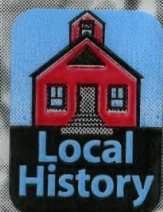


**University Neighborhoods
Revitalization Plan**

Concept Document



Ohio
307.3
U583

University Neighborhoods Revitalization Plan

CONCEPT DOCUMENT

Policies, Recommendations and Programs

July, 1996



CAMPUS PARTNERS

EDAW

Barton-Aschman Associates, Inc.

Robert Charles Lesser and Co.

The Interprofessional Commission of Ohio

Williams Russell and Johnson, Inc.

Dr. Robert Friedmann/Dr. George Napper

in association with

NBBJ

Boulevard Strategies

Burgess & Niple, Ltd.

University Neighborhoods Revitalization Plan

CONCEPT DOCUMENT

Policies, Recommendations and Programs

Second Printing
November 1998

Campus Partners originally published this planning document in July 1996 after careful review by the University Area Commission, the University Community Business Association, the Columbus Historic Resources Commission and the Columbus Development Commission. The Board of Trustees of The Ohio State University on May 2, 1997, adopted a resolution accepting this document "as generally reflecting the set of guiding principles for the revitalization strategies and programs for the improvement of the neighborhoods around the university." Columbus City Council on June 30, 1997, approved an ordinance adopting the document "as a guide for public and private improvements in the University District."

Board of Trustees of Campus Partners (as of November 1998)

David Williams II, chairperson, Vice President for Student and Urban/Community Affairs, Ohio State
George J. Arnold, Director, Columbus Department of Trade and Development
Janet G. Ashe, Vice President for Business and Administration, Ohio State
Sharon Austin, neighborhood resident and Director of Northside Development Corporation
Jack Brown, Senior Community Builder, Ohio Office, U.S. Department of Housing and Urban Development
Shane Hankins, undergraduate student, Ohio State
Mark Hatch, Executive Director, Community Crime Patrol
Judith Smith Koroscik, Dean, College of the Arts, Ohio State
Ronald Meyers, graduate student, Ohio State
James L. Nichols, Treasurer of the University
Barbara J. Rich, Interim Vice Provost, Ohio State
William Shkurti, Vice President for Finance, Ohio State
George A. Skestos, Member of the Board of Trustees of Ohio State
Daniel M. Slane, Member of the Board of Trustees of Ohio State and President, The Slane Company
Willie Young, Director of Off-Campus and Commuter Student Services, Ohio State

Staff of Campus Partners (as of November 1998)

Terry Foegler, AICP, President
Julie Boyland, Community Outreach Coordinator
Bill Courson, AICP, Director of Community Development
Debra A. Hatz, Administrative Assistant
Stephen A. Sterrett, Director of Community Relations

Campus Partners for Community Urban Redevelopment, Inc.

1824 North High Street

Columbus, Ohio 43201

614.294.7300 fax 614.294.7333

<http://www.osu.edu/CampusPartners/>

ACKNOWLEDGEMENTS

The development of this Plan was a collaborative effort involving many individuals and organizations. The University of Columbus, the City of Columbus, and the Columbus Partnership for Urban Revitalization are the primary sponsors of this Plan. The University of Columbus provided the staff and resources necessary for the development of this Plan. The City of Columbus provided the staff and resources necessary for the development of this Plan. The Columbus Partnership for Urban Revitalization provided the staff and resources necessary for the development of this Plan.

The following individuals and organizations provided valuable input and assistance during the development of this Plan: [List of names and organizations]

The following individuals and organizations provided valuable input and assistance during the development of this Plan: [List of names and organizations]

This document represents a vision and set of principles to guide revitalization of the University Neighborhoods. It is not intended to be a detailed operating plan. Specific projects or initiatives are listed as examples; they do not represent funding commitments or endorsement by The Ohio State University, the city of Columbus or any other organization. Furthermore, enactment of the majority of this Plan's recommendations can only come after continued community and agency input through established public approval processes. Any commitments of funding or other resources by sponsoring organizations are subject to review and approval by their respective governing bodies.

ACKNOWLEDGMENTS

The development of the Revitalization Plan has involved hundreds of people who have shared their experience and advice on how to improve the quality of life for those who live and work in the University District. In large and small public meetings during the past year, the Campus Partners consulting team has been impressed by the passion and commitment so many residents have for their neighborhoods. The citizens of the University District are understandably proud of their diversity. While this characteristic is clearly a strength, it also requires deliberate efforts by everyone to find common ground and work together to improve the quality of life for all. We thank the citizens of the University District for their participation in the development of this Plan, as well as many other individuals who contributed many hours and ideas.

E. Gordon Gee, president of The Ohio State University, and Greg Lashutka, mayor of Columbus, turned a shared concern for the vitality of the University District into an innovative partnership of city, university and neighborhood cooperation. Their leadership has encouraged outstanding participation by city and university staff.

Columbus City Council, led by President John Kennedy, has committed city resources to the planning process and has followed it closely. We appreciate the interest and advice of Council member Matt Habash, as the liaison with council, and Pete Cass, council's economic development coordinator. In the executive branch, George Arnold, director of the Department of Trade and Development, represents the city on the Campus Partners Board of Trustees and has been a valuable liaison with the city agencies throughout our planning process. While every city department involved was supportive, the Planning Division, led by Administrator Stephen McClary, and the Public Service Department, led by Director Thomas Merritt and Deputy Director Richard Hickman, offered generous assistance and advice. In addition, the initiative of the Public Service Department in improved trash collection and street cleaning underscored that behind this planning effort is a city commitment to action.

The university, like the neighborhoods, is not a single entity but a diverse group of constituencies. All of these constituencies have played valuable roles in the development of this plan. We appreciate the involvement of George Skestos as the principal liaison with the university's Board of Trustees. Nancy Zimpher, dean of the College of Education, and her faculty, staff and student colleagues with the Campus Collaborative for Educational Excellence has broadened and enriched the scope of this Revitalization Plan. The vision they offered for extending the university's academic mission will enhance the quality of life of residents and enrich the university's experience. Our thanks also go to David Williams II, vice president for the student affairs and chairman of the Campus Partners Board of Trustees; Jill Morelli, assistant vice president and university architect; Jean Hansford, senior campus planner; and Ben Brace, special assistant to the vice president for business and administration.

We appreciate the cooperation of many University District leaders. Pasquale Grado, consultant with the University Community Business Association, provided important historical information and a careful analysis of our early recommendations. We thank Mark Hatch, executive director of the Community Crime Control, for chairing Campus Partners' Safety Coordinating Committee. In addition, we thank the members of the University Area Commission, University District Organization, and University Community Association. For participation at the neighborhood level, we thank Weinland Park

University Neighborhoods Revitalization Plan Concept Document

Community Collaborative, Dennison Place Association, NECKO, Neighbors in Action, Iuka Ravine Historic Association, Indianola Forest, North University Historic Association, Northwood Park Garden Club, North Columbus Block Watch, and Glen Echo South Civic Association.

Finally, we acknowledge the leadership and support of Barry Humphries as the founding president of Campus Partners and his staff. Barry assembled our team, developed around a comprehensive approach, encouraged wide public participation and careful review of alternatives, made sure the Plan was action oriented, and maintained the project's extremely aggressive schedule.

Campus Partners Staff

Barry Humphries, President (Past)
Joe Williams, Director of Real Estate & Treasurer
Steve Sterrett, Director of Community Relations
Debra Hatz, Administrative Assistant
Julie Boyland, Community Outreach Coordinator

Consulting Team

EDAW, Inc.

Prime Consultant and Project Managers
Planning and Urban Design

Robert Charles Lesser

Market Analysis

Barton-Aschman

Transportation Planning

The Interprofessional Commission of Ohio

Human Services

Williams Russell Johnson

Code Enforcement
Trash/Solid Waste Collection

Dr. Robert Friedmann and Dr. George Napper

Safety and Law Enforcement

NBBJ

Planning and Urban Design Support

Boulevard Strategies, Inc.

Market Analysis Support

Burgess & Niple

Utilities and Infrastructure

6.0 Residential Revitalization

Objectives..... 6-1
Policies And Recommendations..... 6-1
Setting And Current Issues..... 6-5
Programs And Concepts..... 6-7

7.0 Health and Well-Being

Objectives..... 7-1
Policies And Recommendations..... 7-1
Setting And Current Issues..... 7-2
Programs And Concepts..... 7-2

8.0 Employment and Development

Objectives..... 8-1
Policies And Recommendations..... 8-1
Setting And Current Issues..... 8-2
Programs And Concepts..... 8-2

9.0 Student Quality of Life

Objectives..... 9-1
Policies And Recommendations..... 9-1
Setting And Current Issues..... 9-3
Programs And Concepts..... 9-4

Core Value #4: A Neighborhood of Choice

10.0 Safety and Law Enforcement

Objectives..... 10-1
Policies And Recommendations..... 10-1
Setting And Current Issues..... 10-4
Programs And Concepts..... 10-12

11.0 Community Schools

Objectives..... 11-1
Policies And Recommendations..... 11-1
Setting And Current Issues..... 11-2
Programs And Concepts..... 11-4

12.0 Vehicular Circulation

Objectives..... 12-1
Policies And Recommendations..... 12-1
Setting And Current Issues..... 12-4
Programs And Concepts..... 12-7

13.0 Transportation Alternatives

Objectives..... 13-1
Policies And Recommendations..... 13-1
Setting And Current Issues..... 13-2
Programs And Concepts..... 13-3

14.0 Parking

Objectives..... 14-1
Policies And Recommendations..... 14-1
Setting And Current Issues..... 14-3
Programs And Concepts..... 14-5

Core Value #5: Demonstrate New Leadership

15.0 Commercial Revitalization

Objectives..... 15-1
Policies And Recommendations..... 15-1
Setting And Current Issues..... 15-3
Market Analysis: Methodology And Findings..... 15-4
Physical Analysis: Methodology And Findings..... 15-7
Programs And Concepts..... 15-9

Core Value #6: Active Participation of Individuals and Agencies

16.0 Stakeholder Roles and Responsibilities

Objectives..... 16-1
Policies And Recommendations..... 16-1
Required Commitments..... 16-3
Conclusion..... 16-4

Glossary

Bibliography

Appendix A: Human Service Providers in the University District

Appendix B: Revitalization Concept and High Street Revitalization Illustratives

TABLE OF FIGURES

Figure 1: Proposed District Circulation.....	II-9
Figure 2: Proposed Neighborhood Circulation Plan.....	II-11
Figure 3: Proposed Transit Routes.....	II-13
Figure 4: Proposed Neighborhood Bikeway System.....	II-15
Figure 5: Land Use Concept.....	II-17
Figure 6: Proposed University District Planning Areas.....	II-19
Figure 7: Proposed Greenways and Open Space Framework.....	II-21
Figure 8: Social Infrastructure.....	II-22
Figure 9: Strength Through Community Collaboration.....	II-23
Figure 10: Current Zoning (Simplified).....	5-6
Figure 11: Transfer of Development Rights Area Boundaries.....	5-11
Figure 12: Land Use Concept (Repeated).....	5-14
Figure 13: Proposed Homeownership Incentive Areas.....	6-9
Figure 14: Special Improvements Districts and Participation Areas.....	6-15
Figure 15: Precinct Boundary and Cruiser Districts.....	10-7
Figure 16: 11th Avenue/Chittenden Avenue/High Street Intersection.....	12-11
Figure 17: Proposed Pearl Street Improvement.....	12-13
Figure 18: High Street and Lane Avenue Improvements.....	12-15
Figure 19: Proposed Parking Management Areas.....	14-8
Figure 20: High Street Concept.....	15-10
Figure 21: 11th Avenue and High Street Axonometric.....	15-11
Figure 22: 15th and High Street Axonometric.....	15-12

Executive Summary

EXECUTIVE SUMMARY

Background

In September of 1974, The Ohio State University President, Dr. James M. Glavin, City Director of the City of Columbus, and the University Neighborhoods Administration initiated a study of the area between the University Neighborhoods and the downtown area from a zoning, economic, and social point of view. The study was to be conducted by the City of Columbus and the University Neighborhoods Administration. A task force was formed to study the study and make recommendations. Representatives from the University faculty, staff and students, community organizations, and the City of Columbus. The task force was organized as follows: the foundation of the study was continued to work.

Creation of a non-profit, which is organized, which is known as the University Neighborhoods Administration, which is known as the University Neighborhoods Administration, which is known as the University Neighborhoods Administration.

- 1. To develop a comprehensive neighborhood revitalization plan that is based on the expansion of the University Neighborhoods Administration and
- 2. To search, promote, provide and program that can have an immediate effect on the neighborhood.

City of Columbus, with extensive community input, has directed a team of consultants to prepare the University Neighborhoods Administration Concept Study Report. The report is a plan of action which includes the University Neighborhoods Administration Strategy Study. The intent of the Concept is to be used as a decision-making tool for the City of Columbus, The Ohio State University, and neighborhood groups and organizations as they fulfill their respective responsibilities in managing or taking actions that affect the University District. The Concept studies the various roles of the revitalization partners and presents a list of long-range objectives, goals, and recommendations that future actions should be directed at accomplishing. The Concept defines the specific actions, timing, responsible parties, and estimated costs for these recommendations.

Location

The University Neighborhoods Administration study area is a subset of the University District, which is bounded by the Ohio River to the north, the Ohio State University to the south, the Ohio State University to the east, and the University District to the west. The study area is bounded by the Ohio State University to the north, the Ohio State University to the south, the Ohio State University to the east, and the University District to the west. The study area is bounded by the Ohio State University to the north, the Ohio State University to the south, the Ohio State University to the east, and the University District to the west.

University Neighborhoods Administration
1000 University Avenue
Columbus, Ohio 43210
614-293-1234

Executive Summary
April 1, 1975
University Neighborhoods Administration

University Neighborhoods Administration
1000 University Avenue
Columbus, Ohio 43210
614-293-1234

EXECUTIVE SUMMARY

Background

In September of 1994, The Ohio State University President, Dr. E. Gordon Gee, and Mayor Greg Lashutka of the city of Columbus announced a joint commitment to the revitalization of the area known as the University Neighborhoods. The impetus for the commitment came from a growing concern about the quality of life in the neighborhoods that are east and south of the Ohio State campus. A task force known as the University Area Improvement Task Force had been appointed in January of 1994 to study the issues and make recommendations. Representatives were chosen from the University faculty, staff and students, community organizations, and the city of Columbus. The task force recommendations that are the foundation of the September 1994 joint commitment include:

Creation of a non-profit 501(c)(3) organization, which is known as the Campus Partners for Community Urban Redevelopment, an Ohio 1728 Community Urban Redevelopment Corporation. The organization was given two priorities for its first year of operations:

- To develop a comprehensive neighborhood Revitalization Plan (this document), accompanied by an Implementation Strategy; and
- To actively promote projects and programs that can have an immediate, positive impact on the Neighborhoods.

Campus Partners, with extensive community input, has directed a team of consultants in the preparation of the **University Neighborhoods Revitalization Concept Document** (Concept) and a planned companion volume, the **University Neighborhoods Implementation Strategy** (Strategy). The intent of the Concept is to be used as a decision-making tool for the city of Columbus, The Ohio State University, and neighborhood groups and commissions as they fulfill their respective responsibilities for managing or taking actions that affect the University District. The Concept establishes the *core values* of the revitalization process and presents a set of long-range objectives, policies, and recommendations that future actions should be directed to accomplish. The Strategy defines the specific actions, timing, responsible parties, and estimated costs for these improvements.

Location

The University Neighborhoods study area is a subset of the University District, a 2.5 square mile planning area approximately 2 miles directly north of downtown Columbus. The District's 1,500 acres are bounded by Glen Echo Ravine to the north, the Conrail corridor to the east, 5th Avenue to the south, and the Olentangy River to the west. The study area follows approximately the same boundaries but does not include any of the District north of Northwood Avenue, nor the area south of King Avenue and west of the alley directly behind High Street.

"We must change the off-campus culture. (We need) to lead an aggressive effort to rehabilitate the off-campus area and make it more of a community for our University family and our neighbors."

E. Gordon Gee,
April 4, 1992,
University Senate



Barry Humphries, President of Campus Partners explains the organization's first year's objectives.

Problem Statement

Although the University District remains a vital center of activity for Columbus, it is failing to retain and attract homeowners and is losing its once-captive market position for students. Despite its abundance of affordable single and two-family housing stock and excellent location relative to the University and downtown Columbus, the District has experienced a tremendous drop in home ownership levels, from 50% in 1950 to just over 11% in 1990. At the same time, prospective students and their parents, especially high-ability students, are deciding not to attend Ohio State due to a setting that is perceived as disintegrating and unsafe. As the University District has lost students and homeowners, it has received a disproportionate share of federally subsidized Section 8 housing - 1,175 units with one neighborhood in the District claiming the highest concentration of Section 8 housing in the City.

Public safety and crime are also central concerns within the University District. In 1994, on a per capita basis, violent crime in the University District was 14.2 % higher than Columbus as a whole and property crime was 21.6% higher. The Weinland Park neighborhood, suffering from gang activity and illegal drug sales, had the highest per capita rate of violent crime in the city. Problems in the University District attracted statewide attention in 1994 with the murder of Ohio State freshman student Stephanie Hummer.

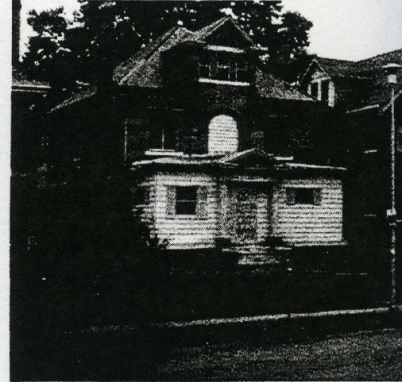
Other visible problems abound. A 20-year legacy of ineffective code enforcement coupled with the economic pressures of overzoning have led to inappropriate and poorly constructed renovations and dormitory style apartments. Extremely high densities coupled with insufficient public services have resulted in overflowing trash containers, unswept streets, and inadequate or overutilized park and recreational facilities.

The University Neighborhoods are entering a period where change must occur to ensure health and economic stability. Reversing the trends of disinvestment, declining homeownership, and loss of security are possible through the collaboration and mandate established by The Ohio State University and city of Columbus.

Comprehensive Planning Approach

Recognizing the complex nature of the problems in the Neighborhoods, the scope of the study effort involved research into issues that go far beyond physical changes. Restoring the health of a community is intrinsically linked to the resident's well-being and pride of place. Understanding the human services network and quality of life issues were a significant part of the study. An active partner in the planning process has been the Campus Collaborative, a consortium of colleges and academic units at The Ohio State University, and the Interprofessional Commission of Ohio. This unique collaborative is comprised of faculty and graduate students from seventeen different colleges and units of The Ohio State University. Additional input came from consultants who specialize in the areas of crime and law enforcement, code compliance, solid waste removal, economic revitalization, circulation and transportation, and urban design.

The University Neighborhood residents participated in the recommendations contained herein through extensive community workshops, task forces, neighborhood level meetings, and written comments. A community outreach program was undertaken to inform all interested residents, students, property owners, and others of the public meetings.



Overtaxed infrastructure, disinvestment in rental properties, and a loss of homeowners has led to many of the University Neighborhoods' current problems.

A third-party review of the early plan recommendations was performed through the auspices of the Urban Land Institute's (ULI) Inner-City Community Building Program. Conducted during one week in July of 1995, ULI members skilled in community revitalization confirmed the progress to date and made recommendations which are incorporated in the document.

Vision Statement and Core Values

Unlocking the potential of the University District and overcoming thirty years of inertia that has stalled past redevelopment efforts, requires a clear and consistent vision that engages both the principal partners charged with the redevelopment effort and the community at large. Working with a group of twenty leaders selected from the community, a vision statement was developed at a two-day workshop conducted in March of 1995. The intent of the workshop was to articulate a clear set of concepts, ideas, visions, and guiding principles which could be the foundation for all future recommendations and actions. The following vision statement and core values are the underpinning of the programs and recommendations in both the Concept and Strategy:

Vision Statement: *"The University District shall become a high quality 'city-within-a-city,' characterized by diverse, enriched, safe, livable, and commercially viable neighborhoods with community features and programs connected by a district-wide framework of transportation, open space, amenities, and human services."*

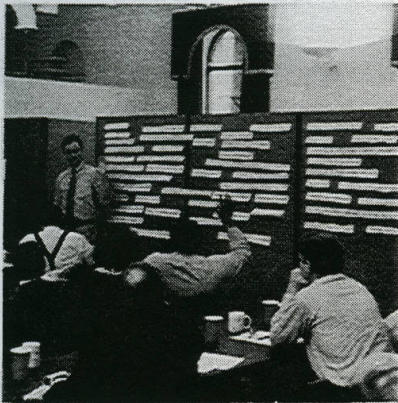
Core Values: The overall vision for the University District embodies six Core Values that serve as the organizing element for all recommendations and actions. Core Values are firmly held beliefs that establish the continuity between all future actions. The refinement of these Core Values has occurred over the nine-month planning process, shaped by public input and responses to the Revitalization Plan.

Core Value #1: The University District shall be a model for University-community relationships:

- by optimizing University investment in the community according to a mutually agreed upon Revitalization Plan;
- by enhancing human services through university sponsorship and commitment;
- by capitalizing on the synergies of academic and community goals;
- by providing lifelong learning opportunities; and
- by supporting a world class institution in a community of comparable quality.

Core Value #2: The University District shall be a place of pride by maintaining buildings, and conserving and enhancing architectural quality and character:

- by providing an abundance of open space, recreation, and parks;



Twenty five leaders from the community participated in a two day workshop to develop a Vision and set of Core Values for the plan.

University Neighborhoods Revitalization Plan Concept Document

- by providing accessibility to all uses and services for the entire neighborhood; and
- by ensuring adequate levels of public maintenance and service.

Core Value #3: The University District shall be culturally and socio-economically diverse:

- by providing diverse housing opportunities;
- by actively promoting home ownership;
- by providing housing opportunities for University faculty and staff; and
- by providing opportunities to live and work in the same neighborhood.

Core Value #4: The University District shall be a neighborhood of choice:

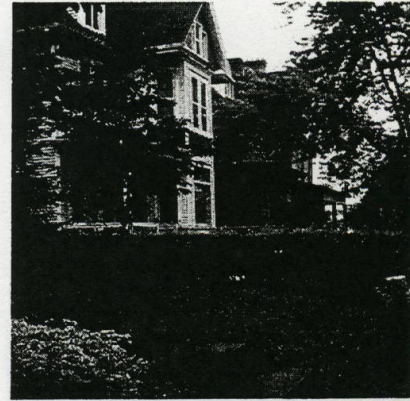
- by being friendly to traditional and non-traditional families;
- by including diverse student populations;
- by being safe and secure 24 hours per day; and
- by ensuring balanced transportation systems to support business and employment while promoting pedestrian/bicycle/transit options.

Core Value #5: The University District shall demonstrate new leadership and investment partnerships to reverse the decline in retail and housing:

- by coordinating positive investment partnerships between State, City, University, community, and individual investors;
- by expanding the economic base;
- by upgrading market standards; and
- by working positively with University-related residential and commercial cycles.

Core Value #6: The University District shall accomplish its larger civic goals through the active participation of community individuals and agencies:

- by maintaining open communication among all participants;
- by removing barriers and disincentives to participants; and
- by forging a new leadership collaborative of University, City, and community.



Revitalized neighborhoods such as Victorian Village to the south prove that the area is a desirable place to live.

Translating the Vision and Values into Goals

An important foundation for the year long planning effort revolved around the definition of goals which move the vision and core values beyond its moral and philosophical underpinnings to an achievable plan. The key recommendations of the Revitalization Plan were developed to achieve four goals:

- Increase homeownership in the University District;
- Improve the core student area so that it is competitive with housing which students can rent in the suburbs; and
- Enhance and expand retail and commercial activity on High Street.
- Secure the involvement of The Ohio State University's faculty and staff in the neighborhoods of the University District.

Concept Plan Recommendations

The 16 major chapters of the Concept Document are organized around the six Core Values. Each Core Value and its corresponding major recommendations for the University District are described below;

Core Value #1: The University District shall be a model for University-community relationships.

Key Recommendations:

Faculty Participation

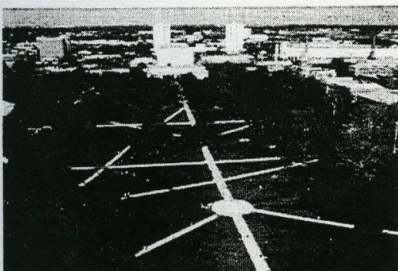
- Develop and implement increased opportunities for community-based teaching and inquiry in partnership with existing agencies, schools, businesses and community organizations, to prepare students in their discipline of study.
- Develop and implement a University District faculty seed grant program to encourage faculty and graduate student inquiry in the University District.

Core Value #2: The University District shall be a place of pride by maintaining buildings, and conserving and enhancing architectural quality and character.

Key Recommendations:

Code Enforcement

- Improve/strengthen the current code enforcement program through revisions to the code language and changes in enforcement.
- Institute a University District Pilot Code Enforcement Program.



The Ohio State University offers enormous resources to make the University Neighborhoods a model community.

University Neighborhoods Revitalization Plan Concept Document

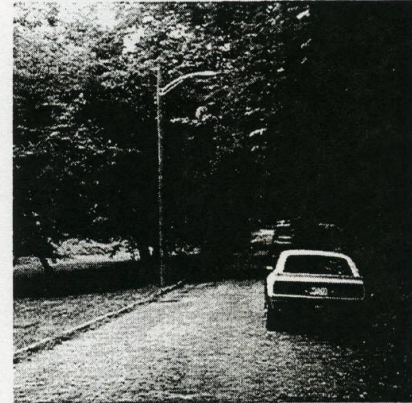
- Institute a Case Management System.
- Develop and implement a Public Information Program.
- Provide incentives for property owners to address long standing code violations.

Parks and Greenways

- Develop new parks in the South Campus and Weinland Park (West) Neighborhoods.
- Expand Indianola Middle School grounds south to 18th Avenue.
- Expand Weinland Park to include the entire block between the Fourth and Summit Street pairs, on the south side of Seventh Avenue.
- Create a new park north of the existing fire station on the west side of Indianola Avenue between Eighth and Ninth Avenues.
- Develop greenways along 15th Avenue, 12th Avenue, Summit Street, Fourth Street, Indianola Avenue, Woodruff Avenue, Lane Avenue, Seventh Avenue, and 10th Avenue, including street tree programs, new lighting, signage, and bike route/bike lane designations.

Trash/Solid Waste Collection

- Provide twice weekly trash collection in the Neighborhoods, particularly during the school year, (September to June).
- Increase the frequency of bulk collection on a seasonal basis coinciding with changes in the University schedule.
- Establish a Solid Waste Service Fee Structure with revenues dedicated to funding solid waste/trash/and garbage collection services.
- Enact legislation that restricts deposition of litter on private and public property.
- Review present functional department structure for the regulation of health, environmental, waste, building codes, and inspections and assess the potential to combine departments for better efficiency and effectiveness.



Iuka Ravine is the open space jewel of the University Neighborhoods, but is badly in need of rehabilitation.

Core Value #3: The University District shall be culturally and socio-economically diverse.

Key Recommendations:

Land Use and Zoning

- Examine downsizing certain neighborhoods to reflect the Overlay density standards.
- Mixed use areas that focus activity and new development should be located close to The Ohio State Campus.
- A strategy for identifying, prioritizing, and removing non-permitted properties should be established.
- The boundaries of the University Impact District should be expanded to include those areas that will be most susceptible to inappropriate development, given successful revitalization momentum and new investment in the District.
- A public relations program should be developed to communicate the objectives, intent, and benefits of the Overlay to homeowners, developers, and investors.
- Technical assistance should be made readily available at no cost or low cost for single family homeowners and purchasers that wish to renovate property or bring their property up to code, but are unsure how to work with or interpret the Overlay.
- To improve the economics of removing problem properties or upgrading of sub-standard properties in the East, North and South Campus Neighborhoods, aggregation of lots and transfer of development rights should be considered as incentives for new development in the proposed Mixed Use Areas.
- A task force of neighborhood representatives, city of Columbus Code Enforcement Officers, and the City's Attorney office need to identify and prioritize problem properties and work to remove or upgrade the worst offenders.
- Campus Partners, working with funding from the city of Columbus, The Ohio State University, and private banking institutions, should acquire the worst single family properties and facilitate their rehabilitation to single family homes if appropriate or complete removal.
- A limited number of sites from Fifth Avenue to Ninth Avenue that can accommodate new retailer should be identified.. Design criteria that meets community objectives to maintain the urban character of High Street coupled with development incentives should be offered for these sites.

Residential Revitalization

- Work with City and State officials to dedicate a portion of funds from existing homeownership programs to the University District, this will ensure that potential homebuyers have a guaranteed level of funding from existing programs.

University Neighborhoods Revitalization Plan Concept Document

- Ohio State should lead with a new program of specific incentives for faculty and staff homeownership in the Neighborhoods. The program could provide loan guarantees, interest subsidies, and downpayment assistance using models from other institutions around the country.
- Establish a marketing strategy and basic level of information and program support for any individual wishing to purchase a home, or rent long term in the University District.
- The city of Columbus and Ohio State should establish a Problem Property Fund to acquire and remove problem properties, targeting removal of 15 properties by the year 2000.
- For single family structures to be rehabilitated or de-converted from rooming houses, provide subsidies to ensure they can be sold at market rate to single family homeowners after renovation.
- Seek consistency with city of Columbus policies to avoid concentration of poverty.
- Work with HUD/CMHA to determine exact number of Section 8 units in given block areas, and develop strategies to transfer rental units into ownership while decreasing concentrations of property in accordance with City policy.
- Convene a planning committee to address potential displacement and identify possible solutions.
- Provide financial and organizational support to Columbus Housing Partnership/Northside Development Corporation for the development of 50 new units of affordable homeownership.
- Ohio State and city of Columbus, working through Campus Partners, should provide gap financing and assistance in managing the acquisition and renovation process of available properties.
- Following the financial commitments of The Ohio State University and the city of Columbus, Campus Partners should convene a Committee of Housing Providers, to decide how the proposed programs can best be implemented, and to determine what resources each stakeholder can bring to assist in the revitalization of the Neighborhoods.
- A district level plan should be prepared for the East, North and South Campus Neighborhoods based on thorough inventory of existing conditions. The plan should guide problem property acquisition, location of off street parking, pocket recreation facility development, and prioritize new development sites for upgraded rental units.
- Develop 400 new rental units by the year 2000 that offer upgraded products. (compared with what is currently available in the East Campus)
- The Columbus Apartment Association with the assistance of Campus Partners and the city of Columbus, should create a Property Owners Association for portions of

"Current levels of home ownership hover around 11%...the result of several long term trends. Reversing this downward trend and significantly raising the proportion of owner occupancy is critical to achieving the other goals and objectives for the district and its prime sponsors."

ULI Advisory Panel, 1995



Healthy citizens, healthy community.

the East, North and South Campus Neighborhoods to provide levels of security, litter removal, front yard maintenance, parking, and open space development commensurate with the density and character of the area.

Health and Well-Being

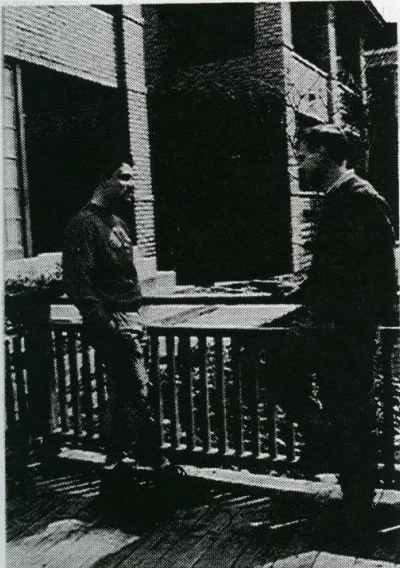
- Plan a Healthy Community Initiative in the University District.
- Plan and establish a Women Students and Children's Transitional Housing facility in the University District.
- Assure all new improvements provide appropriate accessibility for the disabled.

Employment and Economic Development

- Plan and establish a Comprehensive Employment Program for residents in the University District.
- Develop a Business Incubator in the University District.
- Develop mechanisms to advocate employment of University District residents by local employers.

Student Quality of Life

- Establish a Student Services Center in the East Campus Neighborhood to provide a community-based, integrated approach to the housing, and education, counseling, social service, and academic learning requirements of students living in the area.
- Expand and develop opportunities for all university students, faculty and staff to participate in community service.
- Increase University funding for student activities and develop and implement a diverse program of student activities offered at a variety of times and places throughout the campus and the University District.
- Develop a University training program for resident student managers for approved off-campus student housing.
- Implement the recommendations of the University's Alcohol and Other Drug Advisory Committee.



Improving the quality of life for all residents, including students, is the Plan's primary goal.

Core Value #4: The University District shall be a neighborhood of choice.

Key Recommendations:

Safety and Law Enforcement

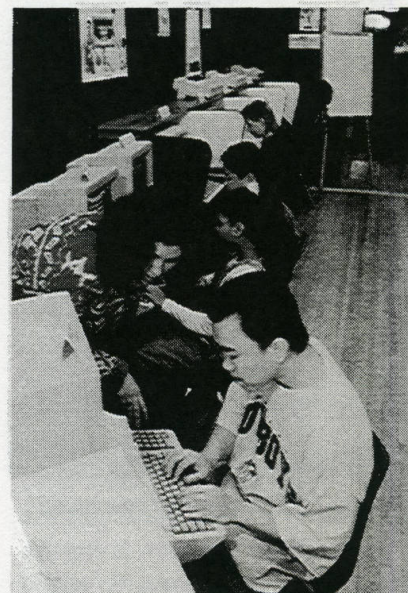
- Work to assure successful implementation of community policing in the University District.
- Begin studying the possible expansion of The Ohio State University Police-CDP Mutual Aid Pact.
- Begin to develop positive relationships between the City, The Ohio State University, and community anchors. Conduct police sensitivity training for officers assigned to the area.
- Plan expansion of the Community Crime Patrol in the Neighborhoods.
- Work with Neighborhoods of Choice Coordinating Committee to develop a Super Agency to coordinate delivery of intervention services.
- Consider redefining cruiser districts to optimize police presence.

Community Schools

- Establish additional professional development schools including faculty and student placements in University area schools.
- Develop and provide additional seminars for teachers and other school professionals to improve skills in curriculum development and instructional strategies in urban schools.
- Develop a Partnership for Technology in Education to link the 12 public schools serving the University area, Columbus Public Schools at its North Education Center and The Ohio State University through its College of Education.
- Establish a Center for Community Learning in at least one University area school.
- Establish a Family Focus Center in at least one University area school.

Vehicular Circulation

- Improve automobile circulation for the University District by delineating a clear system of primary streets and neighborhood circulators for people moving either to, through, or within the University District.
- Provide two-way circulation on neighborhood streets, where possible, being particularly sensitive to parking needs.



Aggressive expansion of technology is critical for improving community schools.



In a community dominated by young adults, better provision for safe, convenient use of bicycles is critical.

- Minimize the volume of traffic passing through the Neighborhoods through the application of traffic-calming techniques and where necessary, defensible space treatments to reduce criminal activities.
- Provide proper access and circulation for Ohio State and its related facilities and for businesses along the corridor (including service vehicle access).
- Coordinate the access and circulation system with major pedestrian routes to provide safe pedestrian crossings.
- Link the access and circulation system with parking facilities.

Transportation Alternatives

Bus/ Shuttle

- Enhance and improve the COTA bus service to encourage non-automobile travel to, from, and within the Ohio State area and its adjacent neighborhoods.
- Enhance and improve Ohio State's shuttle system to encourage non-automobile travel and to facilitate connections between Ohio State activity nodes and the adjacent neighborhoods.

Pedestrian/ Bicycle

- Coordinate major on- and off-campus pedestrian routes and provide safe pedestrian crossings of roadways.
- Establish a system of bicycle routes through the area and connect The Ohio State University and neighborhood bicycle route system with the city-wide bicycle system.

Parking

- Define parking needs by neighborhood and block; provide on- and off-street parking space needs based on code.
- Provide off-street parking facilities in the off-campus student core to facilitate long-term (warehouse) parking; encourage students to warehouse their vehicles in the long term parking facilities.
- Control/eliminate commuter parking in the residential areas.
- Provide parking facilities for businesses in accordance with patron and employee needs; define operations and enforcement to control use by others.
- Devote on-street parking to short-term use in the zones serving the High Street commercial area.
- Expand the off-street parking supply through a combination of new parking structures and improved marketing of Ohio State parking garages.

Core Value #5: The University District shall demonstrate new leadership and investment partnerships to reverse the decline in retail and housing.

Key Recommendations:

Commercial Revitalization

- Support existing businesses and assist development of new locally owned businesses, while also attracting new national caliber retailers to create a vital mix of unique retail offerings and cost competitive retailers.
- Create a Special Improvement District for the High Street Corridor (East 9th Avenue to Lane Avenue) to provide daily maintenance, improved safety, District-wide marketing, and business support.
- Concentrate new and rehabilitated retail tenants into three distinct activity centers (11th and High, 15th and High, Lane and High) to serve as anchors for High Street revitalization while focusing available retail demand.
- Develop subsidized structured parking at locations within easy walking distance of the three activity centers to ensure the success of concentrated retail venues.
- Develop Design Guidelines for Retail and Commercial Uses within the University District and High Street in particular. Administration of the Guidelines should be by the existing University Area Review Board.
- Encourage conservation and adaptive reuse of existing buildings when feasible. Where new building construction is required, ensure that design is compatible with the existing scale, texture, and character of the corridor.
- Redevelop Pearl Alley as the primary service corridor for High Street businesses, with a minimum width of 24' and a maximum width of 36'.
- Upgrade the physical appearance of the High Street Corridor from 5th Avenue to Norwich Avenue with coordinated signage, lighting, street furnishings, and pavement systems.
- Create new public plazas and open space along High Street at current and proposed street closures to allow for passive and active retail and community uses.
- Strengthen the gateway role of Lane with significant architectural treatment of structures that frame the intersection of Lane and Tuttle Park Place on both the north and south side.
- The Ohio State University should assist in the Lane Avenue corridor redevelopment by offering creative parking solutions for new businesses, and building new structures that create a street wall on the south side of Lane from Tuttle Park Place to Neil Avenue.



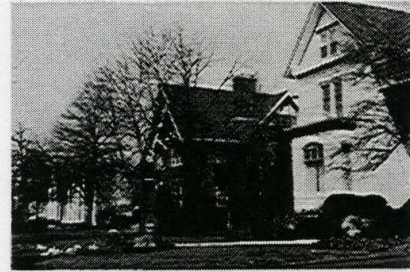
Neighborhood streets around the country are experiencing a resurgence of activity as community destinations and centers of neighborhood life.

University Neighborhoods Revitalization Plan Concept Document

The Redevelopment Plan assembled by Campus Partners' planning team lays out specific recommendations to accomplish these tasks, by creating both physical and programmatic changes in the neighborhoods. Revising both the primary and secondary circulation system creates a new clarity and opportunity for residential areas to redevelop. Improved, expanded or new parks, all connected by a logical circuit of greenways and bike routes will improve both the visual quality of the area, the perception of open space and the ability to use transportation modes beyond the automobile. Finally, the recognition and formalization of neighborhood units that share similar concerns as well as zoning and policy considerations, provide a platform for grass-roots organizations to seize back their neighborhoods and take control of their long term destiny.

These physical improvements are balanced with specific programs such as community policing, comprehensive youth involvement programs and stronger cooperation between Ohio State and City of Columbus Police, all directed at improving the perception and reality of safety. Specific incentive programs for homeownership, modeled after successful programs throughout the country, will bring a dramatic level of private investment into the neighborhoods for little to no cost. Public service improvements, some of which are already underway, will require significant political leadership and community involvement to effect change. Finally, an innovative approach to leveraging the resources and talent of Ohio State and to an expanded definition of 'education' will provide the missing link between one-dimensional bricks and mortar improvements and the truly long term redevelopment success that so many other communities have sought.

In summary, the problems facing the University Neighborhoods are not insurmountable. However, the momentum of decline is accelerating toward a rapid downward spiral. Successfully turning this tide will require a multi-layered approach...one that utilizes a diverse group of resources, sponsors, and clear actions all focused toward holistic redevelopment of the University Neighborhoods as a unique, vital urban community.



The potential for the University Neighborhoods is significant and the timing is right. However, decisive, unwavering commitments for change are necessary if the Plan is to succeed.

INTRODUCTION

A. Revitalization Plan Purpose And Structure

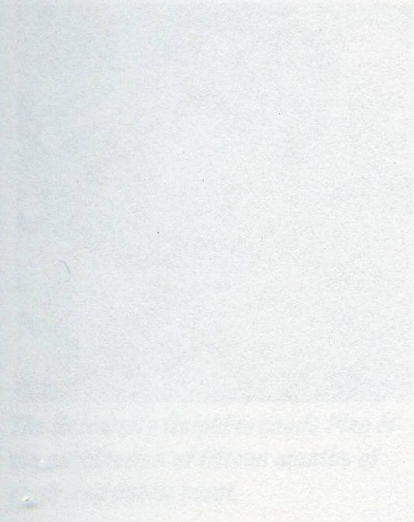
Purpose: The University Neighborhood Revitalization Plan is a "family" of documents that includes the University Neighborhood Revitalization Concept Document and shall be developed through the University Neighborhood Revitalization Strategy. Before writing these two documents, it is important to understand what the plan and strategy are and how they are structured.

The University Neighborhood Revitalization Concept Document (the "Concept Document") is the first document in the plan. The Concept Document is a high-level document that outlines the goals and objectives for the plan and presents a set of long-range objectives, policies, and recommendations that should be pursued in accomplishing it. It is intended to provide a vision for the University and the community, as well as to provide a framework for the development of a more detailed prescription for how to achieve these goals and objectives.

The Concept Document is intended to serve as a guide for the development of the University Neighborhood Revitalization Strategy and the University Neighborhood Revitalization Plan. The Concept Document is intended to provide a framework for the development of the University Neighborhood Revitalization Strategy and the University Neighborhood Revitalization Plan. The Concept Document is intended to provide a framework for the development of the University Neighborhood Revitalization Strategy and the University Neighborhood Revitalization Plan. The Concept Document is intended to provide a framework for the development of the University Neighborhood Revitalization Strategy and the University Neighborhood Revitalization Plan.

Whereas the Concept Document establishes the long-range vision and recommendations for the revitalization process, the University Neighborhood Revitalization Strategy (Strategy) will define the specific actions, including responsible parties, and estimated costs to implement these recommendations. The Strategy is a living document that will require ongoing review and adjustment as new information becomes available and needs do not. It is intended that the Strategy shall be developed by the City of Columbus and The Ohio State University in the near future and shall not be adopted as a binding document for the purposes of this contract.

Part I: Introduction



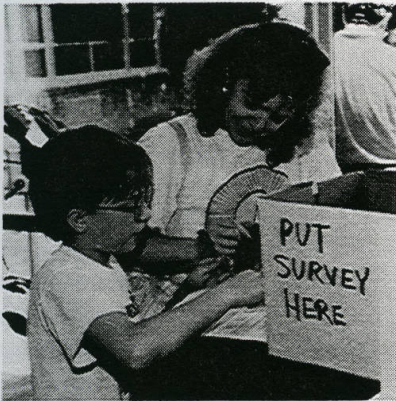
Revitalization Concept
Revitalization Strategy

The Strategy is the living document that will require ongoing review and adjustment as new information becomes available and needs do not.

I. INTRODUCTION

A. Revitalization Plan Purpose And Structure

Purpose: The *University Neighborhoods Revitalization Plan* is a two-volume “family” of documents that includes the *University Neighborhoods Revitalization Concept Document* and a still to be developed *University Neighborhoods Implementation Strategy*. Before reading these two documents, it is important to understand what they are and are not and how they are structured.

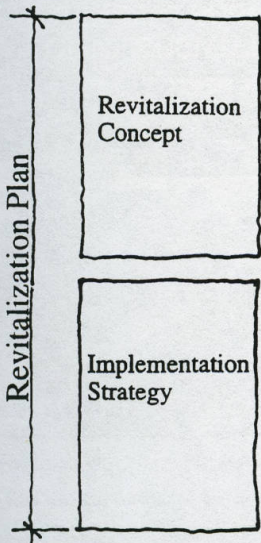


The University Neighborhoods Plan is the culmination of fifteen months of study and public input.

The *University Neighborhoods Revitalization Concept Document (Concept)* is a decision-making tool for the city of Columbus, The Ohio State University, and various neighborhood groups and commissions to be used as they fulfill their respective responsibilities for managing or taking actions that affect the University District. The Concept document establishes the goals and core values for the revitalization process and presents a set of long-range objectives, policies, and recommendations that future actions should be directed to accomplish. It is intended to provide a vision of what the District can be, and how the community can realize that vision through clear actions. It is not, however, a detailed prescription meant to solve every problem that besets the District.

The Concept is intended to receive community support leading to its ultimate adoption by the Columbus City Council and The Ohio State University Board of Trustees as *the* major policy document relating to decisions for the University District. However, the proposed adoption of this document and its recommendations does not provide open license for Campus Partners or any other entity to move directly into implementation of the Plan. Many of the proposals will require ongoing refinement and action which will come only after extensive community input through traditional channels such as the University Area Commission, Development Commission, Traffic Commission and Columbus City Council. This is especially true relative to the issue of eminent domain. The sponsors of this effort, by virtue of the Plan’s adoption do not hold powers of eminent domain. While these powers reside with, and may be granted by, the city of Columbus to an approved Redevelopment Corporation, they can only be activated through passage of an approved Redevelopment Plan that among other requirements validates the designation of blight, presents a business and financial plan for new or rehabilitated development, and provides relocation strategies for businesses or residents who are adversely affected by the redevelopment effort. The Redevelopment Plan will have to be created in conjunction with city agencies as well as local business and community leaders and must be approved by the City Council following an appropriate hearing process.

Whereas the Concept document establishes the core values, objectives, policies, and recommendations for the revitalization process, the *University Neighborhoods Implementation Strategy (Strategy)* will define the specific actions, timing, responsible parties, and estimated costs to implement these recommendations. The Strategy will be a living document that will require continual update and refinement as some programs meet success and others do not. It is intended that the Strategy would be endorsed by the city of Columbus and The Ohio State University as the best available approach at this time, but would not be adopted as a binding document due to the evolving nature of its contents.



The Revitalization Plan is a family of two documents; the Revitalization Concept and an Implementation Strategy.

University Neighborhoods Revitalization Plan Concept Document

Although the Revitalization Plan has greatly benefited from extensive community input, it is not intended to be a consensus document. Campus Partners, in their role as catalyst and facilitator, has forged a series of recommendations that will afford long-term, sustainable change within the community. While the actions required to effect this change will not be embraced by everyone, it is for the greater good of the overall community that the Revitalization Plan and its recommendations are put forth.

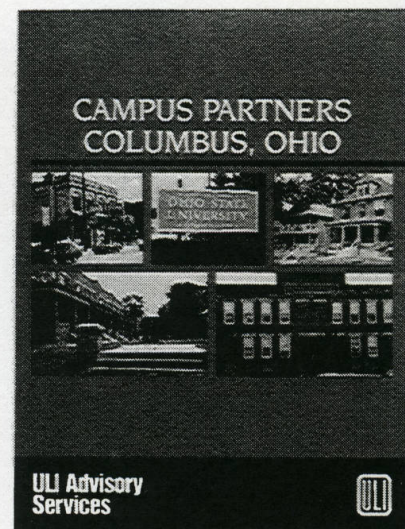
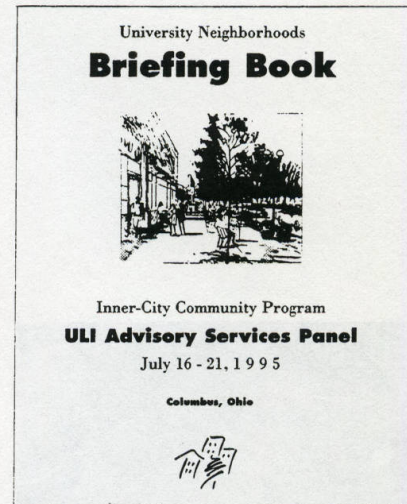
Structure: Following an introductory section, both documents are organized around the Revitalization Plan's six *Core Values*. Each Core Value is supported by individual chapters containing specific information developed by the planning team during the course of this study.

In the Concept document, each chapter places the Objectives, Policies, and Recommendations at the beginning of the chapter so that the casual reader or individuals responsible for oversight of the Revitalization Plan can quickly identify the major thrust of the document. These are followed by supporting information for the policies and recommendations. Each chapter contains the following sections:

- **Objective:** Each chapter begins with an introductory paragraph that summarizes the major objectives to be achieved by the policies and recommendations that follow. The objective should be the desired end state.
- **Policies:** Policies are stated to guide the recommendations. By adopting the Concept document, community organizations, the city of Columbus and The Ohio State University will be adopting these policies for guiding future decisions in the University Neighborhoods.
- **Recommendations:** Recommendations are the planning team's best ideas to fulfill the policies.
- **Setting and Current Issues:** This section provides an overview of the current issues, the major findings of the planning team's analysis phase, and any relevant data necessary to support the recommendations.
- **Programs and Concepts:** This section provides more detail for the ideas and proposals, as well as potential models to support the recommendations.

