

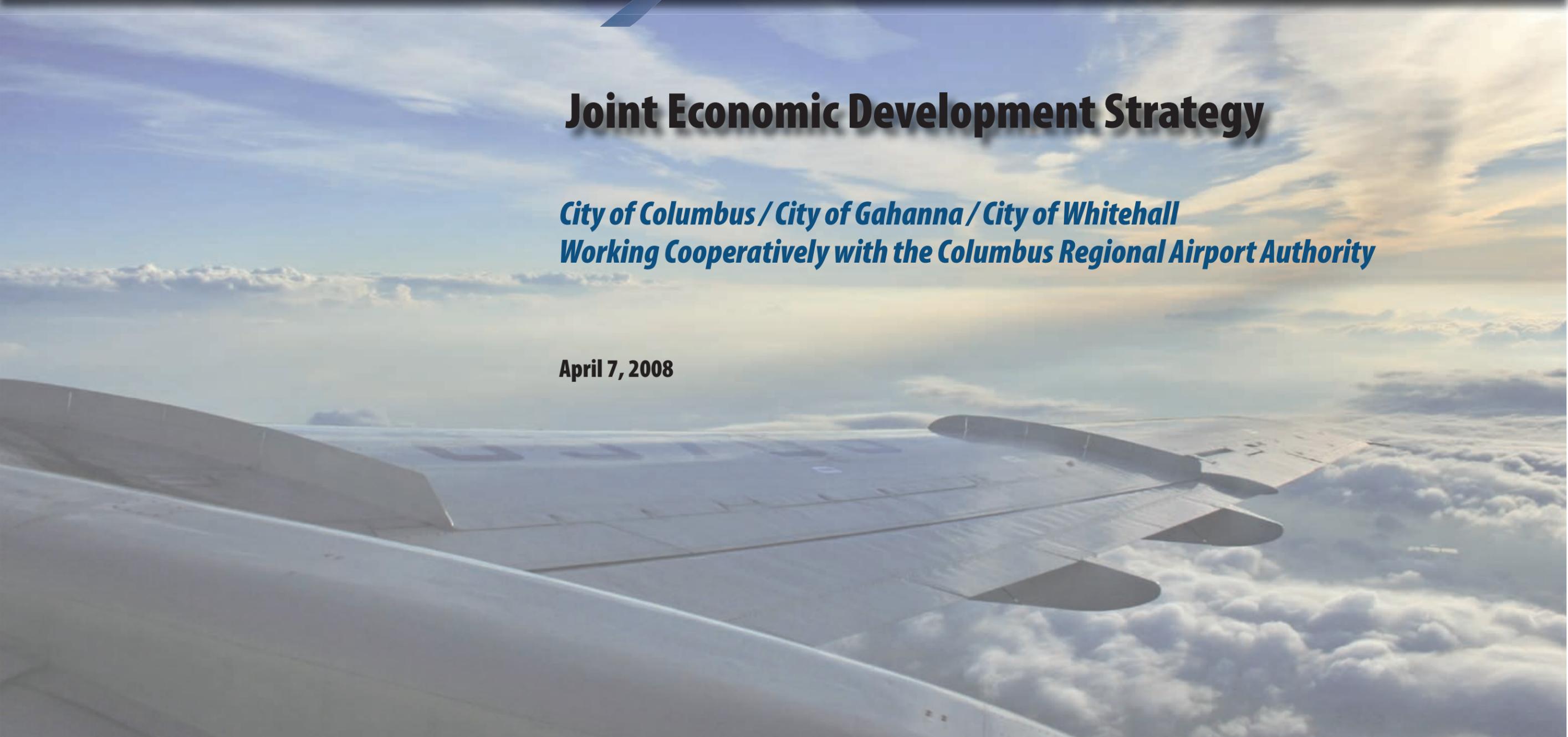


**PORT COLUMBUS** *Area Development Partnership*

## **Joint Economic Development Strategy**

*City of Columbus / City of Gahanna / City of Whitehall  
Working Cooperatively with the Columbus Regional Airport Authority*

**April 7, 2008**





# Port Columbus Area Development Partnership



Boyce Safford III, Director, Development

**WORKING GROUP**  
City of Columbus

Vince Papsidero, AICP, Administrator, Planning  
Devayani Puranik, Senior Planner, Planning  
Elizabeth Linville, Planner, Planning  
Corrin Wendell, Urban Designer, Planning  
Elsie Stiger, Graphic Designer, Planning  
Michael Stevens, Deputy Director, Economic Development  
William Webster, Administrator, Economic Development  
Betsy Meleski, Program Coordinator, Economic Development

**City of Gahanna**

Sadicka White, Development Director  
Matt Huffman, AICP, Senior Planner

**City of Whitehall**

Daniel Lorek, Development Director

**Columbus Regional Airport Authority**

Elaine Roberts, A.A.E., President and CEO  
Bernard F. Meleski, Director of Planning and Development

**Chalmers P. Wylie Veterans Clinic**

John Gacken, Deputy Director

**Franklin County**

Jim Schimmer, Director, Economic Development and Planning  
Lee Brown, Administrator, Planning

The Working Group expresses its appreciation to the CRAA for hosting its meetings.

This document was prepared by:

City of Columbus  
Development Department, Planning Division  
109 N. Front Street  
Columbus, Ohio 43215

[www.columbus.gov](http://www.columbus.gov)

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*Port Columbus*

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# Executive Summary

## Overview

**The Port Columbus Area Development Partnership** is comprised of the cities of Columbus, Gahanna, and Whitehall. It was announced by Columbus Mayor Michael B. Coleman at the 2007 State of the City, with Mayors Becky Stinchcomb of Gahanna and Lynn Ochsendorf of Whitehall present at the address.

“Together, we can bring more focus and investment to the area than if each community tried to do it alone. Each of us truly believes that this partnership will make all of the communities economically stronger. Gahanna’s adjacent redevelopment area includes our current effort with the Central Ohio Community Improvement Corporation, which will clean up and redevelop the Bedford landfill into Central Park of Gahanna. This effort alone has the potential to develop up to 1.2 million square feet of new space and house 4,000 jobs in the partnership district,” said Gahanna Mayor Stinchcomb.

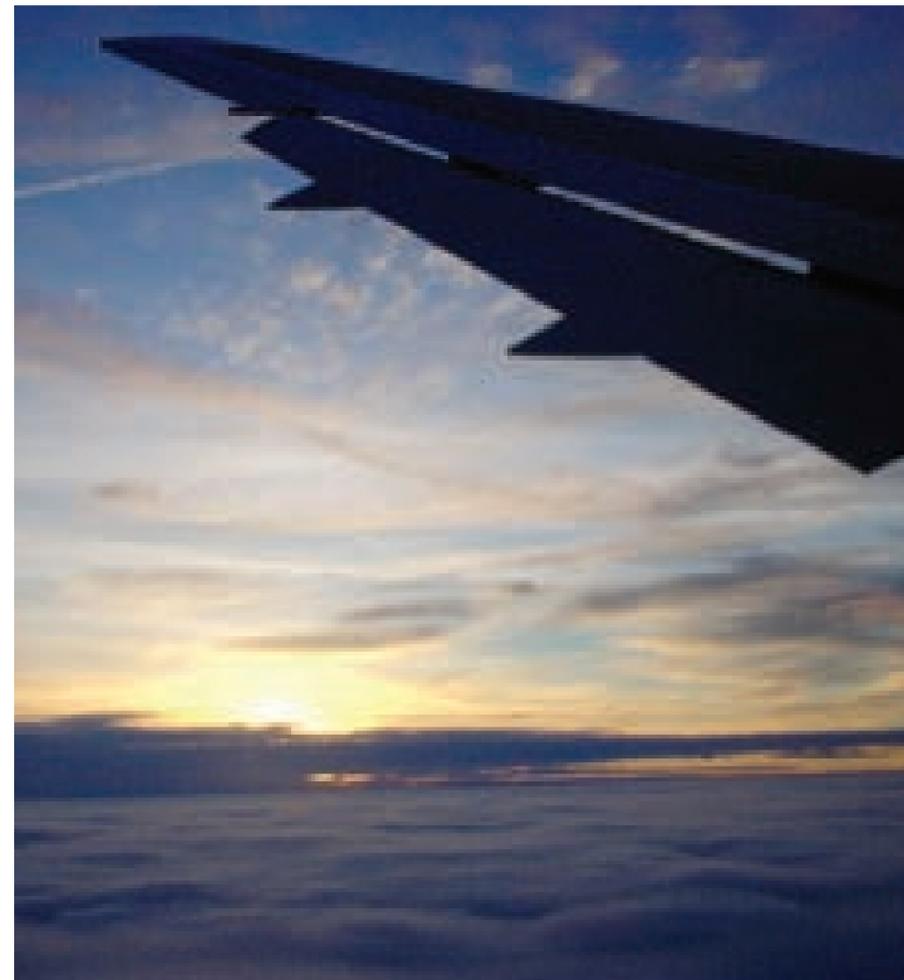
The jurisdictions are crafting joint economic development strategies that can be adopted to coordinate future land-use planning, infrastructure investment, service delivery, development incentives, and marketing efforts for the entire area around Port Columbus International Airport.

“Just as we are building the logistics and distribution industry with thousands of new jobs around Rickenbacker’s Advanced Logistics Hub, we need to focus on building a stronger economy tied to Port Columbus International,” said Mayor Coleman. “By cooperating, we can make sure this area thrives with new companies, relocations and growth for the next 30 years.”

The airport area is already one of the largest jobs centers in Central Ohio. According to the Columbus Regional Airport Authority (CRAA), Port Columbus supports about 23,500 jobs with over a \$625 million annual payroll, and generates a total of \$2.2 billion in annual economic activity. The jobs at Port Columbus alone make it the area’s 12th largest employer. Within the proposed Airport Area Development District there are currently 1,000 businesses with 30,000 employees and an estimated \$500 million annual payroll.

“The Airport Authority looks forward to continued partnerships with the cities of Columbus, Gahanna and Whitehall to further economic development for the residents of our community,” said CRAA President & CEO Elaine Roberts.

The three jurisdictions and other regional partners have worked together on many important projects in the Airport area in recent years, including: Port Columbus’ recent investments and planned expansion, Stelzer Road Interchange improvements, redevelopment of the Bedford landfill, the new Veterans Administration Hospital, DSCC expansion, and the headquartering of DSW.



The following are several key economic facts regarding the planning area:

- ◀ **Job Generation.** Port Columbus supports about 23,500 jobs with over a \$625 million annual payroll, and generates a total of \$2.2 billion in annual economic activity, based on a 2005 economic impact study prepared for the Airport Authority. There are 5,828 on-airport jobs at Port Columbus, making it the 12th largest employer in the MSA.
- ◀ **Economic Base.** Within the Port Columbus Area Development District, the economic base consists of 1,000 businesses with 30,000 employees according to Federal employment data.
- ◀ **Economic Potential.** What are the economic potentials for the district? The plan identifies 675 acres of new mixed use development, representing about 5.9 million square feet and almost 24,000 new jobs. In addition many existing businesses have space to expand, generating additional jobs, such as DSCC.
- ◀ **Clusters.** The major economic clusters represented in terms of number of businesses include Wholesale Trade, Construction, Manufacturing (Metal), and Accommodation/Food. The major employment clusters represented in terms of number of employees include Professional/Scientific/Technical, Retail Trade (Auto/Furn/Food/Gas), Construction, and Wholesale Trade. Future business and job creation will focus on offices, medical related businesses, logistics, hospitality and food, and transportation. Most importantly, there is significant potential for aeronautical-based business growth.
- ◀ **Economic Assets.** Economic assets in the district are physical, locational, or economic attributes that support business activity in the planning area. Examples are: Port Columbus International Airport and related facilities and support businesses; interstate highway access via I-670 and I-270; arterial access via Cassady Avenue, Stelzer Road, E. Fifth Avenue, Broad Street, Taylor Road, and Hamilton Road; rail access via CSX on the south side of Fifth Avenue; lodging, restaurant, and retail facilities that support economic activity in the planning area; rental car facilities at Port Columbus; vacant or under developed properties; and economic clusters.
- ◀ **Airport Expansion.** Port Columbus International Airport is planning to replace its southern runway about 702 feet further south, construct a new terminal west of the existing terminal, enhance the existing terminal to accommodate a passenger activity level of 5 million annual enplanements, and construct a consolidated car rental facility.



## Airport-Related Economic Development

This section of the Executive Summary presents the results of a literature search regarding airports and economic development with the purpose of gaining understanding of this relationship. This is a subject area with limited academic attention, but the findings summarized here are of great interest relative to the Port Columbus Area Development Partnership.

Airports can serve as important economic engines for local communities. In fact as business markets have become more national and international in scope, airports have been increasingly serving in a catalytic role for local economic development (Weisbrod and Reed, 1993). Airports generate jobs and attract new business, both of which can serve as justification for public investments in new airport construction and expansion, as well as the supporting infrastructure. Historically communities have not seen the value in planning growth and development around airports, often leading to either under development or over development that constrains airport operations (Weisbrod and Reed, 1993). This discussion provides context for undertaking the Port Columbus Area Development Partnership strategy.

### Airports as Economic Development Catalysts

There are numerous ways in which airports serve as economic development catalysts. These are organized by 1) at airport, 2) adjacent to the airport, 3) vicinity of the airport or along a corridor easily accessible to the airport, and 4) elsewhere in the region. The source for this analysis is the *Airport Area Economic Development Model* (Weisbrod and Reed, 1993).

- ◀ **At the Airport.** Airport employment is dependent upon aviation activity. The number of commercial flights and the mix of locations served defines the type of airport function (e.g. international gateway versus regional transfer hub versus local origin/destination point). Employment generated by airport function includes: airlines, aircraft support services, passenger services (restaurants, shops, car rental and ground transport), air freight services, and government activities (immigration).
- ◀ **Adjacent to the Airport.** Activities immediately adjacent to commercial airports typically include: services directly supporting airport operations (flight kitchens, aircraft maintenance services), services for airline employees and passengers (hotels, restaurants, car rental facilities), and airport-related freight services (shipping, freight forwarding, customs and a foreign trade zone). Employment levels are directly proportional to the corresponding magnitude of the airport function.

- ◀ **Vicinity of the Airport and Airport Access Corridor.** The greatest concentration of business activity around an airport is within about four miles of the airport or along the access corridor within 15 minutes of the airport. Business activity includes “spin-off” businesses (gas stations, lodging, retail) and “attracted” businesses that do not rely directly on the airport for their operation, but value a nearby location (air transport services, freight forwarding, warehousing and high-tech oriented businesses having a high value-to-weight ratio – electronics, optics and measuring instruments). The authors also found that employment growth within this ring can be two to five times faster than in the suburban ring of the metropolitan area in which they are located (e.g. a concentration of business activity due to proximity to the airport).
- ◀ **Elsewhere in the Metropolitan Area.** Airports may serve as an attractant, shifting business activity away from other locations in the metropolitan area. The quality of air service may be one factor that attracts businesses to the metropolitan area, but not necessarily near the airport itself. Some business growth in the metropolitan area may be indirectly linked to the airport because of growth of airport-related businesses (e.g. goods and services providers).

### Factors Affecting Business Attraction and Land Development

There are three key factors that affect the timing, magnitude and character of airport vicinity land development: airport market orientation, transportation access, and urban land development patterns (Weisbrod and Reed, 1993).

- ◀ **Airport Market Orientation.** The mix of airport activity affects the nature of business attraction and land development. Relative to Port Columbus that mix is origin/destination traffic and a predominance of passenger service (versus freight). The destination passenger demand can result in increasing demand for passenger services and hotels. As passenger traffic increases at Port Columbus the demand for services supporting business travelers may also increase (trade, conference, meetings, and layovers). Because freight business is predominantly located at Rickenbacker, the demand for logistics facilities will occur at that location. As an aside, airports with international service can also find more international business activity taking place in their region.

- ◀ **Transportation Access and Land Development Patterns.** The local pattern of ground transportation and the development pattern will affect the pace and scale of business activity – both as a constraint and as an opportunity. Port Columbus benefits from excellent highway access and its location between Downtown and several suburban business clusters (e.g. Easton). However, local arterials have not been as well maintained, in some cases, as the highway system. Another constraint is the older development pattern found to the west and south of the airport, which reflects smaller lots and in some cases a mix of residential and commercial uses.
- ◀ **General Aviation Airport Facilities.** Facilities for charter aircraft and private corporate aircraft, such as NetJets, will attract business activity beyond those directly associated with an airport itself (Weisbrod and Reed, 1993). Business activity that can be attracted include aerial surveying, delivering products, receiving supplies, transporting clients, transporting key corporate staff, and transporting supply contractors. For these types of businesses, the ability of local airports to handle corporate jets and provide reliable service for night and inclement weather conditions can be a critical business location factor.

### Airport Passenger Activity and Economic Development

There has been some economic analytical work that has considered the relationship between airport passenger activity and economic development. Passenger boardings per capita and passenger originations per capita can be powerful predictors of population growth and employment growth in the nation’s largest metropolitan areas (Green, 2006).

The quality (and quantity) of airline service matters to businesses because it enhances the ability of face-to-face contact with business collaborators in other cities (Brueckner, 2003). This relationship fosters intercity agglomeration economies, which is the basis for arguments to boost airline service by expanding the number of cities directly served by a given airport, for example. It can then be inferred that poor airline service can be an impediment to urban economic development. Frequent service to a variety of destinations, reflected in a high level of passenger enplanements, facilitates face-to-face contact with businesses in other cities, attracting new firms to a metropolitan area and stimulating employment at established enterprises. A 10 percent increase in passenger enplanements in a metropolitan area leads to a one percent increase in service employment, but has no effect on manufacturing and other goods-related employment (Brueckner, 2003). This suggests that air travel is less important for such firms than for service-related business.



## Policy Foundation and Goals

This section presents the policy foundation for the Port Columbus Area Development Partnership and the supporting goals.

### Policy Foundation

Columbus, Gahanna, and Whitehall understand that Port Columbus and the areas within their jurisdictions surrounding the airport are important to their communities and the Central Ohio economy.

These communities want to build on the cooperation and momentum of many important projects in the area including the Port Columbus Airport expansion, Stelzer Road Interchange improvements, redevelopment of the Bedford landfill, the new VA hospital, DSCC expansion, and the headquartering of DSW.

By working together, these jurisdictions believe they can assure that this area continues to grow in strength and becomes a premier economic engine and jobs center for their communities and the region for decades to come.

To optimize this partnership, these jurisdictions understand that it will require all of them to work together to develop and adopt a joint economic development strategy to coordinate land use planning, infrastructure investment, service delivery, development incentives, and marketing efforts.

By doing so, these jurisdictions must also ensure that they all receive a fair return on their investment and that their citizens benefit from job growth in the area.



Veterans Hospital

### **The Port Columbus Area Development Partnership Agreement:**

*The Port Columbus Area Development Partnership has been established to jointly guide economic development, land use, urban design, and infrastructure improvements throughout the joint planning area. The Partnership is comprised of the cities of Columbus, Gahanna, and Whitehall.*

*To this end, our jurisdictions agree to create the Port Columbus Area Development Partnership with the mission of working in partnership to make this area a premier jobs center and to create and retain jobs for our citizens. As we pursue this mission we will assure that our efforts: 1) promote investment, cooperation, and coordination for business development opportunities; 2) position the area to compete effectively for new jobs through new business growth and recruitment of companies from outside Central Ohio; and 3) do not recruit companies from a partnering jurisdiction to another in the area.*

*This Partnership will:*

- ◀ *Set the boundaries for a "joint economic development strategy" planning area in and around Port Columbus and within parts of Columbus, Gahanna, Whitehall, and Franklin County;*
- ◀ *Develop and execute a work plan for the "joint economic development strategy" that coordinates land use planning and identifies and aligns public improvements and services, development incentives, and marketing efforts necessary to recruit and secure private investment in the planning area;*
- ◀ *Leverage planning and funding for the area by engaging other stakeholders, including the Columbus Regional Airport Authority, Franklin County, State of Ohio, Veterans Administration, DSCC, United States Government, Chalmers P. Wylie Veterans Administration Hospital, and private sector interests to participate in the partnership, as appropriate;*
- ◀ *Establish procedures to encourage the purchase of goods and services from businesses and hiring of citizens from the participating jurisdictions in the development of this area; and*
- ◀ *Determine and execute the best type of agreements between the jurisdictions to assure that we adopt a strategy to achieve our mission and that the partnering jurisdictions all receive fair and appropriate benefits and revenues from our respective investments and commitments.*



## Policy Foundation and Goals *(continued)*

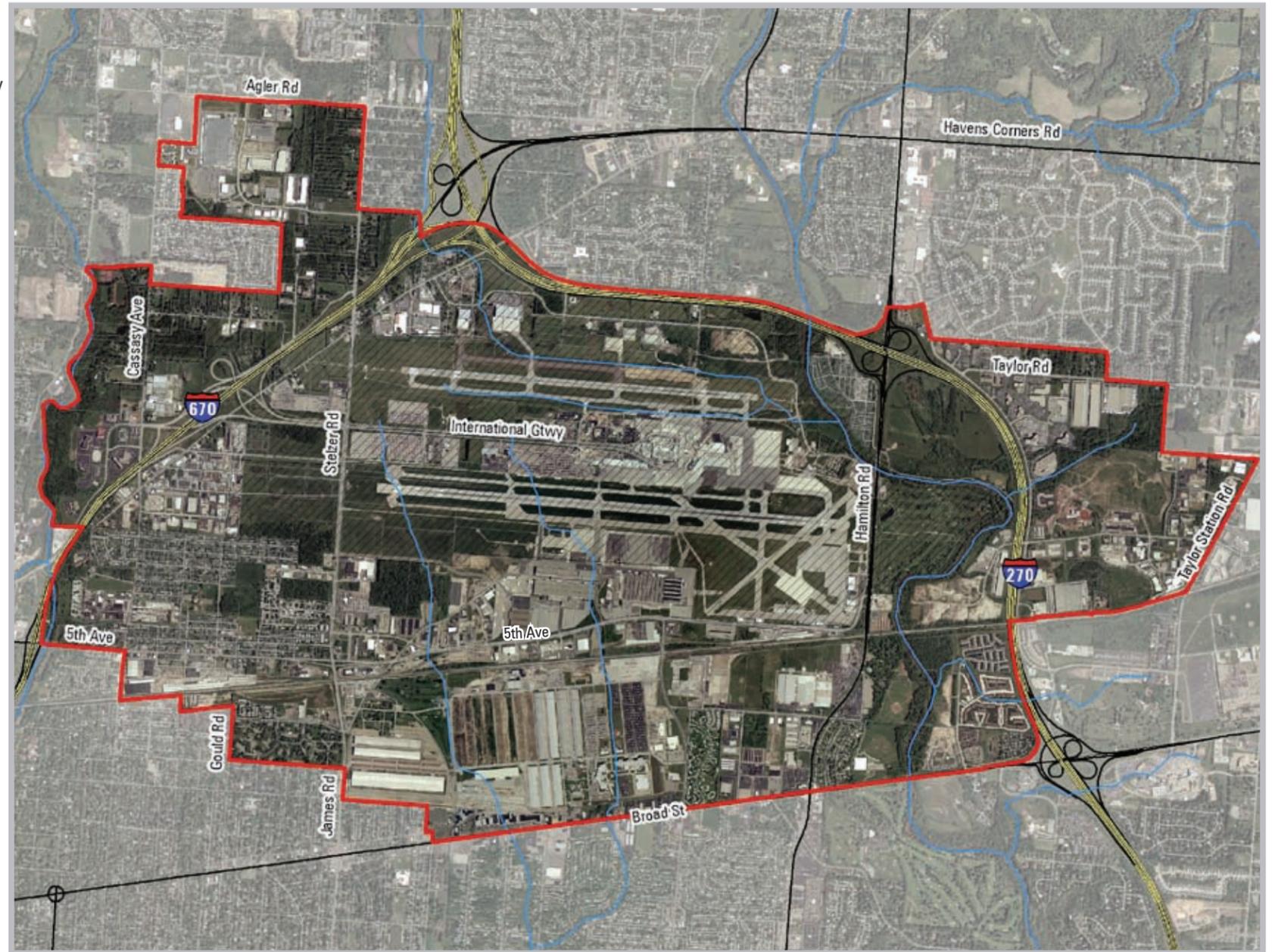
### Goals

- ▶ **Business Sector Priorities.** Economic development efforts will focus on the business sectors that are most appropriately located in and around Port Columbus:
  - ▶ aeronautical-related
  - ▶ professional/scientific/technical
  - ▶ accommodation/food/retail
  - ▶ light/high tech manufacturing
  - ▶ wholesale trade
- ▶ **Business Retention and Expansion Strategy.** Retention, expansion, and attraction of businesses that are consistent with these business sectors will be the primary focus of economic development efforts.
- ▶ **Economic Assets.** The economic assets critical to further economic development in the Partnership planning area will be protected and enhanced, including land, roads, transit service, rail service, sidewalks and bikepaths, communication, stormwater drainage, and gateways.
- ▶ **Supporting Airport Operations.** Future development, including expansion of existing development, will be consistent with and not impede air traffic operations and any future expansion of Port Columbus.
- ▶ **Airport Improvements.** CAAA will continue to make physical improvements to the airport facilities, expand air service, and enhance passenger and business amenities.
- ▶ **Joint Marketing.** The Partnership will develop joint marketing tools to implement the economic development vision of this plan, including a land and building inventory, website, marketing materials, and outreach strategy.
- ▶ **Environmental Enhancement.** The Partnership will work jointly to address environmental constraints and opportunities, thereby improving the environmental assets in the planning area.

### Study Area

#### Legend

- Study Area
- Airport Property





## Plan Summary

The plan seeks to bring organization to the development pattern surrounding Port Columbus while encouraging expansion and infill development on appropriate sites. The overall intent is to create a high quality employment center that capitalizes on its proximity to Port Columbus and the businesses that meet the plan goals, as well as highway access. The key concepts include:

- ◀ Strengthening existing commercial nodes
- ◀ Establishing new mixed-use nodes
- ◀ Strengthening light industrial and office uses
- ◀ Supporting airport expansion
- ◀ Maintaining sensitivity to noise contours
- ◀ Connectivity through improvements to the road network and bikeways

The detailed Land Use Plan forecasts the potential for 1,830 acres of office and light industrial development, 267 acres of office development, 334 acres of commercial development, and 174 acres of light industrial development. The non-residential development yield in the forecast represents an estimated 24 million square feet of total development, yielding a potential employment base of 56,215 jobs. The actual net increase is 675 acres of new development, representing 5.9 million square feet of development and 23,961 jobs.

Development standards are included in the plan to guide future investment in office, light industrial, and mixed use development, as well as to establish higher standards in terms of urban design, site design, landscaping and screening, lighting and signage.

