new homes priced under \$125,000 are being built. Lack of affordable housing impacts many of Columbus's economic development issues, such as traffic congestion caused by long commutes and labor shortages.
- Instead, homes in the \$125,000-\$175,000 range move most quickly in the Greater Columbus market. Southern Delaware County, Pickerington, Hilliard, Dublin, and New Albany are the communities that new houses are selling fastest. Turnover of resale homes has also picked up, particularly in the \$100,000-\$150,000 range. Within the City of Columbus, the average reappraisal for residential properties rose to \$72,668 in 1999, a 16% increase since 1996. Market wide, the average Greater Columbus home sells for \$122,100. Housing prices on the north side of Columbus run about 25% higher than the overall city average.
- Columbus's housing supply consists of about 58% owner-occupied units and 42% rental units. However, a higher proportion of single-family homes are being built in recent years, rising from 62% of all new housing permits to 67% of all residential permits in 1999. Rising apartment vacancies and tougher zoning hurdles, including impact fees have slowed down multi-family construction.

SELECTED HOUSING TRENDS

GREATER COLUMBUS

Residential Permits Issued, Columbus MSA

	Single Family	Multi-Family	Total
1996	7,386 (62%)	4,502 (38%)	11,888 (100%)
1997	6,483 (64%)	3,701 (36%)	10,184 (100%)
1998	7,396 (67%)	3,671 (33%)	11,067 (100%)

New Home Sales, 1998

Price Range	Columbus	North
	MSA	Columbus
\$100,000-\$139,999	39%	13%
\$140,000-\$179,999	24%	25%
\$180,000-\$224,999	18%	29%
\$225,000-\$299,999	12%	21%
\$300,000 +	7%	12%
Total	100%	100%
Median Sales Price	\$157,000	\$196,000

Units In Structure, Franklin County, 1998

Single Units Detached	55%
Single Unit Attached	7%
2 to 9 Units	24%
10 or More Units	13%
Mobile Homes	1%
Total	100%

Age of Structure, Franklin County, 1998

Less Than 2 Years	1%
2 to 9 Years	13%
10-19 Years	15%
20-39 Years	36%
40 Years or More	35%
Total	100%

Occupancy and Tenure, Franklin County, 1998

	% to Total	% Vacant Units
Owner-Occupied Housing	57.6	1.2
Renter-Occupied Housing	42.4	7.6

Length of Current Residence, Franklin County

Less Than 2 Years	33%
2 to 9 Years	38%
10 to 19 Years	13%
20 Years or More	16%
Total	100%

SOURCES: Columbus Board of Realtors, Mid-Ohio Regional Planning Council, 1998 Communities Survey, The Danter Company and Boulevard Strategies

B. Greater Columbus Economic Overview

- Columbus has a balanced economy with major employers in all industry sectors, as shown in the following exhibit. Its central location and status as state capitol of Ohio, has attracted and retained companies such as Nationwide Insurance, The Limited, Wendy's, AEP, Lucent Technologies, Honda, and others. At the same time, central Ohio has many dynamic small companies such as Ross Youngs' Univenture, Inc., Nancy Kramer's Resource Marketing, and Cameron Mitchell's restaurant company.
- The Columbus MSA is the location of several institutions of higher learning, including Ohio State University, Otterbein College, Ohio Wesleyan University, Dennison College, Capital University, Franklin University, Columbus State Community College, and others. In the Columbus MSA, there are 47 school districts serving more than 230,000 students in kindergarten through twelfth grade. In addition, there are about forty private schools. The largest public school district is Columbus Public Schools with an enrollment of 63,400. It has had its share of problems in recent years with poor, but improving, test scores, contentious labor negotiations, and changes in leadership.

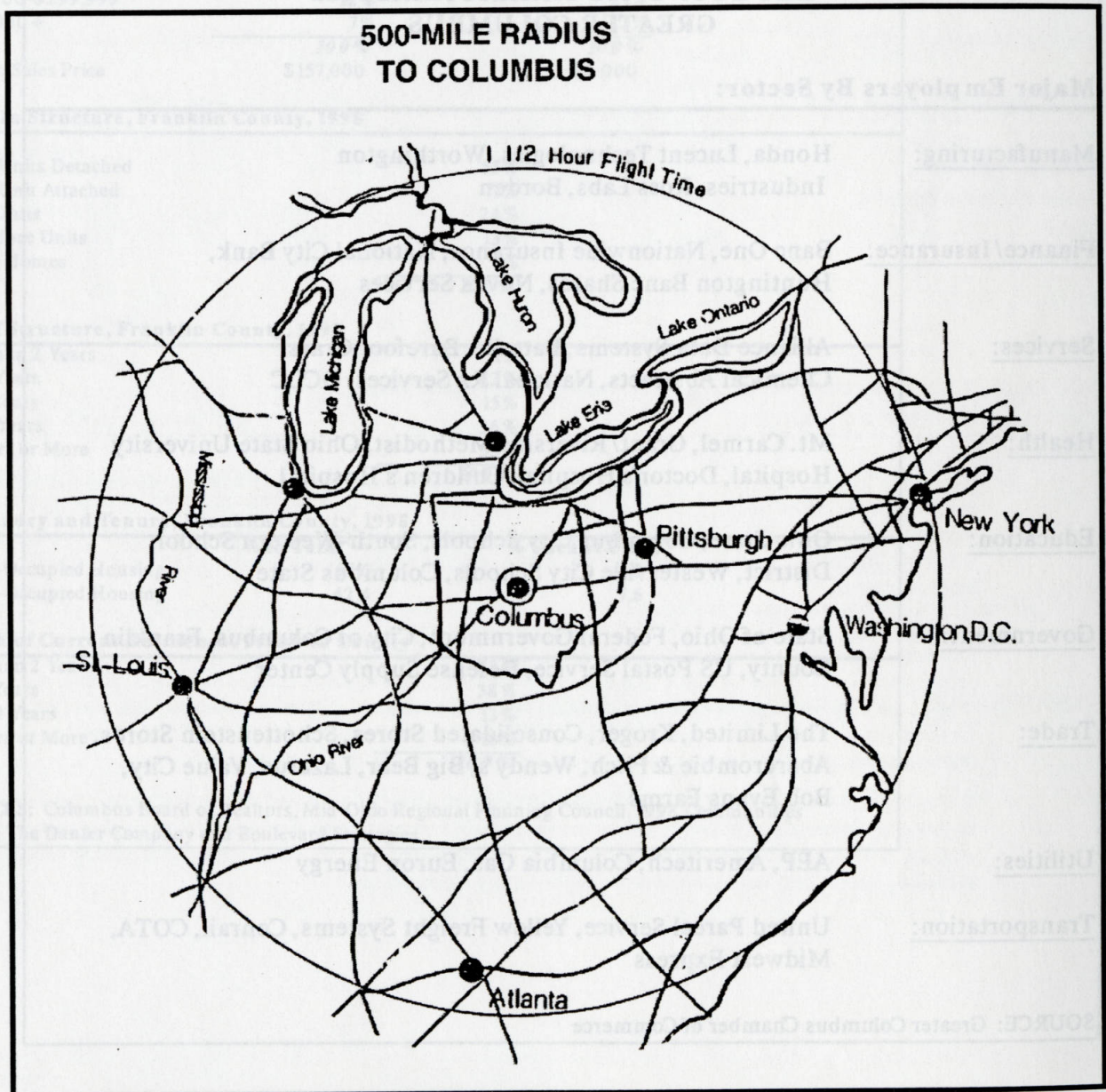
KEY ECONOMIC CHARACTERISTICS GREATER COLUMBUS

Major Employers By Sector:

<u>Manufacturing:</u>	Honda, Lucent Technologies, Worthington Industries, Ross Labs, Borden
<u>Finance/Insurance:</u>	Banc One, Nationwide Insurance, National City Bank, Huntington Banc Shares, Novus Services
<u>Services:</u>	Alliance Data Systems, Battelle, Barefoot Grass, Chemical Abstracts, National Rx Services, OCLC
<u>Health:</u>	Mt. Carmel, Grant/Riverside Methodist, Ohio State University Hospital, Doctor's Hospital, Children's Hospital
<u>Education:</u>	Ohio State, Columbus City Schools, South-Western School District, Westerville City Schools, Columbus State
<u>Government:</u>	State of Ohio, Federal Government, City of Columbus, Franklin County, US Postal Service, Defense Supply Center
<u>Trade:</u>	The Limited, Kroger, Consolidated Stores, Schottenstein Stores, Abercrombie & Fitch, Wendy's, Big Bear, Lazarus, Value City, Bob Evans Farms
<u>Utilities:</u>	AEP, Ameritech, Columbia Gas, Euron Energy
<u>Transportation:</u>	United Parcel Service, Yellow Freight Systems, Conrail, COTA, Midwest Express

SOURCE: Greater Columbus Chamber of Commerce

- Located within 500 miles of New York City, Atlanta, St. Louis, and Chicago, Greater Columbus has become a distribution hub for the Midwest. In 1997, more than 324 million tons of airfreight moved through Central Ohio. About 75% of that moved through Rickenbacker International Airport. The airport is situated on 5,000 acres (2,000 undeveloped) with two parallel 12,000 foot runways and has 7 million square feet of warehouse space. It has a 24-hour customs service and a Foreign Trade Zone designation. The region is served by 140 million square feet of warehouse and distribution facilities, including Kraft Foods, The Limited, Spiegel, Eddie Bauer, The Gap, Goodyear, and JC Penny. Port Columbus served 6.5 million passengers through 23 commercial airlines in 1997. It is undergoing physical expansion and improvements to accommodate demand for nonstop service to more destinations. Locally, traffic congestion has been exacerbated by new highway construction and expansion. The Central Ohio Transit Authority seeks a levy renewal in November.
- Greater Columbus's largest economic sectors are service producing industries such as Services, Trade, Government, and Financial/Insurance/ Real Estate. It has been adding about 20,000 new jobs per year. This is forecast to decelerate to 10,000 new jobs per year as employment growth outstrips population growth.
- One of Columbus's major economic development initiatives is to encourage entrepreneurship, particularly in high tech, growth industries. Since 1993, Columbus entrepreneurs have started about 4,500-5,000 new businesses each year.



- The Columbus MSA has one of the lowest unemployment rates in the nation, dipping to 2.5% in 1998. It is experiencing a labor shortage both in terms of entry-level workers as well as higher level skilled workers. A number of workforce development efforts are under way, including these by the Greater Columbus Chamber of Commerce, which has set this issue as its No. 1 priority. The Chamber is working with government, business, and education officials to match skills, people, jobs, and housing.
- Compared to average American city, the cost of living in Columbus is about 2.4% higher. This is due in large part to utility costs that are 20.6% higher than average. Ohio is undergoing deregulation of its utility industries.
- Another key economic development trend in Central Ohio is regionalism. Most central Ohio communities now have economic development specialists and/or chambers of commerce. Tools such as tax abatements, tax increment financing, and community improvement corporations are used to compete for jobs with other communities near and far. At the same time, the Mid-Ohio Development Exchange (MODE) has been successful in promoting cooperation among Central Ohio communities on projects and initiatives that will benefit all.

KEY ECONOMIC CHARACTERISTICS

GREATER COLUMBUS

Employment Trends By Industrial Sector, 1994-2005, Columbus MSA

000's of Employees	1994	1998	2005	CAGR** 1994- 2005	1996 Business Establishments
	Historical	Most Recent Available	(00.00 Projection)		
Construction	29.8	38.0	35.4	1.7%	3,332 (9%)
Infrastructure	32.8	36.0	38.8	1.7%	1,377 (4%)
Manufacturing	92.0	94.0	89.8	-0.2%	1,706 (5%)
Trade	199.7	216.0	244.3	2.2%	11,105 (31%)
Services	204.9	424.0	285.1	3.6%	13,524 (38%)
F/I/RE	63.2	73.0	73.8	1.5%	3,906 (11%)
Government	132.8	138.0	139.5	0.5%	N/A
Total	755.2	837.0	906.7	1.6%	35,862* (100%)

Components of Business Changes (1992-1996), Columbus MSA

	1992	1993	1994	1995	1996
	Business Starts	3,706	4,558	4,869	4,708
Business Terminations	3,217	3,425	3,824	3,594	3,557
Net Change	489	1,133	1,045	1,114	1,111
MSA Unemployment Rate	3.9%	3.1%	3.1%	3.0%	2.5%
Ohio Unemployment Rate	5.5%	4.8%	4.9%	4.3%	4.1%

ACCRA Cost of Living Index

Grocery	98.9
Housing	105.5
Utilities	120.6
Transportation	101.2
Health Care	91.1
Retail	99.4
Composite	102.4

*Also includes 650 agricultural enterprises, 93 mining companies, and 169 unclassified establishments

SOURCES: Ohio Bureau of Employment Statistics, Ohio Department of Development, American Chamber of Commerce, Research Association, and Greater Columbus Chamber of Commerce

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- One such activity is marketing. Recent surveys show the Columbus does not have much of an image nationally other than, perhaps, Ohio State football. Efforts are underway to raise Columbus's profile. Columbus Blue Jackets National League Hockey franchise also, which takes the ice in Nationwide Arena in a few months should help. The Arena District will strengthen downtown's northern edge.
- Moving forward, Columbus's sustained growth and presence of professional and technical employees should allow it to compete for jobs in growing high tech industries, such as information services, software development, medical technologies, pharmaceuticals, publishing, insurance, and research. In spite of its rich information resources (Ohio State, Battelle, Chemical Abstracts, an outstanding public library system, etc.), Columbus has yet to become a recognized leader in high tech circles.

C. Greater Columbus Retail Market Overview

- The retail market in Greater Columbus is undergoing the greatest upheaval in its history. New mall projects are replacing City Center and Northland as the region's premier shopping centers. Big box national chains are locating in brand new centers and bigger freestanding boxes are shadowing sprawling suburban subdivisions.
- Meanwhile, older centers along aging retail corridors (Morse Road, South Hamilton Road, West Broad Street, Route 161) and local chains (Sun TV) are in decline. Eleven million square feet of shopping square footage will be built in the 1990's in Greater Columbus versus 9 million in the 1980's and 4 million in the 1970's.
- Compared to other midwestern markets, Columbus is under-malled but over-stripped. That is, Columbus has only 4.1 square feet of enclosed mall space per capita versus 6.2 in Cleveland and 5.0 in Cincinnati. However, Columbus will leap to 6.0 square feet of mall space per capita in a few years if malls at Polaris and Easton are completed.

GREATER COLUMBUS SHOPPING CENTER SUMMARY, 1999				
<u>Zone</u>	<u>Centers Over 30,000 Sq. Ft.</u>	<u>Shopping Center Sq. Ft.</u>	<u>Median Year Opened</u>	<u>Shopping Center Sq. Ft. Per Capital</u>
Franklin County				
Northeast	44	7.8 million	1980	41
East	43	6.6 million	1977	27
Central	12	2.5 million	1975	11
Northwest	49	8.2 million	1986	34
West	21	4.3 million	1970	22
Subtotal	169	29.4 million	1980	27
Delaware/ Licking County	16	3.1 million	1990	13
Pickaway/ Fairfield/ Madison County	14	2.1 million	1984	10
Total	199	34.6 million	1981	23

- Greater Columbus has 18.5 square feet of strip center space per capita, or 16% more than the U.S. average. Strip center development has been driven by superstore competition in nearly every conceivable merchandise category, even pet food. Superstores offer a dominant assortment in a focused product category or group of related categories, at low prices in high tech stores that are several times larger than the conventional format in their respective merchandise lines. Each chain is racing to beat the competition, as the market will only allow for one or two winners per category. They are opening brand new stores and leaving behind older, smaller locations. These dynamics are causing tremendous turmoil in the local shopping center industry even as the retail industry grows, in aggregate.

IS THE COLUMBUS MARKET OVERSTRIPPED?

Columbus Strip/Specialty Center Space

1999 Square Footage:	27.8 million
1999 Supportable Square Footage:*	<u>23.9 million</u>
1999 Unsupportable Square Footage:(16% Above U.S. Average)	3.9 million
1999 Average Strip/ Specialty Center Size	150,000 Sq. Ft.

Columbus Has About 25 More Strip Shopping Centers Than It Needs

*Based on national average of 15.9 square feet of non-enclosed shopping center space per capita in 1999

SOURCES: National Research Bureau and Boulevard Strategies

- The fastest growing segment of Columbus retailing currently is dining and entertainment. The number of upscale restaurants (i.e., those accepting credit cards) increased by 27% and the number of movie screens increased by 45% between 1993 and 1998. Meanwhile, the Greater Columbus population grew by only 5% in the same time period. Even more, however, are on the way. Easton Town Center recently opened and features more than 100 unique retail concepts, restaurants, and entertainment venues oriented toward leisure time activities, including a 30-screen Planet Movies cinema/restaurant complex. A planned mall at Polaris will include significant dining and entertainment components as well. New dining and entertainment districts are also being planned in the Arena and University Districts as spin-offs to new arenas. Other strong growing entertaining/dining clusters are found in the Short North and the Convention Center District, the Brewery District, Crosswoods, North Hamilton Road, Olentangy River Road, and Mill Run.
- Changes at the ownership level are also impacting the mature strip center development business. Real estate investment trusts are buying community grocery-anchored centers in stable locations throughout Columbus. The transfer of shopping center properties to new owners totaled almost \$300 million in 1998, according to Lorms & Belfrage Inc., a local real estate appraisal company. On another front, Columbus's two strip center titans, The Don M. Casto Organizations and R.J. Solove & Associates have formed a new company called Columbus Realty which has a portfolio of 35 local shopping centers totaling 15 million square feet of space, mostly in the Greater Columbus area.

ARE WE HAVING TOO MUCH FUN?

	<u>Upscale Restaurants*</u>	<u>Movie Screens</u>	<u>Population**</u>
1993	322	157	1.07 million
1998	408	227	1.12 million
% Change (1993-1998)	27%	45%	5%

*Restaurants that accept American Express, Diners Club, or other dining/entertainment credit cards

**Franklin and Delaware Counties

SOURCE: Columbus Monthly Guide to Dining, 1998 and 1993, Columbus Dispatch moving listings, Ohio Department of Development, and Boulevard Strategies

D. Greater Columbus Office Market Overview

- Columbus has one of the lowest vacancy rates among the top 100 U.S. office markets, according to the National Association of Industrial and Office Properties (NAIOP). Lease rates downtown averaged \$18 to \$27 per square foot for Class A space and \$18 to \$22 per square foot for Call A space in the suburbs, up slightly from 1997. Class B rents range from \$13.50 to \$18.00 per square foot. Overall, Columbus has a net absorption of 1.4 million square feet in 1998. If that rate continues, the city has less than a year's available inventory remaining. About 2.1 million square feet of new office space is under construction this year. Much of the activity downtown is being sparked by the development of Nationwide Arena, COSI's new facility, plans for Whittier Peninsula and other work along the riverfront. Suburban activity is strongest in Dublin (especially, surrounding Tuttle Crossing), Gahanna, Westerville (Polaris), New Albany, and Easton in northeast Columbus.
- It is currently a landlord's market – vacancy rates are low and rents are stable. But the pendulum may swing back as new construction outpaces absorption in upcoming years. Key trends include an increase in average tenant size, more employees per square foot, taller buildings, adaptive re-use projects in mature locations and more on-site parking. In buildings of 40,000 square feet or more, Columbus has a vacancy rate of 6.5% for Class A space and 9.8% for Class B space.
- Clintonville is in the Suburban North submarket. As shown in the following exhibit, the Suburban North submarket is the second largest office submarket in Greater Columbus with 39 buildings of 40,000 square feet or more, totaling 3.6 million square feet. This submarket includes Polaris, Worthington, and the remainder of North High Street down to the Central Business District in addition to Clintonville. Net absorption has been flat so far this year in the Suburban North market as the current vacancy rate is about 8 to 9%.

GREATER COLUMBUS MARKET OFFICE TRENDS

1996-1999

1999 Mid Year Total				Annual Net Absorption			
Submarket	# Buildings*	Base Sq. Ft.	Vacancy Rate	1996	1997	1998	1999
Downtown A	9	3,400,000	6.3%	(34,000)	25,000	141,000	(7,000)
Downtown B	11	3,000,000	3.7%	92,000	12,000	99,000	(28,000)
Suburban NE	28	2,900,000	11.2%	250,000	317,000	682,000	201,000
Suburban N	39	3,600,000	8.7%	49,000	124,000	316,000	(4,000)
Suburban NW	52	5,000,000	7.6%	528,000	124,000	442,000	421,000
Columbus Market	139	17,900,000	6.5%	885,000	602,000	1,680,000	584,000

*Multi-tenant buildings of 40,000 square feet or more

SOURCE: Welsh Companies C14

III. CLINTONVILLE RETAIL MARKET ANALYSIS

A. Retail Demand Analysis

1. Trade Area Definition

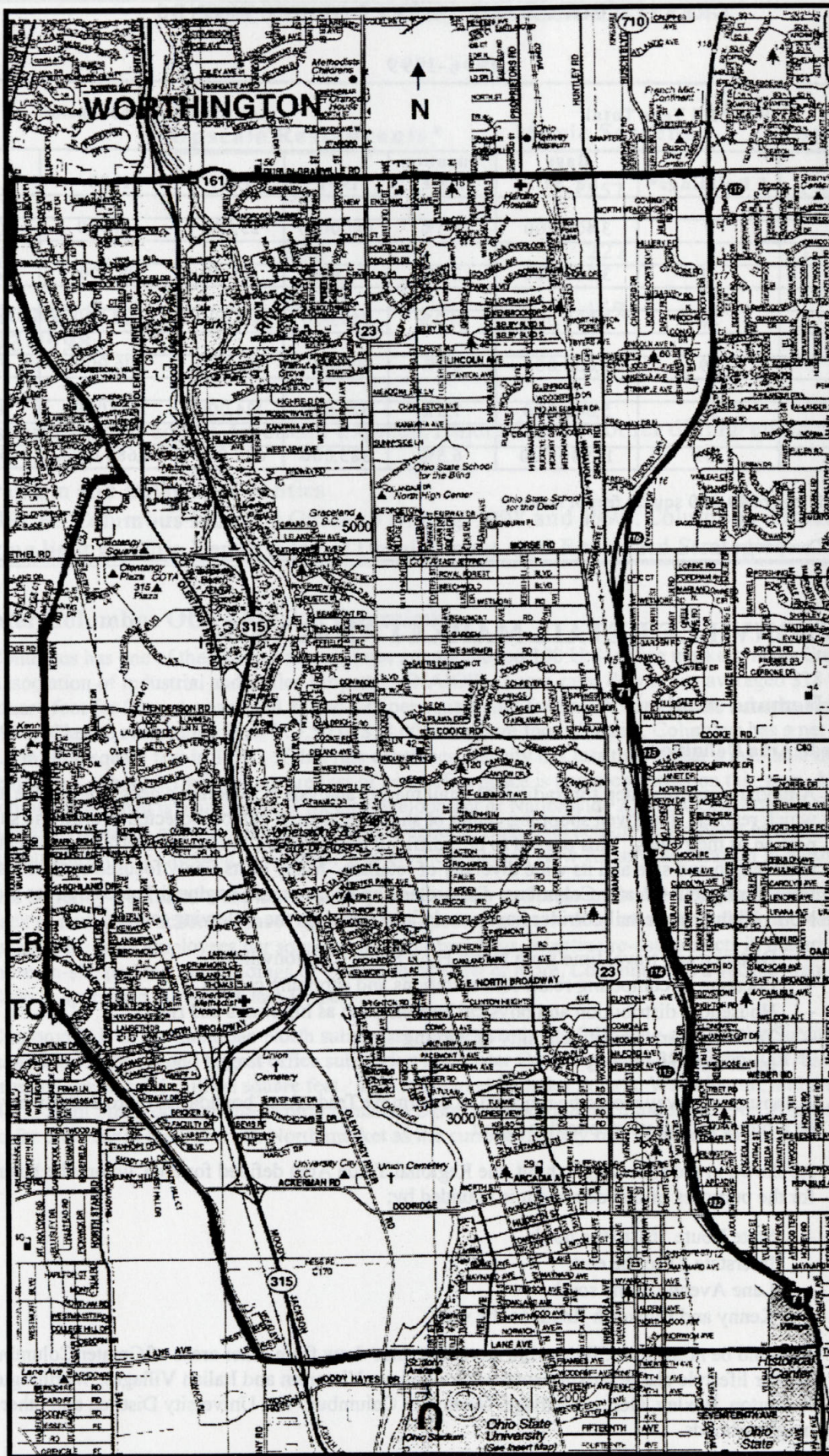
- A fundamental first step for traditional retail market analysis is to define a geographic trade area from which retailers in a given shopping center or shopping district can be expected to draw the sustaining portion of their sales. This proved to be a difficult task for the Clintonville North High Street corridor due to its length and size and its wide diversity of retailers. Many of its finely focused specialty shops draw from throughout Greater Columbus. Regardless, an approximate Regional Trade Area for the Clintonville North High Street retail corridor has been defined based on the following factors:

- Distance and travel time from North High Street (Clintonville)
- Location of competing retail concentrations and shopping centers
- Household distribution and physical barriers such as highways and rivers
- Traffic patterns and availability of parking
- Input from merchants

A consumer survey would be required to determine Trade Area boundaries more definitively; this should be a future follow-up step to this report.