The Strategy document will continue where the Concept left off. Every recommendation made in the Concept document will be repeated and followed by a series of actions intended to lead to achievement of that recommendation. Each action will be accompanied by a table of related information including:

- **Timing:** When the action should begin and will most likely end.
- **Responsible Party:** Who should assume primary responsibility for initiating, facilitating, or supporting the action.
- **Additional Input:** What other hearings or approvals will be required to enact this recommendation.



The reader may wish to review other related documents such as the ULI Briefing Book and ULI Advisory Services Panel final report.

University Neighborhoods Revitalization Plan Concept Document

ferent colleges and units of The Ohio State University and provides some of the most unique aspects of the Revitalization Plan.

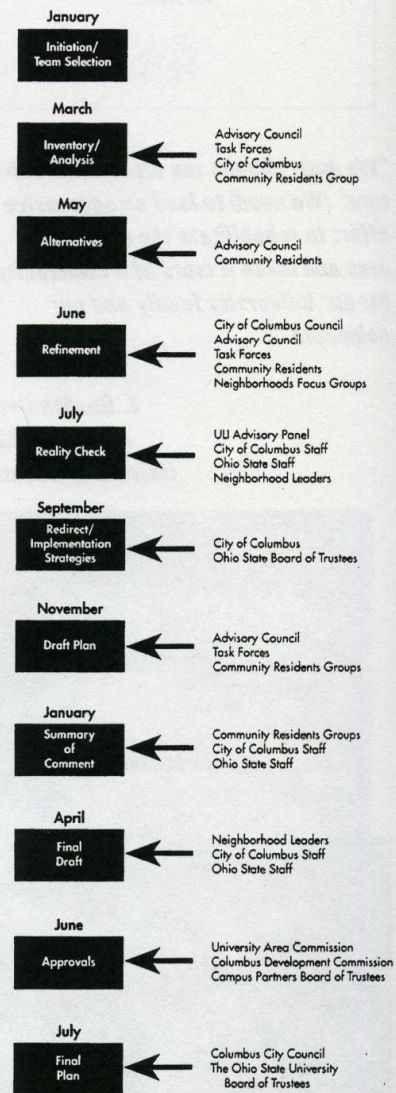
The list of those participating in the collaborative includes: Architecture, Board of Trustees Committee on Student Affairs, Campus Partners for Community Urban Redevelopment, Campus Planning, City and Regional Planning, Council of Graduate Students, Off-Campus Student Services, Education, Federal Relations, Food, Agricultural and Environmental Sciences, Health Sciences (including Allied Medical Professions, Dentistry, Medicine, Nursing, Pharmacy, Public Health, Optometry, University Hospitals, Veterinary Medicine), Human Ecology, Interprofessional Commission of Ohio, Law, Mershon Center, Ohio State Extension, Public Policy and Management, Rardin Family Practice Center, Social Work, Undergraduate Student Government, University Architects Office, University College, and University Libraries.

Planning Process: The Campus Partners consulting team followed an accelerated planning process that covered all areas of their individual disciplines in less than eight months. A traditional inventory and analysis phase made use of an extensive Geographic Information System (GIS) constructed for the project from primary and secondary data sources. Interviews were held with numerous residents, businesses, and merchants. All of the analytical work was presented and reviewed during a series of public meetings and task force sessions. A seven-day workshop was held at Campus Partners' office after the project's first three months of analysis to test preliminary concepts. As these alternatives were refined, preliminary recommendations were developed and documented for a "reality check" by both the community and a special panel of experts assembled by the Urban Land Institute (ULI). Following the ULI's review, the Revitalization Plan was refined further. A working draft of the Revitalization Plan was issued to the public in November 1995, eight months after the study had started. With the addition of valuable public input, the Revitalization Plan was refined with the final plan issued in June 1996.

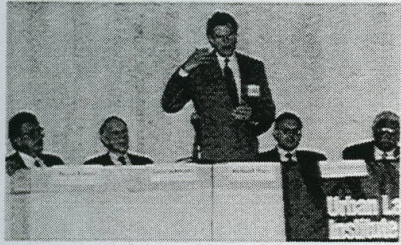
Urban Land Institute Panel Review: In July 1995, five months after the planning process had begun, the ULI was invited to help evaluate the planning team's work to date. The intensive one-week review was put together by ULI's Advisory Services Panel, and draws on the volunteer services of ULI members experienced in all aspects of inner-city revitalization and redevelopment issues. The Panel is an extension of ULI's Inner-City Community Building Program that was launched in 1993 to involve the private sector more extensively in inner-city issues.

The Panel's final series of recommendations both confirmed the progress to date and added valuable new direction to certain aspects of the study. The Revitalization Plan's review by experienced private sector development and public sector officials was aided by extensive community interviews. While the Panel provided a strong endorsement for the team's work to date, many of the Panel's additional suggestions were incorporated into the final Revitalization Plan.

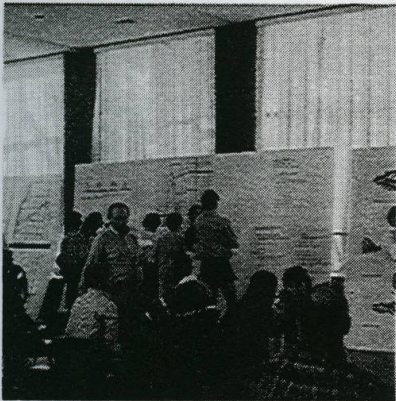
Community Involvement: From the start of the planning process, Campus Partners and their consulting team have involved neighborhood organizations and residents; major property owners; business owners; and University faculty, staff, and students. As a part of the Campus Partners staffing plan, a full-time Director of Community Relations and part-time community outreach assistant were appointed to formulate a community involvement program and ensure constructive outreach efforts. These efforts included:



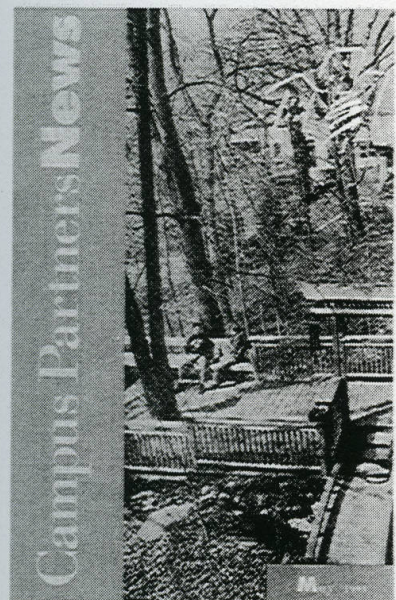
Revitalization Planning Process



In July of 1995 a panel of revitalization experts reviewed the preliminary plan concepts and presented their findings to the community.



The planning process included a spring open house that drew over 400 visitors.



To improve public outreach, Campus Partners developed a regular newsletter with a circulation of over 50,000.

Public Participation: Public participation in the program was extensive with over 500 individuals participating during the development of the study through:

- A Community Advisory Council composed of over 90 representatives from neighborhood and community organizations as well as local government and University offices. This group met five times to review concepts and plans at various points in the development of the Revitalization Plan.
- Six public task forces which worked with the consultant team in specific areas of concern. These included: market and finance; safety and law enforcement; planning, design, and architecture; transportation, circulation, and parking; public services; and social services which include education, health services, human services, and economic development. Additionally, a special sub-group was established to address student quality of life issues. These task forces were composed of representatives from organizations participating in the Advisory Council as well as individual citizens.
- Community-wide meetings held to present updates on the work progress and to test ideas. This effort consisted of five evening meetings held in various locations throughout the District, in addition to a five-hour open house held one Saturday, early in the process, to review preliminary concepts. Attendance at the evening meetings ranged from 50 to 300, and the open house was attended by over 350 individuals.
- Neighborhood meetings with small, focus group representatives of specific areas within the District. These meetings, typically held in living rooms and community centers, were conducted with seven different groups on two separate occasions.
- The ULI Advisory Services Panel, which conducted interviews with over 115 people from the neighborhood, City, and University and whose publicly presented final report drew over 125 representatives from the community.

Community Outreach: Efforts included development of a special Campus Partners Newsletter mailed to every household in the University District and distributed to Ohio State faculty, staff, and students through insertion in *The Lantern*, The Ohio State University student newspaper. Each issue had a circulation of over 50,000 copies. In addition to the newsletter, residents and property owners were contacted before all public meetings with a personal mailer. Prior to any public meetings or workshops, extensive television, radio, and newspaper outreach was undertaken.

Document Review: All documents prepared by the planning team were made available for review by the community, either through their placement at three library locations (Whetstone, Northside, and OSU Main) and at the Campus Partners office. Additionally, most documents were made available for purchase through Kinkos, Grade A Notes, and Cop-EZ, for the cost of reproduction. Finally, direct delivery of specific documents were made to members of the Campus Partners Board of Trustees, the leaders of community organizations, and individuals from the community who have been active in the process.

C. Revitalization Plan Goals, Vision, And Core Values

Revitalization Goals: *First and foremost, the overall goal of this revitalization effort is to improve the quality of life for individuals who live and work in the University District.*

Four supporting goals have been identified for the revitalization effort by the Urban Land Institute and the planning team. These are:

- Increase homeownership in the University District, including affordable housing opportunities to stabilize the Weinland Park neighborhood and maintain a diversity of residents;
- Improve the core student area so that it is competitive with housing which students can rent in the suburbs; and
- Enhance and expand retail and commercial activity on High Street.
- Secure the involvement of Ohio State's faculty and staff in the neighborhoods of the University District;

Achieving these goals will require overcoming 30 years of inertia that has stalled past revitalization efforts. Working with a group of 25 leaders selected from the community, a Vision Statement and set of Core Values were developed during a two-day workshop held in March 1995 to guide the revitalization effort.

Vision Statement: *"The University District shall become a high quality 'city-within-a-city,' characterized by diverse, enriched, safe, livable, and commercially viable neighborhoods with community features and programs connected by a district-wide framework of transportation, open space, amenities, and human services."*

The Vision Statement captures a positive image of what the University District's future can be. At the heart of this vision is recognition of the District as a collection of individual neighborhoods, each with a great diversity of lifestyles, housing choices, income levels, and priorities.

Core Values: The overall vision for the University District embodies six Core Values that serve as the organizing element for all recommendations and actions. Core Values are firmly held beliefs that establish the continuity between all future actions. The refinement of these Core Values has occurred over the nine-month planning process, shaped by public input and responses to the Revitalization Plan.



Twenty five leaders from the community participated in a two day workshop to develop a Vision and set of Core Values for the plan.

II. REVITALIZATION PLAN CONCEPTS

A. Plan Context

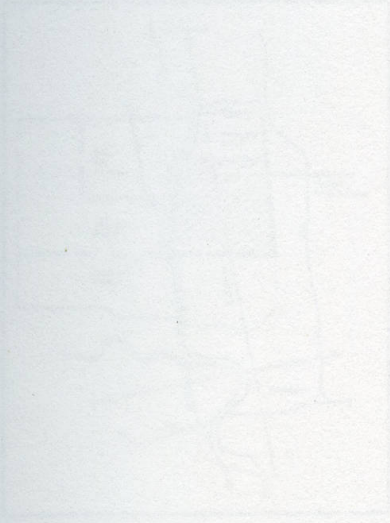
Planning Area Location and Boundaries: The area designated as University Neighborhoods is a subset of the University District, a large area approximately 2 miles diagonally north of downtown Columbus, Ohio. The area is bounded by Columbus Avenue to the north, Ohio Avenue to the south, and by University Avenue to the east and approximately these same mile boundaries, but does not include the University District as a whole or the area south of King Street and east of High Street. While some residential areas are present in the area, they are primarily neighborhoods of aged and/or abandoned single-family homes in parts of the District.

Current Setting: The Ohio State University is the major institution occupying approximately 40% of the District's 1,200 acres. The Ohio State University is many ways central to the University Neighborhoods. The University is a major employer, a major source of income, and a major source of collection of downtown night-time income with a broad range of services and recreational facilities. The area is one of the City's most vibrant, and 75% of its total population.

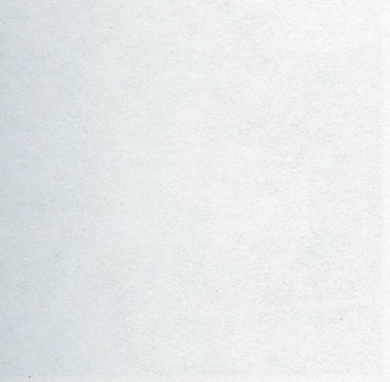
According to the 1990 Census, the University District had a 1980 population of 12,000. The University District is a self-contained campus. Of the 12,000 people living in the University District, however, less than 4 percent were employed. About 10,000 people were employed in the University District, but only 2,000 lived there. The District also had the highest rate of unemployment in the city, and the highest rate of vacant housing. The District's population was 10,000 people, but only 2,000 people were employed in the District. The District's population was 10,000 people, but only 2,000 people were employed in the District. The District's population was 10,000 people, but only 2,000 people were employed in the District.

Historical Background: When the industrialized Midwest emerged as a major economic power in the late 19th century, it became a major source of goods and services for the rest of the country. The University District was a major source of goods and services for the rest of the country. The University District was a major source of goods and services for the rest of the country. The University District was a major source of goods and services for the rest of the country.

Contributing to the growth and improved image of The Ohio State University: The University District is a major source of goods and services for the rest of the country. The University District is a major source of goods and services for the rest of the country. The University District is a major source of goods and services for the rest of the country.



The University Neighborhoods are located in the north of the University District.



The University Neighborhoods are located in the north of the University District.

Part II: Revitalization Plan Concepts

higher learning at a national level. Yet at a point when both the city of Columbus and Ohio State have improved their respective images, their success is being severely threatened by the increasing deterioration of the neighborhoods surrounding OSU.

Although the University District remains a vital center of activity for Columbus, it is failing to retain and attract homeowners and is losing its once-captive market position for students. Despite its abundance of affordable single and two-family housing stock and excellent location relative to the University and downtown Columbus, the District has experienced a tremendous drop in home ownership levels, from 50% in 1950 to just over 11% in 1990. At the same time, many prospective students and their parents, especially high-ability students, are deciding not to attend Ohio State due to a setting that is perceived as disintegrating and unsafe. As the University District has lost students and homeowners, it has received a disproportionate share of federally subsidized Section 8 housing (2,050 Section 8 units), with the highest concentration located in the Weinland Park area.

Public safety and crime are also central concerns within the University District. In 1994, on a per capita basis, violent crime in the University District was 14.2 % higher than Columbus as a whole and property crime was 21.6% higher. The Weinland Park neighborhood, suffering from gang activity and illegal drug sales, has the highest per capita rate of violent crime in the City. Problems in the University District attracted statewide attention in 1994 with the murder of Ohio State freshman student Stephanie Hummer.

Other visible problems abound. A 20-year legacy of ineffective code enforcement coupled with the economic pressures of overzoning have led to inappropriate and poorly constructed renovations of dormitory style apartment complexes. Extremely high densities coupled with insufficient public services have resulted in overflowing trash containers, unswept streets, and inadequate or overutilized park and recreational facilities.

Elements of Decline: A review of past and current conditions in the University District has led to the identification of ten key elements contributing to the decline in the University District's quality of life:

- **A 40-year evolution of the District into a high density, student-residential core** without adequate modification or expansion of supporting infrastructure, public services, parks, or open space.
- **Deteriorating infrastructure and functionally obsolete building stock along High Street** which restrict its economic vitality. Disorganized and insufficient parking; constrained service access; inefficient and poorly maintained retail spaces; and non-existent street maintenance all preclude a vibrant, diverse business corridor.



An overconcentration of liquor establishments along portions of High Street adds to the area's social problems and blighted appearance.

- **Overconcentration of liquor licenses within the south High Street bar district** at the High Street – 11th Avenue intersection. The negative image of the area is worsened by the highly visible police patrols required on weekends to manage crowds frequenting the bars.
- **The continued rise of crime and illegal drug sales** that began in the early 1980s and has escalated to some of the highest levels in the Columbus area.
- **The perceptual barriers of Ohio State University** that the physical campus and hence the institution's responsibility stops at High Street.
- **An extremely low level of home ownership** and the highly transient nature of the student resident population which has hindered the sense of pride, commitment, and responsibility witnessed in healthy urban neighborhoods.
- **Poorly rehabilitated and ill-conceived adaptive reuse** of original single-family housing and neighborhood commercial structures, coupled with development practices that were designed for short-term return only. This has resulted in high levels of disinvestment due to the impact of the 1986 federal tax law.
- **A reduction of student housing demand** by an estimated 2,000 students, coupled with same price/higher quality and better managed housing choices available in the suburbs.
- **The intense concentration of subsidized housing in the area**, especially in the southeast corner of the District, and a fragmented approach to human service assistance, delivery, and support.
- **A limited but highly visible number of problem landlords** whose problem properties and lack of concern for good management have significant impact on surrounding property values and livability.

Opportunities and Assets: Although the University District faces severe challenges, it has significant assets from which successful revitalization effort can be built. *First and foremost, the problems confronting the University District are not overwhelming, and the basic housing stock and infrastructure are far above the level of most troubled urban areas.* Other current assets include:

- **Excellent location and regional access** – The University District's central location, which presents particular residential and commercial market opportunities, is enhanced by its easy regional vehicular access. Four-lane SR 315 and Interstate 71 are located just west and east of the District, respectively. High Street, Fourth Street, and Summit Street arterials provide additional accessibility within the street system of Columbus.

University Neighborhoods Revitalization Plan Concept Document

- **Clearly defined boundaries**, with the University and the Olentangy River to the west, the Conrail tracks to the east, Glen Echo Ravine to the north, and 5th Avenue to the south. The area is well-defined and programs can be targeted to meet specific issues within a confined area.
- **Surrounding successful neighborhoods** that provide stability and market value. These include Clintonville to the north and the energy of the revitalized Short North, Italian, and Victorian villages to the south and southwest.
- **Diversity of both residents and housing opportunities.** The broad range of housing structures, historic character, and neighborhood setting provide a variety of opportunities for individuals of different interests and incomes to enjoy a convenient, urban lifestyle in a neighborhood that offers proximity to a major educational and cultural amenity such as The Ohio State University.
- **A very strong market** for new housing, retail, and office units generated by Ohio State's 48,500 students, 16,000 faculty, staff, and thousands of visitors, as well as neighborhood residents or the potential of the remainder of the Columbus metropolitan area.
- **High Street**, which is currently a mixed blessing for the neighborhood, nonetheless offers a strong foundation for retail that will act as a service to the university population, an amenity for neighborhood residents, and potentially an attraction to other Columbus area residents. High Street can also be a desirable location for office, rental apartments, and, in the long run, hotels.
- **An involved and concerned community** of residents who have fought to protect and conserve the character and diversity of the area for 30-plus years. The enormous energy, knowledge and commitment of this constituency is a major resource that if properly supported and channeled will help effect the critical changes necessary.
- **A host of revitalization programs** already in place substantially reduces the administrative and policy modifications that might be required as part of any new neighborhood redevelopment initiative. Programs such as the City of Columbus Neighborhoods of Choice and the Columbus Neighborhood Design Assistance Center can play a major role in shaping the University District's future.
- **Existing human and social service programs**, both City-sponsored and neighborhood-based, can be enhanced and built upon to improve the long-term conditions and opportunities for University District residents. The District already features a broad cross section of schools, religious groups, and social service centers with considerable experience assisting the District's population. (Refer to Appendix A for full listing of programs)



Revitalized neighborhoods such as Victorian Village to the south prove that the area is a desirable place to live.



The University Neighborhoods' active and involved residents are one of the area's greatest assets.

B. Planning Principles

Community Concept - Building Community From the Inside Out: The University District is a complex community whose defining social characteristic is diversity. This asset has been consistently championed by the residents and leaders of this planning effort, and is clearly endorsed as an essential component of the community's vision. To sustain this diversity, the Plan advocates building the community from the inside out and maximize the contributions of community partners such as its residents, Ohio State, and the city of Columbus. These same community stakeholders have formed an active and important partnership throughout the process. Their input has shaped and refined every element of the Revitalization Plan, and will continue to guide the implementation process as the District becomes a model for university-community relationships.

The purpose of building community from the inside out is to attain a sustainable state of involvement, partnership, and hence, revitalization. This is achieved using an assets-based approach. Even neighborhoods that are experiencing high levels of distress have many assets and strengths including the residents themselves, and the professionals in schools, agencies, and houses of worship. Through a persistent process of identifying assets and building community using "home-grown" assets, the District can enhance the quality of the life of its residents, revitalize its housing and economy, create new employment opportunities, and increase the sense of hope.

Planning Concept - A Neighborhood Whose Time Has Come Again: The University Neighborhoods original plan of gridded streets, mixture of housing types and stock, distribution of local commercial structures in each neighborhood, and a community main street that provides day-to-day goods and services is a living example of the traditional town planning principles that formed the basis of American community development in the early 1900s. Following WWII, many of these concepts were lost as more and more Americans left urban settings for the perceived convenience and status of life in the suburbs. Recently, however, increasing traffic congestion, a recognized lack of community and diversity, and the monotony of many new suburban communities has focused new national attention and market interest on a revival of these traditional planning principles.

Revitalization of the University Neighborhoods is a perfect opportunity to demonstrate the desirability of urban living by capitalizing on a community structure whose time has come again. The University Neighborhoods should provide a viable alternative for individuals who eschew the suburbs and instead seek to live:

- amongst a richly textured setting of history and diverse neighbors;
- close to employment opportunities and a variety of retail and neighborhood services;
- within easy driving or walking distance to the emerging urban center that is downtown Columbus; and
- next to a major cultural and educational amenity such as The Ohio State University.



The Neighborhoods' traditional pattern of gridded streets lined with trees provides a strong framework for a successful revitalization.

Land Use Concept – A Self-Contained Community: The land use concept for the University Neighborhoods is to develop as a self-contained community, providing employment, education, recreation, retail, and residential opportunities within its well-defined boundaries. A highly developed community of this caliber can rely on its rich mix of uses and variety of densities and housing types to create a vibrant and diverse set of living and activity opportunities for residents and visitors.

In applying this concept to the University Neighborhoods, Ohio State should be viewed positively and constructively as the economic engine and a major amenity for the community; High Street should be seen as the community's focal point - a symbol of local identity and the community's center of shopping, entertainment, and campus/community interaction. The surrounding neighborhoods should be seen as the bedroom and living component of the community. Interspersed within these broad land use categories are schools, parks, churches, and neighborhood retail centers. Connecting these elements is a fabric of streets, pedestrian ways, bike lanes, and greenways.

Commercial Concept – High Street as Main Street: As the heart and soul of the University Neighborhoods, High Street will act as both 'main street' and the focus of the entire community. The traditional main streets of small cities and towns were a location for both commerce and social interaction. With High Street's ideal position at the center of the District, it is the one place where all residents and visitors will meet, mingle, and interact. High Street can also be the most common image that integrates all land uses. While linear in nature (traversing the community from north to south) it should not be a monotonous corridor of similar uses, building scale, and identity. Instead, as one progresses north along High Street, they should pass through a series of "rooms" each with a theme that unites building form, uses, and tenants. However, each room should be urban in nature and respect the basic principles of an active, vital street scene: identifiable and inviting building entries; transparent and exciting storefronts; an urban street wall that is either constructed or inferred; a common design of street furnishings; unique signage; well-maintained landscape; and wide sidewalks that line both sides of the street.

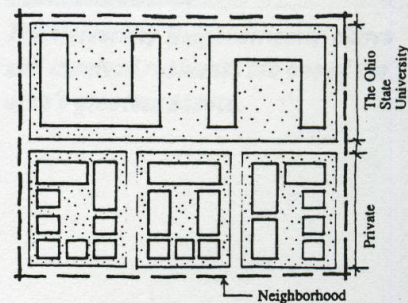
The three most distinctive "rooms" will be the centers, proposed for 11th Avenue and High Street, 15th Avenue and High Street, and Lane Avenue and High Street. Each of these centers will be connected by smaller infill uses (either new or rehabilitated structures) that provide a diverse mix of tenants; uses (retail, office and residential); and building heights, materials, and character.

Residential Concept – Neighborhoods of Choice: On either side of the High Street corridor is a rich texture of distinct neighborhoods, each defined by its residents, housing stock, and unique focal points. Even Ohio State, which is typically seen as an intruder to the Neighborhoods, is really a neighborhood of its own, providing the majority of the community's employment and a large proportion of its daytime population. Viewing the community as a series of distinct neighborhoods instead of a singular land use of housing establishes the basic premise for how planning concepts should be tailored for each area. Some of these ideals include:

- **Seamless Edges** – A major component of revitalization should be the University-community interface. Streets such as Lane Avenue and West 10th Avenue are traditionally viewed as the points where the campus ends and the community begins. While it is important to define the boundaries of the University from a jurisdictional and operational standpoint, it is the land uses that line the edges of the north and

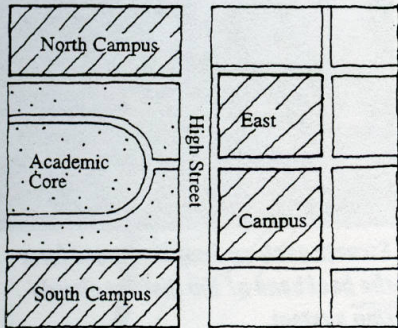


Neighborhood streets around the country are experiencing a resurgence of activity as community destinations and centers of neighborhood life.



Student apartments should be viewed as part of a single neighborhood, regardless of whether they are privately or publicly developed.

south campus that can facilitate a more harmonious relationship with the surrounding community. These residential areas should not stop at the centerline of the adjoining street, but should instead bridge these rights-of-way. While property ownership on each side of the street will vary, the land use, intent, and character should not. Consequently, one could argue that the South Residential Campus really begins at 12th and ends at 8th Avenue, and the area surrounding Lane should really begin at Woodruff Avenue and end at Northwood Avenue.



The community and the University should view the student neighborhoods east of High Street as an extension of the campus.

- Recognizing the Larger Campus Community** – Looking to the east, the planning concept proposes that the area between Pearl Street and Summit Street be considered Ohio State’s *East Campus*. Similar to the concept of student areas spanning Lane Avenue and West 10th Avenue, the East Campus concept incorporates the center of the area currently known as the ‘Student Core’ which actually provides more student housing than the on-campus residences. The combination of a newly defined ‘East Campus’ with the concept of an expanded North and South Campus provides a larger view of the relationship between the University and the community. While the East, North and South Campus Neighborhoods are primarily private sector owned, the University has a responsibility to provide amenities and resources that will improve the quality of life for its students within these neighborhood.

Urban Design Concept - Connecting It All Together: The distinct enclaves that provide focus and identity are connected by a larger fabric of streets and open space connections. The framework plan recommends that while it is important to create identifiable neighborhoods and precincts that can take control of their destiny at a grass roots level, it is also important to have a connective fabric that unites the entire community of neighborhoods and leads them to the main street - High Street. Therefore the existing grid of streets should remain with minor modifications as required to improve circulation, pedestrian and bicyclist safety, or to implement defensible space concepts. Secondly, the street wall needs to be maintained and enhanced on all major corridors using simple techniques such as minimum building setbacks, inferred edges of landscape, low fencing, or grading techniques.

C. Revitalization Plan Framework

Given the scale and complexity of the University Neighborhoods, the Community Framework establishes improvements to be built up in a series of eight successive layers; District Circulation, Neighborhood Circulation; Transit Options, Bikeway Routes, Planning Areas, Land Use; Greenways and Open Space; and Quality of Life Improvements. The result of these layers creates a physical structure to be implemented over time, acting as a “skeleton” for other revitalization efforts. When neighborhood projects, initiated by the public and private sectors, are inserted into this framework, the sum will be truly greater than the individual parts.

Circulation

A revised circulation system for the University Neighborhoods provides a clear hierarchy of primary streets to connect to the regional transportation network, while providing neighborhood circulators for people moving either through or within their respective neighborhoods. The circulation framework also emphasizes alternative transportation modes to achieve a long-term reduction in automobile use.

District Circulation: District Circulators provide efficient access to major destinations within the University District, including The Ohio State University campus and major commercial destinations such as High Street. They also route traffic through the University District with minimal disruption of the neighborhood's quality of life. The streets that compose the District Circulation system include Summit Street (one-way southbound), Fourth Street (one-way northbound), 5th Avenue (two-way east/west), Hudson Avenue (two-way east/west), and Dodridge Avenue (one-way east). Gateway streets will be the major entry corridors into the neighborhood, and include Lane Avenue from SR 315 to High Street (two-way east to west) and 11th Avenue from I-71 to High Street (two-way east/west). High Street will continue to serve as a major north-south link but will take on a more defined role as the community's primary transit corridor.



Streets such as Summit Street form the backbone of the district circulation system.

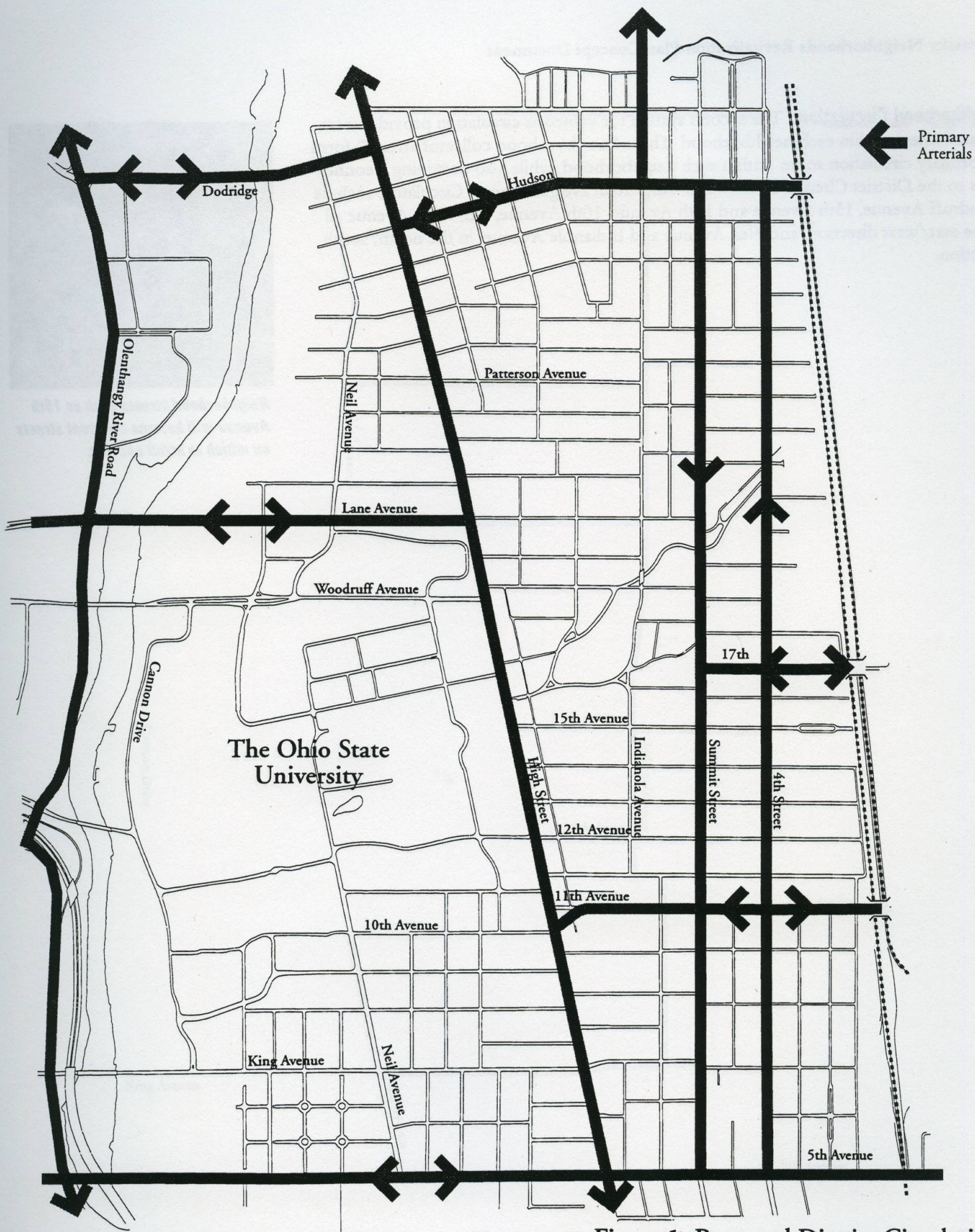
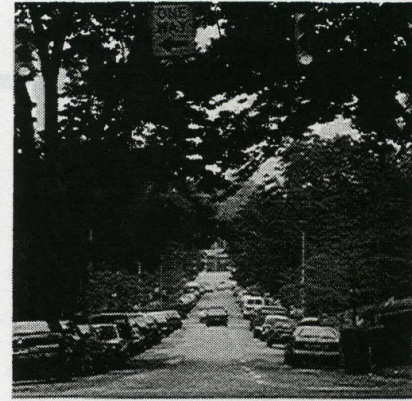


Figure 1: Proposed District Circulation



Neighborhood Circulation: The second system for vehicular circulation provides internal movement within each neighborhood. These “neighborhood collector streets” form the primary circulation route within each neighborhood, while also providing a connections to the District Circulation network. Important Neighborhood Circulators include Woodruff Avenue, 15th Avenue and 12th Avenue, 10th Avenue, 7th/King Avenue all in the east/west direction, and Neil Avenue and Indianola Avenue, in the north/south direction.



Neighborhood streets such as 15th Avenue will become the great streets on which to stroll and live.

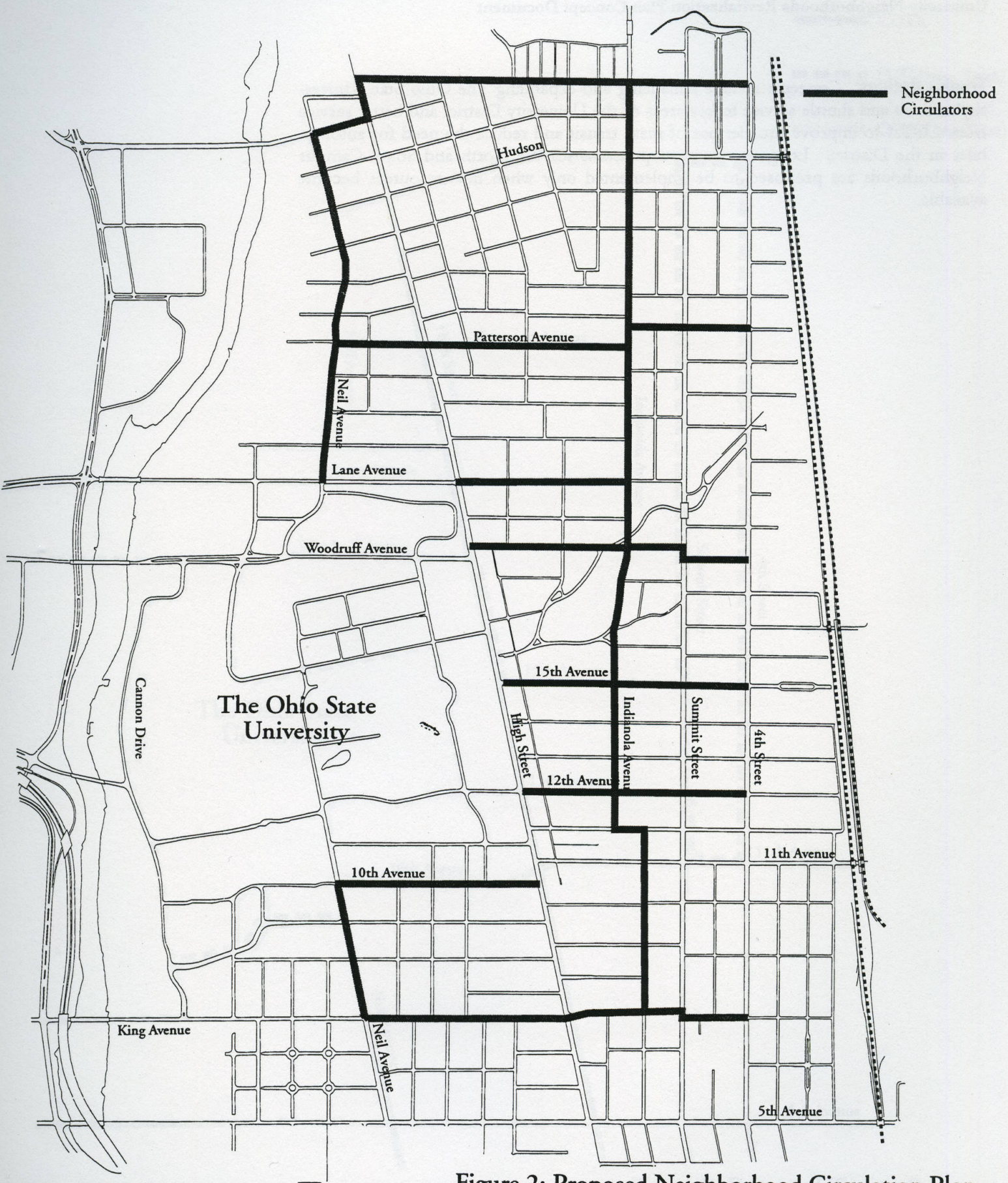


Figure 2: Proposed Neighborhood Circulation Plan



Transit Options: Concepts include enhancing and expanding The Ohio State University's transit and shuttle service to key areas of the University District and better service from COTA to improve broader use of mass transit and reduce the need for automobiles in the District. Long term route expansions for the North and South Campus Neighborhoods are proposed to be implemented only when new resources become available.

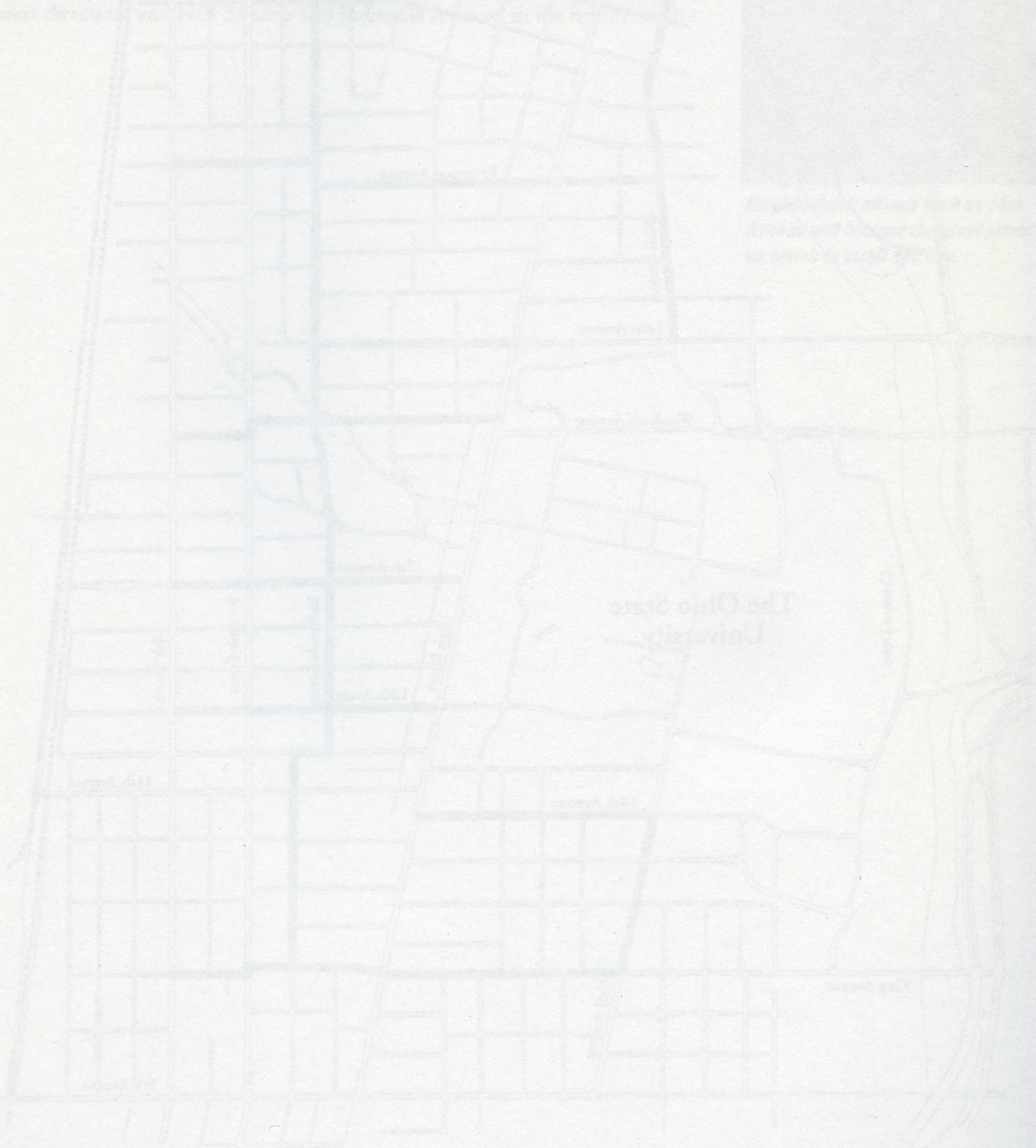


Figure 3: Proposed Neighborhood Circulation Plan

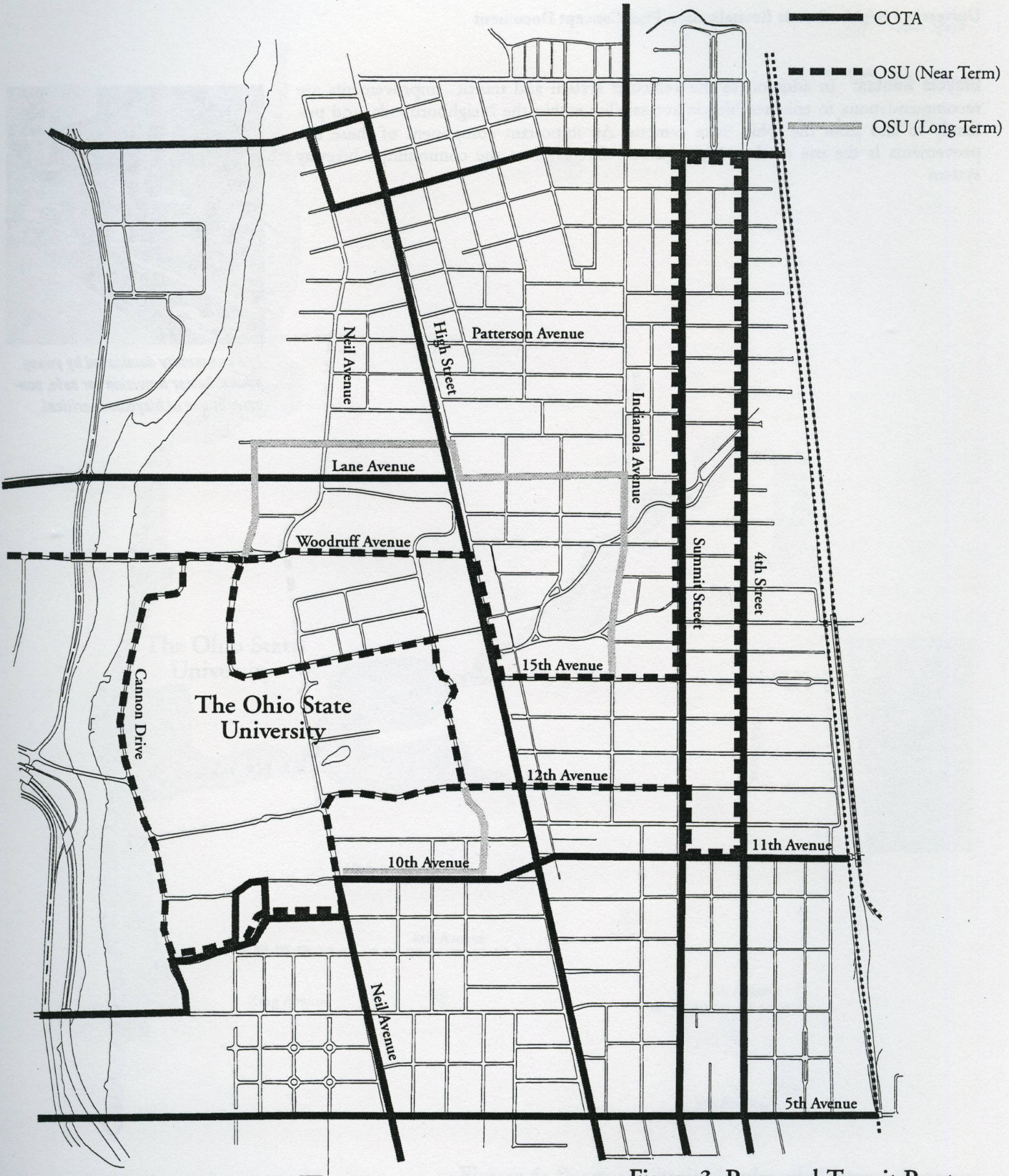


Figure 3: Proposed Transit Routes



Bicycle Routes: In addition to the vehicular system and transit improvements are recommendations to enhance bicycle accessibility within the Neighborhoods, and primarily to and from the Ohio State campus. An important component of these improvements is the use of the Neighborhood Circulator as the community's bikeway system



In a community dominated by young adults, better provision for safe, convenient use of bicycles is critical.

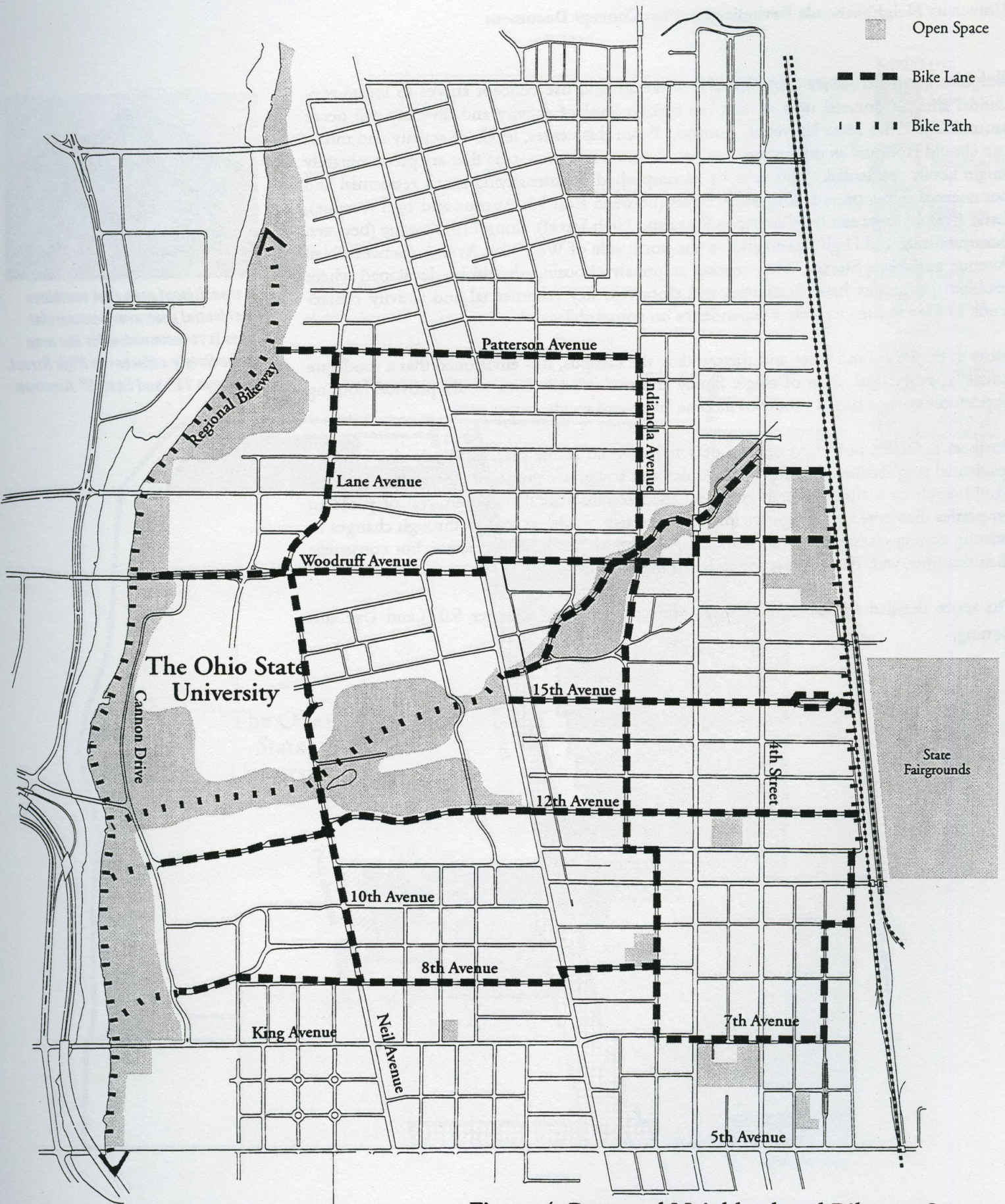


Figure 4: Proposed Neighborhood Bikeway System



Neighborhood Structure Land Use: The overall land use concept strives to locate residential and commercial uses so that the highest level of activity and diversity will occur around The Ohio State University campus. From this center, levels of activity and mixed use should taper off as one moves east, south and north into areas that are predominantly single family residential. This is to be accomplished by intensifying rental residential and commercial development along High Street (between East 9th Avenue and 16th Avenue), Lane Avenue (between the Olentangy River and High Street), along 11th Avenue (between Summit Street and High Street) and on the north side of West 10th Avenue (between Neil Avenue and High Street). New market responsive housing should be developed where problem properties have been removed closest to key commercial and activity centers (such as the campus) to reduce dependence on automobiles

Next to the mixed use areas and surrounding the campus, it is envisioned that a moderate intensity transitional zone of single family and multi-family uses would provide housing opportunities for a broad variety of income levels and residents.