Implementation actions recommended in the plan include:

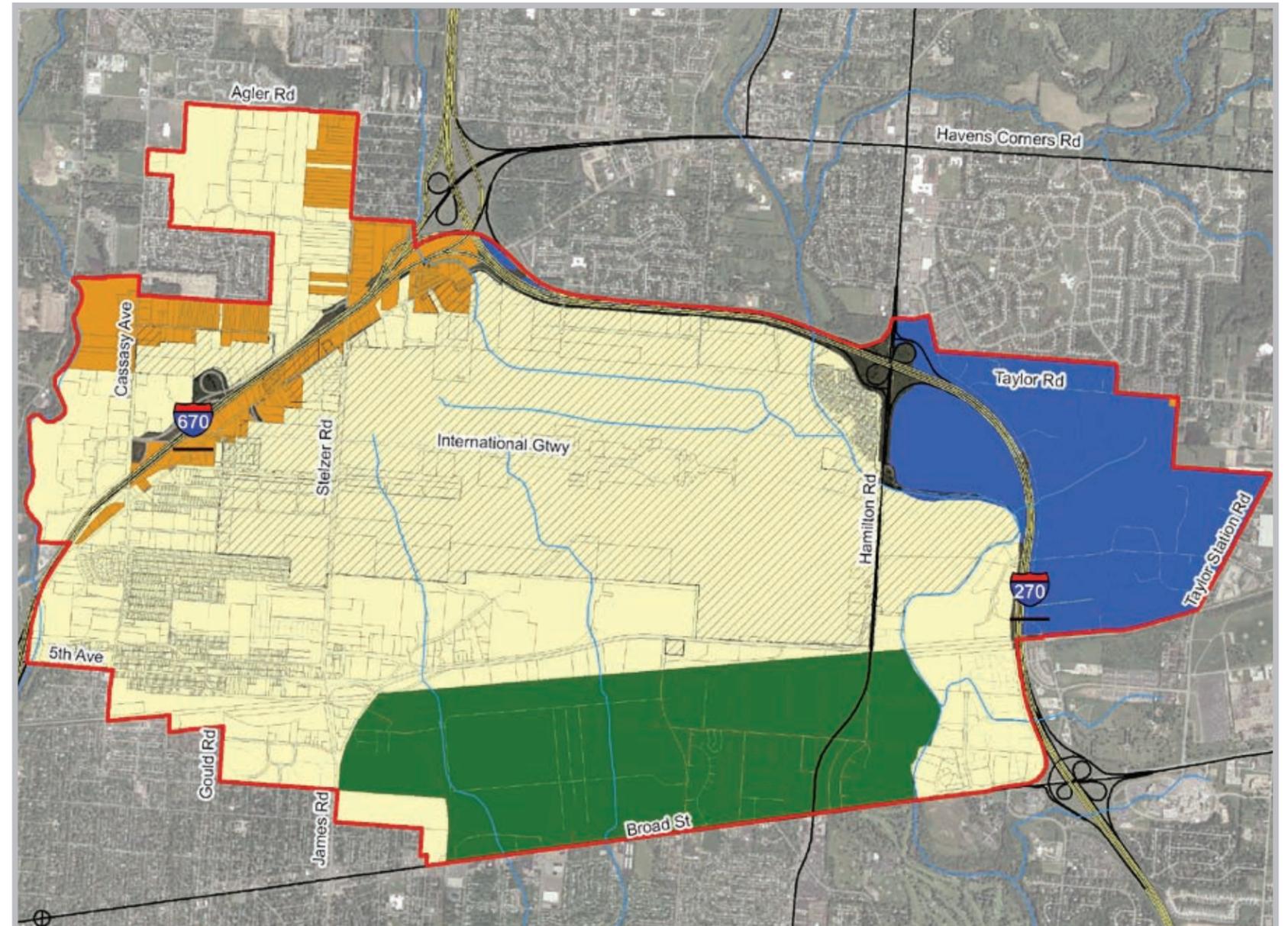
- ◀ Formalizing the project working group
- ◀ Establishing an annual work program
- ◀ Establishing a brand and marketing strategy
- ◀ Prioritizing opportunity sites
- ◀ Facilitating major infrastructure projects

Detailed site concepts are presented in the Appendix to demonstrate the plan's concepts for five key opportunity sites in the city of Columbus, specifically Woodland Plaza (13.3 acres on the west side of Stelzer Road), VA Triangle (11.4 acres located at the intersection of Stelzer and James Roads opposite the new VA clinic), Morrison Road and Edwards Landfills (72.4 acres located west of I-270) and two opportunity sites located on Stelzer Road on the north side of I-670 that total 63.3 acres.

### Jurisdictions

#### Legend

- Study Area
- Airport Property
- Gahanna
- Whitehall
- Mifflin Township
- Columbus





# Existing Conditions, Trends and Analysis

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# Existing Conditions, Trends and Analysis

## Overview

This second chapter of the *Joint Economic Development Strategy* summarizes and assesses existing conditions in the planning area. These existing conditions define constraints and opportunities for future economic development. The chapter addresses existing land use, planning, zoning, environmental factors, infrastructure, and economic base.

The planning area contains about 6,859 acres (or 10.7 square miles), with the following boundaries:

- ◀ Agler Road/US62 on the north;
- ◀ Hamilton Road/Taylor Road/Taylor Station Road on the east;
- ◀ Broad Street on the south; and
- ◀ Stelzer Road/Allegheny Avenue/Cassady Avenue/I-670/Alum Creek on the west.

The bulk of the planning area (4,355 acres or 63%) is located in the city of Columbus, with 833 acres (12%) located in the city of Gahanna, and 1,066 acres (16%) located in the city of Whitehall. About 436 acres (6%) are located in Mifflin Township, principally along Johnstown Road.

## Key Findings

- ◀ **Airport area is a regional economic engine.** The planning area has a significant economic base of 400 businesses and 19,000 employees. The businesses are clustered in several key business sectors: Wholesale Trade, Construction, Manufacturing (Metal), and Accommodation/Food, Professional/Scientific/Technical, and Retail Trade (Auto/Furn/Food/Gas).
- ◀ **Port Columbus is a regional economic engine.** Port Columbus itself supports about 23,500 jobs (2.1 percent of MSA) with a \$624.9 million annual payroll, and generates a total of \$2.2 billion in annual economic activity (3.1 percent of the MSA). There are 5,828 on-airport jobs at Port Columbus, making it the 12th largest employer in the MSA.
- ◀ **Investment activity underway.** Major new construction projects are either underway (Chalmers C. Wylie Veterans Clinic, US Army Reserve Center at DSCC) or in the planning stages (Port Columbus second terminal, relocation of the south runway, and related additions.)



- ◀ **Land use dominated by airport and industrial uses.** Port Columbus occupies 35% of the planning area, with light industrial uses occupying another 26% (1,631 acres) and commercial uses another 9% (544 acres).
- ◀ **Zoning supports continued economic development.** Land use policies and existing zoning support additional light industrial and commercial development around the airport. The Airport Environs Overlay and related noise contours place restrictions on the development of certain noise-sensitive uses, such as residential.
- ◀ **Environmental constraints are limited to floodplains and stormwater management.** The Big Walnut Creek 100-year floodplain is a significant environmental constraint east of the airport. Stormwater issues downstream from Port Columbus and DSCC are significant for Whitehall; but solutions are under consideration.
- ◀ **Vacant and underdeveloped property supply is somewhat limited.** The planning area contains a limited number of undeveloped parcels suitable for larger scale office, light industrial, or commercial development. Redevelopment opportunities must be considered for underdeveloped parcels.

## Key Planning Issues

- ◀ **Supporting and expanding the economic engine anchored at Port Columbus.** The overriding goal of this strategy should be to support and expand the economic activity that is anchored at Port Columbus and nearby businesses, particularly in the face of an expanding region and increasing competition from other communities.
- ◀ **Economic clusters should be promoted, but may impact some existing business.** Maximizing economic clusters while discouraging new investment that is inconsistent with plan recommendations could be a policy challenge. Underdeveloped properties are occupied by such uses as automotive repair.
- ◀ **Infrastructure needs must be strategically addressed.** Stormwater, road and infrastructure needs should be funded and implemented to maximize development potential and minimize impacts on adjacent communities. All political jurisdictions should target their infrastructure investments to fulfill the goals and strategies of this plan, recognizing the need for additional revenue sources.
- ◀ **New development and redevelopment must be cognizant of constraints, yet build upon close proximity to Port Columbus.** Development recommendations for vacant parcels must be cognizant of development constraints and opportunities, while maximizing close proximity to Port Columbus. Underdeveloped parcels must be clearly identified and redevelopment potentials recommended that build upon the synergy of close proximity to Port Columbus.
- ◀ **Economic branding opportunities must be fully explored.** Branding opportunities should be identified in this plan as a means of strengthening the role played by the planning area in the regional economic marketplace of Central Ohio. Branding opportunities are available within the Port Columbus terminal to introduce visitors to Central Ohio.
- ◀ **Consistent and high development standards necessary for economic branding.** Consistent development standards should be pursued that provide for a “high end” corporate business environment, reflecting recent investments at Air Center and other similar businesses.
- ◀ **Consistent and equitable public incentive policies should be considered among the public sector partners.** Incentive policies should be reviewed and adjustments considered to ensure equity among participating jurisdictions.



## Existing Land Use, Planning and Zoning

This section describes the existing land use pattern found in the planning area, as well as adopted planning policies and zoning for the three jurisdictions (Columbus, Gahanna, and Whitehall). The Port Columbus master plan is also summarized. This discussion frames the development pattern in place today, as well as the policy foundation that has been guiding land use decisions in and around the Airport.

### Existing Land Use

The source of data regarding existing land use is the Franklin County Auditor's Office data system used for property appraisal purposes. Port Columbus International Airport is the largest single concentration of land use in the planning area, occupying 2,185 acres or 36% of the total.

Light Industrial and Warehouse uses occupy 1,631 acres or about 27% of the planning area. Concentrations are found along E. Fifth Avenue between Port Columbus and DSCC, west of the Airport in scattered locations, and in Gahanna around Claycraft and Taylor Station roads.

Commercial uses occupy 544 acres or 9% of the planning area. These uses typically include car rental facilities, lodging, retail, and services such as vehicle repair (a cluster is located north of Fifth Avenue and east of Stelzer Road). Commercial uses are scattered within and around the Airport (Stelzer at I-670, and on the Airport proper) and along Hamilton Road.

Office uses occupy 187 acres or 3% of the planning area. This is concentrated in the Stelzer Road and Broad Street corridors and in Gahanna along I-270. For the most part these uses occupy traditional suburban office park locations with freeway frontage.

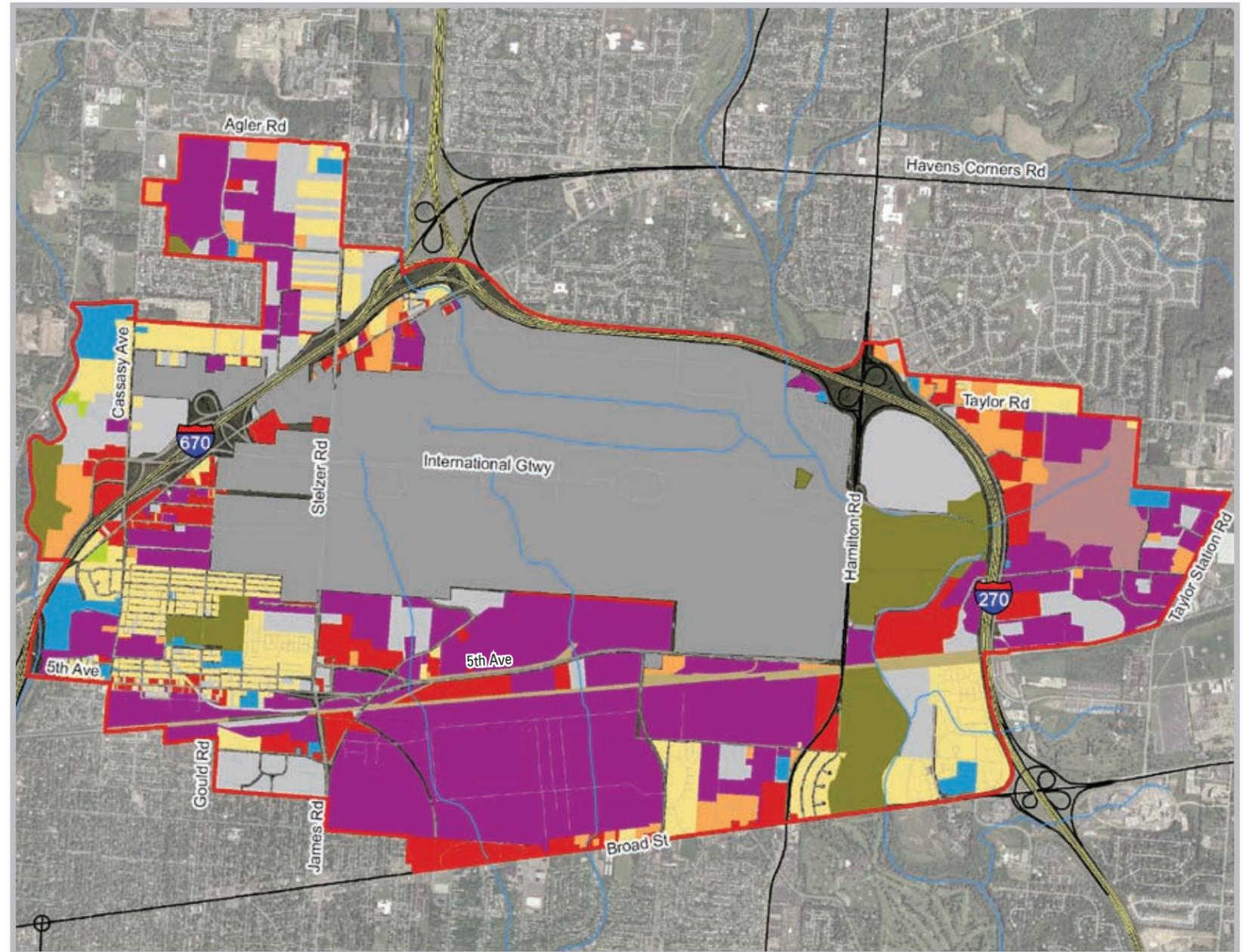
Vacant land occupies 593 acres or 10% of the planning area. Vacant parcels are scattered throughout the planning area, with the largest parcels located west of Stelzer Road at I-670 (proposed for car rental facility by Port Columbus), adjacent to Columbus International Air Center location, Poth Road east of DSCC, and scattered sites in Gahanna's office and industrial areas east of I-270.

Residential uses occupy 582 acres or 9% of the planning area. These contain mostly multi-family developments at 218 acres and single-family home sites at 355 acres. There are four major concentrations of multi-family development scattered on James Road and Broad Street. Single-family uses tend to be large lot remnants that predate urbanization in this area.

### Existing Land Use

#### Legend

- Study Area
- Commercial
- Office
- Industrial (Light)
- Institutional
- Mixed Use
- Residential
- Open Space
- Agriculture
- Utilities/Rail Roads
- Vacant
- Airport Property





Open space occupies 338 acres or 6% of the planning area. This includes land within Gahanna north of Airport Golf Course, but does not include other publicly-owned parkland such as the golf course and Whitehall’s park facility further south on Hamilton Road.

**Planning Issues**

- ◀ Commercial uses that include vehicle repair could be inconsistent with the plan recommendations.
- ◀ Converting sites with low development potential into high development potential can be challenging.

**Existing Land Use (2007)**

Land Use	Acres	Percentage
Agriculture	8.83	0.15%
Commercial	544.74	8.97%
Industrial (Light)	1,631.62	26.85%
Institutional	119.39	1.97%
Mixed Use	136.53	2.25%
Office	187.35	3.08%
Open Space	338.90	5.58%
Residential	582.53	9.59%
Utilities and Rail Roads	72.69	1.20%
Vacant	593.66	9.77%
Airport	2,185.00	35.96%
<b>Total</b>	<b>6,075.90</b>	<b>100%</b>

Source: Franklin County Auditor

**Adopted Plans**

This section addresses official land use plans adopted by a jurisdiction within the planning area, as well as the status of key plan recommendations.

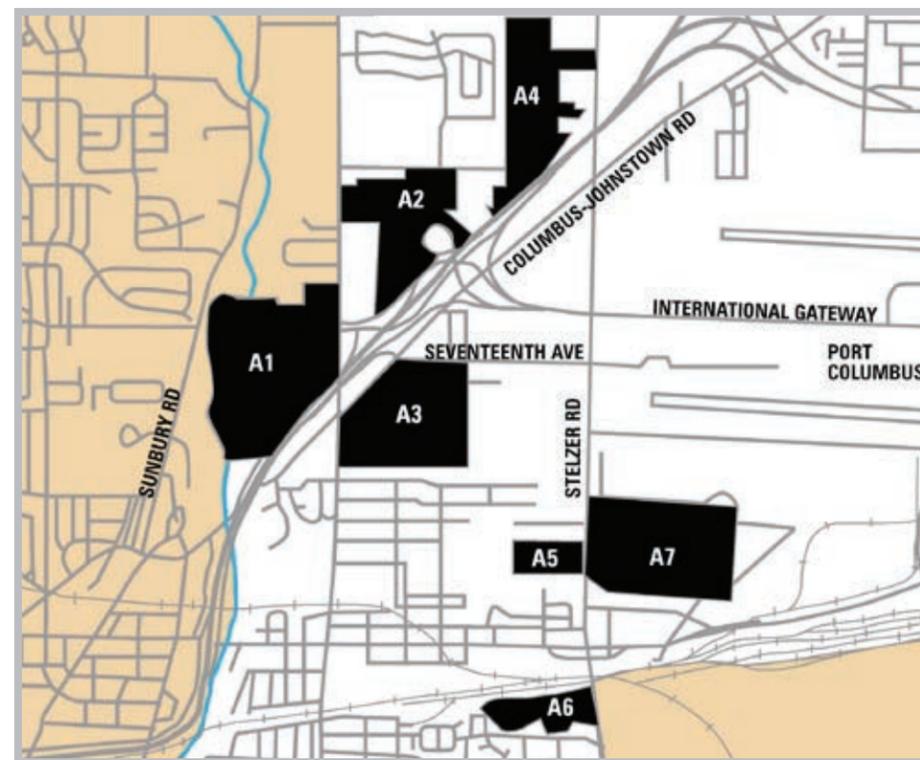
**Columbus**

Applicable adopted plans are the *Comprehensive Plan* (1993), *I-670 Corridor Development Plan* (1989), and the *Northeast Area Plan* (2007).

**Comprehensive Plan (1993).** The *Comprehensive Plan* recommended establishing industrial/office development districts north of I-670 in and around Cassady Avenue and Stelzer Road.

**I-670 Corridor Development Plan (1989).** The *I-670 Corridor Development Plan* was prepared for the I-670 Corridor Development Corporation, which was established to guide public and private investment and economic development in the corridor between Downtown and around Port Columbus. The overall development objective of the plan was to create a “greenbelt” linking the Downtown and Port Columbus, framed by office parks, light industrial parks and highway uses. The targeted industries were printing, instruments, special trade contractors, trucking and warehousing, wholesale trade, business services, and miscellaneous repair services.

**Potential Development Sites**



■ Potential Development Sites

Within the Airport Subarea, seven potential development sites were noted (all on the western edge of the Airport). Please see the accompanying map.

- ◀ **Subarea A-1** was recommended for an executive office park with office buildings, hotels, restaurants, and convention uses. This subarea has developed in that fashion.
- ◀ **Subarea A-2** was recommended for service retail and other technical repair-type businesses, including office and warehousing (flex space). This subarea is under consideration by the Airport Authority to locate a combined rental car facility.
- ◀ **Subarea A-3** was recommended as an industrial park. Today this area contains a variety of businesses.
- ◀ **Subarea A-4** was recommended for industrial uses. The subarea currently contains a number of large lot single-family home sites.
- ◀ **Subarea A-5** was recommended for an expansion of Airway Industrial Park. The site is currently undeveloped.
- ◀ **Subarea A-6** was recommended for manufacturing uses. It is the site of a city of Columbus stormwater management facility.
- ◀ **Subarea A-7** was recommended for Airport-related or Airport-dependent uses. Currently the subarea contains a mix of business uses.

**Northeast Area Plan (2007).** The *Northeast Area Plan*, was updated by the city of Columbus, working with the northeast community. The following text summarizes the plan recommendations. To the south of Agler, low density single family residential development is planned to add to the existing residential uses on the east side of Stelzer Road. This opportunity is enhanced through the current project that is providing sanitary sewer service to this area. As previously indicated, a tributary or remnant of a tributary of Big Walnut Creek exists on the east side of Stelzer from McCutcheon to I-670. Efforts should be made to preserve and enhance this tributary as a greenway as development occurs.

The area to the south of Georgia Road on the east side of Stelzer and the west side of Stelzer to the south of Agler Road is planned for office and/or light industrial uses to complement the existing and future planned office/light industrial uses along Citygate Drive that takes advantage of the proximity to Port Columbus. Other airport related uses may also be appropriate in this area, particularly on the east side of Stelzer to the south of Georgia



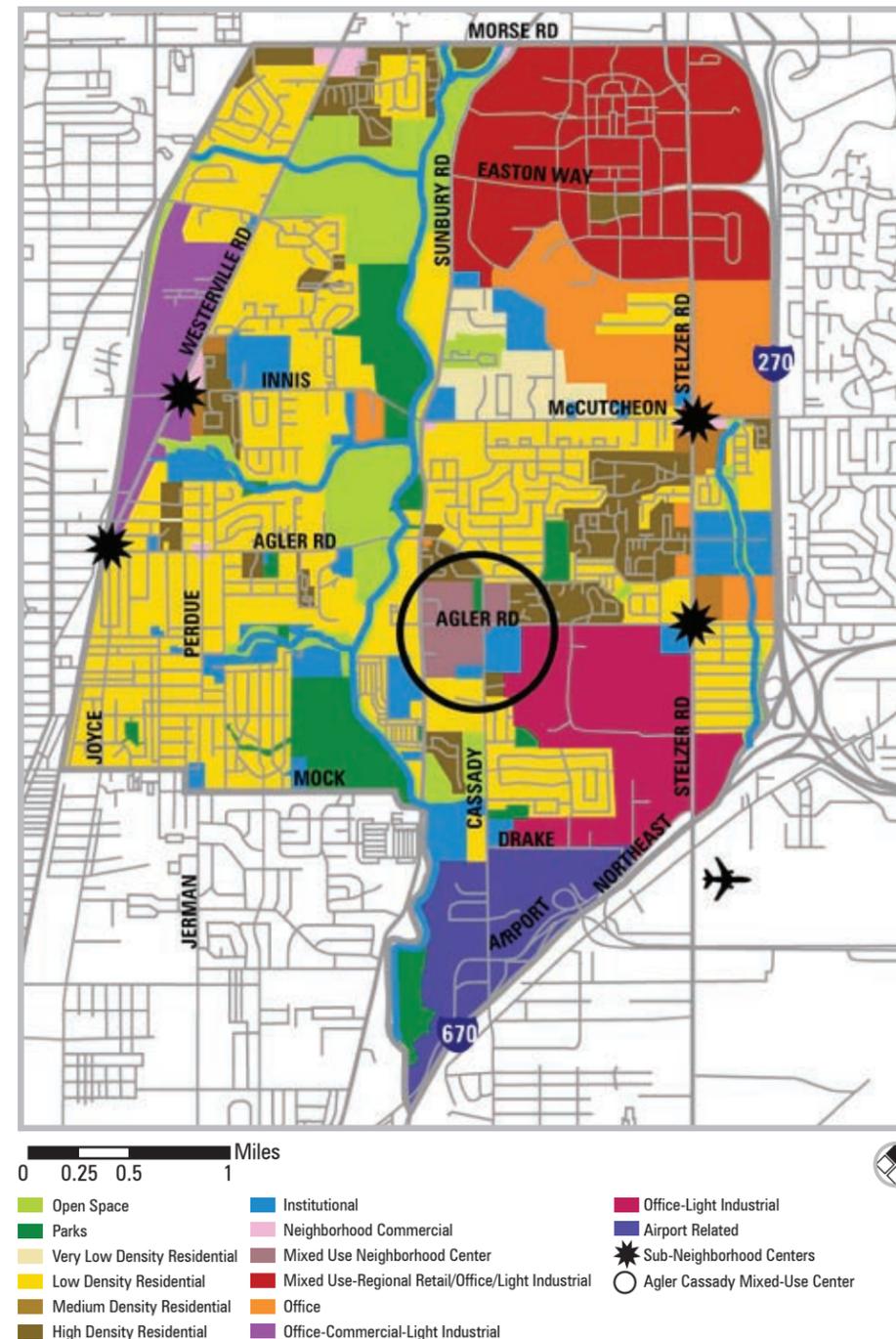
## Existing Land Use, Planning and Zoning *(continued)*

Road. Standards for future development along Stelzer Road should be consistent with the development standards utilized in the Citygate development. The north side of Drake Road is also planned for office/light industrial uses. This area falls within the Port Columbus 65 DLN noise contour and is therefore not recommended for future residential uses. The future of this area will likely be driven by the impact on property values of the area's proximity to Port Columbus and burgeoning airport related development at Citygate and to the south of Drake Road. Existing residential uses may very well continue for many years and, with adequate buffering, may resist the negative impact office/warehouse uses can present to residential areas (primarily traffic). But provided development of the area continues, an office/warehouse use with tree preservation, significant landscaping and buffering is the most appropriate transition to the existing residential area to the north. Future development must also consider and respect the property near the corner of Cassady and Drake Roads, which is a scenic site with an architecturally significant church.

The area to the south of Drake Road is planned for airport related services. This may include retail, office, warehouse and/or other airport related services that will take advantage of this area's proximity to Port Columbus. Development standards described in the Urban Design element will assist with making these services accessible to residents of the planning area.

- ◀ Restrict new residential development within the Port Columbus 65 DNL contour, as illustrated on the Existing Zoning map.
- ◀ Provide sanitary, stormwater and water service infrastructure as new development occurs per existing city of Columbus policy.
- ◀ Consider the provision of centralized sanitary sewer, water, and/or other services for all existing homes and businesses.
- ◀ Property with significant woodlots, creeks, wetlands, slopes or other natural features should cluster houses as a means to preserve natural features. Site plans should be submitted that illustrate and commit to natural resource preservation. In areas identified as having significant tree cover in the Natural Resources element, site plans should include a tree inventory and tree preservation plan.
- ◀ Provide a no-disturb zone along all creeks, waterways, and ravines. No-disturb zone width will vary depending on the creek, waterway, and/or ravine. For Alum Creek, the no-disturb zone should be the width of the floodway or 150 feet on each side of the high water mark of the Creek, whichever is greater. Efforts should be made to extend this buffer beyond the floodway/150 foot buffer whenever possible.

### Northeast Area Plan: Land Use



- ◀ Acquire land along Alum Creek, its tributaries and other tributaries in the planning area for preservation of open space, water quality and low impact recreational purposes. In the case where land cannot be acquired, conservation easements should be established to ensure their preservation.

#### Planning Issues

- ◀ Several of the development recommendations from the I-670 Corridor Development Plan have come to fruition, such as the office park and related services on Stelzer at I-670.
- ◀ The other recommendations have either not seen significant change since the plan was adopted or have witnessed other development activity.

#### Gahanna

**Land Use Plan.** The city of Gahanna's *Land Use Plan* was updated in 2002 with a revised plan in process. The 2002 plan identified four areas in transition, one of them being the area east of I-270 and south of Taylor Road where it recommended office and industrial uses. The area south of Taylor Road has been the city's predominant economic growth area and contains several office and commercial developments. The industrial classification in the plan included manufacturing, research and development, wholesale uses as well as industrial. Industrial redevelopment shall not occur north of Taylor Road and east of Helmbright Drive.

West of I-270 and east of Hamilton Road is the Airport Commerce Center (Buckles Tract) where the plan recommended mixed use. Mixed Use Areas are recommended to contain a blend of commercial, office and more dense development options. However, due to the proximity of this parcel to the Columbus International Airport, residential development is not recommended. The city would encourage lodging to be included in future development. The future extension of Tech Center Drive will provide a major secondary access to the industrial park as well as making this 122 acre tract of land more suitable for future mixed-use development.

**Central Park.** Of particular note within the industrial area is the redevelopment project called Central Park, a 191-acre business campus located at the crossroads of Technology and Science Boulevard. Central Park is designed to accommodate 1.2 million square feet of office, Central Park Golf Academy with a lighted nine-hole executive golf course and driving range, an open air meeting pavilion, walking trails, a conference center, and a complement of retail. Central Park has five planned areas for build-to-suits, corporate campuses, office condominiums and commercial.



**Whitehall**

The city of Whitehall has made a strong commitment to economic re/development since inception of its Overall Economic Re/development Strategy (EDS) in 1997. The city recently announced the selection of Pizzuti Solutions to update its EDS with a *Strategic Comprehensive Land Use and Economic Development Plan*. Pizzuti Solutions will be responsible for identifying and studying several key redevelopment sites and partnering with the city administration, business community and residents to identify strengths and opportunities within specific sites. The plan will encourage job creation and a competitive environment for Whitehall that will enable it to capitalize on current and future market opportunities.

**Existing Zoning**

There are four separate zoning jurisdictions in the planning area: Columbus, Gahanna, Whitehall, and Franklin County (Mifflin Township).

**Overview**

The accompanying table and this analysis generalize zoning trends for the planning area by aggregating the zoning maps of all political jurisdictions. The table attempts to provide some consistency, but there are redundancies given the nature of individual zoning codes.

A large portion of the planning area, 52%, is zoned Manufacturing, which includes Port Columbus, with another 4.3% zoned Industrial. About 8.73% is zoned Exceptional Use in Whitehall as well as Franklin County for various non-residential uses and another 19% is zoned single-family residential. Land zoned for commercial and service purposes totals about 604 acres or 9% of the planning area. Zoning specific to office uses accounts for 29 acres, less than one percent of the planning area.