- As shown in the following exhibit, the Regional Trade Area defined for the Clintonville business district for the purposes of this document is bounded by:
 - State Route 161 to the north
 - Interstate 71 to the east
 - Lane Avenue to the south
 - Kenny and Linworth Roads to the west

It should be noted that Clintonville merchants also draw from other areas of Greater Columbus that share similar lifestyle characteristics such as Grandview, Victorian and Italian Villages, Worthington, Upper Arlington, Bexley, German Village, Northwest Columbus, The University District, and other upscale/urban neighborhoods.



2. Demographic Profile - Population/Household Trends

- The Clintonville District has a current estimated population of 24,636 persons in an estimated 11,498 households. Clintonville lost population and households in the 1980's but it is slowly regaining its losses, as it increasingly becomes a preferred neighborhood for Columbus-area professionals that choose urban lifestyles. Interestingly, Clintonville has a fairly high percentage of family households (i.e., households with two or more related occupants) at 65% but a low average household size of 2.12 persons. Over two-thirds of its households are owner-occupied.
- The Regional Trade Area for Clintonville retailers consists of an estimated 75,629 persons in an estimated 34,884 households. Thus, the Regional Trade Area is about three times the size of Clintonville itself. The Regional Trade Area shows similar growth trends (flat to slow growth) and household size (small families) to the Clintonville District. However, only about half of the households in the Regional Trade Area are owner-occupied compared to two-thirds in Clintonville itself.

CLINTONVILLE TRADE AREAS

POPULATION/HOUSEHOLDS

	Clintonville District	Regional Trade Area*	Franklin County
Population			
1980 Census	25,874	72,897	869,132
1990 Census	23,449	71,515	961,437
1998 Estimated	24,636	75,629	1,024,720
2003 Projected	24,830	76,523	1,061,091
CAGR**, (1980-1998)	-0.3%	+0.2%	+0.9%
CAGR, (1998-2003) Projected	+0.1%	+0.2%	+0.7%
Households			
1980 Census	11,592	31,970	329,566
1990 Census	10,866	32,608	378,723
1998 Estimated	11,498	34,884	416,645
2003 Projected	11,670	35,586	437,898
CAGR, (1980-1998)	-0.0%	+0.4%	+1.3%
CAGR, (1998-2003) Projected	+0.3%	+0.4%	+1.0%
Average Household Size, 1998	2.12	2.16	2.43
% Family Households, 1998	65	66	62
% Owner vs. Renter-Occupied Households, 1990	68/32	51/49	57/43

*Bounded by State Route 161 on the north, Interstate 71 on the east, Lane Avenue on the south, and Kenny and Linworth Roads on the west

**Compound Annual Growth Rate

SOURCE: U.S. Census Bureau, National Decision Systems, CACI, and Boulevard Strategies

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3. Demographic Profile - Age Distribution

- Compared to Franklin County benchmarks, the Clintonville District has much lower percentages of children, teenagers, and college-age adults (i.e., ages 5 to 24) and a much larger percentage of seniors aged 65 and over (especially those aged 75 and over). There are several senior housing projects in the Clintonville District. Rental units in Clintonville tend to be too far from campus or too pricey to attract Ohio State students in great numbers. Clintonville has a fairly low age dependency ratio (number of persons aged 24 and under + persons aged 65 and older divided by number of persons aged 25 to 64) due to its low number of youths. This allows household incomes to stretch further than what is typical.
- The Regional Trade Area is more similar to Franklin County in terms of age distribution than is the Clintonville District. Its largest deviation from Franklin County patterns occurs in the 5-17 year age group, which is much smaller than that of Franklin County (13% of total population vs. 18% for Franklin County).

CLINTONVILLE TRADE AREAS AGE DISTRIBUTION

Age Distribution	Clintonville District	Regional Trade Area*	Franklin County
0-4 Years	6%	6%	6%
5-17 Years	14%	13%	18%
18-24 Years	9%	13%	12%
25-34 Years	18%	18%	18%
35-44 Years	18%	17%	17%
45-54 Years	12%	12%	11%
55-64 Years	7%	7%	7%
65-74 Years	7%	7%	6%
75 Years +	9%	7%	5%
Total	100%	100%	100%
Median Age, 1998	37.4	34.7	32.3
Age Dependency Ratio**, 1998	0.82	0.85	0.89
Overall			
*Bounded by State Route 161 on the north, Interstate 71 on the east, Lane Avenue on the south and Kenny and Linworth Roads on the west			
**Number of persons aged 24 and under + persons aged 65 and older divided by number of persons aged 25 to 64			
SOURCES: U.S. Census Bureau, National Decision Systems, and Boulevard Strategies			

4. Demographic Profile – Education/Occupations

- Both the Clintonville District and the Regional Trade Area are highly educated, even by Franklin County standards. About half of persons aged 25 and over in both the District and the Regional Trade Areas have at least a bachelor’s degree, compared to 27% in Franklin County and 21% nationally. Many, in fact, have masters and doctoral degrees. At the other end of the spectrum, less than 10% of the District’s and the Regional Trade Area’s adults lack a high school degree.
- In terms of employment, both the Clintonville District and the Regional Trade Area are very white collar. A very large percentage of residents of both geographic areas hold professional and technical positions, followed by executive, administrative, and managerial occupations.

**CLINTONVILLE TRADE AREAS
EDUCATIONAL/OCCUPATIONAL PROFILE**

Educational Attainment, 1990	Clintonville District	Regional Trade Area*	Franklin County
(Persons 25 Years and Over)			
Less Than High School	6%	8%	19%
High School Graduate	18%	18%	29%
Some College/Associate Degree	26%	27%	25%
College/Postgraduate Degree	50%	48%	27%
Total	100%	100%	100%
Employment by Occupation, 1990			
Executive/Administrative/Managerial	18%	15%	12%
Professional/Specialty/Technical	36%	32%	18%
Sales	13%	13%	12%
Administrative Support/Clerical	15%	18%	16%
Service	8%	11%	14%
Farming/Forestry/Fishing	1%	1%	3%
Production/Assembly/Transportation	9%	10%	25%
Total	100%	100%	100%

*Bounded by State Route 161 on the north, Interstate 71 on the east, Lane Avenue on the South, and Kenny and Linworth Roads on the west

SOURCES: U.S. Census Bureau and Boulevard Strategies

C4

5. Demographic Profile – Income Distribution

- Clintonville is one of the most affluent sections of Columbus and ranks well above Franklin County standards in terms of average and median household incomes. Its 1998 median household income is \$51,587, 27% above the Franklin County median. One quarter of its households earn above \$75,000 per year (vs. 17% in Franklin County).
- The Regional Trade Area compared very closely to Franklin County averages in terms of 1998 household income distribution. The exception is the under \$25,000 category, in which the Regional Trade Area has a higher proportion of low-income households than Franklin County, in general. This may reflect the student-oriented neighborhoods to the south of Clintonville.
- A key statistic in terms of retail purchasing power is per capita income, which indicates the amount of discretionary dollars available for purchase of upscale goods and services. The Clintonville District has a per capita income of \$29,148, 39% above the Franklin County average, while the Regional Trade Area has a per capita income of \$23,731, 13% above the Franklin County average.

CLINTONVILLE TRADE AREAS INCOME DISTRIBUTION			
1998 Household Income Distribution	Clintonville District	Regional Trade Area*	Franklin County
Less than \$25,000	18%	31%	27%
\$25,000-\$49,999	31%	31%	35%
\$50,000-\$74,999	26%	20%	21%
\$75,000-\$99,999	12%	9%	9%
\$100,000 or more	13%	9%	8%
Total	100%	100%	100%
1998 Average Household Income	\$62,083	\$50,871	\$50,926
1998 Median Household Income	\$51,587	\$39,325	\$40,513
1998 Per Capita Income	\$29,148	\$23,731	\$20,957
*Bounded by State Route 161 on the north, Interstate 71 on the east, Lance Avenue on the south, and Kenny and Linworth Roads on the west			
SOURCES: U.S. Census Bureau, National Decision Systems, CACI, Inc., and Boulevard Strategies			

6. Lifestyle Segments

- National Decision Systems, Inc., a San Diego-based geo-demographic vendor, has developed a computerized algorithm that combines demographic research with detailed information on dozens of consumer behavioral dimensions including retail purchase habits, social behaviors, recreational activities, political opinions, media/entertainment usage, and other socio-economic characteristics. This system,

known as Microvision-50, produces fifty lifestyle clusters that add detail and color to demographic descriptions of trade areas.

- Relatively high concentrations of the following Microvision-50 segments are found in the Clintonville district, as described below:
 - Movers and Shakers: Singles and couples with no children; two-thirds own house, one-third rent; high levels of education and income, white collar occupations, primarily 35 to 49 years old; dine at upscale and full-service restaurants, own personal computers, invest in the stock market; by far, the largest lifestyle segment found in Clintonville.
 - Established Wealth: Families with and without children (i.e., empty-nesters), homeowners with high property values; very high levels of income and education, white collar executive and managerial positions, adults aged 40 to 54, dual-income households; use wide variety of financial services, buy high tech products and services.
 - A Good Step Forward: Singles, living in one and two person households in high-end rental apartments; high household incomes with very high per-capita incomes, high levels of education, white collar occupations, ages 22 to 34; listen to rock music, own stock, eat at upscale restaurants, travel frequently.
 - Great Beginnings: Singles and couples, some with young children, living in older rental housing; average incomes, mix of technical and administrative support occupations, average percentage of college graduates, ages 25 to 34; own sub-compact cars, drink beer, play pool, listen to rock 'n' roll, read weekly news magazines, use debit cards.
 - Settled In: Older couples and single persons in older single family homes; average incomes, high percentage of retirees, high school educations, administrative support and protective services occupations, ages 60 and over; shop at drug stores, discount department stores, and convenience foodmarts.
 - On Their Own: Divorced and widowed singles living in rental units; low incomes, average levels of education, white and blue collar occupations, longer-than-average commutes to work, primarily ages 18 to 34 and over 60; order home delivery meals, go dancing, shop through non-store alternatives.
 - Urban Up-and-Comers: Singles, primarily living alone in rental apartments; high levels of education, medium to medium high income, white collar occupations, high share of 25 to 44 year olds; use debit cards, voice mail, jog, play tennis, paying off school loans.
 - Domestic Duos: Seniors, with one or two persons, live in multi-unit housing; medium to medium low incomes, large percentage receive retirement income, ages 60 and over, high percentages of civilian veterans; hold certificates of deposit, watch cable television, and participate in civic and political activities.

LIFESTYLE CLUSTERS CLINTONVILLE DISTRICT

Microvision-50 Segment	Percent of Households	Index vs. State of Ohio
Movers and Shakers	48.6	587
Established Wealth	12.3	447
A Good Step Forward	10.3	257
Great Beginnings	7.4	167
Settled In	7.0	136
On Their Own	5.4	116
Urban Up-and-Comers	2.6	882
Domestic Duos	1.2	294
Subtotal	93.0	313

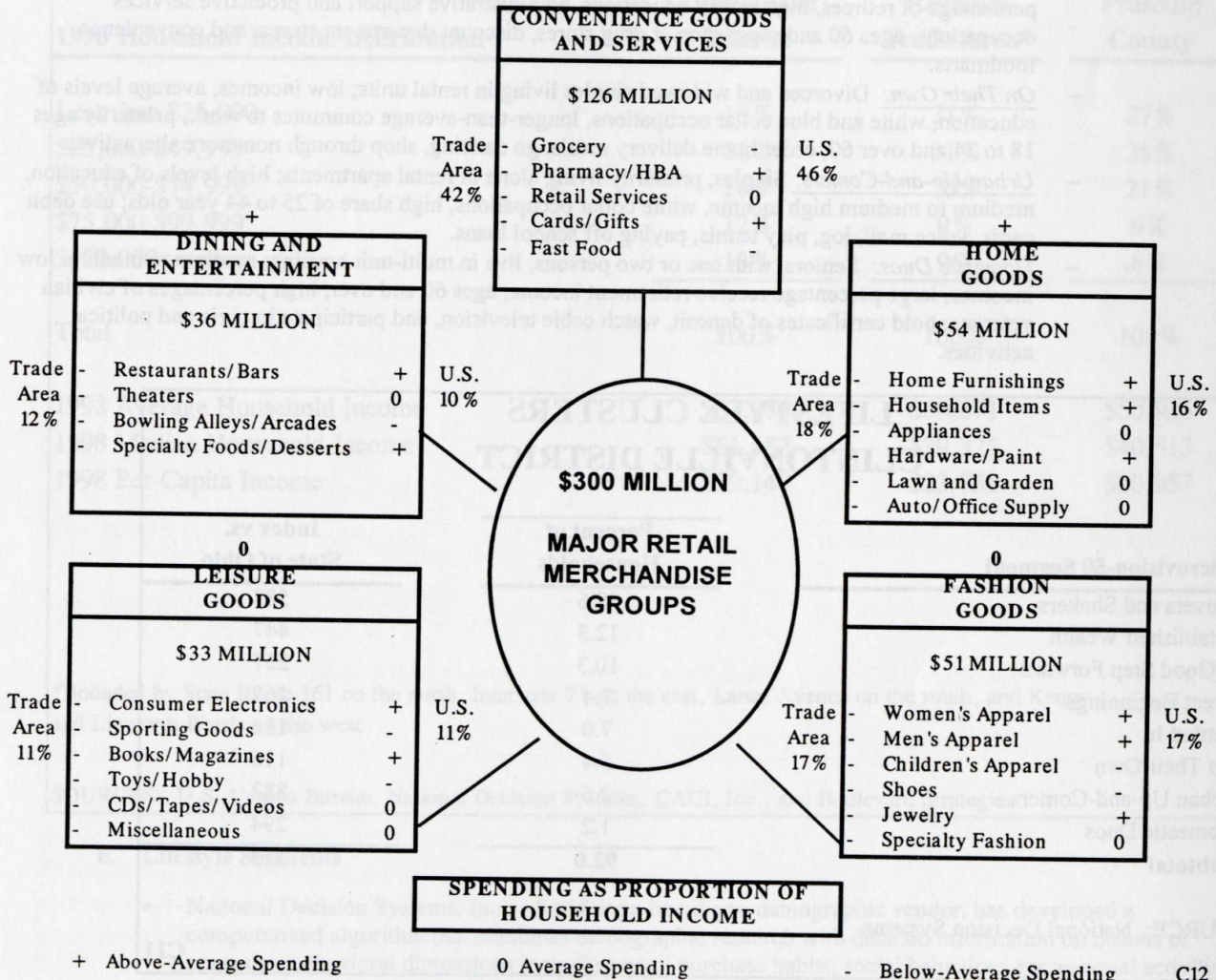
SOURCE: National Decision Systems

C11

7. Retail Spending Patterns – Clintonville District

- It is estimated that Clintonville residents spent \$300 million on retail purchases in 1998. The accompanying exhibit outlines Clintonville's relative spending patterns for each major retail line of merchandise. "Relative" retail spending patterns refer to the portion of total spending that is allocated to each merchandise line by Clintonville shoppers vs. national benchmark data taken from the 1995-1996 U.S. Department of Labor Consumer Expenditure Survey (CES). CES data is used to calculate Clintonville's spending patterns based on its geographic region (Midwest) and an array of demographic variables (household type and composition, household size, household tenure, age of householder, race of householder, education of householder, housing value distribution, and household income distribution).
- Due to high household incomes, Clintonville residents spend a lower proportion of their collective retail dollars on everyday basics as listed under Convenience Goods and Services. Exceptions are pharmacy and health and beauty aids (due to the high proportion of seniors) and cards and gifts. They spend above average amounts on Home Goods and Dining and Entertainment categories. Fashion Goods and Leisure Goods categories are a mixed bag. Above-average proportions are spent on women's and men's apparel, jewelry, consumer electronics, and books and magazines. Below-average proportions of spending occur in the children's apparel, shoes, sporting goods, and toys and hobby merchandise lines.

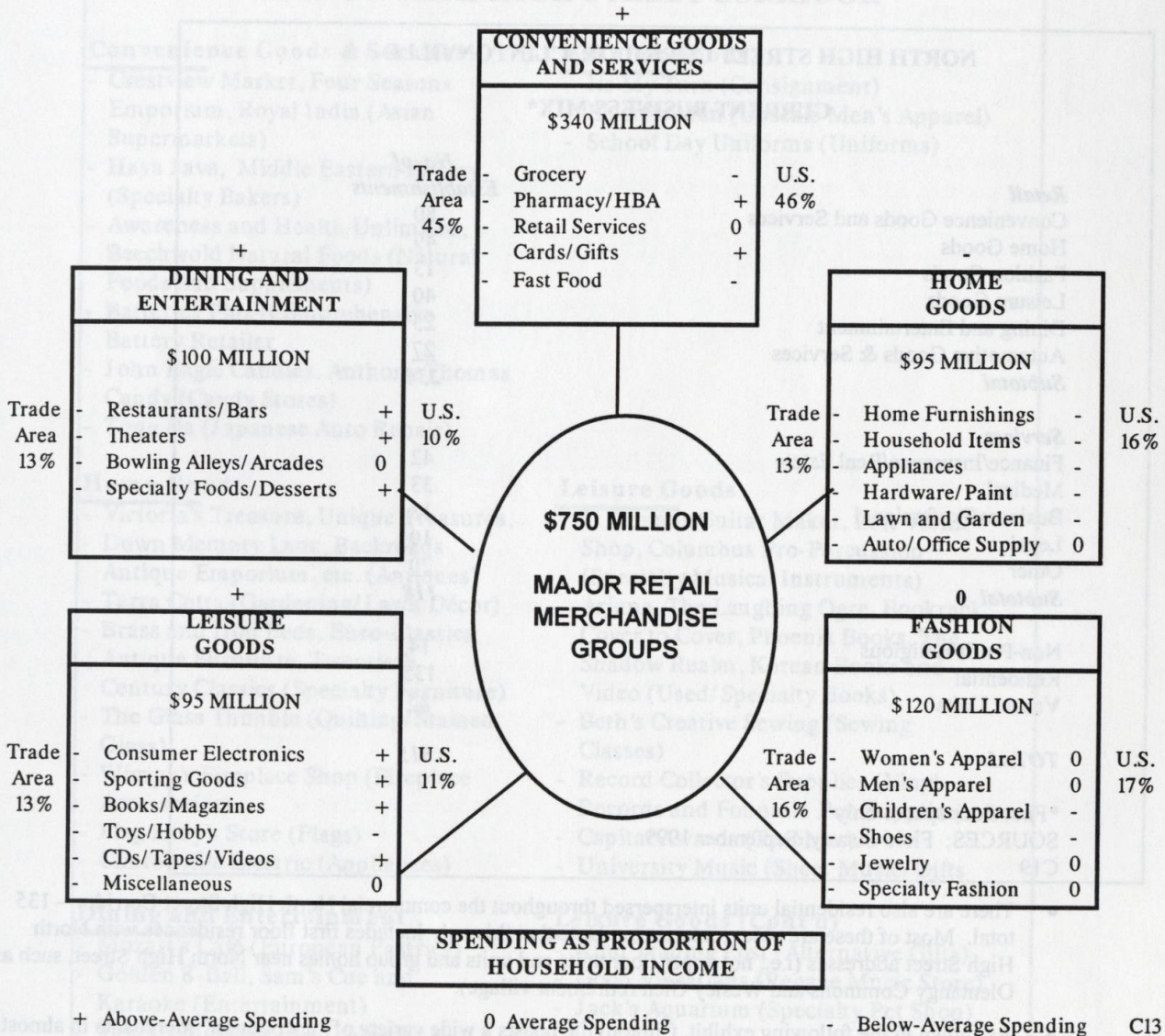
RETAIL SPENDING PATTERNS CLINTONVILLE DISTRICT



8. Retail Spending Patterns – Regional Trade Area

- It is estimated that the Regional Trade Area spent \$750 million on retail purchases in 1998. The Regional Trade Area spends a typical proportion of its retail dollars on Convenience Goods and Services overall but less on groceries (small households) and more on pharmacy items (seniors). Due to its high percentage of renters, it spends much less on Home Goods. Its young adults are heavy spenders in the Leisure Goods and, especially, the Dining and Entertainment merchandise groups.

RETAIL SPENDING PATTERNS REGIONAL TRADE AREA



B. Retail Supply Analysis

1. Current Retail Mix

- The Clintonville North High Street corridor includes one of the largest and the most diverse mix of retailers in the Greater Columbus area. North High Street functions as the commercial hub of Clintonville with 80

Convenience Goods and Services uses, including three full-line chain supermarket locations (two Big Bears and a Kroger) as well as several ethnic groceries (Asian, Indian), chain pharmacies, convenience stores, fast food chains, and gas stations. Its shopping goods assortment includes some of the most unique retailers in the City of Columbus (see following page for several examples). Clintonville is especially known for its antiques and collectibles merchants, ethnic eateries and emporiums, its counterculture maverick shops, and its many used car lots.