Furthest from the proposed centers of activity would reside predominantly single family residential neighborhoods, with small duplex and rowhouse properties mixed in. This use would result over time through recommended actions that include removal of problem properties that have had a negative impact on certain blocks, as well as through changes to existing zoning classifications in some neighborhoods to more restrictive, but consistent classifications, with the existing principles of the 1992 Overlay.

For more detailed explanation of these concepts, refer to Chapter 5.0: Land Use and Zoning.



A transitional zone that combines residential uses over commercial uses is recommended for the area immediately adjacent to High Street, between 16th and East 9th Avenues.

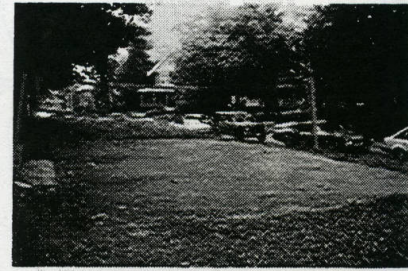
Planning Areas: The primary circulation system, along with other natural and cultural boundaries defines the edges of eleven distinct Planning Areas. While many neighborhoods within the University District have commonly used names or active community groups, the purpose of defining a set of Planning Areas is to facilitate the development of framework solutions and a connected system of grass roots organizations that represent all areas of the District. Through the identification of Planning Areas of relatively equal size and bound by similar concerns, recommendations and actions can be implemented to achieve revitalization specific to that Area's unique issues.

While the accompanying diagram uses a series of names to define each Area, these are meant to be working titles only. Areas identified as the East, North and South Campus Neighborhoods are named as such simply because they are areas whose residents are primarily students. These terms are not meant to imply university ownership. These and other area titles may be modified over time as part of a consolidated community effort to increase identity and marketability of the University District's unique neighborhoods.

Each of the eight Planning Areas addressed in this Revitalization Plan suggest a distinct center or focus (e.g., neighborhood park, community center, school, neighborhood retail, etc.). These are either existing features or new features proposed to fulfill an identified lack of facilities.

Greenways and Open Space: The Greenways and Open Space layer is designed to connect existing, expanded, or new parks and open space features with enhanced streetscapes. This historic approach to linking parks with “greenways”—streets that include a coordinated street tree program, improved sidewalks, and bike lane or bike route improvements—will greatly increase the perception of open space within the District. The connections will also provide a viable alternative to automobile-based transportation and increase both the area's property values and attractiveness to new homeowners. When fully implemented, these improvements alone will add more than 12 acres of new park to the University District.

Park expansions include Indianola Middle School and Weinland Park School. New parks are proposed for sites on East 12th Avenue between Fourth and Summit Streets; 8th Avenue and Indianola Avenue; West 10th between Hunter Avenue and Highland Avenue, and at the Godman Guild. Rehabilitation and improvements are suggested for Iuka Ravine Medary School and Tuttle Park. Greater encouragement and accessibility to open space at The Ohio State University would greatly improve the quality of recreation opportunities for residents.



The need for additional open space throughout the Neighborhoods is one of the Plan's most difficult challenges.



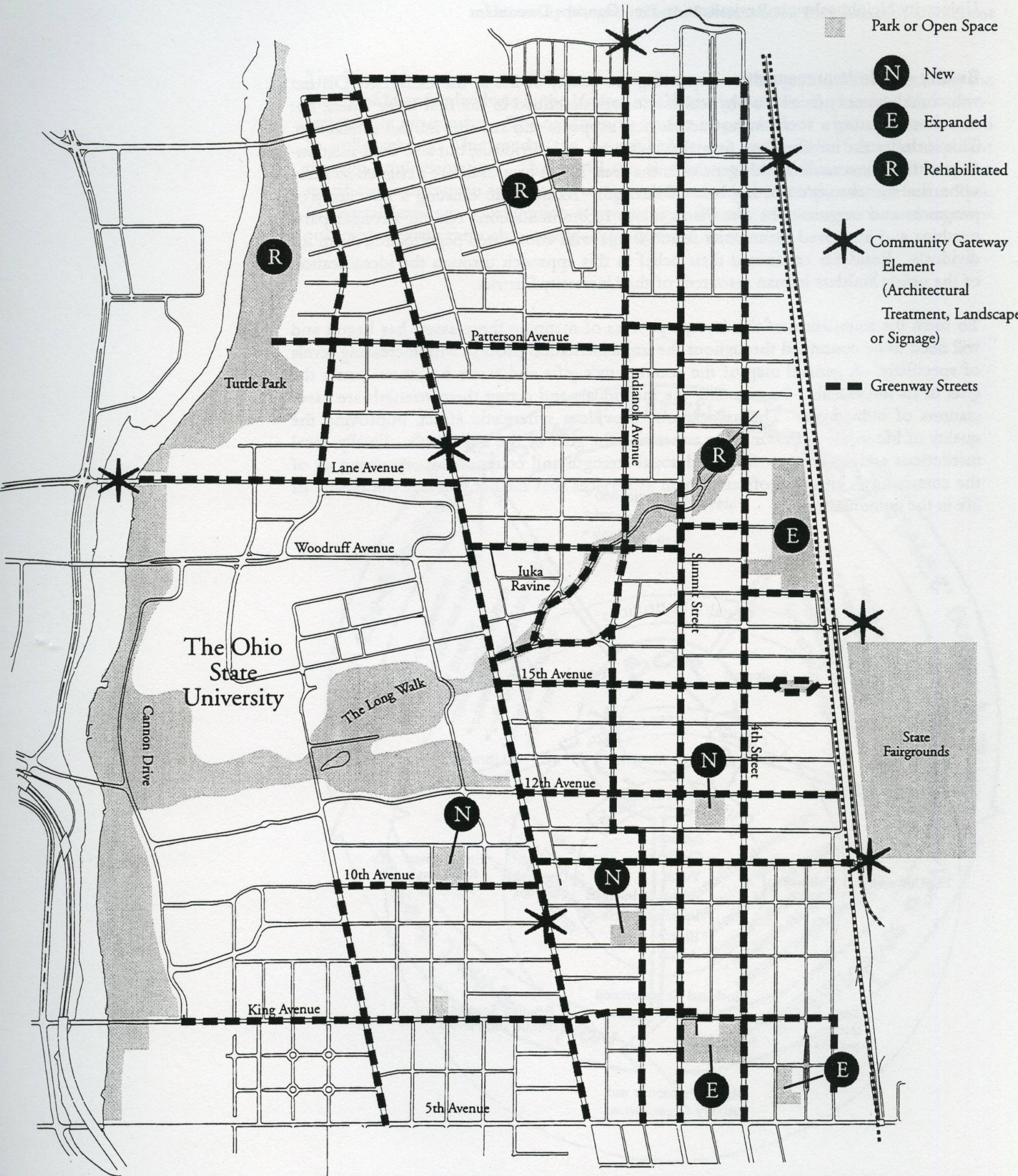


Figure 7: Proposed Greenways and Open Space Framework



Quality of Life Improvements: Improving the quality of life in the University District will come not only from the physical framework described in the first three layers, but also from creating a social infrastructure that supports and sustains human interaction. This includes the informal and formal associations of individuals, but also their relationship with the institutions and agencies in the area. These proposals are designed to build upon the community's existing base of strength. Rather than creating a new array of programs and organizations, the Plan's major recommendations rely on stronger partnerships and improved community relationships with committed participation from individuals. Residents confirmed their belief in this approach through the identification of the nearly limitless human resources of the University District.

To form the foundation of this layer, a process of mapping these assets has begun and will need to be continued throughout the implementation process with increasing levels of specificity. A general map of the community's gifts and assets has at its center the gifts of its individuals. Surrounding the individuals and giving them strength are associations of individuals. The associations provide a synergistic effect, improving the quality of life in the community by enhancing the gifts of the individuals. Finally, local institutions and agencies provide additional strength and cohesion by organizing all of the community's gifts and offering them as services that further enhance the quality of life in the community.

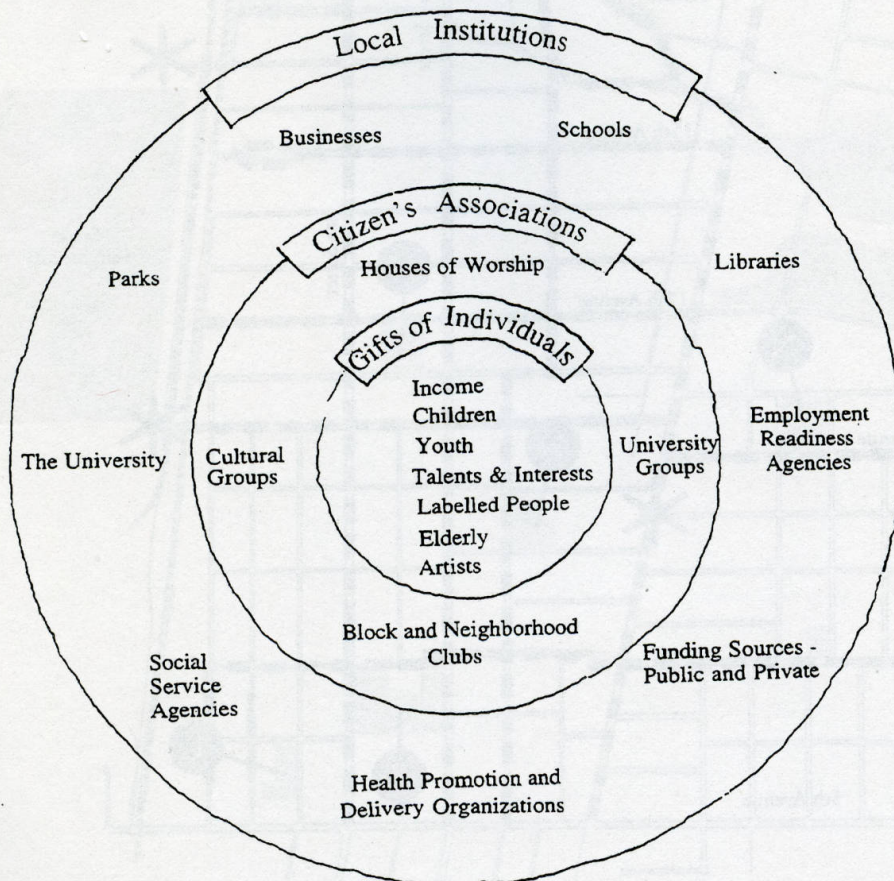


Figure 8: Social Infrastructure

The Plan also proposes a collaborative, continuously evolving model for enhancing the quality of life of individuals in the University District by establishing a model University-community relationship. The model includes five stages, each of which is characterized by collaboration. This model can be applied to the entire Plan from development through implementation. The model can also be applied, as illustrated below, to the specific area of human services, or to any other individual recommendation in the Plan. Its central feature is collaboration at every stage, diversity of participation, and continuous improvement through ongoing adaptation and assessment.

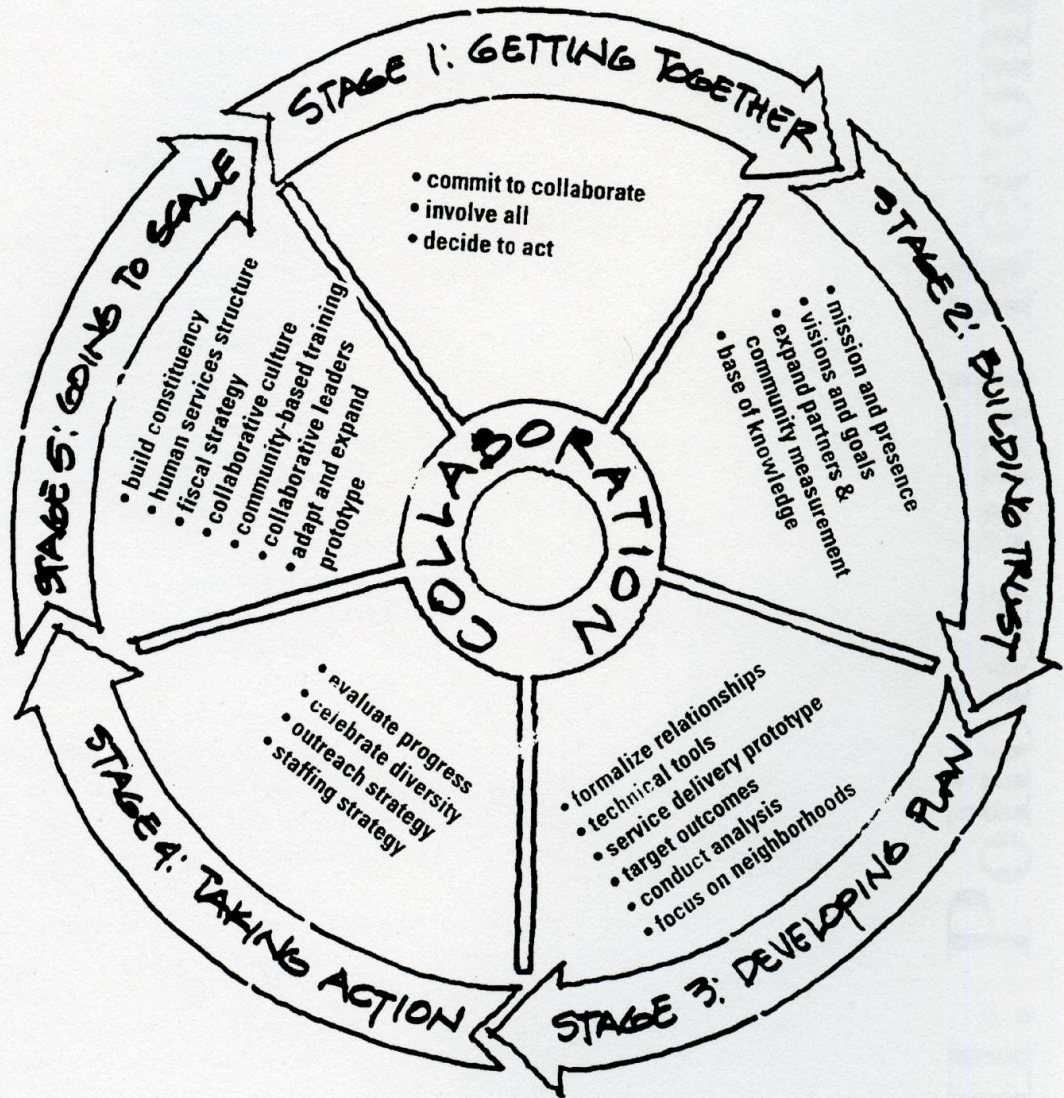


Figure 9: Strength through Community Collaboration

Core Value #1: The University District shall be a model for university-community relationships.

The neighborhoods around the University District are linked to the university and to the community. Just as the university is a model educational institution, so the University District shall be a model educational institution, with the opportunity for the neighborhoods to become a model in which the central characteristics of its economic environment are fostered. The partnership between The University District and the university, the neighborhoods surrounding it, and the city of Berkeley provides opportunities to achieve this goal. Berkeley, the city, and the University District are working to transform the University District. This transformation can be achieved and strengthened by establishing the University District as a learning community committed to educational excellence in every aspect of its life and a model benchmark for other universities and communities.

Family Participation

Education is both family investment and the University District's responsibility. The University District shall provide the professional and personal resources of The University District to the academic departments and administrative offices. Berkeley, the city, and the University District are working to transform the University District.

Community life in the District's University Neighborhoods is being transformed. The University District is working to transform the University District. This transformation can be achieved and strengthened by establishing the University District as a learning community committed to educational excellence in every aspect of its life and a model benchmark for other universities and communities.

Education also provides the key to the identifying and pressing problems of safety and crime. Having this enhancement, the University District can modify its policies, policies, and services will only partially address the University District's needs. Education is essential to the University District's success.

There is a significant need-based approach to teaching and learning in the University District. The University District is working to transform the University District. This transformation can be achieved and strengthened by establishing the University District as a learning community committed to educational excellence in every aspect of its life and a model benchmark for other universities and communities.



The University District is a model educational institution. The University District is working to transform the University District.

Just as the university is a model educational institution, the University District is working to transform the University District. This transformation can be achieved and strengthened by establishing the University District as a learning community committed to educational excellence in every aspect of its life and a model benchmark for other universities and communities.

Report of the Campus Collaborative on Educational Excellence, 1998

Part III: Policies and Recommendations

Neighborhoods and Educational Excellence

The University District is a city within a city made up of a number of distinct neighborhoods. Each of these neighborhoods has a unique character, strengths, and deficits, and each neighborhood serves as a focal point for achieving educational excellence. Each neighborhood provides opportunities for maximum interaction, communication, and learning among residents. A full range of opportunities will assist in creating a teaching and learning community in each neighborhood.

Residents report that schools, community centers, senior centers, and worship centers are natural gathering places for community activities. These gathering points facilitate interaction, communication, and education. Social service agencies and health care delivery sites help individuals build upon their strengths as well as address their limitations.

Teaching and learning opportunities can be community or neighborhood based as well as institution based. Many institutions recognize that the more closely tied to the community their services and educational activities become, the more effective they are. Focusing education and services in neighborhoods wherever possible strengthens each neighborhood, its residents and families, and assists in building excellence as well as a sense of community.

There is no doubt that existing public schools, social service agencies, health care facilities, child care providers, and religious organizations are considered by the majority of residents as among the key neighborhood resources. Residents repeatedly identified these institutions and their staffs as among the most significant assets in the community. There are approximately 198 such agencies and institutions spread throughout the University District Neighborhoods. These institutions and agencies are the heart of the human service system for university area residents and others who find their way into the community.

University Neighborhoods Revitalization Plan Concept Document

provides opportunities to strengthen the University District by providing direct services to residents.

New Partnerships: To achieve the goal of establishing the University District as a model teaching community where educational excellence is pervasive, existing partnerships will be extended, broadened, and deepened and new partnerships formed. University faculty and staff, students, residents, and community associations and organizations will be the core for these new partnerships.

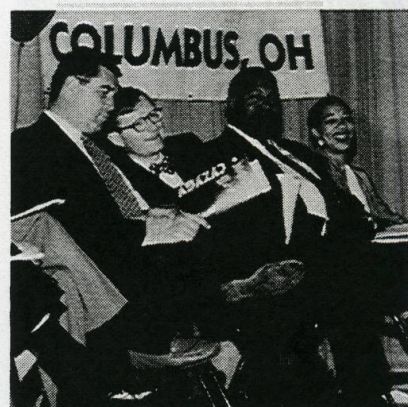
Partnerships will be formed within the community to achieve this goal. These partnerships will include existing and new community organizations such as the various "U" groups and neighborhood organizations, as well as religious organizations; youth, family, and senior organizations; block watch and parent groups; and other existing groups and organizations that bring strength, cohesion, and continuity to community life. Schools, health providers, social service providers, and City departments will also be included in the new partnerships established to achieve an exemplary community.

Partnerships are being established within the university to achieve a model teaching community. Linking the academic resources of the university through the Campus Collaborative will be a key element in supporting the central educational mission of the University District. An academic partnership to create this model teaching community will gather and focus the university's human, intellectual, and fiscal resources to:

- Develop opportunities for faculty to become professionally involved in the neighborhoods in:
 - Research and inquiry
 - Teaching students and mentoring professional colleagues
 - Service in community agencies and projects
- Develop opportunities for staff to become involved in the University District by enhancing the likelihood of:
 - Patronizing neighborhood agencies, schools, services, and centers
 - Volunteer service in the neighborhoods

An academic partnership can include all colleges, schools, and departments of the university. Currently those participating in the campus collaborative includes: Architecture, Board of Trustees Committee on Student Affairs, Campus Partners for Community Urban Redevelopment, Campus Planning, City and Regional Planning, Council of Graduate Students, Off-Campus Student Services, Education, Federal Relations, Food, Agricultural and Environmental Sciences, Health Sciences (including Allied Medical Professions, Dentistry, Medicine, Nursing, Pharmacy, Public Health, Optometry, University Hospitals, Veterinary Medicine), Human Ecology, Interprofessional Commission of Ohio, Law, Mershon Center, Ohio State University (OSU) Extension, Public Policy and Management, Rardin Family Practice Center, Social Work, Undergraduate Student Government, University Architects Office, University College, and University Libraries.

Partnerships between the community and the university may be among the most important to create a model teaching community. One such partnership is Campus Partners. Others include expanding or initiating relationships between university colleges,



Partnerships between existing organizations is key to a successful revitalization process.

University District Faculty Seed Grant: The University Neighborhoods Faculty Seed Grant program will encourage faculty and graduate student teaching and research in the University District. All university faculty will be eligible for seed grants. Expenditure guidelines will follow those developed for other university seed grant programs. Resources must be used to support teaching research in the University District neighborhoods. Proposals must demonstrate a potentially positive impact on the neighborhood and/or its residents and the potential for attracting external sources of funding. Support of graduate research assistants will be emphasized in the program.

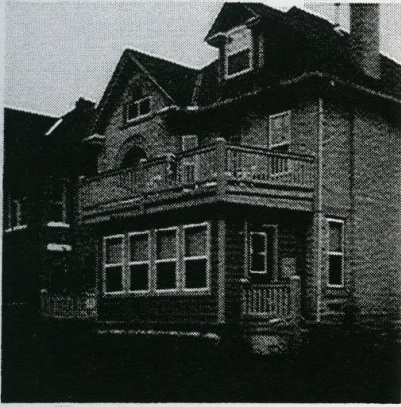
University faculty and graduate students who participate in the program, as well as their respective departments, will benefit from support of expanded opportunities for teaching and inquiry. Area residents who participate in studies sponsored by this program will increase their knowledge about themselves and their community. The various University District neighborhoods will benefit from the knowledge developed about healthier communities through the teaching and studies supported by this program. Other urban university communities will be able to profit from knowledge and teaching models developed in this program that can be applied to similar situations.

The impact of this program will include the creation of new teaching models and studies conducted in the context of urban university neighborhoods. It will mean an increase in the number of campus area residents and professionals being included in university research projects, as well as additional faculty and students participating in the University District.

"Special attention should be paid to the OSU faculty to be sure that they have a high level of understanding of the goals of the project and why this undertaking is important to the educational goals of the university. There can be no real sustained commitment of the university until the faculty is on board."

ULI Advisory Panel, 1995

Core Value #2: The University District shall be a place of pride by maintaining buildings, and conserving and enhancing architectural quality and character.



The quality and diversity of structures in the University Neighborhoods provide an excellent base to create a beautiful and vital community.

The following three chapters address the character, integrity, and visual quality of the Neighborhoods. Issues surrounding code enforcement, the degradation of the open space, and accumulation of trash, litter, and graffiti can have a profound effect on the quality of life for the residents, and accelerate the decline of the Neighborhoods. In addition, a poorly perceived image can send a negative image to potential students and faculty desiring to live in the Neighborhoods, as well as potential investors in residential and commercial property. The significance and importance surrounding the issues and recommendations suggested in each of these areas is critical to the success of the revitalization concept.

Code Enforcement

The city of Columbus has codes intended to protect the life, health, safety, and welfare of its residents. The Building Code, Zoning Code, Housing Code, and Health Code set the standards by which development must conform. The University Neighborhoods have a disproportionate share of code violations stemming from the conversion of single-family dwellings to rooming houses and other such dwelling units. Chapter 2.0 examines the issues surrounding the conversions, and suggests methods to increase the results from a more systematic approach to code enforcement.

Parks and Greenways

The health of any inner-city neighborhood is often tied to the accessibility of adequately sized public parks and open spaces. The University Neighborhoods suffer from a shortage of parks, and also from access to natural areas. Further compounding the park shortage is the lack of greenways that link open spaces, neighborhoods, and important community centers such as university and community services. Chapter 3.0 describes where parks can be added in the Neighborhoods and what streets should function as greenways.

Trash/Solid Waste Collection

Perhaps one of the most essential services in any inner-city neighborhood is the removal of trash. Due to the high proportion of rental units and constant turnover of those units, trash collection and removal of bulk items such as old couches and other discarded furniture is magnified. In addition, with the increase in blighted properties in the Neighborhoods has come graffiti and litter of both private and public property. Constant monitoring of the visual quality of the Neighborhoods is essential to restoring a clean, attractive community. The recent street cleaning activities are an example of the initial actions that will serve as the foundation for the recommendations included within this concept, as addressed in Chapter 4.0.

University Neighborhoods Revitalization Program Concept Document

Recommendation 2.2.3: Institute a Case Management System.

Recommendation 2.2.4: Provide cross-training of all inspectors.

Recommendation 2.2.5: Create technical and financial assistance incentives.

Recommendation 2.2.6: Develop and implement a Public Information Program.

Recommendation 2.2.7: Provide incentives for property owners who address code violations.

Recommendation 2.2.8: Explore new approaches to noise abatement in the University District.

C. Setting and Current Issues

History: The historical context defining the current development pattern in the University District has its foundation in a pattern of conversions designed to accommodate the high volume student housing demand. First initiated to serve the returning GI's after World War II (1945), area homeowners were encouraged to make rooms available to servicemen attending The Ohio State University who enrolled under the GI Bill. Conversions during this period were often done so without benefit of formal city knowledge or approvals. For example, houses currently considered to be 5 - 6 unit dwellings are recorded in the official building records as a 1 - 2 unit dwelling. Current official building records are considered by many to be incomplete since they do not reflect what is actually the case.

Illegally converted units have persisted in the university area because property owners allow six or more unrelated individuals to enter a single lease as a "family" thereby overriding the need for a rooming house designation. A potential strategy for alleviating the continued practice of illegal conversions would be to establish a consistent family definition among codes.

As a moderate- to low-income college community, this area has suffered from housing congestion over the years. Many owners, with the interest of expanded income, converted garages, attics, and basements to create additional housing units. Developers redeveloped available properties by expanding the number of dwelling units per lot. This intensive pattern of both development and redevelopment compounds the problem.

After 1959, the Columbus Code regulated existing housing and required inspection and licensing of rooming houses. This resulted in recorded licenses for many dwelling units. However, many of the units with permits may potentially be in violation of other codes, such as the Columbus Zoning, Housing, Health and Building Codes. While this period marks the start of the official building records, a significant number of records do not reflect accurate histories.

Prior to 1977, many residences were converted to multi-family uses without any permits or with mechanical permits only (electrical, plumbing, heating, etc.). These permits were issued and work inspected without regard to zoning requirements and without a certificate of occupancy for the new (multi-family) use. Another reason for the persistence of this problem can be traced to the 1959, Council enacted, zoning category AR-4, which

produced a green flag for high-density developers in the University District. However, most conversions did not meet AR-4 standards.

Without a formal monitoring process in place to alert all enforcement agencies of applications, many owners chose the quickest way to convert their properties seeking mechanical permits. Only after 1977 when the building permit process was brought into the Development Department with zoning did the process begin to change. This was done even when necessary zoning (Council & Board of Zoning Adjustment) variances were granted because of the difficulty in meeting building code requirements for the new uses.

This recap of history is an attempt to identify primary circumstances that led to the current level of illegal conversions and code violations. While history is an important indicator, accuracy is always a problem; the university area is plagued with a disproportionate share of illegal conversions, code violations, and lack of a clear permitting history. The exact number cannot be determined without an extensive survey.

Persistence of Problem: A formal link was forged in the enforcement process with the consolidation of housing, zoning, and building code enforcement under the City's Development Regulation Division in 1978. However, conversions that took place during that 17-year period (1959-1977), as well as current illegal conversions, remain a problem yet to be effectively addressed.

Currently, rooming house/multi-family owners must prove that the current use has been in place since approximately 1920, or that proper licensing has been in place, including a Certificate of Occupancy (CO) for a specified time. Previous lack of coordination among city departments (or endorsement agencies - e.g., Housing, Building & Zoning) permitted many units to have permits without CO, or licensing without variances, zoning clearance, and CO.

Future Activity: Code enforcement dynamics in the University District encompass many facets that contribute to a safe, sanitary living environment. There is a need for more systematic enforcement of the code violations and code correction as a way to preserve the District Neighborhoods. The University District's diverse populations seek varied solutions to these challenges; students desire a safe, comfortable learning environment, while permanent residents seek a quality living environment with opportunities in self sufficiency, homeownership, safety and educational/economic opportunities, and a contemporary urban lifestyle. Additionally, the dilemma of a large population concentrated in a small area exacerbates the problems facing the university District Neighborhoods. Execution of the proposed recommendations are intended to meet the demands of this diverse population. Recommendations should address historical/grandfather issues, existing code violations, and prevention of continued illegal conversions.

Code Enforcement in Columbus: Code enforcement is defined as the process by which public agencies comply with those laws, regulations, and permits over which they have authority. It represents an effective tool for addressing problems related to the living environment. Housing, zoning, building, and health codes are specialized areas of code enforcement. Code enforcement officers of the Regulation Division enforce zoning, housing, and building codes. Their counterparts at the Health Department enforce the health/environmental laws.

"Code enforcement is a problem that needs to be dealt with at virtually every level. There is a long history of code enforcement issues that have to be reconciled... Code enforcement programs should become community partnerships, where the neighborhoods initiate the review assistance and inspection process."

ULI Advisory Panel, 1995

University Neighborhoods Revitalization Program Concept Document

No clear policy or procedure for addressing illegal conversions has been established; history has left this problem that somehow must be corrected. Grandfathering in most cases would be the method for correction; however, in this situation, life, health, safety and welfare must take precedence, and therefore, the grandfathering practice reads: "Buildings and structures in existence at the time of adoption of this code may have their existing use continued if such use was legal at the time of the adoption of this code, *provided such continued use is not dangerous to life.*" (CABO, section R-114 Existing Installations).

A policy needs to be established to address historical conversions. One methodology would be to provide more detailed training for all code enforcement officers in the area of code interpretation, especially as it pertains to the unique issues of the University District.

There is need for improved use of Environmental Court. The Environmental Court is seeing less than 50% of all cases they are capable of reviewing. All cases submitted by the Regulation Division and Health Department are not being brought to the court by the City Attorney's Office. Vague code language and insufficient interpretation skills of the inspectors in writing the violations may be the reason for many cases not reaching court. Other times, the Prosecutor may not feel secure about a definite conviction. Definitions of use of property/zoning and others are generally vague and tend to favor the rights of the property owners; correction of this particular problem is very difficult because of the prevailing political attitudes which tend to support the individual's property rights. Any code amendment is subject to the equal protection provisions. Generally, zoning laws are written in the permissive tense. Restrictive law must be carefully written to stand up under the equal protection test.

Current Problems: Generally, all codes address and pursue the protection of life, health, safety, and welfare. The Columbus City Codes that address housing and related activities are embodied within the building, zoning, housing, and health codes.

- **Building Code:** Review of the Columbus City Code revealed no major irregularities; it follows the standard national model. While Columbus's Building Codes carry the strongest reprimand for offenders, only 2% of all citations in the University District were building code violations (DRD 1995). The Building Code addresses the structural soundness of a building, including all of its major components (i.e., electrical, plumbing, and HVAC). The inspectors receive very specialized training and generally are involved largely in new construction. The explanation for such an extremely low citation rate has to do with coordination/referral problems. Once the Code Enforcement Officers (CEO) identify a potential building violation, they write it up and give it to the building inspection section where it is rerouted and scheduled to accommodate the building inspector's schedule, which may or may not be within a reasonable time-frame. The same problem exists for other areas (i.e., health and zoning).
- **Zoning Code:** The Zoning Code deals primarily with land use and exterior building activities. It accounts for approximately 19% of all citation activity in the University District. The Overlay Zoning adopted in 1992 creates a layer of zoning superimposed over the underlying zoning classifications to correct future activities within the university area. It includes regulations for both single-family and apartment districts. Additional areas addressed by the overlay include refuse area locations and maximum densities for apartments (cannot exceed more than one dwelling unit per

University Neighborhoods Revitalization Program Concept Document

- Questionable conversions innocently purchased have become a threat to the campus real estate market (i.e., banks prefer not to make loans for uses resulting from illegal or undocumented conversions). The City allowed many conversions with mechanical permits but which did not receive a CO. Therefore, owners should be told that if they allow a safety inspection and make corrections, the record will be clarified. This should be a purely administrative procedure. There would then be a record of the legal use and these properties could again be good real estate investments rather than a burden.

Reactive vs. Proactive: Many University District homeowners view code enforcement as the most critical need in the District. Nearly half of the responses to a "Public Service Task Force" survey indicated a belief that strong enforcement could resolve many neighborhood problems by reducing densities and addressing other violations that threaten the quality of life, health, and safety of its residents. The failure of the current code enforcement activity in the campus area is based on several reasons:

- No proactive means to address code violations, particularly illegal conversions without proper permits. (Property maintenance, however, is a greater problem as evidenced by existing conditions, vacant properties, and tax delinquency);
- Need for more training and interpretation skills on the part of the CEOs;
- No clear policy or procedure for citing illegally converted units. Specific wording is needed within the City Code to address inconsistencies (i.e., family and the maximum number of unrelated individuals allowed in a rooming house/single-family units);
- Lack of community legitimacy. There is the perception that code enforcement is ineffective; and
- Clear policy for dealing with boarded-up and dilapidated properties.

D. Programs and Concepts

Institute a University District Pilot Code Enforcement Program: The program would be created to meet the special needs of the University District as well as provide the City the opportunity to test various management and professional approaches to code enforcement that could later be adopted City-wide. An important feature of the program would be a task force for policy input. The task force should be composed of leadership from the City enforcement agencies and representatives from the University District Neighborhoods. An additional component of this effort would include the engagement of a legal consultant to assist in drafting code language improvements. There is an ongoing need to have codes reviewed and language improved to meet the basic needs of the community. Typically, these improvements to the code language are made by comparing the language of other cities and drafting a revision for local review and approval process. The recommendation is to engage a legal consultant knowledgeable in codes to assist the Development Regulations Division in drafting necessary revisions for consideration. An alternative approach could be a relationship with the Ohio State Law School that could serve as a clinic opportunity.

Establish a Systematic Enforcement Approach as a Part of the Pilot Code Enforcement Program: This approach will reorient the enforcement process from a complaint driven system to a geographic based system with a priority ranking of areas to be addressed. Further, a high level of coordination and cooperation is required from the various enforcement agencies that would include areas such as: health, building, housing, public safety, solid waste and social services.

Baseline Inventory of Workload: As input into the design of the Systematic Code Enforcement Program, it is suggested that a code enforcement survey of the University District Pilot Area be undertaken to ascertain the nature and magnitude of violations by sub-area. This information, along with other input from the census data and records of Development Regulations Division and the Health Department, will assist in the prioritization of blocks for systematic inspection.

Prepare and secure approvals for the Policies and Procedures for the Systematic Enforcement Program: Draft the modifications necessary to the current policies and procedures for the various enforcement agencies to adjust to the systematic program. Once drafted, the modifications should be reviewed and adjusted to incorporate the comments from the task force prior to securing the appropriate approvals. This process should be accomplished within a six-month period (two to three months for drafting and three to four months for approvals).

Develop and Implement a Public Information Program: Design and implement a public information program to inform the community and more specifically the University District Pilot Code Enforcement area residents and owners of the new systematic program. The campaign should stress the importance of the codes to protect the health, safety, and welfare of the community and the role of the Environmental Court in the enforcement process. However, the primary emphasis of the campaign should be directed toward a positive approach to achieve compliance identifying the resources, both technical and financial to help property owners.

Institute a Case Management System: The Development Regulations Division should establish a case management system that assigns a “manager” or contact person for the property owner receiving the notice of violation. The case manager will be a well-trained individual knowledgeable of all City codes and capable of assisting the cited person, and resolving the problem regardless of which City agency issued the notice. The manager will oversee the campus survey as well as facilitate the digital transfer of information.

Cross Training of All Inspectors: All enforcement inspectors should receive ongoing training in their area of expertise as well as in the other codes being enforced in the University District pilot program. The training should upgrade their knowledge in areas outside of area of specialty, code interpretation skills, and the ability to write violations that are prosecuted.

Implementation Resources: Currently there are four code enforcement officers working in the University District as a part of the larger four districts for which they are responsible. It is recommended that two additional officers be hired to facilitate the Systematic Enforcement Program while continuing to respond to filed complaints. The City has initiated the design and implementation of a management information system that will be incorporated in the process when available.

Technical and Financial Assistance Incentives: To facilitate the improvement of property to meet the various City codes, an incentive program is recommended. The incentives will take two forms: first, technical assistance to help property owners determine the proper solution to their property's problems and second, financial assistance to implement the improvements. The City's Neighborhood Development Division currently has a program funded by the Community Development Block Grant (CDBG) Program which provides this assistance. Portions of the University District are within the CDBG target area and can be assisted through that program.

Establish an Amnesty Program for Conversions: Linked to the District-wide public information campaign, extend an invitation to owners with rooming house and apartment conversions, or those who believe they may have violations to come forward without penalty. This, along with the technical and financial assistance and the possibility of establishing the use of the property in the building record, should be adequate incentives to have owners come forward. The amnesty should be effective only for a 12-month period, and would still require properties be brought up to code.

Annual Certification of Code Compliance: A voluntary program for property owners who rent or lease to Ohio State students to secure an annual certification and emblem verifying that a particular unit or building meets all City codes. The intent of the program is to give students an added level of assurance regarding the safety features of a particular building. Staff would list only those properties that have the certificate through the Off-Campus Student Services office.

3.0 PARKS AND GREENWAYS

A. Objectives

One of the most obvious physical issues associated with the University Neighborhoods is the lack of open space and parks; indeed, there is a significant shortage based on even Columbus' own standards. The health of a community is often gauged by access to and the amount of natural and developed park and open spaces. The University District also suffers from a lack of "green streets" or landscaped paths that could provide connections to important places such as the Ohio State campus and community centers, distinguish neighborhood boundaries, and encourage pedestrian vs. automobile transportation.

The following objectives will guide Campus Partners, the City, and the university in developing a parks and open space component to the Revitalization Plan:

Objective 1: Increase the amount of park and open space within the University Neighborhoods to reflect the standards as identified by the city of Columbus.

Objective 2: Develop a system of "greenways" within the Neighborhoods that will serve as important streets and paths and link individual neighborhoods parks and the overall District.

B. Policies and Recommendations

Policy 3.1: Identify parcels within the University Neighborhoods that can be acquired and converted into public parks and open space to achieve a net increase of five acres per neighborhood.

Recommendation 3.1.1: Locate a large public park central to the Indianola, Weinland Park, and East, North and South Campus Neighborhoods.

Recommendation 3.1.2: Identify small parcels on a block-by-block basis for pocket parks. However, development should only occur when clear ownership and maintenance responsibilities have been established.

Recommendation 3.1.3: Expand Indianola Middle School grounds south to 18th Avenue.

Recommendation 3.1.4: Expand Weinland Park to include the entire block between the Fourth and Summit Street pairs, on the south side of 7th Avenue. This policy is established in the University Area Plan.

Recommendation 3.1.5: Explore creation of a new park north of the existing fire station on the west side of Indianola Avenue between 8th and 9th Avenues.



Weinland Park is the largest active park in the Neighborhoods.

University Neighborhoods Revitalization Plan Concept Document

Recommendation 3.1.6: Rehabilitate the Iuka Ravine with landscape and lighting improvements.

Recommendation 3.1.7: Create small, vest pocket parks along High Street at key roadway street closures.

Recommendation 3.1.8: Develop an Ohio State outreach program to permit community use of campus recreation facilities, and assure they are available.

Recommendation 3.1.9: Develop recreational facilities for students in the Neighborhoods as an extension of university programs.

Policy 3.2: Create "greenways" in the Neighborhoods that follow existing streets and connect significant parks, community centers, and the Ohio State campus and Oval.

Recommendation 3.2.1: Develop greenways along 15th Avenue; East 12th Avenue;; Summit Street; Fourth Street; Indianola Avenue; East Woodruff Avenue; Lane Avenue; East 11th Avenue; Seventh/King Avenue, West Tenth Avenue, Patterson Avenue, Neil Avenue, Arcadia Avenue and High Street, including coordinated street tree programs, new lighting and signage.

Recommendation 3.2.2: Develop a series of gateway treatments that may be simple landscape or signage solutions to announce entrance to the University District. Recommended locations include Conrail Underpass at East 11th Avenue, East 17th Avenue, and Hudson Avenue; the Lane Avenue Bridge. Architectural Gateway solutions should be incorporated in new or renovated structures at East Ninth Avenue and High Street and Norwich Avenue and High Street.

C. Setting and Current Issues

The University Neighborhoods are underserved by open space and public amenities. The current deficit exacerbates the appearance of congestion and blight, and results in idle youth conducting illicit activities in some neighborhoods, and overgrown front yards converted to volleyball courts in the East, South and North Campus Neighborhoods. In addition, there is no organized street tree planting program to reinforce key pedestrian streets in the Neighborhoods

Based on the City's standards for open space of 10 acres per 1,000 residents, the University Neighborhoods requires over 200 acres of open space. Weinland Park, south of 7th Avenue between Fourth and Summit Street one-way pairs, is the only City-owned neighborhood park within the entire study area. City-owned and maintained athletic fields are provided in Tuttle Park, on the west bank of the Olentangy River just north of campus. Other open space includes a new community-built playground at the Indianola Middle School.

The following summary shows just how acute the shortage of open space is when population and open space are compared in each of the six proposed neighborhoods. The analysis shows that only 10% of the required open space based on existing population is currently provided within the Neighborhoods.



Iuka Ravine is the open space jewel of the University Neighborhoods, but is badly in need of rehabilitation.

	Indianola Terrace	Iuka Ravine / Indianola Forests	South Campus	East Campus	Weinland Park East	Weinland Park West
Population (per 1990 Census)	4,369	3,313	3,403	6,034	2,225	2,295
Existing Open Space (acres)	8	4	3.9	0.4	4.7	0.6
Recommended Open Space (per City standards)	43.69	33.13	34.03	60.34	22.25	22.95
Surplus/Deficit	(-35.69)	(-29.13)	(-30.13)	(-59.94)	(-17.55)	(-22.35)

Note: Totals do not include Tuttle Park (38 acres) and University Facilities (115 acres) as they lie outside of neighborhoods analyzed.

The study area does, however, include one of the most impressive natural landforms in the City. The Iuka Ravine, which stretches from the intersection of 16th Avenue and Pearl Street to Fourth Street in the northeast corner of the study area, provides a striking contrast in topography to its relatively flat surroundings. In particular, it forces a curved alignment of adjoining streets and provides an attractive contrast to the dense, gridiron layout of District streets. It contains a public street which is paved in a richly mottled brick paving. However, deterioration of the Indianola Avenue overpass has cut off vehicular circulation along Iuka Avenue, resulting in a dead end condition until the bridge is repaired (currently underway). This condition, coupled with the fact that the space within the ravine receives little maintenance, pathways are poorly lighted, and its edges are overgrown, greatly diminishes its use as the area's major open space feature.

The Ohio State campus, in contrast to the University District, is blessed with vast acres of open space. While written policies do not preclude neighborhood use of campus facilities, operating limitations (e.g., students take precedent over residents in scheduling athletic facilities, which effectively eliminates any neighborhood use) and philosophic approaches (e.g., the Oval is rarely used to host neighborhood functions) have essentially separated Ohio State from the community's major open space elements.

D. Programs and Concepts

The intent of the Revitalization Plan is to not only identify where parks and open spaces can be added to the Neighborhoods, but to emphasize the importance of those spaces in an urban environment. The quality of life in any urban area is significantly increased by the addition of access to recreational opportunities and the natural environment.

The Revitalization Plan identifies several locations within the Neighborhoods that would be suitable for future park spaces, and significant streets that could be converted to greenways as pedestrian and bicycle corridors (see pages II-10 and II-15).

While these improvements will help solve some of the open space shortages in the Neighborhoods, providing a minimum of five new acres of open space per neighborhood should be established as a revitalization goal. The benefit of this amount of open

space will result in not only an improved quality of life, but if properly designed, will go a long way to helping to relieve overtaxed storm drainage capacity within the Neighborhoods (see Section 5.0).

Neighborhood Parks

Indianola Middle School Park. One of the major green space initiatives for Indianola Terrace entails leveraging improvements already made to the Indianola Middle School park in the summer of 1995. Additional improvements will include expanding the park south to 18th Avenue to displace non-conforming uses that are incompatible with family residences and the middle school. Other revisions include providing direct pedestrian and bicycle access from Lane and 20th Avenues, both of which currently dead end at the park, as well as opening up the north end of the park visually and providing parking spaces off of Norwich Avenue to improve both access, surveillance, and safety.

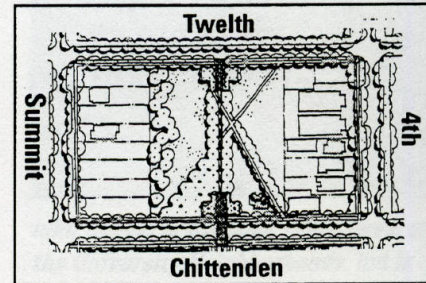
12th Avenue Park. The old commercial center just south of 12th Avenue between Fourth and Summit should be redeveloped into a park, addressing a severe need for public space by surrounding neighborhoods while also displacing an underutilized, poorly located commercial site. The park will enhance the property values of adjacent residences, while providing a common space for the Weinland Park, East, South and North Campus, and Indianola Terrace neighborhoods. The location is further enhanced by the removal of arterial traffic from 12th Avenue. The existing commercial uses should be relocated to the new neighborhood center, located directly south where the site is both more visible and accessible to traffic.

Weinland Park. Weinland Park should be expanded to include the entire block between the Fourth and Summit Street pairs, on the south side of East 7th Avenue. Expansion of the park will make better use as a part-time parking lot and capture existing tax delinquent properties while providing increased opportunities for community, cultural, and recreational activity.

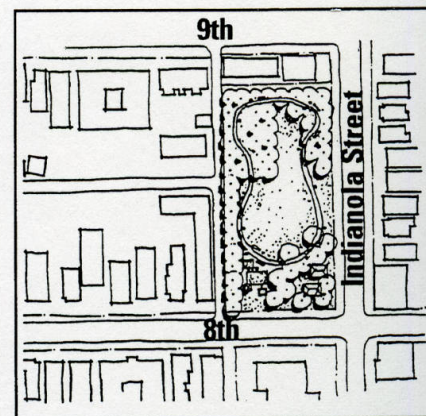
Indianola/8th Avenue Park. A series of blighted, crime ridden, tax delinquent properties along the west side of Indianola Avenue between East 8th and East 9th Avenues could be replaced by a two-acre neighborhood park that will adjoin the existing fire station, a church, and the Community Directions for Youth center. The park would provide a new focus for a struggling neighborhood, while creating an anchor for the surrounding homeownership incentive zone.

Godman Guild East. The area surrounding the headquarters of the Godman Guild East should be redeveloped into a higher quality neighborhood park or playground, displacing much of the existing asphalt parking lot. Improvement of this park has been considered for some time but lack of sufficient funding to become a reality has hampered implementation.

High Street. There are three locations along High Street where plazas are suggested in the Revitalization Plan. These plazas would occur where the east/west streets of 16th, 14th and 13th Avenues terminate at High Street. These areas should be developed as plazas and programmed for cart vendors and movable furniture. The plazas should be maintained by the Special Improvement District (see Chapter 15.0).



A proposed park at 12th Avenue between Fourth and Summit Streets would provide a major new open space feature for the Indianola Terrace neighborhood.



A new neighborhood park proposed for 8th and Indianola would turn a block of blighted properties into much needed public open space.

4.0 TRASH/SOLID WASTE COLLECTION

A. Objectives

While the problem of increased trash in the Neighborhoods has many causes, it is essential that the problem be solved. The perception among most residents and students who live in the area is that the problem has worsened, creating a negative image. To attract investment to the University District, the streets, alleys, and buildings must be regularly cleaned and maintained. Recent success in developing a street cleaning program is an example of positive change.

This chapter examines not only the issue of trash collection, but also City policies and programs on bulk refuse collection, litter of public and private property, and graffiti concerns. The following objectives guide the policies and recommendations of trash/solid waste collection:

Objective 1: Provide for clean, well-maintained University Neighborhoods with removal of trash and bulk solid waste on a regular basis.

Objective 2: Remove litter and graffiti from the University Neighborhoods.

Objective 3: Make code enforcement a priority in the Refuse Collection Division.

B. Policies and Recommendations

Policy 4.1: Increase the effectiveness and regularity of trash collection services to the University Neighborhoods.

Recommendation 4.1.1: The city of Columbus should provide twice weekly trash collection in the Neighborhoods, particularly during the school year (September to June).