**Existing Zoning**

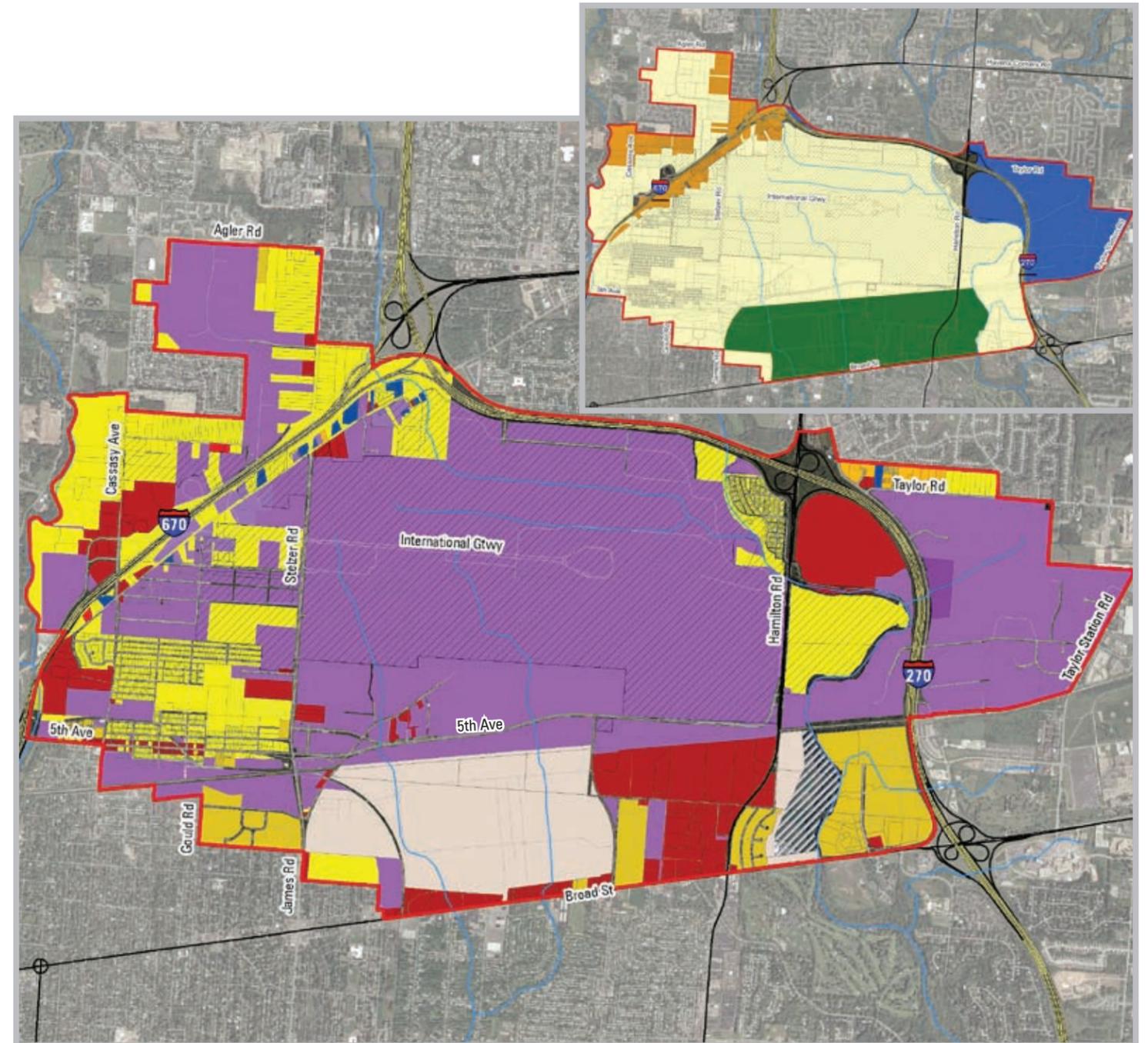
Zoning	Acreage	Percent
Commercial	581.9	9.0%
Community Service	22.64	0.3%
Exceptional Use	565.73	8.7%
Floodplain	64.97	1.0%
Industrial	281.27	4.3%
Planned Industrial	32.01	0.5%
Manufacturing	3,393.39	52.3%
Office	28.78	0.4%
Parking	0.27	0.0%
Multi-family	313.46	4.8%
Residential	1,200.30	18.5%
<b>Total</b>	<b>6,488.81</b>	<b>100%</b>

Source: Columbus, Gahanna, Whitehall, Franklin County

**Zoning**

**Legend**

- Study Area
  - Airport Property
- Mifflin**
- Community Service
  - Industrial
  - Residential
  - Planned Commercial
  - Office
  - Commercial
  - Planned Industrial
- Whitehall**
- Industrial
  - Exceptional Use
  - Multifamily
  - Commercial
  - Flood Plain
- Gahanna**
- Manufacturing
  - Multifamily
  - Residential
  - Planned Industrial District
  - Commercial
  - Office
- Columbus**
- Manufacturing
  - Parking
  - Residential
  - Multifamily
  - Commercial





## Existing Land Use, Planning and Zoning *(continued)*

### Planning Issues

- As part of the recommendations an analysis must be undertaken to ensure that zoning is appropriate relative to future land use recommendations.
- Development standards should also be considered in detail to ensure that the physical “branding” of the planning area will be translated to the development character of individual sites.

### Airport Environs Overlay District

The Airport Environs (AE) Overlay District was adopted by the city of Columbus to regulate development and land use within the environs and hazard areas of Port Columbus (along with Bolton Field and the Ohio State University Airport), ensuring compatibility with Airport operations (Gahanna and Whitehall have not adopted similar restrictions). Franklin County adopted *Section 660-Airport Environs Overlay District* in 1996. Land use compatibility standards apply and aviation easements are required. A development plan is submitted indicating DNL contours (65 DNL and higher). Review criteria require compatibility with land use restrictions promulgated by the Federal Aviation Administration.

The following basic land use restrictions apply:

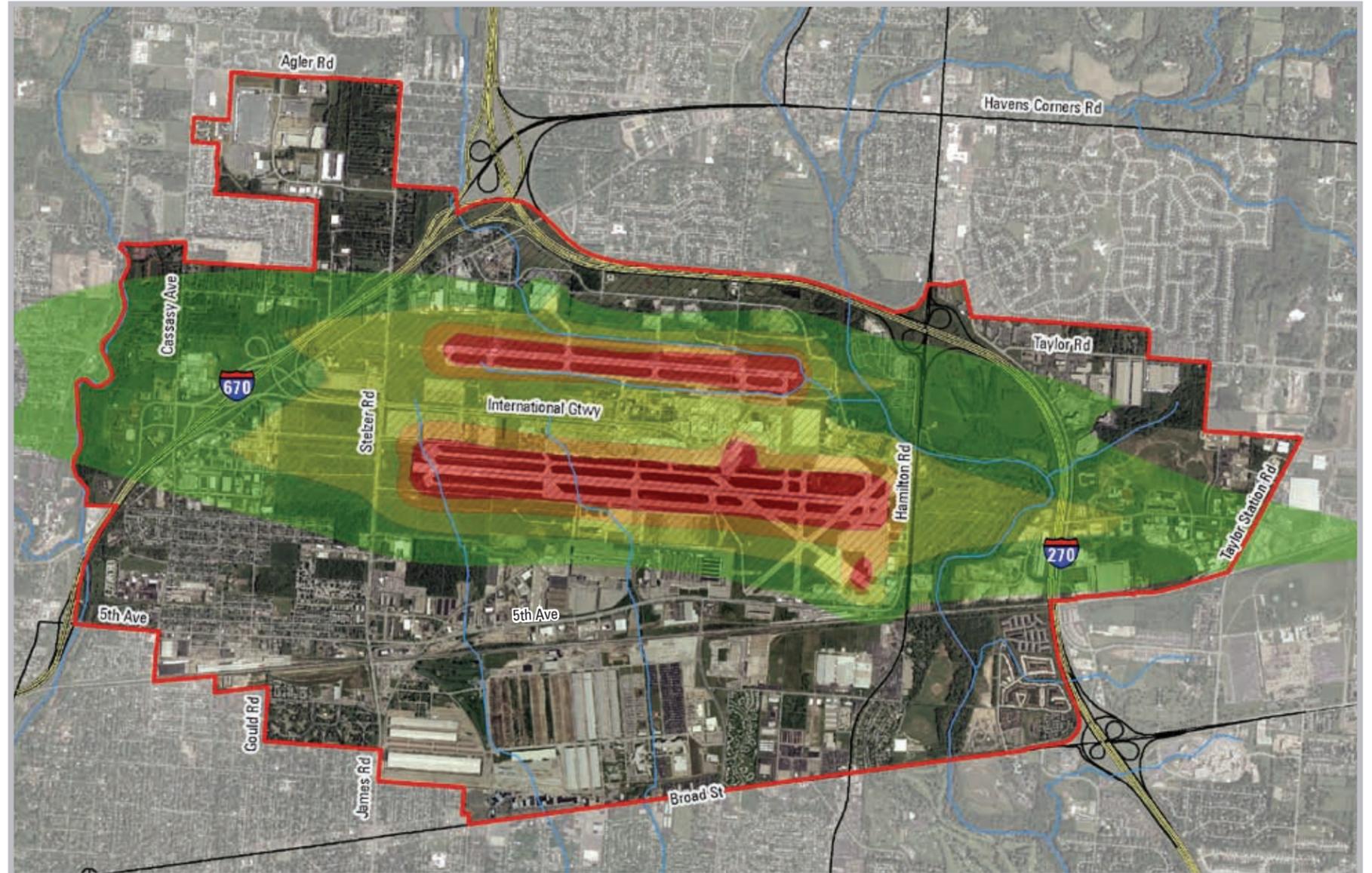
- Single, Two-, Three-, Four-unit residential and apartments prohibited in the 70 and 75 DNL contours.
- Manufactured housing and mobile homes prohibited in the 65, 70, and 75 DNL contours.
- Hotels, motels, houses of worship, all other residential, personal services, offices, hospitals and nursing homes, education facilities, public assembly, and industrialized units are prohibited in the 70 DNL.

### Airport Environs (AE) Overlay

#### Legend

- Study Area
  - Airport Property
- AE Day-Night Average Sound Level (DNL)**
- 65
  - 70
  - 75
  - 80

Source:  
City of Columbus Zoning Code





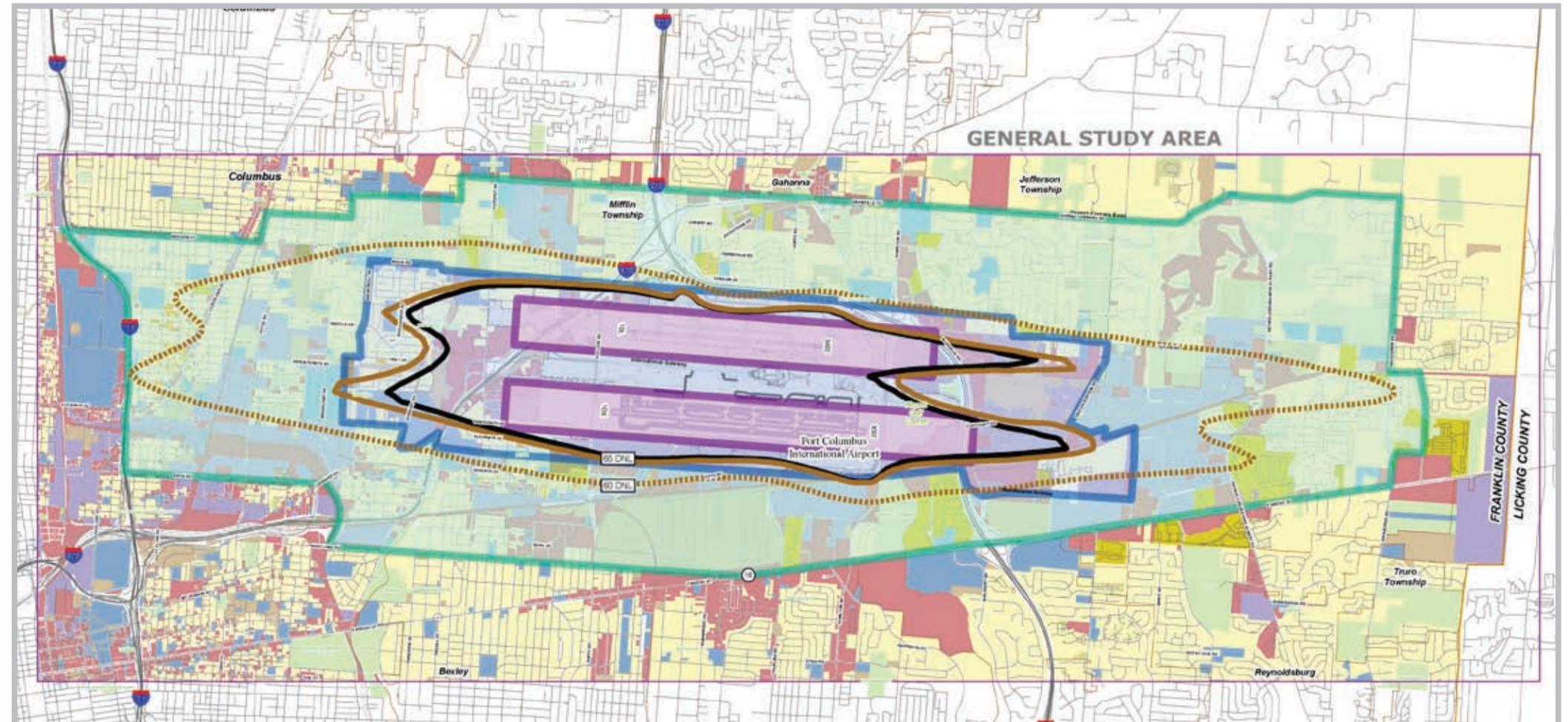
Buildings, structures and active outdoor recreational space are required to be located the greatest distance possible from the noise source, taking maximum advantage of existing topographical features to minimize noise impact, and within zoning district requirements, such as required setbacks. Buildings and structures are required to be oriented to minimize exposure to the noise source and building openings, such as windows, by locating such openings away from the noise source.

Also, the amount of passive outdoor recreational space where individuals would be subject to noticeable or severe levels of noise is required to be minimized.

**Planning Issues**

- ◀ The land use implications under the AE district must be taken into consideration when proposing future land uses.
- ◀ Neighboring jurisdictions should consider adopting a similar zoning overlay to ensure that future Airport operations are not constrained by inappropriate land use and development decisions.
- ◀ An Airport Land Use Management District with fixed boundaries based on the 2023 Noise Exposure Map/Noise Compatibility Program noise contour, other geographic and jurisdictional boundaries, is recommended in the draft *Port Columbus Part 150*. This measure would develop a fixed boundary within which land use controls will be recommended. These land use controls will include noise overlay zoning, updates to subdivision regulations and building codes, and formal fair disclosure policies.

**Proposed Airport Land Use Management District Boundary**



0 4,000'

**Legend**

<b>Airport Land Use Management District Boundary</b>	Single-Family Residential	2012 NEMNCP 65 DNL Noise Exposure Contour	Institutional
Boundary 'A'	Two-Family Residential	2023 NEMNCP 60 DNL Noise Exposure Contour	Industrial
Boundary 'B'	Multifamily Residential	2023 NEMNCP 65 DNL Noise Exposure Contour	Commercial
Boundary 'C'	Mobile Home Park		Exempt
	Agriculture/Open Space/Park		Unclassified
	Airport Property		

Source: FAR Part 150 Study Port Columbus International Airport, prepared by Landrum & Brown, 7/3/2007



## Environmental Factors

There are two major factors that affected development in the planning area – floodplain and related drainage issues and tree cover.

### Floodplain and Water Quality

**Floodplain.** The planning area is located in the Big Walnut drainage basin, but is divided into several separate sub basins: Big Walnut, Turkey Run, and Mason Run. Both Turkey and Mason Run drain a significant amount of the planning area through the city of Whitehall. Extensive floodplain is found south of Broad Street. Along the Big Walnut, there is extensive floodplain along the water course impacting properties on the eastern boundary of the planning area. This is also the location for several park facilities. The northern portion of Port Columbus appears to drain east into Big Walnut. In total there is about 464 acres of 100-year floodplain in the planning area.

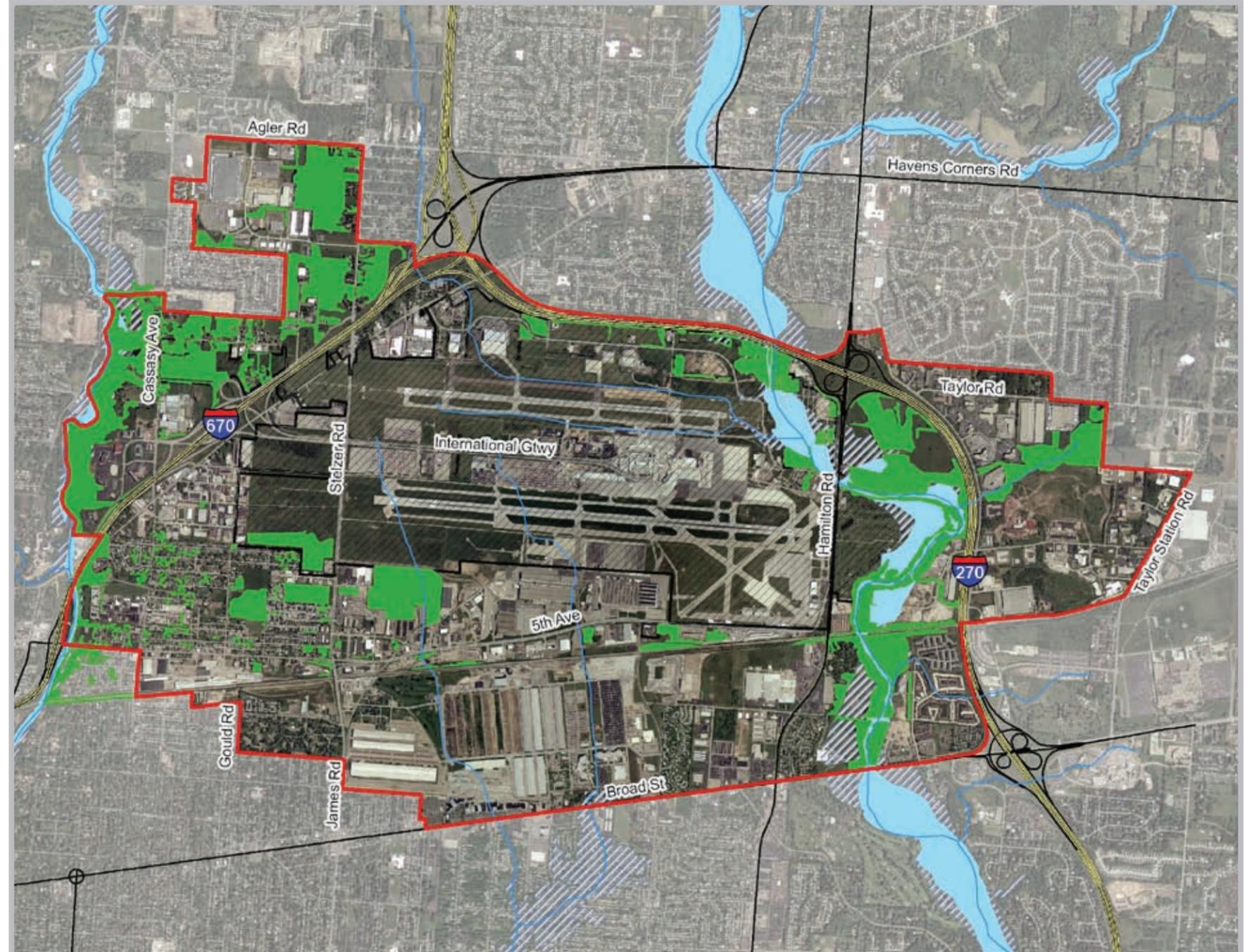
**Water Quality.** According to the *Lower Big Walnut Creek Watershed Action Plan* (Draft, April 2006), the “Airport tributary” that drains Port Columbus is impaired by pathogens, BOD, total suspended solids and nutrients. Also present in the water is acetone, PAHs, and metals in sediments indicating impacts from industrial pollution and urban pollutants (study results from OEPA). This tributary is further impacted from channelization, removal of woody riparian cover, and sediment contamination.

Airport Tributary receives runoff from some runways (the south runway drains to Mason and Turkey runs). These drainageways have been altered to meet Federal Aviation Administration (FAA) requirements for aircraft safety (e.g. prevent accidents between airplanes and animals). Drainage ditches and streams located on Airport property are not allowed to have tree canopies taller than 10 to 15 feet to avoid posing an obstruction to air traffic. Open detention ponds must be emptied within 48 hours and shielded to discourage water fowl. The plan notes that these regulations make rehabilitation of impacted streams difficult.

### 100-Year Floodplain and Tree Cover

#### Legend

- Study Area
- Airport Property
- 100-Year Floodplain
- Floodway
- Tree Cover





Regarding plane de-icing, Port Columbus has installed a collection system designed to eliminate such material from reaching Big Walnut Creek, according to the plan. Instead de-icing materials are discharged to the city of Columbus sanitary sewer. Snow removal (including the use of potassium acetate, sodium formate and sand) is plowed into swales along runways to melt into storm sewers (outfalls are monitored per NPDES permits).

Airport Tributary is recommended to be designated a Warm Water Habitat in the plan. Its current status is non-attainment. The plan recommends using underground storage tanks for runway runoff at Port Columbus and to allow the effluent to flow through a bio-swale prior to reintroduction into the receiving waters.

Mason Run is impacted by pathogens, total suspended solids and ammonia, as well as elevated nutrient concentrations (study results from OEPA). This basin is highly urbanized with its headwaters originating in the industrial area west/southwest of Port Columbus. About 1.5 miles of the run is buried in an underground culvert.

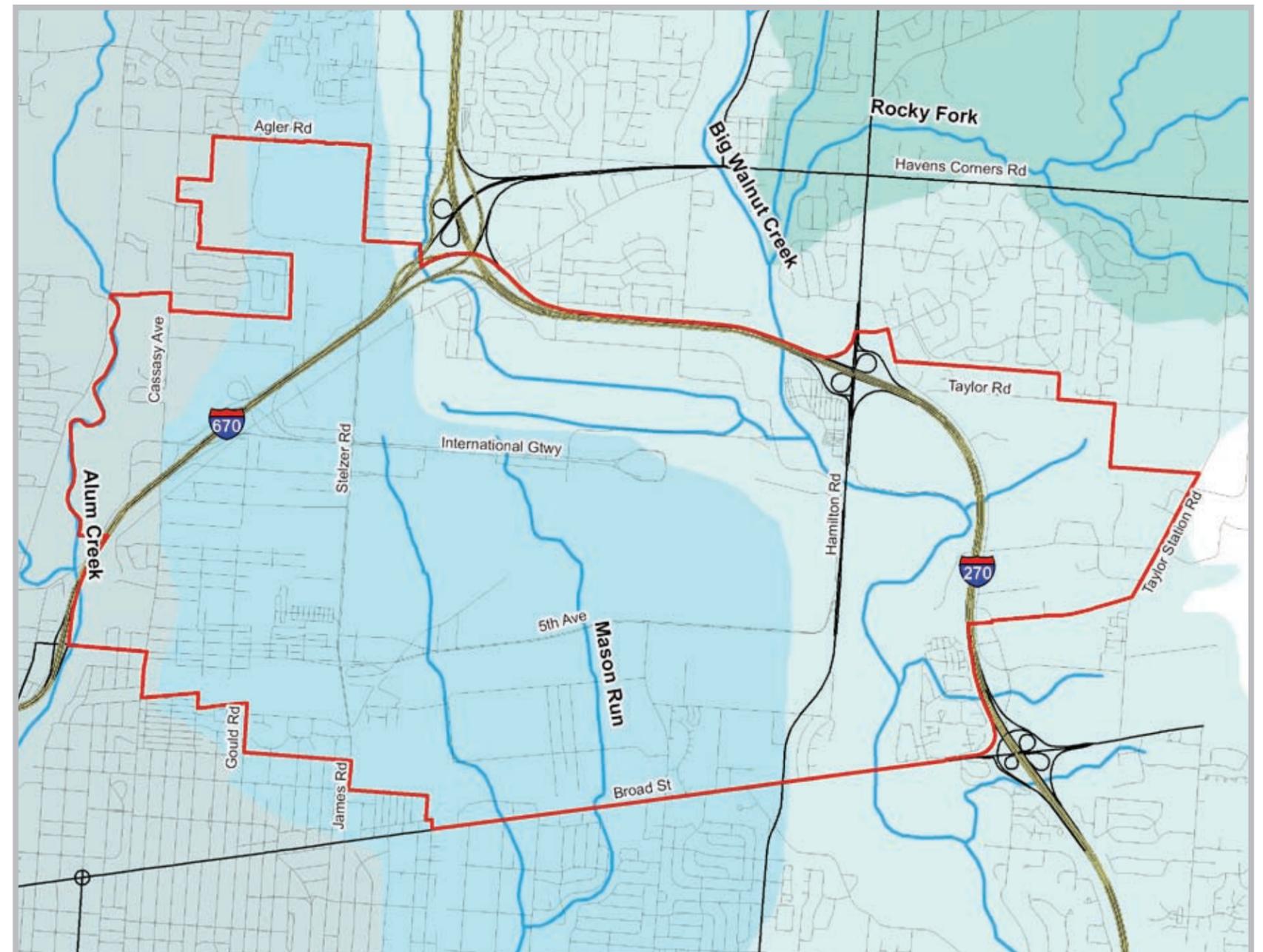
Biological communities in the run are considered “fair to poor” due to negative impacts from habitat alterations, flow alterations, and polluted runoff from upstream urban areas. Resource quality has declined since a 1996 OEPA study that found the fish community meeting a Warm Water Habitat standard. Bacterial contamination is attributed to urban runoff and failing household sewer treatment systems.

Whitehall residents located within the Mason Run watershed often experience basement back-ups and flooding, according to the plan. The upper one-third of the watershed consists of Port Columbus and DSCC, both of which produce significant amounts of runoff due to impervious surfaces at each facility. According to the plan, DSCC has hired EMH&T to study the extent of flood capacity limitations and potential measures to reduce flooding.

### Watersheds

#### Legend

- Study Area
- Alum Creek
- Big Walnut Creek
- Mason Run
- Rocky Fork





## Environmental Factors *(continued)*

The plan recommends community outreach to reduce debris and other material within Mason Run (thereby improving flow), adding stormwater runoff treatment requirements for construction sites in Whitehall, and adoption of more stringent development regulations focusing on conservation and rehabilitation of Mason Run.

The watershed plan establishes a number of goals for the entire watershed that are pertinent to the planning area, as paraphrased below:

- ◀ Protect the Big Walnut Creek 100-year floodplain for open space, habitat and natural stream functions; maintain a natural riparian corridor using ODNR equation as a minimum depth.
- ◀ Provide incentives for redeveloping existing development locations using appropriate development standards.
- ◀ Reduce impervious cover, create pervious parking surfaces, and encourage green roofs.
- ◀ Replace failing home sewer treatment systems with centralized sewer service; increase County enforcement activity.
- ◀ Improve enforcement of construction site management requirements.
- ◀ Increasing residence time requirements for detention basins, promote rain barrels and rain gardens for residential development, promote bio-retention techniques to treat stormwater, enforce sediment and erosion Best Management Practices (BMPs), and expand urban tree plantings.

### Planning Issues

- ◀ Stormwater management facilities must be constructed to address development-generated flooding in Whitehall.
- ◀ The 100-year floodplain should be preserved as open space and passive recreation.
- ◀ Efforts should be undertaken to improve water quality in area streams and creeks through habitat enhancements, stormwater management techniques, and other measures – consistent with FAA requirements for Port Columbus.
- ◀ DSCC stormwater improvements should be supported.
- ◀ Columbus stormwater standards may limit future construction activity.
- ◀ All key stakeholders should work towards implementation of the *Lower Big Walnut Creek Watershed Action Plan* (April 2006).

### Tree Cover

Tree cover is typically found along Big Walnut Creek within the 100-year floodplain. But there are also scattered woodlots in the western portion of the planning area. In total there are about 500 acres of tree cover within the planning area.

### Planning Issues

- ◀ Where feasible existing tree cover should be preserved but not at the expense of Airport-related facilities.