- It is also home to many small professional services firms, including bank branches, insurance agencies, real estate brokerages, doctors, dentists, psychologists, C.P.A.'s, design studios, and law offices, totaling 118 first floor uses, in all, with many additional professional services providers operating on upper floors in Clintonville as well. Many services businesses are in converted residences, about 30% overall. Many are clustered near Park of Roses north of North Broadway.

NORTH HIGH STREET CORRIDOR, CLINTONVILLE	
CURRENT BUSINESS MIX*	
<i>Retail</i>	<i>No. of Establishments</i>
Convenience Goods and Services	80
Home Goods	49
Fashion Goods	13
Leisure Goods	40
Dining and Entertainment	25
Automotive Goods & Services	<u>27</u>
Subtotal	234
<i>Services</i>	
Finance/Insurance/Real Estate	42
Medical	33
Business/Professional	13
Legal	10
Other	<u>20</u>
Subtotal	118
Non-Profit/Religious	14
Residential	135
Vacant Units	<u>25</u>
 TOTAL	 515
*First floor spaces only	
SOURCES: Field Survey, September 1999	
C19	

- There are also residential units interspersed throughout the commercial North High Street Corridor – 135 total. Most of these are older rental units. Note that this only includes first floor residences with North High Street addresses (i.e., not upper floor units and units and group homes near North High Street, such as Olentangy Commons and Wesley Glen retirement village).
- As shown in the following exhibit, Clintonville boasts a wide variety of “uncommon” merchants in almost all Retail Merchandise Groups. Exceptions are Fashion Goods categories and sit-down dining establishments.
- The mix of retailers south of North Broadway generally is more eclectic than those to the north. The blocks between North Broadway and Henderson Road are dominated by residential and office-converted from residential units. North High Street north of Henderson Road to Graceland Shopping Center and beyond is more spread out with chain stores, drive-thru windows, and varying setbacks. The three grocery stores, Big Bear at Olentangy, Kroger at North Broadway, and Big Bear at Graceland) anchor the

Convenience Goods and Services local draw for Clintonville at three-evenly spaced nodes. However, shops serving the Regional Trade Area (and beyond) are randomly interspersed throughout the corridor without strong retail anchors, focal points, or entertainment draws.

- The largest vacant property along the corridor is located at the intersection of Sunnyside and North High at the northern end of Clintonville where Bob Kiem Ford has vacated four large lots. Graceland Shopping Center also has several vacant storefronts on the south side of the center. Overall, only five percent (5%) of the commercial storefronts surveyed along the Clintonville North High Street corridor were vacant.

**CLINTONVILLE "UNCOMMONS:"
UNIQUE INDEPENDENT SPECIALITY STORES
ALONG NORTH HIGH STREET CORRIDOR**

Convenience Goods & Services

- Crestview Market, Four Seasons Emporium, Royal India (Asian Supermarkets)
- Hava Java, Middle Eastern Bakery (Specialty Bakers)
- Awareness and Health Unlimited, Beechwood Natural Foods (Natural Foods and Supplements)
- Batteries Plus (Comprehensive Battery Retailer)
- John Eagle Candies, Anthony Thomas Candy (Candy Stores)
- Tong Da (Japanese Auto Repair)

Fashion Goods

- Its My Turn (Consignment)
- Eclectic Men (Upscale Men's Apparel)
- School Day Uniforms (Uniforms)

Home Goods

- Victoria's Treasure, Unique Treasures, Down Memory Lane, Backroads Antique Emporium, etc. (Antiques)
- Terra Cotta (Gardening/Lawn Décor)
- Brass and Iron Beds, Euro-Classics Antique Furniture, Twentieth Century Classics (Specialty Furniture)
- The Glass Thimble (Quilting/Stained Glass)
- Wimpy's Fireplace Shop (Fireplace Accessories)
- Flag Lady's Store (Flags)
- Clintonville Electric (Appliances)

Leisure Goods

- J. Thomas Guitar Maker, Loft Violin Shop, Columbus Pro-Percussion (Specialty Musical Instruments)
- Arjuna, The Laughing Ogre, Bookrack, Cover to Cover, Phoenix Books, The Shadow Realm, Korean Books and Video (Used/Specialty Books)
- Beth's Creative Sewing (Sewing Classes)
- Record Collector's Supplies (Vinyl Records and Fountain Pen Supplies)
- Capital Awards (Trophies)
- University Music (Sheet Music/Gifts)

Dining and Entertainment

- Mozart's Café (European Pastries)
- Golden 8-Ball, Sam's Cue and Karaoke (Entertainment)
- Talita's Mexican Food, Aladdin's Eatery, Taste of China (Ethnocentric Cuisine)
- Arthur Murray Dance Studio, Jimmy Rollins Dance Studio (Dance Lessons)
- Nancy's Homecooking (Authentic Diner)

Leisure Goods (Cont'd)

- Kind Trading Post (Alternative Gifts)
- Good Vibrations (Reggae Music Store)
- Jack's Aquarium (Specialty Pet Shop)

2. Results of Merchant Surveys - Background

- Thirty merchants responded to a door-to-door survey in August 1999. As shown in the following exhibit, they represent a diverse range of businesses along the North High Street Corridor in Clintonville. However, only one restaurant responded to the survey, which likely under-represents the district.
- Those responding to the survey have been in Clintonville for an average of 18 years, or since 1981. Many businesses have been in the area for twenty years or more while relatively few newer businesses have opened in Clintonville over the last five years.
- The typical Clintonville business employs 3 to 6 fulltime employees, including the owner and 1 to 5 part-time employees, for a total of 4 to 11 employees. Most of Clintonville's retailers are small business entrepreneurs.
- About 29% of those responding to the merchant interview own their properties while 71% rent. Those renting pay an average of \$5.73 per square foot and a median of \$6.88 per square foot, relatively low for the Columbus market. Seventy percent of all retail tenants in Clintonville pay between \$5.00 and \$10.00 per square foot for their storefronts on North High Street.
- The typical Clintonville merchant occupies 2,000 median square feet of total space. Over 90% of that space is, on average, devoted to selling space. Clintonville is dominated by small retailers under 5,000 square feet, accounting for about 75% of those retailers in Clintonville surveyed.

CLINTONVILLE MERCHANT SURVEY RESULTS			
BACKGROUND			
Business Type	# of Businesses Responding	Own vs. Rent	
Convenience Goods and Services	6	Own Property	29%
Home Goods	5	Rent Property	71%
Fashion Goods	2		
Leisure Goods	5	TOTAL	100%
Dining and Entertainment	1		
Finance/Insurance/Real Estate	4	Average Rent/Sq. Ft.	\$5.73
Automotive Goods and Services	3	Median Rent/Sq. Ft.	\$6.88
Business Services	4	70% Range	\$5-\$10 sq. ft.
TOTAL	30	Square Footage Occupied	
Length of Tenure		TOTAL	
Less Than 5 Years	14%	Less than 2,500 sq. ft.	58%
5-9 Years	15%	2,500-4,999 sq. ft.	19%
10-19 Years	39%	5,000-9,999 sq. ft.	12%
20 Years or More	32%	10,000 +sq. ft.	11%
Average Length of Tenure	18 years	Average Store Size	6,000 sq. ft.
Median Length of Tenure	14 years	Median Store Size	2,000 sq. ft.
Number of Employees		Average Selling to Total Space	91%
Average No. of Fulltime Employees	6		
Median No. of Fulltime Employees	3		
Average No. of Part-time Employees	5		
Median No. of Part-time Employees	1		
SOURCE: Merchant Surveys			C6

3. Results of Merchant Surveys – Market Conditions

- Clintonville businesses surveyed draw a relatively low percentage of their business from local residents, only 37% on average. About half of their competitors are Clintonville-based businesses. Clintonville retailers are unique enough to draw from a wide trade area.
- Clintonville merchants compete equally against chain stores and independent operators.
- Clintonville merchants offer several advantages to their customers, compared to competitors, including these comments by merchants:
 - Superior Customer Service: product knowledge, personalized service, helpful advice, friendly, fast, attractive, in stock, custom order when not in stock
 - High Quality Products/Services: longer-lasting, more durable, dependable
 - Low Prices: lowest prices in town
 - Pleasant Atmosphere: friendly, clean, homey, quaint, cozy
 - Specialized Selection: wide assortment, unique products, stock hard-to-find items
 - Accessible Location: on the bus lines, accessible from the highways, everybody knows where North High Street is
 - Local Ownership: we stand behind what we sell, we've been here so many years that we know what we're doing in Beechwold, we know the neighborhood and they know us
 - Advertising and Promotions: we have a website, word-of-mouth, seasonal promotions draw people in.

CLINTONVILLE MERCHANT SURVEY RESULTS

MARKET CONDITIONS

Percent of Customers From Clintonville/Beechwold Zip Codes

Less Than Half	68 %
Half or More	32 %
TOTAL	100 %
Average Percentage from Local Neighborhoods	37 %

Competition

Clintonville Businesses	50 %
Businesses Outside of Clintonville	50 %
Chains	49 %
Independents	51 %

Clintonville Business' Competitive Advantages

- Superior Customer Service
- High Quality of Products and Services
- Low Prices
- Pleasant Store Atmosphere
- Specialized Selection of Products and Services
- Accessible Location
- Local Ownership/Longevity
- Advertising and Promotions

SOURCE: Merchant Surveys

4. Results of Merchant Surveys – North High Street Corridor Conditions

- Nearly all of the merchants surveyed include Clintonville’s location as a top strength. However, they have different reasons to classify location as a strength. North High Street’s high traffic counts are cited as a locational strength by several merchants, although others mentioned the flip side, traffic congestion, as a weakness. Others point to Clintonville’s accessibility to both Interstate 71 and State Route 315 as another locational strength, but the lack of a Morse & Bethel Connector was mentioned as a weakness. Several businesses like being located on High Street because it is easy to find (“everybody knows where High Street is”) and is on the COTA busline. As previously noted, the majority of Clintonville customers come from outside of the immediate area; this draw is aided by Clintonville’s proximity to other markets such as the University District to the south, Worthington to the north, and Upper Arlington and northwest Columbus to the west.
- The second most often mentioned strength is Clintonville’s safe, friendly environment where business owners “care about the customer.” This was countered by a few merchants who have experienced problems with crime, vandalism, and vagrancy.

CLINTONVILLE MERCHANT SURVEY RESULTS	
NORTH HIGH STREET CORRIDOR CONDITIONS	
Strengths	
1.	Location, Location, Location - High Traffic - Access to Freeways - Easy to Find/ Highly Visible - On the COTA Busline - Proximity to University District, Upper Arlington, Worthington
2.	Safe, Friendly, Environment
3.	Diverse Mix of Businesses
4.	Community Spirit
5.	Market Stability
6.	Active Leadership in Business Community
Weaknesses	
1.	Parking, Parking, Parking
2.	Unattractive Streetscape
3.	Lack of Sit-down Restaurants
4.	Lack of Quality Retail Space Availability/ Landlord Issues
5.	Traffic Congestion/ Lack of Morse/ Bethel Connector
6.	Lack of Retail Critical Mass
7.	Crime/ Vagrancy Issues
8.	Competition From Malls
9.	Varying Store Hours Among Merchants
10.	Decline of Indianola Avenue
SOURCE: Merchant Surveys	

- Clintonville’s mix of businesses is seen as both a strength and a weakness. On one hand, merchants claim, Clintonville’s North High Street corridor boasts “a strong array” of “interesting, quality businesses” that “compliment each other.” On the other hand, a lack of sit-down restaurants is the third most mentioned weakness by Clintonville merchants. Clintonville’s retail mix is also believed to lack critical mass –

“businesses here are small and easily overlooked,” “we need businesses that generate traffic,” “too many specialty stores that only attract a specific customer,” “no clustering of shops into nodes.”

- Community spirit (“involvement”, “activities”, “history”) and market stability (home ownership rates on the increase”) are two related strengths for those doing business in Clintonville. Several merchants also list efforts by the Clintonville Chamber of Commerce and the Clintonville Area Commission as important positives in the local business environment.
- Lack of parking is mentioned by nearly every respondent as Clintonville’s No. 1 weakness from a business standpoint. One merchant feels that lack of parking is more of a perception than reality. Another pointed out that if Clintonville is successful in recruiting more restaurants into the area, parking will become more difficult for everyone, including customers, employees, and area residents.



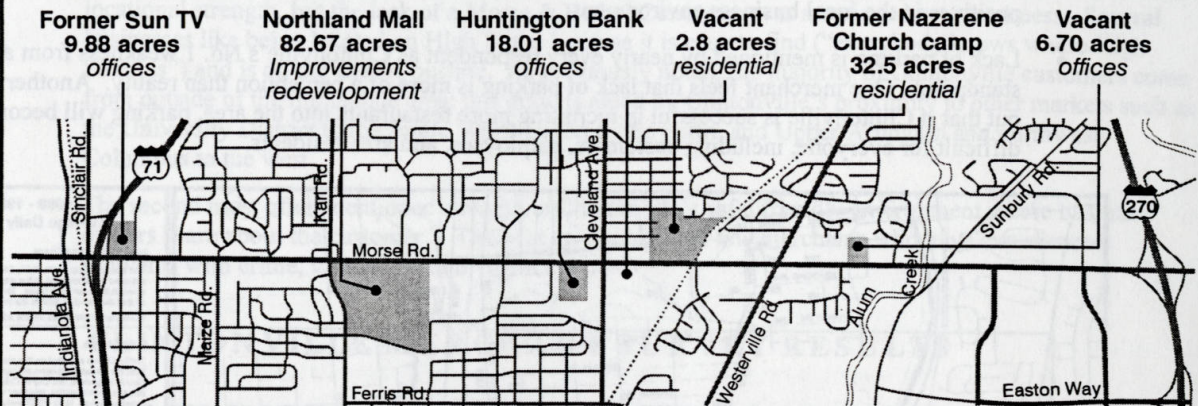
- Comments concerning the streetscape and infrastructure along North High Street are the second most often mentioned weakness among merchants. Such comments include “cracked sidewalks,” “trash,” “dirty,” and “lack of lighting.” On the other hand, the new streetscape improvement package is also acknowledged by several respondents.
- Clintonville merchants were critical of the private real estate sector, as well. They refer to “shabby storefronts,” “poorly painted buildings,” “lack of quality retail space,” “low grade owners,” and “bad landlords” in their comments under weaknesses of the North High Street corridor.
- Other weaknesses of the Clintonville North High Street corridor include competition from malls such as Tuttle Crossing, Worthington Mall, Northland Mall, and Easton and inconsistent store hours among merchants. The demise of Indianola Avenue also is a concern among Clintonville business owners.

5. Competitive Conditions

- Clintonville merchants list its central, high visible location as a strength. However, its central location has also opened it up to intense retail competition from all directions:
 - To the north, there is Olde Town Worthington, a successfully-executed town square concept with a delightful mix of restaurants and specialty shops, including a hardware store; Worthington Mall is a 195,000 partially enclosed center first opened in 1974 that features a number of upscale fashion retailers; further north, Polaris Towne Center, a 700,000 square foot power center, Meijer, Wal-Mart, Crosswoods entertainment and dining cluster, and the proposed Polaris Fashion Mall.

Morse Road corridor

Six sites along the Morse Road corridor could play major roles in revitalizing the area, consultants say. Here are some potential options for development.



Costs for potential Improvements

- Develop enclosed storm drainage. Install curbs and plant trees on both sides of Morse Road from Cleveland Avenue to I-71
\$640,000 - \$1.1 million
- Build sidewalks between Cleveland Avenue and I-71
\$486,000 - \$607,000
- Install Easton-style lighting from I-71 to Cleveland Avenue and from Cleveland Avenue to Alum Creek
\$980,000 - \$1.9 million
- Hire consultant to plan landscape
\$243,000 - \$380,000
- Final design and construction management for landscaping work
\$640,000 - \$1.1 million
- Build shelters at key bus stops
\$108,000 - \$132,000
- Bury utilities
\$5 million - \$10 million
- Create a Special Improvement District to coordinate development and marketing with private sector
\$200,000 annual budget financed through assessments

Source: City of Columbus

- To the east, there are the aging State Route 161 (The Continent) and Morse Road (Northland Mall) corridors; further east are Easton Market, a sprawling power center, and Easton Town Center, a brand new retail and entertainment district.
- To the south; is Old North Columbus, in some ways, an extension of the South Clintonville retail corridor, with many ethnic restaurants and unusual shops; the University District, hoping to rebound with the Gateway project at 11th Avenue and North High Street; the Short North, with its trendy galleries, bistros, clubs, and boutiques; Lennox Town Center, with Target and a 24-screen multiplex, and Olentangy River Road's upscale restaurants, a few exits away from Clintonville off of State Route 315; and Grandview Avenue's restaurant row and hip coffee houses.
- To the west, are Henderson and Bethel Roads (Olentangy River Plaza, Carriage Town Place, Northwest Center, Arlington Square, freestanding restaurants); Olentangy River Road (University City Shopping Center, Kohl's, numerous chain restaurants); Lane Avenue Shopping Center and Kingsdale in Upper Arlington; the Sawmill Road corridor, with just about every superstore imaginable; and The Mall at Tuttle Crossing and several big box stores across from the freeway from it.

IV. CLINTONVILLE OFFICE MARKET ANALYSIS

A. Office Demand Analysis

- A brief overview of the Clintonville High street office tenant mix indicates that it is a location that appeals to professional and medical services providers. The appeal of the High Street corridor, in addition to its steady traffic stream, is that potential clients perceive "High Street" to be easy to find. Thus, it is a good choice for

lawyers, dentists and doctors who depend on new clients to grow their practice. The Clintonville High Street corridor is well supplied with dentists, MDs, chiropractors, opticians, CPAs, and insurance agencies - all professional services that need a retail "front" and ample parking for customer traffic. Tenants cite being near their clients, an available, educated workforce, and being on the busline as the biggest advantages to officing in Clintonville. Strong tenant demand accounts for the Clintonville low office vacancy rate in spite of the fact that it is mostly older, smaller Class C space. In fact, demand for more office space on North High Street has created pressure to convert residential and retail uses to professional services and other commercial uses.

- According to the Ohio Foundation for Entrepreneurial Education, Columbus's start-up businesses give priority to the following factors when evaluating office space:
 - Connectivity: telecommunications wiring/capacity, high speed Internet access
 - Compatibility: adjacent to complimentary uses, example: architectural firm beside an engineering firm
 - Low Rents: especially, in early years of lease, exit clauses
 - Parking/Amenities: dedicated employee parking spaces/visitor/customer parking spaces, business services, convenience goods and services, and restaurants nearby
 - Location/Accessibility: entrepreneurs want space near home

B. Office Supply Analysis

- Twenty- one office buildings occupy the High Street corridor in Clintonville. These buildings are classed as C or C+ because of their size and age. Few of them were built as office buildings - many are residences converted to office use. Most of the converted buildings are single-tenant, owner-occupied buildings. The High Street set has a combined total square footage of 212,313 and a current vacancy rate of 5%. For comparison, the 43202 and 43214 zip codes were selected, where there are 75 office-use buildings totaling 1.2 million square feet. The comparison set has a vacancy rate of 16%. Thus, the Clintonville High Street corridor shows a low vacancy rate in contrast to the immediate area.
- Two office buildings in the High Street corridor currently have available office space. The Broadway Professional building is located at the corner of East North Broadway and High Street. National Realty is marketing 2,000 square feet in this circa 1969 16,532 square foot four-story building. The asking lease rate is \$12.00 per square foot full service. (Full service means that the tenant pays no other charges, such as taxes or janitorial fees in addition to the rent.) The owner has not identified how much of the \$12.00 is allotted for expenses. Polis & Simon is marketing 4,300 square feet in the 10,614 square foot three- story office building at 4100 North High Street. The asking rate for that space is \$9.95 per square foot full service. Again, how much of the \$9.95 is allotted for expenses is not known.

CLINTONVILLE OFFICE BUILDING SUMMARY						
Building Name	Building S.Q.		Rate	Terms	Year Built	
	Total	Available				
2929 N. High St.	8,800	0	\$10.00	Full Service	1937	
3006 High St. N.	4,676	0	\$10.43	Full Service	1928	
Broadway Professional (3400 N. High)	16,532	2,000	\$12.00	Full Service	1969	
3620 N. High St.	1,750	0	N/A			
3757 N. High St.	1,635	0	N/A		1920	
3770 N. High St.	24,000	0	N/A		1954	
3791 N. High St.	1,891	0	N/A		1965	
Clintonville Center (3805 N. High)	15,159	0	N/A		1963	
Manley & Harper (3820 N. High)	1,653	0	N/A		1997	
3826 N. High St.	4,498	0	N/A		1960	
3857 N. High St.	8,528	0	\$7.25	Full Service	1958	
Ceramic Park Building (4041 N. High)	33,978	0	\$11.50	Full Service	1972	
4100 N. High St.	10,614	4,300	\$9.95	Full Service	1970	
Columbus Speech & Hearing (4100 N. High)	14,000	0	\$9.00		1971	
4380 N. High St.	6,000	0	N/A		1955	
4400 N. High St.	43,436	0	\$12.50	Full Service	1960	
Saperstein & Assoc. (4555 N. High)	4,538	0	N/A		1955	
Halley Medical Building (4560 N. High)	8,500	0	\$0.00	For Sale	1930	
Beechwood Medical (4808 N. High)	3,498	0	N/A		1953	
5400 N. High Street	10,132	0	N/A		1968	
4425 N. High Street	3,500	1,400	\$11.75	Full Service	1974	

SOURCE: Welsh Companies

- In contrast, rates in the comparison area range from \$7.00 full service on Morse Road to \$19.00 NNN (triple net means that there are other charges in addition to rent) for medical use office buildings on Olentangy River Road. Just off the freeway at Ackerman, 700 Ackerman Place is the only competitive, high-rise office building in the area. Built in 1964, this six-story building has 1,000 SF available. Being marketed by Carey Leggett, the asking rate is \$17.50 per square foot full service. Within that rate, \$6.95 per square foot is for expenses.
- Sales of office buildings in the Clintonville High Street corridor are not exactly brisk. Three of the 21 properties have changed hands since 1995 for prices ranging from \$25.02 to \$40.45 per square foot. In contrast, TIAA - CREF purchased the 700 Ackerman building for \$80.58 per square foot in 1984. There were even fewer sales in the contrast area - not enough to make a comparison of any sort. Owners appear to find High Street properties a good investment and hold on to them for a long time. For example, Columbus Speech & Hearing owned and occupied 4110 N High Street for 15 years, before outgrowing the space and relocating to the Broadway Professional Building at 3333 Indianola Avenue - still in Clintonville.
- In short, the problems of the Clintonville High Street office corridor are the same as for its housing stock: aging properties and little available land to build new. The advantages are likewise the same - convenience to busline service, easy to locate addresses and friendly Clintonville neighbors. In contrast to the immediate area and to the Suburban office market as well, the Clintonville High Street corridor office market is relatively healthy.