Recommendation 4.1.2: Increase the frequency of bulk collection on a seasonal basis coinciding with changes in the university schedule.

Recommendation 4.1.3: The City should evaluate alternatives to its waste container registration program due to the difficulty in enforcing the current ordinance.

Recommendations 4.1.4: Designate a person responsible for refuse container and repair in the Neighborhoods within the Division of Refuse Collection.

Recommendations 4.1.5: Encourage continued funding within the City's Division of Refuse Collection for vehicle replacement and acquisition.

Recommendations 4.1.6: Establish a Solid Waste Service Fee Structure with revenues dedicated to funding solid waste/trash/and garbage collection services. Any fees should be comprehensive and equitable.



Bulk refuse dumped at the end of each academic quarter has a significant impact on the generation of solid waste.

Policy 4.2: Encourage tighter control over the widespread problem of graffiti and litter, and enact legislation to discourage further degradation within the Neighborhoods.

Recommendations 4.2.1: The City should enact legislation that restricts deposition of litter on private and public property.

Recommendations 4.2.2: The City should review existing code requirements relating to deposition of litter and increase the requirements and penalties where appropriate.

Recommendations 4.2.3: Institute policies and programs to address graffiti on public and private property.

Policy 4.3: Code enforcement issues as they relate to public health and waste should be reviewed and changed as necessary to provide better control over public services.

Recommendations 4.3.1: Establish a code enforcement program with authority in the Refuse Collection division related to Solid Waste Management.

Recommendations 4.3.2: The city of Columbus should review its present functional department structure for the regulation of health, environmental, waste, building codes and inspections and assess the potential to combine programs for better efficiency and effectiveness.

C. Setting and Current Issues

The city of Columbus provides solid waste collection services to residences and properties as defined by classes of services delineated in the Columbus City Code. These classes of services may be broadly categorized as single-family residential structures, multi-family residential structures, rooming/boarding houses, multi-unit residential structures, and some businesses.

The City provides solid waste collection services through the Department of Public Service. The Division of Refuse Collection was established as a unit of the Department of Public Service with its primary duty being the collection of refuse. The City Code includes specific requirements for the responsibility, control, storage, and collection of solid waste by generators of waste materials and delineates the responsibilities of the City for the collection of these waste materials. The code also includes specific requirements, with respect to waste materials, for persons living, working, and doing business in the city of Columbus.

The Department of Public Service is organized into several divisions and is responsible for the delivery of a multitude of public services, including street maintenance and construction, traffic engineering, capital works engineering and construction, street cleaning, street sweeping, City engineering and permitting functions, and refuse collection. The Division of Refuse Collection of the Public Service Department has the primary responsibility for the collection of refuse within the corporate limits of the city of Columbus. The Division has a total staff of 271 full-time employees and 59 part-time employees. The Division's 1996 operating budget or Continuing Service Estimate is over \$19.4 mil-

lion. Its Capital Improvements budget (purchase of equipment and containers) is over \$3.2 million.

Refuse collection is structured on a geographical basis to provide the waste collection services mandated by the code. It currently operates from four installations, including the Alum Creek Road Facility, which serves as headquarters for the Division; the Georgesville Road; the Morse Road Facility; and the Marion Road Facility. The Morse Road Facility provides collection services from 90- and 300-gallon containers in the University District. The Georgesville Road Facility provides box collection services for this same area. The Division provides collection services along with other providers of these services.

The University District is somewhat unique in that it contains The Ohio State University, with a large off-campus student population residing close to the university. In the past, residents and business owners/operators have expressed concerns regarding the level of trash generation and accumulation in the university area. Field surveys of the university area resulted in the conclusion that there is justification and validity with the assertions of trash as a major problem and indicated that the level of trash accumulation in the area may be higher than desirable during normal times, and especially during changes in the academic periods of the university.

Some of the concerns expressed have related to, among others, overflowing box containers with adjacent build-up of trash, trash accumulation around the 300-gallon containers, proliferation of bulk materials in alleys during certain periods, random deposition of waste materials in alleys, trash and litter on the streets, and vacant lots in the area.

Over time many of those affected have expressed numerous reasons for the current problems. These include:

- The transient population resulting from residency of students in the area.
- Conversion of previous single-family residences to multi-residences for students.
- Proliferation of rooming houses in the area.
- Absentee landlords, who apparently do not control or manage the waste problem.
- Personal habits of students who may not feel a commitment to the area.
- Perceived lack of regular waste collection by public and private entities.
- Random "dumping" by commuters and others traveling through the area.
- Disposal of waste by nearby business owners who may not have required containers.
- Lack of capacity of front-box containers in use by residential and business owners.

Review of Code Requirements: A review of the City Code requirements found they are generally consistent with what should be expected of property owners, tenants and oc-

cupants of buildings, premises and businesses with regards to the responsibilities for waste generation, handling, disposal and collection.

The requirements specifically related to the University District may be somewhat unique but are in response to the special circumstances resulting from the higher-than-usual residential density in the area and the cyclical nature of waste generation associated with the changes in academic schedules at The Ohio State University.

The requirements for determining container capacity based on gross area of the building or dwelling appear to be reasonable considering the characteristics of the university area, and the fact that structures in the area have increased contribution to the waste stream. However, certain parameters included in the requirements and the formula for determining container size may need to be reviewed to reflect present actual and assumed residential and population density conditions in the University District. Throughout the area, there are external indications of changes in use of structures which previously served single-family residential, but now serve as residential housing for students. Specific data are not readily available on past conversions and the present density of the student population residing in previous single-family residences or properly zoned and constructed multi-family residential structures.

Considering the present requirements of the solid waste management code, the study has found a need for selective revisions of certain code sections; additional code enforcement responsibilities; further definition and delineation of environmental violations as they specifically relate to solid waste management; provision of increased monitoring and enforcement of the requirements imposed on property owners, tenants, occupants of residential structures and businesses in the study area.

The code is not specific on the issue of disposal of bulk waste. It may be that this section relating to the preparation of bundled waste excludes any items beyond those considered. However, given the specific problems that have been identified with the disposal of bulk materials in the university area, the code should contain specific requirements on the responsibilities for collection and disposal of bulk materials.

In addition to the problems noted above with trash/solid waste accumulation and collection, there have been some concerns expressed with increasing litter along expressways and streets in the City; graffiti on public facilities, such as bridges; and the random dumping of waste materials on vacant, and in some cases, developed lots in the city.

Summary of Findings and Analysis: Generally, at times, there has been an excessive accumulation of trash in many alleys throughout the University District. Some of this may be due to the method, timing, and schedule of collection activities in the area. Other causes may be due to the present demographics of the area (i.e., the high concentration of the student population and the distribution of this population within the study area).

The Refuse Collection Division provides collection services to the residents in this area. This service is currently provided through distribution and servicing 300- and 90-gallon containers and dumpsters or box containers. The 300-gallon containers, provided by the City, are usually placed in alleys and used for service to multi-unit structures with four or less units. The 90-gallon containers, provided by the City, furnish service to single residential structures from the curbside using semi-mechanized rear loading equipment. The 300-gallon containers are picked up by a mechanized system utilizing a one-person crew.

A one-person crew does not facilitate any efforts to clean up spillage from around the container, resulting in build-up of waste that citizens perceive as a lack of service.

Dumpster containers provide service to multiple-unit structures. The City services these container units once per week. The capacity of some of these containers has been identified as a problem. Any property owner who owns containers that requires servicing more than once per week contracts with private haulers for additional collection service.

The City has recently instituted two programs to improve the capacities and identification of owners of these containers. The City has modified its code to include a method of computing required containers using a formula based on total floor area and number of dwelling units. The City also initiated a survey to identify the owners of existing containers, the number of dwelling units, the capacity of containers, and the required capacity based on floor area of the structure. The focus will be to identify all dumpsters in the university area and Citywide to develop a computer database to determine sufficient capacity and subsequent remedial action.

Bulk items deposited in the alleys are a major problem. To some extent, generation of bulk waste seems to be cyclical, and dependent on timing of student move-ins and move-outs during changes in the university's academic periods. The Division does not have sufficient crews to handle this problem at present. It was also indicated that the disposal of items having CFCs (e.g., refrigerators, dehumidifiers, air conditioners, etc.) are the responsibility of property owners. The consensus is that landlords should hire commercial firms to clean and dispose of bulk materials in conjunction with move-in and move-out activities.

The Refuse Collection Division has been (and is currently) assigning additional resources to the university area to provide twice-per-week collection services during the periods September-October and March-June. These efforts, to date, have been successful, with a noticeable decrease in the level of waste and bulk accumulation in the study area.

The student population distribution and density may contribute to a higher-than-normal waste volume from converted single-family structures to multiple units. This situation will in all likelihood continue. Any changes to the present system of waste collection should recognize this fact and provide for handling the increased waste stream from the student population in addition to the cyclical deposition of various bulk items.

The Refuse Collection Division has experienced some problems in the past with lack of adequate equipment availability. These problems have been solved through the procurement of new equipment during the past two years. In addition, the City has established a five-year equipment replacement schedule for waste collection vehicles. The existing vehicle replacement program and the recommendation relating thereto is intended to ensure that the City establish and continually fund a scheduled replacement for refuse collection vehicles. The equipment replacement program and the funding thereof should be continuing and not subject to annual budget reviews or competition with other critical municipal funding needs.

The Refuse Collection Division does not have code enforcement responsibilities. Enforcement of refuse problems is performed by the Health Department. The division now has three staff positions (1995) who are assigned to identify violations and work with the Health Department in enforcement activities. One of these positions is as-

signed to the Morse Road District which includes the university area. The division has been meeting with the Health Department on a regular weekly basis to coordinate and facilitate the enforcement activities between these departments. Given the enforcement problems identified in the study area, the university area could easily support the assignment of a full-time Solid Waste Inspector to the area.

Funding for waste collection service is provided from the General Fund. There is no present refuse collection or sanitation fee and no revenues dedicated to their services. Refuse Collection must compete with all other City services for adequate funding.

In many municipalities, funding for waste/refuse collection and disposal services is based on the utilization and requirements for the services provided. That is, those who use the services pay the costs thereof in a commensurate and equitable fashion.

The Environmental Court has capacity to handle more enforcement actions. The court is now operating at less than full capacity. According to reports received, few health-related issues are presented to the court. Additional staff in the Departments of Health and Public Service may effect a shift in the number of cases presented to the court. The court is a resource that could be used to facilitate and enhance the enforcement of laws and regulations relating to environmental matters under the purview of these departments.

D. Programs and Concepts

Provide Twice per Week Collection Service: Some residents of the university area believe that the trash problem being experienced is directly related to the quantity of waste stream being generated and the frequency of collection by the City and private waste collectors. Some of these problems may be due to the frequency of collection and the capacities of the box containers utilized for certain residences. The provision of twice-per-week collection service for certain areas in the university area would significantly reduce trash in the alleys and other public spaces.

For approximately 15 months the City has been providing twice-per-week collection in the university area during the periods of September/October and March through June. Residents and neighborhood groups have recognized and spoken positively of the improved service. Field studies of waste loads on a neighborhood-by-neighborhood basis have identified July and August as low generation months. Second collections are not required during these two months. This initiative should be continued and funded on an annual basis.

Increase frequency of bulk collection on a seasonal basis coinciding with changes in university schedule: Establish as a minimum service level increased frequency of bulk materials collection in the university area.

The Department has proceeded to provide such increased frequency of bulk collection, albeit within existing budget allocation. This increased service level should be as a basic City service policy with adequate funding and resources provided to the department to ensure the routine and scheduled collection of bulk materials during appropriate periods.

Given the characteristics of the area, it is recommended that two additional bulk crews be added to the area. By adding two additional bulk crews to the crews currently servicing this area, it is felt that the Refuse Collection Division will be able to substantially improve overall bulk collections in the area. In addition to collecting bulk, it is recommended that the bulk crews clean up spillage around dumpsters and 300-gallon containers.

Landlords and operators of student residential properties should be involved in the coordination and scheduling of residential "change-outs" which contribute to peak generation of bulk materials. The City should continue or initiate discussions with the Apartment Owners Association and property managers to create a cooperative liaison. Apartment owners should be encouraged to use roll offs or dumpsters with private haulers handling the removal of construction materials and bulk items associated with renovations.

Evaluate Alternatives to the City's Container Registration Program: By ordinance, the City has established a waste container registration program for multi-family structures with more than five residential units. This program requires that owners, occupants, tenants, and operators of housing units provide certain information relating to the number of units, size of the structure, size and capacity of the waste container, specifically, front-box containers, and provide an affidavit to the Refuse Collection Division attesting to the information required. The Refuse Collection Division transmitted approximately 1,250 copies of the survey and affidavit form to then known owners of box containers.

As worded, the City has experienced difficulty in enforcing this ordinance and the Public Service Department is currently revising Title 13 of the Columbus City Codes to address all refuse-related issues, including a Citywide container registration program. Some suggestions currently being discussed are revising the formula to base capacity on maximum number of occupants per dwelling and/or basing the capacity on the number of dwellings units. Solid Waste Inspection personnel may be used in the future to facilitate the enforcement provisions of this program. An annual dumpster decal renewal program is currently being developed to work in conjunction with the container registration program.

Inspection, Maintenance, and Repair of City-Provided Containers: There were concerns expressed for an ongoing program that ensures containers in the area are in the appropriate quantities and properly maintained. The Plan recommends the addition of one Refuse Container and Repair person. Again, this position would be solely dedicated to the University Neighborhoods area. This person would provide immediate response to resident requests for necessary repair, maintenance, or replacement of damaged containers. Of course, this would not include dumpster boxes since they are owned or leased by the property owner/manager. Damaged dumpster boxes would be under the jurisdiction of the assigned Solid Waste Inspector.

During spring and summer, it is recommended that the container and repair person provide a minimum of one cleaning and sanitizing of each 300-gallon container in the area.

Ensure Continued Funding for a Vehicle Replacement Program: The Department of Public Service/Refuse Collection Division has experienced some problems with the availability of collection equipment to provide timely services in various areas of the

City. During 1993 and 1994, the division received new replacement equipment which has contributed to its ability to provide scheduled services.

The City implemented a five-year replacement program for waste collection vehicles, currently projected through the year 2000. The City should continue this program and ensure that funding is available to finance replacement of refuse collection vehicles beyond the presently scheduled program.

Establish a Solid Waste Service Fee Structure with Revenues Dedicated to Funding Solid Waste/Trash/Garbage Collection Services: The city of Columbus does not have a solid waste collection fee structure for services provided to residents and businesses of the City. The City should review the feasibility of establishing a solid waste collection and disposal fee system with the revenues generated to provide waste collection and disposal services to the citizens.

The Department of Public Service has indicated a willingness to initiate a review of the feasibility of a fee-based structure for refuse collection services. The Department anticipates that such a feasibility study could be completed in approximately 24 months.

Enactment of Legislation Relating to Litter on Properties: Excessive litter on private and public property is an area of major concern in the university area and other areas of the City. As noted earlier, this is a main problem relating to alleys in the area, but also relates to undeveloped and developed property in the Study area.

The City should consider the review of the current litter code (2324.01, Littering, unauthorized use of litter receptacle, of the Health, Safety and Sanitation Code) and/or enhancement of the existing legislation to prohibit littering on public and private property and assign responsibility for monitoring, control, and abatement to the Department of Health.

Proposed ordinance enhancements could be based on a declaration of excessive litter as a health problem, a continuing nuisance, and violations of certain environmental standards established by State and local laws. Such legislation has been successful in other jurisdictions but may be dependent on the powers and authorities granted to the City under its charter.

The City can pursue alternative efforts to control, regulate, and abate littering on private and public property. Some of these include the following:

- Consider legislation relating to the deposition and accumulation on private property as the responsibility of the property owner.
- Consider legislation that would classify littering on public and private as a misdemeanor with penalties appropriate to this offense.
- Create monitoring and enforcement resources in the Department of Health with responsibility for review and enforcement of enacted code requirements relating to the deposition of litter on public and private property and excessive vegetative overgrowth on public and private properties.

Control of Litter on Streets, Highways, and Expressways within the City: Some concerns have been expressed relative to problems with excessive litter, trash, and debris on the major streets, highways, and expressways within the City. The main concern relates to excessive deposition of trash along these thoroughfares and also at the exits and entrances. The city of Columbus can attempt to control and monitor those street system elements within its jurisdiction through enactment of legislation as proposed above. The expressways are under the jurisdictions of the Ohio Department of Transportation (ODOT). All other freeways, including State routes, are the maintenance responsibility of the City.

The City should review existing code requirements related to litter and increase the requirements and penalties where appropriate. It should be noted, however, that laws and regulations in and of themselves are not an effective tool in reducing litter. The most effective mechanism has been the establishment and availability of resources that could be dispatched to abate problems that have been discovered.

Considering experiences in the area of highway litter, the most effective solution is the creation of resources to abate littering along with an intensive campaign to raise public awareness of the cost of littering on the streets and highways of any city. Columbus has pursued an educational program and attempts to involve the public in an anti-littering attitude. Columbus' program is called "Roadside Rainbow" and is structured to solicit organizations, civic associations, and companies to: (1) design, construct, and maintain landscape areas; (2) maintain landscape areas; or (3) have a program to remove litter from major sections of the roadway.

Institute Policies and Programs to Address Graffiti on Public and Private Property: The City should enforce laws and regulations with respect to graffiti on public and private property. Such efforts will be the most effective deterrent to graffiti, paintings, displays, and other graphics on private and public property. In addition to laws, regulations, and strict enforcement, the city of Columbus must create the resources to obliterate applied graffiti when discovered as soon as possible. This has been demonstrated to be the most effective measure in decreasing the proliferation of graffiti.

The Department of Trade and Development's Division of Development Regulations would appear to be the organization best suited to address graffiti on private property. This division currently has enforcement responsibility and its Environmental Blight Abatement group deals with similar issues in the community. It is recommended that the Public Service Department's Engineering and Construction Division continue their program of graffiti removal from bridges and overpasses.

The creation of new or use of existing resources to monitor and remove graffiti could be an additional cost to the delivery of services. However, given the concerns that have been expressed, this is an area that should be considered for the allocation of necessary resources. Proliferation of graffiti, whether on private or public property can only be viewed as negative and a detriment on the viability of the area in question.

Establish a Code Enforcement Program with Authority in the Refuse Collection Division Related to Solid Waste Management: Enact legislative authority for Refuse Collection Solid Waste Inspectors to have authority and responsibility for identification of code violation and preparation of cases to be presented to the Environmental Court in the area of refuse monitoring, control, and management.

Currently, personnel of the Refuse Collection Division identify waste and trash violations and report these to the code enforcement personnel of the Health Department who prepare cases for the City Attorney's office for presentation to the Environmental Court. This procedure has worked reasonably well in the past; however, considering the increasing problems associated with the proliferation of trash, random dumping on vacant and developed lots, and other expressed concerns, the Department of Public Service should have internal authorities, responsibilities, and resources to address problems and initiate code enforcement activities relating to its area of operations.

The Departments of Health and Public Service have recently added staff to increase enforcement in the areas of solid waste code violations. In addition, these departments have been meeting to ensure appropriate inter-departmental coordination of activities in the area of code requirements relating to refuse and solid waste. The Department of Public Service concurs with the need to establish enforcement authorities in the department and to include one additional Solid Waste Inspector as referenced in the Summary of Finding and Analysis section.

Changes in Regulatory Programs and Requirements: The present assignment of code enforcement, specifically health, building, environmental, and solid waste (Trash) among the various departments could potentially create among the citizenry and others some confusion in which department should be contacted with respect to certain problems that may transcend departmental lines and responsibilities.

It is recommended that the city of Columbus review its present functional departmental structure for the regulation of health, environmental, waste, building codes, and inspections and assess the potential for combining these, or alternatively creating an advisory or review committee to evaluate a more efficient and effective method of coordinating and carrying out the enforcement provisions of the present code.

Employment and Economic Development

Healthy neighborhoods in inner-city environments such as the University Neighborhoods often provide sources of employment for its residents. While this document assumes that some jobs will be created through the revitalization of High Street, it also assumes that opportunities should exist in other parts of the Neighborhoods. Chapter 8.0 addresses a wide range of approaches to increasing local employment including the possible locations of employers and the programs that need to be created to train and educate residents give them skills necessary to find jobs where available.

Student Quality of Life

Finally, the students who live in the East, North and South Campus Neighborhoods are a resource that should not be ignored. By providing a conduit for the students to become actively engaged in the Neighborhoods, they will ultimately become better neighbors and will be more likely to contribute to community service. A goal of the Plan is to provide students with greater access to community services, thereby strengthening the East, North and South Campus Neighborhoods as a desirable and safe place to live. Chapter 9.0 provides recommendations related to enhancing the quality of student life in the Neighborhoods.

to rehabilitate older properties. The intent of the Overlay should be maintained and its ease of understanding for compliance should be improved.

Recommendation 5.2.1: A public relations program should be developed to communicate the objectives, intent, how to use, and the benefits of the Overlay to new homeowners, developers, and investors.

Recommendation 5.2.2: Technical assistance from sources such as the NDAC, The Ohio State University schools of Planning and Architecture, as well as the University Area Review Board should be available at no cost or low cost to single-family homeowners and purchasers who wish to renovate property or bring their property up to code but are unsure how to work with or interpret the Overlay.

Recommendation 5.2.3: To provide incentives for removing problem properties or creating new development consistent with the objectives of the proposed Mixed Use areas (as defined on page 5-13) ; aggregation of several lots should be considered at the project proposal level, provided new development emanates from High Street. In return for the right to combine lots, new development should provide increased levels of open space and parking.

Policy 5.3: To effectively attract new single-family homeowners to specific neighborhoods, problem properties, illegal conversions, and 'de facto' rooming houses will need to be rehabilitated or replaced with single-family housing.

Recommendation 5.3.1: A task force of neighborhood representatives, city of Columbus Code Enforcement Officers, and the City's Attorney office need to identify and prioritize problem properties and work to remove or upgrade the worst offenders.

Recommendation 5.3.2: Campus Partners, working with funding from the city of Columbus, The Ohio State University, and private banking institutions should acquire the worst problem properties (as identified by the proposed Task Force in Recommendation 5.3.1) and facilitate their rehabilitation to single-family homes, if appropriate, or completely remove them.

Recommendation 5.3.3: A Transfer of Development Rights program should be explored within an area identified to focus new development and provide private sector incentives to remove problem properties

Policy 5.4: Successful revitalization of High Street will require developing clear thematic centers for marketing and identity, and connected by varying land use strategies to focus intensity of new development and business activity.

Recommendation 5.4.1: Develop activity centers that act as 'anchors' for High Street revitalization at 11th Avenue and High Street, 15th Avenue and High Street, and Lane Avenue and High Street.

Recommendation 5.4.2: Form a committee of community and City representatives to identify a limited number of sites from 5th Avenue to 9th Avenue that can accommodate larger format (5,000 to 30,000 square foot users) retailers. Priorities and incentives should be given to ensure redevelopment of current sites that have eroded the street wall or contain a series of non-contributing structures. Create specific design criteria for each site that protects adjacent residential properties, preserves the urban character and

maintains the street wall of High Street while not precluding the viability of new development in these locations.

Recommendation 5.4.3: Develop a Mixed Use area that extends 425' from the center-line of High Street into the Neighborhoods from East 12th Avenue to East 16th Avenue (this is consistent with Mixed Use Area II, shown in Figure 12: Land Use Concept).. Ground floor commercial uses should be permitted for up to 200 feet east of Pearl Street as a transition into the Neighborhoods. In general, commercial uses east of Pearl Street should not be allowed until:

- after the successful revitalization of High Street,
- improvements and widening to Pearl Street have been made from 12th Avenue (north side) to 15th Avenue (north side)

Recommendation 5.4.4: Explore ways to stimulate retail concentration in the identified activity centers for long term viability.

C. Setting and Current Issues

Historic Context: To understand the current issues surrounding zoning, it is important to also understand the area's zoning evolution. Zoning was first applied in 1928, when the majority of the District was already constructed. At that time, 37% of the area was zoned for high density housing at 36 dwelling units per acre. Most of this density was located in a band between Summit and Fourth Streets, which carried the trolley lines to and from downtown Columbus. Surprisingly, the current East Campus Neighborhood was zoned with the area's lowest density at 9 dwelling units per acre.

In the mid-1950s, with the rapid growth of the university and the need for additional housing, the majority of the Neighborhoods were upzoned to AR-4. The process of institutionalizing density drove up underlying land values and led to property price escalation. As homeownership became more costly, existing homes were either demolished to make way for higher density apartments or converted to rooming houses. The rapidly increasing density and lack of accompanying amenities were exacerbated by a lack of coordination between City zoning, building inspection, and permitting functions, which allowed landlords to renovate and construct properties using marginal construction practices.

Since that time, the city of Columbus has taken several actions to prevent these problems. In 1978, the permitting and zoning functions were combined in the Department of Regulation. Areas south and southeast of the campus were downzoned in 1979 and 1980 from 36 to 17.4 units per acre. This was done to reverse the rate of single-family home demolitions, and to create underlying economics that would once again allow affordable single-family homeownership. While the downzoning and departmental restructuring provided some relief, these actions failed to fully solve the community's land pricing and appearance problems, partially due to inadequate enforcement.

University Neighborhoods Revitalization Plan Concept Document

Due to the limited improvement afforded by these changes, the University District Overlay was introduced in 1987 to accomplish four primary objectives: (1) reduce density; (2) increase parking; (3) improve compatibility of new development; and (4) bring about environmental improvement of the area.

FAR limitations were the primary tools of the Overlay and were used to change development intensities, increase parking ratios, and to initiate design review to lessen the degree of inappropriate development.

Current Land Use: The following table summarizes the major land uses within the University District, based on the GIS analysis conducted during the initial phases of the Plan's development. The land use by acreage and percentage demonstrates the significant variances between Planning Areas:

	Indianola Terrace		Iuka Ravine/ Indianola Forest		South Campus		East Campus		Weinland Park East		Weinland Park West		Total	
	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%	Acres	%
Residential:														
Single Family	13.7	9.1%	21.2	20.2%	4.0	4.5%	4.6	3.2%	16.0	12.6%	11.5	14.4%	66.4	12.0%
Medium Density (2-4 units)	50.0	33.3%	17.1	16.3%	25.3	28.2%	35.6	24.5%	27.5	21.7%	13.5	17.0%	133.4	24.2%
High Density (5+ units)	13.8	9.2%	19.2	18.3%	14.5	16.2%	43.8	30.1%	5.6	4.4%	14.5	18.2%	67.6	12.3%
Institutional	10.3	6.9%	1.0	1.0%	6.9	7.7%	7.7	5.3%	5.0	3.9%	1.8	2.3%	25	4.5%
Residential/ Commercial	10.2	6.8%	2.9	2.8%	5.0	5.6%	11.2	7.7%	2.8	2.2%	9.7	12.2%	30.6	5.6%
Open Space	0.4	0.3%	4.0	3.8%	3.9	4.4%	0.4	0.3%	4.7	3.7%	0.6	0.8%	13.6	2.5%
Parking	0.0	0.0%	0.9	0.9%	0.3	0.3%	0.6	0.4%	1.0	0.8%	0.0	0.0%	2.2	0.4%
Streets/Alleys/Sidewalks	48.8	32.5%	32.0	30.5%	27.1	30.2%	39.6	27.3%	36.5	28.7%	22.0	27.6%	166.4	30.2%
Industrial	0.0	0.0%	0.0	0.0%	0.0	0.0%	0.0	0.0%	25.3	19.9%	2.6	3.3%	27.9	5.1%
Unclassified/Vacant	3.1	2.1%	6.5	6.2%	2.6	2.9%	1.8	1.2%	2.6	2.0%	3.4	4.3%	18.2	3.3%
TOTAL	150 Acres		105 Acres		90 Acres		145 Acres		127 Acres		80 Acres		551 Acres	

Zoning Categories: Today, the University Neighborhoods are zoned primarily for residential and commercial uses. Currently, the predominant zoning designations in the area include C-4, AR-4, R-4, R-2F and UCRPD. In addition to these designations, other zoning categories (AR-1, C-1, M) from the City of Columbus Zoning Code apply on a limited basis. The most relevant zones are described below going from most to least dense.

- **AR-4--Apartment Residential District:** This zoning designation provides for a variety of uses but focuses on high density apartment developments. Subdivided dwellings with three or four dwelling units are also allowed. Most of the East, North and South Campus Neighborhoods and sections of Indianola Terrace, as

well as small pockets immediately to the north of the study area are zoned AR-4. This is also the only residential zone that permits the Rooming House use.

- **R-4--Residential District:** This zoning allows primarily for single family dwellings with a minimum lot size of 5,000 square feet, approximately eight dwelling units per acre. R-4 zoning also allows for the subdivision of buildings with three or four dwelling units per building. Multiple dwelling developments located on a lot of roughly one half acre or more are also permitted. Weinland Park East, Weinland Park West, Necko/Dennison Place and sections of Indianola Terrace and Iuka Ravine are zoned R-4.
- **R-2F--Residential District:** This zoning provides for single family houses on lots of 6,000 square feet or greater (approximately 7 dwelling units per acre) and two family dwellings, commonly called duplexes. Iuka Ravine and areas to the north of the study area are zoned R-2F.
- **C-4--Community Scale Commercial Development:** This zoning designation allows for a wide variety of commercial uses geared toward providing commercial services for a large community. Residential units above commercial uses are also allowed. High Street is predominantly zoned C-4.
- **LUCRPD--University-College Research Park District:** This zoning designation is designed with a broad mixture of permitted land use types and development standards tailored to meet the needs of a large educational, research complex and its surrounding environment. The majority of The Ohio State University's property is zoned under this classification.
- **M-Manufacturing:** This zoning designation permits limited manufacturing facilities and other uses permitted in commercial districts, with the exception of residential uses.

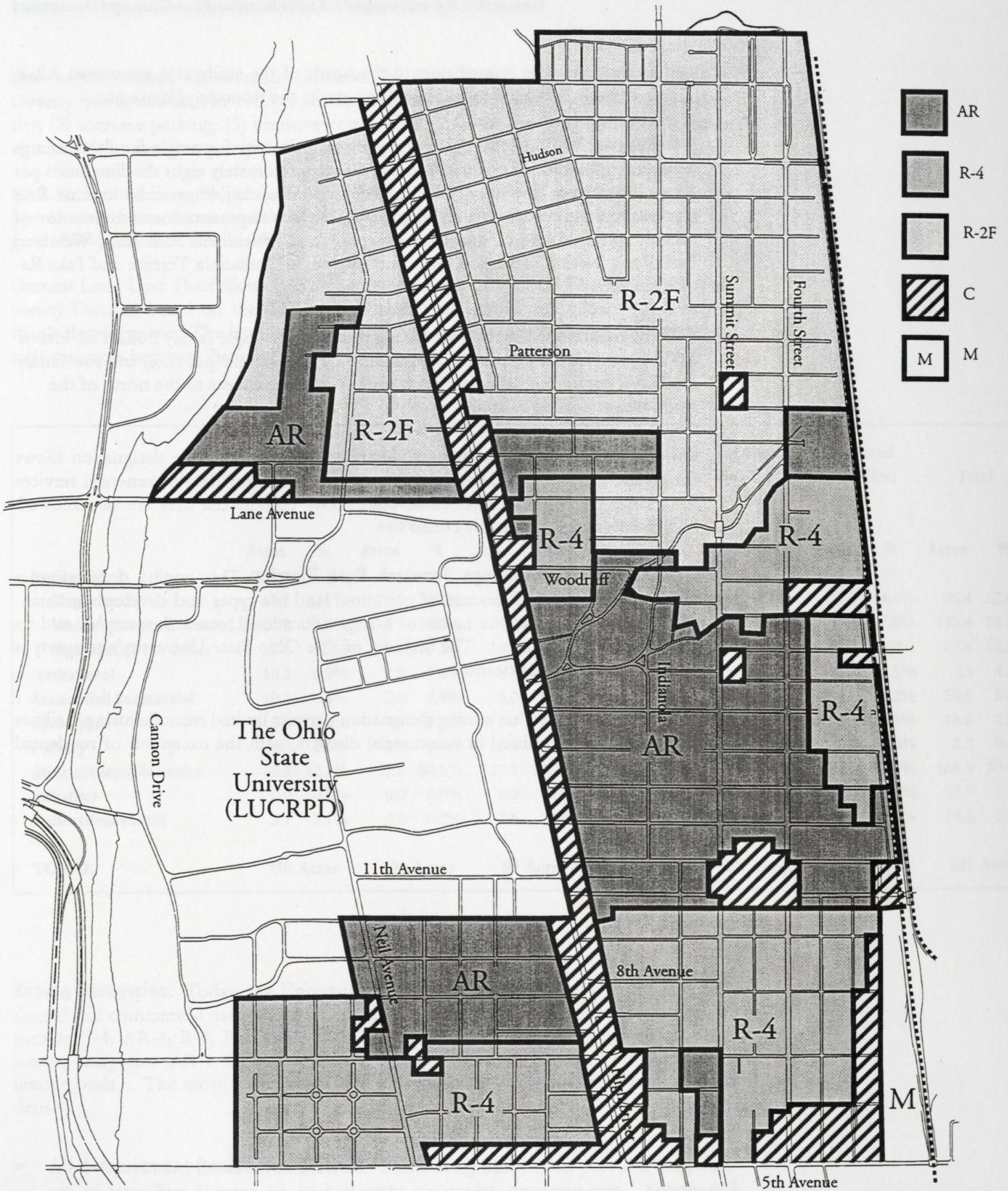


Figure 10: Current Zoning (simplified)



- 2) Sewer capacity based on analysis generated by Burgess and Niple using current city of Columbus design criteria of 2-year storm frequency, average C factor of 0.7 for the area, and a 5-year storm frequency to be contained within the system.
- 3) Densities calculated are gross.

The table portrays the lack of stormwater capacity in areas such as Indianola Terrace and Weinland Park. Although reducing densities in these areas will have a limited effect on this problem (as the primary strain comes from stormwater not sanitary sewer), a reduction in high density uses and an increase in open space would help relieve some of these constraints.

D. Programs and Concepts

Downzoning: In 1979, much of the University District was downzoned to protect existing neighborhoods and limit inappropriate development. With the adoption of the second University District Overlay in 1992, the area was effectively downzoned again. While the underlying zoning classification in many areas is still R-4, the Overlay's FAR limitations effectively creates densities more consistent with the R2-F classification. The recommendation for further downzoning is meant to formalize what the Overlay has successfully started, while at the same time increasing the desirability of these neighborhoods for new single-family ownership. The reduced zoning will assure buyers their property values will be preserved.

The University District Overlay: The University District Overlay, administered by the Development Regulation Division with design review executed by the University Area Review Board, will continue to play a valuable role in improving the University Neighborhoods. The Overlay's design standards are intended to foster appropriate design integrity of the area. While the Overlay is generally an effective tool, it could be improved in three ways:

1. Public Information and Assistance - Greater public information and education regarding the Overlay and its requirements should be made available. Currently, many land owners or potential developers misunderstand the roles, functions, and purposes of the Overlay. As such, a perception may exist that the Overlay is burdensome to potential new development, thereby discouraging new investment in the area. While the Overlay does impose additional requirements on development, over the long term, it will play an important role in stabilizing and preserving the Neighborhoods. This in turn will provide better returns to investors who respect the intent of the Overlay.

To communicate the merits of the Overlay, the City and Campus Partners should engage in a public education campaign. The campaign should target property owners, developers, and real estate professionals active in the area and could include fact sheets that outline the major points of the overlay, as well as simple illustrations to demonstrate development consistent with the overlay.

2. Secondly, additional technical assistance should be provided for individual property owners and neighborhood groups in developing appropriate solutions to renovation and rehabilitation problems in selected lower income areas. This service could eas-

Redevelopment Incentives: The existing system of FAR bonuses for renovation could be expanded to reward property owners who assist with meeting other community goals such as increased off-street parking or recreation and open space facilities. The precise bonus to the designated Mixed Use Areas will need to be developed based on an analysis of need and contextual conditions, but the current FAR bonus of .2 (used for adaptive reuse of contributing structures) may be a good starting point.

The critical element of these bonuses would be that the amenity provided has to demonstrate lasting benefit to the neighborhood. Consequently, simply increasing the amount of open space would not qualify, but the aggregation of open space into a pocket park with recreational facilities should warrant increased FAR or variances in side and rear yard setbacks (not front setback).

Transfer of Development Rights: Another option would be to explore a Transfer of Development Rights (TDR) program. Under such a program, a designated Receiving Area would be defined to allow development of additional housing over and above that permitted by the Overlay or underlying zoning, as long as the additional housing was made up of 'bedrooms' bought from problem properties in the East, North and South Campus Neighborhoods. If properly developed and managed the program will shift some population to the designated Mixed Use areas while upgrading rental products and helping to de-densify many congested blocks. The proposed Contributing Areas (those areas from which bedrooms can be 'bought' and the proposed Receiving Areas (those areas to which bedrooms can be transferred) are shown in Figure 11: Transfer of Development Rights Area Boundaries.

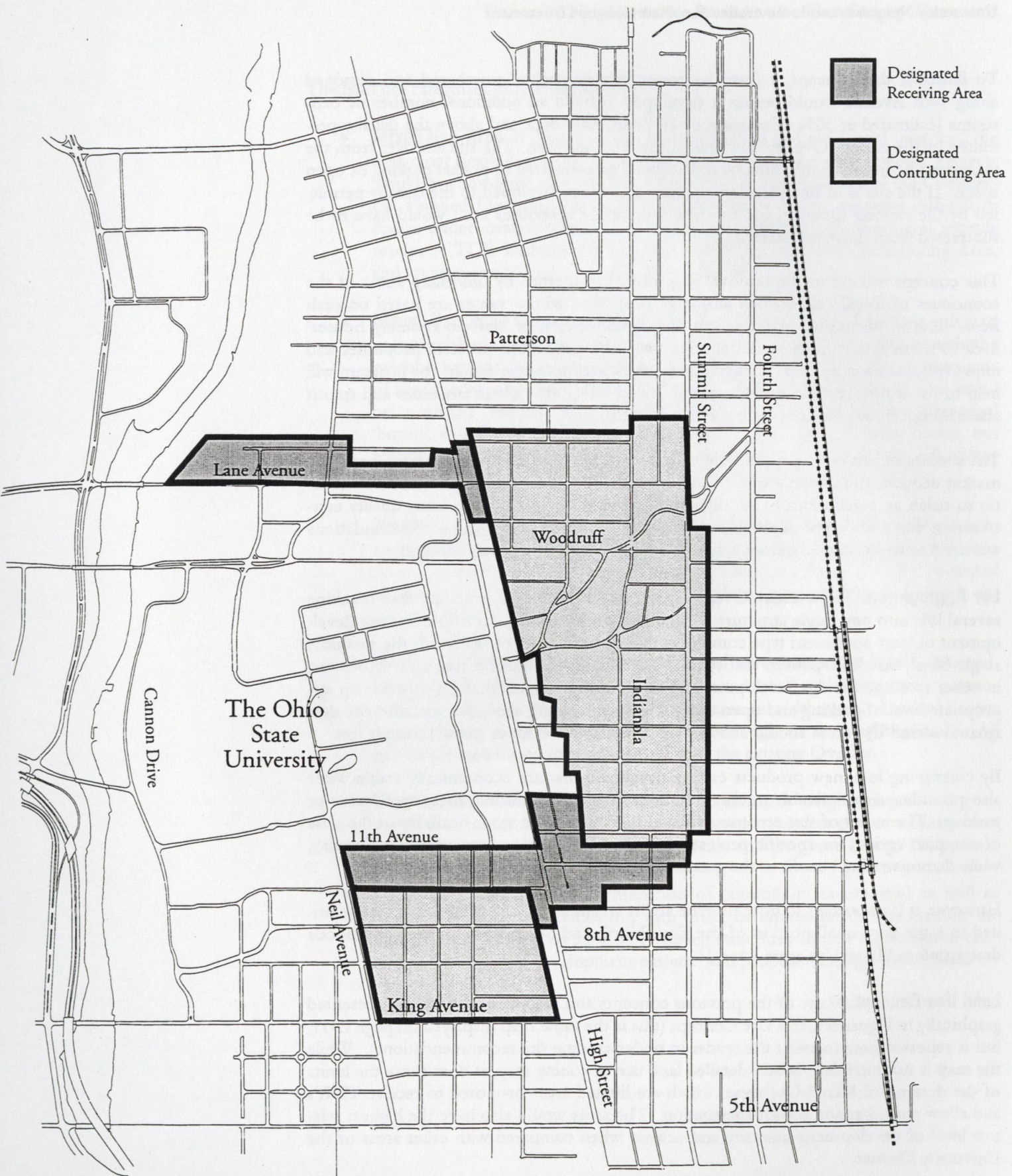


Figure 11: Transfer of Development Rights Area Boundaries

To illustrate this concept, a forty bedroom 'people packer' purchased and removed along 14th Avenue would permit a developer to build an additional number of bedrooms (estimated at 50% of existing or 20 bedrooms) over and above the density permitted by the current Overlay, but only in the receiving area. The site left over from the purchased bedrooms could then be redeveloped or converted to pocket parking or open space. If the site is to be redeveloped, it can only be redeveloped to the density permitted by the existing Overlay, and the new number of bedrooms built would have to be subtracted from those transferred.

This concept will aid in the removal of problem properties by unlocking some of the economics of illegal conversions and large properties whose values are based on cash flow. This in turn could also facilitate the de-conversion of 'defacto rooming houses' back to single family houses. Concurrent with the removal of problem properties and improving the economics of changing properties back to single family, the program will help to focus new units in the designated Mixed Use areas where amenities and transit alternatives can be more cost effectively delivered.

The success of this concept is closely tied to identification of a realistic ceiling based on market demand and carrying capacity of the area. Identifying the correct retirement ratio to reach an equilibrium of supply and demand is implicit in generating quality construction that is economically viable. Consequently, further study and recommendations will need to be developed before a TDR program could be officially adopted.

Lot Aggregation: The current Overlay limits development of products that combine several lots into one single structure. The intent of this restriction is to minimize development of large apartment type complexes that would be out of scale with the rhythmic single family structure pattern that typifies the historic evolution of the area. However, in order to allow for the development of new rental products that can provide an appropriate level of parking and open space while maintaining economic viability, the designated Mixed Use areas should allow more flexibility for creative use of multiple lots.

By combining lots, new products can be developed that are economically viable while also providing new, valuable pocket amenities such as recreational sites, open space or parking. The intent of this recommendation is to encourage more flexibility at the time of site plan review for specific projects that meet the spirit and intent of the Overlay, while demonstrating benefit to the greater community by combining several lots.

However, it is important to note that the ability to combine lots, will be specifically limited to a the very small portion of the East, North and South Campus Neighborhoods designated as Mixed Use areas I and II.

Land Use Concept: Many of the previous concepts and recommendations are presented graphically in Figure 5: Land Use Concept (this is the same map displayed on page II-17, but is repeated here to assist the reader in understanding the recommendations). While the map is not intended to be a detailed land use of zoning map, it does show the limits of the designated Mixed Use areas, which are limited areas proposed to receive TDR's and allow consideration for lot aggregation. The areas would also have the highest relative level of development intensity and activity when compared with other areas of the University District.

The land use categories portrayed include:

- **Mixed Use Area 1:** An active mix of retail, office and residential uses, and the area most flexible in terms of zoning variances and site plan review. Projects would be considered on a site specific basis, and may make use of the Commercial Planned Development designation to achieve design concepts difficult to realize under existing zoning or the Overlay. Development incentives include receipt of TDR 'bedrooms' purchased from the designated Contributing Area, and lot aggregation.
- **Mixed Use Area 2:** A transitional mix of ground floor pedestrian oriented commercial uses with residential units above to connect High Street with the neighborhoods to the east. Density would be limited to the FAR requirements of the Overlay, and commercial uses would only be permitted by variance based on a project specific basis. Development incentives include a commercial 'bonus', which would allow site specific commercial uses following review, but whose total square footage would not count towards the Overlay F.A.R. calculation. Another incentive includes consideration for lot aggregation.
- **Moderate intensity residential area with minimal commercial:** Predominantly residential rental properties in either adaptively re-used contributing structures or new construction built in conformance with the existing Overlay. Limited commercial and neighborhood service providers, approved by variance on a site specific basis.
- **Lowest intensity residential area with limited corner store retail:** Predominantly single family ownership units and limited small rental properties in renovated contributing structures such as duplexes or rowhouses. Limited corner commercial or carry-out facilities dispersed throughout the neighborhoods. All products rehabilitated in conformance with the existing Overlay.
- **Neighborhood Commercial Centers:** Predominantly neighborhood and convenience commercial uses in adaptively re-used structures or new construction consistent with existing development patterns and proposed Design Guidelines.
- **Community Commercial:** Combination of community commercial as well as destination retail/ entertainment, with office or limited residential uses on the upper floors. Adaptively re-use of existing structures or new construction consistent with existing development patterns and proposed Design Guidelines.

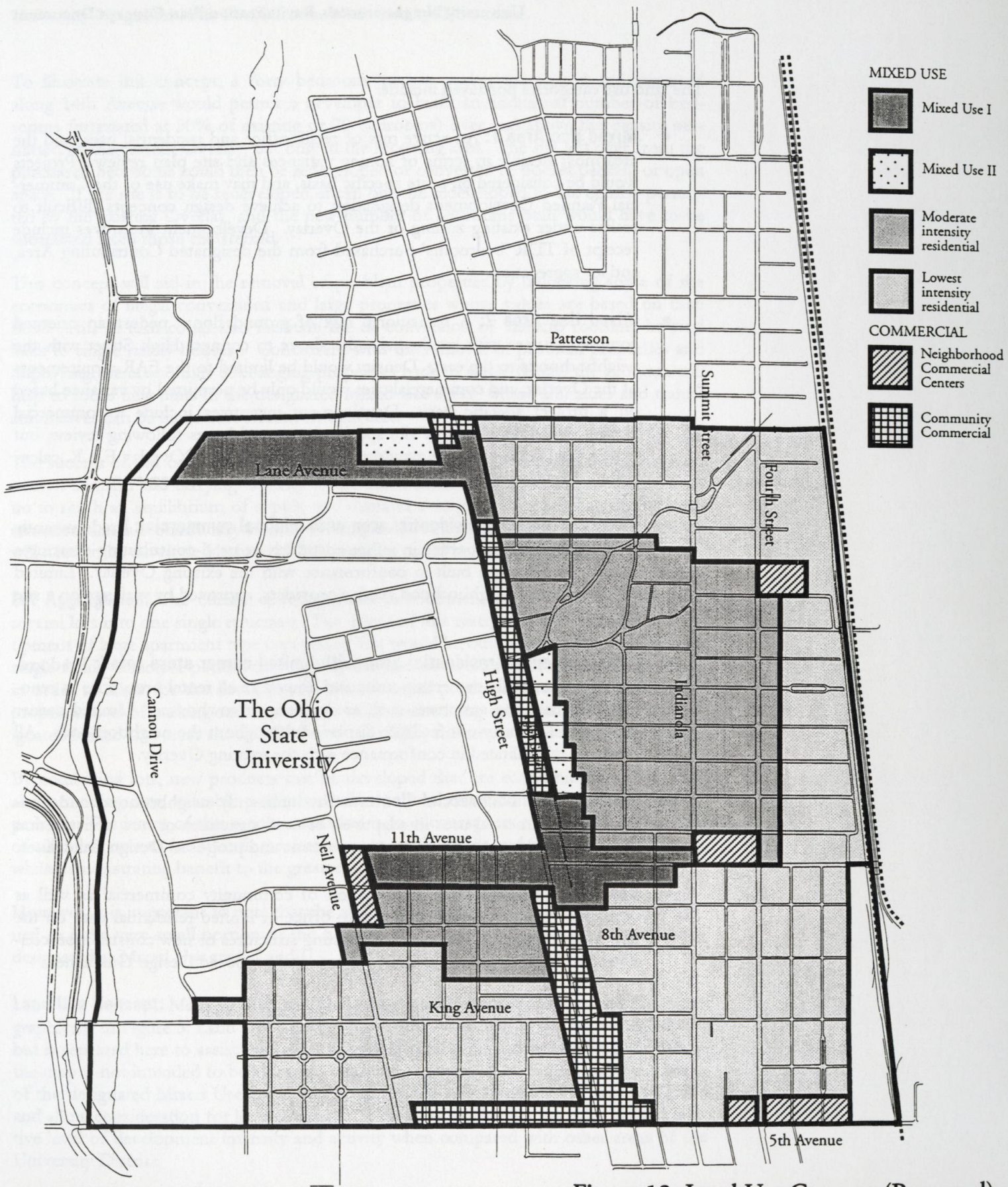


Figure 12: Land Use Concept (Repeated)



Revitalizing High Street: One of the greatest challenges and most promising opportunities for the University Neighborhoods is the revitalization of High Street. The greatest potential for this corridor is a unique commercial district serving the University District, Ohio State's student population and the city at large. Currently, the properties on High Street are not particularly attractive to the student market, nor do they provide sufficient diversity for the community. A revitalized High Street should be one of the initiating actions for the revitalization of the entire area.

The zoning of High Street should recognize the need for a variety of community-oriented commercial enterprises as well as facilities for offices, research and development, arts and entertainment, and university facilities. In addition, the zoning should foster transitions between the retail activity on High Street and the nearby residential areas. Also, land use planning and regulation should maximize the strengths of High Street and allow for concentrations of development and major activity centers.