*Above: Overview of tree cover along Big Walnut.  
Right: Big Walnut*





## Infrastructure

The infrastructure that supports the planning area is comprised of Port Columbus, the highway and road network, rail, sanitary sewers, water, stormwater management facilities, fiber optic networks, fire and police facilities, and recreation facilities and parks.

### Port Columbus International Airport

**Background.** Port Columbus International Airport is the major air facility serving metropolitan Columbus. The Columbus Regional Airport Authority oversees the operations of Port Columbus, Rickenbacker and the Ohio State University Airport to deliver high-quality, cost-effective and coordinated aviation and logistics services for Central Ohio.

Port Columbus International Airport is a major regional asset and gateway to Central Ohio. The Airport is located on a 2,190-acre site, approximately 6 miles northeast of downtown Columbus. The airport provides a full range of aviation services, including passenger airline service, corporate aviation activity, general aviation and air cargo.

The airport opened in 1929. Foster Lane initiated flying services in 1935. Airline service grew at the airport, requiring a runway extension from 4,500 feet to 8,000 feet in 1952. A terminal was constructed in 1958. The airport earned its international label in 1965 with the establishment of a U.S. Customs facility. In 1991, operation of the Port Columbus International Airport was transferred from the City of Columbus to the Columbus Airport Authority. In 2003, the Columbus Airport Authority and the Rickenbacker Port Authority merged to form the new Columbus Regional Airport Authority.

**Existing Facilities.** The airport terminal building consists of three concourses, A, B, and C. Continental/Continental Express, Southwest Airlines operate out of Concourse A. Air Canada Jazz, American/American Eagle, Midwest Connect, Northwest/Northwest Airline, Us Airways/US Airways Express, United, and United Express operate out of Concourse B. Delta/Delta Connection, JetBlue and Southwest operate out of Concourse C. Construction of the terminal building was completed in 1958. It has undergone a number of renovations and expansions, with the latest completed in 2002. The terminal has 37 gates and an annual passenger capacity of 10 million. In 2004, 6.2 million total passengers passed through the terminal. A variety of food and retail concessions operate in the terminal building.

A six-level parking facility provides short- and long-term parking for travelers, as well as rental car facilities. The parking garage is connected to the terminal by an underground walkway and also by walkways at various levels. Additional long-term parking is available with shuttle service to the terminal building.



*The new Crossover Taxiway under construction.*

The airfield consists of two parallel 150-foot wide runways (10L/28R and 10R/28L), approximately 2,800 feet apart, and associated taxiways and ramps. All runway ends have a Category I instrument landing system (ILS), non-directional beacon (NDB), and global positioning system (GPS) approaches. In addition the runways are equipped with distance measuring equipment (DME). The longest runway (10R/28L) is 10,125 feet in length. The other runway (10L/28R) is 8,000 feet in length. All runways are equipped with high intensity runway lighting systems. Each runway end is equipped with a medium intensity approach lighting system with runway alignment indicator lights and sequenced flashing lights. Runway 28R is equipped with a lighted, two-bar visual approach slope indicator.

The airport traffic control tower is staffed by the FAA and operates on a 24-hour basis. The FAA's TRACON, also located in the tower facility, provides separation and traffic advisory services to aircraft within 55 nautical miles of Columbus below 11,000 feet. The airport is surrounded by Class C airspace which requires aircraft in that space to be in radio contact with the TRACON. The facility also controls traffic in and out of more than 20 non-towered airports and the three tower controlled airports in Port Columbus' air space: The Ohio State University Airport (OSU), Bolton Field Airport (TZR) and Rickenbacker International Airport (LCK).

**Program Management Airport Development Plan.** In November 2001, the Columbus Regional Airport Authority (CRAA or the Authority) recognized the significance of anticipated industry changes and the importance of long-term planning by soliciting a Program Definition effort to validate the recently completed Master Plan Update. This Program Definition effort began in July 2002, and through a series of planning activities and other studies, identified a number of alternatives that addressed some of the new parameters under which airports now operate. A panel of industry peers then evaluated three selected alternatives. This Peer Review led to the recommendation to expand the area where the potential new terminal would be located. After further alternative development and evaluation, the Program Management Airport Development Plan (PMADP) was presented and accepted by the CRAA Board of Directors in November 2004.

The major recommendations of this planning effort include:

- ◀ A replacement for the existing southern runway approximately 700 feet further south.
- ◀ A new terminal west of the existing terminal that will eventually expand to replace the existing terminal.
- ◀ Enhancements to the existing terminal to accommodate a passenger activity level of 5 million annual enplanements (MAEP).
- ◀ A Consolidated Rental Car Facility (CRCF) across I-670 west of the Airport to serve both the existing terminal and the new terminal.

The PMADP included the examination of the central terminal area, determination of overall airport parking requirements; planning and locating of a consolidated rental car facility; and the determination and location of stormwater detention areas. In addition, potential uses for airport areas opened up by the phased relocation of all existing terminal operations were examined. The drawing on the next page shows the PMADP Site Plan. Significant features of this site plan include:

- ◀ The demolition of the existing terminal in the PMADP's ultimate configuration opens up a substantial area for aviation-related development that has access to the terminal, airfield and to the roadway system. This would benefit the types of facilities that require access to both the roadway system and the terminal airside. Facilities for fueling, in-flight kitchen, ARFF, and snow removal equipment could access both terminal and airfield from this location, without using the Perimeter Road.



**Infrastructure** *(continued)*

- ◀ The relocation of rental car facilities off-site to a new location across Interstate 670 opens up areas adjacent to the new terminal for revenue-generating development, including parking, hotel development and potential commercial development.
- ◀ The acquisition of land south of the Airport for stormwater mitigation will not only solve the problems of Airport stormwater runoff, but will also provide an improved stormwater management plan for the entire area around the Airport.

The preferred concept for the future terminal at CMH is an ultimate 75-gate three-level facility situated just west of the new Air Traffic Control Tower. Access to the facility is via a relocated International Gateway, with upper and lower terminal curbs between the terminal and a new four-level parking garage. Public surface parking facilities are to the west of the terminal, with rental car facilities across I-670.

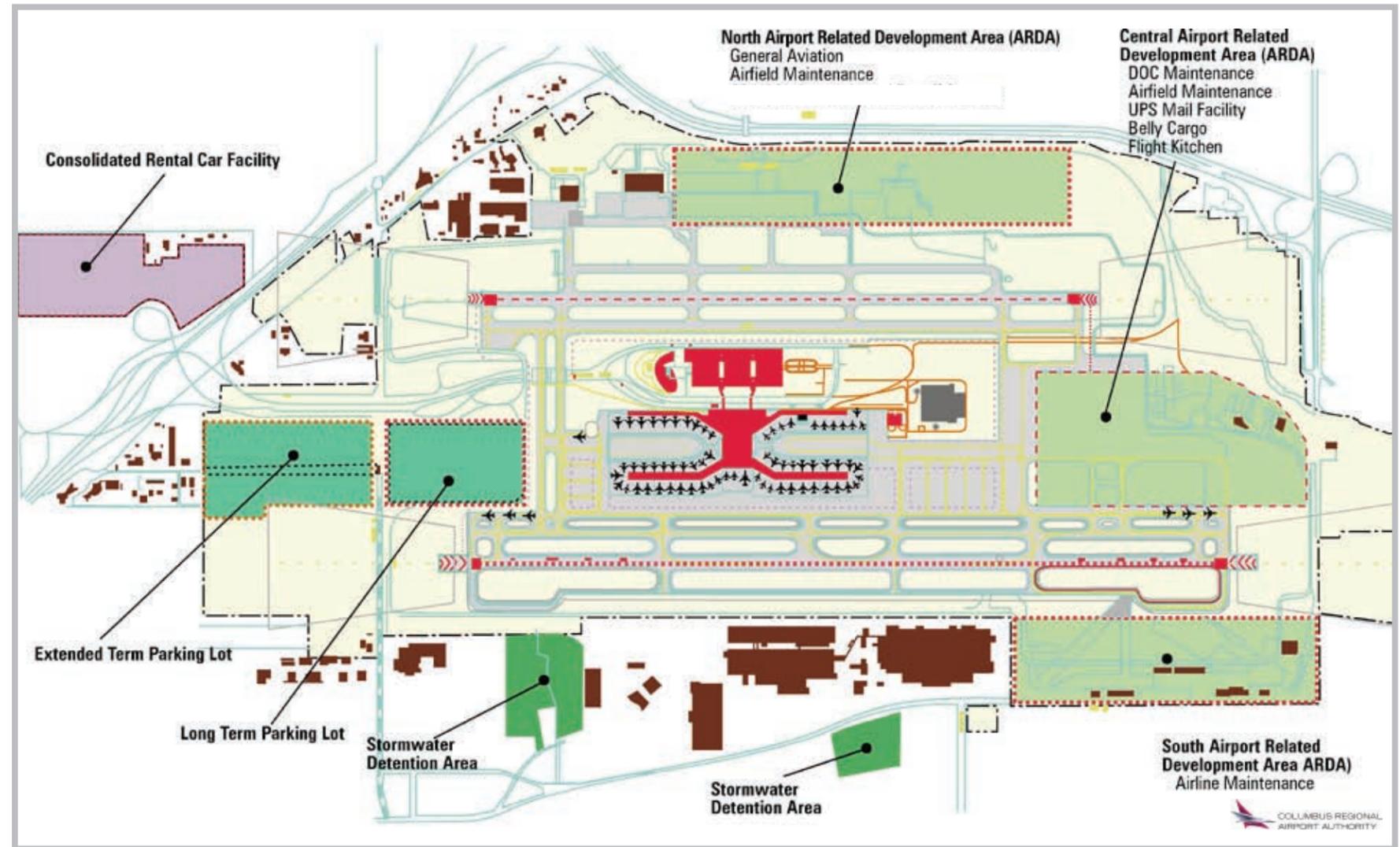
The primary objectives of the terminal design are to optimize passenger convenience and wayfinding, allow the greatest flexibility for the airlines and Airport administration, and provide the maximum potential for revenue-generating activities within the new facility and the site. To achieve these goals, the terminal will be configured with a three level landside processor, a two level central core, and four two level airside concourses radiating from the core.

**Planning Issues**

- ◀ The proposed expansion of the airport will facilitate improved air service for the region, but should also serve as an engine for additional economic development (on- and off-site).
- ◀ The construction of new stormwater facilities should mitigate flooding impacts south of the Airport facilities.

**Consolidated Car Rental Facility. (CCRF)** The overall capacity of the existing facilities will not become an issue until the 2010 to 2012 time frame. At that point, the CMH rental car market should be generating approximately 500,000 transactions annually. While the facility will still be functional at that level, during peak hours on peak days the facility will not operate as efficiently as during less busy periods. As the market grows towards 600,000 annual transactions in approximately 2016, the demand for ready/return space will exceed supply by at least 20% and the congestion problems will become increasingly serious.

**Ultimate PMADP Site Plan**



Two sites were considered for a CCRF, one adjacent to Stelzer Road and International Gateway (Stelzer Site) and one across I-670 west of the Airport (Cassady Site). While both sites are adequate, the airport has determined that the optimal location for both the service/storage facilities and the ready/return facility is the Cassady Site. Locating the CCRF away from the central terminal area reduces emissions and roadway traffic within the central terminal area, both of which are positive impacts for the Airport.

**Planning Issues**

- ◀ The location of the CCRF on Cassady Avenue provides an excellent access point to Port Columbus, as well as customer visibility along its I-670 frontage.
- ◀ Public road connectivity between Cassady Avenue and Stelzer Road – via Ole Country Lane or Drake Road – should be considered as part of a study by the Mid-Ohio Regional Planning Commission to provide for truck through movements between I-670 and Citygate.



### Highways and Roads

The planning area has excellent highway access via I-670 and I-270 that frame the planning area on its north and west boundaries. Major interchanges that service the planning area are found at International Gateway, Hamilton Road, and E. Broad Street. The I-670 and International Gateway interchange (at the Stelzer Road intersection) will be reconstructed to provide grade separation between airport-related traffic and north-south flow on Stelzer Road. This project will be completed in 2008.

#### Scheduled Studies and Road Improvements (2007-2010)

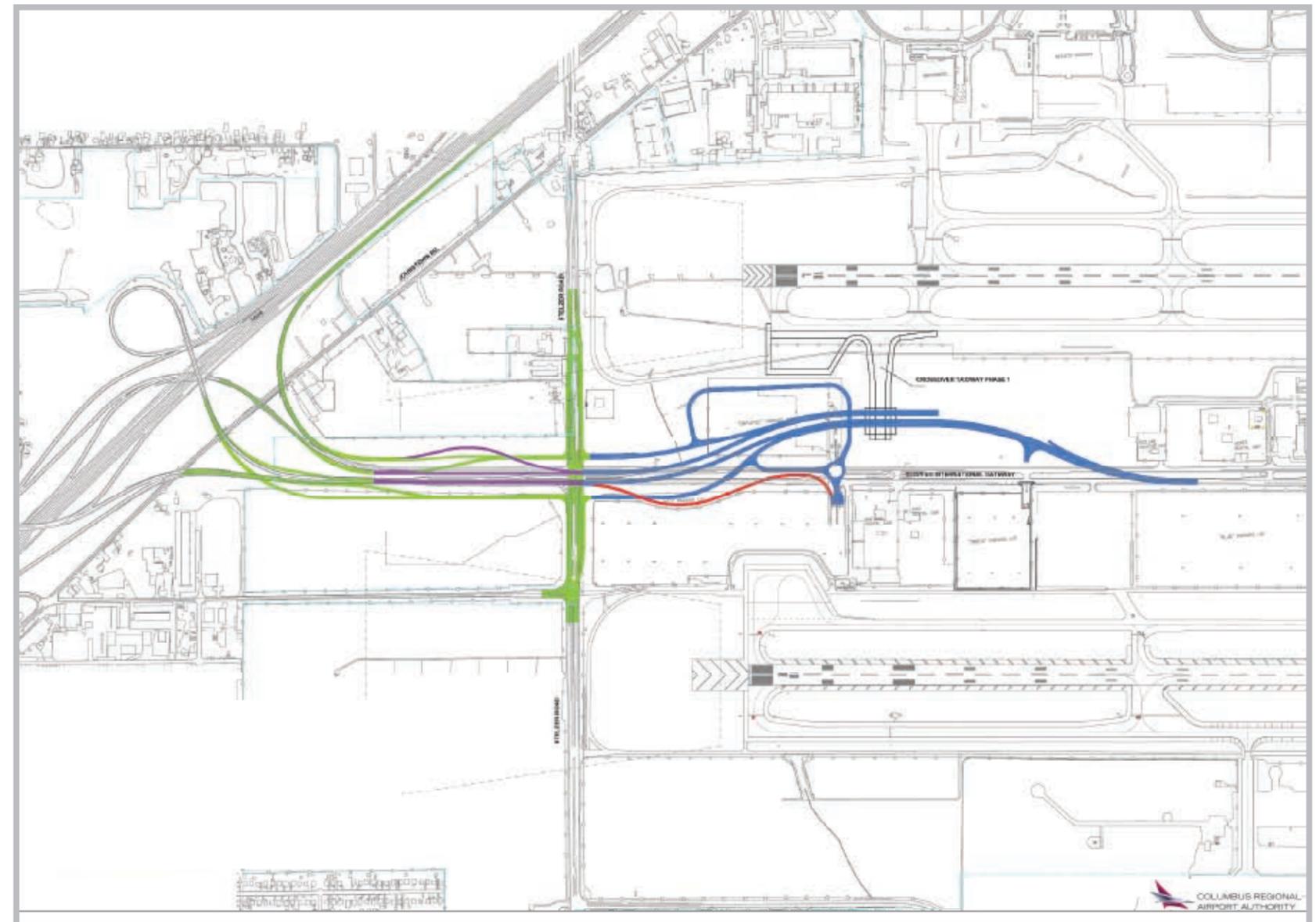
Arterial	2007	2008	2009	2010
Stelzer Road International Gateway Interchange	X			
Stelzer Road Improvement	X			
James/Stelzer Road		X		
Hamilton and I-270 Ramp		X		
East Broad Street				X

Source: Columbus Division of Transportation, MORPC

The following is a summary of major road projects:

- Stelzer Road International Gateway Interchange (ODOT/CRAA).** This project was initiated in July 2007 and involves the construction of a grade separated interchange at the intersection of Stelzer Road and I-670/International Gateway. The ramps from I-670 will cross over Stelzer Road. The roadway becomes International Gateway just east of Stelzer Road and will cross under the newly built structure for the Crossover Taxiway. Various ramps from the mainline will provide direct access to the Red Lot from I-670 and access to and from Stelzer Road. Additional, the Red Lot Access Road will be built to provide access from the Terminal to the Red Lot without requiring a light on International Gateway.
- Stelzer Road Improvement (Franklin County).** Franklin County completed a Stelzer Road reconstruction project in December of 2007. The road was widened from north of I-670 to south of Foraker Road from two to five lanes. The project also featured new storm and sanitary sewer lines, new curbing, new gutters, and new sidewalks. New traffic signals, signage and street lighting were installed and adjustments were made to water lines and fire hydrants.
- Cassady Avenue Widening (Columbus).** Cassady Avenue, from Bexley's northern corporate limits to Agler Road was widened to standard lane widths with turn lanes. Only a traffic study was funded and completed, however no design or construction funds have been programmed.

### Stelzer Road International Gateway Interchange



- Roadway Serves Non-Airport Traffic
- Roadway Serves Airport Traffic Only - Property Requested to be Deeded to State - Cost \$10 Million
- Roadway Serves Airport Traffic Only - Airport Property - Cost \$10 Million
- Roadway Serves Red Lot
- Airport Property Line



**Infrastructure** *(continued)*

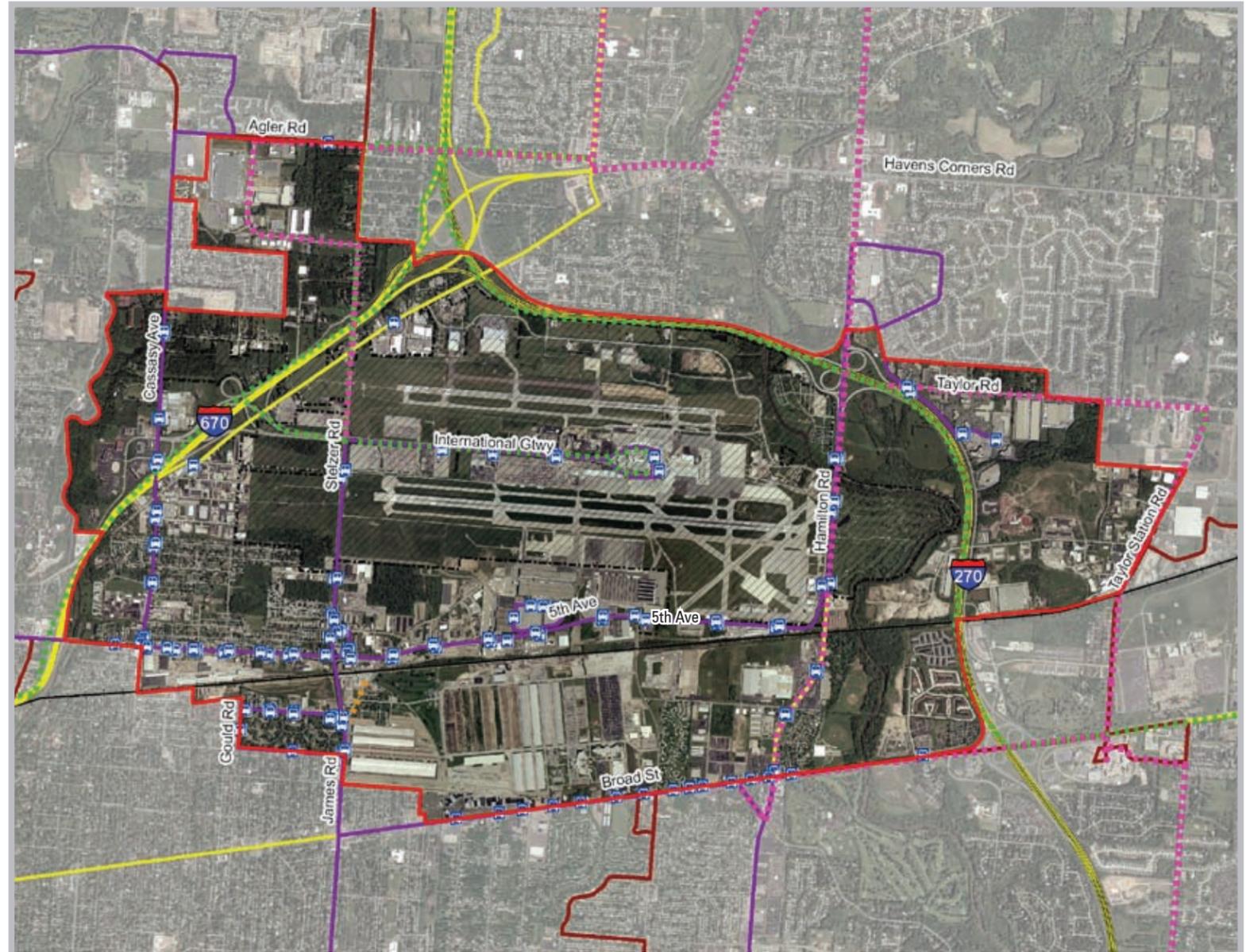
- ◀ **James/Stelzer Improvements (Columbus).** Plans to improve James Road and Stelzer Road from Allegheny Avenue to Johnstown Road are currently in the early planning stages. (Phase I) The northern stretch of the corridor (from Fifth Avenue to Johnstown Road) will be addressed first, with the entire corridor eventually seeing improvements to the streetscape, aesthetics, and infrastructure. The cost estimate for Phase I is \$30.5 million, of which includes preliminary engineering (starting in fall of 2008), design, construction, inspection and contingency. The estimate is based on the Ohio Department of Transportation (ODOT) prediction for construction and cost estimation for FY 2012. No design or construction funds have been programmed for Phase I or II.
- ◀ **Potential Fifth Avenue Improvements (Columbus).** The streetscape, aesthetics and infrastructure improvements of Fifth Avenue between Stelzer Road and Hamilton Road are being examined for their financial impact. The cost estimate for this project including preliminary engineering, design, construction, inspection and contingency is approximately \$47.5 million. This estimated cost is based on ODOT's prediction for construction cost inflation for FY 2012. No preliminary engineering design or construction funds have been programmed.
- ◀ **Broad Street Resurfacing (Columbus).** Broad Street is scheduled to be resurfaced from Gould Road (Corp. Limit of Bexley) to east of Napoleon Avenue (Corp. Limit of Whitehall) in 2010. This is a ODOT Urban Paving Project.
- ◀ **Techcenter Drive Extension.** Plans are not yet finalized for west Techcenter Drive but will be extended to Science Boulevard to the east in Gahanna.
- ◀ **Hamilton and I-270 Ramps (ODOT/Gahanna).** These improvements consist of median improvements at Hamilton Road, consolidating the two interchange ramps and Hamilton/Morrison signals, eliminating the free flow I-270 exit ramps to northbound and southbound Hamilton Road, widening of ramps to accommodate a right turn lane and installing ramp meters.
- ◀ **Gateway Improvements at Hamilton and I-270 (Gahanna).** A median planter is to be installed on Hamilton Road between the northbound I-270 exit ramp and Morrison Road. This planter will consist of trees, landscaping and lighting, which will provide color throughout the year.

Also under study is a connector between Cassady Avenue and Stelzer Road that would provide more direct truck access from I-670 to Citygate office and industrial park. This connection would also redirect truck traffic away from residential neighborhoods along Cassady. MORPC is conducting the study. This connector would impact the proposed layout

**Ground Transportation**

**Legend**

- Study Area
- Airport Property
- COTA Bus Stops
- COTA Routes
- Crosstown
- Express
- Local
- Crosstown - Proposed
- Express - Proposed
- Local - Proposed
- Railroads





of Port Columbus' Consolidated Car Rental Facility, the layout of which would have to be modified to accommodate this public street. Another option would be the widening of Drake Road and Ole Country Lane, which would have its own constraints (e.g. existing single-family residences).

Major arterials that serve the planning area include Cassady Avenue, Stelzer Avenue/James Road, E. Fifth Avenue, E. Broad Street, and Hamilton Road. The following table on page 23 summarizes traffic volumes.

**Traffic Volumes**

Arterial	2006	2007	2008	2009	2010
Cassady	11,200	11,306	11,414	11,522	11,632
Stelzer	28,830	29,207	29,588	29,974	30,365
James	25,890	25,982	26,074	26,167	26,259
E. Fifth	903	907	911	915	919
E. Broad	19,153	19,339	19,526	19,715	19,905
Hamilton	27,134	27,396	27,661	27,929	28,199

Source: MORPC

**Transportation Capital Improvement Projects (Columbus).** The City of Columbus has scheduled a number of transportation related capital improvement projects, both within the study area and in the area immediately adjacent. A traffic study of Cassady Avenue began in 2005, looking at the stretch of road extending from Bexley Corporate limits to Agler Road. Traffic signals are being installed at the intersection of Fifth Avenue and Rarig Avenue and intersection improvements are scheduled at Stelzer and Seventh. The Broughton Avenue Extension commenced work in 2005. Broad Street, along the southern edge of the study area, is scheduled for repaving in 2010 and is scheduled for intersection improvements in the next year at the Lucent Technologies facility. Sidewalk and curb improvements are currently being done in the area around East Columbus Elementary and are scheduled to be completed by 2008.

**Planning Issues**

- Target public investments in road infrastructure that facilitates economic development activities; consider branding opportunities when designing streetscape enhancements (unique street lighting fixtures, banners, landscaping, gateways, etc.).

**Columbus Capital Improvement Projects**

**Legend**

- █ Study Area
- Airport Property
- █ Transportation
- █ Stormwater
- █ Sanitary
- █ Water





**Infrastructure** *(continued)*

**Rail**

CSX operates a rail line parallel to and south of E. Fifth Avenue which connects east to Cambridge and provides connections, through Columbus, to Cincinnati, Cleveland and other major Ohio cities. CSX is currently assessing the viability of developing an intermodal facility at its Parsons Yard, just north of Obetz. The Parsons Yard development would supplement their existing, overcrowded intermodal facility, Buckeye Yard, located on the west side. An intermodal facility with increased freight capacity in Columbus could potentially increase the amount of freight business in the study area and region. Norfolk Southern has completed an intermodal yard adjacent to Rickenbacker International Airport, this will increase freight traffic in the region and has driven up the demand for industrial properties in the area surrounding that airport.

The COTA Passenger Rail Transit plan has been tabled indefinitely. However, it was scheduled to have a corridor running through the east of Columbus to Port Columbus International Airport from a Multimodal Terminal in the downtown area. This East Corridor Passenger Rail was planned to run parallel to East Broad Street, ending at the Lucent Technologies site on Taylor Station Road and utilizing the existing railroad freight track that runs through eastern Ohio. COTA's plans included extending a branch off of the East Corridor to terminate at Port Columbus.



**COTA**

COTA Major Long-Range Transit Plan proposals encompass a variety of initiatives that will affect the Airport study area. Proposals for local routes include improved frequency (weekday and/or weekend) and extended service to the #6, #10, and #16 routes. The #41 Gahanna Express route is proposed to have expanded service (from two peak direction trips to four peak direction trips), and the #43 East Broad Street Express is proposed to also see expanded service (from one peak direction trip to two peak direction trips). Crosstown

routes (including #87, #89, #92, and #96) are expected to see extended service, including earlier and later service and improvements to 30-minute service during peak periods, and deviated routes. Proposed routes include new daily service between downtown hotels and Port Columbus, new peak period service at 45-minute frequency between the Canal Winchester area and the Hamilton Road/East Broad Street area, and a new circulator service in the Gahanna area. (Intermodal station at Taylor Station Road.)