V. CONCLUSIONS

A. Business Opportunities

- The Greater Columbus region is enjoying a climate of economic prosperity and household growth that is projected to continue into the foreseeable future. The City of Columbus recognizes the need to revitalize several of its aging commercial corridors, including North High Street in Clintonville, so that they may capture their fair share of the economic activity and development. At the same time Clintonville pursues progress, its rich historic character offers a unique environment for special types of businesses.
- Clintonville is an outstanding place to do business, for the most part. In has an easily accessible, highly visible, central location on the north side of Columbus. Though the local Clintonville District and the Regional Trade Area that North High Street serves are not growing rapidly, they are both fairly affluent, smaller households with high levels of education and white collar occupations. Seniors are a key market segment for Clintonville retailers. North High Street specialty retailers and professional service providers serve small markets throughout Greater Columbus rather than a tightly-defined geographic trade area. Clintonville provides a stable, supportive, active residential community as a backdrop to its commercial corridor. The Clintonville Area Chamber of Commerce, the Clintonville Area Commission, the City of Columbus, and Columbus City Council are committed to improving and assisting Clintonville business conditions.
- Clintonville has one of the largest and most diverse array of retailers in Greater Columbus and is generally vibrant and healthy. Yet its impact is diluted by a lack of anchor stores, lack of physical clustering, unproductive adjacencies, and the sheer length of the Clintonville North High Street corridor. There is an opportunity to organize, augment, and promote Clintonville's existing unique independent shops as a cohesive district instead of a random collection of storefronts and parking lots. Also, many of North High Street's merchants could benefit from retail demand and merchandising, inventory control, buying, and other types of technical assistance. Clearly, the largest missing gap in Clintonville's current retail mix is a lack of sit-down restaurants. There is a clear demand for upscale fine dining establishments (ala the Short North, or Grandview Avenue, or Bexley) but dry laws on certain sections of North High Street and parking concerns have limited interest from such operators. The northern end of the corridor has deteriorated and may provide suitable properties for redevelopment and re-leasing, including Graceland Shopping Center. If retail uses could be clustered more tightly, it may allow for expansion of financial and professional service providers without harming the integrity of the retail offer.
- The Clintonville High Street corridor's office market is also quite healthy with a small vacancy rate (5%). Professionals like North High Street for many of the same reasons that retailers do - easy-to-find, safe, clean community, and accessible location. Office conditions in the Greater Columbus market remain bullish. If new office space could be developed, there are positive indications that there is unmet demand for office space in Clintonville.

B. Business Challenges

- Clintonville's business environment is directly impacted by several of Greater Columbus's economic development challenges. The retail labor shortage is a constraint, especially if more restaurants are added. Being on the busline helps Clintonville attract labor from outside the district. Increasing traffic congestion negatively impacts North High Street and the lack of a Morse-Bethel connector limits access to and from Northwest Columbus (some would argue that this is a positive). Finally, the plight of Columbus's public schools could negatively impact property values if test scores and other standards do not improve. Many Clintonville residents already send their children to private schools.
- From a retail perspective, Clintonville is in the fore of a shopping battleground with artillery (i.e., great consumer values) being launched from all directions. Columbus is an overstored market that continues to add new shopping center space at an accelerating pace. Clintonville has major competition geographically north, east, south, and west from upscale specialty fashion malls (Tuttle, Lane Avenue, Worthington Mall) to power centers (Sawmill, Lennox, Morse Road, Easton Commons, Tuttle) to dining and entertainment clusters (Crosswoods, Olentangy River Road, Short North, Grandview Avenue, Easton Town Center, Henderson/Kenny/Bethel) to other commercial districts (Olde Town Worthington, Old North Columbus, University District, Northland/Morse Road, Route 161). Competition is especially heated in dining and entertainment categories.
- Lack of parking or perceived lack of parking is the No. 1 barrier to redeveloping and leasing retail space on North High Street. This is a threshold issue that must be addressed if Clintonville is to build on its proven regional draw.
- Other elements of the physical environment along North High Street also present challenges. These include sidewalk conditions, streets, amenities, lighting, graffiti, and other public infrastructure deficiencies, as well as blighted buildings and lots along certain sections of North High Street. Much of the built environment is outdated and small, by today's standards. Many "office buildings" are converted residences that still have characteristics not designed for commercial use. There are limited opportunities for new development so redevelopment plans become even more critical. Fragmented property ownership in the long, winding corridor is a challenge in assembling large lots for major projects.

VI. Expert Panel Recommendations

The advisory panel meeting served as a brainstorming session for experts of various disciplines who offered their thoughtful input and assistance with regard to the development of a strategic action plan to revitalize the North High Street Corridor. The expert panel was asked to focus on six topic areas that ranged from market opportunities and strategies to organization, implementation, and funding issues. Following are the discussion topics along with summarized panel comments and recommendations.

A. Market Opportunities and Strategies

- Focus on retail and residential versus office space.
- Protect existing office uses.
- Interrupt commercial strips with high density residential, if possible. Current property values are too high for new residential use.
- Create multiple and distinct retail districts or nodes with different tenant mixes, appearance, image, etc. Focus development efforts on these nodes first.
- Make the vicinity of High Street and North Broadway Clintonville's "town center."
- Make attracting quality restaurants a top priority because of their ability to serve as anchors that would attract other new retail uses. Currently a shortage of sit-down restaurants exists.
- Gain the ability to serve liquor in dining establishments. A big name restaurant may need to commit to a Clintonville location before the public can be convinced to change their views on strict liquor control.
- Possibly pursue the attraction of chain "big box" retail north of Morse Road.
- Add new stores to existing home related and antiques categories to create destination nodes.

- Contemporary chain specialty stores may be possible to attract at some point. However, attracting them would require property assemblage, image change, and clear demonstration of success potential.
- Area needs entertainment destinations. Explore opportunities for alternative entertainment uses for existing properties within target districts. (i.e. community theater)
- Focus first on creating a sense of place along the corridor then on merchant recruitment. Current store hours are too limited and should be expanded.

B. Physical Environment, Appearance, and Resources

- The recently enacted Urban Commercial Overlay District, which extends from Arcadia to Morse Road excluding the area in the vicinity of Whetstone Park, is a very positive first step. Within this district, any new development must be pedestrian-oriented with such things as 0-10' setback, first floor transparency and complementary design.
- Explore the potential for "urban-friendly" redevelopment of stores, including but not limited to Kroger and Big Bear, with uniform setbacks, rear parking, etc. to better complement nearby historic buildings and create a more pedestrian environment.
- Possibly augment the Urban Commercial Overlay District with a Design Review Panel.
- The High Street Improvement Project authorizes streetscape improvements on High Street from Arcadia Avenue north to Torrence Avenue. Future improvement plans along the Clintonville corridor should consider accomplishing the following tasks:
 - Either bury or relocate overhead wires along the entire corridor to improve its appearance.
 - Establish community-driven design objectives and overview.
 - See Topic 5, Transportation and Parking regarding traffic calming recommendations related to streetscape improvements.
- The city's Historic Preservation Office has developed a proposal to create conservation districts where local neighborhoods would be able to identify specific environmental characteristics in order to maintain the general quality and appearance of their neighborhoods. This option should be explored for its potential and appropriateness.
- Limited lot sizes are an impediment to redevelopment that would, in many cases, require assemblage of multiple contiguous properties.
- Signage and amenities such as trash receptacles, benches, etc. are very limited and unattractive. They should be increased and enhanced.

C. Length, Disconnectness and Lack of Identity along Corridor

- No physical sense of arrival exists upon entering Clintonville or areas of commercial concentration within it. This issue needs to be addressed with signage and design elements.
- Because the North High Street Corridor through Clintonville is four miles long, it is difficult, and perhaps inappropriate, to make encompassing observations or recommendations that would apply to the entire corridor.
- Opportunities exist to define, refine and enhance certain retail nodes/districts to establish clear destination areas within the commercial corridor with distinct identities. A focus should be made on four key nodes for maximum impact that would include a Town Center District (Torrence to Como), South Clintonville/North Campus District (Arcadia to just north of Olentangy Village), Beechwold District, and the Henderson/Cook Road District

D. Relationship to Surrounding Neighborhoods and Communities

- Use streetscape and other physical improvements to create a stronger link to the North Columbus/campus area.
- Create stronger pedestrian and bicycle linkages between the Olentangy River corridor and High Street at key points by utilizing such tools as signage, bike lanes, bike paths, etc.

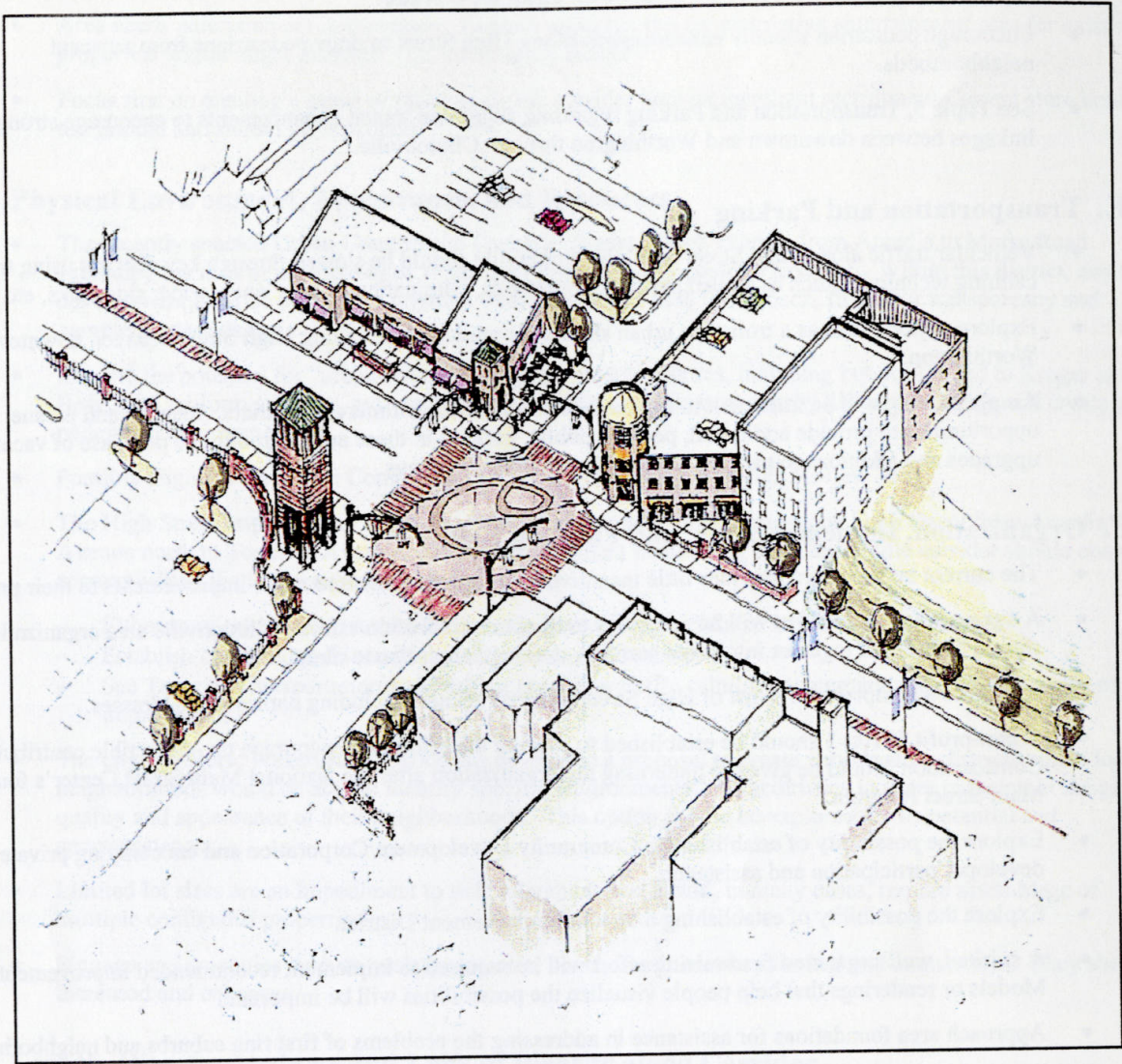
- Strengthen physical and visual connections to nearby destinations and amenities such as Olentangy Village and the five ravines that intersect with High Street along the corridor.
- Encourage pedestrian friendly enhancements along High Street to draw pedestrians from adjacent neighborhoods.
- See Topic 5, Transportation and Parking regarding suggested transit enhancements to encourage stronger linkages between downtown and Worthington through Clintonville.

E. Transportation and Parking

- Vehicular traffic along High Street through Clintonville should be slowed through key districts using traffic calming techniques such as angled parking, boulevards, elimination of turn lanes, wider sidewalks, etc.
- Explore options such as a trolley or urban shuttle for guided transit along High Street between downtown and Worthington.
- Ample parking will be important to the success of proposed commercial districts. Identify and pursue opportunities to provide additional, perhaps public, parking in these areas through the purchase of vacant lots or upgrades and additions to parking areas located behind buildings.

F. Organization, Implementation, and Funding Issues

- The current tax structure provides little incentive for property owners to make improvements to their properties.
- A strong grass-roots effort will be necessary to direct revitalization efforts. Clintonville area organizations should be brought together into some sort of a steering committee to direct efforts.
- Assemble a comprehensive list of High Street property owners including names and addresses.
- A non-profit 501(c) 3 should be established to oversee the effort and encourage tax-deductible contributions. Consideration should be given to patterning the organization after the National Main Street Center's four-point Main Street Program.
- Explore the possibility of establishing a Community Development Corporation and encouraging private sector developer participation and assistance.
- Explore the possibility of establishing a Special Improvement District.
- A spirited, well-organized fund raising effort will be required to implement recommended improvements. Models or renderings that help people visualize the possibilities will be important.
- Approach area foundations for assistance in addressing the problems of first ring suburbs and neighborhoods.
- Identify and recruit Clintonville community leaders who think big and are visionaries.
- Develop an assistance program to help strengthen existing merchants.
- Use portions of this study as a marketing tool.
- Early efforts should include contacting key priority property owners with elements of the plan to encourage their support and involvement.
- One or more catalytic projects of sufficient size and scale to change the image of the area may be necessary before aggressive retail recruitment can take place.
- A ninety-day time line and budget should be established for beginning the implementation phase of the plan.



North Broadway & High Intersection

North High Street Corridor/Clintonville

Market Strategy and Action Plan

RECOMMENDED ACTION PLAN

I. Introduction

The process that was used to develop this plan for the revitalization of the North High Street Corridor in Clintonville, as suggested by the city of Columbus's Department of Trade and Development, was both innovative and grass roots. The department recognized that, for a revitalization effort to be successful, it must capitalize on the unique characteristics of the community in which the commercial district is located. The input of experienced professionals with knowledge of what has worked and has not worked in similar circumstances is important as well. Information and recommendations gathered from the focus group interviews with area residents and the local expert panel was supported by the independent market analysis and lessons learned from other urban neighborhoods that have experienced successful revitalization.

Clintonville is fortunate to have a citizenry that is well educated and involved in the community. Its numerous community-based organizations are a reflection of this involvement. The neighborhoods are strong, the housing stock is excellent and home values are rising. The community is well located in close proximity to both downtown and suburban employment centers and health care and educational facilities. Freeways located to either side of the community provide quick access to anywhere in the greater Columbus area.

The North High Street Corridor is home to over three hundred retail and service businesses yet residents must still leave the area for many of their basic shopping needs. The High Street retail mix includes convenience goods, antiques and collectibles, ethnic eateries and emporiums, unique specialty stores and many used car lots. At the same time, it has a tremendous shortage of dining and entertainment alternatives and lacks anchor stores or shopping districts that could draw large numbers of shoppers into the area.

The corridor is an unwieldy four miles long and contains a mix of historic buildings abutting the sidewalk, suburban-style structures with parking lots in front, used car lots and some vacant and dilapidated properties. A large portion of its sidewalks is in a poor state of repair and that, combined with the fast traffic and lack of amenities, makes it an unfriendly place for pedestrians. While there seems to be ample parking along most of the corridor to meet current demand, it is a problem in a few areas and would be even more so with new destination uses. The biggest problem the corridor faces though is that, as one panelist put it, "There is no 'there' there." It has no identity. There is no area or district along the corridor that people would identify as a place to go for shopping, dining or entertainment. For the most part, those who frequent the corridor are doing so to visit individual establishments.

The Recommended Action Plan that follows is based upon recommendations received from focus group and panel recipients, as well as Main Street Connections' experience, the experiences of other communities and the particular set of circumstances and opportunities identified through intensive local research. It is intended to serve as a road map for the future direction of the corridor. It is meant to be comprehensive yet flexible to adapt to community input and changing circumstances. Key objectives have been prioritized in general order of importance.

Following are Main Street Connections' recommended prioritized objectives for the comprehensive revitalization of Clintonville North High Street Corridor:

II. Strategies

A. Put the necessary organization, funding and staffing in place to implement the plan.

- **Establish a 501(c) 3 not-for-profit corporation as the new organizational structure for implementing the Recommended Action Plan.**

The most effective neighborhood revitalization programs concentrate responsibilities, authority and funding for the effort in a single organization with a board of trustees and a hired staff. The advent of the 501(c) 3 not-for-profit development corporation has been the genesis for the widespread acclaim given to the concept of public-private partnerships. It is the most flexible management tool currently available for neighborhood commercial redevelopment and downtown economic revival. Contributions from individuals and for-profit enterprises are

tax deductible as charitable donations. As a not-for-profit, it can also accept contributions from other not-for-profits that may be prohibited from investing in business ventures.

The critical philosophy is that long-term improvement is based upon support from a broad constituency and private property owner investment coupled with public infrastructure improvements. Development under this type of organizational structure is incremental, building-by-building and parcel-by-parcel.

- **Pattern the organization after the National Trust for Historic Preservation's national Main Street program.**

To make certain that the revitalization objectives outlined in this plan are accomplished and efforts gain momentum, a Main Street Program should be established. While this program was designed for downtown revitalizations, its principles apply equally as well to older neighborhood commercial districts such as the North High Street Corridor.

The following is quoted from Downtown Ohio, Inc.'s "Downtown Revitalization Training Manual":

"In 1977, the National Trust for Historic Preservation undertook a demonstration project in which three small mid-western towns were selected to serve as models for the development of a comprehensive approach to downtown revitalization. After three years of on-site analysis (economic and design) and implementation experience, a methodology was developed and titled, 'The Four Point Main Street Approach to Downtown Revitalization'.

The foundation of the "Four Point" or "Main Street Approach" to downtown revitalization is preservation: using those elements of quality that have survived as assets upon which we can build a lasting, positive physical and emotional image for everyone who uses downtown. Historic preservation is used as an economic development tool. It capitalizes on over-looked and underutilized assets, encourages imagination, sharpening of entrepreneurial skills, and strong participation by the private sector.

The principles of the Main Street philosophy are the following:

1. **Comprehensive and Appropriate:** All aspects of the downtown must be considered when designing a revitalization program. And, the program must be appropriately scaled, taking into account the community's resources and local conditions.
2. **Incremental:** The Main Street Approach does not produce instant change; it manages change over time. The decline and decay of the central business district did not occur overnight and by the same token, a revitalization program cannot be expected to produce immediate results. Careful realignment of every aspect affecting the downtown area takes effective decision-making and leadership development. Quick-fix solutions may produce short-term successes, however, over the long run, one must address the underlying causes of decline.
3. **Partnership:** In order for the downtown revitalization program to be successful, both the public and private sectors must be involved and committed. A project manager, someone who works exclusively for the downtown as an advocate for all aspects of the revitalization program, plays a key role in the process. Often, the establishment of this position is a joint public/private venture supported in a number of ways from each sector.
4. **Quality:** The Main Street Approach emphasizes quality – taking the time and care to make changes in a "quality" way.
5. **Education:** The negative attitudes prevailing in the downtown need to be changed through education and awareness. Projects should be chosen which are doable in nature so that their success may be promoted. People need to be constantly made aware and reminded of the assets that exist in the downtown and why they are important to the overall community. The new generation of users needs to know that a downtown exists, where it is, and what is available for them in the central business district.
6. **Implementation:** Once a community is committed to conducting a downtown revitalization program, implementation is critical. Plans do not implement themselves, someone or group has to be the driving force to make things happen."

- **Form a board of trustees for the new organization.**

The new non-profit Main Street Corporation should have a Board of Trustees that is comprised of experienced, dedicated and decisive individuals representing the major constituencies that are involved with or affected by the corridor. Board members should be carefully chosen from among the following groups – High Street property owners, retail and office tenants, major local employers, real estate professionals, cultural and

historical organizations, financial institutions, community groups, and residents. Paid staff and representatives of the city of Columbus should serve as non-voting members. It is essential that membership be drawn from all sectors to ensure that all views are represented and a common vision/plan is supported and maintained.

- Handbooks – Board members should be supplied with handbooks produced by the National Main Street Center that explain in layman's terms appropriate roles and responsibilities for board members and for the members of the four committees that are recommended by the Main Street Center - Organization, Design, Promotions and Economic Restructuring.

- Executive Committee – An Executive Committee should be formed with membership to consist of the Chairman and/or Vice Chairman of the Board and the Chairs of each of the standing committees. A representative of paid staff would sit in on meetings on a non-voting basis. The importance of this committee is to make certain that the efforts of each of the four committees and any related task forces are coordinated with the efforts of the other committees and the staff. This body would also provide more regular support and oversight of day-to-day activities of staff.

- **Involve existing Clintonville area organizations.**

To be most effective, the new group should be formulated to include all community segments involved with or affected by the commercial corridor. Successful revitalization is rooted in a commitment from political officials, residents, business leaders, community groups, merchants, and property owners who are all united in their revitalization vision. Clintonville contains many strong community-based organizations that should be represented on the board of this new organization.

- **Establish and fund a three-year operating budget for the organization.**

- Budget – A three-year budget should be established for the operation. It should include sufficient amounts to hire experienced and capable staff, cover operating expenses and ongoing events and provide a limited amount of seed money for special projects such as façade enhancement, building assessment and market studies for individual development proposals.

- Contribution Levels - Owner/stakeholder involvement is the key to essential private investment. Suggested contribution levels should be tiered. Member contribution levels should be based on equal financial support from property owners and be significant enough to establish an adequate funding base and a feeling of having a clear stake in the organization's success. Many groups have minimum property owner contributions of \$500 per year. An effort should be made to identify and communicate with every High Street property owner seeking his/her input to and support for the program. Organizations with major stakes in the community such as the city, major employers and major benefactors could be involved at higher levels. Community groups, tenants and residents could be involved at a lesser level based upon ability to pay. Seek three-year commitments to give the program sufficient time to be established and realize meaningful, visible results.

- Resource Development Plan - Prepare a comprehensive resource development plan to maximize the opportunities for complete funding of the new three-year plan with a combination of public, private and nonprofit financial contributions, in-kind services and incentive programs.

For this effort to have the best chance of success, the majority of the funding should come from the private sector. Sustainable revitalization only occurs in the presence of economic opportunity. At the same time, public policy and investment throughout America has favored suburban development over the last several decades at the expense of the urban core. New developments at the fringes are subsidized with publicly financed new infrastructure and, often, financial incentives. In the meantime, older neighborhoods' infrastructure ages and deteriorates. Public support for and investment in neighborhood commercial revitalization is necessary to create a level playing field.