Other recommendations and explanation of the proposed concepts for revitalization are contained in Chapter 15.0.

Recommendation 6.1.4: Other local employers and institutions should follow Ohio State's lead and develop similar programs for employees seeking to live in the University District .

Policy 6.2: To maximize the impact of homeownership investments, incentives should be offered in tiers and focus assistance in improving neighborhoods.

Recommendation 6.2.1: Establish a basic level of information and program support for any individual wishing to purchase a home in the University District.

Recommendation 6.2.2: Focus the deepest homeownership incentives in five areas selected for the quality of their housing stock, range of prices, and immediate revitalization potential. Refer to Figure: 13: Homeownership Incentives.

- Sub-area of Indianola Terrace as defined by East 12th Avenue north to East 18th Avenue, Fourth Street to Conrail Tracks.
- Sub-area of Dennison Place as defined by King Avenue (both sides) to the alley south of Eighth Avenue between Wall Street and Highland Avenue, and the alley south of Ninth Avenue between Highland Avenue and Neil Avenue.
- Sub-area of Weinland Park West as defined by Euclid Avenue to East Ninth, from Hamlet Street to Pearl Street.
- Northwood Avenue and Oakland Avenues from Pearl Street to Indianola Avenue.
- Norwich Avenue to Patterson Avenue from Wall Alley to Tuttle Park.

Recommendation 6.2.3: As improving neighborhoods reach a level of homeownership that successfully supports their stabilization, transfer the deepest incentives to new neighborhoods within the University District that need assistance.

Policy 6.3: To effectively increase the desirability of homeownership, problem properties must be aggressively removed or rehabilitated through a combination of public and private sector initiatives

Recommendation 6.3.1: The city of Columbus and The Ohio State University should establish a Problem Property Fund to acquire and remove problem properties, targeting removal of 15 properties by the year 2000.

Recommendation 6.3.2: For single-family structures to be rehabilitated or de-converted from rooming houses, provide subsidies to ensure they can be sold at market rate to single-family homeowners after renovation. Target 120 units over five years, with a pilot program of 8 structures established in one neighborhood for 1997.

Recommendation 6.3.3: Residual sites following demolition of problem properties should be sold for new, infill single-family development. Pocket recreational facilities or parking lots may also be an acceptable use, but only if an entity can be identified to assume long term maintenance responsibilities, and only if the design of such facilities is completed in a manner that does not disrupt the integrity of the existing block faces. In some cases, where parking is considered as an interim use, design standards must still be met.

"Current levels of home ownership hover around 11%...the result of several long term trends. Reversing this downward trend and significantly raising the proportion of owner occupancy is critical to achieving the other goals and objectives for the district and its prime sponsors."

ULI Advisory Panel, 1995

Policy 6.4: Discourage further concentrations of poverty in the University Neighborhoods, consistent with City of Columbus 1993 Housing and Neighborhood Revitalization Policies.

Recommendation 6.4.1: Monitor subsidized rental housing concentrations to ensure a distribution of units throughout the community and avoid concentrations of poverty in areas already approaching or exceeding the 30% guideline.

Recommendation 6.4.2: Work with HUD/CMHA to determine exact number of Section 8 units in given block areas, and develop strategies to transfer rental units into ownership while decreasing concentrations in accordance with City policy.

Policy 6.5: Ensure that revitalization efforts maintain a balance of market rate to affordable homeowner and rental properties within the University Neighborhoods.

Recommendation 6.5.1: Provide financial and organizational support to Columbus Housing Partnership/Northside Development Corporation for the development of 50 new affordable homeownership units.

Recommendation 6.5.2: The Ohio State University and city of Columbus, working through Campus Partners, should provide gap financing and assistance in managing the acquisition and renovation process of available properties.

Recommendation 6.5.3: The city of Columbus and Campus Partners should convene a planning team of local and national experts to address displacement, low income housing and other issues that are important issues for a balanced and broad based revitalization of the Neighborhoods.

Policy 6.6: A housing promotion and assistance entity should be established to assist potential homebuyers find properties, identify funding sources, and promote homeownership and housing options for long term renters within the University District.

Recommendation 6.6.1: Campus Partners should manage an information clearinghouse that provides accessible information on housing options and resources, with UDO taking an active role in promoting homeownership in the Neighborhoods through a consolidated marketing strategy.

Recommendation 6.6.2: The clearinghouse should provide information for potential homebuyers as well as options for long term or new renters that might become homeowners. This might be as simple as providing a list of immediately available non-student rental properties, to working with Ohio State University to offer incentives for young faculty that may be willing to live in the East, North and South Campus neighborhoods.

Recommendation 6.6.3: The real estate and banking communities should take an active role assisting qualified individuals and structuring financial assistance from existing programs.

Recommendation 6.6.4: Campus Partners should convene a Committee of Housing Providers consisting of lenders, Columbus Neighborhood Development Division,

"All available resources should be deployed to increase the supply of single-family residences owned and occupied by lower to moderate income households."

ULI Advisory Panel, 1995

Northside Development Corporation (NDC), Columbus Housing Partnership (CHP), Ohio State, realtors, landlords (such as Broad Street Management), and builders active in the area to review these recommendations, to decide how the programs can best be implemented, and to determine what resources each stakeholder can bring to assist in the revitalization of the Neighborhoods.

Policy 6.7: Historic and contributing residential structures provide a valuable resource for creating unique and positive identity in the University District's neighborhoods.

Recommendation 6.7.1: Future homeownership programs should emphasize the valuable nature of the Neighborhoods' four designated Historic Districts as unique places to live, and utilize them to anchor the Neighborhoods' residential revitalization effort.

Recommendation 6.7.2: New residential development should be designed to reflect its context, including but not limited to; attention to setbacks, building materials, massing and building orientation relative to the streetfront. In designated Mixed Use areas design patterns and building materials should be responsive to context, but flexibility in design should be permitted for solutions that are consistent with the spirit and intent of the surrounding area but do not literally replicate existing design patterns.

Policy 6.8 Upgrade the competitive position of the East, North and South and Campus Neighborhoods as a rental housing location for graduate and undergraduate students.

Recommendation 6.8.1: A District level plan should be prepared for the East, North and South Campus Neighborhoods based on a thorough inventory of existing conditions. The plan should guide problem property designation, development of offstreet parking options, and potential locations and phasing for pocket recreation facility development.

Recommendation 6.8.2: Set a goal of Set a goal of 400 improved rental units (rehabilitation and new construction) within the East, North and South Campus Neighborhoods by the year 2000, that offer a level of quality above what is currently available, and focusing on markets not currently served.

Recommendation 6.8.3: The Ohio State University should engage in the active upgrading of existing student rental properties while maintaining affordability, either working with existing landlords to improve the quality of their properties, or directly developing improved products through the university's housing office. This may include acquisition and adaptive re-use of marginal small properties and rooming houses.

Recommendation 6.8.4 : Property owners and the Columbus Apartment Association, with the assistance of the city of Columbus and Campus Partners, should create a Property Owners Association for the East, North and South Campus Neighborhoods to provide levels of security, litter removal, front yard maintenance, parking, and open space development commensurate with the density and character of the area.

Recommendation 6.8.5.: The Property Owners Association, in conjunction with Ohio State and the Columbus Apartment Association, should develop a communication and training program for small landlords to upgrade the quality and management of existing rental units in the Neighborhoods.

C. Setting and Current Issues

Homeownership: The level of homeownership in the University Neighborhoods has dropped dramatically over the past four decades. As of the 1990 Census, fewer than 6% of the 11,000 housing units in the University Neighborhoods were owner-occupied. The rate increases slightly to 11% if the area immediately north of the study area is included.

Some portions of the Neighborhoods, particularly the NECKO/Dennison Place and Iuka Ravine neighborhoods, have relatively high homeownership rates and would be even more attractive to potential buyers if incentive programs were in place. In other portions of the Neighborhoods, ownership rates are lower and housing conditions are poorer; in these areas it will be necessary to combine homeownership incentives with actual housing rehabilitation and/or new construction if significant increases in ownership levels is to take place.

Student Housing: The competitive advantage of the East, North and South Campus Neighborhoods provided by their proximity to Ohio State has steadily eroded over the past 20 years. A holistic approach to improving the physical and operational characteristics is necessary to maximize the area's locational advantage. (See Chapter 9.0 for other recommendations for areas beyond housing to improve the student experience).

The most evident problems related to student housing in the East, North and South Campus Neighborhoods is the poor environmental conditions (crime, trash graffiti) and the lack of amenities within the area's housing stock. The products and services offered by rental properties in competitive communities are considered superior on almost every level by the student renter. This issue must be addressed if the Neighborhoods and the condition of their rental market are to be improved.

Subsidized Housing: There are currently 1,175 subsidized housing units within the Neighborhoods, all part of the Federal Section 8 program. While 75 of these units are voucher-based (allowing recipients to locate where they can find appropriate housing for the available subsidy), the remaining 1,100 units are project-based or fixed in a specific location. This is both an asset and a concern as the majority of these units are concentrated in one part of the Neighborhoods—the southeast corner of the Weinland Park Neighborhood. In December 1993, the city of Columbus adopted the "Housing and Neighborhood Revitalization Policies" which committed the City to mitigating the impacts of poverty and avoiding further concentrations in central City neighborhoods. This was to be accomplished by not supporting new housing projects designed to attract additional very low income residents in neighborhoods at or exceeding poverty rates of 30%.

Market Potential and Revitalization Opportunities

Several neighborhoods within the study area provide an important combination of proximity to the university, affordable housing stock, and a current upward improvement in neighborhood character. A proposed program of homeowner incentives will create an infusion of new homeowners to rapidly advance these neighborhoods toward revitalization. Over time these incentives may be sponsored by a wide number of private and public sector agencies and employers to encompass the majority of the Neighborhoods. However, in its initial phases, the program must be targeted to three or four

key areas to create critical mass and be predominantly led by Ohio State for its faculty and staff.

Market Potential – Faculty and Staff Ownership Housing: To achieve greater homeownership many programs must be implemented concurrently. However, the process of revitalization can be greatly accelerated with minimum investment by Ohio State for incentives to faculty and staff to live in the Neighborhoods. Currently, only 3.8% of faculty and staff live in the University District. Despite this fact, research conducted by the Campus Partners planning team revealed a potential of 330-390 units that would be purchased by faculty and staff in the University Neighborhoods, provided the right incentives are offered. Furthermore, successful programs at other similar institutions indicate that as the program catches on and the Neighborhoods improve, faculty and staff turnover will generate more demand for units from all sectors of the population.

Research indicates a preference for three-bedroom units in single-family detached or attached configurations, with parking the most desired amenity. One-fourth to 40% of the respondents to a faculty/staff housing survey would also pay extra for a playground, pool, and child care facility. Most respondents would accept either renovated or new units, although more would prefer renovation.

To achieve this demand, an organized rehabilitation and infill process will be necessary. Purchase (and to some extent rent with option to purchase) will be the most popular, and ownership should be encouraged for the sake of greater benefit to the neighborhood. Many of the interested faculty and staff could afford to buy without financial assistance, but an incentive program will be necessary to ensure a house purchase in the Neighborhoods as opposed to other locations. This is important to create the critical mass of faculty and staff within the University Neighborhoods.

Market Potential - Rental Apartments: The Neighborhoods' share of The Ohio State University's declining student population has also decreased from approximately 13,000 student residents in 1989 to 11,000 student residents in 1994.

This decline is largely attributable to competition from suburban developments increasingly popular among students. Analysis indicates that off-campus students consider housing outside of the Neighborhoods superior in almost every dimension: security, outdoor lighting, deadbolts and window locks, lack of roaches, general look and condition, insulation, quiet, speed and completeness of repairs, and ease of contacting the landlord. Although there are some managers of apartments in the Neighborhoods whose units rate higher than the average of all managers in the Neighborhoods, *no major Neighborhood manager rates close to the average rating for other areas.*

This leads to the conclusion that demand exists from both students and others for higher quality rental apartments that would offer the quality, service levels, and ambience of the better suburban complexes, factors which are more important than specific amenities such as jacuzzis and party decks. There is demand in the East, South and North Campus Neighborhoods for approximately 850-900 units over the next five years if major service and physical improvements can be effected in the neighborhood. Some of this demand should be met through new construction however, most of the demand will be met through renovation. The emphasis should be on graduate student housing until neighborhood improvements generate an increase in the area's capture rate of undergraduates relative to more suburban areas. Long waiting lists for housing for couples

and families with children at Buckeye Village also indicate significant potential for approximately 200 more new units of family student housing.

The market is also strong enough to justify the upgrading of existing rental properties in the East, South and North Campus Neighborhoods. However, some owners will not undertake such improvements voluntarily even if they would be economically rational. Consequently, certain rental properties are so blighted that they have particularly harmful effects on the blocks surrounding them. These will need to be acquired and either rehabilitated for student or non-student use, or replaced with a more appropriate infill use.

D. Programs and Concepts

Homeownership Assistance: There are many existing programs that address the barriers to homeownership. There is downpayment assistance through State and Federal programs as well as through local lenders, assistance with monthly payments through Mortgage Credit Certificate (MCC) and Mortgage Revenue Bond (MRB) programs, and acquisition/rehabilitation assistance (including cases in which the appraised value of the home is less than acquisition and rehabilitation costs) through Federal programs and local lender products. These programs can be utilized in almost any combination (with the primary exception that a homeowner may not use both the MCC and MRB programs). *The limitations to many of these programs is that funding is small and used up very quickly. To increase homeownership in the Neighborhoods, the existing programs need to be supplemented with additional funding, particularly to address loan-to-value issues.*

Staff and Faculty Program: For faculty and staff interested in moving to the University District, the most important actions that would affect their decision are reducing crime and renovating existing housing stock. Also of importance are improving public services, reducing student rowdiness, removing problem bars, and improving public schools.

Some of the interested staff and faculty could afford to buy without financial assistance, but will not consider the University District, without some form of incentive. For many others financial assistance will be necessary to ensure homeownership. Most importantly, financial incentives will be necessary to draw a critical mass of staff and faculty to those parts of the University District on the cusp of improvement. Consequently, staff and faculty programs should be offered throughout, the entire University District, but with more generous incentives in priority target areas. Specific programs include:

- **Mortgage Guarantees:** Given the affordable nature of housing in Columbus in general and the University District in particular, mortgage guarantees may be the most useful mechanism. Under the Revitalization Plan's recommendation, Ohio State would provide 100 to 105% mortgage guarantees for employees who purchase homes anywhere in the University District. The mortgage guarantee makes obtaining a mortgage possible for employees who might not otherwise be able to do so due to income levels or past credit problems. The program would be especially helpful to those who lack downpayment funds. Based on similar programs at other institutions, the potential losses should be low, particularly since mortgage payments could be made through payroll deductions. Such a program has been in place at the University of Pennsylvania for 30 years with virtually no defaults.

- **Downpayment Assistance:** Ohio State, in partnership with existing Federal, State, local, and private banking programs should offer downpayment assistance (e.g., \$2,500 per unit) for purchase of homes in targeted areas, with the City or State committing to downpayment assistance for one-half of the units.
- **Interest Rate Subsidy:** Reduced interest rates should also be available in the target areas, with the State making available tax exempt bond financing or mortgage credit certificates for one-half of the targeted 350 units and Ohio State providing interest rate buydowns (e.g., an interest rate reduction of three points in the first year, two points in the second year, and one point in the third year) for the other units.
- **Gap Financing:** Gap financing, particularly “silent second mortgages” that are repayable only to the extent that homes appreciate over time should be the last tier of incentive. This program can be used to address the problem of appraised values being lower than total acquisition and development costs in the early years of the program. If a home appreciates sufficiently, the assistance would be a true loan. To the extent the home does not appreciate, the assistance would, in effect, be a grant. The HUD 203(k) program, which allows mortgages of up to 110% of the expected market value (with additional flexibility possible in redevelopment areas), can also help to address this issue.

Figure 13: Homeownership Incentives shows the initial level and location of incentives recommended for various parts of the University District. These may change over time as the program achieves success in certain blocks.

Property Rehabilitation Program: To achieve the demand for ownership housing forecasted above, and to revitalize the target areas, an organized rehabilitation and infill construction process will be necessary. In addition to providing political and organizational support as well as gap financing for CHP/NDC, Campus Partners using private contractors will need to take an active role in acquiring and rehabilitating selected single-family properties to “prime the pump” and show prospective homebuyers it can be done. Homes that undergo this type of renovation would be made available to any prospective resident and not limited to Ohio State faculty and staff. Construction capital for acquisition and renovation will need to be initially established through a partnership of Ohio State, the city of Columbus, and the banking community, with the proceeds from the sale of each renovated property replenishing a portion of the rehabilitation fund. However, given the potential cost of acquisition of each unit, the cost for renovation, and the cost to bring to market, an estimated \$15,000 subsidy will be required per unit. Consequently, to rehabilitate a target of 120 units over 5 years could require \$1,800,000 in subsidy.

Affordable Housing Program: Many residents of the Neighborhoods, especially in locations such as Weinland Park, share the same concerns as other residents but want to be able to continue to live in the community after the recommended improvements are achieved. Columbus Housing Partnership (CHP) and Northside Development Corporation (NDC) need to be made partners in any focused residential revitalization program to develop affordable homeownership opportunities for area residents. These opportunities need to be created concurrently with incentive programs developed for Ohio State faculty and staff.

Columbus Housing Partnership and Northside Development Corporation already have experience with rehabilitation projects and associated financing in the Neighborhoods and are ideally positioned to provide the requested services, with Campus Partners offering a reasonable level of financial support for a pilot program. CHP/NDC could manage the properties during rehabilitation and the time it takes to sell the property, arrange or provide financing, and market the program to prospective buyers. If possible, the agreement between Campus Partners and CHP/NDC should be structured so that CHP/NDC has an incentive to keep the subsidy per unit to a minimum, thereby increasing the total number of units assisted. There will be ample units and sites to serve both existing residents willing and able to participate as well as newcomers such as Ohio State staff. In addition, the Neighborhoods will continue to have a significant number of rental units, including halves of some owner-occupied duplexes. For example, if 500 additional homeownership units were created during the next five years, including 450 rehabilitated units and 50 new construction units, the owner-occupancy rate in the study area would increase to approximately **10%**. Even given the number of homeownership opportunities, the vast majority of the units would continue to be available for rent.



The eastern edge of 6th Street provides a significant opportunity for new affordable housing.

Housing Stabilization:

If the Plan is successful in achieving its goals, improved economic conditions may result in higher property values in the University Neighborhoods. Such improvements should benefit both current and new residents in the community but should not create new hardships for existing low income residents.

Housing stabilization is a goal of the Plan. The objective is to avoid displacement, including displacement of low income persons, whenever possible. If and when displacement does occur, it should be minimized as much as possible.

The important and complex human and financial issues related to displacement continue to be under discussion. A number of resources exist to address these issues in addition to those identified below (see pp. II-3 and II-4):

- Section 8 (public) housing units are a community available to help mitigate displacement. With leadership in management and a comprehensive partnership with residents which includes education, University District Section 8 units can become a model for other communities;
- Residents, community and neighborhood organizations and agencies are committed to their community and to its improvement;
- An impressive array of human service providers is already in place in the District;
- The expertise of university faculty is available from a number of departments in areas such as urban research, housing, and the human services. Their participation is facilitated through the Campus Collaborative; and
- Other cities have addressed the issue of housing displacement constructively and successfully in their redevelopment plans. Residents in West Philadelphia and Denver achieved improved circumstances as a result of careful and comprehensive planning for housing displacement. Revitalization efforts in these cities have also been more successful and viewed more positively by the community because displacement was addressed directly and constructively.

An issue related to stabilization is upgrading of current subsidized housing properties. It is not the intent of the plan to reduce the number of units in the University Neighborhoods, but in some instances reduce the concentration. It is also important that subsidized units be improved in quality.

Additionally, agencies responsible for reviewing and approving subsidized properties need to be more rigorous in their review and citing of violations. It would also be beneficial if violations cited through an improved code enforcement process (see Chapter 4.0) would be copied to CMHA and other agencies responsible for monitoring the quality and use of subsidized housing.

In order to address displacement, low income housing and other related issues, a small planning team of local and national experts will be convened by the City of Columbus and Campus Partners to define and develop a program. Their work will be concluded and their recommendations added to the Revitalization Concept no later than Septem-

might include both ownership and rental options. As a part of this function, they should work with Ohio State to help define the faculty and staff housing program, market it to prospects, assist them in understanding the incentive package, and help them identify appropriate neighborhoods, available properties, brokers, and lending programs.

An on-line computer system would be essential in providing clearinghouse services. The system would not only provide information on the programs, but also allow prospects to enter personal financial information and housing preferences. Based on this information, the prospects can learn how much home they can afford under the various lending programs as well as potential neighborhoods or even individual homes or rental units that fit their criteria.

Personal service is also important, particularly for those who are uncomfortable with use of computers and for those who may be in need of credit counseling to help position them to become homebuyers. It may be possible to staff the clearinghouse using partial support from real estate brokers and lenders. Such professionals are already well-versed in the area and available programs and would likely cooperate in exchange for the prospect of commissions or to meet CRA guidelines. In addition to staffing, it may be possible to use the purchasing power of Ohio State and other clearinghouse users to negotiate discounts in commissions and lending fees to assist in addressing downpayment issues.

Improving the East, North and South Campus Neighborhoods: Ideally, it would be possible to create a blend of all types of housing in the East, North and South Campus Neighborhoods, which are predominantly undergraduate students. However, it is very difficult to encourage graduate and professional students to live in the Neighborhoods, let alone expect them to live in the middle of a very heavy undergraduate concentration where priorities and objectives for the school experience are quite different. The Plan does not recommend a segregation of populations, but instead seeks to create a gradient of resident types and density.

Analysis for the Revitalization Plan, based on consumer and quantitative research, indicates demand for units of a higher quality than currently available in the Neighborhoods. In the early years of the revitalization process, units should be provided specifically for graduate and professional students because they are largely underserved in the Neighborhoods. As the Neighborhoods improve, analysis indicates that there will be sufficient demand to improve the market for additional undergraduate units and support higher quality new units as well, but these should not be developed while the undergraduate market continues to be weak in the Neighborhoods. As the overall objective of the Plan is to improve the quality of life for all residents, a balanced emphasis must be placed on the quality of life for students as well as full time residents. This means not only improving the environmental conditions of the neighborhoods (cleanliness, safety, convenience and services, etc.) but also the quality of their living options. In the early years of the revitalization process, emphasis should be placed on creating a variety of upgraded housing options for students of all levels, specifically for graduate and professional students because they are largely underserved in the Neighborhoods. If the private sector is unable to upgrade the quality of housing options for students, The Ohio State University may need to take a more proactive role in facilitating development of new products through such actions as:

- Acquisition of struggling properties and subsequent repositioning and management through the Ohio State housing office, as an alternative form of student housing.

- Acquisition of problem properties and removal of the structures. For the residual site, work with the private sector development community to and create ground leases that provide economic viability for new construction, but with covenants and restrictions to assure that a higher quality product and management is attained.
- Acquisition of problem properties, or use of surplus Ohio State property to actively develop new housing products that provide a balance of quality and affordability not currently available within the Neighborhoods.

The ultimate goal should seek to maintain the existing student population, while recapturing some of the 2,000+ students lost to other areas such as Bethel Road.

Baseline Survey: Some of the Revitalization Plan's other recommendations involve a systematic approach to documenting the existing conditions of the properties in the University Neighborhoods. Nowhere is this more important than the East, North and South Campus Neighborhoods. As the first step, a rigorous inventory needs to be conducted of existing properties for code compliance and to update the city's 1991 study meant to establish an indication of total potential occupancy. The analysis will also help to define a long-term revitalization strategy for the East, North and South Campus Neighborhoods regarding which properties should be retired or redeveloped, and help to establish a potential ceiling of units that will reflect effective market demand. At the same time, a baseline of current rental rates could be established as the foundation for future rent-tracking and affordability indexes.

Property Owners Association: Another critical initiative is the implementation of a Property Owner's Association. The Association, consisting of all landowners in designated parts of the East, North and South Campus Neighborhoods, could manage long-term residential improvements. Specific responsibilities could include providing collective maintenance to the front yards, tree lawns, street trees, lights, and alleys, as well as a coordinated litter collection, events programming, marketing, property management training and collective buying of services. Similar to the High Street Special Improvement District (see Chapter 15.0), Ohio State students and faculty in business, planning, and architecture should partner with the Association to provide training and support to landowners seeking to improve both their properties and operations. Assessment and organizational structure needs to reflect current Ohio enabling legislation.

Preliminary discussions with major property owners have indicated that this recommendation has an immediate level of support. In order to be effective and successful from the beginning, it is recommended that a pilot area be developed, which may be smaller than the ultimate intended area. Once the Property Owner's Association is operating smoothly, new areas can be brought into the program on either a voluntary or mandatory basis.

However, in order to achieve initial success, and substantiate the value of this proposal, the most troubled areas need to be included as a part of the initial pilot project. Figure 14: Special Improvement Districts and Participation Areas identifies the planning team's recommended limits for the initial pilot area (in which membership would be mandatory under Ohio's Special Improvement District legislation, and areas that could be added in the future either on a voluntary basis or through expansion of the mandatory requirements.

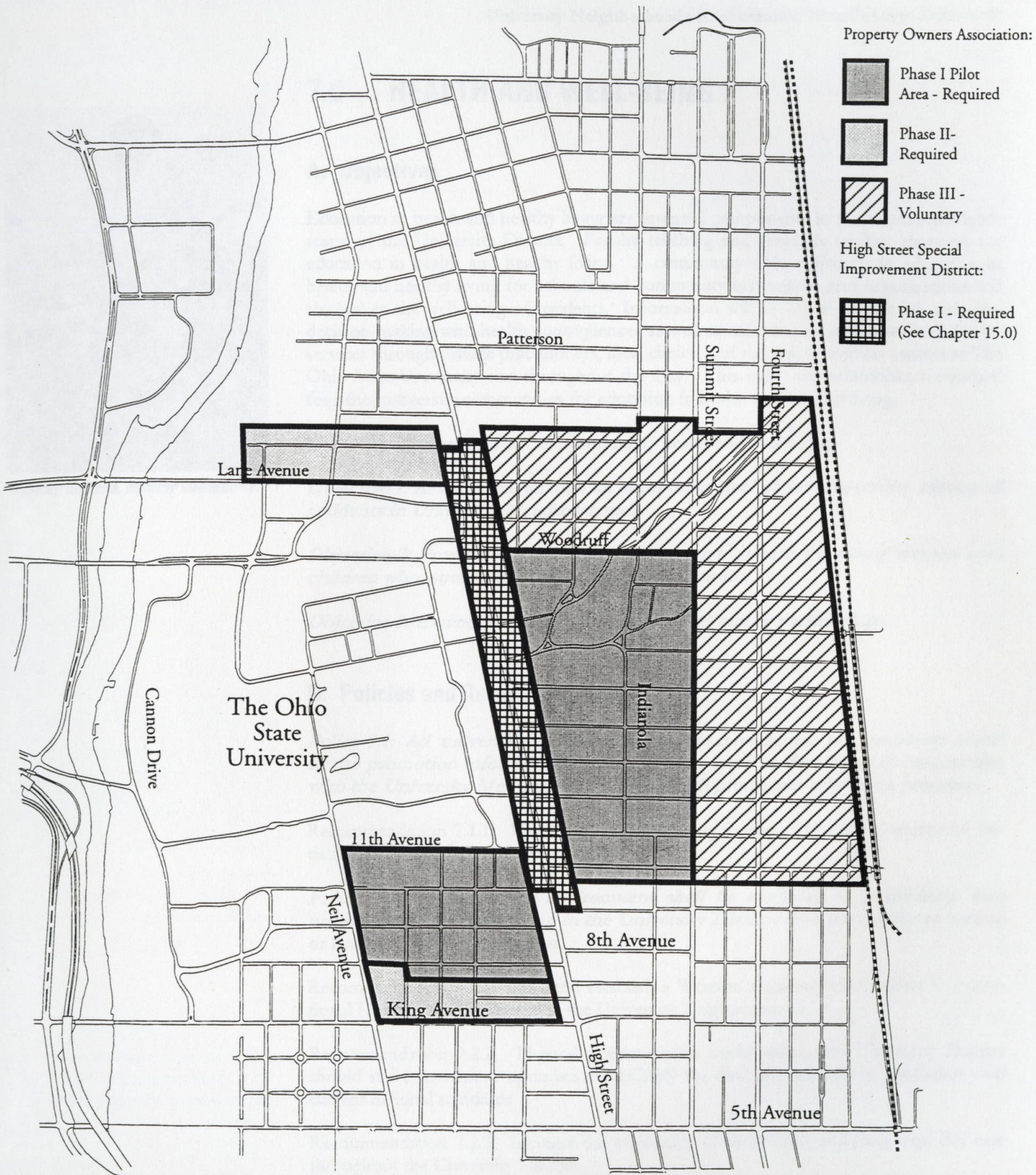


Figure 14: Special Improvements Districts and Participation Areas



7.0 HEALTH AND WELL-BEING

A. Objectives

Education in health and healthy living are essential components in the educational landscape of the University District. Faculty teaching and research are key elements for education in health and healthy living. A community-wide approach to education in health and healthy living for schools and community institutions and organizations will strengthen the well-being of residents. Information will be offered about life style and decision-making with health consequences as well as information about available health services through private practitioners, local clinics, and the major medical centers at The Ohio State University and throughout the City. This approach establishes a standard for other university communities for education in health and healthy living.

The following objectives address community health and well being:

Objective 1: Achieve and sustain an acceptable level of health services among all residents in University Neighborhoods.

Objective 2: Provide a safe and supportive environment for young women with children who would like to pursue higher education.

Objective 3: Extend, enhance, and sustain community partnerships.

B. Policies and Recommendations

Policy 7.1: All university area residents should have access to community-based health promotion information and health care services developed in conjunction with the University Medical Center as a health profession education program.

Recommendation 7.1.1: Plan a Collaborative Neighborhood Healthy Community Initiative in the University Neighborhoods.

Policy 7.2: A supportive environment shall be available to individuals with unique challenges and living in the University District who would like to pursue or continue higher education.

Recommendation 7.2.1: Plan and establish a Women Students and Children's Transitional Housing facility located in the University Neighborhoods.

Recommendation 7.2.2: Physical improvements made within the University District should strive to achieve optimum accessibility for disabled individuals, consistent with current national standards.

Recommendation 7.2.3: Increase the availability of both short and long term day care throughout the University District.



Healthy citizens, healthy community.

minated with community policing efforts to have maximum impact on the safety and law enforcement issues in the Neighborhoods.

Services available through the initiative may include:

- Coordinated intake of new clients and an assessment of their needs, including a single point of entry and human services information center with computerized data accessed by a trained staff person.
- Mental health and counseling, family process and parenting.
- Educational counseling and tutoring, reading and GED referral.
- Job/career counseling and encouraging entrepreneurship by local citizens.
- Substance abuse education and treatment for all ages with special attention to the needs of youth. A major outreach effort among youth and young adults would be included with some day-treatment services and developed in conjunction with Maryhaven's new outreach program.
- Health education, prevention, promotion, screening, and referral including dental and eye care.
- Child care facilities.
- Multi-cultural arts with art development activities to attract children and adults.
- Exercise club with access to alternative medicine and treatment.
- Farmers market, cottage industry, organic gardening, recycling, and recycled products center.
- Peace school projects.
- Services for senior citizens.
- Volunteer and "neighbor-to-neighbor" emphasis.
- Emergency services - food, clothing, shelter.

The initiative will also increase teaching, learning, and inquiry opportunities for faculty and students. A healthier, well-balanced University District will result from this initiative. Interaction will increase among diverse members of the community and those who use complex human services will have a simplified point of entry to the system. Additional community-based clinical education sites will be developed in many fields, and there will be increased participation by faculty and students in the life of the community.

Women Students And Children's Transitional Housing Facility: In consultation with the Off-Campus Student Services Office, a Women Students and Children's Transitional Housing 25-unit facility will be developed. This facility will house women who are attending college (both at Ohio State and other Columbus area schools), or whose plans to attend college were interrupted by pregnancy. The program will focus on women who are or would be attending college on need-based subsidies. Planned housing will have both private and communal living spaces and include programming to build child care support and parenting skills for mothers. Planning will be based on models which include child care facilities and other services which generate funds and job or training opportunities for single mothers. Commercial space will also be included with residences above. The site and program will provide rewards for the investment based on the desirability of the single-mother population as well as test work-study activities for mothers and provide internships for students. Paid employees will be residents whenever possible.

The facility will house in private living quarters 20 to 25 women in post-high school educational programs who have children under age 10. The women will have shared cooking, recreational, and laundry spaces; access to site-based child care including parent education and job screening/training opportunities; and access to site-based latch-key programs for residents and other low-income families. The program will include internship training opportunities for students and other teaching, learning, and research opportunities for faculty and graduate students.

Women who would otherwise not have an opportunity to attend or continue their university education will benefit along with their children. The community and businesses will have an opportunity to engage and assist a low risk population that is highly motivated to complete their education and achieve economic self sufficiency. University faculty and graduate students will have increased opportunities to teach and learn about this increasing population group in our society.

The program will provide low-income housing and support services for a closely defined population. It will create additional employment opportunities in the University District and provide day-care housing for women who are students. It will create educational internships and experiences for students, and teaching and research opportunities for faculty.



Women who would not otherwise have an opportunity to attend or continue their education will benefit along with their children.

Policy 8.4: Revitalized commercial and retail efforts should provide an expanded job base for University District residents. (See Chapter 15.0 for commercial revitalization concepts.)

C. Setting and Current Issues

Achieving economic stability is a major goal of the Revitalization Plan. Low income local residents with little or no employment history need special assistance in achieving economic self-sufficiency. The Plan directly addresses this issue, drawing on all the resources within the University District to enrich its educational environment. Residents will have access to these resources and participate in and through them.

D. Programs and Concepts

Comprehensive Employment Program: Developed in conjunction with the Godman Guild Association, other local agencies and Ohio State University Extension, the Comprehensive Employment Program (CEP) will serve residents of the University District. The program will have two distinct but interdependent components, Job Development and Employment Readiness programs, with special emphasis on substance use and abuse education.

The Job Development program will provide additional job openings targeted through the Columbus Employment Consortium. The program will explore alternative means of transportation to permit neighborhood residents access to employers distant from the campus area.

The Employment Readiness Program will provide career counseling and job skills assessment in conjunction with community agencies. Those in need of job skills for known job openings will be referred to training programs. An additional component of the program will assist with work attitudes development. Family counseling through existing community agencies will assist with family support for transition to work. Substance abuse intervention and counseling will be provided through existing programs for those in need of such assistance.

District residents would benefit from increased preparation to enter the work force and stability achieved through economic self-sufficiency. University faculty and graduate students will have increased opportunities to study and understand employment readiness development. Local businesses, including the university, would have an increased pool of employable local resident. Employment levels in the University District will increase. A greater number of area residents will be employed locally.

Youth job readiness training and job referral, as well as, additional activities for youth, such as 4-H, would be expandable in conjunction with local schools agencies, organizations and houses of worship.



Preparation to enter the work force leads to stability and economic self-sufficiency.

Local Employment Advocacy: Through the Comprehensive Employment Program, a network of campus area employers will be developed. The network will include Ohio State where a local employment advocate will be identified. Participating employers will agree to consider hiring University District residents. Partnerships will be established to include the Franklin County JOBS program ("Work to Learn to Work") and the city of Columbus. The program will be established to take advantage of the Enterprise Zone Subsidized Employment Program (EZ-SEP), the Franklin County SEP, and the Franklin County Work Experience Program (CWEP) which provided financial and other incentives to employers to hire low-income persons.

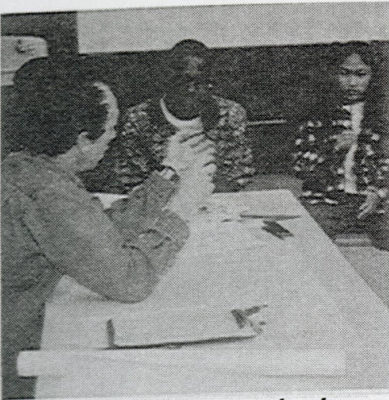
Neighborhood residents will benefit from enhanced local employment opportunities. Families would be supported by eliminating lengthy job commutes and minimizing transportation costs and requirements. University faculty and graduate students will have increased opportunities to study and understand local employment patterns and the development of local employment opportunities. Local businesses, including the university and Medical Center, will have a larger pool of employable local residents.

Employment levels in the University District will increase, and a greater number of area residents will be employed locally. Increased employment of area residents will improve incomes and overall economic well-being of area residents which will lead to more home ownership and stability in the campus area. Apprenticeship programs can be established on campus for area young people. A set-aside work-study program for community residents may be developed. Computer terminals and other sources of information about job opportunities may be located at strategic places in the community as well as on campus. Coordination between employment opportunities at the university and Medical Center and the Columbus Employment Consortium will be explored.

Business Incubator: In partnership with The Weinland Park Collaboration and other local organizations a Business Incubator will assist in the development of new businesses in the University District. The Business Incubator will rent office and/or production space for new businesses, provide technical assistance and start-up services such as business plans. Operating support services such as reception and office equipment, and business education opportunities such as management development workshops might also be provided.

University District residents will have more opportunities to achieve economic self-sufficiency and independence. Local economies will be strengthened through additional business opportunities. University faculty and graduate students will have additional opportunities to facilitate and study community-based small business development.

The Business Incubator program will encourage area residents to develop their entrepreneurial potential. Many of the small businesses developed through the program, such as home repair firms will employ area residents, do their business in the University District, and stimulate additional economic activity. Building and construction businesses could provide service in housing redevelopment efforts.. The program will contribute to the Ohio State Minority Business Development program as a resource for promoting and enhancing minority businesses in the university area. Employment levels in the University District will increase and an increasing number of area residents will be employed locally.



A business incubator can develop untapped potential among residents.

9.0 STUDENT QUALITY OF LIFE

A. Objectives

Students living in the East, North and South Campus Neighborhoods area are an important resource for creating a community of educational excellence. Strengthening student quality of life enhances their experience while at the University and engages them in the community. Participation in the life of the community through community-based learning, research, and inquiry, as well as enhanced volunteer opportunities will help them develop their sense of responsibility to the community. Additional activities and services in the community will provide students greater access and increase their effectiveness. Special attention to the abuse of alcohol and other drugs, both on and off campus, will provide an improved learning environment while students are engaged at the university, as well as enhance the quality of life of residents, visitors, and faculty.

The following objectives form the basis for policies and recommendations to improve the student quality of life:

Objective 1: Increase students' sense of responsibility for the University Neighborhoods in which they are residents.

Objective 2: Increase the desirability of the University Neighborhoods as a location for students to live by ensuring they have access to well-managed, affordable, clean, and safe off-campus housing.

Objective 3: Decrease dependence on alcohol and other drugs and provide access to treatment where needed.

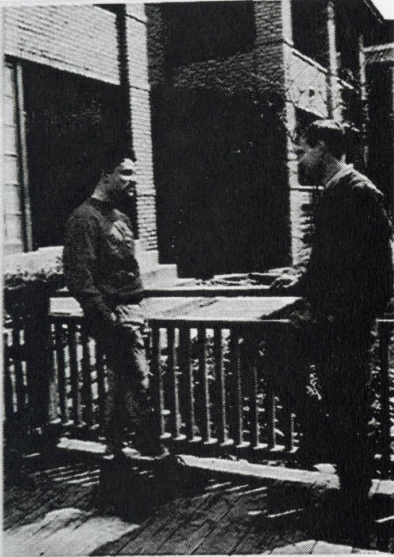
Objective 4: Provide student services within the Neighborhoods with the highest density of student residents.

Objective 5: Provide an increased range of activities for students both on campus and in the University Neighborhoods.

B. Policies and Recommendations

Policy 9.1: A full range of student services should be delivered by the university in a comprehensive Student Services Center as close as possible to where students live.

Recommendation 9.1.1: Establish in the East Campus Neighborhood a Student Services Center in consultation with the Off-Campus Student Services Office to provide a community-based, integrated approach to the housing, health promotion and education, counseling, social service, and academic learning requirements of students living in the area.



Improving the quality of life for all residents, including students, is the Plan's primary goal.

versity should also provide access to treatment for students with dependency on alcohol and other drugs.

Recommendation 9.5.1: Implement the recommendations of the university's Alcohol and Other Drug Advisory Committee.

C. Setting and Current Issues

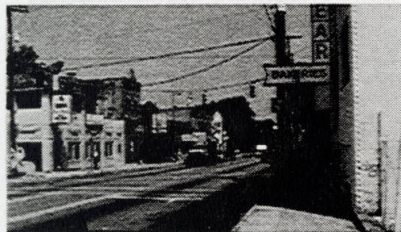
Significant concerns about the quality of student life in the University District have contributed to enrollment declines in the university as well as the general erosion of the University District. Additional services in the community will provide greater access for students, enhance student quality of life, and increase the effectiveness of services delivered.

Apparent lack of responsibility and respect for the community where students live while attending The Ohio State University is a precipitating factor in the deterioration of the University District with the highest density of student residents. Students present in the University District for a limited time, may view themselves as transient residents, and are often living independent of adult supervision for the first time. Community service, especially if available in the University District, may foster a stronger sense of ownership and investment in the community leading to increased responsibility and respect for the area permanent residents, property.

Social, entertainment, cultural, and recreational opportunities are very limited in the neighborhoods where most students live. The exception is the high concentration of licensed bars close to campus. Funding for alternative activities at the university is far below the average of comparable institutions, approximately only 10% of what similar institutions spend. A diverse program of student social, cultural, educational, recreational, and entertainment activities would enhance the quality of life of all university students.

Standards of quality for student housing in the University Neighborhoods should be established jointly by property owners and the university to ensure that the special needs of a high density, young adult population are addressed in building management policies, safety standards, and requirements for health and safety. A Property Owners Association (see Chapter 6.0) could improve the image and safety of the area enhancing the value of property, improve occupancy rates, and yield better returns for owners. Such an association could also ensure increased quality of life for student residents. Trained resident student managers could provide local oversight, be available for mediation and intervention as appropriate, and ensure proper respect for property as well as persons.

Excessive use and dependence on alcohol and other drugs is a serious contributor to reducing quality of life both on and off campus. According to the university's Alcohol and Other Drug Advisory Committee, there is no consistent message in the university regarding alcohol use, the consequences of use, policies, and enforcement. Information is scattered and resources to effect significant changes in attitudes and behavior are severely limited. The Code of Conduct should be reviewed and revised (see Chapter 10.0). The accessibility and adequacy of de-tox, treatment and referral services should be assessed. Codes and liquor laws may need to be more effectively communicated to students, and the enforcement efforts of local authorities may need increased support.



Students at Ohio State have few entertainment options, compared to other campuses of similar size and stature.

D. Programs and Concepts

Off-Campus Student Services Center: The Center will contribute to the quality of life of students living in the East, North and South Campus Neighborhoods by providing such services as:

- A community-based, integrated approach to housing needs using existing housing services located in the Off-Campus Student Office;
- Academic learning assistance to encourage accessibility by virtue of location; services would include teaching existing College of Education study skill courses and a satellite of the proposed Academic Learning Center;
- Student health education, promotion, and information dissemination building on existing health education services offered at the Student Health Center by increasing accessibility for students living in the East, North and South Campus neighborhoods as well as providing existing undergraduate Health Education courses - e.g., AIDS, STDs, Nutrition, Stress Reduction;
- Student counseling services including practical experiences for graduate students from the Department of Educational Services and Research counselor education program; and
- Primary health care screening including a nurse on part-time duty in the evenings and a physician available on an occasional basis.

Students living in the East, North and South Campus Neighborhoods will have greatly enhanced access to a wide range of student services. Faculty and student services providers would also benefit by being able to provide more efficient and accessible teaching, services, and assistance for students. Faculty who develop research in conjunction with student service activities will also benefit from increased student participation in these programs.

The impact of this center will include creation of neighborhood visibility for student services provided by the university. It will bring learning assistance, counseling, health education, and other services into geographic proximity to students who live east of High Street. Additional teaching and inquiry opportunities for faculty and graduate students will be created by greater participation in university-provided services. This program will assist in bridging the High Street barrier and encourage a greater sense of unity within the University District. The proposal also capitalizes on the University District's single greatest asset, its proximity to Ohio State, to make the neighborhood more desirable to prospective and current student residents.

Expanded Community Service Opportunities: Expanded Community Service Opportunities will be developed for all university students, faculty, and staff to participate in community service, especially in the University District. Students will be required to earn community service credit to graduate where feasible. Such credit may be for service directly related to their field of study, and will therefore enhance their academic career. Faculty and non-classified staff will be encouraged to engage in community service in conjunction with their employment. Service in any location will be accepted, but development of service opportunities in the University District will be encouraged.



The recently opened Off-Campus Student Services Center at 104 East 15th Avenue has had an immediate positive impact on East Campus.



Community service opportunities build on existing outreach programs such as the University Honors Center school volunteer program.

Students who participate in community service and action/reflection courses and faculty who teach those courses will benefit from hands-on experience. Faculty and staff who volunteer in the University District will profit from increased contact with their neighbors, thus creating a safer, better community in which to work and live. Faculty and graduate students will have increased opportunities for research on community service, volunteerism, and their impact on community. University District residents and agencies will benefit from additional volunteer assistance. Students who live in University District will have an enhanced sense of ownership, respect, and responsibility for the areas in which they live.

This program will create a learning/serving experience and opportunity for all students through community service. It establishes a life-skill requirement for all students to learn how to live in a community with instructional teams consisting of faculty and community leaders. It promotes increased university participation in the life of the community. It enhances faculty and graduate student teaching and research opportunities. It will require the designation of a university contact person to serve as liaison with the community and coordinator of requests for volunteers for ease of contact and elimination of red tape.

Student Activities: Additional student activities would provide social activities for students interested in alternatives to alcohol consumption at local bars. Activities might include a full range of first-run, art, and dramatic films shown at different locations on and off campus, improved intramural facilities, and social events. The full range of activities could be presented to prospective students and parents in recruitment information as well as to new students and parents during orientation.

Students would benefit from alternative actions closer to their place of residence. Neighborhood residents would benefit from more organized student activities. Police expenditures would decrease because increased alternative activities would translate into fewer calls for disorderly conduct, noise, etc.

Implementation of the university's Alcohol and Other Drug Advisory Committee: Students will benefit from increased support services and education related to the use and abuse of alcohol and other drugs. Residents will benefit from a better educated student population. The City will benefit from reduced law enforcement costs. Specific recommendations made by the alcohol and other Drug Advisory Committee include:

- Create a consistent message regarding alcohol use, consequences of use, policies and enforcement.
- Increase efforts to gather accurate information about the use of alcohol and other drugs.
- Provide additional resources for education and programs capable of affecting attitude and behavior change.
- Review and enforce the University Code of Conduct.
- Provide adequate de-tox treatment and referral through University Medical Center.
- Support the efforts of the Columbus Division of Police and University Police.
- Support underage drinking code enforcement.
- Increase communication and awareness with the State Liquor Control Commission.

"Students used to volunteer more in the community, serve as Big Brothers and Sisters. We need more of that now."

University District Resident

Parking

The relationship between parking and land use is symbiotic; the University Neighborhoods have historically had too little parking to meet demand. During the nine months of the year when students are in school, the undersupply of available parking spaces is magnified. Additional parking problems abound with relation to the revitalization of High Street. Commercial retailers demand an adequate supply of close parking which currently does not exist. Chapter 14.0 explores the parking problems in both the residential and commercial areas, and suggest ways to alleviate the problems.

Recommendation 10.1.2: Plan expansion of the Community Crime Patrol.

- Work with CCP Board to plan expansion, both in terms of hours of operation and geographic boundaries.
- Identify means of additional support so CCP can expand its service delivery (hours) in those areas where it now operates.
- Work with CCP to establish the same relationship with Ohio State-PD that it has with CDP and the Sheriff's Department.

Recommendation 10.1.3: Expand upon existing police programs to implement community policing in accordance with the following three key parameters:

- Intra-agency organizational change,
- Inter-agency organizational change, and
- Mapping the community.

Policy 10.2: Develop officers who are more sensitive, creative, and flexible in their response to important community issues.

Recommendation 10.2.1: Begin to develop positive relationships between the City, The Ohio State University, and community anchors. Conduct police sensitivity training for officers assigned to the area.

Recommendation 10.2.2: Encourage police officers to invent new responses to chronic problems that face them in the Neighborhoods daily.

Recommendation 10.2.3: Begin developing an Eyes and Ears Program.

Recommendation 10.2.4: Require officers working in the University District to be involved in community-relations programs.

Recommendation 10.2.5: Explore homeownership incentives for police officers to live in the University District.

Policy 10.3: Balance police attention between High Street and the Neighborhoods in correlation with their respective levels of crime and violence.

Recommendation 10.3.1: Work with Neighborhoods of Choice Coordinating Committee to develop a Super Agency to coordinate delivery of intervention services and address the following:

- Additional participants (representatives from relevant City, university, and community organizations) need to be identified.
- Precise structure and membership needs to be determined.
- Mode of operation needs to be decided.
- Priorities and follow-up need to be established.