**Sanitary Sewers, Water and Stormwater Management Facilities**

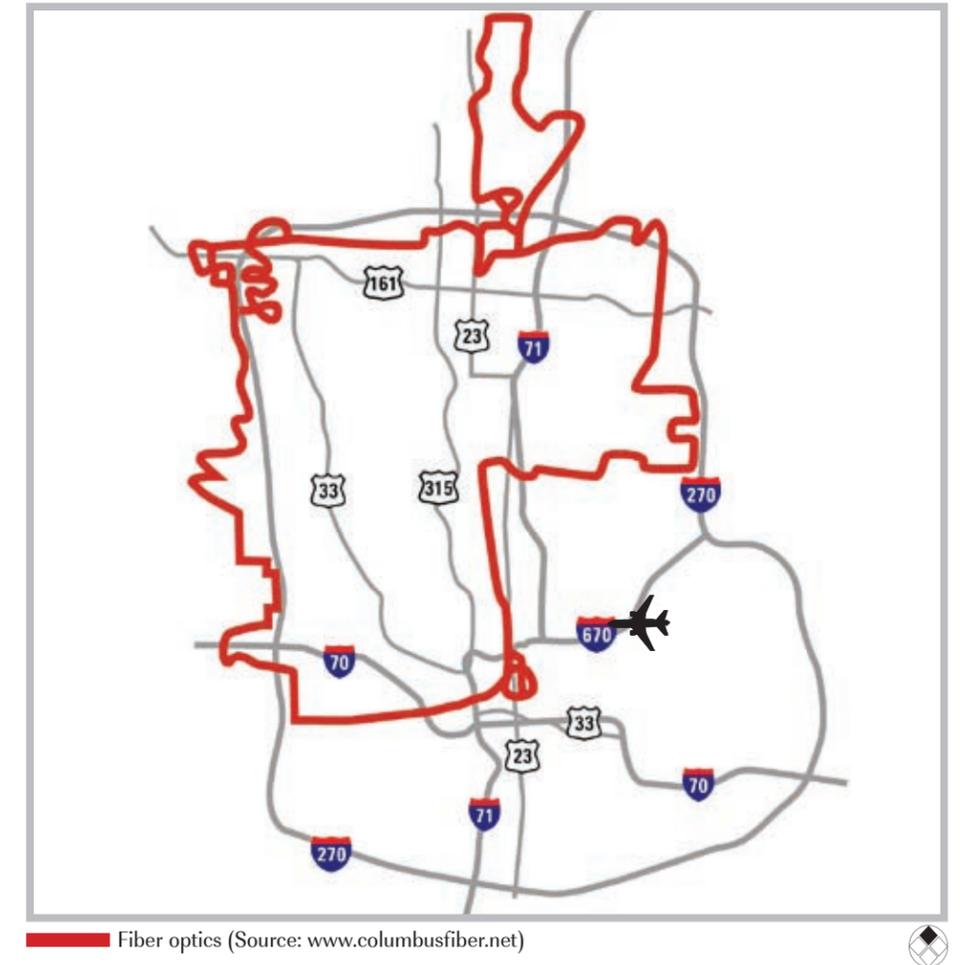
**Water.** The water system in the area is also experiencing a wide variety of capital improvements. Improvements are being made to the Hamilton Road/ East Broad Street Water Line from James Road to Whitehall Corporate Limits and the Sunbury Road Area Water Line from south of Agler Road to Fifth Avenue. The East Columbus Water Main is being widened on Woodland from 17th to Mock and on 17th from Joyce to Woodland and will receive various improvements on Leonard and Delbert Avenues. The Airport Drive 12" water main is being improved along 2700 feet of Sunbury Road. Both the Taylor Avenue/ Nelson Road Water Main and the East Corridor Transmission Main are being cleaned and lined in the study area.

**Sewer.** The sewer system throughout the study area has capital improvement projects that are still in the planning and design phase. A sewer system remediation of the Livingston/James line is in the design phase. A similar remediation project of the NW Alum Creek Basin sewer line is in the planning phase.

**Stormwater.** Several improvement projects were recently completed to the stormwater system in the area. This includes the completion of both the Southern Detention Basin (between the railroad and Allegheny Avenue) and the Krumm Avenue Detention Basin in the Rarig/ Fifth Avenue area. Improvements were also made to the Fifth/Seventh Avenue Areawide Storm System, the North Central Areawide Drainage System, and the Cassady Avenue Area Stormwater System.

**Port Columbus.** The airport authority has hired Gresham Smith Partners to update its stormwater master plan. This effort involves modeling existing conditions and future conditions based on various phases of projected growth (including the relocation of the south runway and construction of a future new terminal). The airport completed this master plan update in 2007. Its goal is to detain as much stormwater on site as possible, in an effort to meet the City of Columbus' new stormwater design criteria. The airport will be working with the City's stormwater staff in the development of the plan and in the determination of best management practices for both the reduction of runoff and the enhancement of water quality.

**WiFi Service**



**Fiber Optic Networks and WiFi**

Broadband and WiFi service is available or under development in the eastern half of Franklin County, but there are service gaps in portions of the planning area. The jurisdictions should work together to resolve service issues and expand geographic coverage as a means of facilitating economic development.

Columbus FiberNet is a fiber-optic network that spans most of Franklin County, with a significant gap surrounding the study area (see figure). Both Whitehall and Gahanna are working to find ways to extend or connect to this network. A study of the viability of WiFi in Gahanna has been conducted by a technology consultant, Whiteboard Broadband Solutions. WiFi connections are currently available within Port Columbus International Airport (White board).



### Recreation Facilities and Park

The planning area contains several public parks and recreational facilities that are operated by either the city of Columbus or the city of Whitehall.

**Airport Golf Course (Columbus).** Opened in 1966, this Jack Kidwell-designed championship course bordering Big Walnut Creek offers mature tree-lined fairways, strategically placed water hazards and a unique parade of aircraft courtesy of the Port Columbus International Airport. It is an 18 hole, Par 70 course. The property is owned by the Columbus Regional Airport Authority.

**Krumm Park (Columbus).** This is a 28-acre public park located on Alton Avenue. It contains the following facilities: recreation center, athletic fields (soccer, football, rugby, cricket, etc.), basketball court, picnicking, playground, lit tennis court, and walking trail.

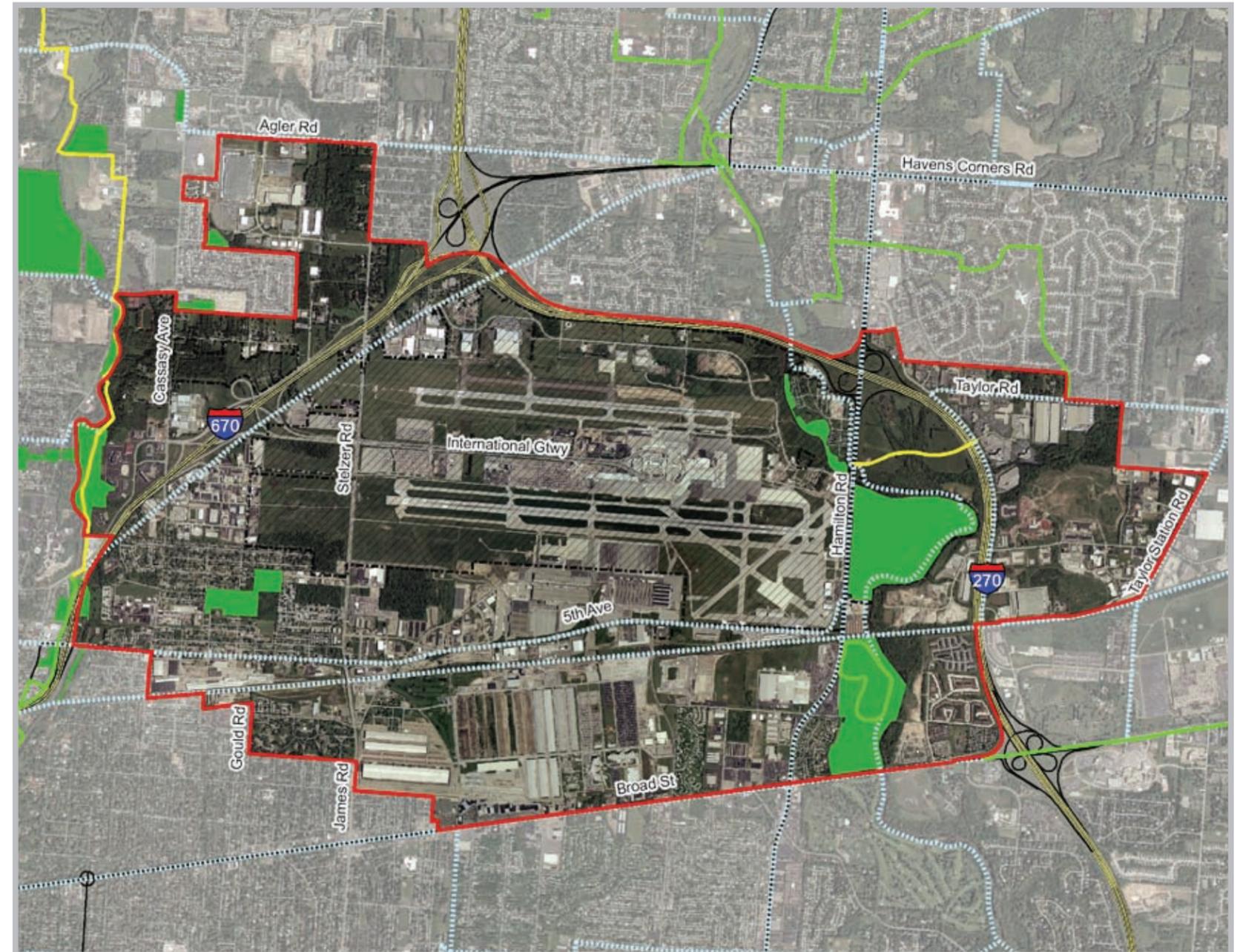
**Community Park (Whitehall).** The 99-acre Whitehall Community Park is located on N. Hamilton Road south to Broad Street, and offers a wide variety of recreational facilities (shelter, athletic fields, etc.). The Whitehall Historical Society is constructing a Lustron Home and Garage in the south end of the park near Poth Road. A Lustron Home is an all-steel house known for its porcelain-enamel exterior, and was built by the Lustron Corporation from 1947-50. The company occupied the former Curtiss-Wright Aircraft building at 4200 E. 5th Avenue.

**Big Walnut Bike Path.** This path is proposed along Big Walnut Creek by all three jurisdictions. Segments are found in Gahanna and Whitehall. The location, right-of-way, funding, and construction phases should be finalized.

### Parks and Bikeways

#### Legend

- Study Area
- Airport Property
- Bikeways (Status)**
- Existing
- Committed
- - - Proposed
- Parks





## Economic Base

The economic base of the planning area is defined by the economic assets, economic clusters, major employers and related economic activity, economic incentives and development opportunities offered by the communities located within the planning area.

### Economic Assets

Economic assets are physical, locational, or economic attributes that support business activity in the planning area. Examples are:

- ◀ Port Columbus International Airport and related facilities and support businesses.
- ◀ Interstate highway access via I-670 and I-270.
- ◀ Arterial access via Cassady Avenue, Stelzer Road, E. Fifth Avenue, Broad Street, Taylor Road, Johnstown Road and Hamilton Road.
- ◀ Rail access via CSX on the south side of Fifth Avenue.
- ◀ Lodging, restaurant, and retail facilities that support economic activity in the planning area.
- ◀ Rental car facilities at Port Columbus.
- ◀ Citygate, Columbus International Air Center and other office parks.
- ◀ Vacant or under developed properties- Available land for desirable development
- ◀ Economic clusters.

### Economic Clusters

Economic clusters have been defined using the NASIC coding system and current data regarding all employers located within the planning area. The accompanying table is a summary of the analysis. The major findings are:

- ◀ There are 1,083 businesses within the planning area. They employ over 30,000 persons with an average employment of 30 persons per business.
- ◀ The major NASIC clusters represented in terms of number of businesses include Wholesale Trade, Construction, Manufacturing (Metal), and Accommodation/ Food.
- ◀ The major NASIC clusters represented in terms of number of employees include Professional/Scientific/Technical, Retail Trade.

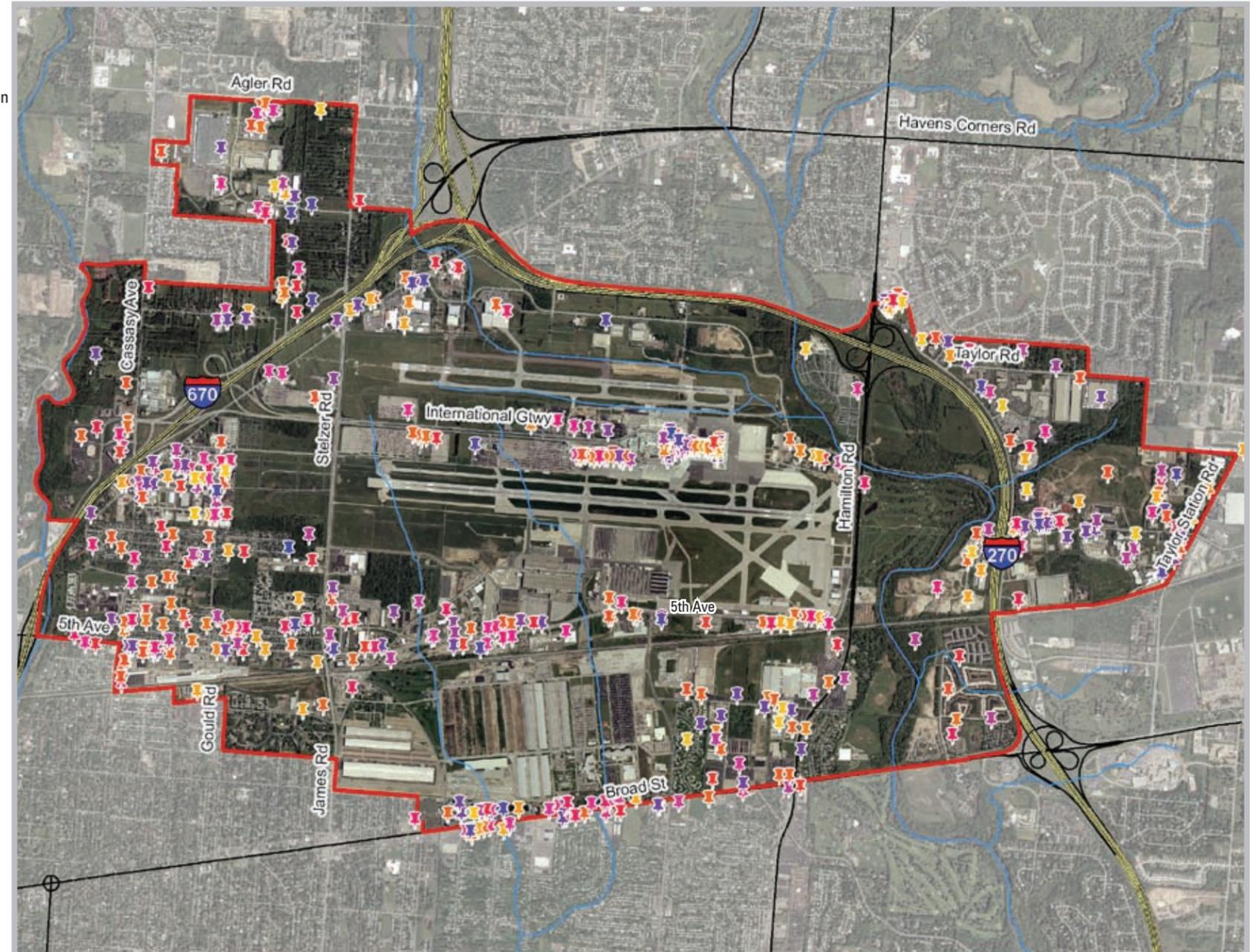
## Businesses - North American Industry Classification System (NAICS)

### Legend

— Study Area

Businesses Per Location

- 0
- 21
- 23
- 31
- 32
- 33
- 42
- 44
- 45
- 48
- 49
- 51
- 52
- 53
- 54
- 55
- 56
- 61
- 62
- 71
- 72
- 81
- 92
- 99





A map of businesses by employment shows a geographic pattern that surrounds Port Columbus, with major concentrations at Stelzer and I-670, Broad Street corridor, along I-270 and on Taylor Station Road (please see accompanying map).

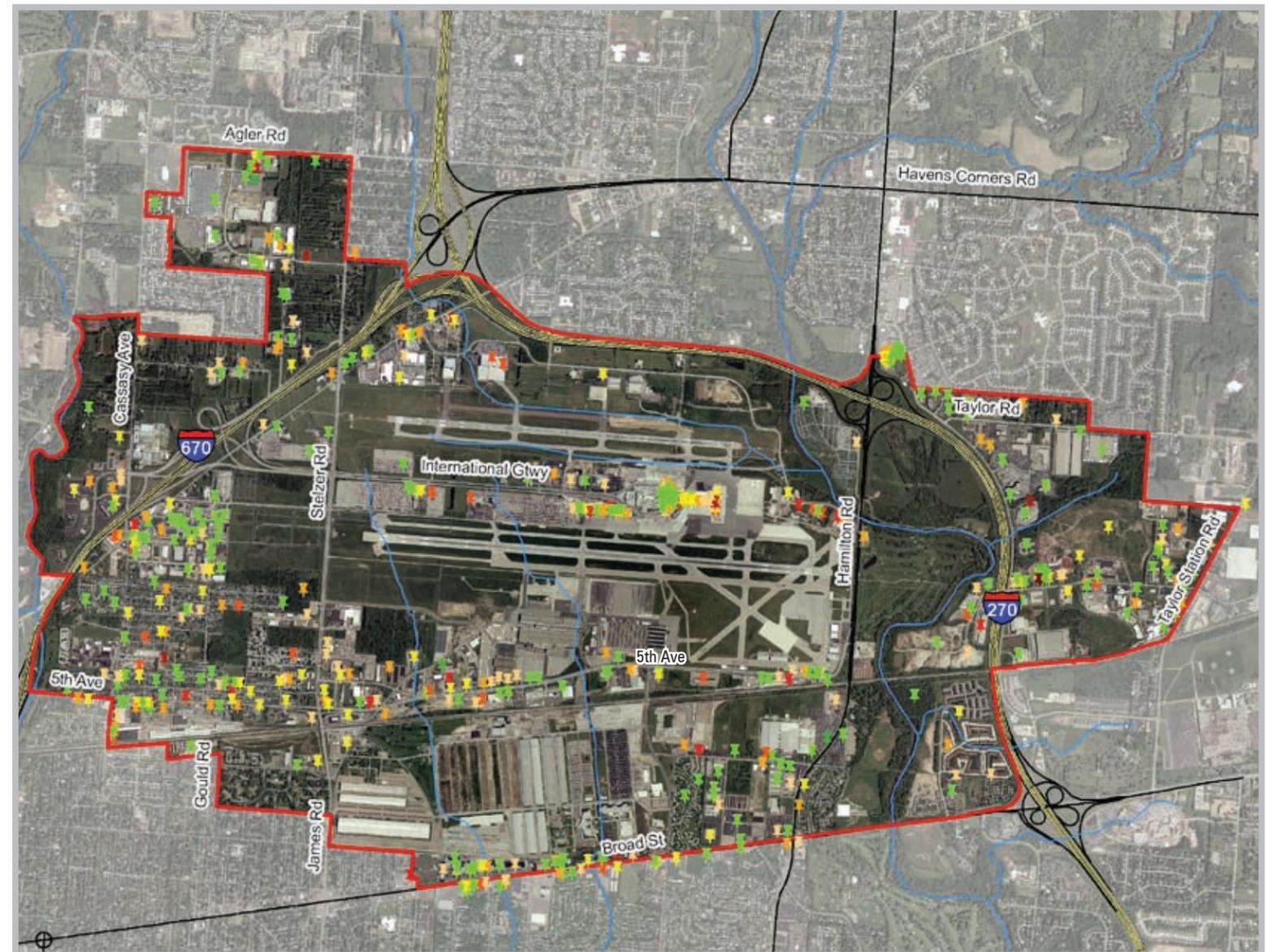
**Economic Clusters**

NAICS Cluster	Number of Businesses	Percent of Businesses
Unknown	25	2.3%
21- Mining, Quarrying, and Oil and Gas Extraction	1	0.1%
23- Construction	106	9.8%
31- Food, Beverage, and Clothing Manufacturing	14	1.3%
32- Wood, Petroleum, Chemical, Plastics, and Nonmetallic Manufacturing	29	2.7%
33- Metal, Machinery, Electrical, and Miscellaneous Product Manufacturing	75	6.9%
42- Wholesale Trade	132	12.2%
44- Retail Trade	110	10.2%
45- Retail Trade	35	3.2%
48- Transportation Services	62	5.7%
49- Transportation and Warehousing	4	0.4%
51- Information	16	1.5%
52- Finance and Insurance	39	3.6%
53- Real Estate and Rental and Leasing	60	5.5%
54- Professional, Scientific, and Technical Services	67	6.2%
55- Management of Companies and Enterprises	1	0.1%
56- Administrative and Support and Waste Management and Remediation	43	4.0%
61- Educational Services	13	1.2%
62- Health Care and Social Assistance	65	6.0%
71- Arts, Entertainment, and Recreation	12	1.1%
72- Accommodation and Food Services	49	4.5%
81- Other Services (except Public Administration)	102	9.4%
92- Public Administration	21	1.9%
99- Non Classified	2	0.2%
<b>Total</b>	<b>1,083</b>	<b>100.0%</b>

**Businesses - Employment**

**Legend**

- ▬ Study Area
- Employees Per Business**
- ✦ Unknown
- ✦ 1 to 4
- ✦ 5 to 9
- ✦ 10 to 19
- ✦ 20 to 49
- ✦ 50 to 99
- ✦ 100 to 249
- ✦ 250 to 999
- ✦ 1,000 or more





**Economic Base** *(continued)*

Sales figures for these same businesses reflect the same geographic pattern, but further illustrate the extent of economic activity with several companies hitting the \$10 million to \$50 million range (please see accompanying map).

**Major Employers and Related Economic Activity**

The largest employers in the planning area are Port Columbus International Airport and Defense Supply Center Columbus. But there are numerous companies located within the area that when combined represent the significance of the Airport Area as a major economic center for the region. Total employment is estimated to be 29,000 persons (source: Reference USA Database).

**Port Columbus**

As of early 2006, sixteen passenger airlines operate at Port Columbus International Airport, providing non-stop service to 50 airports with 192 daily flights. In addition to these airlines, several charter and freight airlines operate at the airport.

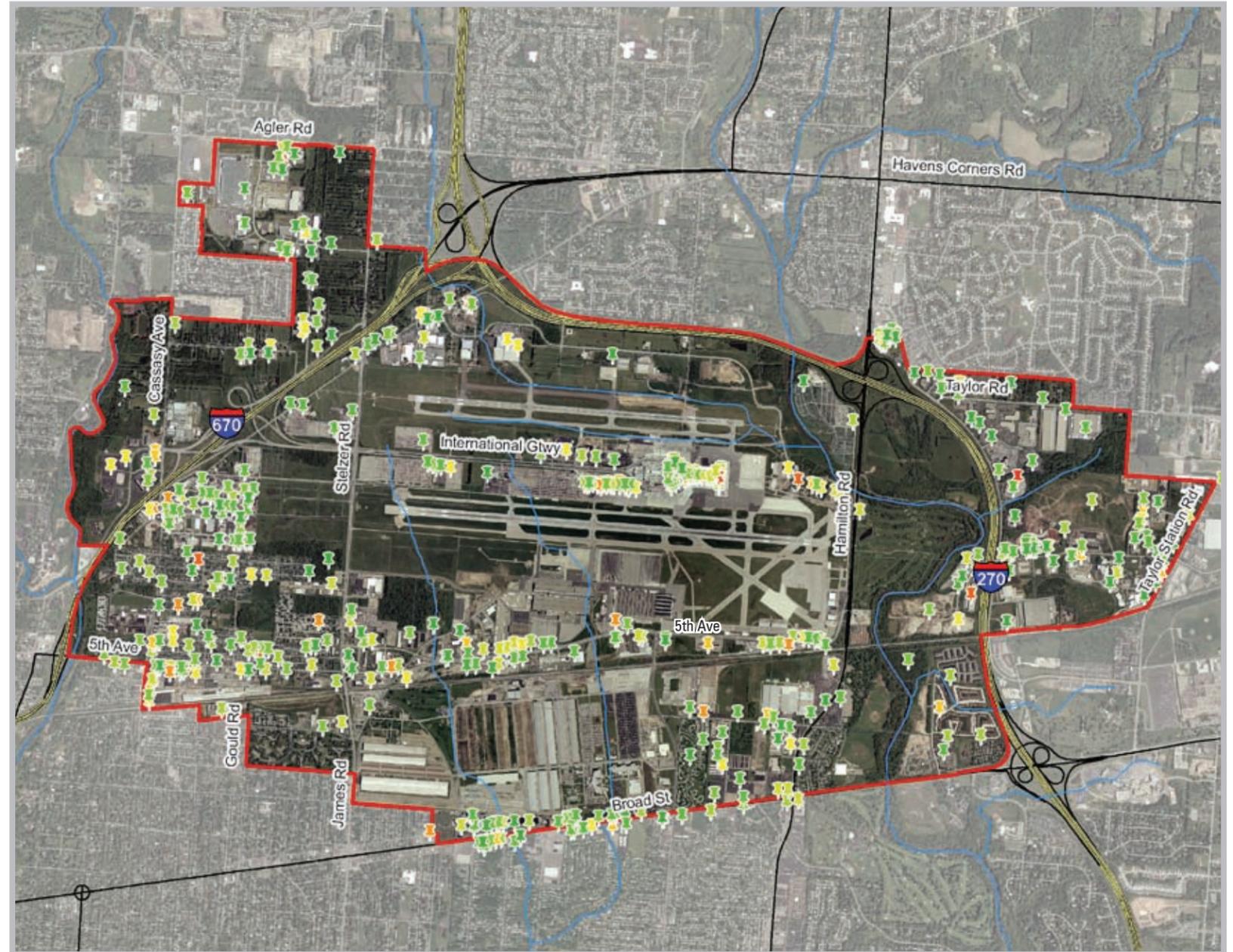
An independent economic impact study was conducted in 2005 for the Airport Authority following a proven, FAA-supported methodology that considered all on-airport aviation activities, capital improvement projects, visitor related expenditures and their ripple effects. The study noted that Port Columbus serves as a global gateway for Central Ohio and portions of West Virginia, Northern Kentucky, and Pennsylvania. In 2004, the airport transported 6.2 million passengers and 10,700 metric tons of freight and mail.

According to the study, the estimated annual economic activity generated by Port Columbus is \$2.2 billion (3.1 percent of MSA) with 23,500 jobs (2.1 percent of MSA) and an annual payroll of \$624.9 million (Regional Airports Economic Impact Study, 2005). The 5,828 on-airport jobs at Port Columbus make the airport the 12th largest employer in the Columbus MSA. There are over 80 tenants at Port Columbus, including airlines and aviation related businesses, air transport tenants, automobile rental and hotels, and concessions.

**Businesses - Sales**

**Legend**

- Study Area
- ✚ Unknown
- ✚ Less Than \$500,000
- ✚ \$500,000 to \$1 Million
- ✚ \$1 to \$2.5 Million
- ✚ \$2.5 to \$5 Million
- ✚ \$5 to \$10 Million
- ✚ \$10 to \$20 Million
- ✚ \$20 to \$50 Million
- ✚ \$50 to \$100 Million
- ✚ \$100 to \$500 Million
- ✚ More Than \$500 Million





The economic impact includes expenditures by 85 on-airport businesses and government agencies, and nearly 1.1 million visitors to the Columbus region that arrive via Port Columbus, as well as a multiplier effect associated with this spending.

A survey of regional businesses in the economic study found that many depend on commercial air service and general aviation airports in the Columbus region. Without such access, these companies would reduce employment or possibly relocate outside of Central Ohio, according to the study. It estimated that at least 45,400 jobs in the region were “value added” that were in some way reliant on air transportation services.

**Port Columbus Economic Impact (2005)**

Airport Tenants	Jobs	Annual Payroll	Annual Economic Activity
First Round	5,828	\$229.8 million	\$851.3 million
Second Round	6,920	\$174.1 million	\$721.7 million
<b>Subtotal</b>	<b>12,748</b>	<b>\$403.9 million</b>	<b>\$1.6 billion</b>
Commercial Service Visitor Industry	Jobs	Annual Payroll	Annual Economic Activity
First Round	7,125	\$134.6 million	\$368.2 million
Second Round	3,323	\$79.6 million	\$230.4 million
<b>Subtotal</b>	<b>10,478</b>	<b>\$214.2 million</b>	<b>\$598.6 million</b>
General Aviation Visitor Industry	Jobs	Annual Payroll	Annual Economic Activity
First Round	211	\$4.1 million	\$9.7 million
Second Round	83	\$2.6 million	\$7.1 million
<b>Subtotal</b>	<b>294</b>	<b>\$6.7 million</b>	<b>\$16.8 million</b>
<b>Total</b>	<b>23,520</b>	<b>\$624.8 million</b>	<b>\$2.2 billion</b>

Source: *Regional Airports Economic Impact Study*, Columbus Regional Airport Authority, Wilbur Smith Associates, Inc., 2005





**Economic Base** *(continued)*



**Defense Supply Center Columbus**

The Defense Supply Center Columbus (DSCC) has served in every major military engagement since World War I. The U.S. Army Quartermaster Corps made the first purchase of land, 281 acres, to construct a government military installation in April, 1918. Warehouse construction began in May of that year, and by August, six warehouses were receiving material for storage. Those warehouses are still in use today.