Possible sources of funds include:

- Additional contributions of money and in-kind services, equipment, office space, etc., over and above membership contributions, from property owners, merchants and office tenants, community groups, major employers, financial institutions and others with an interest in the North High Street Corridor.

- Grants and/or low interest loan assistance from federal, state and regional funding authorities for specific aspects of the program. Because of its relatively high median household income, the Clintonville area does not qualify for many of the assistance programs intended for revitalization of older inner-city neighborhoods.

However, a limited number of federal and state programs may be available and others are being considered that could be sources for at least a portion of the funding for specific proposed initiatives contained within the plan.

- Sell naming rights to specific amenities or activities. This could apply to major investments or to something as small as, for example, adopting a bench or planting a tree.
- Explore the possibility of using resources that might be available at Ohio State University to support corridor activities. Examples could include assisting with the development of a computerized database of information on corridor properties, conducting consumer surveys, providing technical and educational assistance to corridor businesses and encouraging mentoring programs that could benefit both students and corridor businesses.
- Seek contributions to the program or specific aspects of it from family and community foundations and civic organizations that are active in the Columbus area.
- Develop and execute a professional fund raising campaign to include a combination of public presentations to appropriate interest groups and private, in-person solicitation of potential individual, corporate and institutional stakeholders. Marketing materials including such tools as renderings or models will be important to help people visualize the desired outcome and motivate them to contribute to the effort.

- **Hire full-time staff to manage the organization and direct the implementation of the Recommended Action Plan.**

The Main Street Program staff, ranging in size from one to four full-time professionals, would provide executive leadership, project direction, promotion, and office management to its members. Initially, staffing of the Main Street Corporation proposed for Clintonville's North High Street Corridor would require at least one and, preferably, two full-time positions. As a result, individuals selected for these positions should be multitasking and capable of performing complex tasks. Staff can also be supplemented with program/project consultants and part-time persons such as loaned executives or retired community leaders. Job descriptions, desired qualifications and compensation parameters should be established for each staff position and a comprehensive recruitment effort initiated to identify and hire the best person(s) for the job.

- Executive leadership - This role is typically carried out by an Executive Director or Main Street Manager who actively forges relationships both at the grassroots property owner level and with corporate and political leaders in the community. Leadership skills and the ability to communicate effectively regarding a broad range of goals and issues will be important as will familiarity with economic development, urban planning, historic preservation and a host of other topics.

- Project Direction - The scale of the overall revitalization program sometimes requires such initiatives as storefront programs, streetscape projects and development projects to be run by a junior executive or volunteer that reports to the Executive Director.

- Promotions and Events Coordination - Advertising, promotions and special events are the glue that binds a community to the project area. They help celebrate the unique nature of the people and places that make the community special. The individual in this position should display an outgoing, people-oriented personality and have experience in advertising, events planning and fund raising. Knowledge of retailing and consumer marketing is a big plus.

- Office management - A successful program must be organized, fiscally prudent and responsive and involve teamwork between staff and board leadership. This too is a critical role involving filing, financial reporting, grant administration audits, project reports and fielding and responding to public inquiries.

- **Establish a permanent office on High Street within the corridor for the Main Street Corporation.**

Ideally, the office would be centrally located within one of the target districts perhaps on an upper floor with some first floor window(s) space available for displays, renderings and/or posters promoting the Recommended Action Plan and other positive changes taking place along the corridor. The importance of an upper story location is to reinforce the need to preserve prime first floor space for retail. An effort should be made to identify an upper story location and/or furnishings and equipment that could be provided as an in-kind contribution to the organization.

- **Initiate a public relations campaign to keep the community informed and build support and momentum for the revitalization effort.**

Achieving consensus and maintaining momentum will require ongoing communication of the desired vision and efforts to achieve it. Emphasis should be placed on why the vision is important and how it will benefit the various sectors of the community.

- **Eventually, consider establishing a Special Improvement District along portions of or all of the corridor to provide more permanent financing for some functions of the proposed organization.**

Special Improvement Districts (SIDs) are areas in communities defined by local and state legislation in which the private sector delivers revitalization services beyond what the local government can reasonably be expected to provide. SID funding is derived from tax assessments collected by the city on properties located within a specified district. Essentially, a SID represents self-help through self-taxation. The goal is to make the district more user friendly and therefore more business friendly.

Special Improvement Districts provide a long-term financial base for marketing, capital improvements and management programs. They spell out the services and improvements to be delivered in a contract between the property owners and the organization charged with managing the Special Improvement District. In Clintonville's case, the proposed 501(c)3 could fill this role. Examples of the types of supplemental services that could be included are trash collection, security, parking enforcement, landscaping, street furniture, signage, special lighting, litter control and maintenance. This contractual arrangement increases accountability and keeps the focus of the organization on achieving stated goals of property owners. It often, though not always, incorporates the entire commercial district, therefore spreading the cost and the benefits of the services among a broad base of property owners and tenants. Columbus, Cincinnati, Dayton and Akron are among Ohio cities with SIDs covering some portion of their commercial districts.

Sixty percent of property owners, or those representing roughly seventy-five percent of the linear footage, must agree to the assessment (amount to be determined by local area). Governmental entities and churches have the option whether or not to participate. The city would be responsible for collecting and distributing proceeds from the assessment. The process of recruiting the property owners to agree to an assessment and how it will be spent is a time consuming effort requiring a high level of commitment from leadership at all levels in the community.

A SID is the most effective way to assure long term funding but, since it involves a tax assessment on properties, it may be appropriate to await some demonstration of the success of the program before actively pursuing it. A voluntary clean-up day with residents, merchants, etc. could be held to kick off the fund-raising effort. The momentum created by the announcement and acceptance of a new and comprehensive vision for the North High Street Corridor revitalization would, hopefully, bring a positive response.

- Consider establishing a separate non-profit, Community Development Corporation (CDC) to stimulate private investment and pursue specific redevelopment opportunities through land, building and financing assemblage.

There are a number of areas along the North High Street Corridor in Clintonville that offer potential for redevelopment but are currently unavailable or unrealistic for private investors to acquire and easily redevelop. Cities like Cleveland, Columbus and Cincinnati have for many years used non-profit corporations organized under Ohio law to take responsibility for redevelopment of specific troubled sites or areas within their communities. Such a corporation could be established as a subsidiary of the proposed Main Street organization for the purpose of carrying out property acquisition, development and financing activities. A separate, smaller board could be established for this corporation. This approach would limit the Main Street organization's liability and prevent dilution of its focus on overall corridor revitalization.

Under certain conditions, it may be possible to use proceeds from tax exempt bonds issued by the city or other political subdivision to support one or more of the CDC's projects. If necessary, the city could also undertake eminent domain then sell or otherwise transfer seized property to the CDC. Appropriate legal advice should be sought regarding this recommendation.

B. Create a strong sense of identification and entry into Clintonville and four targeted districts within the corridor.

- **Create one or more unified destination retail and/or entertainment clusters or districts within the corridor.**

As mentioned, the North High Street Corridor is very long and currently contains no areas within it that could be considered destination districts. Four areas within the corridor were identified by the panel of experts as offering the potential for the creation of such districts.

As a result of community input and further analysis, a fifth area has added to the list of those offering potential for creation of a destination district. The area of High Street that extends from the northern edge of Graceland Shopping Center to the southern edge of Worthington's city limits has been added and tentatively identified as the North Clintonville District. This area currently contains a combination of convenience retailers, restaurants and vacant parcels. Its proximity to Worthington creates the long-term potential for extending the charm, character and shopping experience of Olde Worthington southward along High Street into North Clintonville. The Urban Commercial Overlay District should be extended to cover this area so that, as properties are redeveloped, they will be designed and positioned on their sites to be more urban in character and better complement Worthington's historic shopping district. There are several successful restaurants in this district that could form the foundation for creation of a strong dining and shopping destination area.

The area around the intersection of North Broadway and High Street was identified as offering the most potential for development of a destination area and, since it is near the center of the corridor, could be developed as Clintonville's "Town Center."

As a first step in creating a sense of identity, environmental graphics packages should be developed for each target area that build on and reflect the unique characteristics present in each. These packages should include directional and entry signage as well as standards for marketing materials, storefront signage and design elements within each district.

- **Develop and Implement a Comprehensive Directional/Way-finding Signage Program.**

A comprehensive vehicular and pedestrian directional/way-finding system with a sign schedule defining exact locations and a list of destinations and attractions should be developed and implemented. This system should be corridor wide, colorful, comprehensive, and featuring each of the target districts. On Interstate 71 and State Route 315, motorists would benefit from more information indicating the appropriate exits for key districts within Clintonville. The design of the signs should be developed with input from the city and state departments of transportation. Tourism officials, the proposed Clintonville Main Street Program and the Clintonville Area Chamber of Commerce could all be involved at the committee level.

- **Upgrade and sign the major entrances leading into Clintonville.**

The major entrances into Clintonville and into each target district should be clearly marked, create a strong sense of arrival, and reflect and promote the desired image for the community using a combination of signage, landscaping, and architectural elements. Signage should be designed as part of the recommended comprehensive directional/way-finding program.

C. Identify and develop catalytic projects to demonstrate the viability of new restaurant and retail uses and the impact of appropriately designed and located facilities.

If Clintonville is to be successful at attracting new restaurants and retailers and maintaining a strong residential base, it is essential that the negative perceptions that exist regarding the North High Street Corridor be addressed. Convincing people to view North High Street in a new and more positive way may take one or more 'catalytic' and differentiating projects. Appealing new dining and recreation destinations are the key first step in the revitalization of virtually every urban commercial district.

- **To attract new restaurants, it will be essential that local resistance to liquor permit options be addressed.**

To address area concerns about the potential for attracting undesirable uses such as bars, it might be possible to amend the existing zoning districts to limit or prevent such uses. This possibility will require more research. Whatever recommendations are developed, it will be essential to include significant community participation and communicate clearly to area residents the critical importance of attracting new restaurant uses into the area

as an essential early step in attracting other new retail and entertainment uses. One of the panel suggestions was to seek an early commitment from a high quality, name restaurant operation to locate in the area contingent upon their ability to serve liquor.

- **Restore and reopen the historic theater just south of North Broadway.**

What better way to announce to the community that things are going to change dramatically and for the better than to revitalize this theater. It is an important historic amenity in Clintonville that could and should be redeveloped perhaps as an alternative theater. Everyone involved with this project agreed that Clintonville would benefit from additional evening/entertainment activities. Clintonville Electric, an important and long-time Clintonville merchant, currently uses the theater space. Their needs would have to be addressed before any consideration could be given to reuse of the space. The theater, when restored, could provide residents and visitors with entertainment and serve as a vehicle to bring additional people into the area after typical business hours.

- **Approach major property owners and retailers, especially Big Bear and Kroger, about the possibility of redeveloping their sites and stores to better complement their surroundings and encourage additional retail development.**

Big Bear and Kroger are important anchor retailers for Clintonville. Both are apparently strong performers. Perhaps they could be encouraged to redevelop their stores with larger formats, more products and services and layouts and designs more in keeping with the urban character of their surroundings. Ideally, these stores should be located at the front of their sites with pedestrian openness, complementary urban designs and parking in the rear.

D. Dramatically improve the appearance and vehicular and pedestrian access and flow of the North High Street Corridor.

- **Establish a higher standard.**

The most successful retailers, restaurants and shopping centers pay close and careful attention to the appearance of their spaces – and with good reason. Consumers demand cleanliness, orderliness and an attractive environment in which to shop and dine. Most workers and residents value the same types of environments. High Street is, in a sense, Clintonville's 'living room.' To be an appealing place to visit and linger, it needs to be clean, attractive and well maintained. To become the attraction it has the potential to be and the source of pride its citizens desire, a higher standard of maintenance, cleanliness and design must be established.

- **Implement proposed streetscape improvements.**

The city's Neighborhood Design Assistance Center developed a streetscape design for the North High Street Corridor. The city has authorized funding the improvements from Arcadia to Torrence subject to property owners' agreement to provide matching funds equal to one third of the total cost of suggested improvements. The project was recently approved by a required sixty percent plus of the property owners within the designated area. Long term, these improvements should be extended northward along High Street to southern edge of the Worthington city limits.

- **Extend the Urban Commercial Overlay District**

Although the Morse Road/High Street area is one with suburban style buildings and setbacks, the area north of Graceland Shopping Center is not. The Urban Commercial Overlay District that currently exists from Arcadia to Morse Road should also encompass that area of Clintonville that abuts the city of Worthington. Building setbacks in that area should comply with standards (i.e. building setbacks and complimentary design) outlined in the Urban Commercial Overlay District guidelines.

- **Bury utility wires underground or move them to the alley.**

Plans should be developed and funding sought to ultimately either bury or relocate all overhead utilities along the North High Street Corridor as circumstances allow.

- **Upgrade amenities.**

As part of the streetscape improvements, attractive trash receptacles and benches should be installed, especially within the four target districts. A program of public art could also be instituted. Many communities have

successfully employed public art competitions to beautify areas of their communities. Grants are frequently available for such programs.

- **Encourage building façade enhancements**

- Work with Columbus' Neighborhood Design Assistance Center – Columbus' Neighborhood Design Assistance Center has been instrumental in upgrading streetscape and building renovation design in many Columbus neighborhoods. The Center provides free or low cost design assistance to property owners in specifically designated neighborhoods who wish to renovate their buildings.

- Encourage Storefront Improvements – As discussed, many of High Street's storefronts are unattractive and uninviting. As facades are enhanced, these storefronts should be addressed.

- Install Shingle or Blade Signs – These merchants' signs, mounted perpendicular to the building faces, help to promote individual stores and encourage pedestrian movement. A historically sensitive design will be important.

- **Financial assistance and incentives**

Programs, in addition to those already discussed, that could be considered to provide incentives and assistance for implementation of the above recommendations include:

- Emergency Building Repair Assistance - A program of assistance for emergency repairs to existing buildings would help to prevent further deterioration. Many High Street buildings suffer from a lack of maintenance and deteriorating conditions. Continued deterioration may make their eventual rehabilitation difficult or prohibitively expensive. These buildings are an important part of what makes the area special and are also an economic engine that can drive much of the revitalization effort. A program needs to be put into place to assure sufficient repair of these existing buildings to prevent further deterioration. Some combination of strict code enforcement and financial assistance or incentives should be put in place to address this situation.

- Low Interest Loans – Local financial institutions could be approached to jointly create a low interest loan pool for building stabilization, facade enhancement, and even redevelopment and new construction projects located in along the corridor.

- Micro-Loan Program – Develop a micro-loan program with a maximum of perhaps \$5,000 per loan for High Street merchants and other businesses to encourage them and make it easier for them to make improvements in their stores or businesses.

- TEA 21 Grants - Explore the potential for use of TEA 21 grants through the Ohio Department of Transportation for recommended transportation related enhancements. The Ohio Department of Natural Resources also offers grants that could be of use in funding such things as bikeways, pocket parks, etc.

- **Possibly augment the Urban Commercial Overlay District with local design review.**

The panel of experts generally felt that a Design Review process would be the most effective way to establish and oversee standards for design of renovations to existing buildings or construction of new ones. In this way, circumstances not envisioned by the standards could be interpreted appropriately. The Clintonville Area Commission currently reviews and makes recommendations to Columbus City Council in response to rezoning, council variance and Board of Zoning appeal applications. As such, they often review site plans but not design proposals unless contained within the above applications. Council has the authority to accept or reject such recommendations and must take existing zoning regulations into consideration when reaching their decisions. To strengthen local design review, it may be necessary to review and amend building and zoning regulations as they relate to Clintonville.

- **Consider creating a Conservation District.**

As an alternative, the city of Columbus' Historic Preservation Office has developed a proposal to create enabling legislation for Conservation Districts. Basically, a Conservation District allows a neighborhood to identify existing neighborhood environmental characteristics in order to maintain the general quality and appearance and conserve building stock. Conservation Districts can regulate setbacks, the types of materials used in new construction, lot coverage, signage, etc. They are less restrictive than Historic District Standards but can be as strict or flexible as the City Council's adopted legislation. As the proposal is currently written, neighborhoods interested in obtaining a conservation district apply to the Historic Preservation Office that would then review the application, hold public hearings on the issue and then present it to city council for

passage. Once the conservation district is passed, the Historic Preservation Office would administer the program.

- **Introduce traffic calming techniques in designated target districts.**

As Yogi Berra was purported to have said, "Nobody goes there any more because it is too crowded!" Most retailers, especially the types of specialty stores one typically finds in downtown, depend on traffic driving by and walking by their stores to generate interest and store visits. Busy streets and sidewalks communicate success and vitality. The key concerns in urban commercial districts should be safety, ease of understanding and access and steady, even if slow, progress. In an urban environment, cars, buses, pedestrians and bicycles all need to be taken into consideration.

Traffic calming techniques should be introduced on High Street in selected target districts. Techniques that could be considered include lowered speed limits, bump-outs, boulevards, angled parking, removal of turn lanes, prominent crosswalks, wider sidewalks, etc.

- **Improve pedestrian access to and flow within the North High Street Corridor.**

- Upgrade Sidewalks- As part of the proposed streetscape improvements, High Street sidewalks would be repaired or replaced where appropriate. In some areas, these sidewalks are in very poor condition and uncomfortably close to speeding vehicular traffic. Where possible, they should be moved to create more distance between pedestrians and vehicles.

- Widen Sidewalks – Sidewalks within the target districts could be widened to encourage additional pedestrian movement and permit the placement of café tables, bike racks, benches and additional landscaping. These districts could become real gathering places, especially in the warmer months. These changes would also help to attract new restaurants to locate in the area. It will be important to leave open lanes for pedestrian movement between parked cars and store entrances.

- Add and Improve Crosswalks – The pedestrian should be given priority over the motorized vehicle within the target districts. Crosswalks should be attractive and clearly marked with signs indicating "yield to pedestrians."

- **Connect High Street to the Olentangy River bike path at strategic locations and encourage bicycles to venture onto High Street.**

Bicycling has become a popular pastime for many people. Clintonville is fortunate to have a number of bicycling opportunities in and around the area. The Olentangy River bike path could be connected to High Street by bike paths or marked lanes on city streets at strategic locations along the corridor. One such possibility exists in the vicinity of Big Bear where public park space connecting to the river is in close proximity to High Street.

Clintonville's charm, historic architecture and shopping opportunities could be an appealing side trip for many bicyclists. Initiatives that could be considered to take full advantage of this opportunity include the following:

- Install signs on bike paths directing traffic into Clintonville and promoting what it has to offer.
- Install bike racks (and possibly bike lockers) at strategic locations along High Street.
- Develop special promotional packages and initiatives for bicyclists.

- **Explore additional transit options.**

- Consider an Intra-City Shuttle - Consideration should be given to organizing and funding an intra-city shuttle service. An intra-city shuttle service would dramatically improve access between downtown, the University District, Clintonville and Worthington, especially for non-driving senior citizens, students and lower income residents of the area. If successful, it could also have the side benefits of reducing automobile travel and emissions within the community, easing parking and adding to its pedestrian character. Bike racks could be added to the rear of the shuttles to increase usage even further.

- Develop Long-Range Mass Transit Options and Plans – At some point, some form of mass transit is likely to be developed in Columbus. If the COTA ballot issues are passed this Fall, a north transit line may not be that far off. Planning should begin now to take advantage of such an opportunity when it occurs and, hopefully, be in a position to influence the positioning of stations opposite target districts.

E. Improve the perception and reality of ample, convenient and available parking, especially within target districts.

Parking is a top priority both because it was one of the biggest complaints of area merchants and community leaders interviewed for this report and because other initiatives to be recommended will depend upon satisfactory resolution of this problem.

- **Parking availability.**

While it appears that sufficient parking exists along most of the corridor to serve current worker, resident and visitor needs, some of it is not conveniently located and more will be required if revitalization efforts succeed in encouraging new developments and bringing in more visitors. Parking in some areas is subject to limited availability at peak times.

The perception of inadequate parking is more likely the result of inconvenient parking rather than the lack of total spaces to serve current needs. Also, visitors expect to be able to park in the immediate vicinity of their destination and are disappointed when they cannot.

- Add/Improve Parking Behind Buildings – To make the option of parking at the rear of buildings more appealing, consideration and support should be given to enhancing the appearance of the back sides of buildings visible from these lots and upgrading the appearance and lighting of passageways that lead from the lots to the street front. This would also support a strategy of reuse of upper levels of some buildings.

- Create Additional Lots - Opportunities should be explored for the creation of additional public parking lots in the target districts either behind buildings or on the edges of each district. Several of these areas contain currently underutilized lots and historically insignificant buildings that could be purchased and removed.

- **Initiate a positive promotional campaign to encourage corridor workers to reserve street front parking for shoppers and visitors.**

People who work at businesses located on High Street within the corridor should be encouraged to reserve street front parking for shoppers and visitors using a positive promotional campaign with a theme such as “It’s important to you and your community.” Some creative communities have calculated the cost in lost sales of on-street spaces occupied by workers and place cards on the offending cars’ windshields letting the drivers know how much they are costing themselves or their employers. These figures can amount to tens of thousands of dollars.

- **Install directional signage.**

As part of a comprehensive identity and signage program, clear and attractive signage should be installed in appropriate locations to direct visitors to public parking areas. Use singular logo signage to indicate all public-parking areas. Clearly identify private parking lots and service areas to prevent the necessity of towing.

- **Decorative perimeter fencing and plantings should be used to improve the image of off-street parking.**

Without jeopardizing visual security, use low level screening such as masonry walls, wrought iron fences and shrubs to minimize views into the interior of surface lots.

F. Gradually add appropriate new retail within designated target districts.

As catalytic projects are generated and districts defined, there will be opportunity to add appropriate new retail within the target districts. Following are some suggested types and recruitment strategies:

Types of Stores:

Several categories of retail lend themselves well to consideration for a location within one of the target districts in Clintonville, either because they would complement existing uses or because they would fill unmet needs or both. Regardless of the store type, successful High Street merchants will offer superior customer service and product knowledge, unique specialty items, convenience, a pleasant atmosphere, and support for community causes.

Dining Establishments

Clintonville has a serious shortage of quality dining establishments. A demand exists for additional establishments. Restaurants, coupled with entertainment, would help to keep High Street alive in the evenings and on the weekends, a time when many American cities' streets become deserted. Attract operations that combine food and drink such as a casual dining establishment that serves alcohol or a fine dining restaurant with a good wine selection.

Antiques and Home Goods Stores

Clintonville's retail base already has a number of antique dealers and home related merchants. This concentration could be built upon and focused in one district so that the district could become a regional destination for those types of home furnishings, decorations, and collectibles.

Specialized Fashion Retail

Many of those interviewed for this report indicated that more clothing stores are needed. Unfortunately fashion goods, more than any other merchandise group, require a large critical mass to successfully execute because they are driven more by selection than by price or location. This makes it unlikely that such stores can be attracted until and unless a destination district can be created and sufficient space made available to attract a number of them at one time.

Recruitment Strategies:

Active Recruitment/Niche Retailer Identification

Attend retailing industry events and conferences to identify retailers that might be looking in the area. An excellent one is held in the fall of every year in Chicago. It is the Midwest Regional Deal-Making session of the International Council of Shopping Centers (ICSC). More and more chain retailers are exploring urban markets and developing new formats to target them.