Policy 10.4: Strengthen and expand existing programs at The Ohio State University which prepare students to live on their own off campus and to understand the responsibilities and behavior expected of them.

Recommendation 10.4.1: Enhance programs at the university which provide students with information on personal safety, rental housing, neighborhood expectations and character, and life skills to live off campus.

Policy 10.6: Address current shortages in supervisory and patrol staff and re-prioritize activities.

Recommendation 10.6.1: Consider redefining cruiser districts to optimize police presence.

C. Setting and Current Issues

Crime Conditions in the University District: The following is a summary of current crime conditions, based on analyses of both incident reports and arrest data:

Crime in the University District (excluding The Ohio State University) based on 1994 figures:

- The per capita rate of violent crimes is 14.2% higher for the University Neighborhoods than for the City as a whole, although rates of rape and homicide are lower for the University Neighborhoods than for the City.
- The per capita rate of property crimes in the University Neighborhoods is 21.6% higher than for the City.
- The substantial majority of arrested offenders (75%) reside in the areas in which the offenses were committed. The figure reached as high as 93.2% in 1988.
- The last decade has witnessed an overall increase in violent crime (murder, rape, robbery, and aggravated assault) from under 400 cases in 1985 to 500 incidents in 1994.
- The precinct encompassing the University District has averaged four homicides a year.
- Incidences or rape have fluctuated steadily since 1984 between 30 and 60 reports annually.
- Less serious property crimes (burglary and larceny) have decreased since 1984, but more serious incidents have increased by 50%.
- Auto theft has increased 81% since 1984.
- Arrests for violent offenses increased from 1984 to 1994 and have included juveniles at an increasing rate.

Crime at The Ohio State University:

- The university has experienced two homicides between 1984 and 1994.
- Larcenies have decreased by 25% since 1984.
- The annual number of auto thefts has doubled between 1984 and 1994.

The following conclusions about crime in the University District may be stated:

1. Serious crime, defined as Part 1 offenses (as well as some less serious crime defined as Part 2 offenses) are on the increase.
2. The University Neighborhoods area has a considerable higher violent and property crime rates than the city of Columbus.
3. Juveniles are increasingly more involved in serious crime.
4. Most of the serious offenders are males.
5. Blacks are disproportionately over-represented in the offender and arrested populations.

6. Violent victimization is found in greater proportions in Cruiser Districts 46 and 47 where the typical victims are black females, while in other districts they are white males (females when rape is the offense).
7. The majority of the offenders live in the area where they committed their crimes.

The Culture of Alcohol Abuse: A compelling set of concerns exist around alcohol, the high concentration of bars, and the many problems related to them including underage drinking and drunkenness. Particularly, high school age students are found in the area because of its youth culture and the easy availability of alcohol. Evidence suggests that these activities lead to such crimes as robberies and assaults where students are both victim and perpetrator. Such problems are aggravated by the attraction that the area has for large numbers of non-students, some of whom view the opportunity as easy pickings for criminal behavior. Notwithstanding an increasing number of police officers and special units assigned to the area, there has been no significant decrease in the nature of the problems. There are, however, several other important issues generated by the perceptions and realities of the intractable High Street experience that tend to reinforce its existence; and do so at the expense of the police and neighboring communities.

A growing number of police officers and citizens believe that the negative aspects of the High Street experience would not exist if there were unambiguous messages from the leadership of the City and, especially, the university condemning the behavior. The message that exists now suggests that students and visitors coming to the area are above the law and that their behavior is acceptable. One of the important consequences of this subculture continuing is that it places an immense burden on the police; a growing number of its officers are assigned to the area at the expense of good relations with adjacent communities. A common complaint from CDP is the lack of university enforcement of a student code of conduct.

Community-Police Relations: Residents of the University District have expressed considerable concern about police arrogance and unapproachable behavior. The feelings of these citizens is that there is a need for better recruitment and higher standards of training, especially cultural sensitivity and competencies. The need for police officers to get out of their cars and to engage the community is often cited among citizens concerned about improving the relationship between their police department and their community. Finally, many express concern that the police are not marketing themselves effectively to win the community on its side. Consequently, people call the police only when there is an absolute need to do so.

The CDP is aware of the need for their officers to spend more time in positive interaction with citizens. Indeed, that is a primary reason for their Park, Walk, and Talk program. For the most part, this appears to be only a paper program. There is very little indication that supervisors either encourage it or are held accountable for seeing that it is done. Nor are officers held accountable for spending time with this program. One of the reasons offered is too few supervisors to allow for effective supervision.

Problems with police relations are especially prevalent in the Weinland Park area. The neighborhood is considered the "hot spot" because its high volume of serious crime, even relative to the rest of the study area. Residents in this area feel ignored by the City both in absolute terms and in comparison to other communities. The neighborhood is particularly void of the kind of relations that generate the mutual respect needed to address the many problems that make life very difficult for both those who live there and for those having responsibility for delivering police services to the area. The arrest of

the Short North Posse in this area has had a substantial positive impact on crime in this area and the City and District Attorney's Office are to be congratulated on cleaning up the area and beginning a summer Youth Enrichment Program.

The recent designation of the Weinland Park community as a pilot project for community policing efforts is encouraging because it recognizes that something different needs to be done to address the issues of crime and alienation, and to bring a more comprehensive approach to the problems in that community, including the involvement of the citizens in addressing those problems.

Response Times: A major complaint from residents in the University District is that police visibility and response time are not very good. Citizens have expressed their anger about the impact drug trafficking is having on the quality of life in their neighborhood and the absence of a concerted police effort to stop it. In particular, they do not understand how relatively low levels of violence on High Street are more compelling and receive more police attention than their neighborhood needs. The police also have difficulty justifying the difference in attention.

The current lack of police visibility is due in part to shortages in supervisors. Sergeants speak of the frequency with which they have to "double" and "triple." Doubling means that in addition to supervising their precinct, they have to supervise another as well because there is no other sergeant on duty. Tripling means covering two other precincts in addition to one's own precinct. This means that officers in the field do not get the supervision needed under the style of policing that this division is currently committed to.

The need for more police officers is also apparent at the patrol level. Because there are not enough relief officers to cover for the regular officers who are out sick, on vacation or in training, the cruiser districts are frequently not fully staffed. The term "laid in" is used to describe a car out of service because an officer is not available. The consequences of officer shortage include the following:

- Officers from one precinct may be dispatched to another precinct to handle a call for service. Doing so aggravates the shortage problem in the precinct sending the officer.
- Officers may elect to give an arrestee a summons to appear in court rather than making a physical arrest when doing so would be the more prudent action. Making the physical arrest would be more time consuming thus reducing his time of availability to respond to other calls for service.
- Well-meaning programs such as Park, Walk, and Talk, cannot be adequately supervised.
- Officers cannot be creative in their approaches to solving community problems when they are involved in responding to one call after the other with no time for anything else.

The CDP has taken a number of steps in the last three years to improve police services, including freeing more officers from administrative responsibilities to function in an enforcement capacity. The combination of a growing City population, increases in violent

crime, and other calls for service suggest very strongly the need for an in-depth evaluation regarding the need for additional officers and the most effective means for deploying them. These are issues that can be considered under CDP's new re-organization plan. The cruiser districts need to be smaller and more consistent with the boundaries of the precinct's neighborhoods.

Current Organizational Structure and Staffing Patterns in the University District:

Figure 15, on the following page, identifies the precinct and cruiser boundaries covering the University District.



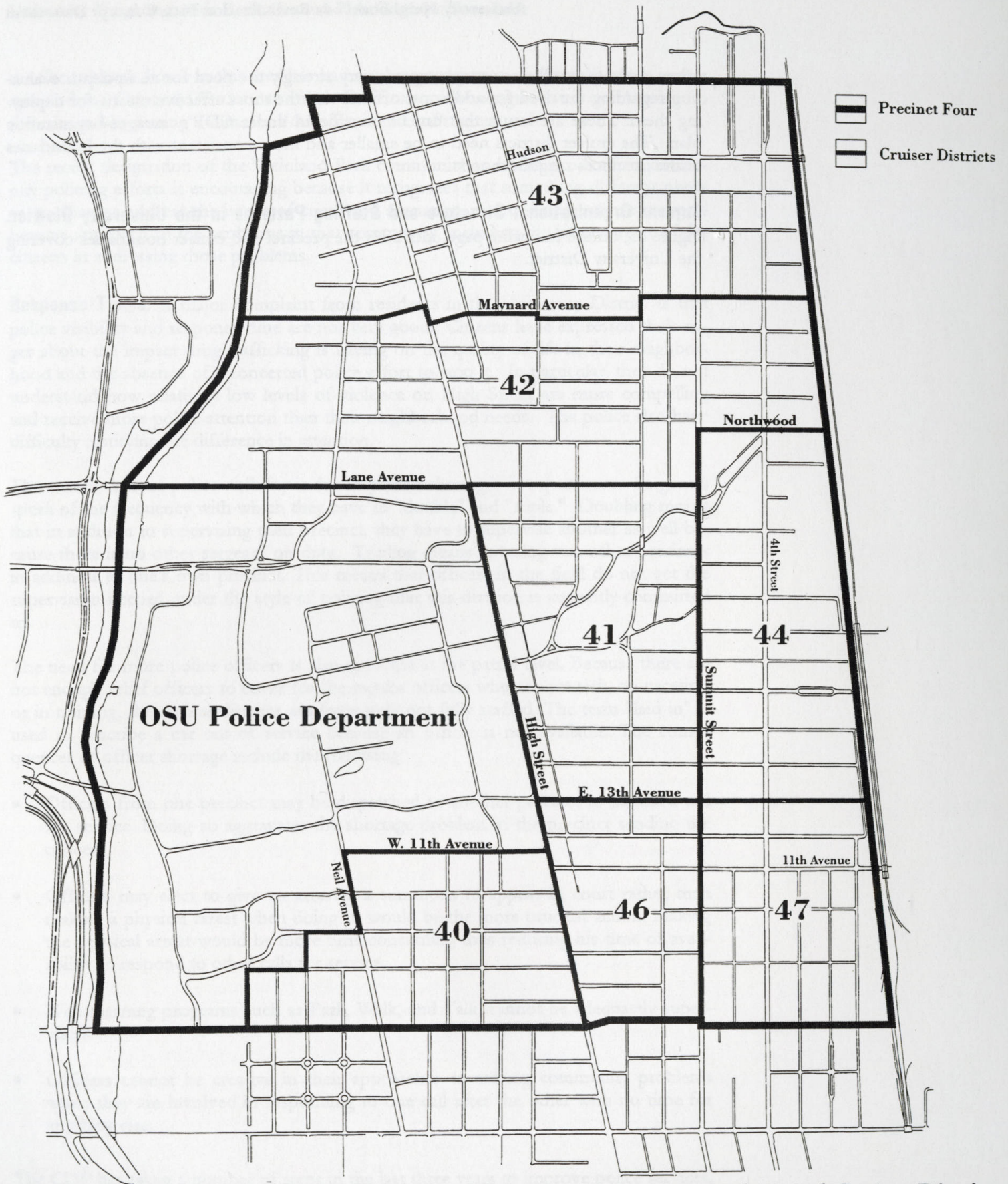


Figure 15: Precinct Boundary and Cruiser Districts



tween plainclothes and uniform officers, which hampers their ability to communicate effectively. A larger communication problem manifests itself, at times, between the leadership of the unit and the specific precinct sergeant. These problems are apparently small enough that if addressed now, they will allow what is otherwise a good program to realize its potential.

- **The Active Criminal Eviction Project (ACE)** - This project operates throughout the City during the summer. It is staffed by six officers and sergeants per shift working overtime, and is funded by an annual grant from the City Council. The 1995 ACE program allows officers to work precinct cruisers while the precinct officers are addressing specific problems in their area which have been identified by the precinct sergeant.

The concept of ACE is to saturate an area with officers for up to 30 days to rid the area of a given problem. While the police effort seems to be effective in ridding the area of a particular problem or diminishing its effects while they are on the scene, many believe such a program merely displaces problems to other areas or are only effective for the period of elevated police presence. Such a weeding program could be more effective if followed up by a "seeding" effort involving other agencies.

- **The Intoxicated Pedestrian Project** - This project is a short-term, state-funded effort to target drunken pedestrians who are likely to become petty criminals (public indecency, fighting) and/or victims (robbery, assaults) which plague the area. There is a sergeant and six officers who work overtime on Friday and Saturday nights in the university area. This project is part of the overall police effort to reduce the negative effects of the High Street subculture. It is too early to assess the effectiveness of its operations. If the efforts of this unit are not accompanied by equally aggressive proactive and prevention-oriented activities to address the High Street problems, this unit will be spending its time processing more and more people into the criminal justice system without substantially diminishing the circumstances that are generating the behavior of those targeted.
- **Park, Walk, and Talk** - This program directs officers to spend some portion of their day getting out of their vehicles and interacting positively with neighborhood citizens. Precinct sergeants are directed to record how much of their officers' time is spent in this fashion. Officers exaggerate the amount of time spent, and no one is held accountable for seeing that officers are actually in compliance with the directive. The problem of too few supervisors makes it almost impossible for sergeants to inspect the level of compliance with this directive.
- **Community Crime Patrol, Inc.** - This agency employs part-time trained citizens who patrol selected non-high crime areas in teams of two from 9 p.m. to 3 a.m. every night. They are equipped with whistles and walkie-talkies on the university communication system that permit communications with the sheriff's department, the Columbus Division of Police and University Police. A deputy sheriff and a Columbus police officer are assigned to the unit. These citizens are the eyes and ears of the respective law enforcement agencies. Their activities have led to the apprehension of many criminals and the prevention of many crimes. Additionally, they have rendered assistance to a large number of victims.

D. Programs and Concepts

Community Policing: Community policing is an innovative approach to determine how crime is produced in society. The underlying assumption of community policing is that community criminogenic elements are conducive to crime production and that traditional reactive law enforcement failed to provide an adequate response to the crime problem.

“Community Policing,” as defined by Robert Friedmann in a book titled “Community Policing: Comparative Perspectives and Prospects,” is a policy and strategy aimed at achieving more effective and efficient crime control, reduced fear of crime, improved quality of life, improved police services, and police legitimacy through a *proactive reliance* on community resources that seeks to change crime-causing conditions. It assumes a need for greater accountability of police, greater public share in decision-making, and greater concern for civil rights and liberties.

Community policing is not merely foot patrol even though it has certainly brought officers back to the community, but it is still not very clear what is it that officers do on foot that makes an impact on crime (that they do not do in their vehicles). Community policing offers a comprehensive approach and elevates observation (and intervention) to a higher level than just managing crime after it happens. It is proactive and it should be offered in addition to, not instead of, reactive policing.

Community policing evolved as a response to police professionalism which itself was a development in the policing movement that reacted to officers being too close to the community and thus being in danger of corruption and abuse of service responsibilities. However, police professionalism resulted in distancing police from the community and thus the loss of intelligence base, cooperation of citizens, support, and trust.

In the 1980s, community policing became a “buzz-word” for law enforcement and turned into the latest development in the policing movement. The majority of law enforcement agencies have adapted some form of it. However, there are no clear-cut standards and many departments adopt various elements of it; community policing thus means different things to law enforcement jurisdictions. It is safe to say that community policing is in some sense elusive and is approachable in different theoretical and operational ways.

Community policing has at least three key parameters:

- Intra-agency organizational change
- Inter-agency organizational change
- Mapping the community

The following is an outline of the important components of each of these parameters.

Intra-agency organizational change refers to changes in organizational structure (decentralization), communication patterns (more open), supervision (increased interaction), increased officers’ discretion, recruitment of mediation-oriented officers, expansion of community-policing training, match performance evaluation to performance criteria, match rewards with performance, and extent scope of community policing.

Expand Cooperation Between The Ohio State University Police and CDP: On the basis of the Mutual Aid Pact between the two departments, cooperation could be expanded to include proactive policing. The police departments and the university community need to work closer together to enforce student code of conduct and to present a less tolerant attitude toward infractions of law and order.

The idea is not to provide additional officers, but to develop a stronger relationship between the university and the Columbus police forces. There is joint planning and information sharing between the two police units, but the mutual aid compact is circumscribed by jurisdictional limits and is primarily concerned with cooperation in emergency situations. The pact should be strengthened to encourage additional joint activities and to promote proactive policing that would fit well within the recommended community policing construct.

Student Conduct Off-Campus: Many non-student residents and local law enforcement personnel believe that many of the safety-related problems in the University Neighborhoods area a function of student behavior. While The Ohio State University enforces a Code of Student Conduct which sets a minimum level of acceptable behavior by its students, the university is seen as tolerating, if not condoning, negative incidents involving students which occur off the university property.

The Ohio State University has publicly denounced disruptive behavior of students off-campus, but the law enforcement community and residents expect the university to take more aggressive action. Ohio State's Code of Student Conduct already applies to student behavior both on-and-off-campus while students are participating in university-sponsored activities or activities sponsored by registered student organizations. The university should inform its students of the code and its application and should enforce its provisions. In addition, the university should strengthen and expand programs which will assist students, particularly first-and second year students, in understanding the responsibilities they must assume in living on their own in a neighborhood. The programs also should address personal safety, tenant-landlord issues, alcohol and drug abuse, and misconduct.

Eyes and Ears Programs: As part of the City's acknowledgment that police alone cannot do the job of crime control, this program builds on the City's ability to provide additional "eyes and ears" to police efforts and to encourage non-City agencies to do the same. This could be done by mandating all City employees who operate two-way radio-equipped vehicles and/or who have two-way radios to receive police training in how to observe their surroundings and how to notify police immediately of suspicious activities observed in the course of carrying out their primary functions. This program would also encourage the postal service, the power and gas companies, and others to be involved in this effort.

The key to a successful eyes and ears program will be implementation. The implementation process must include participants buying into the idea by clearly identifying the benefits -to all parties- that will result from their participation.

Comprehensive Youth Outreach Programs: With youths a major element of disorderly and criminal behavior and often associated with blight and disadvantage, a major effort needs to focus on enriching the lives of youth in the University Neighborhoods. A

comprehensive approach that views the neighborhood and the individual child as a whole should be developed and implemented rather than focusing on a single activity.

The program should rely on a variety of components such as athletic activities, involvement in the arts, educational programs, mentoring, and neighborhood cleanup projects. Initial exploration of the comprehensive concept was met with approval by representatives of the Wexner Center for the Arts and with the City's Recreation and Parks Department. Officials of the Recreation and Parks Department agree there is a need for a more aggressive outreach program targeting the large number of youth who live too far away from a recreation center to have maximum involvement in the center's programs. The Recreation and Parks Department is an appropriate candidate to operate the comprehensive outreach program, and would manage the involvement of other City and university organizations, including the Wexner Center.

A collaborative group called The Community for a New Direction can be used as a model for communities such as Weinland Park to identify the exact nature of the outreach programs. The plan of action developed by this organization has a division of labor which includes the neighborhood schools, citizens and the Recreation and Parks Department playing roles in delivering services to their youth.

Crime Prevention Through Environmental Design (CPTED): The principles of Crime Prevention Through Environmental Design (CPTED) need to be considered in any physical improvement. The program acknowledges that the built environment may influence criminal behavior and the subsequent perception of security and safety by users. The review process focuses on 1) the physical environment - design and use; 2) behavior in the environment - desirable, undesirable and territorial; and 3) the assignment and use of space.

The purpose is to "design in" and take advantage of the principles of natural surveillance, natural access control, and territorial behavior of the normal site users. Clearly designed "defensible" space will enhance the users' sense of ownership denying criminal anonymity and unhindered access to assets.

Neighborhood Housing Loans: It is a widely accepted belief within police circles and with the general public that the quality of policing provided by an officer is better if done where the officers and their families live. This belief is why efforts continue for police officers to live in the community where they work. One disincentive is that frequently the officers receive a better real estate package for their money outside the City with the added attraction of suburban life as (among others) being safer than the inner City.

There are areas in the City, such as the University District, that can benefit from a greater police presence, infusion, visibility, and a kind of commitment to a community that comes from living and perhaps raising a family there. This notion of having stakeholders in the community should be applied not only to police officers but also to other City employees as well as university faculty and staff.

Expand Drug Treatment and After-Care: Given the direct relationship between drug addiction and crime, efforts need to focus on after-care for drug addicts in the community. While initially perceived as a high-end investment, this strategy is essential if an impact is to be achieved on the reduction of drug use by habitual users as well as rehabilitating them to return to responsible functioning in the community.

Community Crime Patrol (CCP) Expansion: CCP is a proven success story in the University Neighborhoods. It is highly respected by police and the community alike, it enjoys high levels of participation and cooperation, and has demonstrated both efficient and effective delivery of an essential community service. Requests for expansion of CCP have understandably come from both police and community circles, and for the long term such expansion would certainly be advantageous for the University Neighborhoods. However, CCP itself is concerned with too rapid and too wide an expansion which might detract from its ability to deliver quality service, this at a time when it attempts to solidify its services.

Utilize Community Anchors: The University Neighborhoods Revitalization offers a unique opportunity for development and re-development on one hand along with support and community involvement from various "community anchors" located in and operating side-by-side with the needy and problem-ridden neighborhoods.

The idea of utilizing community anchors has three relevant elements:

- The utilization of existing resources;
- Making those resources available to populations who traditionally did not have access to them; and
- Utilizing the anchors for outreach projects so that a partnership can be developed to replace alienation, distance, and the lack of community with their new sense of community and growth.

Anchors as large as The Ohio State University and as small as the Godman Guild could work together to enhance greater community involvement and participation. With the increasing interest that The Ohio State University is demonstrating toward its immediate physical and social surroundings, it needs to play a larger role in tackling major urban problems. This offers a unique opportunity for Ohio State to become a prototype of providing solutions to compelling urban problems.

11.0 COMMUNITY SCHOOLS

A. Objectives

Public education is a cornerstone in building an exemplary community committed to educational excellence. University faculty teaching and inquiry are critical resources for strengthening public school excellence in the University District. Schools that serve the children and families in the University District can become the best schools in the City through their proximity and programmatic linkage to the resources of The Ohio State University. They can serve as models for other schools throughout the area and nation. Schools play an expanded role in providing a forum of excellence for life-long learning and support for families as well as education for children. The schools serving the University District are strengthened by linkages with each other, community agencies and the university both programmatically and electronically. Again, the partnership between the community, its schools, and the university will establish a benchmark for creating an environment of educational excellence in urban areas.

The following objectives address the public schools in the University District:

Objective 1: Improve the quality of K-12 education in the University District to increase desirability for families to live in the area.

Objective 2: Increase professional development opportunities in University District schools for professionals, university faculty, and students.

Objective 3: Increase use of technology in university area schools.

Objective 4: Strengthen community learning opportunities for families in the University District.

B. Policies and Recommendations

Policy 11.1: The number of "teaching schools" in the University District should be increased so that preparation of school professionals can occur in a teaching school context in which teachers, administrators, and other school-based professionals, faculty, and students explore and learn together. School professionals can be engaged directly in the university's programs to prepare their counterparts for the future.

Recommendation 11.1.1: Establish additional professional development schools, including faculty and student placements in University District schools.

Recommendation 11.1.2: Develop and provide additional seminars for teachers and other school professionals to improve skills in curriculum development and instructional strategies in urban schools.



Public education is a cornerstone in building an exemplary community of educational excellence.

Policy 11.2:

- *University area schools should be technologically linked to each other and to the on-line resources of The Ohio State University and the Ohio Department of Education.*
- *Teachers in university area schools should be prepared to use computer technology in every phase of curriculum planning and delivery.*
- *Every classroom teacher in university area schools should have access to their own computers to enable regular use of computer technology.*
- *Each classroom in university area schools should be wired and have a sufficient number of terminals to allow students full access to computerized resources for learning and inquiry.*
- *All University District residents should have access through technology centers in public schools to training, hardware, and software to enable them to use computerized information sources for learning, inquiry, communication, and self-improvement.*

Recommendation 11.2.1: Develop a Partnership for Technology in Education to link the 12 university area schools, Columbus Public Schools at its North Education Center, and The Ohio State University through its College of Education.

Policy 11.3: Increased learning opportunities should be available for all area residents.

Recommendation 11.3.1: Establish a Center for Community Learning in at least one university area school.

Policy 11.4: Support for families should be enhanced throughout the University District.

Recommendation 11.4.1: Establish a Family Focus Center in at least one university area school.

The public schools in the district are struggling. Their upgrade is at the foundation of sustainable neighborhood revitalization. They could benefit immensely from a renewed and strengthened partnership with the university.

ULI Advisory Panel, 1995

C. Setting and Current Issues

Strong public schools are essential to achieving the housing stabilization and home ownership goals of the Plan. Likewise, best practices in professional education preparation programs include strong teaching schools as the context in which to prepare future education professionals. Teaching schools also bring additional resources to the communities in which they are located and provide outstanding educational opportunities for public school pupils. Combining the strengths of school staff with those of university faculty and students from a number of disciplines to forge a strong alliance for preparing professionals may be the most effective means of assisting the schools in reaching their full potential.

The schools in the university area must prepare students to participate fully in the opportunities of the next decades. Many opportunities will depend on access to and knowledge of computerized information, learning, and communication. The Ohio State University is a major center for generating, storing, and disseminating electronic information related to education and a host of other disciplines. Linking area schools electronically to the university, building technology into the curriculum of the schools, and preparing teachers to use technology throughout their teaching will develop a strong and essential base for students to explore the world.

The revitalization concept calls for creating a model teaching and learning community characterized by educational excellence. Learning opportunities must be available for all residents to achieve their maximum educational and personal potential. Strengthening and supporting families is also an essential dimension of building a strong community. Both these policies build upon the Columbus Public Schools' 5-year Strategic Plan.

Schools Which Serve University District Children and Families

School	Address	Mission
Fifth Avenue Elementary	1330 Forsythe	Traditional/Community
Hubbard Elementary	104 West Hubbard	Traditional/Community
Indianola Elementary	104 East 16th Avenue	Alternative-Informal/Literature Based
Medary Elementary	2500 Medary	Traditional/Community
Second Avenue Elementary	68 East 2nd Avenue	Traditional/Community
Weinland Park Elementary	211 East 7th Avenue	Traditional/Community
Everett Middle	100 West 4th Avenue	Traditional/Community
Indianola Middle	420 East 19th Avenue	Traditional/Community
Fort Hayes High School	546 Jack Gibbs Boulevard	Alternative-Arts/Academic/Career Ed
Linden McKinley H.S.	1320 Duxberry Avenue	Traditional/Community
North Adult Education Center	100 Arcadia Avenue	Education for those 16 and older/Community Outreach
Whetstone High School	4405 Scenic Drive	Traditional/Community

D. Programs and Concepts

Professional Development School Sites And Placements: Additional Professional Development School Sites and Placements in University District schools will expand opportunities for public school teachers; and other school professionals from a variety of disciplines and colleges; and pre-service students and faculty from the Colleges of Education, Social Work, Human Ecology, Social and Behavioral Sciences, the Health Sciences, and other colleges with interest and expertise to address the needs of urban school children and youth. This program will provide opportunities for pre-service students to learn to teach, offer counseling and health services, prepare for administrative posts, and provide other school-based services for children and their families in real classrooms and schools under the tutelage of practicing teachers, other professionals, and faculty from their college. It will also enable practicing teachers and other professionals in community schools to improve skills by collaborating with university faculty equipped with the most recent research on teaching and learning, school administration, counseling and health care, integrated service delivery and other urban school issues. Additional professional development school sites will also provide increased access to the schools for faculty interested in the needs of urban school teachers and youth.

Neighborhood residents, families, and children will benefit by having a more comprehensive approach to urban school issues and access to the most current research and technologies in education and other services. Current teachers and other school professionals will benefit by becoming part of the professional preparation team, having direct access to university faculty and current research, and by having a more direct mentoring and teaching relationship with pre-professional students in their field. University students and faculty will benefit from a comprehensive approach to professional development in actual urban sites.

This program will enhance the quality of schools in the University District by increasing contact with a variety of departments, students, and faculty in the university and greater access to the best research and thinking to address urban school issues. Expanded and comprehensive professional development school sites will provide a structure for improving teaching, learning, and other school services in urban settings. This program will also provide an ongoing forum for the discussion of educational policy and practices at both the local and State levels.

Off-Campus Seminars For Teachers: Developed by faculty from the College of Education, Off-Campus Seminars for Teachers will improve teacher skills in curriculum development and instructional strategies in urban schools. The seminars will provide access to continued professional development for the 300 teachers in the 12 schools serving University District residents. They will also provide opportunities for college faculty to work with practicing teachers to improve instructional techniques in urban schools as well as the development of a forum for discussion of educational policy and practices in urban schools.

Teachers will benefit from site-based continuing professional development opportunities that address their needs as urban school professionals. Neighborhood children and families will receive better instruction in the schools. Faculty and graduate students will have enhanced opportunities to develop and demonstrate urban education skills, programs and research.



Professional development sites will provide opportunities for students to gain pre-service experiences while adding to the community's resource base.

schools' role in supporting and nurturing families. Faculty and graduate and professional students will participate more fully in the life of University District.

Centers For Community Learning: Schools serving University District residents will become Centers for Community Learning, open evenings and weekends to make life-long learning opportunities available to all area residents. The university will provide planning and technical assistance to Columbus Public Schools in partnership with residents and interested community agencies as they design Centers for Community Learning. The centers will provide access to learning opportunities for community residents.

University District residents will benefit from extended hours and services at area schools. University faculty will benefit by gaining access to sites in which adult learning will be the focus. This access will be particularly attractive to faculty with concentrations in Adult Education, Workforce Education, Health Education, and Adult Literacy. Faculty will have enhanced opportunities for both teaching and research through these sites.

Adult learning sites will assist residents in becoming economically self-sufficient. Their quality of life will be enhanced through additional community-based learning opportunities. The program will increase faculty and student participation in the life of the University District.

12.0 VEHICULAR CIRCULATION

A. Objectives

Solving many of the University Neighborhoods' problems will benefit from a circulation system that is easily accessed and understood. The quality of life within a residential neighborhood is determined by the relative degree of convenient movement afforded to its residents. Likewise, retailers and other businesses within the High Street Corridor depend on regional and local accessibility and adequate service alleys. Many of the issues discussed in this chapter are also linked to Chapters 13.0 and 14.0 (Transportation Alternatives and Parking).

The following objectives are the basis for the policies and recommendations discussed below:

Objective 1: Enhance regional accessibility and improve District circulation.

Objective 2: Enhance neighborhood access and circulation by regulating traffic flow, cut-through traffic, and travel speeds on local streets to enhance safety and quality of life within the Neighborhoods.

Objective 4: Enhance vehicular access and circulation along the High Street Corridor.

B. Policies and Recommendations

Policy 12.1: Define a roadway system for the University Neighborhoods delineating a clear system of primary streets and neighborhood circulators for people moving either to, through, or within the District.

Recommendation 12.1.1: Maintain the major points of access to the District as Hudson Street, 17th Avenue, 11th Avenue, and 5th Avenue on the east; Dodridge Street, Lane Avenue, and 5th Avenue on the west; High Street and Indianola Avenue (north of Hudson Street) on the north; and High Street, Summit Street, and Fourth Street on the south. Discourage non District related traffic on other streets.

Recommendation 12.1.2: Over the near term retain Summit Street and Fourth Street as one-way minor arterials through the District, but diminish their traffic impacts by removing parking restrictions, creating landscaped neckdowns to narrow the physical width of the pavements (primarily at crosswalks), and maintain a 35 mph speed limit with recalibrated traffic signals and increased enforcement. Reevaluate two way operation in the future if traffic demand changes due to circulation revisions.

Recommendation 12.1.3: Retain High Street as a major north-south arterial but enhance its role as a major transit corridor connecting routes both within the University District and outside the region.

Recommendation 12.5.1: Encourage and support the prompt widening of Lane Avenue west of High Street to provide two through lanes in each direction (plus turn lanes) and ensure that all traffic movements are installed and permitted at the Lane Avenue/High Street intersection.

Recommendation 12.5.2: Widen and improve Wall Alley from Lane Avenue to Northwood Avenue to provide two-way operation.

Recommendation 12.5.3: Widen and improve Pearl Street between East Woodruff Avenue and East 11th Avenue to provide an efficient service corridor.

Recommendation 12.5.4: Retain the existing street closures on the east side of High Street, and upgrade with public amenities as per recommendation 3.1.7.

Recommendation 12.5.6: Explore a direct connection of an improved two way East 11th Avenue to West 10th Avenue. Options should be explored as part of a larger redevelopment planning effort for the High Street area south 12th Avenue, North of East Ninth Avenue, and between Indianola and Michigan Street.

Recommendation 12.5.6: Relocate the existing traffic signal from the Chittenden Avenue/High Street intersection to the West 11th Avenue/High Street intersection. As an alternative, consider, directly connecting Chittenden to West 11th Avenues (eliminating the offset) with signalization provided as appropriate.

Recommendation 12.5.7: Improve traffic operations at the intersection of High Street with West and East Woodruff Avenues through traffic control modifications to provide proper access for the northern terminus of an improved Pearl Street. Any modification must recognize that Ohio State wishes to discourage through-traffic on West Woodruff Avenue and such plans should not be implemented until improvements are made to the Lane Avenue corridor.

Policy 12.6: Coordinate the access and circulation system with major pedestrian routes to provide safe pedestrian crossings.

Recommendation 12.6.1: Explore a new access route to Pearl Street at the existing traffic signal that serves the major Ohio State pedestrian corridor along the "old" West 17th Avenue alignment.

Recommendation 12.6.2: Provide pedestrian crossings of High Street only at signalized intersections.

Policy 12.7: Link the access and circulation system with parking facilities.

Recommendation 12.7.1: Install a traffic signal at 14th Avenue to provide safe pedestrian crossing and to accommodate vehicular access for the Ohio Union and adjacent parking structure(if there is not a detriment to the traffic system).

Policy 12.8: Improve access to Tuttle Park.

Recommendation 12.8.1: Explore conversion of Patterson Avenue, west of High Street, to two-way operation.

Recommendation 12.8.2: Explore expansion of Patterson Avenue into Tuttle Park.

Recommendation 12.8.3: Relocate the traffic signal being removed at the intersection of Neil Avenue and Oakland Avenue to the Patterson/Neil intersection (if the signal warrants are satisfied and there is not a detriment to the traffic system) to provide safe vehicular and pedestrian access for Tuttle Park.

Recommendation 12.8.4: Provide bicycle access along Patterson Avenue to Tuttle Park consistent with Bikeways and Open Space plans.

Policy 12.9 The alleys within the University District provide a valuable resource to support trash collection and off-street parking access. Their functionality should be improved, but their role as a major part of the community circulation system should be diminished.

Recommendation 12.9.1: Develop a strategy for evaluating, prioritizing and implementing upgrading of alleys within the East, North and South Campus Neighborhoods. Intent should be to provide consolidation of parking and increase trash capacity through a comprehensive redevelopment of all exterior space within the alley corridor (building rear to building rear).

Recommendation 12.9.2: Prioritize improvements to other alleys in other neighborhoods, seeking to upgrade paving and lighting only to the extent that it supports functional use of the alleys as a functional asset to the adjoining houses. Upgrades that improve the alleys to the point that cut through traffic is increased (i.e. significantly better paving) should be avoided.

Recommendation 12.9.3: In some areas examine speed bumps and stop signs on the alleys at street intersections to deter current high speed traffic moving through alleys.

C. Setting and Current Issues

The analysis of transportation conditions for the University Neighborhoods area has considered all modes: access and circulation, parking, public transportation, and non-motorized modes. The Ohio State University campus is a very large generator of transportation demand and affects the surrounding area in many ways. The study area includes a substantial residential area plus commercial corridors along High Street and Lane Avenue. All these elements define, impact, and require transportation service.

The major challenge is to balance these needs. This balance requires management of fixed resources, principally the public rights-of-way, plus strategies to promote greater use of transit and non-motorized modes. However, it is recognized that market conditions of certain components of the Plan for the area will require investment in additional parking supply and good-quality access.

The transportation system serving the University Neighborhoods has the following elements:

- Vehicle access and circulation
- Goods delivery, maintenance, and servicing
- Transit (Chapter 13)
- Bicycle and pedestrian (Chapter 13)
- Parking (Chapter 14)

The following statements list major problems and issues related to transportation and parking:

- The transportation system and traveler response is auto-dominated, with a resulting high demand for parking space.
- There is extreme competition for parking space in areas around the campus edge, where land resources are limited.
- Transit is relatively ineffective in terms of Ohio State or regional travel. COTA's ability to improve service is constrained; however, if the agency can obtain more funding, opportunities for better use may increase.
- Maintaining current levels of parking supply may cause problems to escalate such that people may decide to use other modes or park outside the area. That is the problem may evolve to an equilibrium condition. However, two situations must be considered: if parking is not added, development potentials along the commercial corridors may suffer; on the other hand if additional parking spaces are provided, they may encourage additional auto trips and continue to aggravate the existing traffic problems.
- The residential parking permit system appears to achieve the desired protection of the local parking supply; however, its application is not uniform. Current policies allow for changes in the system that can lead to an unstable parking situation.
- Transportation impacts on quality of life within the University District are due in part to Ohio State and commercial land-uses. The reverse is also true in that the needs of the residential areas place constraints on commercial areas, which may cause the commercial areas to be less successful and result in marginal uses that, in turn, negatively impacts the District (a never-ending cycle).
- The deteriorating condition and social structure in the southeast sector of the study area invites criminals and illegal/improper behavior. The role of Chittenden and 11th Avenues as arterials is having negative impacts by upsetting the normal functions of this neighborhood. In addition, discontinuities exist at High Street diminishing accessibility to the southern portion of the university and medical center complex.
- The impact of High Street and the Summit Street/Fourth Street one-way pair is to define subregional travel corridors through the area. This creates conflicts between the need for accessibility in the study area and efficient through movement.

- Many of the streets have a narrow right-of-way and narrow pavement (less than 30 feet), which creates conflicts between parked cars and moving traffic. Ultimately, the slow speed induced by a great deal of curb parking may be the solution to through-traffic penetration of the District.
- One-way traffic operations can be confusing, especially to visitors, and around-the-block circulation can be limited. However, the one-way operations on local residential streets permits more on-street parking and the inconvenience of one-way operation deters through-traffic and can be viewed as a strategy to protect the Neighborhoods.
- The access control/management concept along the High Street Corridor must be improved. Traffic signal placement, the location of local intersections, pedestrian crossings, bikeway crossings, and access to commercial parking need to be examined to achieve the optimal relationship with land-use/development concepts. The High Street commercial district has both a local and subregional trade area; therefore, parking and access need to be more direct from regional access routes. Proper service vehicle access must also be provided for existing and new businesses.
- With the advent of the new Ohio State arena, the relocation of certain events to St. John Arena, the construction of the new College of Business, and other developments along the Lane Avenue corridor (particularly near Tuttle Park Place), parking supply and control measures will need to be addressed to yield an effective parking system.

From a functional perspective, the existing street system has four parts:

- **Regional Accessibility.** Primary regional access is available via I-71 and SR 315. Other access is provided by US Route 23 (from the north via Indianola Avenue), High Street, and 5th Avenue. The key linkages are provided at interchanges along the two freeways, including I-71 at Hudson Street, 17th Avenue, and 11th Avenue, and SR 315 at Ackerman Road/Dodridge Street, Lane Avenue, and 5th Avenue.
- **Arterial Streets.** Within the area, there are several north-south arterial streets including High Street, Summit Street, Neil Avenue south of the campus, and Fourth Street. In the east-west direction there are Dodridge Street, Hudson Street, Lane Avenue, Chittenden Avenue (east of High Street), 11th Avenue (east of High Street), and 5th Avenue.
- **Major Collector Streets.** Within the area, there are a few major collector streets which supplement the arterial street system and provide access to subsections of the area. These include Neil Avenue north of the campus, Indianola Avenue (south of Hudson Street), 17th Avenue (east of Summit Street), 15th Avenue (west of Fourth Street), Woodruff Avenue/Woody Hayes Drive, and 10th and 11th Avenues (west of High Street).
- **Local Streets.** The remaining portion of the access and circulation system is the local streets, which are organized in a grid configuration that is relatively uniform in most of the area. Some discontinuities exist in four locations: (1) in the north-central zone of the study area, the orientation of the street system changes, forming

University Neighborhoods Revitalization Plan Concept Document

- Change Neil Avenue, between Fifth Avenue and King Avenue, from a Type 4-2 Arterial to a Collector and extend this designation on Neil Avenue to West 10th Avenue.
- Change King Avenue from a Type 4-2 Arterial to a Collector and extend this designation, via East 7th Avenue, to Summit Street.
- Add East Woodruff Avenue (between High Street and Indianola Avenue), Indianola Avenue (between Woodruff Avenue and 12th Avenue), and East 12th Avenue (between High Street and Indianola Avenue) as Collectors.
- Add East 15th Avenue, from High Street to Fourth Street, as a Collector.

These proposed modifications will have to be reviewed and approved by the city of Columbus Traffic Engineering and Parking Division, Traffic and Transportation Commission, and Development Commission for recommendation of adoption by the City Council.

11th and High: Another item requiring further discussion is the recommendation to create East 11th Avenue as a single major collector and connecting it with West 10th Avenue at High Street. (This system would replace the one-way couplet of Chittenden and East 11th Avenues which marry with West 10th and 11th Avenues via off-set intersections at High Street.) There are many reasons for the recommended single two-way corridor, including: (1) with East 11th Avenue connecting with I-71 and passing under the Conrail Tracks it provides a continuous access route to High Street, Neil Avenue, and the Ohio State medical center complex, (2) it eliminates having to route westbound traffic to Chittenden Avenue, (3) it eliminates the impacts on land uses caused by a one-way pair through traffic, (4) East 11th Avenue becomes a logical break between neighborhoods, and (5) off-set intersections are eliminated.

The alignment and configuration of the West 10th Avenue/East 11th Avenue collector will be defined as part of the planning efforts for new developments in the area. Commensurate with the proposed realignment, it is recommended that two-way operations be installed on West 11th Avenue. As an option, it may also be desirable to connect West 11th Avenue directly with Chittenden Avenue. Clearly, more detailed traffic engineering studies will be required when plans are prepared for new developments in the zone. In addition, these planning efforts will have to address the issue related to the removal of on-street parking (as required for the conversion of the streets to two-way operations).

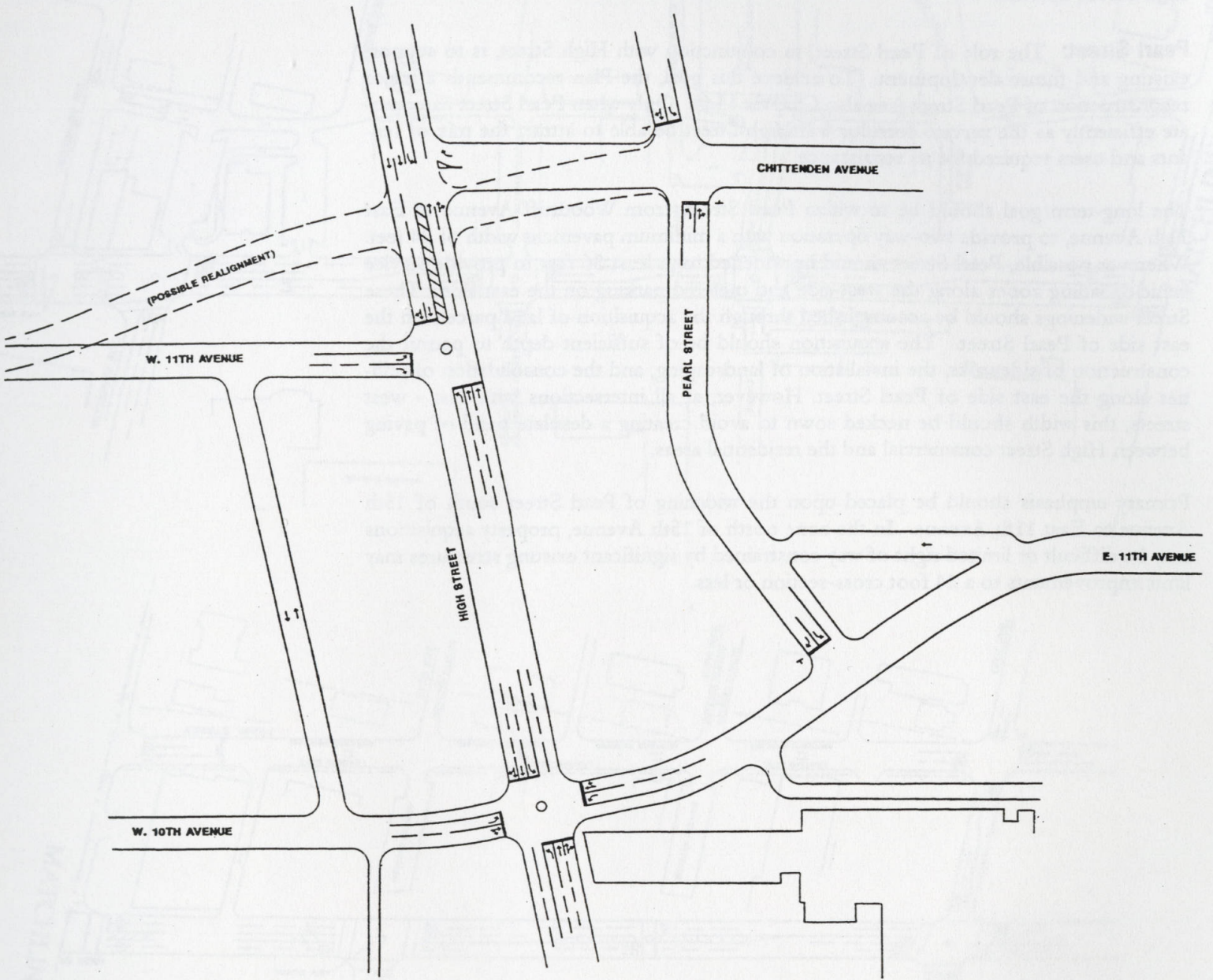


Figure 16: 11th Avenue/Chittenden Avenue/High Street Intersection



High Street Corridor

Pearl Street: The role of Pearl Street, in conjunction with High Street, is to support existing and future development. To achieve this goal, the Plan recommends a major reconstruction of Pearl Street (see also Chapter 15.0). Only when Pearl Street can operate efficiently as the service corridor will High Street be able to attract the mix of tenants and users required for its renaissance.

The long-term goal should be to widen Pearl Street, from Woodruff Avenue to East 11th Avenue, to provide two-way operation with a minimum pavement width of 24 feet. Wherever possible, Pearl Street should be widened to at least 36 feet to provide service vehicle loading zones along the west side and metered parking on the east side. These Street widenings should be accomplished through the acquisition of land parcels on the east side of Pearl Street. The acquisition should be of sufficient depth to permit the construction of sidewalks, the installation of landscaping, and the consolidation of utilities along the east side of Pearl Street. However, at all intersections with east - west streets, this width should be necked down to avoid creating a desolate band of paving between High Street commercial and the residential areas.

Primary emphasis should be placed upon the widening of Pearl Street south of 15th Avenue to East 11th Avenue. In the zone north of 15th Avenue, property acquisitions may be difficult or limited right of way constrained by significant existing structures may limit improvements to a 24 foot cross-section or less.