Between WWI and WWII Center operations focused on reconditioning and sale of stockpiles which had been needed earlier to ensure the nation’s defense. During WWII the Center became the largest military supply installation in the world. In December 1942, an additional 295 acres were purchased. With more than 10,000 civilian employees, it played a large part in the overall war effort. Some of the warehouses were turned into secured barracks to house prisoners of war.

The installation’s operational activities were assigned to the U.S. Army Supply and Maintenance Command in July 1962. The following year, it became the Defense Construction Supply Center under what is presently known as the Defense Logistics Agency. In January 1996, DCSC was renamed the DSCC. Throughout the world, the DSCC is known to more than 24,000 military and civilian customers and 10,000 contractors, as one of the largest suppliers of weapon systems spare parts and end items.

DSCC manages more than 1.7 million different items and accounts for more than \$2.0 billion in annual sales. Officially named and reorganized in January 1996, DSCC was formed from the 1993 Base Realignment and Closure Commission ordered merger of the former Defense Construction Supply Center and the former Defense Electronics Supply Center in Dayton, Ohio. Decisions made during BRAC 95 further refined the transition toward total weapons systems management. The DSCC facility is currently home to 6,160 personnel. DSCC serves all branches of the military – Army, Navy, Air Force, Marines – and 18 of its 22 tenant agencies jointly provide support to each service branch, including the Coast Guard. It is central Ohio’s 11th largest employer, with a workforce drawn from 40 Ohio counties, and 60 percent of its contracts (\$107 million) go to small businesses. DSCC pays residents in our community \$373 million in wages, and the Chamber’s staff economist calculates its economic impact on our community to be at least \$600 million (source: Columbus Chamber).

**Chalmers P. Wylie Veterans Clinic**

The Chalmers P. Wylie Veterans Clinic provides a full range of ambulatory healthcare services, including primary care, hematology/oncology, cardiology, endocrinology, gastroenterology, dental, laboratory medicine, ophthalmology, optometry, pharmacy, podiatry, psychiatry (including a Day Treatment Center and Substance Abuse Treatment), psychology, radiology, rehabilitation medicine, social services, hemodialysis, audiology, nutrition, pulmonary, urology and surgery. The Clinic also supports a Veterans Readjustment Counseling Center.

The clinic moved into a state-of-the-art building in February, 1995, which is located off I-670 at the Leonard Avenue interchange. VA leases the building from a private owner. Since then, the patient load has grown and a new larger replacement facility began construction in September, 2005 on James Road on the DSCC campus. It is expected to open in February, 2008.

Supporting five resident positions, the clinic is affiliated with The Ohio State University Colleges of Medicine, Dentistry, and Optometry. The clinic serves as a Clinic of Jurisdiction for Fee Basis Services for 56 counties in central Ohio and one county in Indiana, with a veteran population base of over 250,000. This includes authorizing and processing payments for care provided to eligible veterans by private physicians and other healthcare providers. Operationally, the clinic is experiencing more than 254,000 visits per year. Nearly 380 full and part-time employees and consultant physicians complete a team of professional, technical, and administrative staff, supplemented by community and service organization volunteers.



*Rendering of new Chalmers P. Wylie Veterans Clinic facility that is currently under construction on James Road at DSCC.*

**NetJets**

NetJets (originally Executive Jet, Inc.) revolutionized business aviation in 1986 with the introduction of the fractional ownership concept. The company has its U.S. operations center in Columbus, consisting of a 200,000 square foot facility that opened in 2000. In 2003 NetJets was the 37th largest employer in Columbus with 1,533 employees. Because of the growth of NetJets and the need for Citation V crew training, FlightSafety International, a provider of flight recurrency training, established a training facility at Port Columbus in 2004.

In March 2008, NetJets and FlightSafety International chose Port Columbus as the site for a major expansion that will retain 2,022 positions, create at least 810 new jobs and more than double the size of FlightSafety, thereby creating the largest flight training facility in the world. NetJets and FlightSafety will grow from a campus of about 19 acres to potentially over 120 acres in the northern part of Port Columbus property. The proposed expansion consists of 250,00 square foot of new office space, a 100,000 square foot training facility for FlightSafety and 60,000 square feet for a fitness center/corporate cafeteria. NetJets will construct an over \$200 million world-class campus in order to draw the best and brightest talent and help initiate a growing aeronautical cluster at Port Columbus. NetJets will embark on an unprecedented partnership with the Ohio State University to attract college graduates, solve real world business problems and develop existing talent in Ohio. NetJets has also decided to take a leadership role in Ohio, including support for community and environmental initiatives.



**Lane Aviation**

Lane Aviation FBO provides aircraft fueling, hangars, aircraft sales, charter services, aircraft maintenance, and parts support for general aviation aircraft. Lane Aviation provides hangars for business aircraft ranging from single engines to Boeing airliners. The charter department operates multi-engine Cessnas as well as turbine and business jet aircraft. Lane began operating at the airport in 1935, and was one of the first businesses at the airport. Its facilities are located southwest of the main terminal building and are accessible from International Gateway.

**Columbus International Air Center**

This is a three million square-foot corporate office complex occupying a former military aircraft manufacturing and assembly plant. McDonnell-Douglas Corporation was the last occupant. Local investors Jay Schottenstein, Marvin Katz, and Jeff Abrams won bidding in 1996 to acquire the facility. Aviation tenants include American Eagle Airlines, Republic Airways Holdings Inc., and Million Air. The Ohio Department of Jobs & Family Services rents space at 4324 Fifth Avenue and DSW Inc. occupies 147,000 square feet through an expansion at the complex.

**Million Air**

Million Air provides services to general aviation including fueling and a 110,000 square foot heated, secure hangar. Its facilities are located on the south side of the airport.

**Corporate Hangars**

In addition to these businesses, numerous companies base their corporate aircraft at Port Columbus International Airport. For example, both Nationwide Mutual Insurance Company and The Limited have corporate flight departments at the airport.

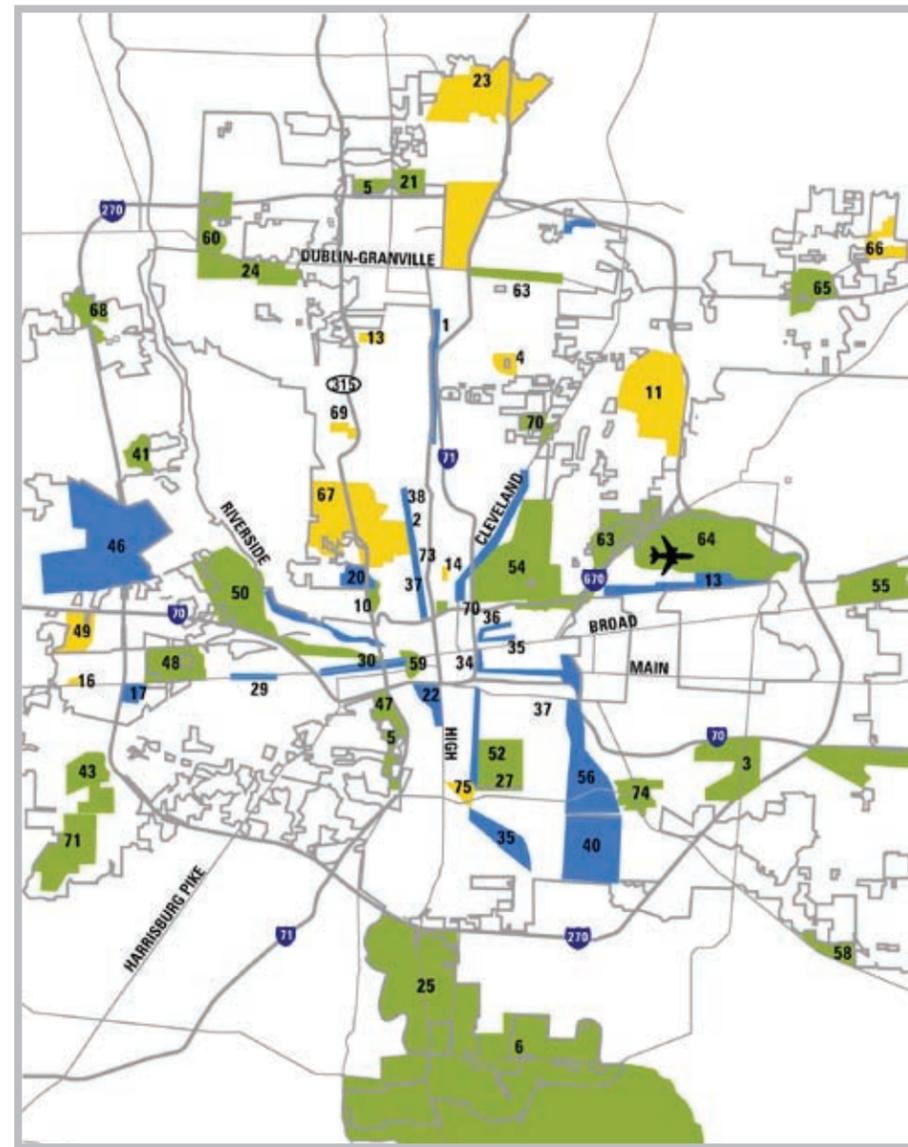
**Development Opportunities**

This section identifies potential development opportunities sites in the planning area, classifying them either as underutilized land, vacant land, or redevelopment sites.

**Underutilized Land**

The *Development Strategy for Columbus Job Centers* (Bay Area Economics (BAE), 2006) presented an initial analysis of underutilized land (identified as commercial, industrial and office development) throughout the city to estimate the degree to which they were underdeveloped (Improvement-to-Land Ratio).

**Jobs Centers by Type, Development Strategies For Columbus Jobs Centers, BAE, 2006**



**Legend**  
 ■ New Development Opportunities  
 ■ Commercial District/Infill  
 ■ Support  
 — Columbus City Line

Using data from the Franklin County Auditor’s Office, BAE compared the value of improvements to land. All parcels with Improvement-to-Land (I/L) ratios of less than 1.0 are summarized and shown as underutilized within the respective job sites and corridors. For the planning area, there are three subareas identified: new development opportunity area: 63 and 64; and commercial development/infill area: 12. The following summarizes those findings and the accompanying map indicates each area’s location.

**Opportunity Sites**

Opportunity sites for future development are the vacant sites, underdeveloped sites, redevelopment sites and are identified in this section.

About 498 acres are undeveloped, agriculture or otherwise vacant within the planning area. These sites are scattered throughout all jurisdictions, although there are several key sites that are addressed in detail below. For the purposes of this study vacant acreage has been classified as appropriate for either commercial or industrial purposes based on existing zoning.

The majority of vacant parcels are classified as industrial, meaning that these parcels are zoned for those purposes. This totals 199 acres. Commercially-zoned vacant parcels total another 177 acres. The largest single tract of vacant ground, used for agricultural purposes (122 acres) but is zoned Select Commercial Planned District, is in Gahanna in the southeast quadrant of I-270 and Hamilton Road.

At the same time it is important to identify and understand underdeveloped parcels, as well as to identify parcels with vacant buildings.

Key considerations in the identification of opportunity sites include the following:

- ◀ Reuse of brownfields, including the cost implications necessitated by environmental mitigation requirements.
- ◀ The smaller size of older parcels may require land acquisition to ensure a suitable development site.
- ◀ Availability and condition of infrastructure.
- ◀ Requirements relative to stormwater management.
- ◀ Scattered residential pattern can be a constraint for the redevelopment of non-residential parcels.



## Economic Base (continued)

In terms of individual development sites (or clusters of vacant parcels), the following is a brief summary of key sites:

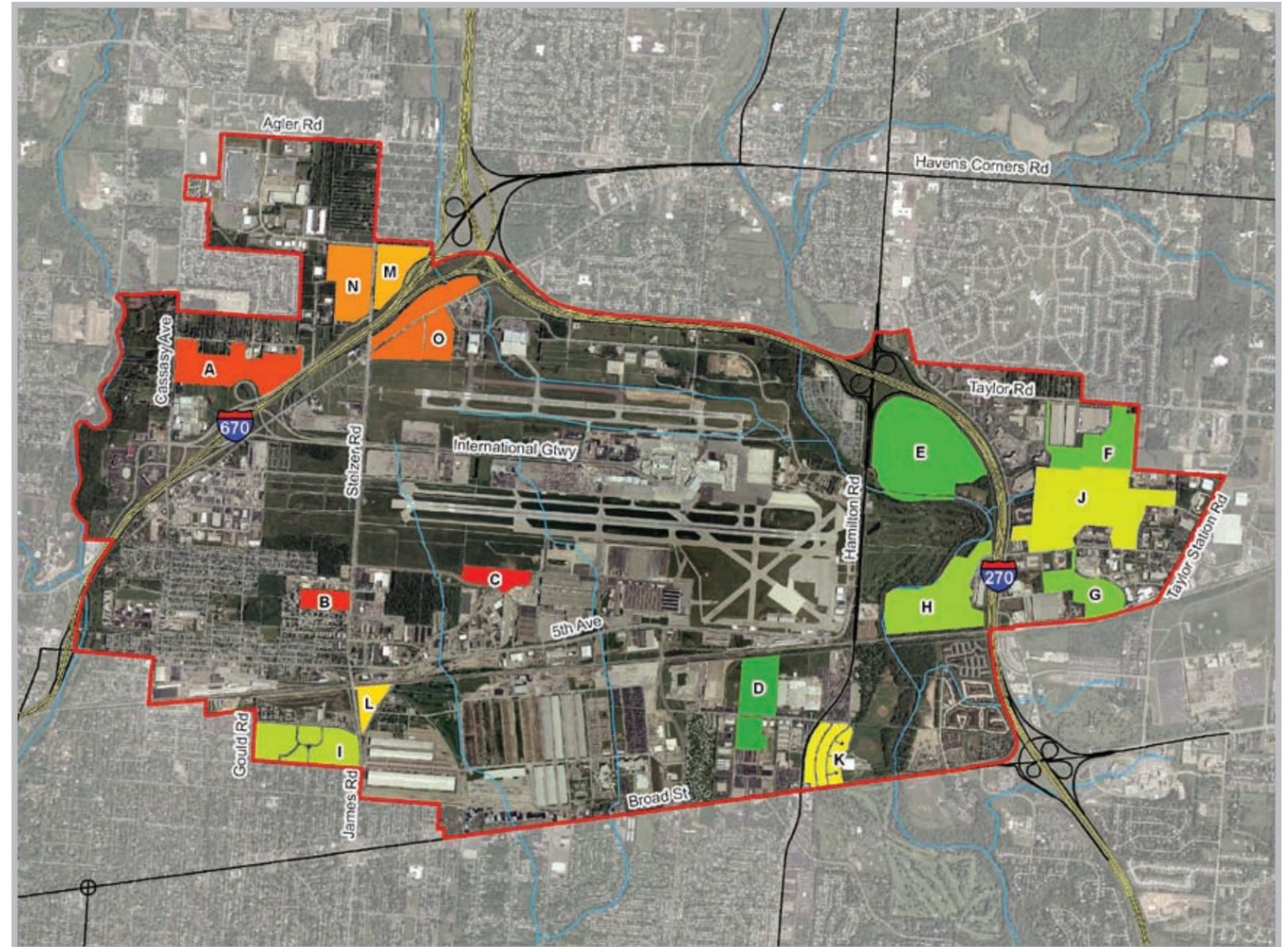
- ◀ **Site A – Future Consolidated Car Rental Facility (61 acres).** These properties are under consideration by Port Columbus for the construction of an off-site Consolidated Car Rental Facility. See page 2.20.
- ◀ **Site B – Woodland Plaza (13.3 acres).** This site is located in the city of Columbus on the west side of Stelzer Road. Residential neighborhoods are located west and south, but the site has 493 feet of road frontage and is zoned commercial (C4).
- ◀ **Site C – Columbus Regional Airport Authority and Schottenstein property to the south (18.5 acres).** This site is located in the city of Columbus adjacent to the southside of Port Columbus and directly west of Columbus International Air Center.
- ◀ **Site D – Properties on Poth Road (43.9 acres).** This site is located in the city of Whitehall north and south of Poth Road. The area consists of two properties. The eastern 76 acres currently contains a well-maintained but antiquated 800,000 square foot manufacturing facility. Approximately 1/3 of it is currently leased by a major liquor distributor. The distribution portion of the building has inefficient docking and low ceiling heights. The western 54 acres contains a 500,000 square foot distribution facility and two accessory buildings. The distribution center currently has a portion of its office space rented out. The building is divided into smaller areas and the enclosed truck bay cannot support standard tractor-trailer configurations.
- ◀ **Site E – Buckles property (122 acres).** This site is located in the city of Gahanna and has been targeted for development. Gahanna is interested in extending their Tech Center Drive west over I-270 onto the Buckles tract. Issues include building height and noise constraints due to air traffic, and the 100-year floodplain of Big Walnut Creek.
- ◀ **Site F – Taylor Road properties (46.9 acres).** This site is located in the city of Gahanna and within the Central Park development. Gahanna’s intention is for development of a 191-acre corporate business park containing these parcels.
- ◀ **Site G – Claycraft Road properties (34.5 acres).** This site is located in the city of Gahanna and within the industrial park located south of Claycraft Road. It is zoned manufacturing.

## Opportunity Sites

### Legend

- Study Area
- Airport Property

Site Name	Acres
A	61.01
B	13.28
C	18.50
D	43.97
E	125
F	46.88
G	34.5
H	109.75
I	51.77
J	120.36
K	27.22
L	11.46
M	27.36
N	49.27
O	62.20
<b>Total</b>	<b>757.47</b>





Morrison Road



Woodland Meadows



Stelzer Road near Citygate Drive.

- ◀ **Site H – Morrison Road and Edwards Landfills (109.7 acres).** These landfills, located north and south of the railroad and the west side of I-270, offer the potential for economic development. Sites characteristics include that both closed landfills are brownfields and require some degree of mitigation prior to redevelopment, they are impacted by the 100-year floodplain and floodway, there may be significant infrastructure costs (bridge over Big Walnut Creek, widening of Claycraft bridge over I-270), and there are noise and height limitations and aviation easements on the property.
- ◀ **Site I - Woodland Meadows (51.8 acres).** This is a 51.8-acre multi-family development that was determined to be a public nuisance by the city of Columbus. The development was virtually vacant and demolished in 2007. It is now an ideal site for redevelopment given its frontage on James Road, its size, and proximity to DSCC, Veterans Hospital, and Port Columbus.
- ◀ **Site J - Central Park (120 acres).** The site is currently undergoing rezoning in the city from Manufacturing to the Office Commerce and Technology District. It is intended as a high end corporate office park, with a public golf course facility.

- ◀ **Site K – Broad/Hamilton (27.2 acres).** This property is a primarily investor-owned condominium complex. It contains 310 dwelling units on approximately 27 acres and is primarily constructed as two-family buildings, with a minimum number of four-family buildings. The complex was built around 1950 and is known to have units with lead-based paint and shared sewer laterals. The development is currently estimated at 33% vacant and has numerous building code and property maintenance code citations against it. The site sits immediately adjacent to the Community Park and Columbus Country Club and fronts upon E. Broad Street and Hamilton Road. The remainder of the area could include existing parking areas of the Community Park (6+- acres) and an existing car dealership (8.61 acres).
- ◀ **Site L – VA Triangle (11.4 acres).** This set of parcels located between Stelzer and James Roads lies across from the entrance to the new Veterans Administration Hospital.
- ◀ **Site M – Northeast Quadrant of Stelzer and I-670 (27.4 acres).** This site is located within close proximity to the Port Columbus International Airport and situated along I-670. There are several single family homes and several acres of adjacent developable land. This site is ideal for light industrial, office flex space, commercial, retail, and light manufacturing uses. This site is visible from I-670 and adequate access from Stelzer Road.

- ◀ **Site N – Northwest Quadrant of Stelzer and I-670 (49.3 acres).** This site contains large amounts of vacant green space at the corner of Citygate Drive and Stelzer Road. There are a limited number of single-family homes along Stelzer Road within site N. In addition, there are an ample number of trees in the area. This site would be ideal for light industrial, office flex space, commercial, retail, and light manufacturing uses. Both site M and N are conveniently located adjacent to one another making it ideal for an interconnected development.
- ◀ **Site O – Johnstown Corridor (62.20 acres).** The Johnstown Road corridor east of Stelzer Road is recommended to be a focus for redevelopment consistent with the goals of this plan. The land use pattern should support aeronautical business activity, with the necessary infrastructure and aesthetic investments to facilitate private sector investment in this critical corridor and northern entrance to the airport development zone. Specific site issues include: traffic and streetscape improvements along Johnstown Road and at the Johnstown/Stelzer intersection, and the consolidation of parcels to permit redevelopment to higher aeronautical-related uses.



## Economic Base *(continued)*

### Incentives

The cities of Columbus, Gahanna, and Whitehall offer a variety of incentives to employers. The following is a summary.

#### State Incentives

**Brownfield Reclamation/Redevelopment.** Brownfields are abandoned and/or environmentally contaminated industrial sites which are under utilized and afford the potential for redevelopment. Such redevelopment can be in the form of commercial, industrial or residential uses that benefit the community by removing hazardous and unsightly properties and restoring them to productive use. Funding sources are:

- ◀ **Clean Ohio Fund.** Up to \$3 million in State of Ohio grant funding, per site, may be made available for site acquisition, clean up, infrastructure, or engineering costs.
- ◀ **U.S. EPA Brownfields Cleanup Revolving Loan Fund.** Up to \$500,000 in federal loans are available for clean-up costs with application to the Columbus Department of Development. Loans may be used for all cleanup activities, but may not include site assessments or projects where contamination stems from asbestos, lead paint, or petroleum.
- ◀ **U.S. EPA Brownfield Assessment Pilot.** This program funds phase I and phase II site assessments as well as cleanup design. The funds may not be applied to actual cleanup costs as these funds are used only to determine the extent and character or contamination along with estimating the cost of cleanup.

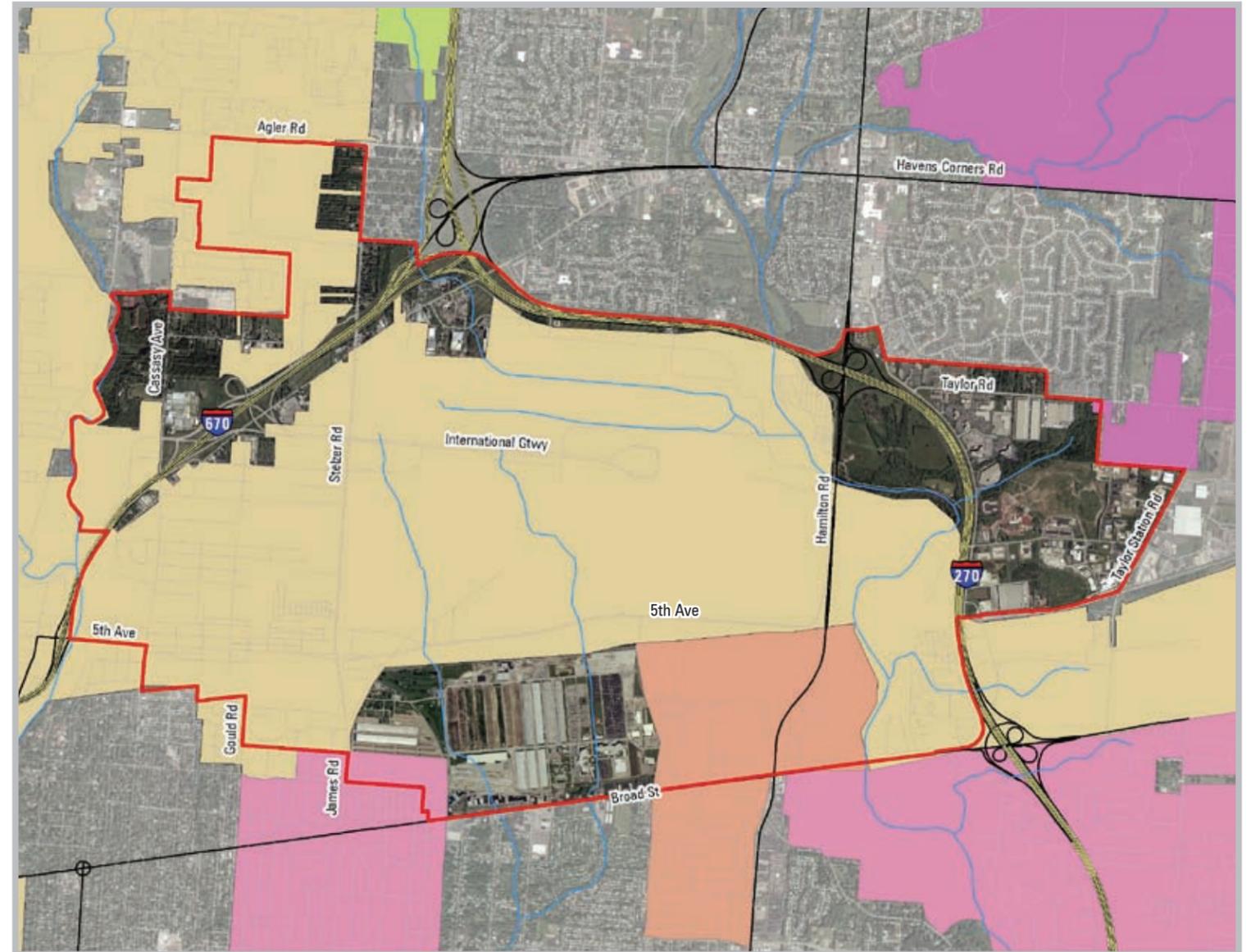
**Enterprise Zone.** Created in 2000, the Enterprise Zone allows for both personal and real property tax incentives guided by the Ohio Urban Jobs and Enterprise law.

**Employee Jobs Tax Credit.** Companies expanding are eligible for the state’s Employee Jobs Tax Credit.

### Enterprise Zone

#### Legend

- Study Area
- Airport Property
- Enterprise Zones
  - Central Enterprise Zone
  - Jefferson Twp. Enterprise Zone
  - New Albany Enterprise Zone
  - North Enterprise Zone
  - Southeast Enterprise Zone
  - Whitehall Enterprise Zone





**Columbus**

**Loans and Grants.** The Office of Financial Assistance (OFA) offers a variety of economic development tools to help existing businesses grow and thrive and to aid in the revitalization efforts in our community. OFA provides technical assistance in addition to financial incentives to accomplish these efforts.

The OFA programs include: the Business Development Fund, the Central City Loan Fund, Working Capital Loan Fund, the Neighborhood Commercial Revitalization Program, the Urban Infrastructure Recovery Fund, and the Special Improvement District Program. OFA has awarded over 800 loans and grants, totaling over \$35,000,000 in City funding. The City loans and grants have leveraged over \$100,000,000 in private investment and created over 5,000 jobs. In addition, the City has invested over \$65,000,000 in public right-of-way improvements.

- ◀ **Business Development Fund.** Eligible activities for the Business Development Fund include acquisition of land, building, machinery and equipment. Columbus businesses with project sites within the City limits are eligible to apply. The City's participation is limited to \$200,000 with a maximum term of 20 years.
- ◀ **Working Capital Loan Fund.** Eligible uses of loan proceeds include purchase of inventory, defraying increased operating costs incurred in business expansion, and acquisition of small equipment. Local businesses with project sites within the City limits are eligible to apply. Loans start at \$15,000 with a maximum of \$50,000 for up to five years.