Subscribe to retailing magazines such as Shopping Center World, Stores, etc. that frequently report on retailers' expansion plans and often feature outstanding niche retailers that might be candidates.

Marketing Information

Develop a database of information on local statistics, available spaces, maps and promotional materials for use in creating a strong leasing package to send or give to potential recruits.

Other Initiatives

Generate mailings on a regular basis to tenant prospects identified through the above efforts. Each mailing could, for example, focus on a different feature or benefit of locating in Clintonville. These mailings could range from postcards to videotapes or incentive gifts.

Conduct franchise fairs to bring potential shop owners and franchisers together. Identify franchise operations that might be desired and ask them to participate. They will typically send representatives and some type of display and promotional materials. The community would be responsible for identifying prospective franchisees among local residents (through advertising, targeted mailings and word of mouth) and providing the facilities and refreshments. Four to six franchisers would be enough for a meaningful fair. Each would be given the opportunity to speak briefly to the group about their operation and then meet prospects individually as appropriate. In addition to the franchisers, speakers could be brought in to address small business topics that might be an interest generator.

- **Strengthen existing retail.**

For retailers, incremental increases in sales generally have a greater than proportional impact on their profits. They typically have a significant percentage of their income committed to fixed expenses such as rent, fixtures and equipment and, to a certain extent, wages and benefits. These expenses remain whether the retailer sells anything or not. Once fixed expenses have been covered, though, a greater percentage of sales can be transferred to the bottom line. In other words, higher sales usually mean a higher profit percentage.

For property owners, the impact of higher sales is more stable tenants and the potential for higher rents. Retailers are or should be more concerned about rents and other occupancy costs as a percentage of their sales than what the actual dollar amount of their rent is. As a general rule, total occupancy cost (rent, utilities, taxes, common area maintenance, etc.) of greater than fifteen percent of sales is an indication of a retailer in trouble. Less than fifteen percent is normally acceptable, with total occupancy cost of around ten percent of sales usually indicating a very healthy retailer. What this means for the property owner is that every dollar of additional sales a retailer can generate translates into at least a ten-cent potential in increased rent for the space occupied. Increased sales are in both the retailer's and the property owner's best interest. While efforts are underway to enhance the corridor's appearance and establish destination districts within it, efforts could be made to strengthen the existing retailers.

- Merchant Seminars – Clintonville merchants compete with chain retailers with big budgets and sophisticated operations. Most of them could increase their sales and staying power with some form of professional consultation, financial assistance or both. A series of seminars could be offered to merchants dealing with such topics as visual merchandising, window displays, customer service, marketing and promotions, inventory control, etc. The idea would be to help them compete more effectively with chains that have the resources and technology to be more sophisticated and efficient in their approach to generating sales and profits. Such programs can be very economical but merchants must choose to act on suggestions made for them to be effective. These seminars could be supplemented with individual consultation and support services such as design assistance and a micro-loan program for businesses that wish to invest in maintaining and enhancing the viability of their operations.

- **Increase local market penetration.**

- Expand Hours of Operation – Increase penetration in the local market by an expansion of and consistency in hours of operation through a combination of standardized lease clauses and gradual introduction of evening hours. Initially, merchants should be encouraged to open one evening a week in conjunction with a strong initial and periodic follow-up promotion. For this effort to be successful, the trial must last for an extended period, perhaps as long as a year. It takes time for consumers to recognize changes such as this and become accustomed to expecting to find stores open on that particular evening. If the program is successful, consideration could be given to adding additional evenings.

- Joint Promotions/Marketing – Merchants could work together, in coordination with the new proposed Main Street organization, to sponsor joint promotions. Examples could include special sale events, periodic cooperative advertising circulars, discount coupons at participating merchants, etc.

- Special Events/Festivals – Consideration should be given to expanding existing special events and perhaps adding more. Corporate and media sponsorships could be solicited to fund expansion of existing events, in terms of size, quality and perhaps duration. Whether or not merchants benefit directly from these events, they gain indirect benefit every time someone comes into the Clintonville area and is exposed to their presence and the products or services they offer. Examples of ways for individual merchants to take advantage of special events include extended hours, sponsorships, coupons or sales, food carts, banner signage and sidewalk seating or sales.

- Nearby Workers – Develop special promotions and approaches to reach the people who work in the Clintonville area every day. Such things as payroll inserts, special evening hours and promotions one day a week for nearby workers, Secretary's Day and Boss's Day specials, and delivery of food and products available at area merchants could be effective in reaching this group.

G. Provide property owners with the tools and incentives to rehabilitate their historic buildings.

Property owners and developers often perceive that preservation is too expensive, especially in comparison to new construction. In actuality when historic preservation methods are properly understood and applied, such developments can actually cost less and earn a higher rate of return than new construction. As stated in Downtown Ohio, Inc.'s Downtown Revitalization Training Manual, "The foundation of the 'Four Point' or 'Main Street Approach' to downtown revitalization is preservation: using those elements of quality that have survived as assets upon which we can build a lasting, positive physical and emotional image for everyone who uses downtown. Historic preservation is used as an economic development tool. It capitalizes on over-looked and underutilized assets, encourages imagination, sharpening of entrepreneurial skills, and strong participation by the private sector."

Clintonville is blessed with numerous beautiful and distinctive historic buildings, many of which are located on High Street. It also has the benefit of knowledgeable local preservation advocates that can be of immeasurable value in implementing the following recommendations.

- **Conduct seminars for property owners regarding such issues as the alternative building code for older structures, historic tax credits, creative financing, etc.**

Alternative Building Code:

Some property owners shy away from investing in rehabilitating their buildings because they perceive building code requirements as being too costly and difficult to meet. Fortunately, Chapter 34 of the Ohio Basic Building Code provides an alternative code for historic structures that, when followed, can result in a significantly lower cost than modern code would otherwise require. This code uses a point system to establish an acceptable level of safety in the building and awards points for life safety features not common in modern buildings but inherent in many older structures. Fire safety measures such as extra emergency lighting and more exit signs might, for example, be used to offset the number of exits that would otherwise be required. This is one of the primary economic tools that will make redevelopment of these historic properties possible.

A series of seminars should be arranged and conducted by professional consultants and developers who themselves have rehabilitated similar properties and can teach property owners how to apply federal and state historic tax credits and alternative building code to achieve cost effective renovation and reuse of their older buildings.

- **Create a package of incentives and assistance programs for High Street property owners.**

A combination of incentives and strict code enforcement to encourage upgrading and/or adaptive reuse of existing historic buildings on the corridor should be used.

Facade Enhancement Program

A facade enhancement program sponsored by the proposed Main Street organization would be an excellent way to achieve dramatic improvements in the appearance of some sections of High Street at relatively low cost. In some communities, grants are made available to a select number of property owners each year. These grants are applied against the cost of enhancing their buildings' facades on a matching basis. Typically, these grants will cover fifty percent of the cost of the enhancement up to a fixed dollar amount of a few thousand dollars per facade. It is a tremendous incentive for properties and an excellent way to address such situations as covered over or painted facades and windows, holes from old signs, unattractive signage, etc.

To encourage parking and access from behind, the rear facades of most downtown buildings should receive the same attention as the front facades.

Free Design Assistance

As suggested earlier, consideration should be given to utilizing the Neighborhood Design Assistance Center to offer free design assistance to neighborhood property owners and businesses as a means of encouraging enhancements and assuring appropriateness.

Low Interest Loan Pool

Especially in the beginning of a revitalization effort, finding the financing to redevelop a property can be the biggest challenge. Support from local financial institutions will be very important as will gaining a thorough understanding of all the various financing tools that are available.

- **Encourage appropriate infill projects on select empty lots along the corridor.**

New construction should be designed to fit in with and complement historic buildings in the immediate area and also meet Urban Commercial Overlay Standards.

III. Next Steps

- Hold organizational meeting for new 501(c) 3 non-profit corporation to oversee plan implementation.
 - Invite representatives of Clintonville Area Commission, Clintonville Area Chamber of Commerce, other Clintonville-based community organizations, city of Columbus, leading property owners, businesses and residents
 - Identify and recruit leaders/officers
 - Identify existing 501(c) 3 to act as fiscal agent
 - Seek in-kind legal services to complete application process
- Establish three-year budget and initiate fund raising.
- Evaluate alternative approaches to zoning, liquor options, design review, etc.
- Prepare marketing materials for use in fund raising and tenant and developer recruitment.
- Approach existing and potential anchor retailers and restaurants regarding development opportunities, seek commitments, then use these commitments to gain approval of recommended zoning/liquor option changes.
- Design, fund and implement comprehensive signage program.
- Design, fund and implement physical enhancements to High Street/North Broadway retail district.

North High Street Corridor/Clintonville

Market Study and Action Plan

APPENDICIES

A. Local Expert Advisor Panel Roster

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Mr. Pat Manley
Ms. Sally Oddi
Mr. Bill Owens
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Ms. Laura Rolfe
Ms. Kristi Roumeliote
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Ms. Martha Trout
Mr. Joe Williams

Ms. Judy Davis
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Mr. Mike Griffo
Ms. Pat Kearns-Davis
Mr. Paul Nini
Mr. Kent Oliver
Mr. Tim Rabold
Mr. David Robinson
Mr. Brian Rothenberg
Mr. William Sanders
Ms. Sandy Simbro
Mr. John Smiley
Mr. Fred Wiese

C. Public Presentation Comments

The comments listed below were made following a public presentation held on October 11, 1999 regarding the Market Study and Action Plan for the High Street Corridor/Clintonville.

1. Encourage new development similar to new architectural office at High Street near Whetstone Park.

2. Encourage more small business office use and/or office centers.
3. Encourage redevelopment of fast-food type restaurants and buildings to front on High Street and have parking in rear.
4. Better biking access is good.
5. Make a greener community – more park space is needed and High Street needs more trees.
6. There are many young children here. Others are drawn to the Whetstone area during the day by playground and the rec center and library programs.
 - More sit down family-friendly restaurants (e.g. Smiths is better than “fast-food” but is still quick and welcomes kids)
 - Another rainy day kid’s activity such as Discovery Place
 - A place where moms or dads could go for coffee and donuts and kids could have a place to play (Several of us tried to start a routine at Hava Java, but they had no highchairs and other partons seem to prefer quiet environment.)
7. A skillfull and inviting presentation; an up-beat vision of the possibilities for Clintonville – but a monumental challenge in the achievement of the same. The goals you have targeted are valid.
8. I am very disappointed that the area north of Morse to Chase has been virtually ignored. An overlay for zoning is needed to encourage development similar to the rest of Clintonville and downtown Worthington. That area will be redevelopd soon – make a strong statement for it to be included in overlay form. The area I’m discussing does not want chain big box stores north of Morse. Contemporary chain stores are not best for Clintonville – unique, unusual stores define Clintonville.

In the Executive Summary, Section IV. C. - the are north of Morse is not included – why not 5 key areas? Morse to Chase district – North Clintonville district.

The area between Morse and Chase has been repeatedly ignored as part of Clintonville. This study only mirrors this history. Please change recommendations to incorporate and embrace this area; not orphan it. Please call me for additional comments.

9. The discussion suggested significantly slowing down traffic and reducing lanes in places. I am concerned about the congestion this will cause, especially at the High-N. Broadway intersection, unless a plan is in place to deflect traffic to other routes.

Also, being fairly new to Clintonville, I am uncertain what neighborhood associations may be in place. Assuming there is one or more, that would seem to be an appropriate vehicle for resident involvement in the 501 (c) 3 that was discussed.

10. I think it is important to bring in a Restaurant/Dining atmosphere to Clintonville. I feel that with the proximity to the OSU campus, many people feel having a wet town will bring crazy college drunkenness to the Clintonville Area. I think this could be easily avoided by not leasing the area to bars, only restaurants, or else bring in the kind of bar that will attract an older, more mature crowd, rather than the Downtown, German Village type crowd.
11. Great work! I agree with all conclusions – long over due! Unfortunately, on the Graceland issue, Casto continues to threaten us with the devil’s choice (1) redevelop if he gets us to buy him a road or (2) allow continued degradation if we don’t. The only answer is to find a developer who cares about this neighborhood and will revitalize the area in a manner that protects all surrounding neighborhoods and the environment.

Agree that more emphasis should be placed on North of Morse improvements using the same analysis.

12. Many very good ideas are presented here. I hope some real effort will be given soon to proceed. Use community strengths to select places to begin. Keep the long-term view to continue progress.
13. This was a good overview and some sort of follow-up could be held to let a more informed audience exchange take place.
14. Excellent, informative presentation. Very good job of identifying problems, strengths, solutions for Clintonville overall. Good job!

15. Private business and residential owner dollars are certainly important. However, I feel the city of Columbus should step up to the plate also. We pay a large proportion of the taxes (property/income) to the city and get little in return other than services. Other areas (Linden, Short North, German Village) have benefited from the city on a number of these issues (lighting, brick streets, signage, landscaping, etc.) and I feel the time is for more support from the city.
16. Each neighborhood in the community is very individual. Would like to see focus on "neighborhood" needs, not so much on bringing "others" into the community. If community needs are met others will come to live and shop. Promote what we have! Don't dwell on the "what ifs."

On the issue of liquor control

- Vote has always been in opposition to bars and carry outs.
- The N. Broadway and High site is not desirable for alcohol sales due to the nearby school and churches/daycare centers.
- The "public" has been convinced, repeatedly, that permitting any "liquor sales" will lead to risk of negative impact on the N. High and N. Broadway neighborhood.

D. Urban Commercial Overlay Enabling Legislation

ORD. No. 221-99 - To supplement the Columbus City Codes, 1959, by the enactment of new sections in Chapter 3372 in order to create an Urban Commercial Overlay; and to declare an emergency.

WHEREAS, as commercial development and redevelopment occurs along urban thoroughfares in older Columbus neighborhoods, the current development standards contained in the Columbus Zoning Code have become suburban in nature and do not easily accommodate contemporary construction which is compatible with a pedestrian oriented architecture scheme; and

WHEREAS, large suburban setbacks and the need to accommodate off-street parking adjacent to the thoroughfare has resulted in sporadic development that is not compatible with the original pedestrian oriented architecture of these older urban corridors; and

WHEREAS, this ordinance allows areas to be designated as "Urban Commercial Corridors" and have alternative standards which are more compatible with existing development; and

WHEREAS, the Urban Commercial Overlay is established to protect, re-establish and retain the unique aesthetic and architectural character, including retail display windows, side and rear parking, minimum setbacks, and pedestrian-oriented site design, prevalent in central city commercial areas; and

WHEREAS, after public notice a public hearing was held at which the Development Commission recommended adoption of these code changes and the creation of the Urban Commercial Overlay by City Council; and

WHEREAS, an emergency exists in the usual daily operation of the Department of Trade and Development in that it is immediately necessary to enact these code changes in order to preserve the public health, peace, safety and welfare; **now, therefore,**

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF COLUMBUS:

Section 1. That the Columbus City Codes, 1959, are hereby supplemented by the enactment of new Sections 3372.601, 3372.602, 3372.603, 3371.604, 3372.605, 3372.606 and 3372.607 reading as follows:

3372.601 Purpose.

The purpose of the Urban Commercial Overlay sub-chapter, consisting of Columbus City Code Sections 3372.601 through 3372.699, inclusive, is to regulate commercial development in specifically designated areas in order to address the unique characteristics of older, central city commercial areas. Drawings which illustrate the Urban Commercial Overlay development standards shall be on file with the Department.

The Urban Commercial Overlay is established to achieve the following objectives:

- A. Protect, re-establish and retain the unique aesthetic and architectural character of central city commercial areas characterized by pedestrian oriented development patterns.

- B. Encourage investment in compatibly designed development, including retail display windows, side and rear parking, minimum setbacks, and other pedestrian-oriented site design elements.

3372.602 Designated Areas.

The standards of the Urban Commercial Overlay shall apply to all commercially zoned or used parcels fronting along those portions of rights-of-way determined by City Council to be necessary to retain, develop, and redevelop pedestrian orientated architecture and land use patterns where recent develop has displaced the original pedestrian streetscape. Said rights-of-way shall be indicated on the Official Zoning Map and shall be delineated in this sub-chapter as separate sections beginning with C.C. 3372.650.

The establishment of an Urban Commercial Overlay area shall be processed through the appropriate area Commission and Development Commission for review and recommendation.

Notification shall be the same as required for a rezoning requests in that the announcement of the Development Commission meeting will be issued by the Department of Trade and Development.

3372.603 Applicability and Extent.

A. Applicability:

1. Any relocation, reconstruction or any new construction requiring the issuance of a Certificate of Zoning Clearance shall comply with all standards contained in this sub-chapter.
2. Any new construction or addition or the remodeling of any façade facing a public street that only requires the issuance of a building permit (excluding permits for items relating to routine maintenance) shall only be required to adhere to 3372.605 and 3372.606.

B. Extent: The standards contained in this sub-chapter shall be in addition to the regulations of the underlying zoning districts. Where the provisions of this Chapter conflict with those of the underlying zoning district or other provisions of this Zoning Code, the provisions of this Chapter shall prevail except within architectural review commission districts. Within architectural review commission districts, the development standards established by such commissions shall prevail.

3372.604 Building Setback.

Setbacks shall be determined according to the following methods. Buildings on corner lots shall be deemed to have two (2) frontages and shall comply with the setback requirements for both front facades.

A. Maximum setback. The distance between the principal building or structure, or any portion thereof, and the right-of-way line shall be a maximum distance of 10 feet. For first floor residential uses, the distance between the principal building or structure, or any portion thereof, and the right-of-way line shall be a maximum distance of 30 feet.

B. Public-Private Setback Zone Option: There may be a public-private setback zone in front of each building. This zone allows for up to fifty percent (50%) of the frontage of the building or structure to be set back from the right-of-way of the street a maximum of fifteen (15) feet. This additional space between the building or structure and the right-of-way shall be surfaced with an impervious masonry material and utilized for the primary entry, seating, outdoor eating, public art or similar pedestrian amenity.

3372.605 Building Standards.

- A. Building facades facing public streets shall incorporate a main entrance door on the primary street.
- B. For commercially used property, at least sixty percent (60%) of each building facade facing public streets, between the height of two (2) feet and ten (10) feet above the sidewalk grade shall be window glass. This provision shall not apply for the conversion of a residential building to a commercial use.
- C. For commercially used property, facades which face public streets and exceed fifty (50) feet in horizontal length shall include vertical piers or other vertical visual elements to break the plane of the façade. Such vertical piers or other vertical visual elements shall be between fifteen (15) feet and thirty-five (35) feet apart along the façade. This provision shall not apply for the conversion of a residential building to commercial use.
- D. All roof-mounted mechanical equipment shall be screened from view from 50 feet off all property lines. The design and materials of mechanical enclosures shall be architecturally integrated with the rooftop and the balance of the entire building.

- E. All ground-mounted mechanical equipment shall be screened from view to the height of the equipment.

3372.606 Drive-in uses.

Drive-in uses are permitted only in accordance with the following standards, which are in addition to all sections of this overlay:

- A. Drive-in structures shall be attached to the principal building.
- B. Drive-in windows and services shall be accessed only at the rear or side of the building.

3372.607 Parking (Reflects section amendment per ORD. No. 276-99)

A. Parking and vehicular circulation shall be prohibited in the setback area. Parking, stacking and circulation aisles between the street and building shall also be prohibited.

B. New driveway access points onto streets identified in the Columbus Thoroughfare Plan shall not be permitted unless the Director with the concurrence of the Chief Traffic Engineer determine that a new curb cut is the only means available to provide vehicular access to the site and that the location of the curb cut meets the requirements of the Division of Traffic Engineering.

C. Parking lots and parking structures shall be located to the rear of the principal building or structure. Where access to the rear of the property is not available from a public alley or street, the majority of parking shall be located to the rear of the from a public alley or street, the majority of parking shall be located to the rear of the principal building with remaining parking located to the side of the principal building.

D. The parking setback line shall be a minimum of five (5) feet.

E. For any permitted land use, the required amount of off street parking may be reduced by up to fifty percent(50%) by the Director in consultation with the Division of Traffic Engineering and Parking. Factors to be considered include, but are not limited to:

1. Availability of on-street parking;
2. Pedestrian traffic and accessibility;
3. Availability of transit service;
4. Availability of other public parking;
5. Elimination of arterial curb cuts;
6. Hours of operation;
7. Shared parking; and/or;
8. Mixed uses.

F. All sides of any parking lot that front on public streets shall be screened using one the following methods.

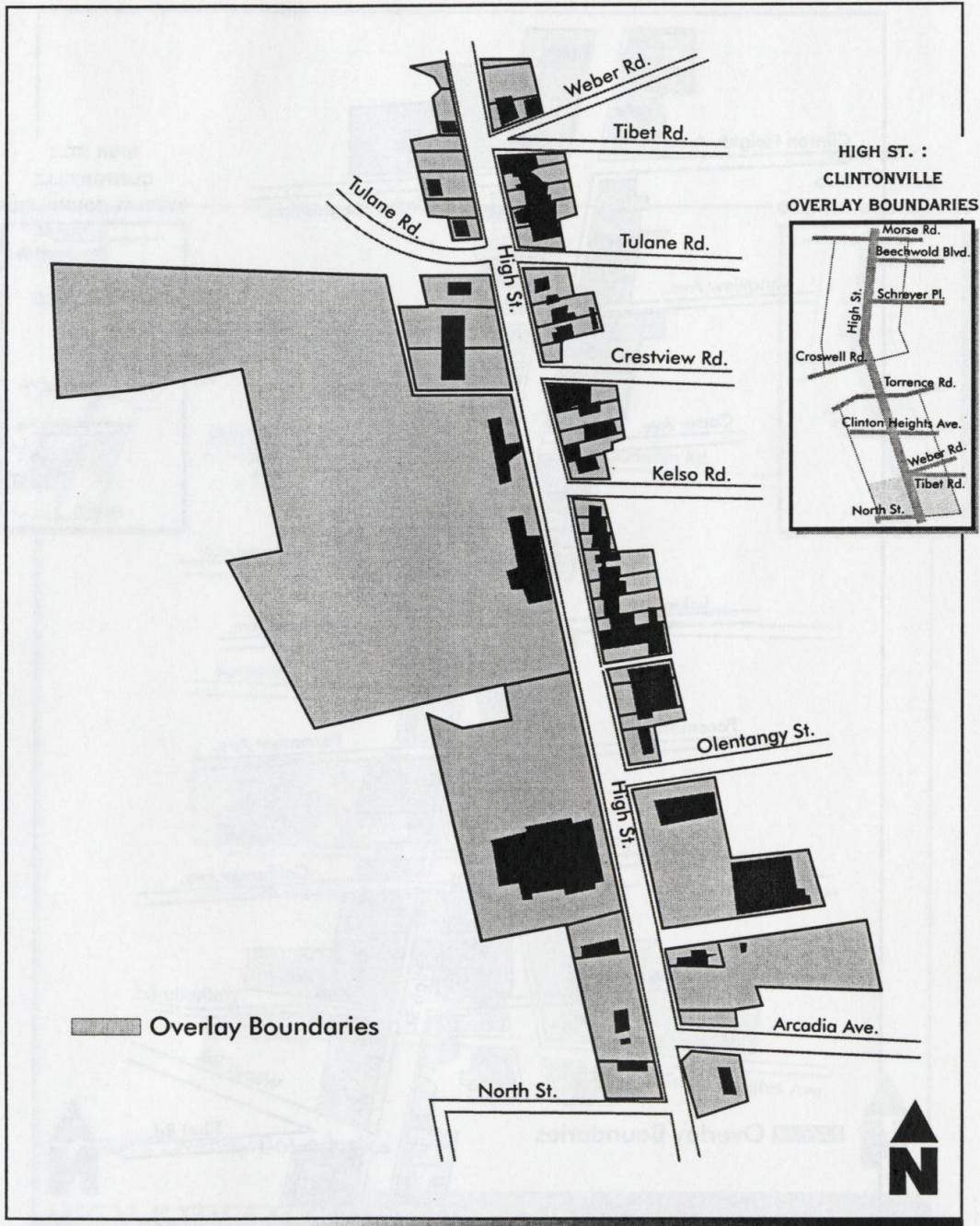
1. Four (4) foot high steel tube or solid bar fence located at the street right-of-way line (property line), with or without masonry pier supports, with a minimum three (3) foot wide landscaped area, on the parking side lot of the fence. Such landscaped areas shall be planted with ground cover, three (3) foot high evergreen shrubs, and trees.
2. A four (4) foot high masonry brick wall.