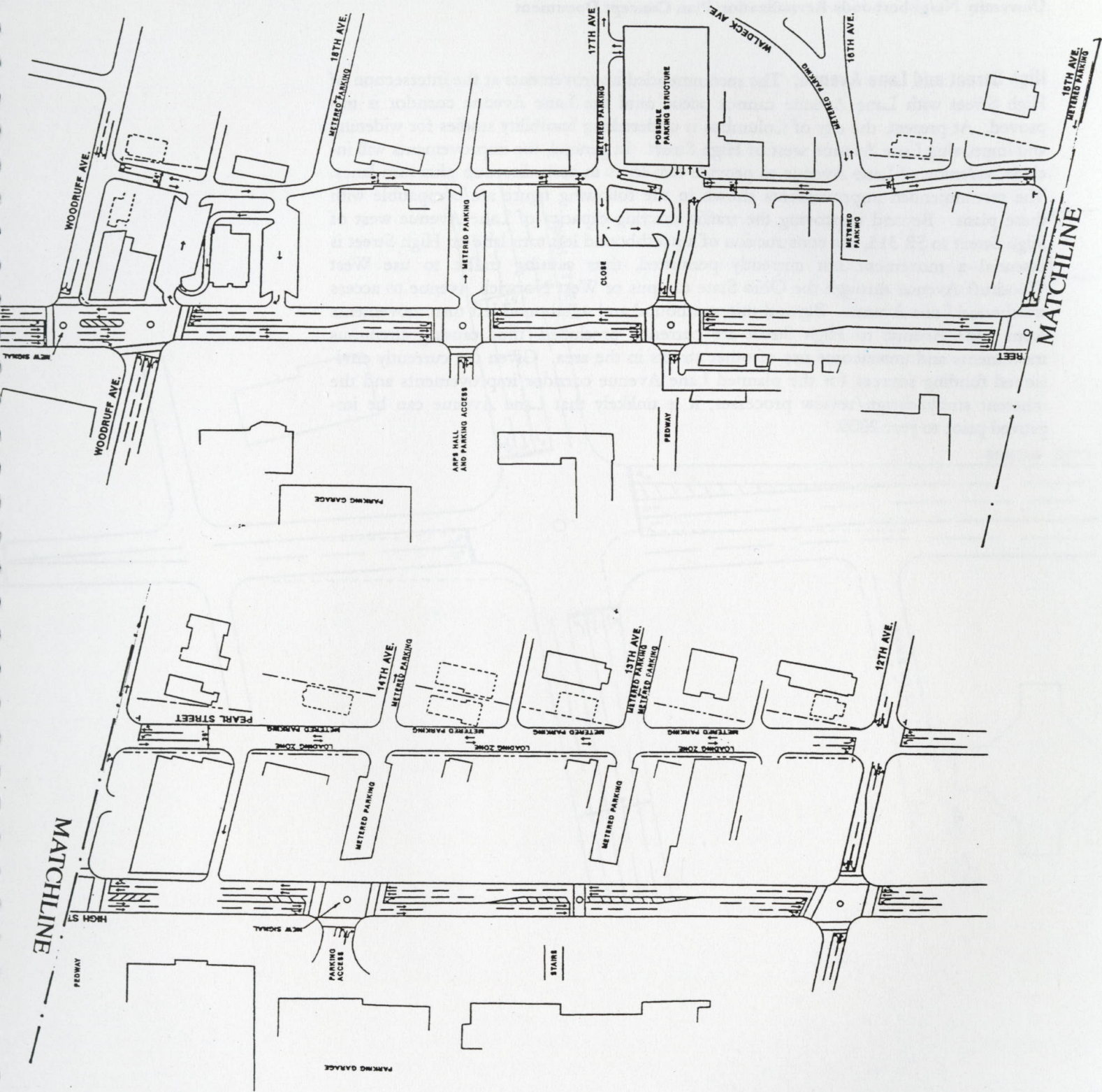


Figure 17: Proposed Pearl Street Improvement



High Street and Lane Avenue: The recommended improvements at the intersection of High Street with Lane Avenue cannot occur until the Lane Avenue corridor is improved. At present, the city of Columbus is undertaking feasibility studies for widening and improving Lane Avenue west of High Street. In general, the improvements will include widening of Lane Avenue to provide two lanes in each direction plus turn lanes. The recommended improvements shown in the following figure are compatible with these plans. Beyond improving the traffic carrying capacity of Lane Avenue west of High Street to SR 315, the construction of a northbound left turn lane on High Street is essential--a movement not currently permitted, thus causing traffic to use West Woodruff Avenue through the Ohio State campus or West Norwich Avenue to access westbound Lane Avenue. Beyond this, eastbound and westbound left turn movements from Lane Avenue to High Street are currently precluded, thus causing circuitous movements and unwelcome use of other streets in the area. Given the currently envisioned funding sources for the planned Lane Avenue corridor improvements and the inherent study/design/review processes, it is unlikely that Lane Avenue can be improved prior to year 2000.

13.0 TRANSPORTATION ALTERNATIVES

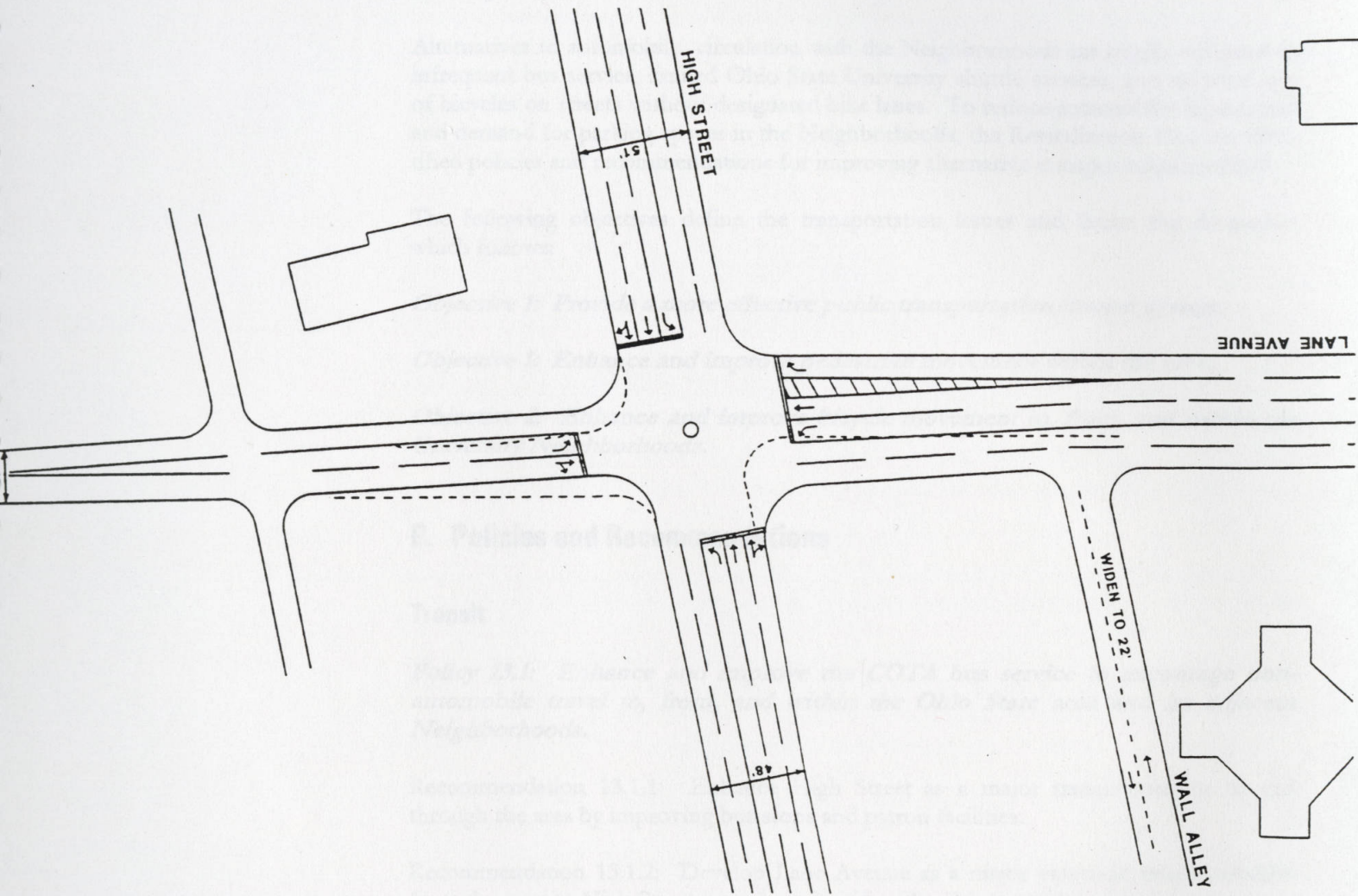


Figure 18: High Street and Lane Avenue Improvements



13.0 TRANSPORTATION ALTERNATIVES

A. Objectives

Alternatives to automobile circulation with the Neighborhoods are largely relegated to infrequent bus service, limited Ohio State University shuttle services, and informal use of bicycles on streets without designated bike lanes. To reduce automobile dependence and demand for parking spaces in the Neighborhoods, the Revitalization Plan has identified policies and recommendations for improving alternative transportation methods.

The following objectives define the transportation issues and frame the discussion which follows:

Objective 1: Provide a more effective public transportation/transit system.

Objective 1: Enhance and improve pedestrian movement within the area.

Objective 2: Enhance and improve bicycle movement to, from, and within the University Neighborhoods.

B. Policies and Recommendations

Transit

Policy 13.1: Enhance and improve the COTA bus service to encourage non-automobile travel to, from, and within the Ohio State area and its adjacent Neighborhoods.

Recommendation 13.1.1: Enhance High Street as a major transit corridor to and through the area by improving bus stops and patron facilities.

Recommendation 13.1.2: Develop Lane Avenue as a major east-west transit corridor from the west to High Street once Lane is widened and improved.

Recommendation 13.1.3: Encourage and support COTA in endeavors to establish Ohio State as one of the major transit centers in the metropolitan area.

Policy 13.2: Enhance and improve Ohio State's shuttle system to encourage non-automobile travel and to facilitate connections between Ohio State activity nodes and the East, north and South Campus Neighborhoods..

Recommendation 13.2.1: Expand Ohio State's shuttle bus system along High Street and into the Neighborhoods at minimal cost to users, and encourage usage by students, staff, faculty, and residents circulating within the Neighborhoods.

Recommendation 13.2.2: Expansion of the Ohio State shuttle service should reinforce land use objectives by focusing service on Mixed Use Areas (see Chapter 5).

Recommendation 13.2.3: Maintain high levels of Ohio State shuttle services to and from the parking lots in the West Campus areas for commuters and off-campus resident students needing storage parking.

Recommendation 13.2.4: Coordinate COTA's bus service on High Street, Lane Avenue, West 10th/East 11th Avenues with the Ohio State transit/shuttle services.

Pedestrian/Bicycle

Policy 13.3: Coordinate major on- and off-campus pedestrian routes and provide safe pedestrian crossings of roadways.

Recommendation 13.3.1: Establish pedestrian crossing points of High Street at signalized intersections (Woodruff Avenue, West 18th Avenue, West 17th Avenue, 15th Avenue, 14th Avenue, 13th Avenue, 12th Avenue, and West 11th Avenue) which relate to the major pedestrian corridors of the Ohio State campus.

Recommendation 13.3.2: Remove other existing mid-block crosswalks and add one at Frambes Avenue to address possible safety concerns.

Policy 13.4: Establish a system of bicycle routes through the area and connect the Ohio State and Neighborhoods bicycle route system with the City-wide bicycle system.

Recommendation 13.4.1: Engage the City's bicycle coordinator to address and develop the bike plan for the area in concert with appropriate representatives of Ohio State.

Recommendation 13.4.2: Additional bicycle parking should be provided both on and off campus. Consider bicycle lockers for long-term and commuter parking.

Recommendation 13.4.3: Enhance pedestrian and bicycle safety via a bicyclist education and enforcement program.

C. Setting and Current Issues

Two forms of public transportation (transit) exists in the study area: bus service provided by the Central Ohio Transit Authority (COTA) and shuttles operated by Ohio State. The principal COTA service is provided along High Street and along the Summit Street/Fourth Street corridor. Other routes cross or circulate in the area via the Dodridge/Hudson Street corridor; West Woodruff Avenue/Woody Hayes Drive; Chittenden Avenue and East 11th Avenue; King Avenue, West 9th Avenue, West 12th Avenue, West 10th Avenue, Neil Avenue, and 5th Avenue. The dominant ridership patterns are along the High Street Corridor (i.e., along the High Street Corridor to and from downtown Columbus). The east-west routes are not used as heavily.

The Ohio State transit system is primarily configured to serve internal travel within the campus. Significant routes are along West Woodruff Avenue/Woody Hayes Drive, 12th Avenue, Neil Avenue, West 9th Avenue (west of Neil Avenue), and Cannon Drive. The Ohio State transit systems serves the West Campus and its parking areas. The bus service operates on headways of less than ten minutes and is reasonably direct; however,

be developed by the City's bicycle coordinator. This person could also address other issues related to the use of bicycles including parking, safety, and enforcement programs.

The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district...

The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district...

The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district...

The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district...

The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district...

The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district...

The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district... The provision of off-campus student residential areas to the eastern business district...

14.0 PARKING

A. Objectives

The resolution of parking issues within the Neighborhoods and the High Street Corridor is addressed in this chapter. During the months when school is in session, there is intense competition for parking in the Neighborhoods. The rejuvenation of the High Street Corridor depends on an adequate parking supply close to the retailers and other businesses. The following three objectives define the discussion in this chapter:

Objective 1: Define and establish a parking program for the residential areas within the District.

Objective 2: Define and establish a parking program for the commercial district along the High Street Corridor.

Objective 3: Define and establish a parking program for the commercial and residential district along the Lane Avenue corridor.

B. Policies and Recommendations

Policy 14.1: Define parking needs by neighborhood and block; provide on- and off-street parking space needs based on the current Overlay Zoning Code.

Recommendation 14.1.1: Prioritize localized parking needs by user groups (including: residents, visitors, business patrons, and employees) and coordinate with land use and development.

Policy 14.2: Encourage students to warehouse their vehicles in long term parking facilities where available, by improving security and offering economic incentives.

Recommendation 14.2.1: Use alleys and rear yards for consolidation into more efficient and better-regulated off-street parking lots; reprioritize use of parking, with off-street expansion for student residential areas.

Recommendation 14.2.2: Acquire problem properties for limited conversion to "pocket parking lots" (using design standards to minimize their visual impact); use "area-service" principle and develop economical parking reservoirs in the middle of blocks with dense housing.

Policy 14.3: Control/eliminate commuter parking in the residential areas.

Recommendation 14.3.1: Introduce an aggressive parking permit system with limitations on auto use, relate housing density to auto ownership and parking needs, and institute the following:

- A tightly managed parking permit system for most streets within the East Campus area coordinated with incentives to use West Campus parking.

University Neighborhoods Revitalization Plan Concept Document

- A 24-hour resident-only parking permit system in a collar-zone surrounding the East Campus area.
- A parking permit program for all other areas of the University Neighborhoods (as requested by each neighborhood) effective 8:00 a.m. to 6:00 p.m. with up to two-hour parking allowed without a permit.

Policy 14.4: Provide parking facilities for businesses in accordance with patron and employee needs; define operations and enforcement to control use by others.

Recommendation 14.4.1: Construct new off-street parking lots along Pearl Street on residual land acquired for the widening and improvement of Pearl Street; these lots should be controlled with short-term parking meters

Recommendation 14.4.2: Work with Ohio State to improve the marketing and use of existing and future Ohio State parking facilities to support the Lane Avenue commercial corridor.

Recommendation 14.4.3: Assist businesses in the development of a parking control and enforcement program to protect patron and employee parking areas from unauthorized use.

Recommendation 14.4.4: Assure the parking requirements are maintained during the review process to require the following parking space for new developments: 3.0 spaces per 1,000 square feet of retail space, and 2.5 spaces per 1,000 square feet of office space.

Policy 14.5: Devote on-street parking to short-term use in the zones serving the High Street commercial area.

Recommendation 14.5.1: Install short-term parking meters on High Street north of Norwich Avenue to Blake Avenue; restrict usage on the west side during the a.m. peak commuter hours and on the east side during the p.m. peak hour.

Recommendation 14.5.2: Provide short-term parking meters on the north side of 15th Avenue, generally between Pearl Street and Indianola Avenue, with operations 8:00 a.m. to 6:00 p.m.

Recommendation 14.5.3: Provide short-term meters in the parking areas west of Pearl Street and on streets east of Pearl Street (from Chittenden Avenue to Woodruff Avenue) for a minimum distance of approximately 200 feet with hours of operation from 8:00 a.m. to 8:00 p.m. where a surplus of on street parking exists, explore extension of meters further to the east up to 400 feet. Consideration should be given to the removal of the meters east of Pearl Street when off-street parking facilities are developed in the area.

Recommendation 14.5.4: Allow curb parking along the east side of High Street (where parking does not interfere with bus stop and traffic operation), between East 11th Avenue and Lane Avenue, from 7:00 p.m. to 2:00 a.m.

Policy 14.6: Expand the off-street parking supply through a combination of new parking structures and improved marketing of Ohio State parking garages.

Recommendation 14.6.1: Develop a Parking Benefits District that captures meter revenue, fines and permit fees generated within the District. Dedicate these monies to improving the supply, quality and affordability of parking within the District.

Recommendation 14.6.2: Work with Ohio State to improve the marketing and use of existing Ohio State parking facilities to support the High Street commercial corridor. This could be accomplished by permitting High Street businesses to purchase parking spaces as available for their employees, and by developing more user friendly signage for the garages, and by instituting a fee structure for off-peak use by the public. For evening purposes, coordinated use of this inventory would be a major asset. Certain major campus events would require reservation of this supply; however, this could be coordinated with proper communication to High Street patrons.

Recommendation 14.6.3: Construct a parking structure near 17th Avenue along Pearl Street with direct access to High Street to provide parking for High Street employees and patrons.

Recommendation 14.6.4: Construct parking structures as part of the redevelopment nodes near 11th Avenue, 15th Avenue, and Lane Avenue. Assure their design is not intrusive to the neighborhoods, and special attention is given to massing, lighting, ground floor uses, and materials.

C. Setting and Current Issues

Parking may be the dominant transportation-related issue the University Neighborhoods faces. The parking impact of the Ohio State population in the Neighborhoods, the parking needs of residents (especially considering increased auto ownership in the area), and the parking needs of the High Street and Lane Avenue commercial corridors combine to escalate the issue of parking.

Ohio State provides parking for faculty, staff, students, and visitors. Two major parking garages are located along High Street (one north of Arps Hall near 18th Avenue and one north of the Ohio Union at 14th Avenue). These two garages are fee-parking facilities available for public use and have the potential to support High Street land uses.

Other campus parking facilities are located within the campus (with controlled access roads), on the northern and southern edges of the campus, and west of the Olentangy River. The West Campus parking spaces are currently underutilized. These spaces are available for student parking, either for commuting students or for local area resident students who need storage (or warehouse) parking. Ohio State has attempted to attract student parkers to these facilities as a means to remove student vehicles from neighborhood parking and prevent the inevitable conflict (competition) for parking space on residential streets.

In the area surrounding the Ohio State campus (i.e., a zone generally bound by Patterson Avenue on the north, Fourth Street on the east, and West 5th and East 8th Avenues on the south) there are approximately 16,300 parking spaces--excluding Ohio State parking facilities. Of these, 4,900 spaces are located on-street and 11,400 spaces are located in off-street facilities. Parking conditions within this study area are highly variable as verified by

University Neighborhoods Revitalization Plan Concept Document

surveys conducted in March, April, and May of 1995. Data was collected for weekday, weekend day, daytime, and evening conditions.

Key findings from these parking surveys are as follows:

- On a day when Ohio State classes were in session, early morning parking occupancy was 10,900 spaces, with 79 percent of on-street spaces and 62 percent of off-street spaces occupied. This demand level reflects the presence of residents (permanent, transient, and student).
- By mid-morning, occupancy dropped to 9,700 spaces. On-street space use stayed at the same level, but off-street space use fell to 52 percent. This condition reflected the departure of residents (likely commuting to jobs elsewhere). The lack of increased use in on-street parking indicates the impact of the residential parking permit program. This program inhibits the inflow of commuter vehicles to neighborhood streets; however, some of this still occurs because all streets do not have permit regulation.
- The amount of vacant parking space might indicate that there are no major parking problems. However, half of the sub-areas exhibit very high (over 90 percent) occupancy levels for on-street spaces. These zones are located north and east of the Ohio State campus and, practically speaking, no on-street space is available in these areas.
- Overall, the off-street system exhibits a high degree of vacancy. One of the factors influencing this situation is that most off-street parking is private. Its use is restricted to tenants, owners, renters, or customers. Such parking is not available (legally) for public use, including use by commuters. The vast majority of off-street parking (88 percent or 10,000 spaces) is residential-related. These spaces include many informal (unmarked) parking lots located in the blocks close to the campus. Some of this capacity is not practical nor convenient to use and, therefore, may represent an overestimate of the off-street resources.
- Data collected during the week of Ohio State's spring vacation indicated that the overall parking demand decreased by 4,200 spaces. This decrease represents the vehicles of students and some staff who were absent during the vacation week. Thus, it is estimated that the base parking demand (no normal Ohio State impact) is 5,500 spaces during the midday. During the overnight hours, the demand is 6,500 spaces, reflecting permanent residential demand.
- Along the High Street Corridor between 5th Avenue and Blake Avenue the total parking supply (on- and off-street) is 1,530 spaces (between the alleys paralleling High Street on the east and west sides; exclusive of parking at Ohio State). Occupancy in early and late evening, when this supply is most heavily used, amounts to over 90 percent in two sections: north of Lane Avenue and from 11th to 15th Avenues. Other sections exhibit high occupancy only in the early evening.
- The existing High Street commercial parking supply is not only limited in the number of spaces that are available; there is also limited access to and from High Street. The existing series of alternating one-way east-west streets, the cul-de-sacs on several intermediate streets east of High Street, the lack of continuous alley

access from Pearl Street, and the one-way sections of Pearl Street all lend to the limited accessibility of many of the existing commercial parking facilities. Many parking areas require the driver to circulate through the adjacent residential neighborhood to access the commercial parking. This includes the on-street parking located at the cul-de-sacs. Few of the off-street facilities in the High Street Corridor have direct access to High Street. Most only have access from the alley or from the terminated east-west streets. This makes access to the commercial parking areas difficult for those unfamiliar with the area.

- Surveys of business establishments along High Street revealed that many suffer from lack of convenient, nearby parking and from poor service-vehicle access. Many indicated a loss of trade (such as lunch-hour patronage or regional customers) as a direct result of the lack of parking. Another concern was the lack of affordable parking for employees, many of whom earn near minimum wage.
- Business establishments along Lane Avenue, near Tuttle Park Place, also identified lack and control of parking as an issue. Some desire a working relationship with Ohio State for use of campus parking spaces when not needed by Ohio State. Others fear that new developments in the area, together with parking demands generated by Ohio State events, will cause excessive parking demands in the area forcing existing businesses to place complex control systems on their private lots to ensure parking spaces for their customers and visitors.
- A special aspect of the overall parking system is the current residential parking permit program. This program applies to various streets around the edge of campus with 11 established permit zones. Permits are in effect during the daytime hours from 6:00 a.m. to 6:00 p.m., 8:00 a.m. to 4:00 p.m., or 8:00 a.m. to 5:00 p.m. Residents within these zones can secure permits upon request with a fee of \$25.00.

D. Programs and Concepts

The goal in developing the parking element of the Revitalization Plan was to balance the need for adequate parking to support both commercial and residential uses with the need for adequate and efficient vehicular circulation. The parking program needs to consider both existing land uses and future development in the area and to recognize the inherent relationship of transportation, especially parking, to land-use development.

In choosing alternatives to be recommended for the parking plan, each alternative was evaluated in the context of: (1) how it fit into an overall system for the area, and (2) to what extent the alternative satisfied the specific needs identified for each neighborhood and the overall study area. A recommended program was developed that reflects a basic strategy to best manage the scarce parking resources by addressing two principal elements:

- Protection of residential parking resources through control of parking demand (especially commuter students) and creation of parking resources for off-campus student residents in the University Neighborhoods to enhance parking opportunities and attract students to this area.

- Provision of patron short-term and evening parking resources to support the commercial corridor.

The first element reflects several criteria that each alternative was evaluated against. These included the alternative's ability to increase the number of available parking spaces for residents through increasing the overall parking supply or reallocating existing parking spaces by restricting their use to residents only. This protection, however, must be achieved without reducing the number of available commercial parking spaces. The protection of parking also must not become a hardship to the residents. The resident survey indicated a reluctance to add controls to the parking in their neighborhood. This is due to the cost and inconvenience of acquiring a parking permit for themselves and for guests. Finally, the concept must address the problems on a wide scale and must not provide a solution for one neighborhood at the expense of another.

The second element reflects the need to address the existing parking shortage in the commercial areas and the need for more parking if additional commercial uses are developed along Lane Avenue and High Street. With several changes proposed to the street system in the overall study area to improve access and circulation on the street system, improved access to the parking system must also be developed. Alternatives were evaluated as to how they would increase the amount of commercial parking and the supply of evening parking. They were also evaluated with regard to how they would improve access and circulation to commercial parking facilities. The alternatives that provide the best overall improvement to the parking conditions became part of the final recommendations.

The translation of a parking strategy into a series of actions resulted in the following suggested initiating programs:

Protection of Residential Parking Resources: The first element is the consolidation and reorganization of residential off-street parking in key residential blocks. The alleys and parking areas along the alleys of some key residential blocks should be consolidated to create more efficient central parking areas.

- One situation that would be a candidate for this type of conversion would be blocks where adjacent on-street parking would be removed to provide additional traffic lanes or to convert one-way streets to two-way operation. In this scenario, off-street parking spaces would be developed behind the residences to replace lost on-street spaces. These spaces would likely need to be controlled by parking permits. Candidates for this type of parking conversion could include blocks along East 11th Avenue, West 10th Avenue, and selected blocks along East Woodruff, Indianola, and East 12th Avenues.
- A second situation would be to replace on-street permit parking with open parking and provide the permit spaces off the adjacent alley. The on-street parking would accommodate visitor and short-term parking needs, while the alley spaces would accommodate the long-term resident parking needs.
- A third situation would be blocks with high-density residential development that could make more efficient use of limited space by sharing parking facilities. In those blocks, parking would be allocated to adjacent buildings on a unit basis, with unused parking from one building being used by another building that has more

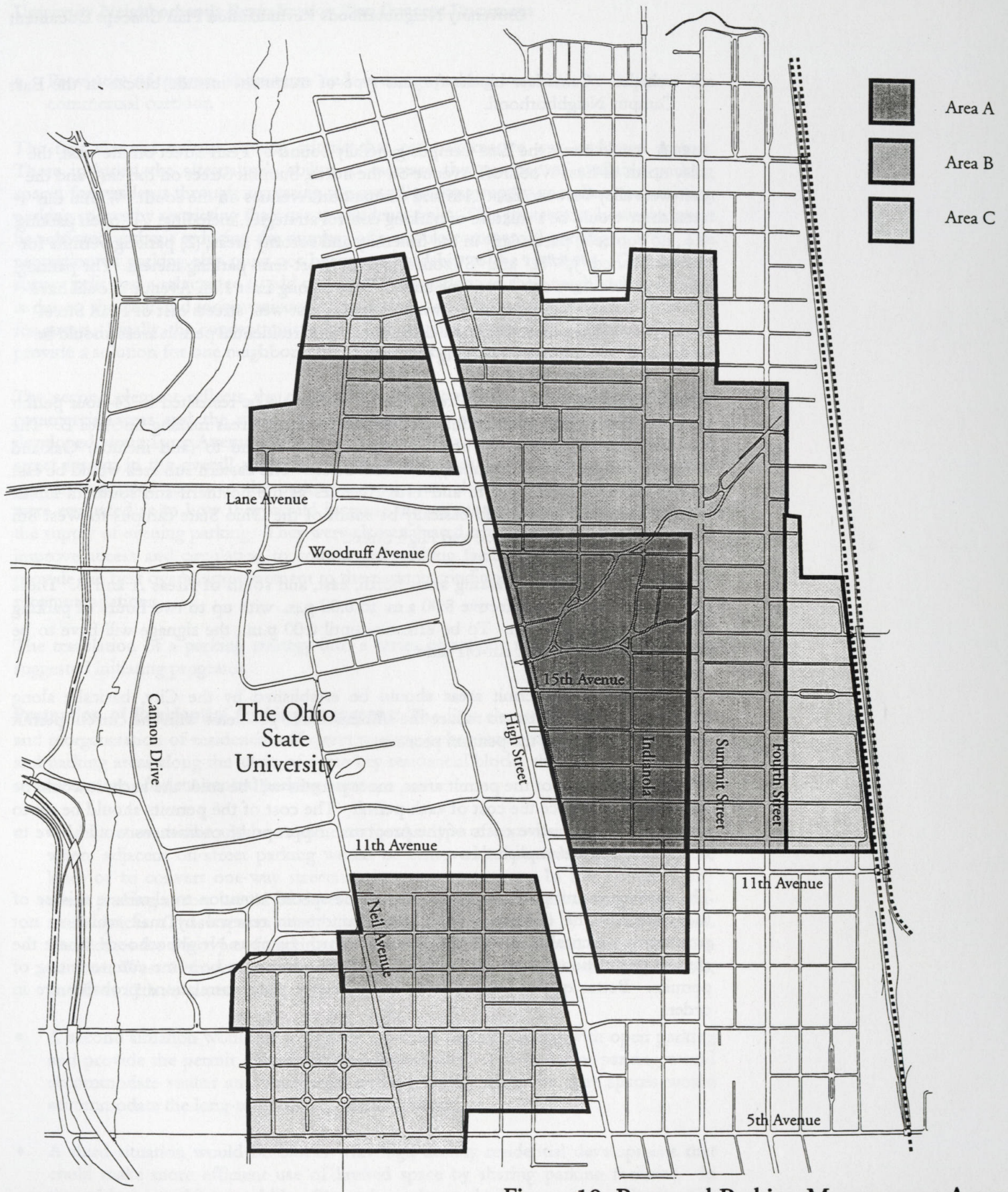


Figure 19: Proposed Parking Management Areas



Parking Benefits District: The plan includes recommendations for off-street parking improvements in addition to improved management of on-street parking (short-term metered and permit parking). To implement such a program, it is desirable to use a “system-based” approach. This could take the form of a special benefit district.

Such a district could be established by the city of Columbus for the University Neighborhoods. The district would be responsible for all off-street and on-street parking. It would be administered by the City. The district would coordinate various sources of financial resources for a parking program such as meter income, permit fees from the area, rental/lease income, and parking fines. The concept is that all funds collected in the area would be spent on improvements to benefit the area-including subsidizing the construction, maintenance, and operation of off-street parking lots and parking structures in the area.

Figure 19: Proposed Parking Management Area

Core Value #5: The University District shall demonstrate new leadership and investment partnerships to reverse the decline in retail and housing.

Chapter 15.0 addresses the desirability of enhancing and maintaining a viable commercial district within the University Neighborhoods. The High Street Corridor and the other smaller local neighborhood commercial streets should provide the majority of the goods and services necessary for a thriving community. The intent of this chapter is to recognize successful existing businesses, and to create strategies that encourage new investment to reverse recent declines in commercial activity.

The section's purpose is to clarify the role of the University District and its relationship to the surrounding neighborhood. The University District is a central business district that is both an anchor for the neighborhood and a catalyst for its growth. The University District is a central business district that is both an anchor for the neighborhood and a catalyst for its growth. The University District is a central business district that is both an anchor for the neighborhood and a catalyst for its growth.

B. Policies and Recommendations

Policy 15.1 Support physical and programmatic revitalization of the High Street corridor. The corridor will be supported by increased investment, improved diversity of retail and commercial uses, and expansion of locally owned and operated businesses.

Recommendation 15.1 Support existing and new locally owned businesses, while attracting new types of unique retail offerings, most compatible with the goals of the neighborhood.

Recommendation 15.2 Work with the University District to allow the city of Columbus to create a public utility district. Establish a system which leverages public and private investment, reducing the cost of water and sewer distribution of new or renewed district.

Recommendation 15.3 Create a public utility district on the High Street Corridor (East 3rd Avenue to East 10th Avenue) and surrounding area to improve safety. District will improve the University District.

Recommendation 15.4 Establish a public utility district around the University District. The district will provide water and sewer service to the University District. The district will provide water and sewer service to the University District.

15.0 COMMERCIAL REVITALIZATION

A. Objectives

Vital, active, and diverse commercial uses are essential to attracting new residents to the University District. Current research has shown that residents will consider returning to urban neighborhoods if they are properly served by retail operations that offer day-to-day goods and services in a convenient, cost-competitive setting. Furthermore, communities are finding that neighborhood shopping streets that combine small, locally owned businesses with nationally recognized stores into active main streets serve as an amenity for new residents.

This section's purpose is to clarify the role of the High Street, Lane Avenue, 5th Avenue, and intermittent neighborhood commercial sites. The following policies and recommendations are put forth primarily to craft High Street into a diverse but cohesive commercial center that is both an amenity for the University District and a viable and healthy community attraction for Columbus at large. Successful realization of these recommendations will bring economic stability to the community, increase job opportunities, enhance the area's sense of pride, and increase the essential services and retail offerings of the community. All of these factors will clearly increase the attractiveness of the University District as a neighborhood of choice for students and permanent residents alike.

B. Policies and Recommendations

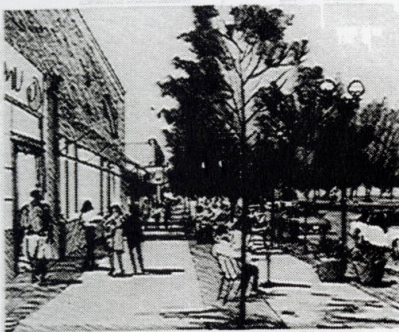
Policy 15.1: Support physical and programmatic improvements that will lead to the revitalization of the High Street commercial district. Successful revitalization will be measured by increased economic activity and local sales dollar capture, improved diversity of retail and entertainment offerings, as well as retention and expansion of locally owned and operated businesses.

Recommendation 15.1.1: Support existing businesses and assist development of new locally owned businesses, while attracting new national caliber retailers to create a vital mix of unique retail offerings, cost competitive retailers, and retailers serving the diverse needs of the community.

Recommendation 15.1.2: Work with the Ohio State legislature to develop legislation to allow the city of Columbus to control distribution of liquor licenses within city boundaries. Establish a system within the city to control and limit distribution of new or renewed licenses, reducing the concentration of liquor licenses in the area and limit distribution of new or renewed licenses.

Recommendation 15.1.3: Create a Special Improvement District for the High Street Corridor (East 9th Avenue to Lane Avenue) to provide daily maintenance, improved safety, District-wide marketing and business support.

Recommendation 15.1.4: Identify and market new and existing retail tenants around three distinct thematic centers (11th and High, 15th and High, Lane and High) to serve as anchors for High Street revitalization while focusing available retail demand.



Vital and diverse retailers, with physical and service improvements will make High Street the center of the community.

University Neighborhoods Revitalization Plan Concept Document

Recommendation 15.1.5: Develop subsidized parking strategies at locations within easy walking distance of the three activity centers to ensure the success of concentrated retail venues. Explore Parking District as funding mechanism (see Chapter 14.0).

Recommendation 15.1.6: Develop Design Guidelines for Retail and Commercial Uses within the University District and High Street in particular. Administration of the Guidelines should be by the existing University Area Review Board.

Recommendation 15.1.7: Establish legislation and/or programs to solve blighting problems such as panhandling, graffiti and handbill pollution.

Recommendation 15.1.8: Encourage development and placement of readily accessible public toilets in the corridor.

Recommendation 15.1.9: Explore NCR designation for High Street between 7th Avenue and Lane Avenue.

Policy 15.2: Improve the physical appearance and character of the High Street Corridor to attract new retail activity, solve critical functional issues, and create an active and exciting neighborhood focus for the University District.

Recommendation 15.2.1: Encourage conservation and adaptive reuse of existing buildings. Where new building construction is required, ensure that design is compatible with the existing scale, texture, and character of the corridor.

Recommendation 15.2.2: New development for High Street should ensure a minimum sidewalk width of 15 feet.

Recommendation 15.2.3: Redevelop Pearl Street as the primary service corridor for High Street businesses, with a minimum width of 24 feet and a maximum width of 36 feet.

Recommendation 15.2.4: Upgrade the physical appearance of the High Street Corridor from 5th Avenue to Norwich Avenue with coordinated signage, lighting, street furnishings, and pavement systems.

Recommendation 15.2.5: Create new public plazas and open space at existing and proposed street closures, along High Street that allow for passive and active retail and community uses.

Policy 15.3: Guide the redevelopment of land uses adjoining West Lane Avenue to ensure it appropriately serves its role as the primary gateway corridor from the west into the University District.

Recommendation 15.3.1: Ensure that the proposed widening for Lane Avenue provides a minimum edge treatment of 8-foot wide tree lawn area and 8-foot wide sidewalks.

Recommendation 15.3.2: Develop incentives and development assistance to attract new residential and commercial development on Lane Avenue between Neil Avenue and Tuttle Park Place. In return for assistance, seek strict design standards that builds an enhanced street wall between Tuttle Park Place and 400 feet east of Neil Avenue.

Recommendation 15.3.3: Strengthen the gateway role of Lane Avenue with significant architectural treatment of structures that frame the intersection of Lane Avenue and Tuttle Park Place. Examine closing the Tuttle Park Place north of Lane as part of the corridor improvements.

Recommendation 15.3.4: The Ohio State University should assist in the corridors' re-development by offering creative parking solutions for new businesses, and building new facilities that create a street wall on the south side of Lane from Tuttle Park Place to Neil Avenue.

Policy 15.4: Support new commercial development along 5th Avenue from Grant Street to Hamlet Street that creates job opportunities and provides new goods and services for local residents.

Recommendation 15.4.1: Seek a location for a new business incubator facility. Explore the warehouse at the corner of 5th Avenue and Fourth Street.

Recommendation 15.4.2: Create new commercial development in the 5th Avenue corridor (east of Hamlet Street) by combining lots with defensible street closures at Sixth Street, Hamlet Street and Fifth Street.

Policy 15.5. Strengthen existing neighborhood retail and service centers throughout the University Neighborhoods.

Recommendation 15.5.1: Create financial incentives to redevelop the existing retail center on Fourth Street at 18th Avenue.

Recommendation 15.5.2: Facilitate the acquisition and exchange of public/private lands to create a new neighborhood center located between Fourth and Summit Streets on the north side of 11th Avenue. Ensure that the proposed city of Columbus Division of Electricity substation is not detrimental to the redevelopment of this key parcel, and consider alternative sites such as the vacant parcel at 11th and the Conrail Tracks.

Recommendation 15.5.3: Support existing programs and funding to assist business owners renovate and improve corner commercial, retail, and restaurants throughout the District.

C. Setting and Current Issues

Commercial uses and retail operations within the University District fall into four major categories:

- High Street - comprised of two distinct zones, 5th Avenue to East 9th (a mixture of neighborhood commercial and community businesses); East 11th Avenue to Norwich (small users catering primarily to the student body).
- Lane Avenue
- 5th Avenue, primarily east of Hamlet Street
- Scattered neighborhood commercial sites, primarily carry-out or convenience type commercial

Currently, High Street, which is viewed as the primary retail opportunity and focus of the community, is in a stage of slow decline. An increasing number of storefronts are vacant, and the synergistic mix of retail uses that would provide vitality and complementary market draw of shoppers is absent. The primary factors leading to the current decline include:

- A decline in the total number of students (the primary customer base for the area) living in the Neighborhoods combined with an equally sharp decline in the number of students living on campus (down 15% from 10,870 in 1989 to 9,240 in 1994).
- Increasingly tough competition from suburban-style shopping with easy parking. This is particularly evident in big box discount stores and improved neighborhood shopping (e.g., Big Bear) in surrounding areas. The availability of parking is a complex issue as convenient mass transit is non-existent and the area does not provide cost-competitive day-to-day goods and services. Consequently, as students are much more mobile than in the past (75% own cars), they will travel further for goods. This automobile dependence exacerbates the retail decline as well as adding to parking and traffic problems in the University District.
- The adverse impacts of well-meaning changes in parking and roads, including cutting off many access points to High Street, eliminating parking on High Street, and restricting non-resident parking in the neighborhood, which makes parking for retail more difficult and reduces the number of commuters walking across High Street (and sometimes shopping in the process).
- General deterioration in the appearance and cleanliness of the High Street strip, concerns for personal safety, panhandling and graffiti and the negative effects of an overconcentration of bars and fast food restaurants.

Market Analysis: Methodology and Findings

In spring of 1995 a market analysis was conducted of the study area's existing businesses and potential for new development. This analysis was comprised of two parts - interviews with existing merchants and a demand analysis to quantify market potential for new businesses and land uses.

Merchant Interviews: The interviews were conducted by Boulevard Strategies, a Columbus-based retail consulting firm. Individual interviews were conducted with the primary business owner or managers for 51 merchants in the study area. Topics covered in each interview included customer mix, employment and recruiting practices, competition and competitive advantages, square footage used in the operation, rent, sales performance, strengths and weaknesses of the University District as a business environment, and suggestions for improvement. The sample of merchants was not randomly generated and was intentionally weighted toward the District's most influential businesses in terms of longevity, size, and community involvement. However, the cross section of interviews did reflect a representative sample of businesses and trades operating within the University District. The complete findings from these interviews are contained in Results of Merchant Interviews in the University District. A summary of the major findings include:

- Finally, the merchants wanted to see action, change, and results--not just more research, analysis, and propaganda.

Demand Analysis: The demand analysis was developed by Robert Charles Lesser and Company, based on expenditure potential estimates for neighborhood and dorm residents. These estimates were developed by Boulevard Strategies using a proprietary model and demographics of the neighborhood, data from the Lantern, and national surveys regarding spending patterns of students living on campus. Faculty and staff expenditure estimates were derived from specific Ohio State University and national survey data. The results of this analysis indicate a demand for additional retail, and particularly retail providing goods for students, other residents of the District, faculty, staff, daily visitors, and employees that work within the area and are currently underserved. The potential was expanded to include attracting additional patrons from outside the area. A summary of this analysis by use includes:

Retail: Loss of retail sales dollars is extremely high in the University District. The following table summarizes the minimal amount of money currently spent in the University District by groups of potential customers:

- \$.27 of every \$1.00 by neighborhood residents
- \$.33 of every \$1.00 by dormitory residents
- \$.04 of every \$1.00 by faculty and staff

This is contrasted against healthy neighborhood commercial areas that typically capture \$.50 to \$.60 of every \$1.00 spent by residents and \$.10 to \$.15 for employees working in a given area. If the factors leading to the current decline of retail along High Street can be effectively addressed, even relatively modest increases in capture rates will generate new demand for substantial increases in retail space.

This will require not only physical and safety improvements, but also the development and inclusion of new retail formats into the District's retail centers. Although there is an oversupply of some types of larger format retailers in the Columbus area at large, there is still a deficit in closer-in urban areas such as the University Neighborhoods. Currently, an increasing portion of individual retail dollars go to stores that dominate their retail categories, which in turn provides cost-competitive goods. Access to more price-competitive goods effectively increases one's disposable income, in turn leaving more money for entertainment, home furnishing, or apparel purchase. To exclude these retailers from the University Neighborhoods will limit the area's potential for economic growth and improved affordability.

While a significant portion of new retail can be accommodated through upgrades to existing buildings (e.g., existing bars rehabilitated or replaced with different forms of entertainment), there exists enough demand to warrant a net increase in new retail users and square footage. Market demand analysis indicates the potential for:

- 70,000 - 90,000 square feet of recycled retail space, and
- 85,000 - 100,000 square feet of new retail over the next five years.

Continued discussions with local and national retail developers have indicated that these estimates may in fact be conservative.

Buildings: High Street, between 5th and Northwood Avenues, is the area's predominant retail provider with over 625,000 square feet of retail businesses. While this is a significant amount of total space, the fact that it is aggregated from over 200+ separate spaces results in very inefficient floor plates and limited opportunities for users seeking larger buildings with contiguous square footage in the 3,000 - 5,000 sf

High Street: While the scale and texture of the buildings along High Street are reminiscent of a typical "main street" feel, there are few buildings that contribute significantly on their own to the overall character of the corridor. The one notable exception is the Newport Music Hall, which is both a major entertainment venue for the District as well as an architectural centerpiece. However, the graceful drama that recalls the bygone era of great theaters has been obscured by insensitive and inappropriate renovation.

Other sites, while not significant as architectural features, are an important part of the corridor for the business and neighborhood history they represent. Long's Bookstore and Larry's Bar are two such neighborhood institutions whose continued presence needs to be addressed as a part of any revitalization/redevelopment effort. Several large residential structures north of 15th Avenue have considerable architectural character, and should be considered for adaptive reuse as restaurants, bed and breakfasts, or simply residential apartments. While their architectural character has been obscured by commercial storefronts added over time, removal of these storefronts will provide both opportunities to widen the sidewalk (creating new open space elements along High Street), and concentrate the retail program into a critical mass consistent with Recommendation 15.1.4.

Finally, three residential complexes that provide rowhouse style apartments facing exterior courtyards are a unique building typology that should be explored for renovation and adaptive reuse. In sum total, this represents approximately 50% of the structures within the High Street Corridor that are worth further evaluation for adaptive reuse. The remaining 50% of the structures in the corridor are questionable for reuse potential when the cost of renovation or their ability to provide appropriately sized retail floor plates is considered.

Streetscape: The physical character of High Street is a limiting factor to the area's success. The narrow width sidewalks (from 12 to 8 feet) create negative impacts on both the vitality and appearance of High Street. When the narrow widths are coupled with street furnishings such as street trees, tree grates, trash cans, kiosks and light fixtures, effective pedestrian circulation is reduced even further to six feet, only wide enough for two people walking side by side. The high traffic levels within the corridor create a pedestrian environment that is overcrowded, unsafe, and overextended in terms of its ability to absorb wear and tear or trash generated by large traffic volumes.

The other negative impact of narrow sidewalks is the proportional relationship between the vertical building face and the horizontal ground plane. As a rule a 1:1 ratio should exist between the first story height and the pedestrian ground plane to create a proper setting for strolling comfort, allow for window shopping, provide proper visibility for retail signage, and establish an appropriate foreground for the building elevation.

The narrow sidewalk widths are further exacerbated by the lack of 'transparency' that many of the storefronts currently afford. Building and storefront transparency is the ability of a passing shopper to view into the store, or a display window. The larger the storefront glass and hence transparency, the more lively the street feel. This increased



The Newport Music Hall is both an architectural and entertainment centerpiece for High Street.



High pedestrian activity and limited physical width limit the High Street sidewalks' contribution to the corridor's retail success.

transparency also has the added psychological effect of making the sidewalk feel wider, because pedestrians can look through glass and into the store as opposed to feeling forced to walk against a solid wall. Currently, many buildings along High Street have chosen to board up or stucco over storefronts due to safety concerns or low budget renovations. This has resulted in considerable new flat surfaces for graffiti and handbill litter, adding to the blighted and uninviting appearance of High Street.

High Street is also hampered by the closure of several east-west streets in the late 1980s. Closed to minimize conflicts between pedestrians and bicyclists and automobiles turning into or exiting on these streets, the resulting "cul de sacs" lack maintenance, provide only limited parking, and effectively have cut off ease of circulation in and out of the neighborhood, further hampering retail vitality.

Finally, High Street, and its role and relationship to the neighborhood is limited by its "one dimensional" character. This is most visible as one turns the corner off of High Street into one of the neighborhood's east-west streets to find either the rear of the building, a vacant parking lot, or a residential structure.

Lane Avenue: Lane Avenue (west of High Street) is characterized by a mixture of residential uses, retail, and hotel facilities, catering predominantly to Ohio State students and visitors. The land uses divide most distinctly around Neil Avenue, with the character of the corridor east of Neil predominantly non-descript residential complexes built close to the street edge. Land use west of Neil is commercial, varies widely in building scale and depth of setback, on both the private sector side and Ohio State University side. As the proposed western gateway to the University District, Lane Avenue in its current condition contributes little to the community and requires aggressive revisions to both the roadway cross section and edge condition.

5th Avenue: 5th Avenue is characterized by vacant or semi-renovated residential, neighborhood commercial, and industrial buildings in a variety of commercial and light industrial uses. Within the corridor there are approximately nine commercial structures providing 45,000 square feet. The general condition of most buildings is fair to poor, and any new construction has been done in a manner of lowest cost and highest security. Consequently, the structures are both a blight on the 5th Avenue corridor and negative appearance on the neighborhood.

Neighborhood Commercial: Neighborhood commercial is scattered intermittently throughout the study area, with the two prime locations being a 40,000 square foot center at 18th Avenue and Fourth Street, and approximately 65,000 square feet of mixed uses located around the intersections of 11th/Chittenden Avenues and Summit/Fourth Streets. Approximately 15 structures are scattered throughout the study area, providing an estimated 18,000 square feet of commercial uses, primarily convenience commercial and neighborhood entertainment such as taverns or restaurants. While these buildings vary widely in condition and character, their predominant appearance is one of strong potential, but currently poorly maintained.

Programs and Concepts

High Street Centers of Activity: The Revitalization Plan proposes three activity centers along High Street as the main street's anchors to spur new activity and development within the entire corridor. These include an Entertainment/Retail center of 11th and

High Street; an "Arts Gateway" to Ohio State at 15th and High Street; and a neighborhood commercial and expanded international village at Lane and High Street. These centers would be located approximately 1/4 mile apart to maximize people's willingness to park at one node and then walk to others. Each node should be differentiated in image, scale, and theme to meet varying market potential - while creating a synergy of uses and character that will provide the corridor with a unique identity, and attract a number of markets. Not surprisingly, likely store categories include tenants that cater to student's needs: progressive apparel and home furnishings, casual restaurants, bookstore cafes, CD stores, second run movie theaters; and a wide range of entertainment oriented uses of a higher caliber and diversity than the existing bars at 11th and High.