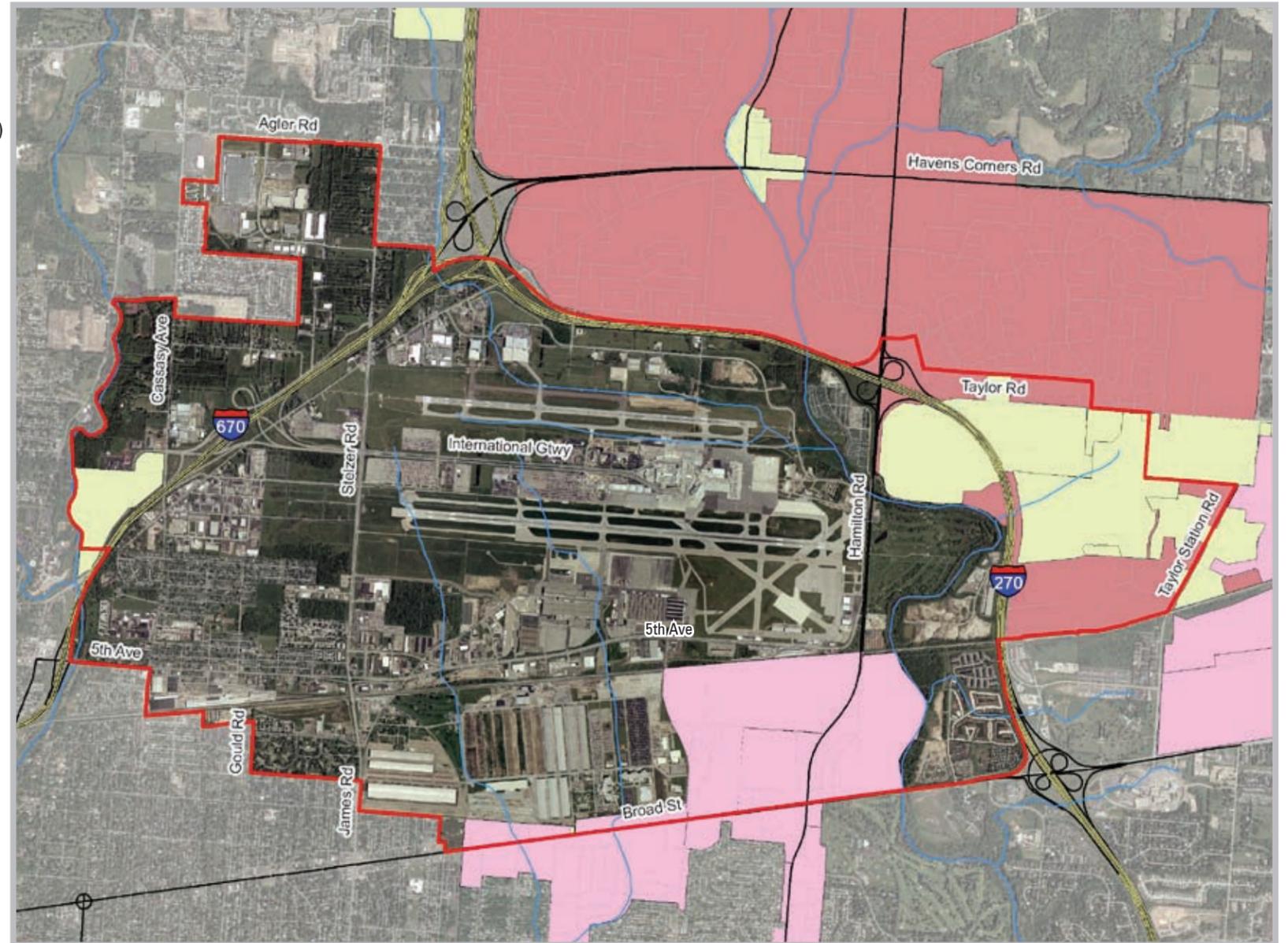
**Tax Incentives.** The Office of Business Assistance (OBA) offers a variety of economic development tools to help businesses grow and thrive in our community. OBA is especially interested in sound businesses with strong potential for future growth that will invest and create jobs in Columbus.

- ◀ **New Business Attraction.** The OBA works closely with broader community partnerships and strategies to attract world class business operations to Columbus. The OBA makes referrals on available sites and buildings to meet the needs of industrial, office and commercial uses. The OBA also interfaces with electricity, gas and communication companies to provide utility capacity for any Columbus location under consideration.

**Incentive Districts**

**Legend**

- Study Area
- ▨ Airport Property
- Tax Increment Financing (TIF)
- Community Reinvestment Areas (CRA)
- Tech Industry Driven Expansions (TIDE)





## Economic Base *(continued)*

◀ **Business Retention and Expansion.** The OBA conducts site visits to local businesses to identify specific opportunities for business retention and/or expansion where City efforts could potentially have a helpful impact.

◀ **Tax Incentives.** Tax incentives are used strategically to leverage significant business expansions or relocations. Incentives are based on the benefits a project represents for the community and whether tax incentives are necessary to secure the project for Columbus. Criteria include the amount of investment and the creation and/or retention of jobs, and whether the project involves a priority sector or targeted geographic area.

◀ **Infrastructure Assistance.** The OBA assists businesses in securing infrastructure improvements critical to the success of their business. Typical infrastructure improvements are storm and sanitary sewers, water lines, streetscape enhancements and road improvements.

◀ **Urban Brownfield Redevelopment.** The OBA assists businesses developing urban sites requiring environmental cleanup. OBA can provide brownfield technical assistance and, through the Columbus Urban Growth Corporation and Clean Ohio program, OBA can help businesses with site acquisition and environmental remediation.

◀ **International Business Assistance.** The OBA assists in the development of international business opportunities resulting in local business growth and job creation. Types of



assistance include the development of business-to-business linkages with Columbus companies, and coordination of business visits to Columbus.

◀ **Empowerment Zone.** In 1999, the City of Columbus and the Compact partnered to develop a strategic plan for the redevelopment of central city Columbus. The U.S. Department of Housing and Urban Development (HUD) reviewed the 10-year, \$1.5 billion redevelopment plan, and awarded the Empowerment Zone designation to Columbus.

### Gahanna

**Community Reinvestment Area (CRA) Program.** The city of Gahanna has several Community Reinvestment Areas (CRAs) located in its Office and Industrial District. The CRA Program offers real property tax abatement to new or expanding facilities. The term and percentage of tax abatement is based on project investment, the number of jobs created/retained, and annual income tax for the city.

**Tax Increment Financing (TIF) Districts.** The city created two TIF Districts in 1999 in DRK Inc.'s Crossroads Commerce and Technology Center at the corner of Taylor and Taylor Station Roads and Eastgate Commerce and Industrial Technology Park on Taylor Road. The TIF District is an economic development tool that allows the City to repay the debt for infrastructure improvements.

**Office and Industrial Rebate.** The city has an incentive program for new and expanding businesses in its Office and Industrial District with a new annual payroll of over \$1 million. This credit can assist business by rebating up to 50% of their income tax payments. The term and percentage of the rebate is based on total annual salary, project investment, and the number of jobs created/retained for the city.



*Office District off of Morrison Road in Gahanna.*



**Whitehall**

**Community Reinvestment Area (CRA) Program.** The city of Whitehall has established several CRA's but the most pertinent to the planning area is located on Poth Road and a separate area on E. Broad Street – the Town & Country Shopping District. For Poth Road, a real property tax abatement program is offered based upon the minimum project investment (\$1 million, \$2 million, and \$3 million-plus) with a varying average abatement and varying term – the larger the investment, the longer the term). Eligible projects include new building construction and expansion of existing structures for industrial uses. Abatements are not available for commercial, retail, or residential uses.

For E. Broad Street, 100 percent tax abatement is offered on real property improvements for five years, declining 20 percent per year to 20 percent in year 5, or a term average of 60 percent. Minimum project investment is \$1 million. Eligible projects include exterior building façade renovation/remodeling and new construction or building conversions for commercial office, speculative office, and hotel/conference center uses. Priority is given to projects that create jobs with a wage level of 150 percent of the current federal minimum wage. No abatement is provided for new retail construction, industrial and/or residential uses.



*Town and Country Shopping District in Whitehall.*

**Tax Increment Financing (TIF) Districts.** The city created five TIF “incentive” districts in 2005 of which three TIF districts encompass the Poth Road corridor, Whitehall’s primary industrial zone, Broad Street and Hamilton Road commercial corridors. The TIF District is an economic re/development tool that allows the City to foster major public infrastructure improvements in commercial, industrial and office districts, which increases development capacity and will facilitate more intense development or redevelopment in the most successful manner.

**Enterprise Zone (EZ) Program.** Established in 2000 as a County designated limited authority under ORC 5709.632(A)(2), the Whitehall Enterprise Zone broadens and deepens community revitalization efforts to ensure a more stable industrial base for the area. Emphasis is placed on revitalizing vacant industrial facilities and land along the Poth Road corridor that have failed to develop, or be redeveloped to their potential. Moreover, transform underutilized assets into community resources, which is necessary for the economic health, elimination of blight and maintaining a tax base. Projects considered as eligible consist of minimum project investment is \$5,000,000 and minimum job creation/retention is 50. Priority is given to industrial projects that create jobs with a wage level of 150 percent of the current federal minimum wage.



# Recommendations

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# Recommendations

## Overview

This third chapter of the *Joint Economic Development Strategy* presents recommendations to guide future development that is consistent with the goals and policies of this planning document. This chapter presents the policy foundation for the plan, goals, objectives and strategies to guide implementation, and land use and development recommendations that include a Conceptual Development Plan and a parcel-based Land Use Plan.

## Policy Foundation

Columbus, Gahanna, and Whitehall understand that Port Columbus and the areas within our jurisdictions surrounding the airport are important to our communities and the Central Ohio economy.

We want to build on the cooperation and momentum of many important projects in the area including the Port Columbus Airport expansion, Stelzer Road/I-670 interchange improvements, redevelopment of the Bedford landfill, the new VA hospital, DSCC expansion, and the headquartering of DSW.

By working together, our jurisdictions believe we can ensure that this area continues to grow in strength and becomes a premier economic engine and jobs center for our communities and the region for decades to come.

To optimize this partnership, we understand that it will require all of us to work together to develop and adopt a joint economic development strategy to coordinate land use planning, infrastructure investment, service delivery, development incentives, and marketing efforts. By doing so, we must also ensure that we all receive a fair return on our investment and that our citizens benefit from job growth in the area.

The accompanying Statement of Principles serves as the policy foundation for this plan.

### **The Port Columbus Area Development Partnership Agreement:**

*The Port Columbus Area Development Partnership has been established to jointly guide economic development, land use, urban design, and infrastructure improvements throughout the joint planning area. The Partnership is comprised of the cities of Columbus, Gahanna, and Whitehall.*

*To this end, our jurisdictions agree to create the Port Columbus Area Development Partnership with the mission of working in partnership to make this area a premier jobs center and to create and retain jobs for our citizens. As we pursue this mission we will assure that our efforts: 1) promote investment, cooperation, and coordination for business development opportunities; 2) position the area to compete effectively for new jobs through new business growth and recruitment of companies from outside Central Ohio; and 3) do not recruit companies from a partnering jurisdiction to another in the area.*

*This Partnership will:*

- ◀ *Set the boundaries for a “joint economic development strategy” planning area in and around Port Columbus and within parts of Columbus, Gahanna, Whitehall, and Franklin County;*
- ◀ *Develop and execute a work plan for the “joint economic development strategy” that coordinates land use planning and identifies and aligns public improvements and services, development incentives, and marketing efforts necessary to recruit and secure private investment in the planning area;*
- ◀ *Leverage planning and funding for the area by engaging other stakeholders, including the Columbus Regional Airport Authority, Franklin County, State of Ohio, Veterans Administration, DSCC, United States Government, Chalmers P. Wylie Veterans Administration Hospital, and private sector interests to participate in the partnership, as appropriate;*
- ◀ *Establish procedures to encourage the purchase of goods and services from businesses and hiring of citizens from the participating jurisdictions in the development of this area; and*
- ◀ *Determine and execute the best type of agreements between the jurisdictions to assure that we adopt a strategy to achieve our mission and that the partnering jurisdictions all receive fair and appropriate benefits and revenues from our respective investments and commitments.*



## Goals and Strategies

The goals and strategies that follow on the accompanying table serve as the heart of the plan’s recommendations. They build upon the policy foundation that was presented earlier in this section.

### Goals and Strategies

Goals	Strategies
<p><b>1. Business Sector Priorities.</b> Economic development efforts should focus on the business sectors that are most appropriately located in and around Port Columbus:</p> <ul style="list-style-type: none"> <li>- aeronautical-related</li> <li>- professional/scientific/technical</li> <li>- accommodation/food/retail</li> <li>- light/high tech manufacturing</li> <li>- wholesale trade</li> </ul>	<p><b>1.1 First Tier Businesses.</b> Economic development activities build upon these key business sectors as priorities (aeronautical-related, professional/scientific/technical, accommodation/food/retail, light/high tech manufacturing, and wholesale trade). Each jurisdiction should undertake this strategy as appropriate.</p> <p><b>1.2 Second Tier Businesses.</b> The Partnership and each jurisdiction should continue to support economic development activities for non-first tier businesses that are complimentary to economic development efforts.</p>
<p><b>2. Business Retention and Expansion Strategy.</b> Retention, expansion, and attraction of businesses that are consistent with these business sectors should be the primary focus of economic development efforts.</p>	<p><b>2.1 Economic Incentives.</b> The Partnership and each jurisdiction should adopt consistent economic incentives.</p> <p><b>A. Enterprise Zone:</b> The EZ will be used as an incentive for attracting new business to the planning area, as well as supporting the retention and expansion of existing businesses.</p> <p><b>B. Level Incentives:</b> The jurisdictions will consider equalizing incentives within the planning area.</p>
<p><b>3. Economic Assets.</b> The economic assets critical to further economic development in the Partnership planning area should be protected and enhanced, including land, roads, transit service, rail service, sidewalks and bikepaths, communication, stormwater drainage, and gateways.</p>	<p><b>3.1 Opportunity Sites.</b> Opportunity sites should be priorities for future development consistent with the plan, including rezonings, adoption of recommended development standards to create a high quality physical environment, and outreach to property owners to promote the plan’s vision (or another avenue for facilitating development).</p> <p><b>3.2 Land Assemblage.</b> A land assemblage strategy is recommended to be adopted by each jurisdiction as appropriate to further the economic vision.</p> <p><b>3.3 Vacant Land and Buildings.</b> The Partnership should support land redevelopment opportunities to prioritize vacant land and buildings.</p> <p><b>3.4 Road Improvements.</b> Road improvements identified in the Partnership plan should be prioritized by each jurisdiction and improvements undertaken within the next five years pending the availability of funding.</p> <ul style="list-style-type: none"> <li>A. Improvements and widening of Stelzer Road (Columbus).</li> <li>B. Improvements to E. Fifth Avenue (Columbus).</li> <li>C. Improvements to Drake and connection to Stelzer (Columbus).</li> <li>D. Extension of Jetway to Stelzer and to Agler (Columbus).</li> <li>E. Tech Center Drive (Gahanna- 2008 to 2010)</li> </ul> <p><b>3.5 COTA Service.</b> Each jurisdiction and CRAA should work with COTA to consider any future service enhancements that can support economic development. The Partnership should continue to work with COTA to determine whether a transit center is appropriate within the planning area and then to work towards its funding and construction. The options to connect the transit center with bike friendly linkages and sidewalks should be explored to promote alternative transportation.</p> <p><b>3.6 Rail Service.</b> The Partnership should work with rail service providers to consider any service enhancements that can support economic development. Columbus should take the lead, working with Whitehall and Gahanna (see Ohio Rail Hub plan).</p> <p><b>3.7 Sidewalk and Bikepath Connectivity.</b> Each jurisdiction should undertake sidewalk and bikepath improvements recommended in this plan with the next five years pending the availability of funding.</p> <ul style="list-style-type: none"> <li>A. Each jurisdiction should undertake this strategy as appropriate.</li> <li>B. The City of Columbus and CRAA should jointly plan streetscape improvements on Stelzer Road.</li> </ul> <p><b>3.8 Broadband and WiFi.</b> Each jurisdiction should work with broadband and WiFi providers to attract and enhance such communication services within the Partnership planning area.</p>



**Goals and Strategies** *(continued)*

Goals	Strategies
	<p><b>3.9 Stormwater.</b> The Partnership, DSCC, and legislators should work cooperatively to improve stormwater management strategies and solutions.                      A. Whitehall continues to take the lead in addressing stormwater issues in their boundaries, working with property owners to the north.                      B. CRAA continues to address stormwater issues relative to Port Columbus improvements.</p> <p><b>3.10 Gateways.</b> Each jurisdiction makes gateway enhancements that provide a consistent and complimentary image for the area.                      A. CRAA should continue to make landscape improvements to International Gateway as part of its reconstruction.                      B. Columbus and CRAA should work with ODOT to investigate landscape improvements to I-670 that compliment Port Columbus enhancements.</p> <p><b>3.11 Infrastructure Financing.</b> The Partnership should investigate the creation of joint TIF districts, JEDDS, or other funding mechanisms/strategies to fund recommended capital improvements in the Partnership area. Columbus should take the lead.</p>
<p><b>4. Supporting Airport Operations.</b> Future development, including expansion of existing development, should be consistent with and not impede air traffic operations and any future expansion of Port Columbus.</p>	<p><b>4.1 Development Restrictions.</b> Height, noise, and land use restrictions should be followed in all development decisions and related legislative, regulatory and administrative actions.</p> <p><b>4.2 Airport Expansion.</b> The Partnership and each jurisdiction should continue to support Port Columbus expansion and improvement investments.</p> <p><b>4.3 Columbus AEO.</b> The city of Columbus Airport Environs Overlay text and boundaries should be updated as recommended in Model Airport Noise Regulations Update, MORPC, 2002. The city should consider adopting a new approach to defining the overlay by using fixed district boundaries.</p> <p><b>4.4 AEO Adopted by Other Jurisdictions.</b> All other jurisdictions in the planning area consider adopting a zoning overlay consistent with the Columbus' Airport Environs Overlay.</p>
<p><b>5. Airport Improvements.</b> CRAA should continue to make physical improvements to the airport facilities, expand air service, and enhance passenger and business amenities.</p>	<p><b>5.1 South Runway.</b> CRAA continues to pursue relocation and reconstruction of the south runway.</p> <p><b>5.2 Terminal Improvements.</b> CRAA should pursue terminal improvements as appropriate given passenger growth.</p> <p><b>5.3 Consolidated Car Rental Facility.</b> CRAA should pursue construction of the consolidated car rental facility.</p>
<p><b>6. Joint Marketing.</b> The Partnership should develop joint marketing tools to implement the economic development vision of this plan, including a land and building inventory, website, marketing materials, and outreach strategy.</p>	<p><b>6.1 Outreach Strategy.</b> The Partnership should develop and execute an outreach strategy to promote the area for economic development. The strategy should be comprised of a website, land and building inventory, marketing, and branding.</p> <p><b>6.2 Websites.</b> Each member of the Partnership and CRAA should provide links on their respective websites to each others' website to facilitate joint marketing among the various jurisdictions and Port Columbus.</p> <p><b>6.3 Land and Building Inventory.</b> The Partnership should create and maintain a web-based inventory of land and buildings suitable for economic development.</p> <p><b>6.4 Marketing.</b> The Partnership should prepare joint marketing materials that can be used by each jurisdiction as part of their own R&amp;E activities.</p> <p><b>6.5 Branding.</b> The Partnership - working in coordination with CRAA - should develop a physical "branding" concept that can be applied to infrastructure, gateways, signage, etc.</p>
<p><b>7. Environmental Enhancement.</b> The Partnership works jointly to address environmental constraints and opportunities, thereby improving the environmental assets in the planning area.</p>	<p><b>7.1 Brownfields.</b> The Partnership should support continued reclamation and development of brownfield sites.</p> <p><b>7.2 Floodplains.</b> The Partnership should support preservation of the 100-year floodplain in order to manage storm flow. Each jurisdiction should mitigate fill and construction activity within the 100-year floodplain of either Alum Creek or Big Walnut Creek. Wherever possible, wildlife habitat should be restored or maintained along creeks, as well as a 120-foot-wide vegetative buffer – provided that FAA guidelines regarding wildlife nuisances is followed.</p> <p><b>7.3 Storm Ponds.</b> The Partnership should support the use of dry constructed ponds for stormwater management to reduce potential air traffic and wildlife conflicts per FAA guidelines.</p> <p><b>7.4 LEED.</b> The Partnership should promote the use of LEED standards in the design of new buildings and structures.                      A. Columbus should promote its Green Agenda, including the use of LEED design standards, in projects within the planning area</p>



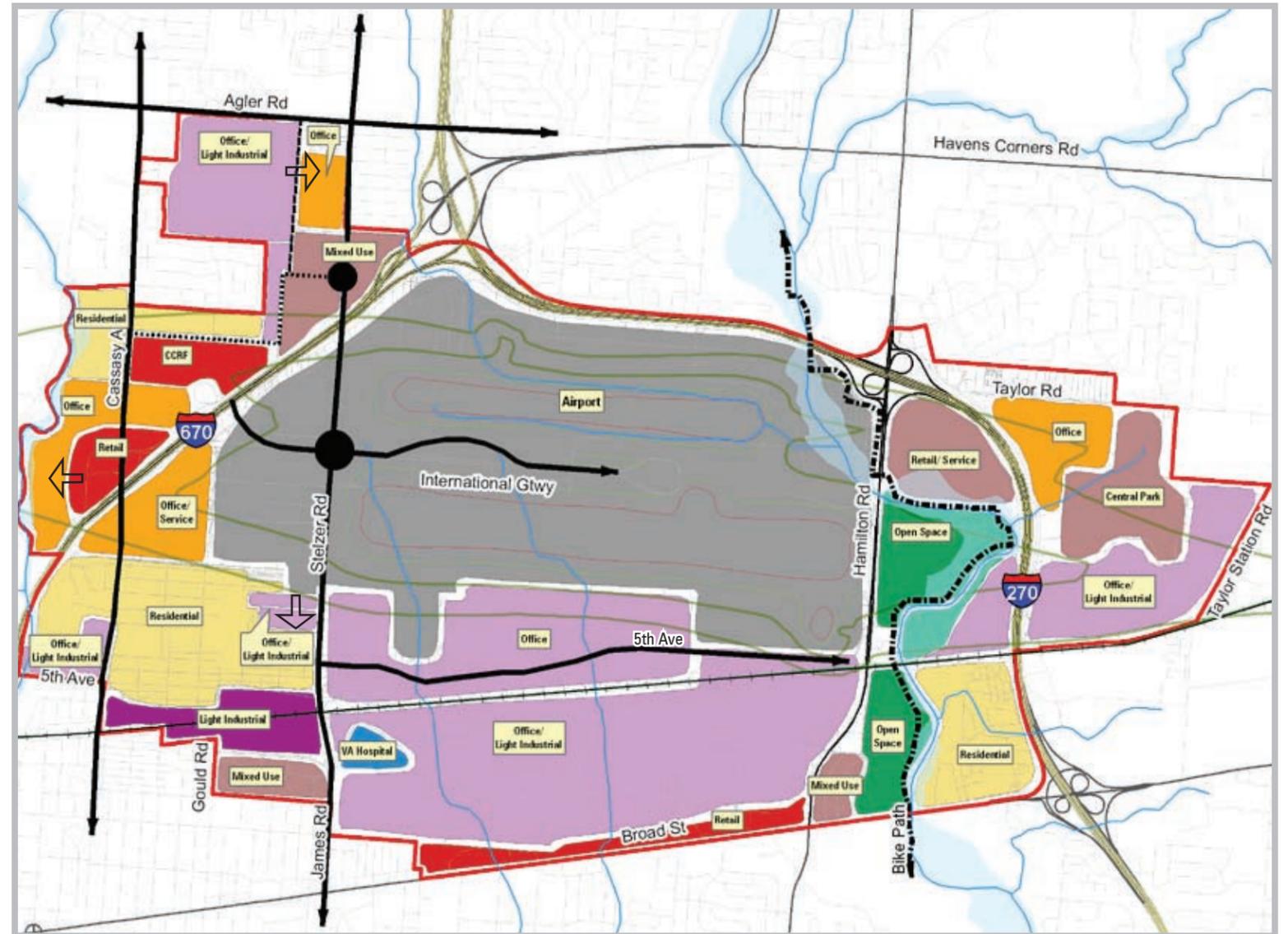
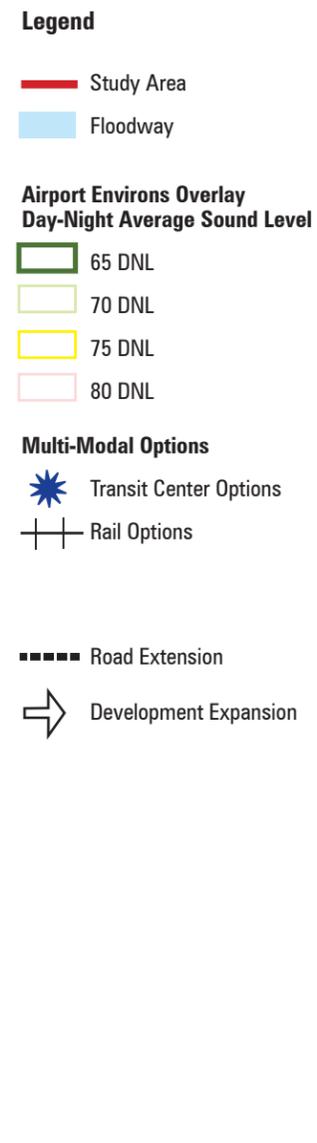
## Land Use and Development Recommendations

### Conceptual Development Plan

The Conceptual Development Plan seeks to bring organization to the development pattern surrounding Port Columbus while encouraging expansion and infill development on appropriate sites. The following summarizes the key concepts within the development plan:

- ◆ **Strengthen Existing Commercial Nodes.** The development plan recommends expanding existing commercial nodes, particularly those that contain office and light industrial uses. Examples include supporting expansion of CityGate businesses to the east towards Stelzer Road, expansion of office uses west of Airport Drive, and expansion of commercial uses in Gahanna at Central Park and the Buckles tract.
- ◆ **Establish New Mixed-Use Nodes.** The development plan recommends establishing mixed-use nodes that offer new development opportunities, building upon proximity to the airport and business travelers. These nodes would also be more sustainable in that they would include a variety of business types, lodging and restaurants. The primary example is on Stelzer Road north of I-670.
- ◆ **Strengthen Light Industrial and Office Uses.** A significant corporate base is located along Fifth Avenue, as well as DSCC and its various operations. The development plan recommends strengthening these areas by supporting business expansion and recruiting similar business types that support existing users. Additional areas of concentration include Taylor Station/Claycraft Road area and the Johnston Road corridor.
- ◆ **Support Airport Expansion.** The economic strength of the planning area depends upon the business activity generated by and proximity to Port Columbus. The development plan supports continued expansion of airport operations, including relocation of the south runway, additional terminal capacity, and construction of the Consolidated Car Rental Facility. Airport-related development should be stressed consistent with the *Port Columbus Program Management Airport Development Plan*.
- ◆ **Sensitivity to Noise Contours.** The development plan recognizes the impact of noise contours generated by Port Columbus air traffic and supports land uses that are compatible per FAA guidelines.
- ◆ **Connectivity.** The development plan supports the reconstruction and potential widening of Stelzer Road, further improvements as necessary to Cassady Avenue, reconstruction of Fifth Avenue, extension of Jetway to Stelzer and Alger and continued development of the Big Walnut Creek bikeway and Tech Center Drive. Enhanced transit service should be explored, beginning with a multi-modal transit center for COTA and providing rail service to Downtown in the long term.

### Conceptual Development Plan





### Land Use Plan

The Land Use Plan translates the Conceptual Development Plan to the parcel level thereby providing detailed guidance for future development and redevelopment. The accompanying table quantifies recommended land use by acreage. As noted below, the majority of the planning area excluding land owned by the CRAA is recommended for employment-generating land uses.