Section 2. That Section 3309.137 of the Columbus City Codes, 1959, be and hereby is amended to read as follows:

3309.137 Planning Overlay

Pursuant to Chapter 3372, the Planning is hereby established and its designating symbol , unless otherwise provided for in Chapter 3372, shall be the letter "P" followed by a hyphen both immediately preceding the symbolic designation of the underlying zoning district.

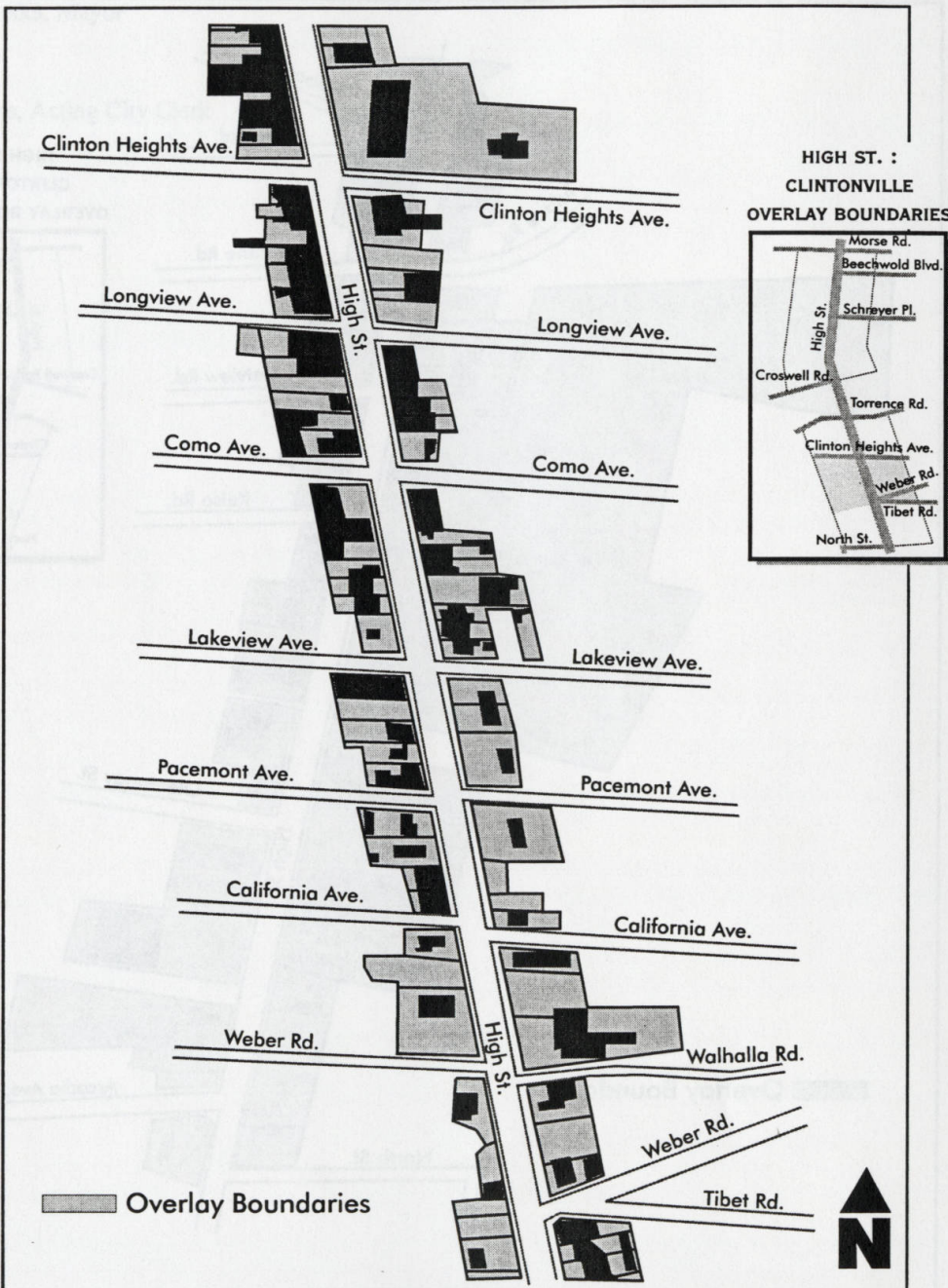
URBAN COMMERCIAL OVERLAY



HIGH STREET: CLINTONVILLE

MAP BOUNDARIES: N. WEBER RD./TIBET RD. / S. NORTH ST./ARCADIA AVE.

URBAN COMMERCIAL OVERLAY

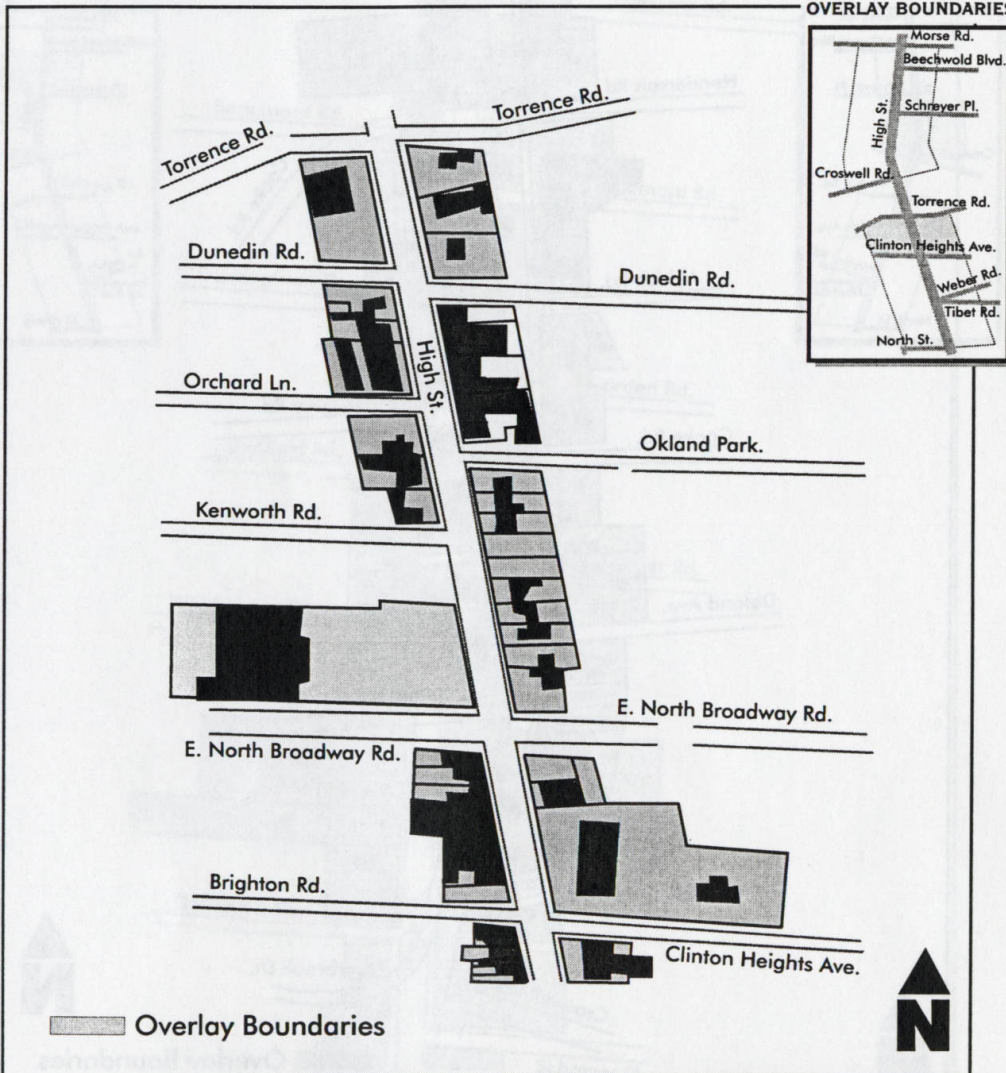


HIGH STREET: CLINTONVILLE

MAP BOUNDARIES: N. CLINTON HEIGHTS AVE. / S. WEBER RD. / TIBET RD.

URBAN COMMERCIAL OVERLAY

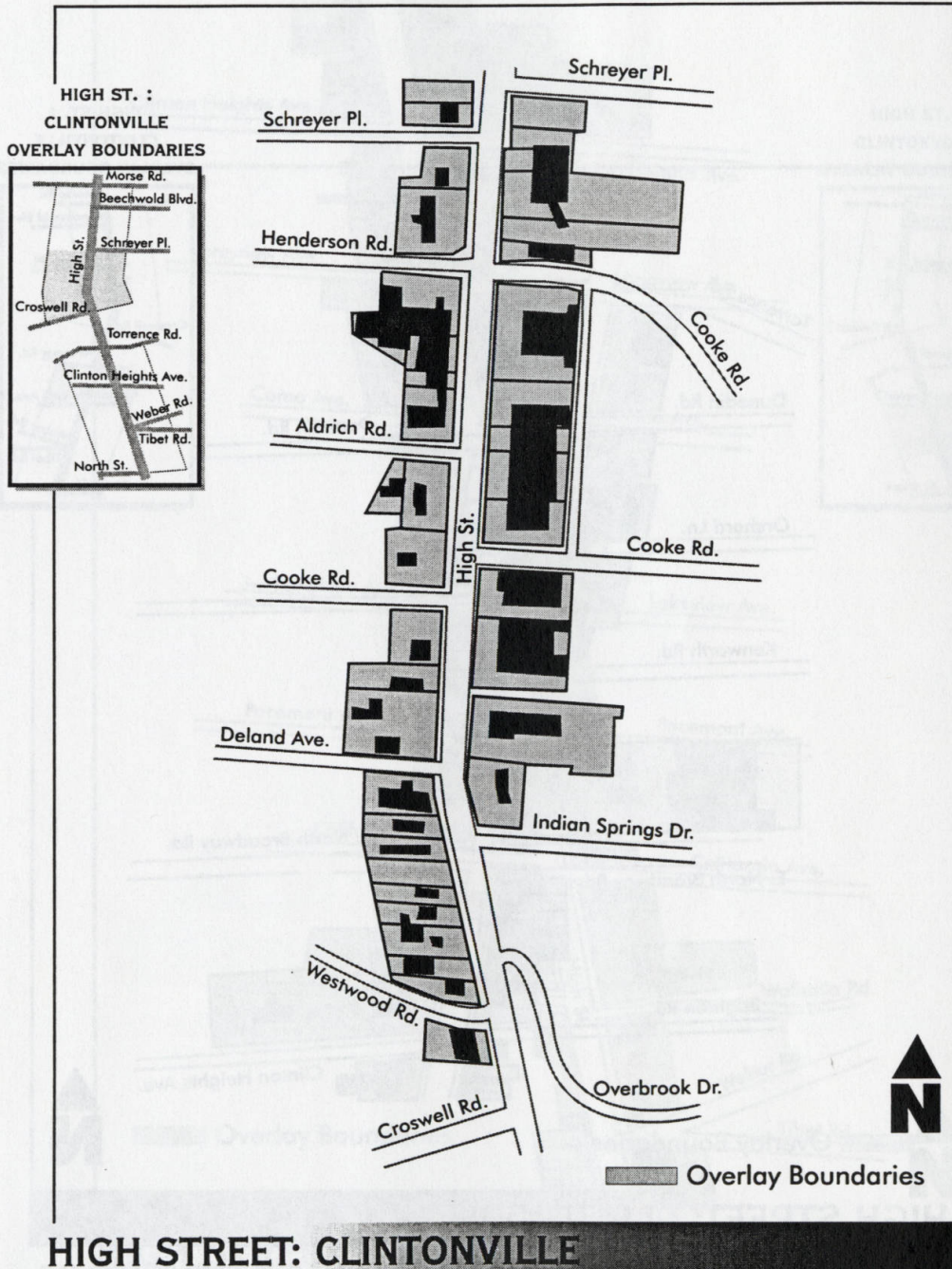
HIGH ST. :
CLINTONVILLE
OVERLAY BOUNDARIES



HIGH STREET: CLINTONVILLE

MAP BOUNDARIES: N. TORRENCE RD. / S. CLINTON HEIGHTS AVE.

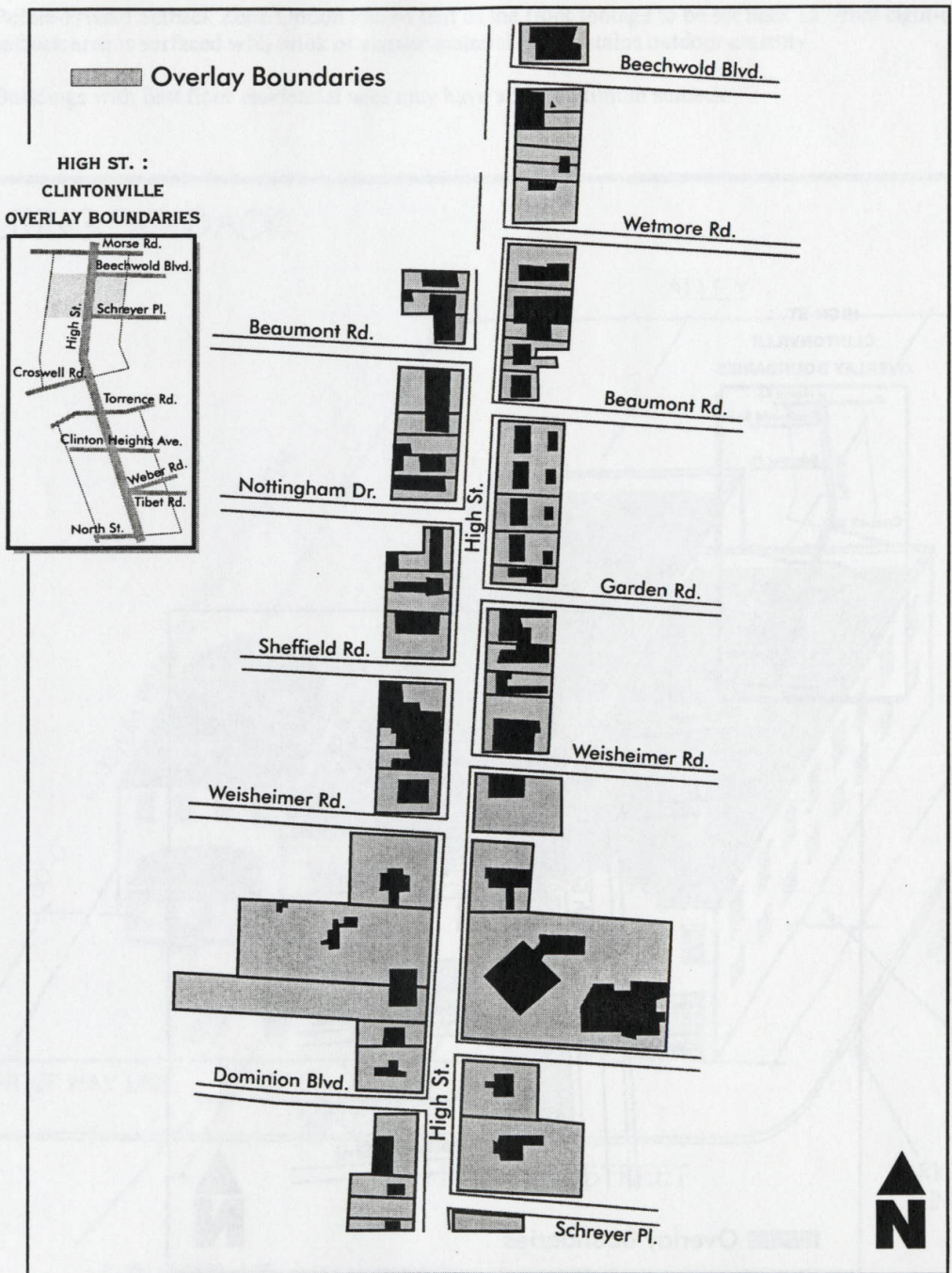
URBAN COMMERCIAL OVERLAY



HIGH STREET: CLINTONVILLE

MAP BOUNDARIES: N. SCHREYER PLACE / S. CROSWELL RD.

URBAN COMMERCIAL OVERLAY

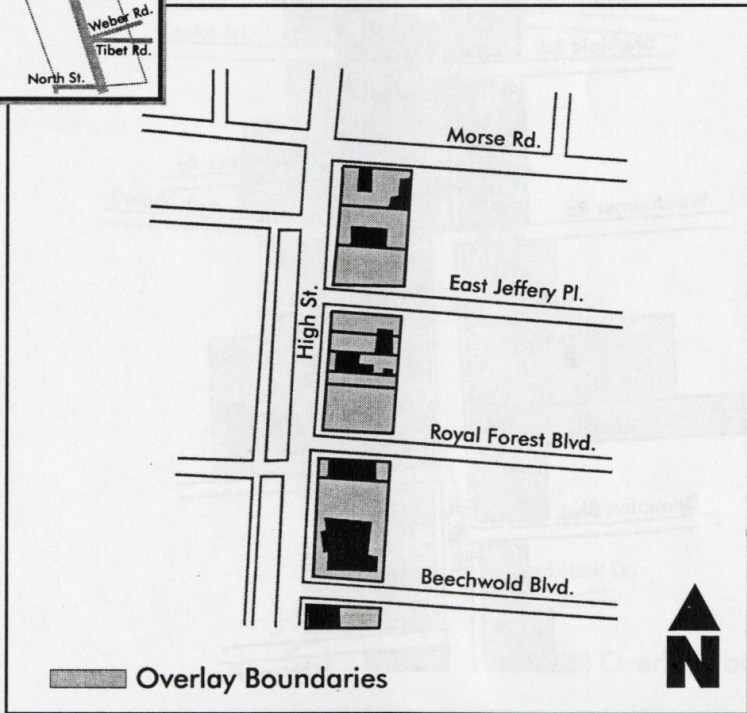
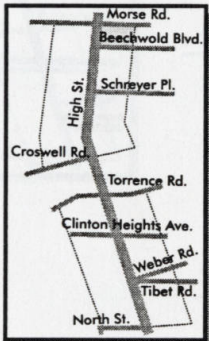


HIGH STREET: CLINTONVILLE

MAP BOUNDARIES: N. BEECHWOLD BLVD. / S. SCHREYER PLACE

URBAN COMMERCIAL OVERLAY

HIGH ST. : CLINTONVILLE OVERLAY BOUNDARIES



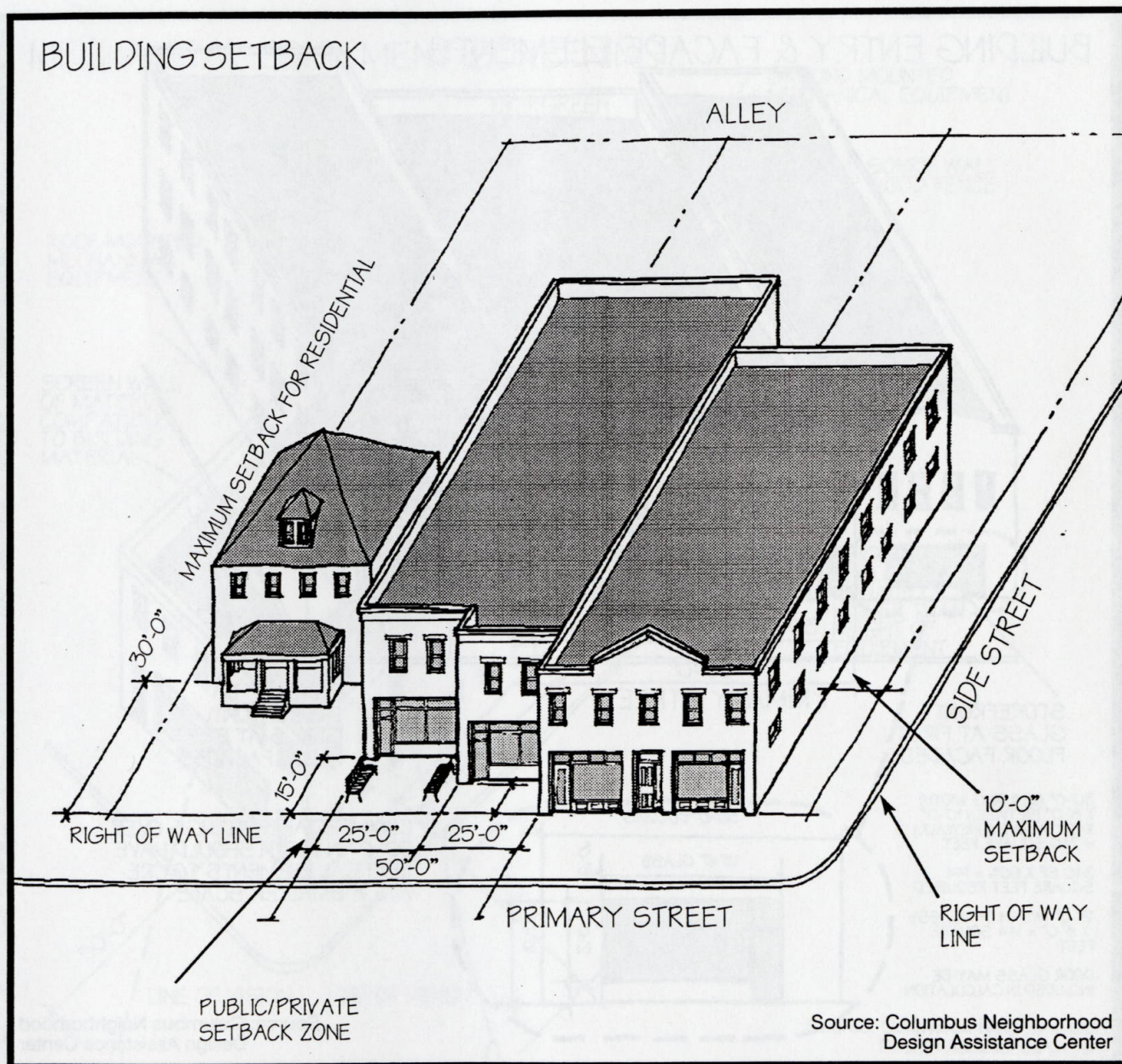
HIGH STREET: CLINTONVILLE

MAP BOUNDARIES: N. MORSE RD. / S. BEECHWOLD BLVD.