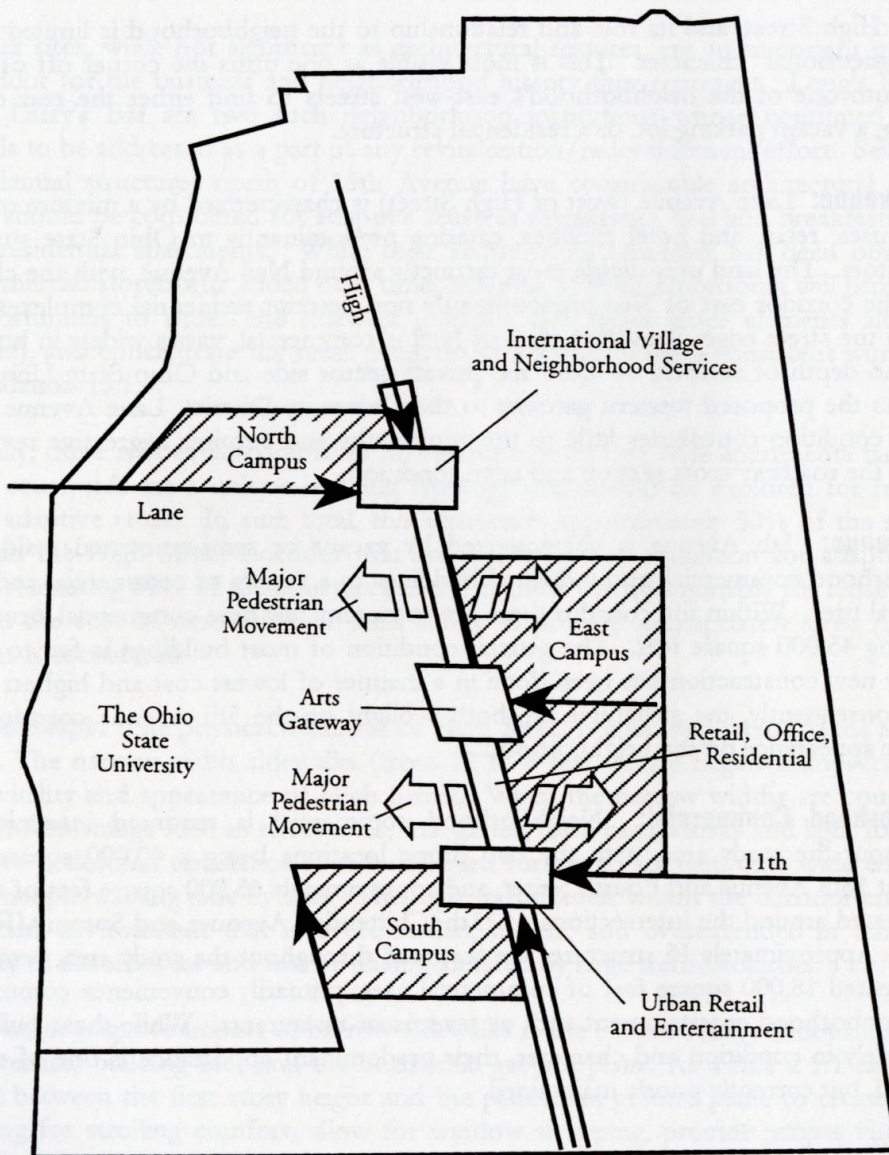


Figure 20: High Street Concept

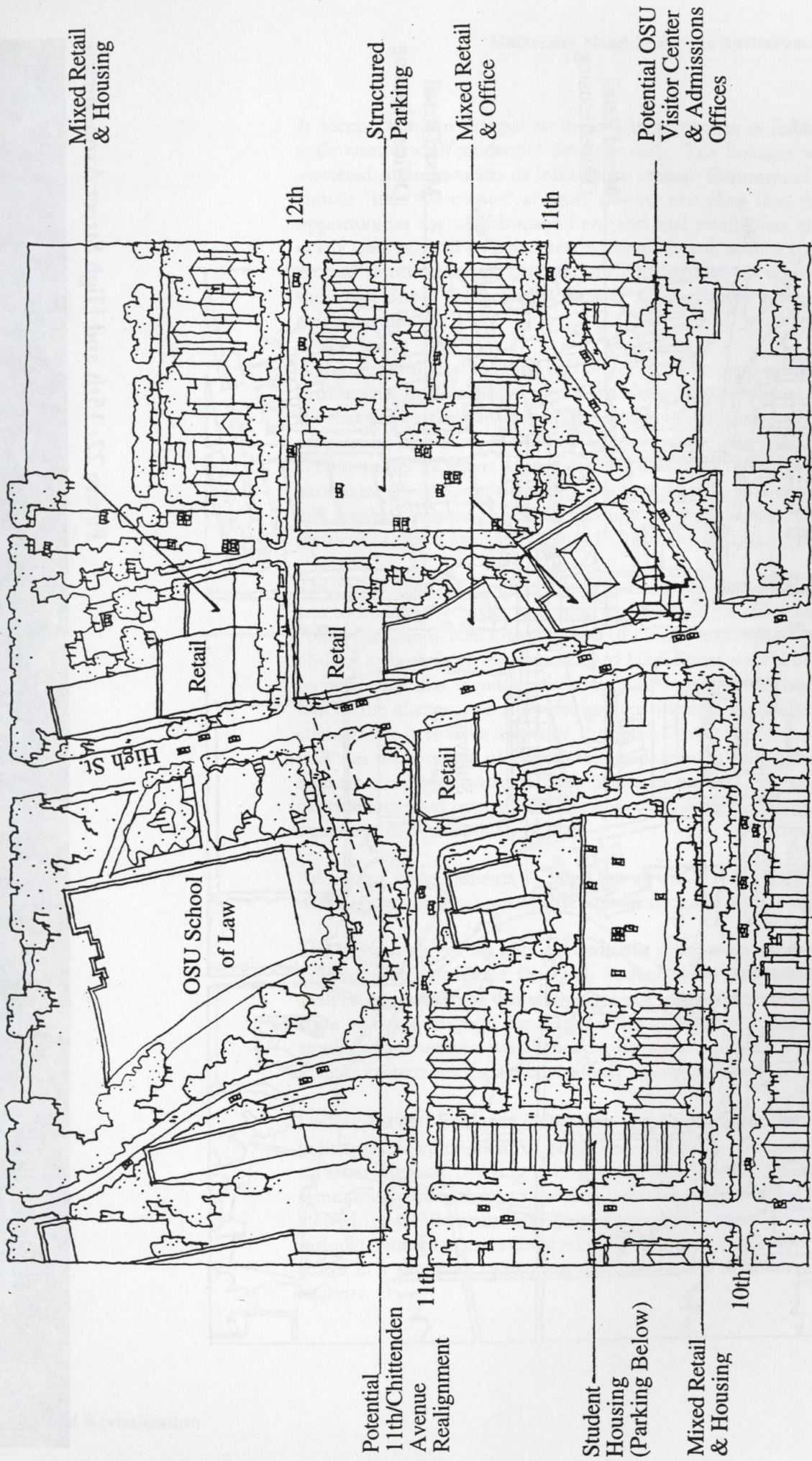


Figure 21: 11th Avenue and High Street Axonometric

A second concept integral to these activity centers is linking the centers with smaller scale commercial/residential development. The linkages would be a combination of scattered site renovation or infill construction. Commercial development in these areas should “turn the corner” at cross streets, extending into the East Campus to provide opportunities for neighborhood services and retail users that cannot afford the more costly lease rates of a High Street address. Retail/service space would be located on the ground floors with high density housing or office on upper levels. This would bridge the High Street “commercial facade” to the lower intensity scale of the residential neighborhoods.

A third critical concept for High Street is the provision for structured parking and improvements to Pearl Street as the District’s primary service corridor. Current estimates are that the corridor suffers from a deficit of approximately 2,000 parking spaces based on existing land uses. To alleviate the shortage, new garages are proposed at the three activity center locations to support new uses and help solve some of the current parking shortages. Pearl Street’s primary function must be as a service alley, and improvements will involve upgrading the alley through land acquisition, utility relocation, and parking restrictions (see Chapters 12.0 and 14.0 for circulation and parking recommendations).

The fourth concept involves revisions to the current development standards as they relate to building setbacks, and retail appendages on older residential units that are now zoned for commercial use. The city of Columbus Ordinance No. 313-03 that requires a 65-foot setback from the centerline of High Street should be repealed, and replaced with an ordinance that requires a minimum 12-foot setback from the curb instead. The intent of the change is to allow for greater sidewalk widths in areas that are now too constrained. It is still the intent of the Revitalization Plan to maintain the current “street wall” on the east side of High Street to define the sidewalk edge where feasible, but encourage removal of cluttered storefronts appended onto residential structures. This will provide increased opportunities for new plazas and sidewalk cafes and allow the historic structures to be adaptively reused.

Additional improvements to High Street will involve the provision of increased cross-walk connections and new traffic signalization (see Chapters 12.0, 13.0).

The Revitalization Plan also recommends other shopping areas that might be developed or revitalized outside of the High Street/Lane Avenue areas. However, the demand analysis conducted for this study does not indicate a great deal of support for small retail areas scattered through the neighborhood. Market opportunities should be monitored regularly to determine whether there are opportunities for new neighborhood retail, and financial incentives should be drafted to support the most viable operations.

Locally Owned Business Retention and Encouragement: Existing merchants are an indispensable component of High Street’s future. Considerable effort should be made to assist them in realizing a long-term place in the community’s revitalization at the same time helping them to develop a more prosperous future. As the merchants interviewed for the Revitalization Plan recognized, a more market-responsive mix of stores, including some larger national and regional stores, will help all merchants, just as all the stores in a shopping center benefit from having desirable department stores and other anchors.

The Revitalization Plan recommends various new development and renovation projects along High Street. The relocation of certain businesses will be inevitable during stages of new construction or rehabilitation, but the city of Columbus' Commercial Revitalization Department, Campus Partners, and the UCBA should develop a relocation and business assistance program that will be a major component of any redevelopment proposal put before the City Council. Additionally, a portion of new and rehabilitated structures should include a percentage set-aside for locally owned and managed businesses.

A model program that should be reviewed is the Rouse Company's approach to Festival Marketplace development. Rouse recognizes the importance of blending national credit tenants to secure financing with locally owned businesses to ensure uniqueness in each of their developments. For this reason they typically provide business and financial assistance with locational support and dedicated amounts of square footage for local entrepreneurs that wish to establish businesses within the new development.

Business Improvement District

High Street Special Improvement District: The critical administrative action in support of a revitalized High Street will be the formation of a High Street Special Improvement District. In recent times, more and more urban businesses are privatizing traditionally publicly provided services. Believing that these services are essential to a commercial precincts' economic vitality, retail operator and landowners are paying for these services as a cost of business. The payments are often seen as common area maintenance charges paid by shopping center tenants. Based on an analysis of 13 assessment financed districts by the Urban Land Institute, they all have several elements in common:

- The initiative comes from business leaders who seek common services beyond those that the City can provide.
- The City determines the boundaries, approves the annual budget and financing strategy, and determines what services may be provided.
- Business leaders shape the annual budget, hire staff, let contracts, and generally oversee operations.

Establishing the High Street Special Improvement District: Recent Ohio enabling legislation has created the mechanism for establishing Special Improvement Districts (SID) within targeted areas. The economic vitality of urban commercial zones is often linked directly to issues such as crime, visual appearance, and parking management. The SID concept typically involves the privatization of services that traditionally would fall on the public sector, paid for by the business owners. The responsibilities of the operator designated to provide services to High Street would include security, trash pick-up, snow removal, street cleaning, street furniture and tree maintenance, handbill and graffiti removal, and parking management. Other non-traditional services include "soft policing" of aggressive panhandlers and the daily arrangement and pick-up of street furniture.

Based upon Ohio law, establishment of a SID requires a petition signed by owners of either: (1) at least 60% of the front footage of property abutting any street or alley in the

Design guidelines and design review processes help create or maintain the unique, unified identity of an area to which they are applied. Currently, design guidelines exist for several areas within the University District. Under the heading of residential, the University Area Appearance Review Board or the City's Historic Resources Commission provides the most comprehensive and effective method for limiting inappropriate design. The Ohio State University has addressed its built environment through the adoption of design guidelines and a new campus master plan in 1996.

However, commercial and specifically retail uses are severely lacking design controls. As a result, past and even recent renovations continue to add to the area's blighted appearance. In the merchant interviews conducted as a part of this study, over 80% indicated they plan some form of renovation or upgrade to their properties or stores in the near future. If properly directed, this level of private sector improvement could have an immediate positive impact on the appearance of High Street. Consequently, commercial design guidelines should be developed to be address three primary audiences:

- **Merchants/Owners** - who may be interested in changing their storefronts, but are not sure how to process the plans or what is acceptable from a design standpoint. The city of Columbus' Neighborhood Design Assistance Center, as a facilitator for the Neighborhood Commercial Revitalization projects, could be a valuable resource for owners and merchants trying to assess their options under these guidelines.
- **Design and Construction Professionals** - who work with merchants or owners to construct a new building or renovate an existing building and need to know the basic principles that should be followed and addressed as part of the final design.
- **University Area Review Board** - which should have review capacity for proposed projects in the District and will interpret the guidelines for each submittal.

The pedestrian feel of many successful retail streets is largely due to the fact that they have evolved over a period of many years. The combination of time and architectural perspectives results in a rich fabric of building colors, materials, and styles. High Street, with its traditional main street character, is similar in its evolution. Within the core area between 11th Avenue and Lane, the scale of the buildings (often two- to three-story), the building materials which are primarily brick and stone, the diversity of architectural styles and forms, and the amount of open space that exists between some buildings (especially the rowhouse clusters), in front of buildings (residential structures converted over the retail), or as an 'apron' to the campus on the west side of High Street all combine to create the unique feel that is High Street in the University Neighborhoods.

The design guidelines need to provide standards that blend new commercial development with rehabilitation of existing structures. This is especially true when one considers that many of the program requirements that national retailers use may be difficult to achieve if the guidelines simply try to replicate the existing building patterns that currently exist. As such, a balance will need to be struck between ensuring that new businesses can construct viable and operationally functional structures and respecting the integrity and historic patterns of High Street. The guidelines should have three objectives:

- *To ensure appropriate rehabilitation of existing structures that contribute significantly to the character and feel of High Street or the District in general.*

- For structures that do not contribute significantly to the character of High Street or are obsolete in terms of marketplace, *new construction or infill should be designed to continue historic building patterns.*
- For newly identified commercial and service sites outside of the High Street Corridor, *new construction or adaptive re-use of existing structures* should respect the current scale and patterns of the adjoining neighborhoods, but the guidelines should not be so restrictive that viable new investment is unattainable.

Requirements: The guidelines should address, as a minimum, the following seven major categories:

1. Site Development Standards
2. Building Height and Massing
3. Building materials
4. Storefronts and Entries
5. Awnings, lighting, and building features
6. Signage
7. Street amenities (furnishings, landscaping, paving, etc.)

Core Value #6: The University District shall accomplish its larger civic goals through the active participation of community individuals and agencies.

"Holistic problems require holistic solutions. Many public and private entities will need to become involved in the solutions. Therefore, an aggressive number of simultaneous action steps are required at any time in the process and particularly in the beginning when inertia must be overcome. One hundred positive simultaneous action steps is not an unrealistic short term objective."

ULI Advisory Panel, 1995

Chapter 16.0 addresses the key stakeholders required to implement the Plan. The success of the community participation effort embodied in this document depends on the active participation of concerned individuals and University District Organizations, university trustees, faculty and staff, Campus Partners, all members of the City departments that will interface with the programs designated herein, and the Mayor and City Council of the city of Columbus.

8. Policies and Recommendations

Policy 16.1: The Ohio State University and its constituent units shall provide comprehensive long-term leadership for the revitalization effort.

Recommendation 16.1.1: The President of The Ohio State University shall appoint a committee to oversee development of agreements regarding campus and neighborhood revitalization for the first five years of the revitalization effort.

Policy 16.2: Campus Partners shall actively participate in the revitalization effort to the extent activities or facilities are substantially affected by projects and programs.

Recommendation 16.2.1: Campus Partners shall actively participate in the revitalization effort of The Ohio State University organization.

Recommendation 16.2.2: The Campus Partners shall actively participate in the revitalization effort by actively supporting the revitalization process, including the design and approval of Campus Partners' programs, as well as other activities that will enhance the revitalization process.

Recommendation 16.2.3: Other leading agencies in Campus Partners operations should be sought such as transportation, public safety, health or staff issues from the city of Columbus through campus and neighborhood efforts.

Recommendation 16.2.4: Campus Partners shall actively participate in the revitalization effort by actively supporting the revitalization process, including the design and approval of Campus Partners' programs, as well as other activities that will enhance the revitalization process.

16.0 STAKEHOLDER ROLES AND RESPONSIBILITIES

A. Objectives

Implementing the Revitalization Plan's recommendations is critical for change, but also to demonstrate that the planning and study effort has produced something different than past efforts. No one entity can accomplish the monumental task of implementing the Revitalization Plan. Instead it must be a partnership of many different organizations, agencies and individuals.

The following objectives address the implementation of the Revitalization Plan:

Objective 1: Provide clear and consistent leadership for the revitalization effort.

Objective 2: Ensure adequate resources of funding and staffing for the long-term duration of the project.

Objective 3: Ensure appropriate use of existing organizations within the community.

B. Policies and Recommendations

Policy 16.1: The Ohio State University and the city of Columbus need to provide consistent and long-term leadership for the revitalization effort.

Recommendation 16.1.1: The President of The Ohio State University and the Mayor of Columbus need to execute a memorandum of agreement committing to roles and financial commitments for the first five years of the revitalization effort.

Policy 16.2: Campus Partners needs to maintain a central role in the revitalization effort as the prime catalyst or facilitator for implementation of key projects and programs.

Recommendation 16.2.1: Campus Partners should remain a separate entity outside of The Ohio State University organizational structure.

Recommendation 16.2.2: The Campus Partners Board of Trustees must become actively engaged in the revitalization process by providing both review and approval of Campus Partner's programs, as well as championing the Revitalization Plan within the community.

Recommendation 16.2.3: Other funding sources for Campus Partners operations should be sought such as foundation grants, and operating funds or staff loans, from the city of Columbus through the initial years of the revitalization efforts.

Recommendation 16.2.4: Campus Partners News needs to be continued and expanded as one of the Neighborhoods' main communications, public relations and marketing tools..



E. Gordon Gee, President of The Ohio State University, has made revitalization of the University Neighborhoods a top priority during his administration.

Policy 16.3: Neighborhood Organizations should be recognized and supported for the contributions they can make to the revitalization effort.

Recommendation 16.3.1: The University District Organization should assume the role as the umbrella organization for all neighborhood groups active within the University District.

Recommendation 16.3.2: The University District Organization should play an active role alongside Campus Partners in promoting homeownership programs, as well as the desirability of living in the Neighborhoods.

Recommendation 16.3.3: The University Community Business Association should play an active role in the development of the Special Improvement District for High Street, as well as assist Campus Partners in the revitalization and redevelopment efforts for High Street.

Recommendation 16.3.4: The University Area Commission should continue its leadership through promotion of the revitalization proposals and advocating for constructive change that will be of long-term benefit to the community.

Recommendation 16.3.5: The aforementioned, as well as other organizations (not specifically identified), should be encouraged and welcomed to the revitalization effort for the specific talents and energies they can bring to the process. Specific proposals for assuring adequate funding for these organizations should be developed as a part of the Implementation Strategy.

Policy 16.4: Discussion of issues and projects must continue among residents, agencies, and the university and to ensure accountability for planning and delivering services to area residents.

Recommendation 16.4.1: Develop a "Dialogue Bridge" as an innovative communication technique to establish, enhance, and sustain partnerships with community residents, the university, the city and Campus Partners.

Policy 16.5: The Revitalization Plan represents the beginning of the planning process, not the end.

Recommendation 16.5.1: More study needs to be conducted in the Neighborhoods to fully enact some of the Revitalization Plan's recommendations. These include:

- Baseline code violation study in the East, North and South Campus as well as the Indianola Terrace neighborhoods
- District level plan for the High Street Corridor that more specifically addresses land use, traffic and parking from 9th Avenue to Lane Avenue.
- District-level plan development for the East Campus Neighborhood that looks at problem properties, parking and open space options
- District level plan for South Campus concurrent with the Ohio State University's planning effort.
- Design Guidelines to High Street

C. Required Commitments

Without enduring commitment by either The Ohio State University or the city of Columbus, the goals of the Revitalization Plan will not be achieved. Both entities must present themselves as a synchronized, committed, implementation authority before any other prospective entities can be expected to fully commit to the revitalization effort. Active cooperation and participation should be formally represented in Memorandum of Agreement to be signed by the Mayor and Ohio State's President. Equally important will be the need for regular vocal championing of the revitalization initiatives and non-stop campaigning for financial and organizational commitments by Federal, State, and private sector contributors. Specific requirements include:

"..both the City and the university have a vested interest in seeing a healthy, viable residential and commercial area maintained around the university. Other cities have found it costly in the long term to remedy both the deterioration of the neighborhoods and the related decline in the image of the university itself."

The City's commitment must begin at the highest level, the Mayor and City Council. They must formally adopt the Revitalization Plan and direct City departments and divisions to support its actions, provide the necessary resources, and initiate the necessary policy and administrative changes required to accomplish its objectives.

Additionally, the City needs to assure that investments made in capital improvements are judicious and prudent but not short sighted. Each project should be evaluated for its ability to attract new long term private investment to the area, while helping to resolve immediate problems.

Ohio State University's commitment must begin with the President and Ohio State Board of Trustees, who must be visible in their commitment to the Revitalization Plan, and assure the entire university works to constructively participate in the implementation process. Specific actions that must be directed include:

- Ensuring that faculty heads are informed of the opportunities presented to them for research, training, learning, and community service in the Revitalization Plan's Educational Excellence program, and subsequently securing their participation.
- Committing funds necessary to initiate the faculty and staff homeownership incentive programs.
- Ensuring that academic and academic support units at all levels work to accomplish the objectives of the Revitalization Plan by working with the specific recommendations. Where it is determined that specific actions cannot be achieved, they should work constructively with Campus Partners to modify the actions to achieve the objectives.

Campus Partners should assume the role as central facilitator for implementation. The organization and its staff should act as the primary point of coordination between the community, Ohio State, the city of Columbus, and private sector participants. Campus Partners should be proactive in its mission to see that the Revitalization Plan's objectives are met, while ensuring that the sum of the Revitalization Plan's many projects and recommendations continue to add up to a solution truly greater than their individual efforts. Campus Partners' most important responsibility will be to coordinate the successful implementation of renovation and redevelopment projects, performing such tasks as coordinating meetings between community groups and prospective developers, attending and supporting projects at public meetings, and assisting in the public approvals processes.

**Community Directions: A Policy Plan
for the University District 1986 and
University Area Improvement
Task Force Report 1994**

The city of Columbus and The Ohio State University need to follow through on policy modifications as well as provide the necessary financial incentives or project investment to attract greater levels of private sector investment.

Community Organizations can play a valuable role in developing and refining the Implementation Strategy, through a series of committees focused on realizing specific projects and recommendations as prioritized in the Strategy document. These committees should combine the talents and knowledge of residents, community leaders, agency staffers and university officials.

Dialogue Bridge: A Dialogue Bridge will be developed to establish, enhance, and sustain partnerships with community residents, the university, Campus Partners, and the University Neighborhoods, including human service providers. The Dialogue Bridge will provide a forum for continued assessment of community strengths, capacities, and gifts as well as a community forum for planning, goal setting, and accountability. The Dialogue Bridge will provide opportunities to support development activities by all parties as they seek external dollars and opportunities to learn about and from each other.

D. Conclusion

Achieving the proposed vision for the University Neighborhoods as a city within a city that is safe, viable and diverse can only be accomplished by concurrently improving High Street, raising levels of home ownership, reducing both the reality and perception of crime, securing the active involvement of the university's staff, faculty, and students, and improving the competitive position of the student core area.

The Revitalization Plan lays out specific recommendations to accomplish these tasks, by creating both physical and programmatic changes in the neighborhoods. Revising both the primary and secondary circulation system creates a new clarity and opportunity for residential areas to redevelop. Improved, expanded or new parks, all connected by a logical circuit of greenways and bike routes will improve both the visual quality of the area, the perception of open space and the ability to use transportation modes beyond the automobile. Finally, the recognition and formalization of neighborhood units that share similar concerns as well as zoning and policy considerations, provide a platform for grass-roots organizations to seize back their neighborhoods and take control of their long term destiny.

These physical improvements are balanced with specific programs such as community policing, comprehensive youth involvement programs and stronger cooperation between The Ohio State University and city of Columbus Police, all directed at improving the perception and reality of safety. Specific incentive programs for homeownership, modeled after successful programs throughout the country, will bring a dramatic level of private investment into the neighborhoods for little to no cost. Public service improvements, some of which are already underway, will require significant political leadership and community involvement to effect change. Finally, an innovative approach to leveraging the resources and talent of Ohio State and to an expanded definition of 'education' will provide the missing link between one-dimensional bricks and mortar improvements and the truly long term redevelopment success that so many other communities have sought.



The potential for the University Neighborhoods is significant and the timing is right. However, decisive, unwavering commitments for change are necessary if the Plan is to succeed.

In summary, the problems facing the University Neighborhoods are not insurmountable. However, the momentum of decline is accelerating toward a rapid downward spiral. Successfully turning this tide will require a multi-layered approach...one that utilizes a diverse group of resources, sponsors, and clear actions all focused toward holistic redevelopment of the University Neighborhoods as a unique, vital urban community.

Campus Collaborative for Educational Excellence - A consortium of student and academic units at Case Western Reserve University, which includes 100 undergraduate students from 100 different colleges and units at the University.

Campus Partners - A non-profit organization established in 1995 to accomplish the University's goal to develop a campus master plan and a long-term strategic plan and implementation strategy and to actively promote projects and programs that can have an immediate, positive impact on the neighborhood.

Core Values - Family held beliefs that establish a framework for decision-making and provide the organizing structure for all activities. Values are defined and shaped by public input and responses to the series of questions.

Defensible Space - Based on the concept of crime prevention through environmental design, defensible space creates zones of private responsibility, ownership, control, space and privacy, leading to improved personal safety.

East Campus - A predominantly rental neighborhood located east of downtown, south of Woodland Avenue, north of 11th Avenue, and west of the University.

Festival Marketplace - Mixed use development that includes retail and recreational uses in a transit-oriented environment.

Greenways - Linear corridors, often streets, which are designed to support pedestrian and other upgrades.

Pre-Service Students - Students in training.

Special Improvement District - An assignment of the responsibility for maintenance. Funding provides security patrols, enhanced public safety, and management services for businesses within the district.

Storage Parking - Long term parking designed to meet the needs of the community and used on a daily basis.

Transfer of Development Rights - A transfer of development rights whereby lands in sender zones for development and in other zones are transferred to receiver zones for those lands. The transfer of rights allows the density in the sender zones and increases the density in the receiver zones. Senders referred to as Development Rights Transferors and receivers referred to as Development Rights Transferees.

University Area Improvements - 7 and 8th Streets were established in January 1994 to respond to growing concerns regarding safety and quality of life in the University District.

University District - A 25-block area including the district from Woodland to Eastman to Eastman. The District encompasses 1,000 units provided by Case, Deane, Ketter, and the

Human Services

Location Indicated by Map #

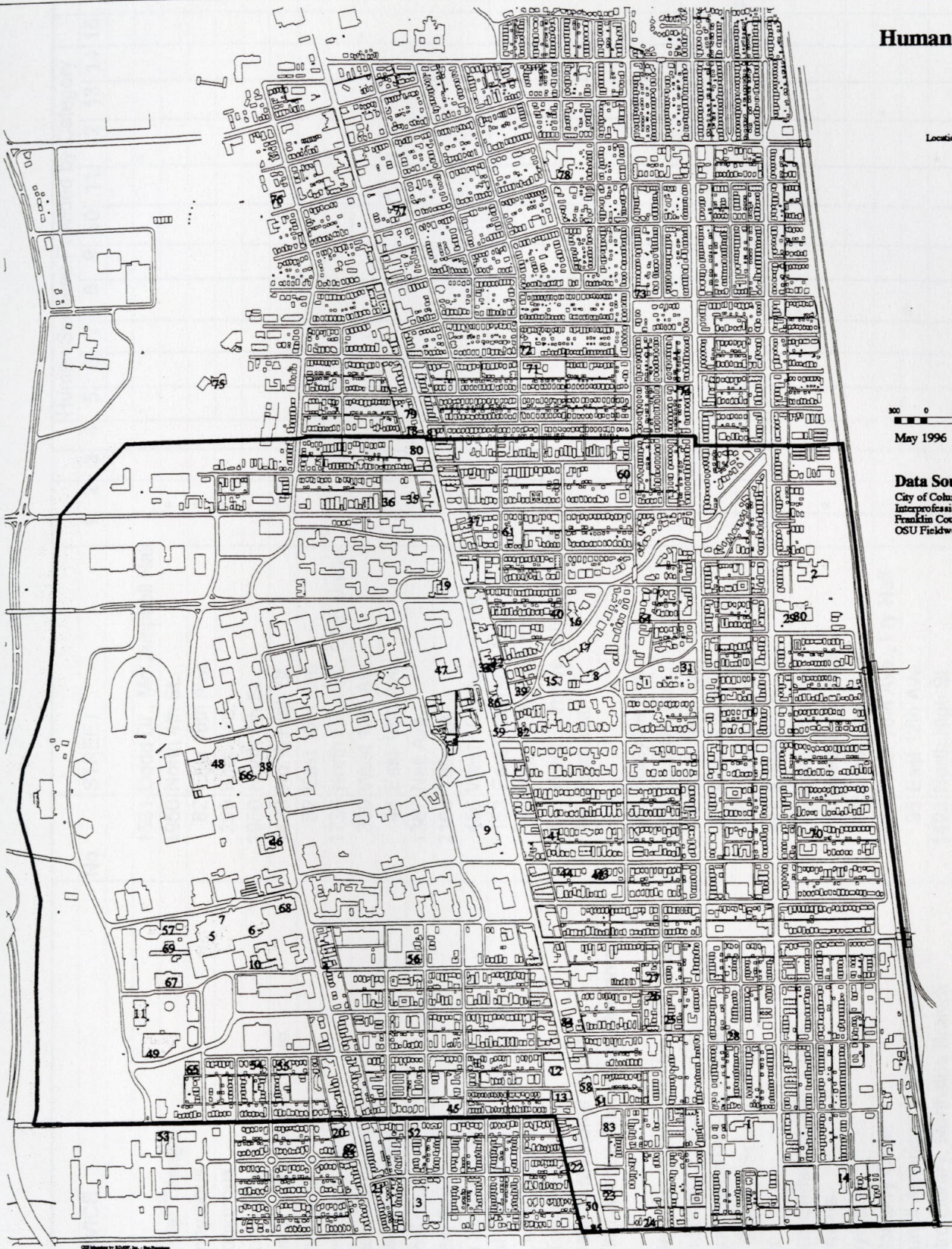


300 0 300 600 900 -141 M50

May 1996 Feet

Data Sources:

City of Columbus
Interprofessional Commission of Ohio
Franklin County Auditors Office
OSU Fieldwork



Service Provider datasheet

Map #	AGENCY/SERVICE	No.	STREET	Human Services Provided by Category															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
56	Creative Living Housing Corporation II	150	West 10th Ave.			*													
84	Dentist - Postle	1486	North High St.																*
85	Dentist - Strutner, Norman	#####	North High St.																*
27	Directions For Youth	1515	Indianola Ave.		*		*						*						
37	Family Practice - Lane Avenue Medical Center	31	East Lane Ave.																*
3	Fifth Avenue Alternative Elementary School	1300	Forsythe Ave.									*							
24	Fifth Avenue Wesleyan Church	46	East 5th Ave.								*								
45	First Church of the Nazarene	142	King Ave.	*							*								
64	Friends Meeting House (Quakers)	1954	Indianola Ave.								*								
14	Godman Guild Association (East)	303	East 6th Ave.		*		*	*	*				*						
15	HADCCO: A Global Action Coalition	82	East 16th Ave.														*		
72	Holy Name Church	154	East Patterson Ave.								*								
28	Huckleberry House	1421	Hamlet St.			*	*	*					*			*			
8	Indianola Alternative Elementary School	140	East 16th Ave.									*							
60	Indianola Church of Christ	2141	Indianola Ave.								*								
2	Indianola Middle School	420	East 19th Ave.									*							
16	Indianola Presbyterian Church		East 18th Ave. and Waldeck Ave.								*								
19	Interfaith Center For Peace	30	West Woodruff Ave.														*		
45	Kiddie Prep School	142	King Ave.								*		*						
20	King Avenue United Methodist Church	299	King Ave.								*								
54	Krishna House	379	West 8th Ave.								*								
57	L.I.F.E. House For Women	473	West 12th Ave., Upham Hall	*														*	
37	Lane Avenue Medical Center	31	East Lane Ave.														*		*
55	Learning Unlimited	345	West 8th Ave.									*							
73	Maynard Avenue United Methodist Church	2350	Indianola Ave.								*								
78	Medary Elementary School	2500	Medary Ave.									*							
50	Metropolitan Community Church	1253	North High St.								*								
11	Muscular Dystrophy Association, Inc.	1581	Dodd Dr., McCampbell Hall				*								*	*			
15	Neighborhood Services, Inc.	82	East 16th Ave.	*															
63	Neil Avenue Baptist Church	1385	Neil Ave.								*								
21	Neil Avenue Mennonite Church		West 6th and Neil Ave.								*								
36	Newman Center	64	West Lane Ave.								*								

Service Provider datasheet

Map #	AGENCY/SERVICE	No.	STREET	Human Services Provided by Category															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
11	Nisonger Center	1581	Dodd Dr., McCampbell Hall	*												*			
22	North Central Mental Health Services	1301	North High St.				*									*		*	
77	North United Methodist Church	42	East Tompkins									*							
52	Northminster Presbyterian Church	203	King Ave.									*							
80	Northwood Family Practice Clinic	2231	North High St.													*			
53	Ohio Alliance For the Environment	445	King Ave.													*			
82	Optometrist - L.G. Zigler, OD	32	East 15th Ave.													*			*
13	Optometrist - Vision Center of Central Ohio, Inc.	1393	North High St.																*
48	OSU ARISE	337	West 17th Ave., Larkins Hall				*												
6	OSU Comprehensive Cancer Center	300	West 10th Ave.													*			
7	OSU Comprehensive Hemophilia Treatment Center	410	West 10th Ave., Doan Hall	*			*									*	*		
66	OSU Counseling & Consultation Services	1875	Milliken Rd., Wilce Hall															*	
9	OSU Counseling & Consultation Services	1739	North High St., Ohio Union	*			*											*	
68	OSU Department of Dentistry	305	West 12th Ave., Postle Hall														*		
46	OSU Family Relations & Human Development	1787	Neil Ave., Campbell Hall				*												
69	OSU Obstetrics and Gynecology Clinic	1654	Upham Dr., Means Hall	*			*									*			
9	OSU Office of Gay, Lesbian, and Bisexual Student Services	1739	North High St., Ohio Union													*			
49	OSU Office of Geriatrics & Gerontology	480	West 9th Ave., Davis Center	*													*		
9	OSU Office of Off Campus Student Services	1739	North High St., Ohio Union													*			
9	OSU Office of Women Student Services	1739	North High St., Ohio Union													*			
9	OSU Ombudservices	1739	North High St., Ohio Union				*												
47	OSU Psychoeducational Clinic	1945	North High St., Arps Hall											*					
38	OSU Psychological Services Center	1885	Neil Ave., Townshend Hall														*		
79	Parenthesis Family Advocates	2275	North High St.	*			*	*											
33	Parkside Counseling Service	24	East 17th Ave.			*										*		*	
5	Pastoral Care	450	West 10th Ave., Rhodes Hall				*				*								
83	Pharmacy - Kroger		North High St. & East 7th Ave.																*
58	Pharmacy - Revco		North High St. & East 7th Ave.																*
2	Pharmacy - Revco	1618	Neil Ave																*
32	Planned Parenthood--North Clinic	18	East 17th Ave.													*	*		
34	Pregnancy Distress Center--OSU Location	6	East 17th Ave.	*	*						*						*	*	

Service Provider datasheet

Map #	AGENCY/SERVICE	No.	STREET	Human Services Provided by Category															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
30	Salvation Army Thrift Store	1936	North 4th St.	*															
54	Serving America First	379	West 8th Ave.	*															
51	Seventh Avenue Community Baptist Church	28	East 7th Ave.									*							
20	Sex & Love Addicts Anonymous	299	King Ave.		*														
29	Single Mothers	1950	North 4th St.	*															
76	Special Education Center	2571	Neil Ave.										*						
74	St. Gregory's Orthodox Campus Church	2219	Summit Ave.									*							
23	St. Mark's Community Health Center	1260	North High St.													*	*		
19	St. Stephen's Episcopal Church	30	West Woodruff Ave.									*							
15	Summit United Methodist Church	82	East 16th Ave.									*							
20	Survivors of Incest Anonymous	299	King Ave.	*															
29	Survivors of Incest Anonymous	1950	North 4th St.	*															
19	Survivors of Incest Anonymous	30	West Woodruff Ave.	*															
44	Teen Challenge For Girls, Inc.	47	East 12th Ave.		*		*			*			*				*		
17	Traynor Halfway House, Inc.	1952	Iuka Ave.		*		*						*				*		
60	Tree of Life Christian School	2141	Indianola Ave.							*	*								
26	Truth Tabernacle		East 9th Ave. & Indianola Ave.							*									
75	Tuttle Recreation Center	240	West Oakland Ave.			*													
40	United Christian Center	1985	Waldeck Ave.					*		*				*					
35	University Baptist	50	West Lane Ave.							*									
70	University Bible Fellowship Church	365	East 13th Ave.							*									
86	University Community Business Association	1898	North High St.					*						*					
18	University District Organization	2253	North High St.					*						*					
5	University Hospitals	450	West 10th Ave., Rhodes Hall																*
41	University Lutheran Church	45	East 13th Ave.							*									
13	Vision Center of Central Ohio, Inc.	1393	North High St.										*			*			
1	Weinland Park Elementary School	211	East 7th Ave.									*							
66	Wilce Student Health Center	1875	Milliken Rd., Wilce Hall											*	*				
29	Women's 12 Step Lead	1950	North 4th St.	*															
29	Women's Outreach For Women	1950	North 4th St.	*		*								*					

Service Provider datasheet

Map #	AGENCY/SERVICE	No.	STREET	Human Services Provided by Category																
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
	Fourth Avenue Christian Church	296	West 4th Ave.								*									
	Fruit of the Vine	17	West 5th Ave.	*																
	Gastroenterology - Surgery & Gynecology, Inc.	100	West 3rd Ave.																	*
	Gastroenterology - Victorian Village Center for Internal Medicine	94	West 3rd Ave.																	*
	General Practice - Doctor's Hospital	1087	Dennison Ave.																*	
	General Surgery - Bracken & Brightwell	72	West 3rd Ave.																	*
	General Surgery - Surgery & Gynecology, Inc.	100	West 3rd Ave.																	*
	Hubbard House	35-37	West 4th Ave.				*	*										*		
	Internal Medicine - Conley Hall	85	West 3rd Ave.																	*
	Internal Medicine - Doctor's Hospital	111	West 3rd Ave.																*	
	Internal Medicine - Surgery & Gynecology, Inc.	100	West 3rd Ave.																	*
	Internal Medicine - Victorian Village Center for Internal Medicine	94	West 3rd Ave.																	*
	Medical Oncology - Victorian Village Center for Internal Medicine	94	West 3rd Ave.																	*
	Neonatal-Perinatal Medicine - Doctor's Hospital	111	West 3rd Ave.																*	
	Nephrology - Doctor's Hospital	111	West 3rd Ave.																*	
	Nephrology - Surgery & Gynecology, Inc.	100	West 3rd Ave.																	*
	Neurological Surgery - Conley Hall	85	West 3rd Ave.																	*
	New Life Clothing Room	25	West 5th Ave.	*																
	New Life United Methodist Church	25	West 5th Ave.								*									
	NNEMAP (Near Northside Emergency Material Assistance Program)	1066	North High St.	*				*												
	North Side Child & Family Development Center	94	East 3rd Ave.					*		*			*							
	Nuclear Medicine - Doctor's Hospital	1087	Dennison Ave.																*	
	Nuclear Radiology - Doctor's Hospital	1087	Dennison Ave.																*	
	Nursing, Dental, Outpatient Dietetics	40	West 3rd Ave.																	*
	Obstetrics & Gynecology - Surgery & Gynecology, Inc.	100	West 3rd Ave.																	*
	Ohio Coalition For the Homeless	1066	North High St.														*			
	Ophthalmology - Conley Hall	85	West 3rd Ave.																	*

Service Provider datasheet

Map #	AGENCY/SERVICE	No.	STREET	Human Services Provided by Category															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Ophthalmology - Doctor's Hospital	111	West 3rd Ave.															*	
	Otolaryngology - Doctor's Hospital	111	West 3rd Ave.															*	
	Pediatrics - Doctor's Hospital	111	West 3rd Ave.															*	
	Pulmonary Diseases - Victorian Village Center for Internal Medicine	94	West 3rd Ave.																*
	Radiology - Doctor's Hospital	1087	Dennison Ave.															*	
	Ready to Read, Inc.	1066	North High St.												*				
	Sacred Heart Church	893	Hamlet St.								*								
	Second & Summit Senior Center	95	East 2nd Ave.				*												
	Second Avenue Elementary School	68	East 2nd Ave.										*						
	Short Stop Drop-in Center	1066	North High St.				*												
	St. Joseph Montessori School	933	Hamlet St.								*	*							
	St. Mark's Lutheran Church	95	West 5th Ave.								*								
	Stonewall Union	47-49	West 5th Ave.		*										*				
	Taylor Terrace	88	East 1st Ave.			*		*						*			*		
	Third Avenue Community Church	1066	North High St.								*								
	Thompson Center	1189	Dennison Ave.				*												
	Urology - Conley Hall	85	West 3rd Ave.																*
	Urology - Surgery & Gynecology, Inc.	100	West 3rd Ave.																*
	Vascular Surgery - Bracken & Brightwell	72	West 3rd Ave.																*
	Vascular Surgery - Surgery & Gynecology, Inc.	100	West 3rd Ave.																*
	VoA Thrift Store, N. High Shop	1195	North High St.	*															
	West Second Avenue United Presbyterian Church	237	West 2nd Ave.	*							*								
KEY																			
	Food & Clothing Pantries: Includes organizations providing free or reduced cost food and clothing to the community.																		

Service Provider datasheet

Map #	AGENCY/SERVICE	No.	STREET	Human Services Provided by Category																
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
2	Support Groups: Includes twelve step and other support groups. Note several different support groups often meet within the same building at different times.																			
3	Residential and Transitional Housing Services: Includes all types of residential services for example lodges, hostels, and dormitories for students, senior citizens, the emotionally disturbed, and the poor for any amount of time specified or not. Does not																			
4	Social/Recreational Services: Includes sports activities (including sports education), as well as places to pursue or develop hobbies, interests or meet people with similar interests. Does not include support group meetings.																			
5	Counseling: Includes legal, financial, or educational as well as life skills but not medical (physiological or psychological) counseling.																			
6	Advocacy for Housing and Community Improvement: Includes community development work and advocacy for community improvements like zoning, street lighting, environmental solutions as well as housing rehabilitation activities.																			
7	Emergency Shelter: Temporary living arrangement, not permanent.																			
8	Religious organizations.																			

Map #	AGENCY/SERVICE	No.	STREET	Human Services Provided by Category															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
9	Public and Private Elementary and Middle Schools																		
10	Child Care: Includes preschool and daycare for children.																		
11	Adult Education: Includes professional education, vocational education, GED preparation and literacy programs as well as language training.																		
12	Community Education: Includes all types of education to enhance awareness on one particular topic or several different topics for a particular group or to the general public.																		
13	Community Health Services: Includes health services that provide preventive, therapeutic and diagnostic treatment. This includes all types of basic medical services, family planning services, prenatal care, family practice, adult clinics, screening, pedi																		
14	Mental Health Services: Includes community mental health support services (community treatment teams, adult day treatment, drop-in centers, aftercare), outpatient programs, drug and alcohol abuse counseling, consultation and education, community education																		

Service Provider datasheet

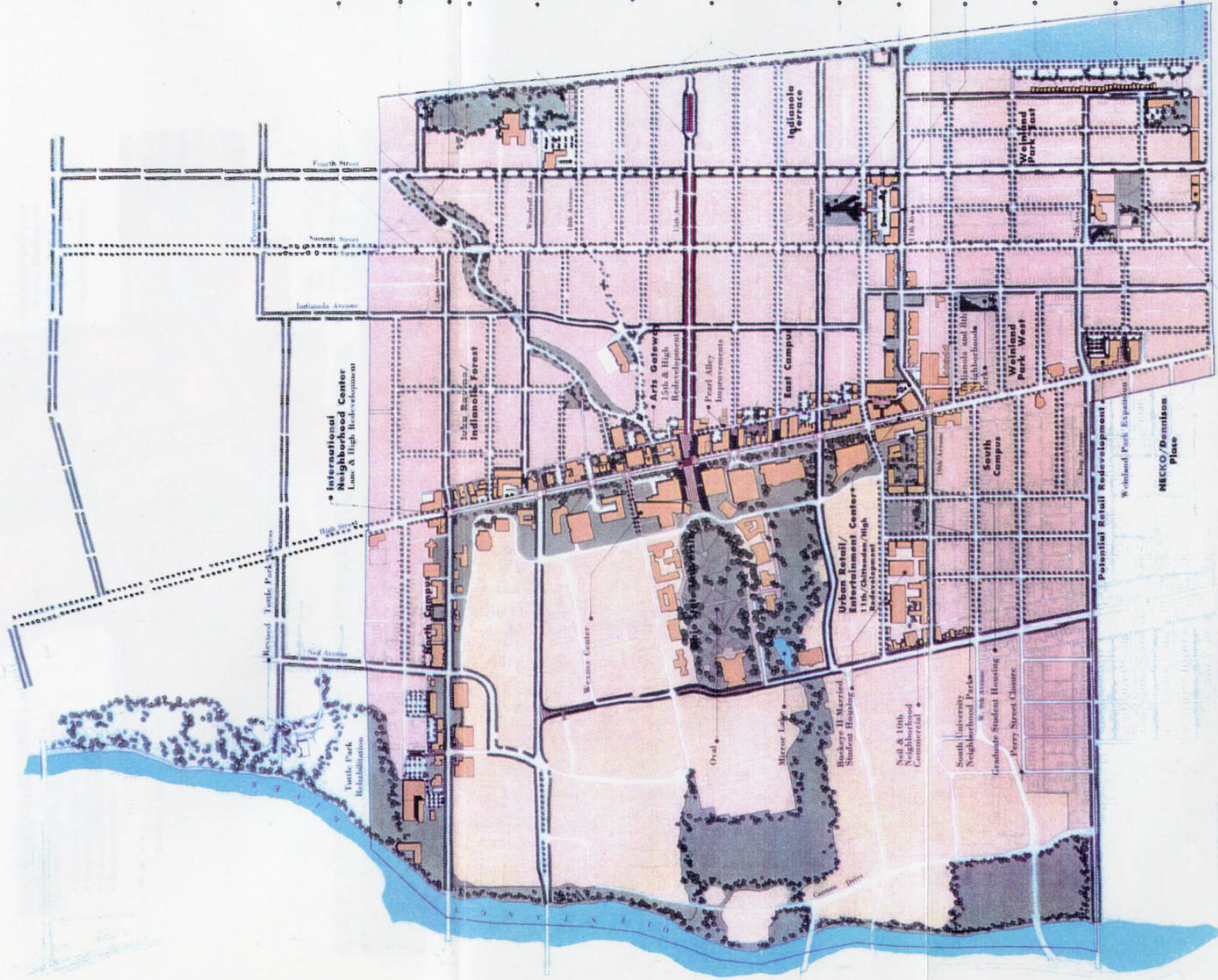
Map #	AGENCY/SERVICE	No.	STREET	Human Services Provided by Category															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
15	Hospital: Includes inpatient and outpatient services, emergency services, social work services, psychiatric services, physical rehabilitation, obstetric and gynecological services, and sports medicine.																		
16	Independent Medical Practitioners: Specialties include pharmacy, dentistry, optometry, general family practice, chiropractic, etc.																		

Appendix B

**Revitalization Concept Illustrative
High Street Revitalization Illustrative**



REVITALIZATION CONCEPT ILLUSTRATIVE



Concept illustrations only. Campus Partners have not been consulted on the proposed changes.

- Summit and Fourth Street Traffic Calming Improvements
- Improved Indianola School Park Access
- Lake Basins Rehabilitation
- 14th Street and 18th Avenue Neighbourhood Commercial Redevelopment
- Indianola Middle School Park Expansion and Improvement
- 15th Avenue Accessory Improvements
- Big Pine Mill Detachable Space Improvement
- Recommended Division of Electrical Substation
- New 12th Avenue Park
- 11th and Summit Neighbourhood Commercial Redevelopment
- 6th Street Single Family Infill Housing
- Goldman Guild Park Expansion
- 6th Street Closure

Home - street Redesignment and 6th Avenue Extension

• 5th Avenue Commercial Redevelopment Gate

REVITALIZATION CONCEPT ILLUSTRATIVE

University Neighborhoods
 Redevelopment and Revitalization
 Concept Plan

Campus Partners
 EDWARDS INC.

July 1996



Map Key

- Home - street Redesignment and 6th Avenue Extension
- 5th Avenue Commercial Redevelopment Gate
- 6th Street Closure
- Goldman Guild Park Expansion
- 6th Street Single Family Infill Housing
- 11th and Summit Neighbourhood Commercial Redevelopment
- New 12th Avenue Park
- Recommended Division of Electrical Substation
- Big Pine Mill Detachable Space Improvement
- 15th Avenue Accessory Improvements
- Indianola Middle School Park Expansion and Improvement
- 14th Street and 18th Avenue Neighbourhood Commercial Redevelopment
- Lake Basins Rehabilitation
- Improved Indianola School Park Access
- Summit and Fourth Street Traffic Calming Improvements