#### Future Land Use (2006)

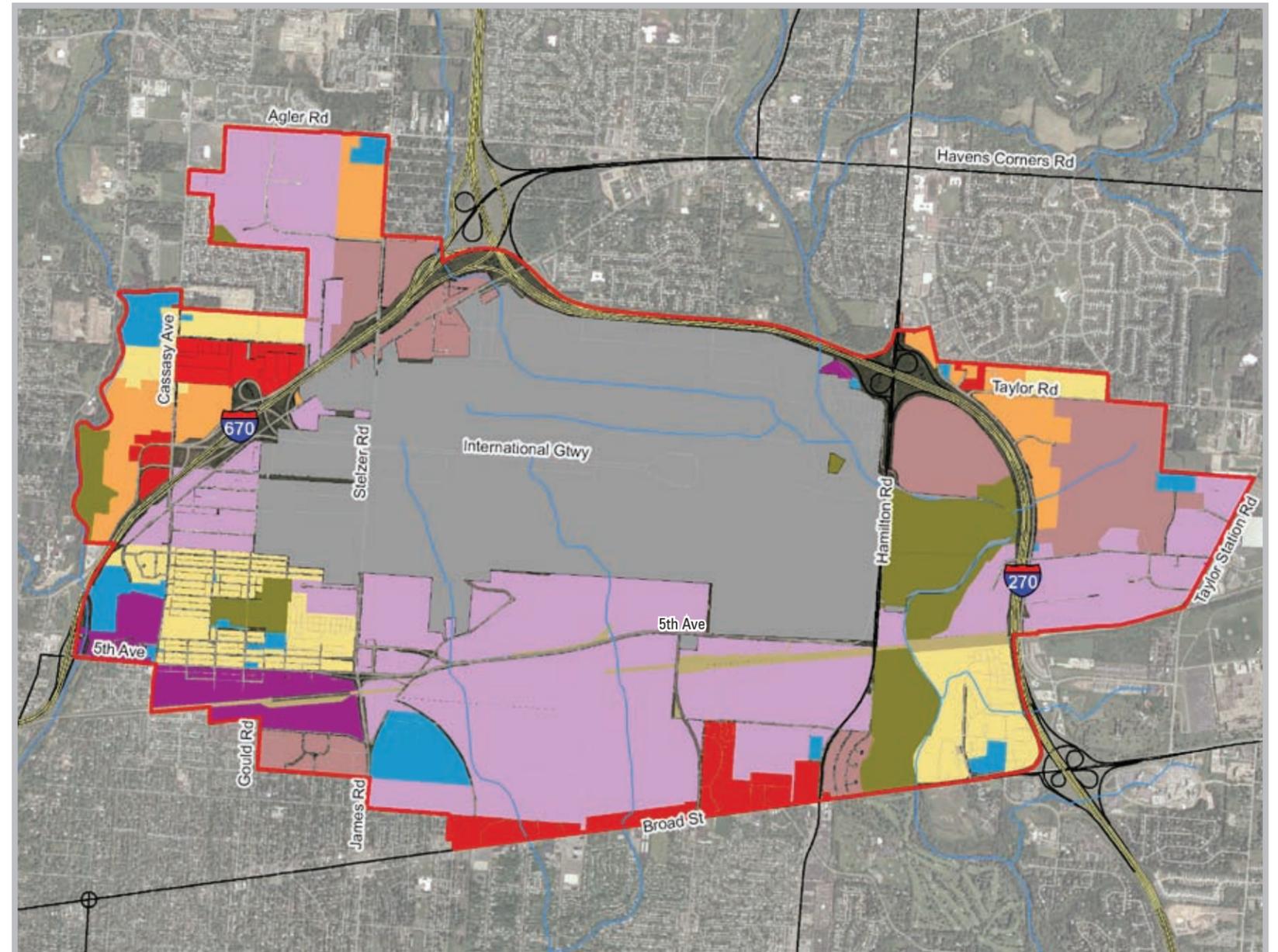
Future Land Use	Acres	Percentage
Commercial	334.20	5.50%
Industrial (Light)	174.74	2.87%
Institutional	188.86	3.11%
Mixed Use	568.79	9.35%
Office	267.08	4.39%
Office/ Light Industrial	1830.64	30.10%
Open Space	373.15	6.14%
Residential	454.17	7.47%
Utilities and Rail Roads	73.59	1.21%
Airport	2217.00	36.46%
<b>Total</b>	<b>6081.43</b>	<b>100%</b>

Source: Franklin County Auditor, Columbus Planning Division

### Land Use Plan

#### Legend

- Study Area
- Airport
- Commercial
- Office
- Office/ Light Industrial
- Industrial (Light)
- Mixed Use
- Institutional
- Residential
- Open Space
- Utilities and Railroads
- Vacant





## Land Use and Development Recommendations *(continued)*

### Future Land Use Employment Forecast

Future land uses that have potential to continue to produce or create income tax revenue are summarized below. These parcels have minimal limitations, as outlined in the “Constraints” column below. A minimal portion of each site is located within a flood zone and commercial properties within the boundaries of the airport are within the 70 DNL contour, which limits the types of commercial land uses allowed at those sites (see Existing Conditions, page 8).

#### Land Use Analysis

Use	Acreage	Constraints	Potential Use
Commercial	334.20	Floodzone (≈10 acres), ≈ 70 acres in 70 DNL contour (all within Airport Boundaries)	Retail
Office	267.08	Floodzone (≈ 5 acres)	Office
Office/ Light Industrial <sup>1</sup>	1,390.34	Floodzone (≈ 35 acres)	50% Office/50% Light Industrial
Industrial (Light)	174.74	Floodzone (≈ 2 acres)	Light Manufacturing/Industrial
Mixed Use	568.79	Floodzone (≈ 50 acres)	33% Retail/ 33% Office/ 33% Light Industrial

<sup>1</sup> Office/ Light Industrial Acreage does not include current acreage of DSCC facilities

The development potential is summarized in the table below. The Land Use Plan delineates the largest potential for light manufacturing/industrial development and office development in the planning area.

#### Development Yield Forecast

Use	Gross Acreage	Net Acreage (80% of total)	Net Density <sup>1</sup>	Yield (sq ft)
Retail	523.78	419.02	10,000 sf/ac	4,190,248
Light Manufacturing/Industrial	1,059.49	847.59	12,500 sf/ac	10,594,877
Office	1,151.83	921.46	10,000 sf/ac	9,214,622

<sup>1</sup> Net density standards from City of Columbus, Planning Division, Land Use Classification

The employment forecast calculates the number of jobs that could be generated by the above development yield forecast. If development occurs as outlined in the Future Land Use Plan, properties in the airport planning area have the potential to create over 56,000 jobs. The largest proportion of these jobs would come from office development.

### Employment Forecast

Development	Yield (square feet)	Job Variable <sup>1</sup> (square feet/employee)	Job Forecast
Commercial:			
Retail (40%)	1,676,089	400	4,190
Accommodations (20%)	838,044	1,200	698
Food Services (20%)	838,044	200	4,190
Wholesale Trade (20%)	838,044	800	1,048
Light Manufacturing-Industrial	10,594,877	1,150	9,213
Office	9,214,622	300	30,715
DSCC current employment	-	-	6,160
<b>Totals</b>	<b>23,999,720</b>	-	<b>56,215</b>

<sup>1</sup> Job Variables source is MORPC; Job variable for Wholesale Trade is average of retail goods for urban and suburban; Job variable for manufacturing is average of manufacturing and warehousing.

The market should determine whether this development actually occurs. This forecast looks at the overall development potential of the area, not at currently vacant sites. The actual net increase is 675 acres of new mixed use development, representing 5.9 million square feet of development and 23,961 jobs.



Industrial development in City Gate Business Park.

### Development Standards

The following general development standards are recommended for the planning area.

#### Urban Design

- ◀ Gateways are defined by well maintained infrastructure, enhanced landscaping, and appropriate signage.
- ◀ Gateways convey a positive image about the city and the associated neighborhoods or business districts.
- ◀ Corridors are defined by well maintained infrastructure, enhanced landscaping, and banners systems as appropriate.
- ◀ Districts are defined based upon historic development patterns, geographic boundaries, or political boundaries that are readily accepted by the community.
- ◀ Districts are defined by a common architecture, land use, density, or other similarly repeating characteristic.
- ◀ Such identified characteristics are conserved to promote the positive image of the district.

#### Office Development

- ◀ Office structures should have a recommended minimum FAR of 1.0.
- ◀ Buildings should exhibit contextual architectural design that enhances the surrounding environment by augmenting the highest quality building, design and material patterns.
- ◀ Buildings utilize natural building materials, particularly on front facades.
- ◀ Front elevation should be oriented to address the street and entryways facing the street frontage and clearly demarcated.
- ◀ Parking is recommended to be hidden to the greatest extent possible (located to the rear or side of a building).
- ◀ Buildings should be appropriately scaled relative to the existing or proposed street widths.



### Light Industrial Development

- ◀ Light industrial structures should have a recommended minimum FAR of 0.50.
- ◀ Building should exhibit a “corporate” architectural character of high quality materials, design, and color.
- ◀ Building should utilize natural materials on front facades.
- ◀ Buildings are recommended to be oriented so that loading, storage, and other external activities and building features that generate noise, etc., are not facing public rights-of-way or residential uses.
- ◀ Parking is recommended to be hidden to the greatest extent possible (located to the rear or side of a building).

### Mixed Use Development

- ◀ Mixed uses occur vertically in a structure (first floor retail, second floor office, third and higher floors residential) or horizontally in a development (in these cases, the uses must be integrated and not segregated).
- ◀ Mixed use development includes a variety of building types and sizes, as well as unique architectural features such as towers, public plazas, fountains, public art, and other amenities.
- ◀ Mixed uses can be introduced into existing neighborhoods at key intersections to create a destination, sense of place, and a community gathering place (these nodes would include neighborhood-scale retail and other services, and optimally provides and/or retains space for locally-owned business).
- ◀ Mixed use development is oriented toward streams or other natural features and has strong visual and design connections to such features.
- ◀ Significant view corridors are maintained when considering building placement.
- ◀ Mixed uses should be a common building type in urban districts, urban corridors, and the downtown.
- ◀ Interior noise level for mixed use developments with office and residential projects should be maintained to 45 DNL.

### Site Design

- ◀ Developments are recommended to focus exceptional architectural quality on buildings anchoring intersections and other high visibility locations.
- ◀ Vistas of 600 feet or more should be anchored with a building with exceptional architecture.
- ◀ Parking lots visible from public streets are recommended to be screened with a combination of fencing and/or masonry/stone walls and/or landscaping. Fences and walls should not exceed four feet in height. Fences, with or without masonry piers, are decorative and constructed of ornamental metal tubes or solid metal bars. Chain link fences are not supported for new development.

### Landscaping and Screening

- ◀ Street trees are recommended on all public and private streets, as approved by each jurisdiction.
- ◀ Landscaping should follow the “Vegetation Recommendations for Airports” developed by USDA in March 2006.
- ◀ Landscaped buffers and screening are recommended between residential and commercial and/or industrial uses, as well as other sensitive land use transitions.
- ◀ New plant material is recommended to meet the following specifications: Single trunk ornamental trees are a minimum of two-inch caliper (four inches from ground) at the time of installation; Single trunk deciduous trees are a minimum of two and one-half inches in caliper (four inches from ground) at the time of installation.
- ◀ Dumpsters are recommended to be fully screened on three sides to a minimum height of six feet or a height equal to that of the dumpster, whichever is greater and maintain a minimum 90% opacity with a material that is compatible with primary building material. The open side includes a solid gate and is neither viewable from a public right-of-way nor facing a contiguous residence.
- ◀ Mechanicals are recommended to be screened from roadway view by building architecture (preferred), roof parapet or with walls and plant material to their full height.
- ◀ Loading docks and service areas are recommended to not be visible from major arterials (preferred) or are screened to their full height with earth mounding, vegetation, or decorative fences and walls. Loading docks and service areas are not located adjacent to residential uses or residential zoning.

- ◀ Retention/ Detention basins should follow the guidelines developed by FAA for development near airport.

### Lighting

- ◀ For local streets, proposed lighting is recommended to provide enough lighting to preserve safety, but without glare, hot spots, or spill light through residential windows.
- ◀ If area is historic, lighting is recommended to highlight special architectural or landscape features and/or prominent buildings and gateways.
- ◀ Residential streetlights are recommended to be post-top style decorative fixtures that do not exceed a height of 14 feet.
- ◀ Mechanisms are recommended that will prevent the spillage of project lighting onto neighborhood property, streets, or the night sky.
- ◀ All light sources are shielded or flush with fixtures.

### Signage

- ◀ In commercial areas, signage is recommended to complement building and other streetscape elements, is designed of appropriate size, style, and materials, and is located to properly fit into the business district.
- ◀ Roof signs, larger overhanging signs, LED and other such electronic or digital signs, or excessively large signs that interfere with the visual character are not supported.
- ◀ Signs are recommended to be placed and sized on buildings such that they are in keeping with the scale and size of the building facades and general streetscape so as not to obscure or interfere with architectural lines and details. Sign design relates to the general theme of the surrounding district and incorporated into the building architecture.
- ◀ The development and location of permanent identification signs in prominent gateway locations is recommended provided that such signage includes landscaping or other types of additional amenities to highlight these gateways.
- ◀ Traffic control signs are recommended to be mounted in clusters on existing utility poles whenever possible.
- ◀ Signage in larger scale commercial projects utilize building signs and on-site monument ground signs that are coordinated with the building architecture in terms of material and color is recommended.



**Land Use and Development Recommendations** *(continued)*



Gahanna Gateway

**Road Improvement Projects**

**Legend**

— Study Area

See Existing Conditions, 2.12 for Project Summaries

- ✱ Gahanna Gateway Improvements (Gahanna) - at Hamilton Road and 1-270
- ✱ Hamilton Road and 1-270 Ramps (ODOT) - Improve Ramps
- ✱ Stelzer Road and Airport Drive Reconstruction (ODOT) - New Bridges
- ✱ Techcenter Drive Extension (West) (Gahanna) - Plans not Yet Finalized
- Broad Street Resurfacing (Columbus) from Gould Road to East of Napoleon Ave
- Jetway Extension (Columbus) - Potential Connection to Stelzer Road
- Jetway Extension (Columbus) - Potential Connection to Agler Road
- Cassidy Ave Widening (Columbus) - To Standard Lane Width with Turn Lanes
- Drake Road (Columbus) - Roadway Improvements and Connection to Jetway
- Fifth Ave (Columbus) - Streetscape and Roadway Improvements
- James Road/Stelzer Road Improvements (Columbus) - Streetscape, Aesthetics and Infrastructure
- Science Boulevard Extension (Gahanna) - to Taylor Road
- Stelzer Road Reconstruction (Franklin County) - Widened North of I-670 to South of Foraker Road
- Techcenter Drive Extension (East) (Gahanna) - To Science Boulevard Extension



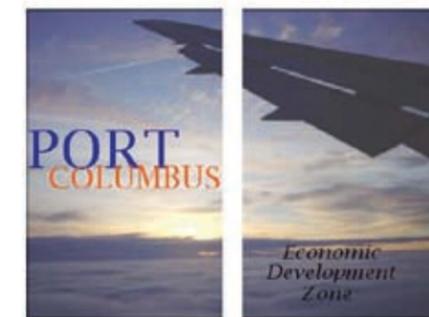
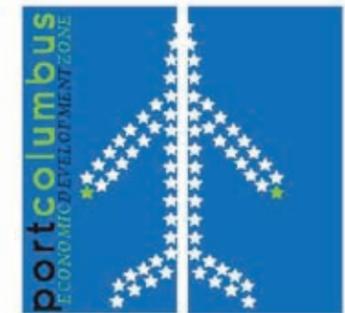
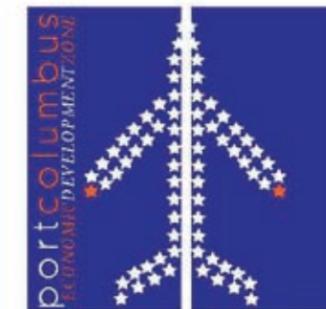


## Implementation

This planning document should be adopted by each jurisdiction’s council, making the *Joint Economic Development Strategy* official municipal policy. Once that is completed, the following steps should be undertaken to guide implementation:

- ◀ **Formalize Partnership Working Group.** The economic development staff of each jurisdiction and CRAA representatives should establish a permanent working group to coordinate implementation. The working group should meet as needed, but no less than quarterly. It should establish an annual work program that prioritizes implementation tasks.
- ◀ **Establish Annual Work Program.** The working group should review the recommendations of this plan and agree upon the priorities for the first year of implementation. Thereafter, the working group should update its work program on an annual basis.
- ◀ **Establish a Brand and Marketing Strategy.** The working group should propose a “brand” to be used in marketing the planning area to new businesses. This should be undertaken in consultation with the Greater Columbus Chamber of Commerce. The brand should be institutionalized on jurisdictions’ websites and economic development marketing materials.
- ◀ **Prioritize Opportunity Sites.** Where feasible, the working group should prioritize the opportunity sites within each jurisdiction to begin a marketing campaign and outreach strategy to potential developers and businesses. Each jurisdiction should prioritize necessary public improvements to facilitate development of the opportunity sites.
- ◀ **Facilitate Major Infrastructure Projects.** The working group should work with the appropriate public service staff in each jurisdiction to facilitate major infrastructure projects that will benefit the entire planning area, such as the Stelzer Road improvements and improvements to E. Fifth Avenue.

If a new legal structure is proposed to implement this strategy, then a more aggressive approach to redevelopment may be appropriate.



Conceptual illustrations of potential branding for the Partnership, developed by Corrin Wendell (Urban Designer).

# Appendix

<b>Opportunity Site B: Woodland Plaza</b>	<b>49</b>
<b>Opportunity Site L: VA Triangle</b>	<b>50</b>
<b>Opportunity Site H: Morrison Road and Edwards Landfill</b>	<b>51</b>
<b>Opportunity Site M and N</b>	<b>52</b>
<b>Bibliography</b>	<b>54</b>





## Opportunity Site B: Woodland Plaza (13.3 acres)

### Existing Conditions

This site is located in the city of Columbus on the west side of Stelzer Road. The site has 493 feet of road frontage. Currently, the entire site is zoned commercial (C4) and it is currently Vacant. Currently there is a significant tree cover on the site. The surrounding land uses are residential, commercial and light industrial.

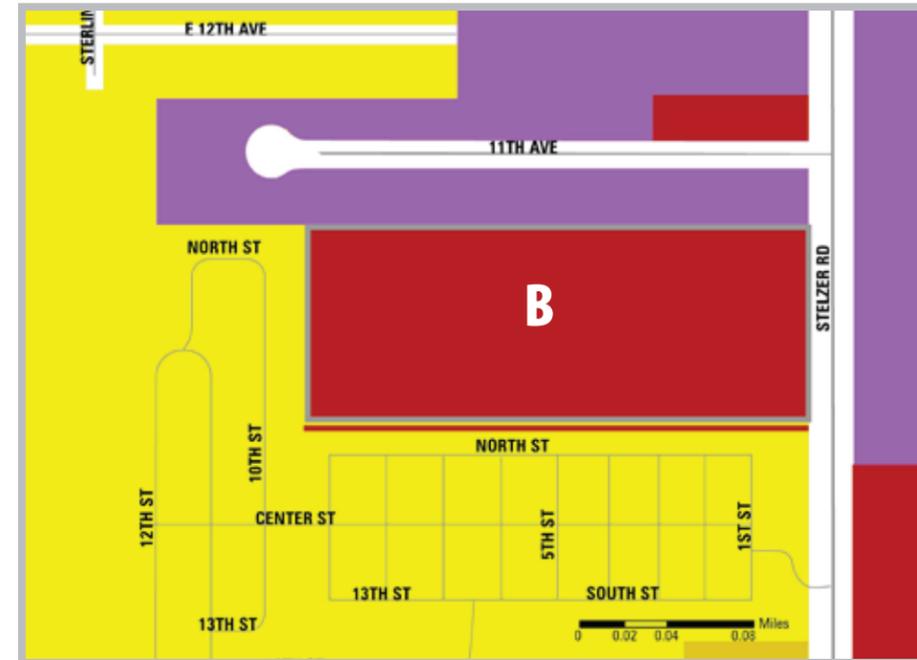
### Vision

Expansion of the adjacent light industrial park into this site.

### Recommendations

Light industrial uses compatible to the development to the north are recommended for this site. The access is recommended from E. 11th Avenue (Concept 1). The buildings with significant design elements should front on Stelzer Road to improve the streetscape. Significant landscaped buffer is recommended adjacent to the residential uses west and south of this development. A secondary access could be considered from Stelzer Road but should be designed to limit the traffic entering and exiting on the Stelzer Road. (Concept 2)

### Zoning



Concept 1



View from Stelzer Road



Concept 2



### Opportunity Site L: VA Triangle (11.4 acres)

#### Existing Conditions

This set of parcels located between Stelzer and James Roads lies across from the entrance to the new Veterans Administration Hospital. The site is of irregular shape and currently owned by the Columbus and Southern Ohio Electric Company (AEP). This site has access from a drive off of Stelzer Road which needs significant improvements. The other land uses include a light industrial warehouse and trailer storage facility. This site is currently zoned manufacturing (M) and commercial (C4).

#### Vision

A mixed use corporate park with supporting retail and an enhanced streetscape and visual presence.

#### Recommendations

Office, retail, and light industrial uses are recommended for the Stelzer and James Road intersection (Concept 1). The buildings should front on Stelzer Road and address the corner using significant architectural details. The access to parking should be from James Road. Other improvements along Stelzer Road should include street trees, sidewalks and significant landscaping.

The northern portion of the site should be well composed as a cohesive development. Light industrial, flex-office and small warehouse distribution facilities and office uses are recommended. The buildings should front on Stelzer Road with parking accessed from James Road. Other improvements should include landscaping and street and parking lot trees.



#### Zoning



- Commercial
- Exclusive Use
- Multifamily
- Industrial
- Floodplain



View from James Road



Concept 1



Concept 2



## Opportunity Site H: Morrison Road and Edwards Landfills (72.4 acres)

### Existing Conditions

These landfills, located north and south of the railroad and west of I-270, offer the potential for economic development. Both closed landfills are brownfields and would require some degree of mitigation prior to redevelopment. They are impacted by the 100-year floodplain and floodway and there may be significant associated infrastructure costs thru redevelopment (bridge over Big Walnut Creek, widening of Claycraft bridge over I-270). There are also noise and height limitations and aviation easements on the property. This site is currently zoned manufacturing (M).

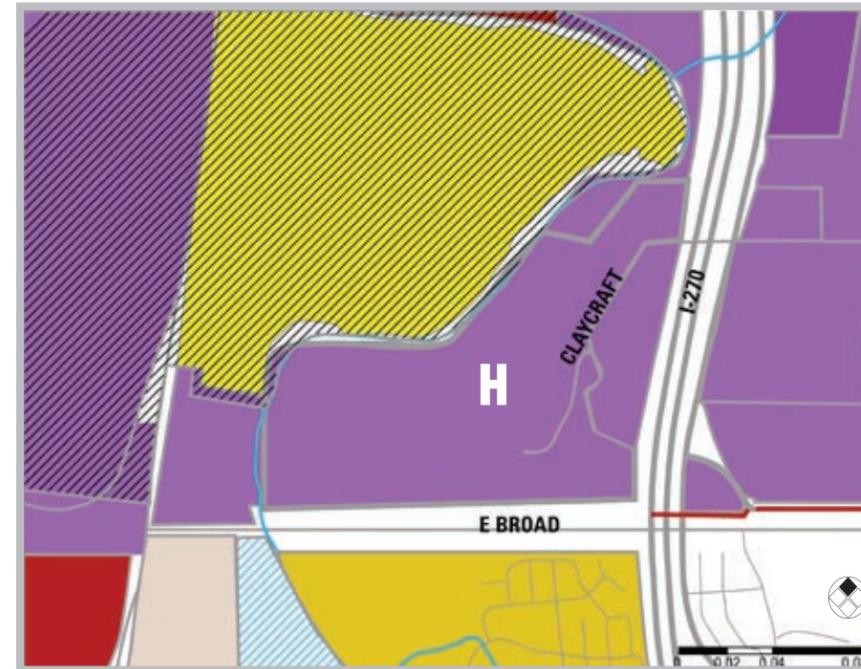
### Vision

An office and light industrial park that is sensitive to environmental constraints, using those features as an amenity.

### Recommendations

The uses recommended for this site include office, light industrial, and warehouse flex spaces (Concept 1). The floodway and 100-year floodplain should be protected by providing greater open space and parkland along the creek (Concept 2). The existing tree cover should be preserved and should be utilized for recreational purposes by providing a multipurpose trail along the creek side to provide access to recreation for the area employees. The buildings should front the roadway by providing parking in the rear. Other improvements should include intense landscaping and street and parking lot trees.

### Zoning



Concept 1



Concept 2



View from Claycraft Road



## Opportunity Site M (21.7 acres) and N (41.6 acres)

### Existing Conditions

Site M is located within close proximity to Port Columbus International Airport and situated along I-670. There are several single family homes in the area as well as several acres of developable land located adjacent to the single-family homes in this area. This site has visibility from I-670 and adequate access from Stelzer Road. Site M is currently zoned Rural Residential (RR).

Site N contains large amounts of vacant green space at the corner of Citygate Drive and Stelzer Road. There are a limited number of single-family homes along Stelzer Road within site N. In addition, there are an ample number of trees in the area. Both site M and N are conveniently located adjacent to one another making it ideal for an interconnected development. This set of parcels is currently zoned Rural Residential (RR), Manufacturing (LM) and Commercial (CPD).

### Vision

A mixed use high end corporate office development that supports the business travelers with appropriate services.

### Recommendations

The recommended uses for these sites are office, retail, hotel, restaurants, light industrial, manufacturing, and other airport related uses because of their close proximity to the airport via Stelzer Road. This mixed use development should encourage walkability with a pedestrian-friendly network of sidewalks. The streetscape improvements should include landscaped medians and street trees and landscaped buffers. The buildings should front roadways with parking located to the rear. Connectivity should be increased by extending Jetway to Stelzer, and by providing access through each of the quadrants. The existing tree cover and the “creek” located on site N should be preserved where feasible and used for recreational purposes by creating a walking trail.

A transit center with COTA bus service is recommended for airport patrons with up-to-date information regarding airplane arrivals and departures. The site composition should include other components like open space, plazas, a park, kiosks, fountains and gardens.

### Zoning



- |  |   |
|--|---|
| <span style="color: red;">■</span> Commercial                | <span style="color: yellow;">■</span> Residential |
| <span style="color: blue;">■</span> Community Service        | <span style="color: orange;">■</span> Multifamily |
| <span style="color: purple;">■</span> Manufacturing          | <span style="color: brown;">■</span> Office       |
| <span style="color: darkpurple;">■</span> Planned Industrial |   |



Concept 1

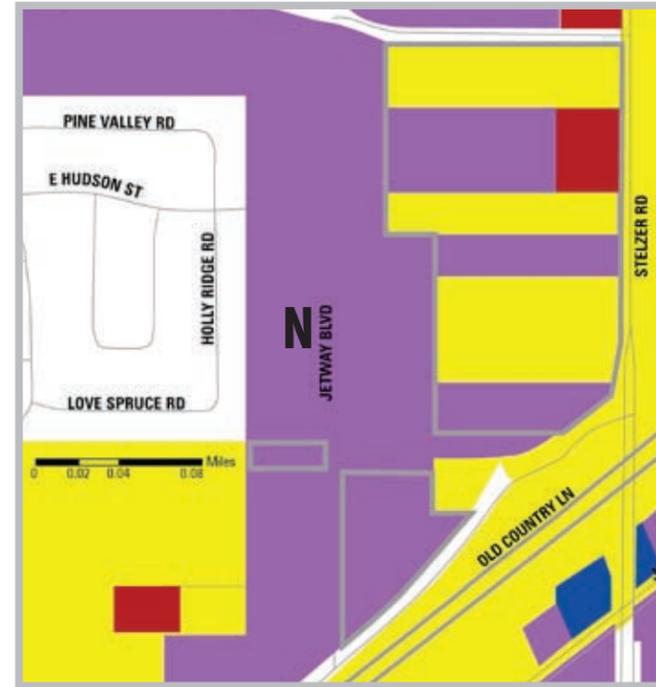


View from Stelzer Road



View from Stelzer Road

Zoning



- Commercial
- Residential
- Community Service
- Multifamily
- Manufacturing
- Office
- Planned Industrial



Concept 2



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An aerial photograph of an airplane wing in flight, viewed from above. The wing is white and extends across the lower half of the frame. Below the wing, a vast expanse of white, fluffy clouds stretches to the horizon. The sky above is a mix of light blue and pale yellow, suggesting a clear day with some light haze or a low sun. In the upper left corner, there is a dark blue horizontal band containing a white silhouette of an airplane flying towards the right, leaving a white contrail.

**City of Columbus  
Development Department**

**Planning Division  
109 N. Front Street  
Columbus, Ohio 43215**

**[www.columbus.gov](http://www.columbus.gov)**