E. Urban Overlay Overview

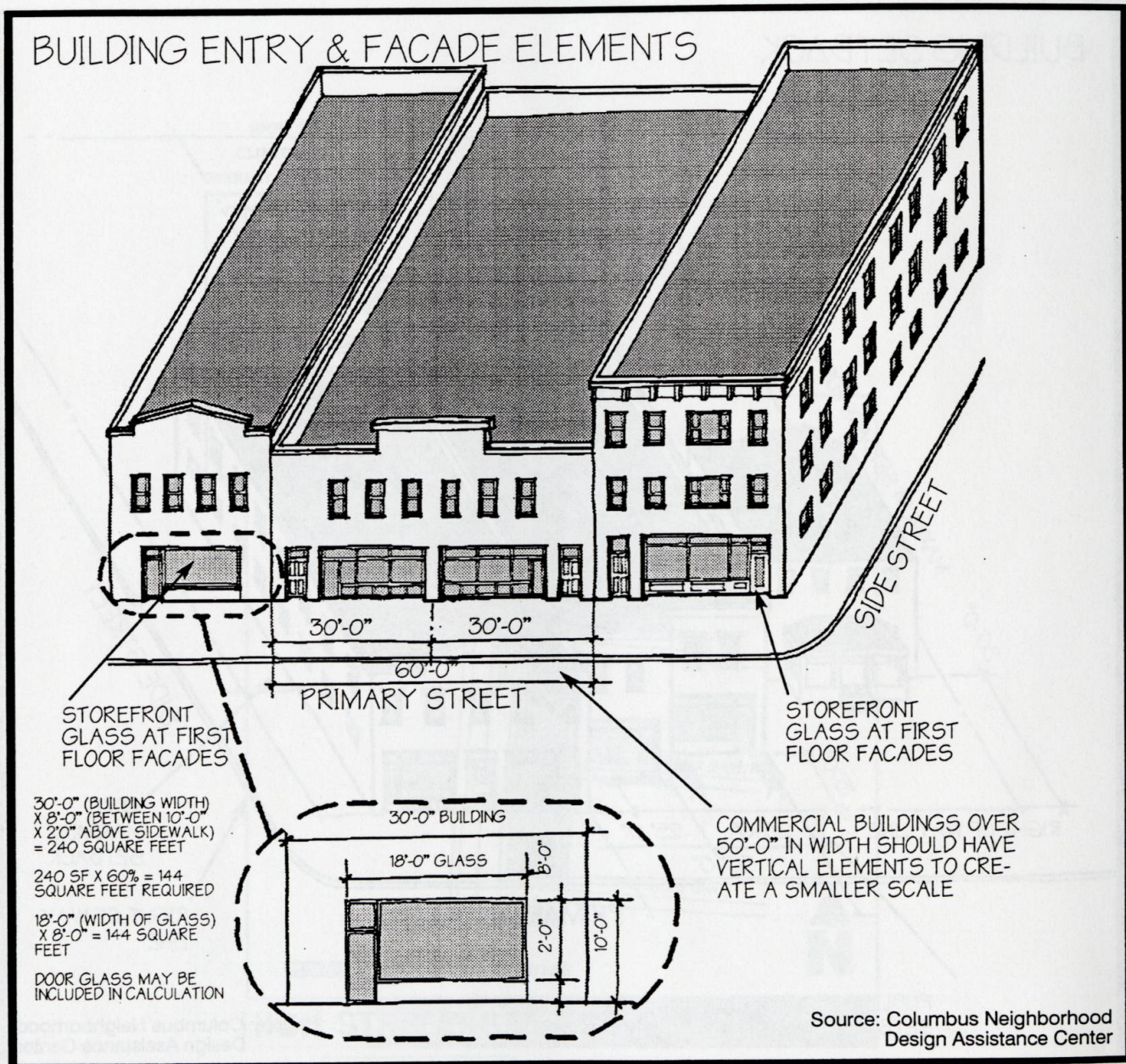
Building Setback (Section 3372.604)

- ✦ Maximum front setback from right-of-way is 10'
- ✦ Corner lots have 2 frontages and conform with setback requirements for both facades
- ✦ Public-Private Setback Zone Option allows half of the front footage to be set back 15' from right-of-way; setback area is surfaced with brick or similar material and contains outdoor amenity
- ✦ Buildings with first floor residential uses may have a 30' maximum setback



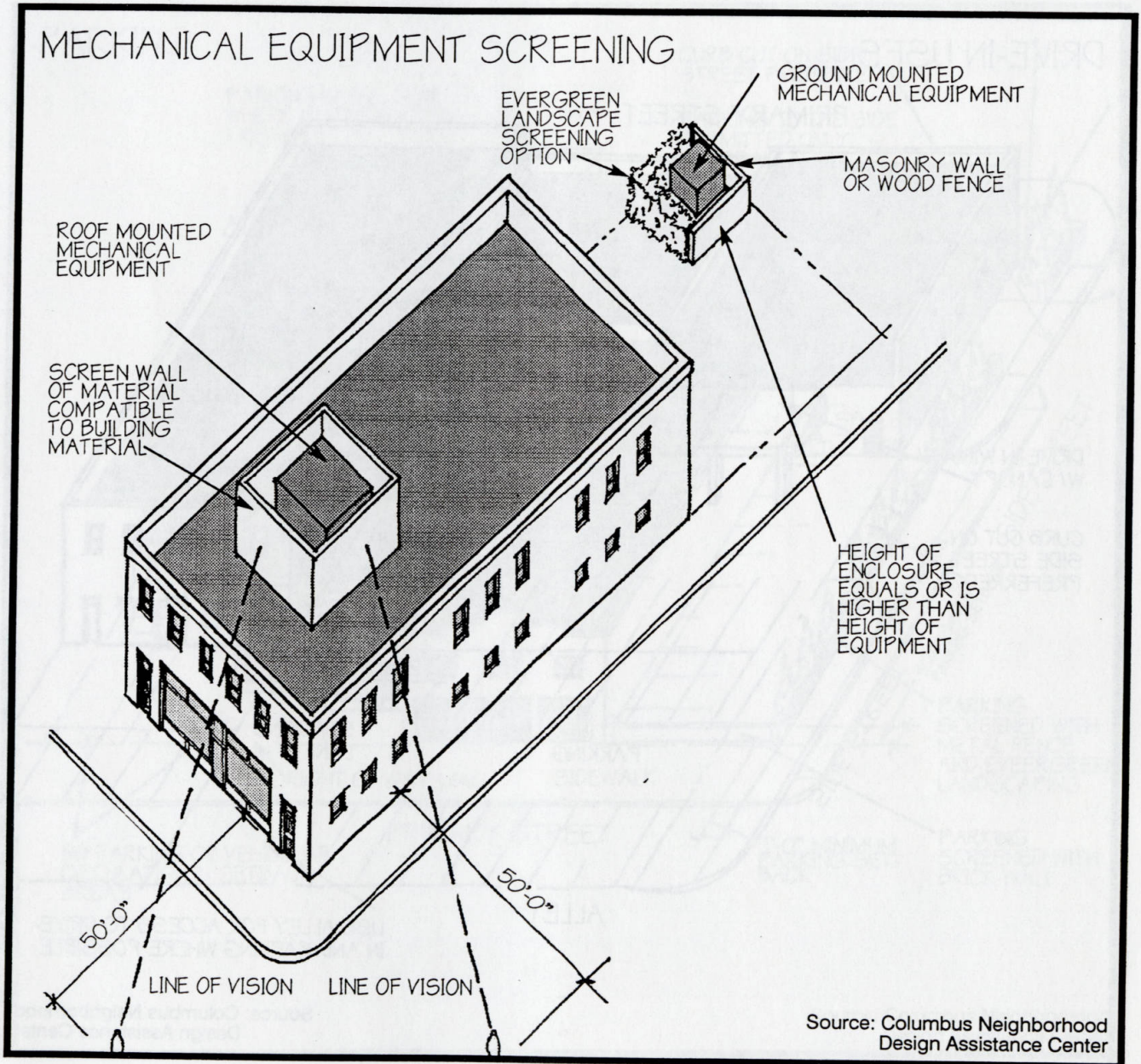
Building Entry and Facade Elements [Sections 3372.605 (A), (B), (C)]

- ✦ Main entrance door on primary street
- ✦ Commercial buildings have first floor storefronts consisting of at least 60% glass
- ✦ Commercial buildings over 50' wide utilize vertical elements to create smaller scale to facade



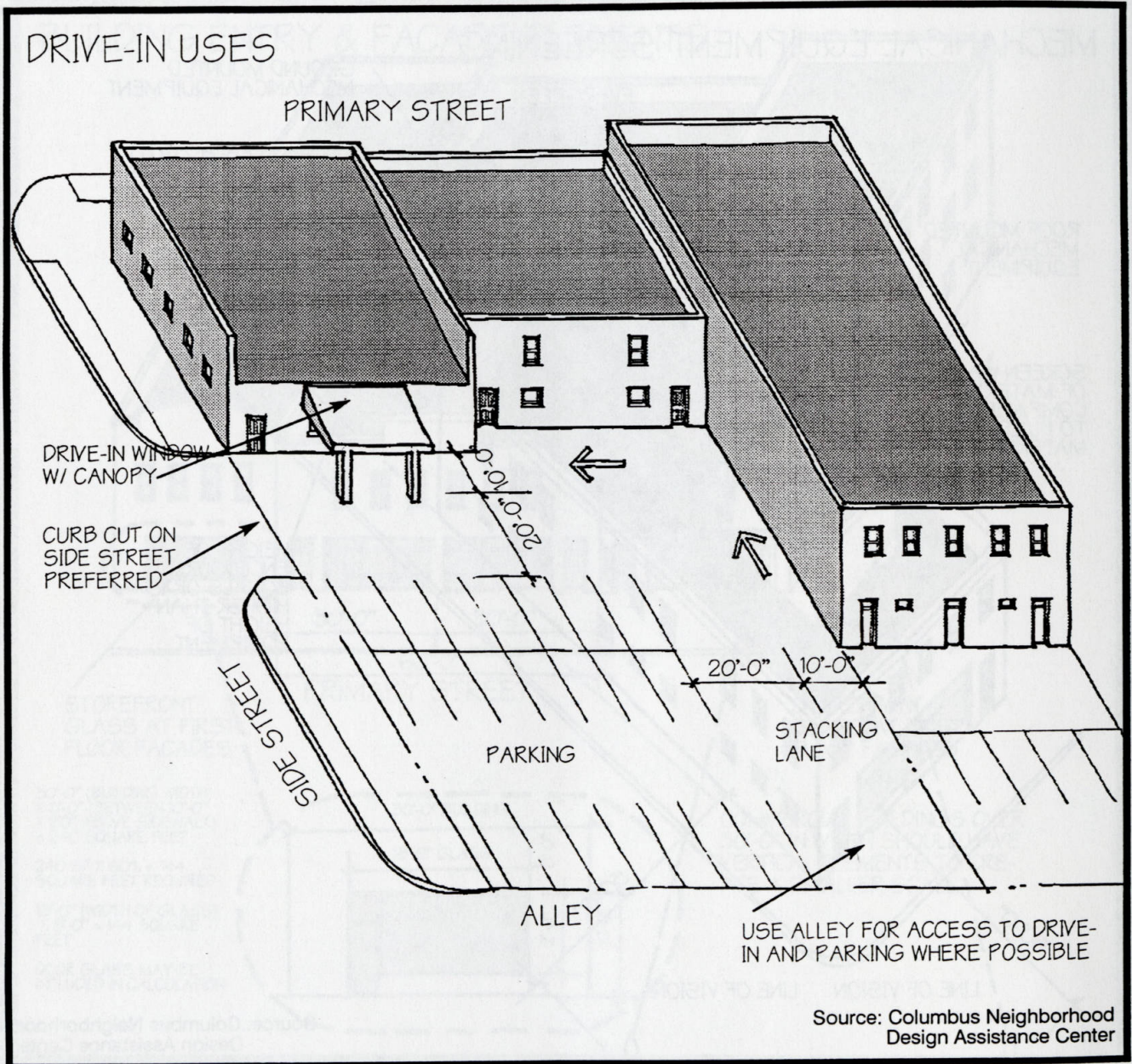
Mechanical Equipment Screening [Sections 3372.605 (D), (E)]

- ☒ Roof-mounted mechanical equipment screened from view from 50 feet and integrated into design of building
- ☒ Ground-mounted mechanical equipment screened to the height of the equipment



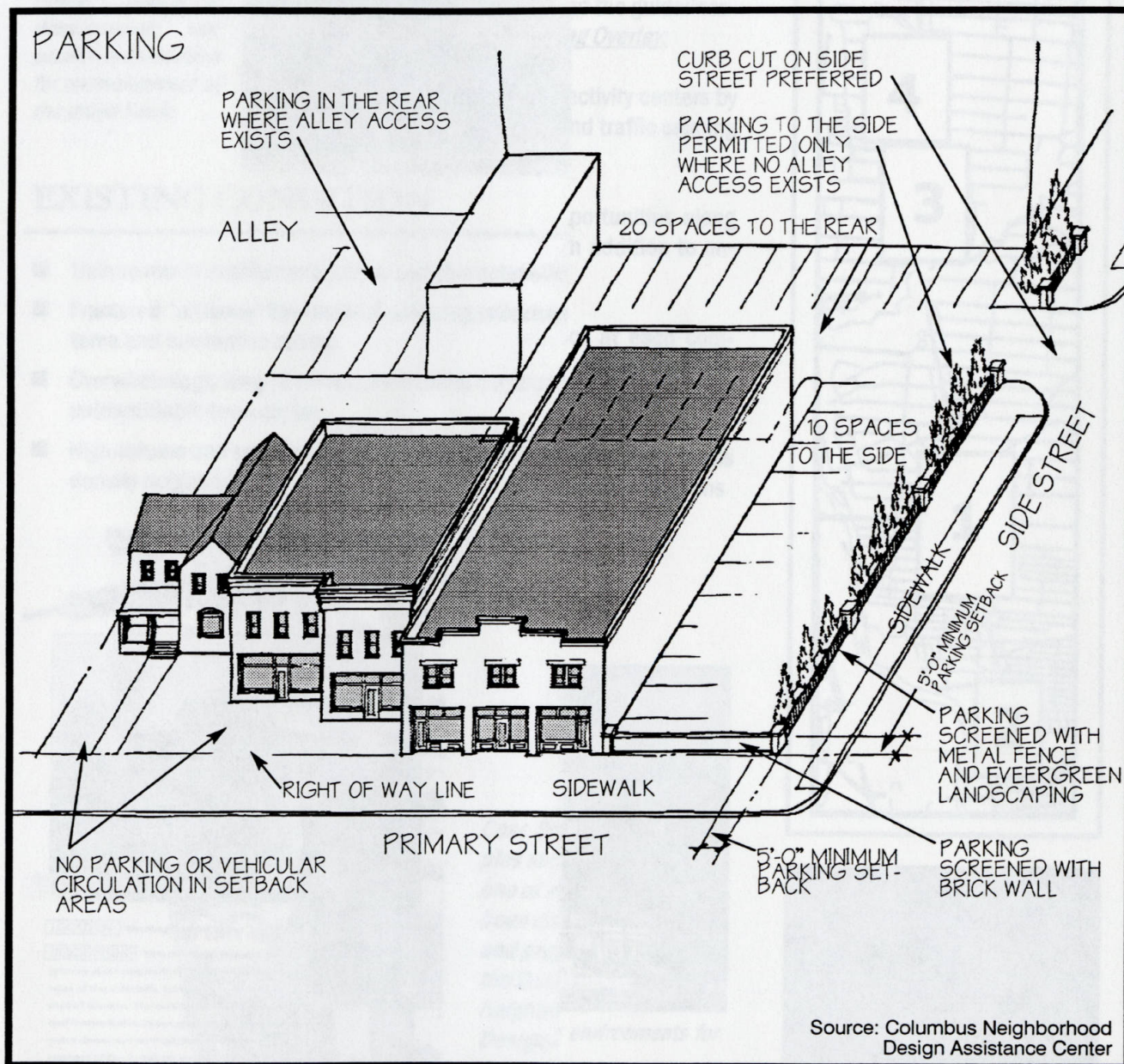
Drive-in Uses (Section 3372.606)

- ❖ Drive-in structures are attached to the principal building
- ❖ Drive-ins are accessed only at the rear or side of building



Parking (Section 3372.607)

- ✦ Parking, circulation and stacking prohibited in setback area
- ✦ Parking located to rear of building
- ✦ Where property has no access to rear alley or street, some parking is permitted to the side of building
- ✦ Parking setback line is a minimum of 5' and lots facing streets are screened with metal fence and landscaping or brickwall
- ✦ Required off-street parking may be reduced by up to 50%
- ✦ New Driveway access points onto primary streets prohibited except in special circumstances



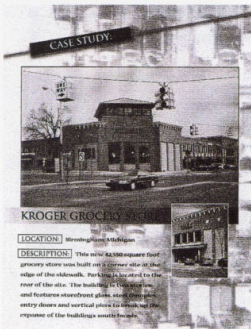
Commercial District Strategic Analysis

High quality architectural detail and urban density at blocks North and South of North Broadway anchor future commercial development and provide a foundation for redevelopment of the urban fabric.



EXISTING CONDITION

- Unique mix of architectural styles and characteristics.
- Fractured "urbanity" the result of on-going suburban development patterns and insensitive zoning.
- Overwhelmingly long (4 miles) commercial corridor contributes to an unidentifiable town center.
- High volume and speed of traffic bisects one of Columbus's highest density neighborhoods



Case Study Examples such as the one at right have been documented and prepared by the Columbus Neighborhood Design Assistance Center.

COMMERCIAL CORRIDOR NODES*

1. Primary — North Broadway District:
Torrence Road to Como Avenue
2. Secondary — Olentangy Village:
Arcadia to Kelso Avenue
3. Secondary — Henderson/Cooke Rd:
Deland Avenue to Schreyer Place
4. Secondary — Beechwood District:
Schreyer Place to Beaumont Avenue
5. Secondary — Graceland Commercial Dist.

* AS DETERMINED BY THE ADVISORY PANEL & CONSULTING TEAM



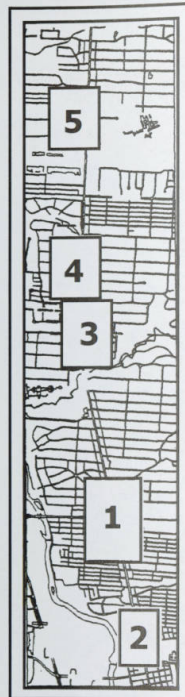
Suburban development patterns and insensitive zoning have resulted in non-friendly pedestrian environments for shopping along a large portion of the High Street corridor.

OPPORTUNITIES / SOLUTIONS

- Implement commercial node redevelopment & enhancement programs.
- Build on existing identifiable primary and secondary commercial node activity centers.

STRATEGIC REDEVELOPMENT APPROACH

- Encourage urban development patterns at commercial activity centers through "Vision Planning" and the guidelines of the Columbus Urban Commercial Zoning Overlay.
- Develop pedestrian friendly commercial activity centers by creating defensible streetscape design and traffic calming elements along High Street.
- Provide additional off-street parking opportunities along alleyways east and west of High Street in addition to on-street parking at High Street.
- Instill unique architectural characteristics at each commercial activity center through carefully crafted architectural, storefront, and environmental graphic criteria.
- Reinforce the "Walk-ability" of Clintonville Neighborhoods by providing alternative access and transportation options
 - Alleyway Linkages to High Street
 - Biker Friendly Amenities @ High Street
 - Rolling Trolley or Shuttles



Clintonville - High Street Corridor Study

October 21, 1999
Map 1 of 5

1. North Broadway Commercial District

STRATEGIC REDEVELOPMENT APPROACH



The Intersection of North Broadway Avenue and High Street is located at the center of both the current and historical hub of Clintonville's commercial identity.

EXISTING CONDITION

- Historic center of Clintonville
- Gateway entry from west
- Mix of historic buildings/urban conditions
- Good building stock / unfocused mix of uses
- Poor pedestrian access—segregation of traffic
- Limited on-street / off-street parking



High quality architectural detail and urban density at blocks North and South of North Broadway anchor future commercial development and provide a foundation for redevelopment of the urban fabric.

Commercial Node Area

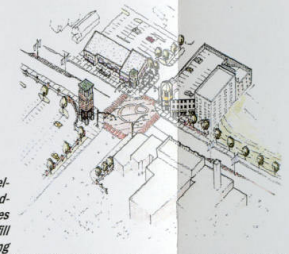


OPPORTUNITIES

- Provide an attractive entry that recaptures a sense of a Clintonville town center.
- Encourage Kroger to engage in the revitalization effort through redevelopment of the Northwest corner of High Street and North Broadway
- Adopt City of Columbus historic building design guidelines.
- Develop site specific design standards for improvements.

- Create a more identifiable "Town Center" through architectural and streetscape enhancements that mitigate traffic and parking concerns while celebrating Clintonville's traditions and diversity.
- Encourage redevelopment of commercial properties according to the guidelines of the Columbus Urban Commercial Zoning Overlay.

The unique collection of historic buildings can be greatly enhanced through appropriate signage and storefront design standards.



Concept for the redevelopment of North Broadway and High proposes urban sensitive infill development according to the Urban Commercial Overlay Legislation. Gateway architectural features and street level enhancements emphasize Clintonville's unique cultural heritage while easing conflicts between pedestrians and traffic.

Strategic Analysis

Clintonville - High Street Corridor Study

3. Henderson/Cooke Road District



View Northeast at Deland Ave - lack of screening and uncontrolled access to parking combine with high traffic volumes.

EXISTING CONDITION

- Highly traveled East-West link to greater Columbus.
- Environmental character dominated by strip retail parking and building setbacks.
- Non-cohesive architectural character.
- Threatening pedestrian environment due to lack of pedestrian segregation.
- Site of Clintonville Post Office, CVS Pharmacy and related traffic volume.



View Northeast to Post Office

OPPORTUNITIES / SOLUTIONS

- Curb cuts could be reduced for better vehicular control and pedestrian access
- Parking fields could be screened, pedestrian spaces and streetscape views separated from parking fields.
- Street Tree plantings should be pocketed where space permits.
- Infill opportunity at Post Office if distribution mail center was to be relocated while maintaining current retail service center.



CVS Pharmacy— Adaptive Re-use of historically significant building stock should be championed throughout the community. Creative application of new uses under the guidelines of the Columbus Commercial Zoning Overlay bolster the unique qualities of Clintonville.